



**Minutes of the Executive Board meeting held at Jury's Inn, Cardiff, on 8 October 2016 commencing at 08:30am.**

**Present:** Ian Howard (Chair) (IPH), Jack Buckner (JB), Mary Hardwick (MH), Clare Cunningham (CC), Andy Salmon (AS), Craig Stewart (CS), Bill James (BJ), Mike Battersby (MB), Neill Craigie (NC)

**Apologies:** Nicky Dick (ND), Jon Ridgeon (JR)

**In Attendance:** Kay Simnett (KS), Paul Tanner (PT), Beverley Lewis (BL), Emma Good (EG), (Minutes)

Item	Minute	Owner and due date
1	<p><b>Apologies for absence and declarations of interest</b></p> <p>Apologies received from ND and JR.</p>	
2	<p><b>Minutes of the last meeting and matters arising</b></p> <p>There were no matters arising.</p>	
3	<p><b>Opening remarks</b></p> <p>IPH welcomed all to the meeting and welcomed PT and BL from Welsh Triathlon.</p> <p>IPH noted the Olympic and Paralympic Games as the major events of 2016 and offered his congratulations to CC. It was noted that British success leads to other National Federations looking to British Triathlon for guidance on leadership, governance and performance and that British Triathlon should embrace the increased responsibility to strive to improve best practice.</p> <p>IPH noted that the Grand Final in Cozumel had attracted attention and raised the profile for triathlon. The video clip of the Brownlees crossing the finish line was the most watched sports video clip on the BBC website. Brendan Purcell would address Jonathan Brownlee's dehydration in the race which led to the wasted opportunity to win the World Triathlon Series. IPH also noted that Cozumel provided a good opportunity to showcase Age-Group racing, with over 500 GB Age-Group athletes taking part.</p> <p>IPH informed the Board that Dawn Vaughan had resigned from her role as Age-Group Team Manager and her intentions behind this would be fed into the new Age-Group strategy.</p>	

	<p>IPH mentioned that the recent ETU Middle Distance Championships had shown that Austria and Germany both had strong Age-Group teams which could have an impact on the GB Age-Group Team winning medals in the future, however, it showed that the sport was developing in the right way.</p> <p>IPH gave an update on the nomination process for the ITU Congress in December. IPH would not be standing for the Vice President position as Marisol Casado had expressed her interest for long-standing, loyal members of the ITU Executive Board to stand. Instead, IPH would be standing for a position on the Executive Board. IPH, JB and CC would be attending the Congress as delegates as well as Sally Lockyer. It was hoped that Ben Bright, Howard Vine and Duncan Hough would also be attending, if funding could be secured, to support their nominations for the Coaches', Technical and Multisport Committees, respectively.</p> <p>Nominations for the 2017 ETU Elections would need to be decided once it was known what was happening at ITU level.</p>	
<p><b>4</b></p> <p><b>4.1</b></p> <p><b>4.1.1</b></p> <p><b>4.1.2</b></p>	<p><b>Items for discussion/regular business</b></p> <p><b>CEO update</b>  JB provided an update on the funding opportunities available to British Triathlon and the live discussions that had been taking place with UK Sport and Sport England. JB explained that he would like to see British Triathlon work towards a similar model to British Gymnastics by building sustainable assets through a robust membership programme and great events, which would then in turn generate a broader media profile.</p> <p><b>Liverpool</b>  It was felt that the 2016 event in Liverpool had gone well and was a good event. The event would be discussed in more detail under Item 4.5.</p> <p><b>Glasgow 2018</b>  JB stated that British Triathlon were close to concluding agreements for the 2018 European Championships in Glasgow. There would be agreements for the ETU Age-Group, Elite and Mixed Team Relay European Championships. JB stated that British Triathlon were confident in the team that would deliver the event. It was noted that there might be an opportunity to show the event on prime-time BBC television and it was hoped that this would be signed off over the next couple of weeks.</p> <p>There was a discussion around the 2018 Paratriathlon European Championships as it was not known if they would follow the same format as the previous two years whereby the Paratriathlon Championships had been held as a separate event to the Elite, Junior and U23 Championships. The Board expressed that they would not like to see this become the norm.</p>	

<p>4.2</p>	<p><b>Performance update</b>  JB provided an update on the Performance Programme on behalf of Brendan Purcell. BP was in the midst of conducting a 360 degree debrief with the athletes and teams involved with the Olympic and Paralympic Programmes. The feedback from the debrief would be fed into the Board meeting on 12 November to assess strengths and weaknesses to be able to move the programme forward.</p> <p>Prior to the Games in August and September, indicative budgets for the next four-year cycle were submitted to UK Sport. It was noted that British Triathlon was one of a few NGBs who had been moving through the process in a positive way. BP had asked for more funding, however, British Triathlon would be starting the next cycle at the high point of the previous cycle and had a well-resourced plan to take the programme through to 2020. British Triathlon would find out the exact funding in November/December.</p> <p>It was noted that there had been personnel changes at UK Sport and that Chelsea Warr had replaced Simon Timson. Chelsea would be based in Loughborough and would be a key figure over the next cycle.</p>	
<p>4.3</p>	<p><b>Financial Update and Governance Audit</b>  CS informed the Board that the reforecast for 2016/17 had taken place. There was a £20k underwrite for Leeds which had not been used at that time which made for a positive swing.</p> <p>IPH asked if there could be a presentation slide including headline figures at each Board meeting that outlined the previous month's numbers in addition to the papers distributed ahead of the meeting.</p> <p><b>Action: CS/KS to provide a presentation slide each meeting.</b></p> <p>The budget timetable process was discussed. BJ thought that, from a Home Nation perspective, there had been additional transparency versus previous years. KS would go through each area of the budget process and draw out how these would impact Home Nations - this had already been started for Welsh Triathlon and Triathlon Scotland.</p> <p>The Financial Planning Group's aspiration would be to work towards a 3-4 year projection with annual reviews. It would be helpful for agreements between British Triathlon and each Home Nation to be implemented to help make better plans. There may be challenges around resource capacity and provision. A mapping exercise would be beneficial for the Home Nations to review and provide feedback. The Home Nation Representatives on the Board agreed to move forward with the 3-4 year forecasting model.</p>	<p>CS/KS</p>
<p>4.3.1</p>	<p><b>Audit, Risk &amp; Governance Committee</b>  There was not an updated paper to circulate to the Board as the Committee had only met a few days prior.</p> <p>CS informed the Board that the Committee had a good discussion about the Offline Self-Assurance Checklist and suggested a few</p>	

	<p>changes to clarify certain sections. However, there had been no change made to the assurance status. KS had circulated the papers to the Board, TEMB and TE Council to review. It was noted that the checklist would need to be submitted before the new governance framework would be released. The checklist would be signed off under Item 4.6.3.</p>	
<b>4.4</b>	<b>Commercial and communications</b>	
<b>4.4.1</b>	<p><b>Sponsorship tracker</b>  JB and NC provided an update on the sponsorship tracker that had been circulated ahead of the meeting and updated the Board with where British Triathlon had identified risk. The Board were updated on active deals, renewals, new prospects, and deals that would deliver value, e.g., with member discounts.</p> <p>British Triathlon was in a good position on renewals with discussions going well around developing value for partners. British Triathlon was also following up on other recent leads.</p>	
<b>4.4.2</b>	<p><b>Recent activity and state of discussions</b>  British Triathlon was continuing to look for a major sponsor.</p>	
<b>4.4.3</b>	<p><b>Communications activity &amp; plans for 2017</b>  The Board were informed that four big projects were taking place.</p> <p>GO TRI was not only a Triathlon England Campaign as it integrated into British Triathlon's strategy to increase participation. There was a discussion around the use of the British Triathlon logo on GO TRI products; there was a live discussion happening around the branding of both GO TRI and Skills School.</p> <p>It was noted that there was a Communications planning day scheduled for October which would outline the programme of activities for November and December. NC confirmed he was comfortable with the direction of travel for this.</p>	
<b>4.4.4</b>	<p><b>Branding update</b>  The branding presentation that had been circulated ahead of the meeting was discussed. The aim of the presentation was to highlight where British Triathlon was at in terms of a brand. BJ noted that the mood from the TEMB and TE Council was positive, however, there were a few specifics around the application that needed to be got right.</p> <p>British Triathlon had recruited an internal Graphic Designer which would decrease the cost of using external design resource. The Graphic Design service would be offered to Regions.</p> <p><u>GO TRI</u>  There was a discussion around the branding of GO TRI and the need to have a good product profile in order to be attractive to sponsors. There was a discussion around whether the customer journey could be confusing with both British and Home Nation branding. BJ stated that there was a lot of debate within the TEMB around the GO TRI</p>	

	<p>and Skills School branding, however, the TEMB saw Triathlon England and British Triathlon as aligned and Triathlon England would follow recommendations with a view to change if branding was not consistent across the Home Nations if the product was no longer appropriate at the British level. This was apparent with Alistair Brownlee taking part in the Emmerdale GO TRI. The Board asked if they could see evidence of statistics to determine how successful the #YourGOTRI campaign had been. There was a discussion around the opportunity to use other logos, e.g., Sportscotland; NC would send suggestions on how this could look.</p> <p><b>Action: NC to send suggestions for logo use on GO TRI branding.</b></p> <p>The three Home Nation Directors were asked if they were comfortable with the GO TRI branding and all agreed to the branding deck guidelines. NC and JB agreed to produce more guidance if required. It was agreed that the branding should reflect that British Triathlon was in association with GO TRI and that GO TRI was a standalone brand.</p>	NC
4.4.6	<p><b>Website and marketing activity</b></p> <p>Since the launch of the new website, British Triathlon was pleased with its functionality. Frank Baddick and Tom Goldspink were leading a website working group and were keen for content from the Home Nations. The feedback from the website survey was positive with 85% stating it as ‘good’ or ‘very good’. BL asked if this could be broken down by Home Nation; KS would determine this.</p> <p><b>Action: KS to determine if website survey statistics can be broken down by Home Nation.</b></p>	KS
4.4.7	<p><b>Brownlee relationship</b></p> <p>JB expressed that British Triathlon had a good relationship with its athletes compared to other NGBs, however, there was an opportunity to work better with the Brownlees to transcend the sport and increase their marketing potential.</p> <p>BP was working on new athlete contracts for the next cycle. CC suggested that British Triathlon could work with the Paralympic medallists to help to build the sport at a grass roots level. British Triathlon was disappointed with the Channel 4 coverage of the Paralympic Games and CC had been in discussions with Helen Gorman re this. IPH asked the Board to suggest any ideas to JB.</p>	
4.5 4.5.3	<p><b>Major Events</b></p> <p><b>Super Series</b></p> <p>There was a discussion around the need for suitable domestic racing opportunities for elite athletes in addition to the mixed team relays. It was noted that the Performance department wished to continue the Junior Super Series and was in the process of deciding on how many races would be required.</p>	

<p>4.6</p> <p>4.6.1</p> <p>4.6.2</p> <p>4.6.3</p>	<p><b>Business</b></p> <p><b>Risk Register</b> There was no change to the risk register. It was noted that the Performance team had been focussing on delivering events and had not updated their risks recently. There would be an update at the next Board meeting on 12 November.</p> <p><b>Portfolio Report</b> There was nothing to report.</p> <p><b>Self Assurance process sign-off</b> The Board raised any issues or questions they had with the checklist.</p> <p>The Board agreed that the checklist ratings were accurate and JB signed this off.</p>	
<p>5</p>	<p><b>Welsh Triathlon Update</b></p> <p>PT gave a presentation and update on Welsh Triathlon. PT explained the Board structure and that Welsh Triathlon were currently recruiting for a Director of Performance and a Director of Marketing and Sponsorship. In addition to the Board, PT explained that there were also additional sub-groups chaired by the relevant Board member.</p> <p>PT explained that changes had been made to the Welsh Triathlon staff job descriptions, e.g. the Office Administrator had been changed into a full-time role with more responsibility and the National Performance Coach role had been changed into the Welsh Pathway Manager, which would now also include Skills School. A new Welsh Development Manager had also recently been recruited.</p> <p>PT gave an update on the Governance and Leadership Framework for Wales and explained that 50 organisations had been involved.</p> <p>PT explained the challenges for Welsh Triathlon:</p> <ul style="list-style-type: none"> <li>• Strategic direction</li> <li>• Board and staff retention</li> <li>• Lack of resources and increased stakeholder expectation</li> <li>• Safeguarding in sport</li> <li>• Increased emphasis on self-assurance</li> <li>• Working with more partners, e.g., British Triathlon, Triathlon England, Triathlon Scotland</li> <li>• Risk management and business continuity</li> <li>• New markets</li> </ul> <p>In relation to the Board retention challenge, PT explained that there had been an issue retaining Directors due to the calibre of person normally recruited - these had generally been busy professionals. As the Welsh Triathlon team is so small it had been a necessity for Directors to help support with some of the action work rather than solely directing and this had been a strain on previous Directors' time.</p>	

	<p>PT gave an update on Welsh Triathlon’s membership. There had been significant growth; there were now 1500 members. One third of members were women and 10% of members had declared themselves as impaired.</p> <p>PT explained that Welsh Triathlon’s active coaches and officials now covered the whole of Wales. Welsh Triathlon would be working with Tom Roberts to deliver more courses to technical officials.</p> <p>PT noted that engagement work had been taking place with Helen and Marc Jenkins; they had been providing support in the Cardiff Performance Centre working with children.</p> <p>It was suggested that as an area for development, British Triathlon and Welsh Triathlon could maximise the communication channels through a two-way process.</p>	
6	<p><b>AOB</b></p> <p><u>Clean Sport</u> JB provided an update on clean sport. JB and EG had recently met with the CEO and Senior Leadership Team at UK Anti-Doping.</p> <p><u>2017 Board Meeting Dates</u> The following dates were proposed for 2017:</p> <ul style="list-style-type: none"> <li>• Saturday 14 January</li> <li>• Saturday 8 April (Loughborough)</li> <li>• Wednesday 19 July (Loughborough)</li> <li>• Saturday 14 October (Stirling)</li> <li>• Saturday 11 - Sunday 12 November (AGM) tbc</li> </ul> <p>The Board were asked to advise as soon as possible if there were any issues with any of these dates.</p>	
7	<p><b>Date and venue of next meeting</b></p> <p>Saturday 12 November 2016, Royal Armouries International, Leeds (Performance update only).</p>	