



Minutes of the Annual General Meeting

On Saturday 9th November 2013 at 12:00

Held at the Sir John Beckwith Lecture Theatre, Loughborough University, Loughborough, LE11 3TU

Present:

Jem Lawson (JL)
Richard Fuller (RF)
Gemma Herbertson (GH)
Bill James
Lawrence Green (LG)
Derek Biggs (DB)
Mark Barfield (MB)
Anna Moss (AM)
Peter Leggett (PL)
Rick Poole (RP)
Rob Bishop (RB)
David Hooper (DH)
Giles O'Brien (GEO)
Michelle Scott (MS)
Howard Vine (HV)
Lucy Cowgill (LC)
Jenny Vincent (JV)
Peter Winfield (PW)
Carol Macdonald (CM)
Rosa Teagle (RT)
Tom Chant (TC)
H (HJ)
Tony Webber (TW)
D Bellingham (DB)
Jon Train (JT)
Samantha Rankin (SR)
Dave Rigby (DR)
Shaun Green (SG)
Paul Gardener (PG)
Peter Stack (PS)
Gavin Prior (GP)
Paul Hester (PH)
Phil Jameson (PJ)

Club/Board/Council

Chair Triathlon England Management Board
East Sussex Council Member
Triathlon England Board Member
Triathlon Board Member
Director Midlands Regions Triathlon England Management Board
President Triathlon England
Director of England Operations Triathlon England
Development Administrator (Minutes)
B Tri Club

National Participation Manager
Regional Programme Manager South West
Coach Education Officer
Regional Programme Manager North East & Yorkshire
South East Council Member
Regional Programme Manager North West
Regional Programme Manager South East
Stortford Tri
Regional Programme Manager Eastern
Solihull Tri
Thames Turbo
Derby Tri
RN Tri
Honorary member
Regional Programme Manager London
Membership Co-ordinator
Director Northern Regions Triathlon England Management Board
Andover Tri Club
Hillingdon Tri
Dunstable Tri
Northants Tri
Team Milton Keynes
Tri4U

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| Rachel Kenny (RK) | Barrow Runners |
| Steven Kenny (SD) | Charnwood Tri |
| Dermot Smyth (DS) | Jetstream Tri |
| Ron Yee (RY) | Crystal Palace Tri |
| Duncan Hough (DH) | Director Events, Rules and Technical Triathlon England Management Board |
| Niamh Ni Artghaile (NN) | Workforce and Participation Coordinator |
| Jen Elkins (JE) | Regional Programme Manager South Central |
| Peter Pain (PP) | Regional Programme Manager East Midlands |
| Colin Gardener (CG) | NE Academy |
| Andy Bullock (AB) | SW Academy |
| Chris Trzinski (CT) | Charnwood Tri |
| Anne Williams (AW) | Tewkesbury Tri |
| Emma Templeton (ET) | Army Tri Association |
| James Murray (JM) | RAF Association |
| Aimee Stocker (AS) | East Midlands Council Member |
| Cat Riley (CR) | Wootton Tri |
| Terry Wittington (TW) | Leicester Tri Club |
| Teresa Harman (TH) | Born2Tri |
| Mark Harman (MH) | Born2Tri |
| David Blank (DB) | MVH Tri Club |
| Pete Chappill (PC) | Lincsquad |
| Phill Harrison (PH) | MVH Tri Club |
| Ian Payne (IP) | Rugby Tri |
| Chrysothemi Spilopoulou (CS) | Leeds and Bradford Triathlon Club |
| Peter Swinnerton (PS) | Newcastle Tri Club |
| Catherine Dulla (CD) | Newcastle Tri Club |
| Alan Spelling (AS) | Met Police |
| John Petrides (JP) | Director Southern Regions Triathlon England Management Board |
| Joe Harkin (JH) | Communications and Promotions Coordinator |
| Philippa Mahiques-Pearce (PM) | |
| Gareth Hall | National Develop Manager |

| Item | Minutes |
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| 1 | <p>Welcome remarks</p> <p>Derek Biggs (DB) welcomed all and thanked everyone for their attendance.</p> <p>Jem Lawson (JL) welcomed and introduced the talent squad and regional head coaches who briefly joined the meeting.</p> <p>Apologies</p> <p>Biddie Ford; Sarah Springman CBE</p> |
| 2 | <p>Minutes of the 2012 Annual General Meeting</p> <p>The minutes of the Triathlon England Annual General meeting held on 17th November 2012 were agreed as an accurate record of proceedings and approved.</p> |
| 3 | <p>Report of the Management Board</p> <p>JL commented that Triathlon England is in a position to make a step change to become a premier membership organisation; this is from the incremental growth and confidence within the management board. JL went on to pay tribute to the board predecessors, highlighting their unique and valuable contribution to the organisation and how the management has developed over the years.</p> <p>JL emphasised that no other sports governing body had a better result in awards from Sport England and that in order to maintain Sport England's confidence, the board decided to review the strategy with an external company. JL continued to describe the methods in which they gathered the large body of evidence and explained its necessity in the organisation's future direction.</p> <p>JL pointed out the key areas which Triathlon England will be focusing upon in the coming year, including growth, membership and communications. JL continued to speak about the encouragement of participation through the initiatives such as Go Tri and the various mass participation events. JL spoke of the success of events such as the Wiggle Portsmouth Triathlon and the Brownlee Triathlon and emphasised the fact that outcomes had all been very positive and TE would be seeking to build further in every aspect. JL explained the current and upcoming collaborations with British Triathlon and the home nations through marketing proposals and an online ranking system for the members.</p> <p>Finally JL spoke of the optimistic outlook for the Commonwealth Games in Glasgow 2014.</p> <p>JL thanked DB for his displays of enormous hard work and to wish him all the best as he comes to the end of his presidency.</p> |
| 5 | <p>Annual Report and Accounts</p> |

JB drew attention to pages 22 and 23 of the Annual Report and pointed out that there was detailed financial information for members to show more transparency of the organisation.

JB presented a slide show:

Financial Highlights

- Surplus of £130k in 2012/13
- Total Reserves now £386k
- Aimed for a balanced budget in current year but tracking ahead so far
- Significant uplift in funding secured from Sport England for 2013/14 onwards

Sport England funded of business operations?

- TE income comes from two sources – Sport England or ‘Business Operations’ (membership, clubs, events)
- Finances are reported separately according to these sources of income
- Sport England require specific outcomes to be achieved from activities funded by them
- TE is also accountable to its members for the use of their membership payments

Sport England Activities

- Aim to match income and expenditure in each year and over the 4 year cycle
- Sport England expenditure (Development and Performance) up from £1.3m to £1.5m
- Slight deficit (£12k) for the year and the four year cycle as a whole, funded from TE reserves

Business Operations Income

Operational income breakdown (£889k)

- Growth in income (£889k up from £608k) distorted by change in accounting treatment
- Part of this uplift due to different treatment of BTF membership affiliation (£98k) and event permitting (£133k)
- Growth in Annual and Day Membership of £20k each (c.5% and 10% respectively)

Business Operations Expenditure

- Total expenditure up to £746k from £518k
- BTF affiliation payments shown separately this year (£133k from event permitting and £98k from membership affiliation)
- Event permitting collected within income and then paid as part of affiliation payments to BTF for first time (£133k)
- Other cost increases of £20k net

Summary

- Another strong financial year
- Cumulative reserves now stand at £386k
- Significant step up in Sport England funding and activity going forward
- Aiming for balanced budgets going forward

JB explained that it had been a strong financial year with a significant uplift in the funding from Sport England and explained how the aim is for a balanced budget, but to grow the organisation by recycling the income back into the sport to develop it further and deliver the outcomes required of Sport England.

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| <p>6</p> | <p>Report of the Council</p> <p>DB illustrated how it had been a busy year with a new system for director appraisals and the continued work of looking at the role of the Council. DB talked about how there was the implementation of new reporting and communication methods to help the Council support the regions more.</p> <p>DB concluded the report by thanking everyone who had helped him in his two years as President.</p> |
| <p>7</p> | <p>Resolutions</p> <p>Point of order: AS questioned why he didn't appear to have been given 21 days notice of the AGM. MB responded that there had been an announcement with sufficient time, this was provided by email as had been the case in previous years, this was supported by a written letter posted to each member. The email communication was reliant on up to date personal membership details and the personal administration of email accounts.</p> <p>Resolution 1</p> <p>That the number of Triathlon England regional committees be increased from nine to ten by the creation of a new South Central Regional committee and that the consequential amendments to Regulations 39, 69, 70 and 74 of the Triathlon England Regulations produced to the meeting are approved.</p> <p>The vote in favour was unanimous.</p> <p>Resolution 2</p> <p>That the number of directors on the TE Management Board (not including Co-opted Directors) be increased to eleven by the appointment of the Director of English Operations to the TE Management Board and that the consequential amendments to Regulations 39, 40, 41 and 45 of the Triathlon England Regulations produced to the meeting are approved.</p> <p>AS queried what the role description of the executive director was and would this be a Management Board position. JL explained that the role encompassed a variety of elements expected of the current Director of English Operations and confirmed it as a Management Board position.</p> <p>The vote in favour was unanimous.</p> <p>Resolution 3</p> <p>That the term of members of the TE Management Board (other than the Regional Portfolio Directors) be changed from two to four years with a maximum of two consecutive terms of office and that the consequential amendments to Regulations 42 and 45 of the Triathlon England Regulations produced to the meeting are approved.</p> <p>PG questioned if, over the four years, someone in post isn't up to the job what procedures are in place. DB referenced the new appraisal system and explained the Council have the ability to remove directors.</p> <p>AS asked if this was retrospective of the current directors and could the graded system be explained. LG clarified that it's at the Council's discretion to work out the appropriate method of counting past</p> |

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| | <p>service.</p> <p>The vote in favour was unanimous.</p> |
| <p>8</p> | <p>Open forum</p> <p><u>Developing the strategy</u></p> <p>JL referenced his report briefly before introducing the work from the Ovens & Co strategy. BJ gave an outline of the new strategy following the Ovens & Co review and explained the reasons behind undertaking the procedure. BJ insisted that the main reason behind developing the strategy was so that Triathlon England could become more financially autonomous. BJ highlighted that the Board's view was that of great growth in the sport and good financial position, but the risk is the fairly strong dependency on grant awarded funding rather than membership generated income, a ratio which is of 2/3 to 1/3.</p> <p>BJ presented a slide show:</p> <p>A three month project this summer with Ovens & Co strategy consultants and a steering group from board and staff:</p> <ul style="list-style-type: none"> ➤ Extensive research, workshops and strategic insight ➤ Vision, Strategic Priorities, Personas and Propositions developed <p>Followed by two months of consultation, sign off and communication with Board, Council and staff:</p> <ul style="list-style-type: none"> ➤ Board & Council agreed strategy September ➤ Communication of strategy October/November <p>Now into operational planning and implementation with ongoing assessment :</p> <ul style="list-style-type: none"> ➤ Plan built and owned by the TE operational team ➤ Continuous board support (& review) of strategy delivery <p>MB introduced himself and continued the presentation.</p> <p>MB highlighted that some of the research that came back challenged what Triathlon England had initially thought; he also discussed the numerous ways in which they gathered the data to aid the review.</p> <p><u>What we did</u></p> <p>Activities:</p> <ul style="list-style-type: none"> ➤ Vision and brand development ➤ Workshops x 3, plus Final Presentation ➤ Operations visit to Loughborough ➤ Primary research ➤ Customer survey (members & non-members) ➤ Club and events interviews x 6 ➤ Staff and board interviews x 13 ➤ Sport England engagement ➤ Persona development ➤ Proposition development ➤ Capabilities and roadmap development |

Outputs:

- Vision
- Personas
- Proposition handbook
- Final capabilities and roadmap
- Final presentation

Rationale For Change**Member Churn**

- The current high member churn rate (c.33%) will lead to a declining membership base by 2017, leaving TE without a consistent revenue source outside events and Sport England

Event and Club Dissatisfaction

- Events and clubs have expressed their concerns that TE is not relevant to them and does not address their concerns in a customer service-like manner

Lack of Strong Strategic Direction

- The lack of concerted strategic direction has led to TE disappearing “behind” BTF and a lack of relevance to all Triathlon stakeholders, which will impact TE’s ability to do anything in the future

Need to meet Sport England Targets

- There is an ongoing need to meet the targets laid out to Sport England to ensure longevity of this income stream: however, this is currently on track

Vision for Triathlon England

- “Helping everyone Discover, Enjoy and Achieve in Triathlon”

PG referenced the presentation point about Sport England funding being dependent on membership and was it in decline because of the churn rate. MB replied by saying that we are not targeted by Sport England with regard to membership numbers or membership revenue. JB then clarified that membership numbers were not in decline but highlighted that they were only forecasting a potential risk.

PG continued to ask why only a few members were questioned in the steering groups about day licenses. MB explained that data on day licenses is owned by race organisers so the information isn’t easily accessible, but the data provided was supplied by non-members who were happy to share.

Male participant 1 questioned what causes a high level of turnover. JB explained that key reasons such as membership benefits and personal factors both played a significant role in this.

AS queried whether it is a priority building membership for Triathlon England. JB confirmed this was highly important.

JB continued with the presentation by looking at the target audiences, their personas and how we communicate with membership benefits that cater to those particular groups.

Male participant 1 queried the groups and how they came to the decision of those personas. JB responded by confirming that the vast amount of data had contributed towards this.

MB continued the presentation

Setting KPIs

- The organisation needs targets to measure success against:
- The Sport England submission lays out some key measurable targets for Triathlon England to achieve over the course of the funding period, specifically in participation
- As well as verifying the Sport England targets, we need to ensure that the organisation is measuring the right factors
- The following measures will be implemented:
- Some specific and measurable:
 - Participation
 - Membership
 - Growth in new entrants into the sport
- Some cultural:
 - Growing a culture of communication and customer service

MB concluded by explaining their strategy review will be in 12 months time to enable any changes.

PG queried how it will work down through the ten regions and when will this happen.

BJ confirmed information will be filtered on an operational level through the regional team, and on a governance level with the Council's relationship with the board. MB clarified that today was the launch of the work that has been in progress and that slides will be available to all. MB finally concluded by insisting that Triathlon England is a bottom up organisation and that regions are given recommendations but are generally self sufficient depending on their needs.

PG asked if there was any cascading leadership in place if something was in direct conflict with this at a regional level. BJ highlighted that they are working on any possible issues that may occur. MB offered to visit regional committees to explain the strategy further if required.

PG questioned if there would be more benefits as a member. MB explained that currently we aren't telling people what we provide and that we need to work on how we can develop membership further. MB insisted that there were numerous ways to entice more members but we'd lacked staffing support until recently. MB encouraged that with this additional support we could now begin to develop membership further.

MH queried why clubs should encourage members as there was no real value, only insurance for coaches. MB explained that they have tried promotional activities with some clubs but are currently reviewing them and hoping to communicate what the benefits are. JL commented explaining that we haven't previously engaged with clubs in the past but are taking steps forward.

Male participant 1 questioned why there weren't enough qualifying races. DH explained that there was a very small window to fit in all events during the season. DH emphasised that we do try our best. Male participant 1 continued to query what was being done to develop more qualifier standard races. DH explained that the regional managers are putting on more events and they were holding event organiser courses to help raise the standard.

JP queried the churn rate and its regional breakdown. MB explained it was across England and didn't have the regional statistics but would investigate further.

AS requested to know who the director for membership. GH made herself known to him.

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Concluding remarks

JL showed appreciation to the membership for their observations and thanked the members of the Management Board and Council.

DB thanked everyone for their attendance and wished everyone a good year.