

Meeting of the Triathlon England Management Board (TEMB) Minutes Friday 11 February 2022

Venue: Zoom

Time: 15.00-18.00

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

Apologies: None.

In attendance: Duncan Hough (DH), Helen Marney (HM), Kirsten Fasey (KF). Michelle Hayden (MH) during item 3.1, Will Evans (WE) during item 3.2, Dan Salcedo (DS) and Alasdair Donaldson (AD) during item 3.3.

	Agenda Items	Responsible	Date action by
1	<p>INTRODUCTION</p> <p>DEC welcomed everyone to the meeting.</p> <p>1.1 Apologies for absence</p> <p>No apologies had been given.</p> <p>1.2 Conflicts of interests & register of gifts & hospitality</p> <p>None.</p> <p>1.3 Minutes of meetings held on 16 November 2021 and 13 January 2022</p> <p>The minutes were approved as accurate records.</p> <p>1.4 Action list and matters arising</p> <p>The action list had been previously circulated and was noted.</p> <p>It was noted this was the last board meeting for SL and AT. Both were thanked for all their hard work and commitment during their terms.</p>		

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Friday 11 February 2022

	<p>The Board approved the continuing role of Jonathon Riall as Team England Triathlon Team Leader for the Commonwealth Games, despite his impending resignation from BTF.</p>		
2	<p>TOPICS FOR DISCUSSION AND/OR DECISIONS</p> <p>2.1 Drive our resource engine - Sport England Investment process</p> <p>HM gave an update on the SE investment process, noting that SE are still in the process of confirming the full level of investment in a complicated funding landscape. TE has worked really hard to obtain an uplift in funding, given the ambition expressed in the Big Active strategy.</p> <p>With regards to Development, TE is felt to be in a good place, with a strategy that Sport England understand and support.</p> <p>However, it was noted that Sport England has not supported Talent to the extent and in the way that TE feels would be most beneficial (such as increasing coaching salaries, which have been stagnant for a prolonged period). AS suggested therefore that as TE financial reserves are replenished, Talent would be amongst the first areas to invest in.</p> <p>It was noted there is currently an underspend for Talent, due to the impact of Covid on training camps over the last year, but this will partly be spent before the year end, and partly carried forwards to help with next year's activities.</p> <p>2.2 Excellent Organisation: Safeguarding Disciplinary Policy (see item 5.5)</p> <p>2.3 Excellent Organisation: Safeguarding Case Management Terms of Reference</p> <p>A joint approach in this area from the three Home Nations was commended. The board sought reassurance that the policy had been approved by TE's legal advisors. Following confirmation of this point, the Policy and Terms of Reference were approved.</p> <p>2.4 Excellent Organisation: Planning - Scorecard</p> <p>AS explained the scorecard had been suspended during Covid. The exec team were now proceeding with reinvigorating the scorecard</p>		

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Friday 11 February 2022

	<p>on the basis of the assumed revised strategy.</p> <p>The board commented on the length of the scorecard, the number of objectives, and how these were disproportionately allocated amongst the exec team. To this last point, it was noted the size of the teams which exec members head up, and therefore the resources available to deliver the objectives, are quite disparate.</p> <p>The exec team were asked to reflect on whether the scorecard should be condensed if it is published.</p> <p>Some objectives were noted to be quite transactional, with HK offering to share different approaches to measuring impact if this is of assistance.</p> <p>Targets for increasing diversity were discussed. In particular, HM noted there would be a regional approach to diversity, with various demographic trends to be tracked rather than having headline output-driven targets.</p> <p>The regional approach to planning was discussed, with regional committees to be consulted on both drafting, and implementing, such plans. It was noted that regional AGMs might be a point when some local knowledge is lost through committee members moving on, so it might be good to consult before AGM season where practicable.</p> <p>There was a suggestion for a target around converting non-members, facilitated by the events data insights obtainable with the new technology project. AS and HM would consider this further.</p> <p>2.5 Portfolio decisions</p> <p>DEC flagging Portfolio reports with actions required from the board. 5.5 - already dealt with at 2.2 / 2.3 above. Events - 5.7 - will be discussed later as part of that portfolio report.</p>	<p>AS</p> <p>HM</p> <p>AS & HM</p>	
3	<p>STRATEGIC TOPICS</p> <p>3.1 The Big Active: Project 21</p> <p>MH provided a comprehensive update on the findings from Project 21, and next steps. The full paper, and executive summary, had</p>		

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Friday 11 February 2022

	<p>been provided in the Board pack, and the slide deck would be added shortly.</p> <p>The Board were impressed with the substantial piece of work. The size of the gap between the current position, and the ambitious plans were discussed. Some areas were noted as simply requiring tweaks (e.g., the degree of blended learning), whereas others required new modules to be written. MH reassured the board that the team were investigating ways to avoid multiple training requirements (e.g., safeguarding training in one sport carrying across to another).</p> <p>3.2 The Big Active: Club Development</p> <p>WE provided an update on the current club ecosystem and plans for its development. The slide deck will be placed with the board papers shortly. The upcoming National Conference was noted. Plans for a club diagnosis tool were discussed, to help clubs understand the areas for development, and signpost relevant resources. TE will then be able to map and track the progress of clubs nationally to help guide the direction of future efforts.</p> <p>Club data currently requires much greater insight. It was noted that a deeper understanding of the club ecosystem will help inform how many clubs are full service, versus those set up to essentially run events, or provide the services of a single coach.</p> <p>The Board were concerned with the work required of regional managers, alongside the place-based work. WE noted that the plans are being piloted, and the intention is for clubs to be empowered to access more information and conduct more administration for themselves, rather than going through regional managers for everything. This will free up regional managers to deal with the bigger queries. The board suggested that regional committees could be used as regional champions for the plans.</p> <p>3.3 Developing Athletes: Talent Update</p> <p>DS and AD provided an update on where the Olympic and Paralympic</p>		
--	--	--	--

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Friday 11 February 2022

	<p>talent pathways currently stand, their successes, and the challenges they face. The slide deck is to be added to the board papers.</p> <p>The principal challenge was noted as the freeze in funding since 2013, which has resulted in an effective £85k reduction in funding, impacting what the talent programme can achieve, lack of adequate coaching salaries, and more costs being passed on to the athletes and their families. Training and competition fees (excluding kit) for athletes were noted to be between £3.8k-£6k pa. Costs for those on the paralympic programme are often even higher.</p> <p>There were discussions around the scholarship programmes on offer at US universities - opportunities were noted to be more limited than had previously been thought.</p> <p>Options for athletes and families from LSEGs were discussed. Sport England offer a “backing the best” grant, which 3-4 of our athletes are able to access (out of 32). There is a “Sports Aid” scheme where athletes can be partnered up with a local donor. Some councils offer grants. The Triathlon Trust may be able to assist going forwards. The team does signpost athletes to various resources where relevant, but it is undoubtedly a challenge, particularly given the focus on inclusivity. The issue can be compounded in the paralympic talent programme, as athletes often need to access expensive equipment in order to demonstrate their potential in the sport, which may then unlock funding.</p> <p>The Board noted it was committed to talent development. It was suggested that links to clubs, and upskilling club coaches, be investigated going forwards.</p>		
4	<p>ORGANISATIONAL HEALTH</p> <p>4.1 Finance</p> <p>A report had been previously circulated, and LM provided an overview. A small combined BTF & TE forecasted deficit was noted. There had been a small drop in membership since December, but the team were noted to be positive about the overall trend in membership.</p>		

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Friday 11 February 2022

	<p>4.2 People</p> <p>A report had been previously circulated and was noted. Turnover, and the allocation of human resources as part of the organisational design, were noted to be the principal issues at present. All board members were requested to bring relevant information / insight to future board meetings from their experiences elsewhere.</p> <p>4.3 Governance</p> <p>A report had been previously circulated. The upcoming external board evaluation, and the new board induction handbook, were highlighted.</p> <p>4.4 Technology Roadmap Project</p> <p>SW and AS providing an update. The project is currently moving through legals, before beginning the hardest part of the project, namely implementation. Julian Skan's appointment to the BTF board, and his future involvement in the tech project, were noted. There would be regular updates from now on to keep the board informed of progress.</p>		
5	<p>PORTFOLIO REPORTS</p> <p>Overall, the quality and succinctness of the board reports were noted and commended.</p> <p>5.1 BTF Board</p> <p>An update on the latest BTF board meeting was provided, particularly the discussions around transgender issues, and WT sanctions against the Russian federation.</p> <p>5.2 Talent</p> <p>The report was noted, alongside the talent presentation at item 3.3.</p> <p>5.3 Marketing & Comm's</p>		

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Friday 11 February 2022

	<p>The report was noted.</p> <p>5.4 Membership</p> <p>The report was noted.</p> <p>5.5 Duty of Care / Safeguarding</p> <p>The report was noted.</p> <p>5.6 Equality, Diversity & Inclusion</p> <p>The report was noted. AS commented that resourcing in this area is becoming more pressing, acknowledging that safeguarding issues have had to take precedence recently.</p> <p>Regarding transgender issues, the desire to make policies as credible as possible was noted, and the fact that World Triathlon intends to issue its own policy was welcomed.</p> <p>AS will be taking the lead on reinvigorating the BTF ED&I committee.</p> <p>5.7 Event Engagement & Rules & Tech</p> <p>The report was noted, and in particular the request emanating from the events committee that the board considers whether the events team should investigate permitting SwimRun events. These are not currently permitted by anyone, and their popularity is increasing, so this could be a growth area for both events, and membership and a service to event organisers. The events committee had also noted that safety and insurance might be barriers here, although subsequently early investigations suggested insurance should be possible.</p> <p>The Board noted the need for a clear demarcation between triathlon competition rules, and any new SwimRun rules.</p> <p>TS and DH were noted as having some experience of these events which the team may wish to draw upon moving forwards. It was</p>		
--	---	--	--

JH

