



MINUTES OF THE TRIATHLON ENGLAND MANAGEMENT BOARD AND TRIATHLON ENGLAND COUNCIL JOINT MEETING HELD ON THE 11TH FEBRUARY 2017 AT BURLEIGH COURT LOUGHBOROUGH  
9:00 - 15:40

**Present:** Bill James (Chair) (BJ), Paul Gardner (PG), Sally Lockyer (SL) Duncan Hough (DH), Sarah Taylor Hough (STH), Richard Fuller (RF), Francis Riley (FR), James Barton (JBa), Claire Stirling (CS), Tracey Sample (Council President) (TS), Dave Rigby (DR), Steve Cooke (SC), Jamie Gordon (JG), Debbie Clarke (DC), Ian Simon (IS), Jane Wild (JW) representing Derek Biggs), Rob Lines (RL) (Eastern Region Chair handover period).

**Apologies:** Derek Biggs

**In attendance:** Jack Buckner (CEO) (JBu), Kay Simnett (KS), Natalie Justice-Dearn (NJD), Ian Pyper (IP) (item 3.5) Jo Simpson (JS) (item 3.8) Niahm McBride (NM) (item 3.7)

**Minutes:** Michael Buccheri (MBu), Mhairi Billington (MBi)

Item	Minute	Owner and due date
1.	<p><b>Opening remarks and apologies</b></p> <p>The Chairman &amp; President welcomed everyone to the meeting.</p> <p>Apologies from Derek Biggs (South West Council representative), Jane Wild was in attendance representing the South West</p>	
2.	<p><b>Declarations of interest</b></p> <p>None.</p>	
3.	<p><b>Items for discussion or decision</b></p>	
3.1.	<p><b>Introduction and scene setting</b></p> <p>The Chairman explained the structure, procedure and governance of the meeting; the meeting was an opportunity for Triathlon England Management Board (TEMB) and Triathlon England Council (TEC) to set the tone for 2017 by working together, but stated that there would be items where governance would split out for TEMB or TEC during this meeting. The Council President stated that the joint meeting was a great opportunity for board and council members to get to know each other and better understand the governance of both groups.</p> <p>All in the meeting introduced themselves.</p>	

	<p>The Chairman reviewed the matters arising from the previous meeting minutes.</p> <p>The CEO explained the 2024 vision and what it meant for the next four years; explaining the imagery used in the organisations vision cards, and how British Triathlon (BTF) and TE are trying to drive the strategic pillars through their operating plan.</p> <p>He commented on 2016 from a BTF and TE organisational perspective;</p> <ul style="list-style-type: none"> <li>• It was a year of Olympic and Paralympic success which linked to participation campaigns such as #YourGOTRI.</li> <li>• A year of membership growth and several products developed ready for launch.</li> <li>• The year ended with successful UK Sport and Sport England funding allocations.</li> </ul> <p>A discussion was had around the challenging funding situation in general for Sports' National Governing Bodies (NGBs).</p>	
<p><b>3.2.</b></p>	<p><b>Draft Operating Plan 2017/18</b></p> <p>The CEO discussed the current triathlon market; stating that there are core (current triathlon members) and novice (those who cycle, run or swim but aren't members) markets. He stated that it is key for TE make the most of the novice market, with two big events in 2017 being a way to do so. Leeds WTS 2017, to be like London Marathon for BTF and Nottingham Mixed Team Relays.</p> <p>A plan for 2017 was presented, this included:</p> <ul style="list-style-type: none"> <li>• Membership</li> <li>• GO TRI</li> <li>• Leeds WTS and Mixed Team Relays</li> <li>• Partnerships</li> <li>• Improving Core of Triathlon</li> <li>• Risks</li> </ul> <p>The outcome targets for 2024 were stated and the objectives of them were discussed.</p> <p>The CEO presented the Board Strategic and Operational plan to April 2018 and expanded on each section.</p> <p>The CEO discussed the Sport England funding award; it was explained that their funding focus has shifted from core sport to focus on addressing inactivity. With TE having to submit a core and mass market funding bid. This meant TE had 4 years' worth of funding to make GO TRI sustainable.</p> <p>A discussion was had around further possible funding opportunities that may arise during the cycle. NJD explained the regional managers would help any clubs with bids for specific additional funding opportunities if they require it but the clubs need to make TE aware of the funds they want to apply for via their regional manager.</p>	

	<p><b>ACTION: TEMB to report on status of progress on the 2018 operational plan within board reports</b></p> <p><b>ACTION: TEC to decide how the communication and co-ordination of additional regional funding goes forward.</b></p> <p><b>ACTION: TEMB and TEC to receive CEO Video update and a plan will be developed for sending a video update to all members.</b></p> <p><b>ACTION: CEO to circulate the operational plan.</b></p> <p>A discussion was had around Commonwealth Games 2018 and a GO TRI linked (lead-up) participation campaign; NJD explained that TE needs to consider how to link GOTRI in to the build-up of the Commonwealth Games (CWG).</p> <p>A discussion was had around GO TRI and data insight.</p> <p><b>ACTION: NJD develop and share a plan for GOTRI build up to CWG (for action later in the year).</b></p>	
3.3	<p><b>Budget - assumptions and timetable</b></p> <p>KS &amp; JBa presented a financial and budget overview.</p> <p>The Chairman explained that TEMB has a constitutional responsibility to work with the executive team on budget and for the TE Council to sign off on it.</p> <p>The TE budgeting process was explained</p> <p>A discussion was had about monetary reserves; JBa explained that reserves can be used if necessary and where appropriate with sign off from TEMB and TE Council.</p> <p>The next steps in the budgeting process were explained and timelines for TE Council and TEMB approval given.</p>	
3.4	<p><b>Marketing - high level approach &amp; plan</b></p> <p>SL gave a presentation on high level marketing approach and plan.</p> <p>CS asked how TE convert people looking on GOTRI website to actual sign ups.</p> <p>PG asked about the possibility of Skills Schools for adults.</p>	

3.5	<p><b>CWG 2018 - briefing &amp; TEMB sign off selection policy</b></p> <p>IP, CWG team manager, introduced himself to the TEMB and TEC.</p> <p>IP presented information and TE's selection policy for CWG 2018 which included:</p> <ul style="list-style-type: none"><li>• Key dates</li><li>• Race and camp locations</li><li>• Performance factors, qualification, and ranking systems</li><li>• Selection policy</li></ul> <p>A discussion was had around selection policy. The TEMB signed off the policy.</p> <p>IP presented the budget, staffing and next steps for CWG 2018. A discussion was had around staffing. The budget was accepted in principle, with a follow up required to challenge the numbers further. Newly appointed TEMB member Simon Wergan to take on TEMB responsibility once inducted.</p>
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<p><b>3.6</b></p>	<p><b>Major Events - Leeds &amp; Mixed Team Relay</b></p> <p>The CEO discussed Mixed Team Relay; he explained that it is a key area for the growth of triathlon as it is included in 2018 CWG.</p> <p>The BTF mixed team relay event will take place in Nottingham. With commitment from Nottingham City Council to develop a mass participation festival in collaboration with us. The event will be aired live on the BBC, assuming it goes well BTF hopes to build up a race series based on this event.</p> <p>A discussion was had around ETU mixed relay club championships.</p> <p>The CEO discussed Leeds WTS 2017; he explained the improvements from last year's event, which included:</p> <ul style="list-style-type: none"> <li>• Event is 100% owned by BTF</li> <li>• Great athlete support</li> <li>• Leeds city backing</li> <li>• Improved race route</li> <li>• Confidence in operational delivery of the event</li> <li>• GO TRI included in the event</li> </ul> <p>The CEO stated that there are still challenges being faced such as reputational damage from 2016 and lower entries.</p> <p>The CEO explained the message that BTF want to get across to participants; they can 'take on' the Brownlees, race at an iconic venue and thousands of spectators will cheer participants on.</p> <p>A discussion was had around the Leeds Fund. The CEO explained the frustrations that BTF was having around finalizing this. But the scheme has been fully taken up which is a very positive outcome.</p> <p>It was noted that BTF could have a great opportunity to sign up clubs to participate in Leeds WTS 2017 if they develop appropriate club packages and incentives.</p>	
<p><b>3.7</b></p>	<p><b>Permitting &amp; Race Organisers - Two Circles report</b></p> <p>DH presented the current situation from discussion with race organisers; explaining that although children's permitting has increased it doesn't bring in revenue as well as general event permitting which has not grown. The report found that fewer people are participating in sprint events, with less events in general, and those then not selling out. It was suggested that some athletes are not staying as long in the sport.</p> <p>It was stated that the report does not represent club events. It was agreed that any work in this area in the future must look at the scope of club events as well and consider permitting as part of holistic approach to membership.</p>	

	<p>Discussion was had on getting non-permitted events to do so. NB explained that two of the major event organisers , with a history of non-permitting, have been brought on board and now, only one major organiser refuses to permit with TE</p> <p>The CEO emphasised that TE does innovate in the area of events and that part of the role of marketing membership would ensure this is communicated.</p>	
<p><b>3.8</b></p>	<p><b>Membership</b></p> <p>PG and JS presented on current membership situation. This has increased each year over 5 years and has already reached target for this financial year. Still need to understand why only 20% of triathlon participants are members when research suggest that price of membership is not the barrier. Have had various campaigns but going forward want to do more bespoke products for children and coaches.</p> <ul style="list-style-type: none"> <li>• Children: free gift, chance to log on and get rewards and recognition, ties into skills school days.</li> <li>• Coaches: better insurance for commercial coaches which covers all the key areas they require</li> </ul> <p><b>ACTION: Presentation document to be uploaded to Dropbox (MBu)</b></p> <p>A discussion was had around children having discount on membership if in a club but agreed not for this year at least.</p> <p>Board agreed to the launch of childrens' and coaches' new products.</p>	
<p><b>3.9</b></p>	<p><b>Volunteer Awards</b></p> <p>RF summarised the four meetings this year on the topic area; he explained that TE want to encourage higher engagement and have better communication of process. The TEMB and TEC recommended;</p> <ul style="list-style-type: none"> <li>• better communications that started earlier</li> <li>• hall of fame of past winners and</li> <li>• a change in application process.</li> </ul> <p>The latter includes opening some nominations all year and having Regional Managers nominate clubs as well as have people nominate to them. It was also suggested that there should be a new Go Tri initiative award.</p> <p>Other suggestions from the TEMB and TEC were;</p> <ul style="list-style-type: none"> <li>• clubs to have a logo they could use for their websites if they were winners</li> <li>• rewarding nominees such as having award winners in the VIP area at Leeds.</li> </ul>	

	<p><b>ACTION: Full changes to be submitted to the April BTF Board including suggestions for communications plan and when TE awards might take place (RF).</b></p>	
3.10	<p><b>New Code of Governance</b></p> <p>CS updated on requirements of new code and where BTF/TE currently sat; she explained that there is one plan for BTF and TE although some areas are TE specific. With the aim being for compliance from both BTF Board and TEMB, then for it to be embedded into TEC and potentially for it to be filtered down to Regional Committees later.</p> <p>CS presented a document that outlines which areas BTF and TE are already compliant in and which areas need more discussion, with some areas likely to require AGM approval in autumn.</p> <p>It was clarified that the main changes will affect TEC more than TEMB, with the requirement for board primacy being central to the new code. There will also be specific diversity requirements and potential for minor changes to the balance of the Directors.</p>	
3.11	<p><b>Induction reviews</b></p> <p>KS outlined that the document on this had been circulated to all Board members for comment.</p> <p><b>ACTION: KS to re-circulate. All comments to be received to KS by the end of February 2017 and all Board members to sign by the end of March 2017.</b></p> <p>Ratification of resolutions from AGM - points 39 and 44.</p> <p>These were ratified by the TEMB.</p>	
4	<p><b>AOB</b></p> <p>Questions asked on risks and how they are being mitigated.</p> <p>The Chairman confirmed that next TE meeting will discuss clean sport and welfare. Public relations and reputational management a possible topic for further meetings</p> <p>The CEO updated on international influence. All recent candidates for the ITU Board were accepted and three candidates stand next week for the ETU Board. All were thanked for their efforts in standing for these roles.</p>	