

**Minutes: Triathlon England Management Board (TEMB)**

**Venue: Zoom call**

**Time: 9.00am - 12.40pm**

**Date: Friday 14<sup>th</sup> August 2020**

**Present:** Debbie Clarke, Chair (DC), Kevin Currell (KC), Duncan Hough (DH), Halima Khan (HK), Sally Lockyer (SL), Louise McFadzean (LM), Andy Salmon (AS), Tracey Sample (TS), Sarah Taylor-Hough (STH), Avi Tillu (AT), Stephen Watmough (SW).

**Apologies:** None

**In attendance:** Jamie Gordon (JG), Helen Marney (HM), Justine Baynes (JB) (Items 5 & 6)

	Agenda Items	Responsible	Date action by
1	<p><b>INTRODUCTION</b></p> <p><b>1.1 Apologies for absence</b></p> <p>None.</p> <p><b>1.2 Declarations of interest &amp; Gifts</b></p> <p>None.</p> <p><b>1.3 Minutes of meeting held on 3<sup>rd</sup> August 2020</b></p> <p>The minutes were approved as an accurate record.</p> <p><b>1.4 Action list and matters Arising</b></p> <p>The action list was noted.</p>		

2	<p><b>ORGANISATIONAL HEALTH</b></p> <p><b>2.1 Scorecard</b></p> <p>A copy of the 2020/21 scorecard had been previously distributed. It was noted that this would be updated quarterly.</p> <p><b>2.2 Finance</b></p> <p>Management Accounts had been previously distributed. LM provided additional commentary. She advised that membership retention was slightly better than forecast but that event permit income had been revised down despite the permitting process opening. Overall, there was little change from the forecast discussed on 3<sup>rd</sup> August.</p> <p><b>2.3 People</b></p> <p>An executive report had been previously distributed. AS outlined plans for the reopening of the Loughborough office.</p> <p><b>2.4 Governance</b></p> <p>An executive report had been previously distributed.</p> <p>In relation to the independent finance and governance audit, it was noted that BDO had not followed up on the requested meetings with some board members.</p> <p>AS outlined minor amendments needed to the TE Regulations and it was agreed that he would recommend AGM resolutions to the next meeting.</p>	AS	
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	<p><b>2.5 Risk</b></p> <p>An executive report had been previously distributed. It was noted that the Risk Register were under review by the Exec Team and will be considered by the ARG Committee and would be brought to the next meeting.</p> <p>DC recommended that Board members view the Netflix documentary, 'Athlete A'.</p> <p>AS advised that the Exec Team were reviewing resource levels to ensure the organisation can service its objectives in various areas in connection with sport integrity.</p> <p><b>2.6 2019 AGM</b></p> <p>It was agreed that a Procedure, as laid out in the TE Regulations would be necessary for the 2020 TE AGM and that members be given a 21-day period during which votes could be cast. There was a debate about the charging structure for workshops and it was agreed this should be reviewed.</p> <p>DC advised the Board that, following his resignation from the Board in November 2020, she and her predecessor had asked DH to attend Board meetings in an advisory capacity until the Commonwealth Games in 2022.</p>	<p>AS</p> <p>STH/AS</p>	
3	<p><b>PORTFOLIO REPORTS</b></p> <p><b>3.1 Talent</b></p> <p>An executive report had been previously distributed and was noted. It was agreed that Jonny Riall (Team Leader) would be invited to a board meeting in the near future to outline his plans for Birmingham 2022, including thoughts on selection policy.</p>		

	<p>DH offered assistance with athlete accommodation needs if required.</p> <p><b>3.2 Marketing &amp; Comm's</b></p> <p>An executive report had been previously distributed. SL was joined by the Board in commending the Marketing &amp; Communications team on its work during the Covid-19 crisis.</p> <p>It was agreed that the team should validate the idea that more virtual challenges would be valuable and not cannibalise real events. It was also agreed that EO's should be encouraged to stage more events, such as duathlons, during winter months.</p> <p><b>3.3 Major Events</b></p> <p>An executive report had been previously distributed.</p> <p>AS updated briefly on plans for Leeds in 2021 which include WTS and WPS races and a triathlon festival. Bids had been submitted to ITU and UK Sport.</p> <p><b>3.4 Membership</b></p> <p>An executive report had been previously distributed.</p> <p>Despite the obvious downturn in membership numbers and associated revenue, there was much to be positive about. DH encouraged the team to consider a beginner category linked to our Go Tri initiatives.</p>	SL	
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	<p><b>3.5 Duty of Care</b></p> <p>An executive report had been previously distributed. SL asked whether a British Athletes Commission document, detailing 'lessons learned' and shared with UK Sport had been received. Neither KC nor AS were aware of such a document.</p> <p><b>3.6 Diversity &amp; Inclusion</b></p> <p>An executive report had been previously distributed. HK advised that the BTF D&amp;I Committee had met regularly and were making progress in establishing a picture of where the sport is now which will inform realistic, meaningful, and ambitious targets.</p> <p><b>3.7 Event Engagement &amp; Rules &amp; Tech</b></p> <p>An executive report had been previously distributed. DH updated on Event Organiser work and reported excellent feedback from those events delivered so far.</p> <p>AT asked about extending the season and virtual events. It was confirmed that guidance was available.</p> <p>DC advised that she was aware that Event Organisers were struggling with landowners across many sports.</p> <p><b>3.8 Participation</b></p> <p>An executive report had been previously distributed.</p> <p>DH advised that there were many positive things happening during lockdown and HM advised that several significant</p>		
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	<p>projects were underway.</p> <p>HM agreed to circulate an updated organisational structure diagram.</p> <p>DH suggested that consideration be given to centralised delivery of Zoom events rather than repeating certain course 10 times across the country.</p> <p><b>3.9 Commercial</b></p> <p>An executive report had been previously distributed. AT provided additional commentary.</p> <p>AS to circulate a paper, detailing how revenue from merchandise sales would be shared.</p> <p><b>3.10 Triathlon Trust</b></p> <p>An executive report had been previously distributed. DC &amp; AS provided additional commentary.</p>	<p>HM</p> <p>HM</p> <p>AS</p>	
4	<p><b>REGIONAL DELIVERY</b></p> <p><b>4.1 Council Report</b></p> <p>JG reported that the primary focus had been on a Regional Constitution and that good progress was being made. Regions are generally in good financial health and there is a very good spirit of working together and aligning with the national strategy.</p>		

5	<p><b>EDUCATION / INFORMATION</b></p> <p>Update on Project Apollo.</p> <p>A report had been previously distributed. SW and JB added commentary. It was agreed that this project was absolutely necessary but that the return on investment case had to be absolutely robust and put to the board for discussion as soon as available.</p> <p>The Board was in broad agreement with a cost-sharing model between BTF and the 3 Home Nations, based on proportionality.</p>	AS	
6	<p><b>STRATEGY</b></p> <p><b>6.1 Membership</b></p> <p>A draft Membership Strategy, recommended by the BTF Membership Committee, had been previously distributed. SL and JB provided context and the strategy was approved.</p> <p><b>6.2 Recovery Group</b></p> <p>DC reminded the Board that a recovery group had been established, consisting of the BTF and Home Nation Chairs and the BTF CEO. The purpose of the group was to look to the future and how the organisations and the sport might recover and prosper post-Covid-19.</p> <p>DC summarised the direction of travel and offered to follow up with a written summary.</p>		

7.	<p><b>7.1 Date of Next Meeting</b></p> <p>It was agreed that another virtual meeting was required before the AGM on a weekday with an early start where possible. It was also agreed that joint meetings with the BTF Board were helpful and that moving to every 4 weeks was appropriate.</p> <p><b>7.2 Education and Strategy Topics for Next Meeting</b></p> <p>Acknowledging how uncertain the future is, there was appetite to consider from the following:</p> <ul style="list-style-type: none"> <li>• Virtual challenges</li> <li>• Partnerships and Member Benefits</li> <li>• New revenue streams</li> <li>• Coach Education</li> <li>• Creating belonging through merchandise</li> <li>• D&amp;I - agreed this merited a separate board session</li> </ul> <p><b>7.3 AOB</b></p> <p>There was no other business.</p>	DC/AS	
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