



Triathlon England

Minutes of the Council Meeting

Held on Saturday 11th May 2008 at Loughborough University Campus

Present: Lawrence Green (President) (LG), Darrell Shaw (DS), Dave Rigby (DR), Rachael Mellor (RM), Keith Perry (KP), Derek Biggs (DB), Roger Canham (RC), John Petrides (JP)

Apologies: Amanda Cantle (AC), Martin Harris (MH)

In attendance: Jem Lawson (JL) Lucille Cowburn (LC)

Others Referenced: Zara Hyde Peters (ZHP), Tom Chambers (TC), Dean Hardie (DH)

Item	Minute	Owner & Due Date ¹
1	Introduction / Opening Remarks The President welcomed members to the meeting.	
2	Apologies for Absence Amanda Cantle (AC), Martin Harris (MH)	
3	Minutes of the Previous Meetings It was noted that the Minutes of the previous meeting had previously been approved as a true record of the proceedings and were already available on the TE website.	
4	Matters arising	
	It was noted that the matters arising from the previous minutes would be dealt with in the update for the Chair.	

¹ Unless otherwise specified, all actions are due by the date of the Council meeting on 27th September.

5	Update from the Chair of Triathlon England	
	<p>JL updated the Council on the:</p> <ul style="list-style-type: none"> • Triathlon England Budget Summary 2008-9; • Triathlon England Operations & Development Reports; • BTF/Triathlon England Management Agreement; • British Triathlon Technical Committee; • Triathlon Officiating – The Way Forward; • TriStar Open Water Swimming Rules <p>discussed at the Triathlon England Board Meetings on 15th March and on 11th May 2008 (the minutes of which are available on the Triathlon England website) and these items were discussed by the Council.</p> <p>In relation to the proposal for a British Triathlon Technical Committee, there was a consensus that a common rule book was highly desirable and that this would require close co-operation with the other National Associations, which could usefully take place through a BTF committee. However, any change in the allocation of roles between the BTF and the National Associations would require careful consideration and it was not felt to be practicable or necessary for any constitutional changes to take place at BTF or TE level at the AGMs this year, particularly given the current vacancy on the TE Board relating to this portfolio. It was therefore anticipated that the Board would bring this subject back to the Council for further discussion at a date in the future. It was noted that in the meantime any required outcomes could be achieved through co-operation under the current constitutional arrangements.</p>	
6	<p>Strategic Planning</p> <p>LG reminded the meeting that the Council had previously postponed the approval of a strategy document pending the appointment of ZHP as the new Chief Executive Officer of the British Triathlon Federation.</p> <p>JL provided the Council with a brief statement of the current TE strategy (intended to operate up to the next four year plan which would start in 2009), following his discussions with ZHP.</p>	

	<p>The Council approved Triathlon England's Strategy Statement at May 2008 (a copy of which is annexed to these minutes) and agreed the need to consult with the Regional Committees when preparing the 2009 plan.</p>	
7	<p>Membership Project</p> <p>The Council received an update from JL and LG on the Membership Project. The project aims; approach; and timeline were briefly discussed. Castele Consultancy will deliver their recommendations to management on 22nd September</p> <p>To help ensure there is full representation from the Regions, LG agreed to continue to be part of the group working on this and KP, and DR agreed to be available for consultation by David Melen (the Director holding the Membership Portfolio).</p>	
8	<p>Constitutional Changes</p>	
8.1	<p>President - British Triathlon Federation</p> <p>JL reported on his meeting with TC, DH, & ZHP to recommend the process and timings of selection/reselection of the BTF President. It had been proposed that the term of office of the BTF President should in future be four years rather than the current two year term. The provision for a maximum of two terms would remain unchanged. JL confirmed that this proposal was consistent with the policy of Sport England and was designed to fit in with the Olympic cycle and strategic planning process.</p> <p>LG reported to the meeting the outcome of an informal review he had undertaken of the equivalent rules of a number of national governing bodies of other Olympic sports. This showed no clear pattern for the tenure of the leadership role (which varied between 1 and 4 years) but it was apparent that the limit of two terms was unusually restrictive.</p> <p>The Council supported the principle of the proposed change and concluded that further consultation with the Regional Committees and/or members would not be required.</p>	
8.2	<p>President - Triathlon England Council</p> <p>JL also reported that it had been suggested that the tenure of the President of TE should be two years rather than one. The reason for this was that with only three substantive Council meetings each year, the President would always be stepping</p>	

	<p>down shortly after becoming familiar with the role.</p> <p>LG noted that the limited tenure of the President may have been intended to reinforce the fact that the leadership role within TE was the Chair of the Board rather than the President.</p> <p>Following discussion, the Council decided to recommend to the AGM that Article 20 of the Articles of Association be amended to allow a President to be eligible for two consecutive terms following which a period of twelve months would pass before the that person would gain be eligible to be appointed President.</p>	
8.3	Council meetings	
	<p>LG reminded the meeting that the Council could currently only make decisions when meeting in person and noted that this could present timing difficulties in the appointment of new Board members. Following some discussion is was decided to recommend to the AGM that the Articles of Association be amended to enable decisions to be taken by unanimous agreement in writing/by e mail and to enable meetings to be held by conference telephone call.</p>	
8.4	<p>Committees and Sub-Committees - Triathlon England</p> <p>LG reminded the Council that when TE was incorporated an amendment to Article 68 of the Articles of Association had been omitted from the final draft. The amendment would have changed to a best endeavours basis the requirement that a committee comprised of four members should have at least one male and one female member and that committees consisting of more than four members shall have at least two male and two female members.</p> <p>It was agreed that that amendment should also be put to the AGM.</p> <p><i>LG to prepare draft amendments to the Memorandum of Association of Triathlon England. These to be put to the vote at the Annual General Meeting on 15th November.</i></p>	LG
9	<p>Triathlon England Board Appointment Issues</p> <p>JL reported that following his posting to Beijing, Paul Groves had resigned his position as Board Director with responsibility for Events, Rules and Technical. Pending the appointment of a new director, Dave Bellingham had agreed to take over</p>	

responsibility or the Events, Rules and Technical portfolio.

The Council discussed the procedure to be used for the appointment of a replacement and the membership of the Appointment Committee. LG had previously circulated a paper in respect of the general appointment process for 2009, together with a shortened version covering only the issues relevant for the current Events, Rules and Technical appointment process (both papers are annexed to these minutes).

The Council took the following decisions:

1. That if appropriate an additional Council meeting would be arranged (possibly at the National Relays on 2nd August) with a view to enabling the new TE Events, Rules and Technical Director to take up the position prior to the September Board meeting.
2. The Council would not have authority to override the decision of the Appointment Committee but would also not be obliged to make appointment recommended.
3. To post the job and person specifications for the role as adopted in 2006 on the Triathlon England website.
4. To assign responsibility for selection of the Committee members to the President, although it was acknowledged that in practice this would largely be a function of availability.
5. That the Appointments Committee would be responsible for determining its own procedures with JL as its Chair and that JL should co-ordinate the process of advertising the post etc. In particular it was decided that if a competency scoring system (such as was used in 2006) were used then the Committee should retain the discretion to reach a decision taking into account, but not solely determined by, the scores.
6. To share the names, though not the CVs, of candidates with the other members of the Council.
7. That the Chair and the relevant Council members declare any connection with any of the candidates.
8. That Council members would not be able to make representations on the individual candidates but could make representations, to be collated by the President, on the role and personal attributes required in respect of the

	<p>role.</p> <p>9. That all information relating to the process would be treated as confidential and that the only information that would be communicated outside of the Committee and the Council would be the resulting appointment unless otherwise agreed</p> <p>KP, DR, RC, & JP volunteered an interest in standing on the Appointments Committee. Expressions of interest were also received by LG by e mail form AC and MH.</p>	
	<p>The Council briefly discussed the appointment process for the other Board positions and reviewed and adopted the timetable set out on page 5 of the Triathlon England Board appointment procedures paper.</p>	
<p>10</p>	<p>Regional Issues</p> <p>Regional representatives raised the following issues:</p> <p><u>From West Midlands:</u> Members are reporting incorrect membership details on this year's members cards, and cards and TriNews going to wrong addresses, but no details of how widespread the database problem may be.</p> <p><u>From E Midlands:</u> The question was raised of how best practice is shared in respect of Regional Academies. The perception is that there are significant differences from region to region.</p> <p><u>From London:</u> Issues were raised on the role of the RDM, in particular whether should he/she provide monthly reports of activities to the regional committee? Concern was also expressed on the lack of coaching course until September, with consequent worries about losing enthusiastic candidates. The question of regions putting on their own courses was discussed</p> <p><u>From North West:</u> Some event organisers are refusing to accept paper entries and payment by cheque. This raised the question of whether TE could/should impose an 'equitable' ruling for the minority who have not embraced modern technology.</p> <p><u>From Yorkshire & Humberside:</u> A perceived problem that change of age-group date for TriStars and Youths; Jan 1st, is unfair for some in these categories. The possibility of this being changed to the school year was raised.</p>	

	<p><u>From South West</u>: DB raised the idea of rewarding the regions for increasing their local TE membership. It was confirmed that this would be considered as part of the membership review.</p> <p><i>JL to solicit responses from the relevant BTF personnel (i.e. the Director of Development and the Membership and Events Administrator etc.).</i></p>	
11	<p>Any Other Business</p> <p>JP queried whether enough was being done to further the delivery of “environmentally sound” Triathlon events. Council members agreed that the new Director with responsibility for Events, Rules and Technical should review this aspect.</p> <p>The question of attendance at Council meetings by Mark Barfield was discussed and it was decided that routine attendance was not required to action points raised in the Regional reports as these would fall to the relevant Director to resolve (where appropriate by liaising with Mark Barfield). However, it was recognised that it might be necessary to find an additional forum for regional issues due to the restricted time available at Council meetings.</p>	
12	<p>Date of Next Meeting</p> <p>The next meeting of the Council will be held on 27th September 2008 subject to any additional meeting being arranged to confirm the appointment of the new Events, Rules and Technical Director.</p> <p>Close of meeting.</p>	

TRIATHLON ENGLAND: STRATEGY STATEMENT, MAY 2008

In October 2007, a strategy document was circulated to the Council, having been discussed and approved by the Board. This was inevitably somewhat of an *ad hoc* document coming, as it did, towards the end of the four year funding cycle but also having to acknowledge the direction set by the old BTA strategic document (2005-2009).

After the relatively recent appointment of two very senior members of staff (CEO and Director of Operations), it seems wise not to impose a rigid direction on those who would be expected to guide and implement such direction. Certainly, the CEO has indicated that she would wish to consider the strategic direction for triathlon in terms of a co-ordinated policy linking the three home nations and the federated British governing body.

However, as far as Triathlon England is concerned, there are a number of specific strategic areas which would be part of any policy going forward for the period up until 2009 and beyond.

1. Membership

The Board has approved the establishment of a project in which all aspects of membership of TE will be examined with a view to maximising the services to the members, maintaining a system of communication which is accessible and efficient and establishing a membership structure which is straightforward and which represents excellent value-for-money; all of this, and more, with a view to growing the membership significantly over the next few years. We are at the stage where we are talking to potential partners who may have the expertise to guide us through the project and carry out work which would strain the limited resources of TE. The project will inevitably demand input from all categories of triathlon participants, from casual novice racers to professional race organisers. The mechanism of the consultation has yet to be described but, of course, will involve significant communication with the regions. There is provision in the budget to set up the membership project, current work is related to the project design.

2. Officials

It is fair to say that the refereeing and officials community has not been well-served by TE in recent years. It is the intention of the Board and management to rectify this. Mark Barfield presented a detailed report to the last board detailing a way forward and describing a number of alternatives which cover:

- Reviewing the education process for level 1 referees

- Providing regional targets for referee numbers based on the number, type and demands of events in each region

- Introducing on-line education for all levels of the education process
- Awarding officiating qualifications through an awarding body such as Edexcel or 1st 4 Sport.

Attention will also be given to the deployment of officials, the reporting by officials and Continuing Professional Development.

3. Performance Considerations

Recent noises from Sport England point to a greater emphasis being placed on 'competition for its own sake in a sporting context'; a change from the all-embracing concentration on 'participation for all'. This has implications for our sport in the regions and nationally.

We have work to do to establish the place of a Home Nations Championship at the national level. Such competition must be seen to be part of the performance pathway of athletes in England. This season's re-introduction of HN Championships has not been an unqualified success. With no Commonwealth Games considerations before Glasgow 2014, we have time to plan a relevant way forward. Regionally, we are in the process of establishing a Senior Inter-Regional Championships.

Individuals and clubs in the regions should be able to see progress in the area of performance through the recent appointment and deployment of coaches under the auspices of the 'Club and Coaches' initiative.

4. Governance

There has been a historical expectation that those embracing the role of Executive Officers (old BTA) and non-executive directors (the current position) would adopt a hands-on approach to their roles. We should move to a position whereby members of the Board are required to come to conclusions with regard to the direction the organisation should take, and having done so, should then employ their energies in making sure that the direction is maintained.

Jem Lawson
Chair, Triathlon England
30th April 2008

Procedure for the appointment of new Triathlon England Events, Rules and Technical Director

Paper presented to the Council meeting on 11th May 2008

Further background and detail on these issues is contained in the general paper on appointment procedures presented to the Council.

At the meeting on 11th May, the procedure for the appointment of the new Events, Rules and Technical Director needs to be established and either the Committee appointed (with reserves if possible) or a shortlist of the Committee drawn up. In selecting the two Council members to join the Chair on the Appointment Committee, we will need to ensure the impartiality of the Committee. If Council members are unsure if they will have a close connection to any of the candidates, then the final selection may need to be made when the list of candidates is known.

It should be remembered that the Council is obliged to promote gender balance on the Board. Currently women are under-represented. It would therefore be appropriate for efforts to be made to secure appropriately qualified female candidates.

We will need to take the following decisions:

- The next Council meeting is in September – do we need to fit in an earlier meeting to enable the new Director to take up the position earlier than that?
- Whether the Council has the right to reject/override the Committee's decision. This is unlikely to be relevant in practice, but at some stage we should address the situation (preferably before the question comes up in practice).
- How do we maintain the transparency of the process? Given that this appointment is occurring on short notice, we may need to be practical on this and ensure that this issue is addressed in more detail when the rest of the Board positions are due for re-selection.
- If any matters on the selection of the Committee fall to be dealt with after the Council meeting, who will be responsible for dealing with that (the conduct of the Committee itself will presumably be co-ordinated by the Chair)?
- Whether the same procedure and competency scoring system as was used in 2006 should be used again or modified and the extent to which the Committee will have discretion to determine the detail on this process.
- The extent to which information on the appointment process will be shared with the other members of the Council and the timing of this.
- Whether Council members will be able to make representations to the Committee (presumably after declaring any connection to any of the candidates). If this is permitted, is it appropriate that these be copied to the President and/or the other Council members?

- Confirmation of confidentiality obligations so that no information on the candidates and the deliberations should be given to third parties other than feedback agreed by the Committee/Council.
- Confirmation on the types of interest that individuals participating in the selection process should declare.

The Chair may also wish to discuss with the Council the interim arrangements for dealing with the Events, Rules and Technical portfolio during the appointment process.

Note that the Committee must comply with the Triathlon England recruitment procedures. In practice TE does not have such procedures as all relevant staff are employed by the BTF. It is therefore suggested that the BTF policies should be followed to the extent relevant.

Triathlon England Board appointment procedures

Paper presented to the Council meeting on 11th May 2008

Background

The purpose of this note is to set out the issues involved when the Council needs to appoint Directors so that the Council can make informed decisions on the procedures that it will use. In order that the procedure should run smoothly, it is proposed that the procedures should be agreed in advance of start of the selection process.

It has been necessary to put forward suggestions on how the gaps left by the Articles of Association may be filled in by the Council adopting more detailed procedures – where this note contains statements of opinion rather than fact this is clear in the way those statements are presented.

In order to avoid disputes arising on the procedures used, this note has been prepared on the assumption that it will not always be possible to proceed by consensus in all cases so that methods to resolve disputes should be agreed in advance. This has resulted in a certain amount of complexity/detail, but this may be considered preferable to the possibility of the outcomes of the process being disputed.

Articles of Association

The following is an extract of the relevant provisions from Triathlon England's Articles of Association covering the procedure for appointing Board Members:

40. *Subject to the provisions of these Articles, the Board shall be appointed by the Council and shall consist of nine Directors (of whom only those Directors with Regional Portfolios may be Council members) comprising the following positions:*
 - a. *Chair*
 - b. *Director North Regional Portfolio (North East, North West, Yorkshire & Humberside)*
 - c. *Director Midlands Regional Portfolio (East Midlands, West Midlands, Eastern)*
 - d. *Director South Regional Portfolio (South East, South West, London)*
 - e. *Director – Events, Rules and Technical Portfolio*
 - f. *Director – Membership Portfolio*
 - g. *Director – England Teams' Portfolio*

- h. *Independent Director – Finance*
- i. *Independent Director – Business Strategy*
41. *All other Directors will be selected and appointed to the Board by the Council following a formal, rigorous and transparent process that is competence based and is conducted in accordance with the Association’s recruitment policy. Each Director shall be selected according to his or her ability, experience and expertise to fulfil the selected role on the Board identified by the title of the position.*
42. *The Chair shall be appointed by the Council on the recommendation of an Appointments Committee consisting of the President, a representative of Sport England, and the three Directors with Regional Portfolios.*
43. *The other Directors shall be appointed by the Council on the recommendation of an Appointments Committee consisting of the Chair, and two members of the Council.*
44. *[NOT RELEVANT]*
45. *In selecting and appointing the members of the Board, the Council shall employ its best endeavours to ensure that there shall always be at least two male and two female Directors on the Board at any one time.*
46. *Directors shall be appointed for a period of two years from the announcement of their appointment by the Council but shall be eligible for reappointment at the end of his or her respective term of office.*

Interpretation of Articles of Association

There are a significant number of issues on which interpretation is required:

- Article 41 deals with the procedure for the appointment of “all other Directors”. It is assumed that this refers to all Directors other than those with Regional Portfolios, so that there is no procedure outlined for the appointment of Regional Directors.
- Article 43 does not specify how the Council is use its best endeavours to achieve gender balance on the Board. However, it is clear that it does not override the basic terms of Article 41 which requires a competence based approach, so that Article 43 cannot require the selection of a person who does not fulfil the basic requirements under Article 41. However, if faced with candidates of different genders for the same post who both fulfil the requirements then Article 43 should be taken into account in making the selection. Other actions which might be taken are actively seeking out female candidates (if there is likely to be a lack of female candidates) and taking the gender balance requirement into account in selecting the Directors with Regional Portfolios.

- There is no method of selecting the Appointments Committee to appoint other Directors. In addition, it is not clear whether there should only be one Appointments Committee at any one time or if there can be separate ones operating at the same time for the appointment of different Directors.
- Whether the Council has the right to override the recommendations of the Appointment Committee. It Articles state that the appointment has to be made by the Council, so it does not appear that the Appointments Committee itself has the power to appoint on its own. However, as the Articles also state that the appointment must be made on the recommendation of the Committee it does not seem that the Council can simply ignore the opinion of the Appointments Committee by substituting its own decision. This leaves the possibility of an impasse in the appointments process.
- What is meant by a “transparent” process. This is open to wide interpretation. Does this mean transparent from the point of view of the applicants, the membership and/or the Council? Does it mean transparency in terms of process or outcomes?

Decisions required

The decisions which need to be taken if the process is to be agreed in advance in detail are as follows:

- **Should new Regional Portfolio Directors be selected before the appointments process?** This depends to some extent on when the current Regional Portfolio Directors are regarded as having been appointed. This is not really dealt with in the Articles as these only came into effect part way through the de facto terms of office of these Directors (the Council has previously decided to disregard the formal incorporation dates of Triathlon England for this purpose). If these Directors are taken as having been appointed at the February 2007 Board meeting, then they could stay in place until the end of the forthcoming appointments procedure. However, the current Regional Portfolio Directors participated in the appointment of the current Chair, so there is a logic in them being reselected as the first stage in the process so that the participation in the selection of the Chair is the first act during their new terms of office. There is also some logic in this participation being at the end of the terms of these directors who would then automatically have experience of the operation of Triathlon England.
- **How should Regional Portfolio Directors be selected?** Originally, this was left to the three relevant Council members to decide on the basis that a majority for one candidate was sufficient. In fact these directors were agreed without difficulty. No decision was needed on whether the Council had the right to override this decision and this is not likely to arise in practice. It would seem sensible to follow this approach again, taking into account the competencies which these Directors are expected to possess. However, there is the possibility that the three relevant Council members cannot agree or come to a majority decision. In these cases it would seem sensible for the matter to be decided by the

full Council with Council members being able to vote for themselves. This leaves the possibility of a gap between the end of the terms of the previous Director and the appointment of the new one.

- **The make-up of the committee appointing the Chair is automatic, but how will the members of the other appointment committees be selected?** The Articles give no guidance on these committees should be appointed. It does not seem to be necessary that the same committee make all of the appointments. It would seem logical that the process should be overseen by the President. It is suggested that selection should so far as possible be conducted by consensus. If this does not succeed, then any proposed committee with the backing of the majority of the Council (excluding the President) should be accepted. In the unlikely event that neither of these methods is successful then the committee(s) should be appointed by the President on as impartial a basis as possible – as an additional safeguard, the President could be excluded from appointing him or herself.
- **How should the impartiality of the committee appointing the Chair be ensured?** The make up of the Appointment Committee is automatic so it is not possible to ensure impartiality of the committee through the selection of the members of the committee. The size of the committee and the involvement of an outside member make this less of an issue than it is for the committee appointing the other board members. However, disclosure by the members of the committee of the nature of any connection they have with the candidates would improve the transparency of the process and should help neutralise any bias in the conduct of the committee. It is suggested that the details should be notified to the President and passed on to the other members of the Committee and the Council.
- **How should the impartiality of the committee(s) appointing the other directors be ensured?** Given that there are only three members of these committees, it is particularly important that impartiality is maintained. It is therefore suggested that the selection of the committee members (other than the Chair, whose membership of each appointments committee is automatic) should take place so as ensure that each committee is as impartial as possible. In order to do this it would be necessary to delay the final appointment of each committee until the candidates for each post are known. This would allow time for the disclosure of connections by any Council member wishing to be considered for selection to the relevant appointment committee. While the existence of a connection (such as membership of the same club) need not automatically prevent a Council members from being selected, it is suggested that any financial interest or close connection (such as personal friendship) should exclude that Council member from the relevant appointments committee.
- **How should transparency be maintained?** There are several ways in which this can be achieved. The procedure that the Council decides to operate could be published on the TE website. This would include the issues outlined in this paper as well as the criteria to be used by the appointments committees. This will ensure that candidates all have an equal understanding of what is required of them

and how their applications will be assessed. The membership will also be able to see the procedures which have been used to ensure a fair and impartial process.

- **What information should be disclosed to the Council and when should this be available?** In information relevant includes the names of the candidates, their written submissions (e.g. CVs), any scores recorded and the basis of the recommendation.
- **What information about the deliberations of the Appointment Committees/Council should be publicly disclosed?** Preferably this should be agreed in advance and may be restricted to the name of the successful candidate and, possibly, the names of the candidates. It is important that all those involved in the process observe confidentiality – it is not fair on the candidates if other information leaks out. It may be agreed that a member of the Appointment Committee is authorised to give specific feedback to the candidates.
- **Should there be any restrictions on the posts that Council members can stand for?** This question can be divided into two separate issues:
 - (a) Can a Council members apply to take on one of the specific roles on the TE Board without first resigning from the Council? Subject to the issues set out below on participation in the appointments process, there seems to be no reason why a Council members should have to resign as a Council member before standing for another role, even though successful applicants would have to resign from the Council before formally taking up the directorship.
 - (b) How would an application for a Board position from a Council member affect the selection process? This varies depending on the role that the person has on the Council. The President and the Regional Portfolio Directors comprise most of the Committee appointing the Chair. It would seem sensible for anyone wishing to stand as Chair to avoid being appointed as President in a year when the President will be involved in appointing the Chair (this would not exclude anybody from taking up the Presidency in the longer term as only every other year would be covered by this exclusion). In the rare circumstances where this cannot be planned (where the role of Chair becomes vacant unexpectedly) it would seem sensible to expect the President to resign from that role before standing for the role of Chair. The Regional Portfolio Directors could be treated in the same way as President, although in these cases it might be more realistic for them to simply stand aside from the appointments process rather than resigning. If it is decided that Regional Portfolio Directors should resign in these circumstances, their replacements would be entitled to a two year term, although in practice they could choose to resign should the original Regional Portfolio Director not succeed in their alternative Board appointment.
- **To what extent should the Appointment Committees should determine their own processes?** For the last appointments a detailed document was prepared setting out the nature of the positions and the competencies required of the applicants. This was used as the basis of a scoring system, with the candidate

with the highest score being selected. While it is practicable for the Council to approve the job descriptions and competencies, it may be not desirable for the Council to attempt to micro-manage the process (consistency should not be a problem as the Chair will be involved in all appointments (other than the appointment of the Chair). However, the Council may still wish to specify some details, such as whether and how a scoring system should be used.

- **Is it acceptable for council members not on the relevant Appointment Committee to express views on the candidates to the Appointment Committee?** If this is permitted, then decisions will be needed on the disclosure of interests by the Council members expressing the views and the extent that those views are circulated (i.e. to Committee only, the President and the Council?).

Possible Timetable

The actual timetable will depend on the decisions mentioned above, but the timetable set out below is a possibility:

September 2008: Council determines procedures to be adopted for the appointment of the Board.

October 2008: Regional AGMs, appointing Council members. Following this, the relevant Council members seek to agree the new Regional Directors. Request for applications for position of Chair to be posted on BTF/TE websites.

November 2008: TE AGM, immediately followed by Council meeting to appoint new President and confirm/appoint Regional Directors.

November/December 2008: President and Regional Directors determine appointment of Chair. Request for applications for Portfolio Directorships to be posted on BTF/TE website.

December 2008: Council meeting to confirm appointment of Chair and discuss membership of committee(s).

January/February 2009: Appointment Committee(s) determine Portfolio Directors.

February 2009: Council meeting to confirm appointment of Portfolio Directors. This timetable involves one additional Council meeting to the usual cycle of three substantive meetings a year and one short meeting to appoint the new President.