

Minutes: Triathlon England Management Board (TEMB)

Venue: BTF Offices, Michael Pearson East, Loughborough, LE11 3QF

Time: 1.00 - 5.30pm

Date: Saturday 1st February 2020

Present: Bill James, Chair (BJ), Debbie Clarke (DC), Kevin Currell (KC), Jamie Gordon (JG), Duncan Hough (DH), Halima Khan (HK), Sally Lockyer (SL), Louise McFadzean (LM), Andy Salmon (AS), Sarah Taylor-Hough (STH), Avi Tillu (AT).

Apologies: Tracey Sample.

BTF staff in attendance: Helen Marney (HM), Matt Divall (MD) & Alasdair Donaldson (AD) - item 6 only.

	Agenda Items	Responsible	Date action by
1	<p>INTRODUCTION</p> <p>1.1 Apologies for absence</p> <p>Tracey Sample</p> <p>1.2 Declarations of interest</p> <p>None.</p> <p>1.3 Minutes of meeting held on 21st September 2019</p> <p>The minutes were approved as an accurate record.</p> <p>1.4 Action list and matters Arising</p> <p>The action list was noted.</p> <p>BJ noted that Board feedback indicated an issue with the</p>		

	<p>accessibility of DropBox. AS and BJ to consider solutions.</p> <p>There was also a desire from Board members to improve understanding in other portfolio areas.</p> <p>AS sought approval to initiate the process to recruit a Team Leader for the 2022 Commonwealth Games, based on the process used in 2018. This was approved.</p> <p>There were no other matters arising.</p>	<p>BJ & AS</p> <p>BJ</p> <p>AS</p>	
2	<p>ORGANISATIONAL HEALTH</p> <p>2.1 Scorecard</p> <p>Copies of both the 2019/20 and the draft 2020/21 scorecard had been previously distributed.</p> <p>The Q3 update for 2019/20 was noted.</p> <p>2020/21: It was noted that some annual objectives were yet to be finalised whilst baseline figures are established but the direction of travel in such cases was approved.</p> <p>The TEMB felt that the membership targets could be bolder and that it was acceptable to have a more aspirational operational objective whilst including a less ambitious financial target in the budget.</p> <p>AS to update 2020/21 scorecard in light of feedback.</p> <p>2.2 Finance</p> <p>Management Accounts had been previously distributed. LM provided additional commentary. She advised that the outlook had continued to improve modestly. The first edition of the</p>	<p>AS</p> <p>AV</p>	

	<p>2020/21 budget is with LM for initial review. LM encouraged the Executive Team to provide as much narrative as possible on how the budget will be delivered.</p> <p>The TEMB were appreciative of the team performance in achieving the current financial performance and DH asked that appreciation be forwarded to AV on the quality of the financial reporting, noting the clarity of language in particular.</p> <p>It was also noted that an update on the work undertaken by Dougie Cameron and Anne Vinestock on the HN Affiliation fee had not been forthcoming, despite AV drafting proposals.</p> <p>2.3 People</p> <p>An executive report had been previously distributed.</p> <p>TEMB approved the RemCom recommendation regarding the annual pay review.</p> <p>2.4 Governance</p> <p>An executive report had been previously distributed.</p> <p>The Audit, Risk & Governance (ARG) Committee had reviewed 12 financial policies and these were recommended for approval, BJ noted that these had also been approved by the BTF Board on 24th January. The policies were approved.</p> <p>It was agreed that the ARG committee should consider the appropriate levels of internal audit.</p> <p>2.5 Risk</p> <p>An executive report had been previously distributed. It was noted that the Risk Policy and Register were under review by</p>	<p>AS</p> <p>LM</p> <p>AS & LM</p>	
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	<p>the ARG Committee and would be brought to the next meeting.</p> <p>2.6 2019 AGM</p> <p>BJ welcomed feedback and thoughts for the 2020 AGM. It was agreed that overall, 2019 was a huge success.</p> <p>It was noted that the 2020 AGM will be held in the South East on 14th November, venue TBC. It may coincide with a BTF Awards dinner and this was considered to be positive but not essential.</p>		
3	<p>PORTFOLIO REPORTS</p> <p>3.1 Talent</p> <p>An executive report had been previously distributed and was noted.</p> <p>3.2 Marketing & Comm's</p> <p>An executive report had been previously distributed. It was agreed that any CRM proposal must clearly demonstrate ROI. BJ sought approval to co-opt a Board member with expertise in digital technology, noting that it would be for no more than 12 months. This was approved.</p> <p>3.3 Major Events</p> <p>An executive report had been previously distributed.</p> <p>The review of the Domestic Competition Structure was welcomed but more Council and Board engagement was sought.</p>	<p>BJ</p> <p>AS</p>	

	<p>AS updated briefly on discussions with Super League and PTO.</p> <p>3.4 Membership</p> <p>An executive report had been previously distributed. The TEMB queried why the practice of discounting had recently been introduced when it had been previously assured that this was not part of the strategy. It was felt this could undermine the concept of value and be unfair. Instead, TEMB sought an approach that rewarded loyalty.</p> <p>SL & AS reported on a recent meeting of the Membership Committee. It had been agreed that each Home Nation would commit to a transition period over which time the membership products in each country would become identical other than the branding associated with them. This would enable the customer journey to be improved efficiently and avoid difficulties in fulfilling 3 products with so many variables.</p> <p>3.5 Duty of Care</p> <p>An executive report had been previously distributed.</p> <p>3.6 Diversity & Inclusion</p> <p>An executive report had been previously distributed. HK advised that an open session to brainstorm the action plan was planned.</p> <p>3.7 Event Engagement & Rules & Tech</p> <p>An executive report had been previously distributed. The TEMB wished to express its gratitude to the Event Engagement</p>	<p>SL & AS</p> <p>HK</p>	
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	<p>Team for the significant progress made this summer.</p> <p>JG requested more visibility of Tech Officials in this portfolio report.</p> <p>3.8 Participation</p> <p>An executive report had been previously distributed.</p> <p>3.9 Commercial</p> <p>An executive report had been previously distributed. AT provided additional commentary.</p> <p>It was noted that the commercial approach had evolved to be much more focused on member benefits and added value but that on some occasions, partners are not interested in providing same.</p> <p>AS advised that both the Commercial Committee and Membership Committee had approved a set of principles governing the distribution of commercial revenues amongst BTF and the 3 HN's.</p> <p>3.10 Triathlon Trust</p> <p>An executive report had been previously distributed. DC & AS provided additional commentary.</p> <p>TEMB was somewhat disappointed to be faced with a request to make a grant of £10k to the Trust to part-fund a fundraiser position but appreciated the rationale behind the proposal. It was agreed to approve the proposal but with some specific</p>		
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	<p>conditions attached to the grant to include:</p> <ul style="list-style-type: none"> • Funds raised by the Trust to be deployed against the shared purpose • The grant to be paid in 2 instalments and the 2nd instalment cancelled if the fundraiser is successful in becoming self-sustaining. • The fundraiser post to be employed by the Trust <p>AS and DC to draft a response to the Trust and consult DH before sending.</p>	AS & DC	
4	<p>REGIONAL DELIVERY</p> <p>4.1 Council Report</p> <p>JG reported on a very positive Council meeting earlier in the day. There was a consensus on direction of travel and on the improvements that are required to regional governance and financial management.</p> <p>4.2 Regional Governance</p> <p>A Council short life working group has been established to review regional governance and finance. It will report back to the next Council meeting and TEMB.</p> <p>4.3 Regional Finances</p> <p>The support of TEMB in writing off bad debts in 3 regions had been well received and laid a very positive foundation for progress.</p>	JG	

5	<p>EDUCATION / INFORMATION</p> <p>HM delivered a presentation on plans for the utilisation of additional Sport England investment. The plans provided additional resource to develop work with regions and clubs and also with children and young people. They also aimed to produce a more collective way of working across the entire development department. The plans do not require any redundancies.</p>		
6	<p>STRATEGY - UK Sport submission and Talent Development</p> <p>KC provided a brief overview and introduced MD and AD to deliver a presentation on progress to date with the UK Sport submission for the Paris cycle and beyond and on thinking around the opportunities for developing talent in England.</p> <p>It was noted that consideration was being given to altering the structure relating to regional academies, but plans were immature at this stage and subject to Sport England and UK Sport investment outcomes.</p> <p>The TEMB were very positive about the direction of travel and looked forward to further updates.</p>		
7.	<p>AOB and Date of Next Meeting</p> <p>There was no other business.</p> <p>BJ suggested that the agenda be ordered differently at the next meeting and offered to propose topics for the next meeting in due course.</p>	BJ/AS	