

**Meeting of the Triathlon England Management Board (TEMB)  
Minutes  
Friday 16 September 2022**

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**Venue:** Zoom conference call

**Time:** 15.00 - 18.00

**Present:** Debbie Clarke (DEC) - Chair, Louise McFadzean (LM), Karen Rothery (KR), Andy Salmon (AS), Tracey Sample (TS), Stephen Watmough (SW), Kevin Currell (KC), Claire Jenkinson (CJ), Sarah Taylor-Hough (STH).

**Apologies:** Halima Khan (HK), Craig Pollard (CP)

**In attendance:** Duncan Hough (DH), Jamie Gordon (JG), Helen Marney (HM), Linda Haywood (LH), Dione Hartley (DH).

	<b>Agenda Items</b>	<b>Responsible</b>	<b>Date action by</b>
1	<p><b>INTRODUCTION</b></p> <p>DEC welcomed everyone to the meeting.</p> <p><b>1.1 Apologies for absence</b> HK sent her apologies in advance.</p> <p><b>1.2 Conflicts of interests &amp; register of gifts &amp; hospitality</b> None</p> <p><b>1.3 Minutes of meetings held on 10 June 2022</b> The minutes were approved as an accurate record.</p> <p><b>1.4 Action list and matters arising</b> Action list was reviewed and will be updated accordingly. It was pointed out that due to the current climate some of the actions may need to be pushed back as the focus shifts to what “needs to be done” as opposed to “what we would like to do”.</p>		
2	<p><b>TOPICS FOR DISCUSSION AND/OR DECISIONS</b></p> <p><b>2.1 Safeguarding: Independent review and the Whyte Report</b></p> <p>Papers had been previously circulated for review.</p> <p><i>LH joined the meeting at this point.</i></p> <p>It was noted by the Chair that Safeguarding is hugely important and</p>		

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	<p>that the independent review carried out by Lime Culture was commissioned voluntarily by British Triathlon and not because of the Whyte Report or because of known issues within the organisation.</p> <p>It was noted that a summary of the independent review will be produced and published.</p> <p>It was confirmed that following the report the safeguarding leads from all three Home Nations had met to discuss the recommendations. They are to work together to produce management responses to each of the recommendations and following this up with an Action Plan. The Action Plan will include the recommendations from both the Whyte and Lime Culture report. A discussion will take place on how best to structure the responses and how the Working Group reports into the Boards.</p> <p>The importance of ensuring welfare officers within Clubs are not only receiving training but are also supported and feel part of the organisation was discussed. It was acknowledged that there is lots of work to do at grassroots and that there needs to be effective communication to everyone with regards to what Safeguarding is.</p> <p>It was also noted that it might be useful to have a welfare officer within each Regional Committee.</p> <p>At this point the Board also approved the amendments to the British Triathlon Safeguarding Disciplinary Policy (<b>Item 5.5</b>) and the Chair thanked all those involved for their hard work on producing the policies.</p> <p><b>2.2 The BIG Active; Performance Management, Impact and Learning</b></p> <p><i>HM joined the meeting at this point.</i></p> <p>HM shared slides with the Board and gave an overview of the Purpose, Key Principles and metrics of The BIG Active Performance Impact and Learning Framework. The slides also included details of how the data that will be measured and tracked.</p> <p>It was noted that a full time Data Analyst has now been appointed to assist with this.</p> <p>A discussion took place regarding the number of metrics and how “good” will be measured and how this links in with the regions long term.</p>	<p>LH</p> <p>AS/LH</p>	
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	<p>It was confirmed that Regional Plans are in place and that these could be used as a mechanism to help report trends within each region.</p> <p>A discussion will take place at the next TE Council meeting as to what is needed from the Region's in relation to this and how they can assist going forward and report back.</p> <p>It was noted that reporting the good and the bad was vitally important in ensuring that an accurate picture is being reflected.</p> <p>Four questions for consideration of the Board were provided, due to time, it was suggested that responses to these are shared with HM via email offline.</p> <p>The slides will be shared with the Board via email after the meeting.</p> <p>The Board acknowledged the great work that HM and the team have been putting into this.</p>	<p>JG</p> <p>HM</p>	
3	<p><b>STRATEGIC TOPICS</b></p> <p><b>3.1 Strategy Refresh</b></p> <p>A report was circulated to the Board prior to the meeting.</p> <p>AS provided everyone with a brief overview of the report and thanked everyone for their input and engagement with the process.</p> <p>It was noted that volunteers were not mentioned within the report, and it was asked what the strategy would be to retain and grow volunteers going forward.</p> <p>Concerns were raised with regards to the quantity of work that will need to be undertaken to deliver the strategy and what can be realistically achieve with current resources. It was advised that the priorities may need to be reviewed given the current climate, but all agreed that this was a great move forward.</p> <p>A FINAL draft of the strategy is to be produced and will be presented at the next Board meeting in November.</p>	<p>AS</p>	
4	<p><b>ORGANISATIONAL HEALTH</b></p> <p><b>4.1 Finance</b></p>		

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A report was previously circulated, and LM gave a brief overview of this.

The Audited Accounts have been approved by the British Triathlon Board and the Triathlon England version will be presented at the AGM in November.

A discussion took place surrounding Membership and that whilst retention is dropping, new members were still coming in.

It was acknowledged that Events are still struggling, with both event numbers and participation being low and that this is a major concern. It was agreed that the current climate was a major factor here. The Events team are currently working on producing a survey to obtain a more comprehensive set of data and a better insight into consumer behaviour.

Conversations have also taken place with large event organisers and other sports, and they are working together to capture more data.

The Board was asked to provide feedback on the proposed Reserves policy. It was agreed that moving to an overall Company Reserves policy was the best way forward, as opposed to rigid divisional reserve levels. It was agreed that either division could move to a deficit position, provided the overall reserve level was above minimum levels but only where a sound rationale and recovery plan was in place to return the division to a positive reserves position.

#### **4.2 People**

A report had been previously circulated.

It was noted that the responses received from the staff survey were positive and that pay was still a challenge, but expectations with staff are being managed through regular dialogue.

It was also discussed that labour turnover was high and that a couple of key people were leaving the organisation.

It was noted that due to the uncertainty it is difficult to make sound decisions about recruitment at the present time.

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	<p><b>4.3 Governance</b></p> <p>A report had been previously circulated and noted.</p> <p>The Board were asked to discuss the Review of Triathlon England Regulations relating to Regional Directors”</p> <p>It was agreed that Regional Directors should be appointed based on skill set/competencies and experience rather than geographical location, but it was important that the Directors had a good understanding as to what is happening in all regions and that the link between the Council and the regions is important. Work is to be undertaken on the role descriptions and around the onboarding process to ensure that there is good understanding of the requirements.</p> <p>It was discussed that there should be at least one representative from the North and South and it was recommended that the regional committee boundaries are used for this.</p> <p>It was also agreed that the Council Appointed Directors must be on the Council and that there needs to be a focus on getting more people onto the Committees.</p> <p>The Council are due to meet on 26 September to discuss the above and what happens when a Council Appointed Director reaches their term limits. Following this meeting a draft resolution which will be taken forward to the AGM will be prepared and emailed out to the Board for approval. The Board were advised that due to timescales a quick response would be required</p> <p><b>4.4 Technology Roadmap Project</b></p> <p>A report was circulated prior to the meeting.</p> <p>An overview of the current position was provided, it was noted that no decision was required from the Board at this meeting.</p> <p>The Chair thanked SW for all his hard work and support on the project.</p>	AS/DEC/JG	
5	<p><b>PORTFOLIO REPORTS</b></p> <p><b>5.1 BTF Board</b></p> <p>The report was noted.</p>		

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<p><b>5.2 Talent</b></p> <p>The report was noted.</p> <p><b>5.3 Marketing &amp; Comm's</b></p> <p>The report was noted.</p> <p><b>5.4 Membership</b></p> <p>The report was noted.</p> <p><b>5.5 Duty of Care / Safeguarding</b></p> <p>The report was noted. The Board approved the amendments to the British Triathlon Safeguarding Disciplinary Policy during Item 2.1.</p> <p><b>5.6 Equality, Diversity &amp; Inclusion</b></p> <p>The report was noted.</p> <p><b>5.7 Event Engagement &amp; Rules &amp; Tech</b></p> <p>The report was noted.</p> <p><b>5.8 Participation / Development</b></p> <p>The report was noted.</p> <p><b>5.9 Commercial</b></p> <p>The report was noted.</p> <p><b>5.10 Triathlon Trust</b></p> <p>The report was noted.</p> <p><b>5.11 TE Council</b></p> <p>The report was noted.</p> <p><b>5.12 Clean Sport</b></p> <p>The report was noted.</p>		
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6	<p><b>CLOSE</b></p> <p><b>6.1 AOB</b></p> <p>It was acknowledged that this would be JG last Board meeting as his time as President of Council comes to an end. The Chair thanked him for all his contributions and passion during his time as President of Council. It was confirmed that interviews for the appointment of the new President was due to take place next week.</p> <p>Dates for 2023 Board meetings will be circulated.</p> <p>A copy of the skills matrix will be sent out to all Board members.</p> <p>The Chair thanked AS and all the Executive team for all their hard work with putting the reports together.</p>	<p><b>DEC</b></p> <p><b>DEC</b></p>	
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