**Welsh Triathlon (WT)**

**Minutes of the Board Meeting**

**Held at 7.00pm on Wednesday 19th December 2012 at Sophia Gardens, Cardiff**

Present*:*Mark Lowther (ML), Deborah King (DK), Tom Roberts (TR), Ian Cole (IC), Will Thomas (WT), Paul Whapham (PW), Mike Hughes (MH), Beverley Lewis (BL), Min Tilston (ML) (by - VC Deeside), Dean Hardie (DH)

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| **Item** | **Minute** | **Action** |
| Pre-meeting | **Election of President (refer to doc 3.1)**Mark Lowther (ML) summarised the Welsh Triathlon (WT) Articles referring to the election of the President to the Board of Directors. Dean Hardie’s (DH) term of office expired at the AGM and the Board were in a position to re-elect DH or appoint a new President. The main role of the President is to represent WT at external meetings and events as directed by the Board and in particular to attend and represent (WT) at the British Triathlon Federation (BTF) Board Meetings. As for all Board members the roles and responsibilities of the President had been reviewed and documented. DH had been provided with a copy for review. The Board were in agreement that a President would need to attend all BTF meetings and if this were not possible the Articles stated a reason would be provided in writing allowing alternative representation. ML outlined the importance of the position of President in representing the views of WT and keeping the Board informed of BTF issues. It was confirmed by Deborah King (DK) that should the Board have reservations about the commitment of a President the Articles stated the Board could take appropriate action.The Board were in agreement that going forward the President be elected in the same manner as the recent Board Members; appointment by a competency based interview process. ML also put to the Board that the name be changed from President to Director for External Affairs. This allowed a clearly defined leadership structure for the Board. The Board were in agreement with these proposals. These changes were to be incorporated as necessary in the review of the Articles.DK noted that DH was still a Director of the Company and should he not be re-elected as President the Articles state he would still be a Board Director without Portfolio. The Board felt that there were many changes across WT and that continuity in the role of President would be beneficial. If DH was in agreement with the reviewed terms of the Presidency role the Board would welcome his re-election. DH was invited into the meeting. He was in agreement with the terms of the Presidency and was re-elected by a unanimous vote.DH to confirm whether a representative would be permitted to attend BTF Board Meetings should he be unable to attend | DKDH |
| 1. | **Apologies for absence**None |  |
| 2. | **Declarations of Interest**NoneDeclaration of Interest forms to be circulated to New Board Members | BL |
| 3. | **Minutes of last Meeting**BL had not circulated the minutes with the Board document this was to be corrected for the next meeting. ML reviewed the Minutes of the Board Meeting held on the 1st November 2012Pg 1. **Relationship with Speedo** – will await appointment of Director for Marketing and Sponsorship (Dir of M&S).**Richard Brady (Performance Coach) concerns over CWG kit** – again to be addressed in the new year.Pg 3.**MT appointed Board Director for Safeguarding and Protecting Children**. MT confirmed.**Staffing Structure** – to be discussed later in meeting**GP Series Results** – Under review by BL/PW to be raised at January Board Meeting with a view to notifying members by early February 2013. | PW |
| 4.4.14.24.3 | **Matters Arising** **Discussion of board roles and working arrangements**ML referred to Heather William’s (HW) (temporary consultant to the Board) Staffing Structure Document. ML recognised the need for a management structure to sit between the daily endeavours of the Staff and the bi-monthly strategic debates of the Board in the form of working groups. HW had recommended a Performance and a Development Management Group (PMG) and (DMG). These would comprise:PMG – **WT**, RB, BTF Perf Rep, General Manager (GM)DMG –**PW**, Development Manager (DM), GM, BTF Dev Rep, TR, MHThe recent Partnership Agreement had been submitted on time to Sport Wales but a detailed strategic document was to be developed and implemented during 2013. In addition, WT had obtained a score of 9/15 for its Governance Self Assessment. Of the 30 actions which fell out of the SA process 21 were still outstanding. With these strategic and governance issues in mind ML proposed two other working groups which were accepted by the Board. These were a Governance Management Group (GMG) and Strategy and HR Management Group (HMG).These would comprise of:GMG – **DK**, IC, MT, GMS& HRMG – **ML**, DH, Dir of M&S, GM, BL The Board Member responsible for Chairing each working group is highlighted in bold.The four working groups would provide an interface or link between intentions and actions, meet as appropriate and perhaps conduct much of their business by Skype, telephone or email. The Chair would also act as an appropriate point of contact for guidance, support or decisions within their working group remit.Each working group would report to every Board Meeting. ML proposed, and it was agreed by the Board, that Reports and any other Board Meeting Documentation be with BL in the Office 1 week before each Board Meeting.**Consideration of initial strategic priorities (refer to doc 3.3)**ML reviewed the strategic priorities:1. Board Meeting arranged
2. President Role Agreed
3. Coach Cymru funding – to be discussed later in meeting
4. **Partnership Agreement (PA)**

This was submitted on time to Sport Wales (SW)BL handed to ML the NGB Investment Agreement - Revised Offer letter dated 17th December 2012, from SW which identified the revised offer of £173,500 for 1stApril 2012 -31 March 2013. ML invited WT to discuss the Performance funding. WT discussed the £95,500 funding from SW for WT to develop athletes for the BTF Pathway and to achieve medal success in the CWG (also includes Performance staff salary and coaching). WT and RB had met with Joanne Nicholas (SW) to discuss the funding ‘pots’. The movement of funding from Lottery to Exchequer identified funds for the Development Manager position which increased the Performance budget. SW was explicit in the fact that this was for Performance only and could not be used for any other WT requirements including Development needs.The Board agreed that although some progress had been made in identifying the funds available from SW, and the way they were configured, that greater detail was required. The budget needed reconfiguring into clearly identifiable ‘pots’, from clearly identifiable funds and for clearly identifiable purpose. Once this was achieved there would be a greater transparency and the budget could be reported against on a monthly basis.PW discussed his request for a modest budget to cover Development activities. He said although this seemed a small request it was important to stress that the Development team had many regionally available grants and funding which they could direct Clubs and organisations towards to bolster the overall accessible monies. It was viewed as an important role of the, to be appointed, Development Manager to act as a financing catalyst and assist clubs in the awareness/ application of these funds. ML had identified an initial budget of £5,000 for development as requested by PW. This could be reviewed and adjusted in the futurePW noted that Coaching Courses Level 1 and 2 were generally considered under the role of Development but Level 3 moved across to Performance. Currently there was no higher course offered in Triathlon than Level 3.With regards membership figures the PA agreement identified a figure of approx 1000 members by the end of the four year period. SW had indicated that a target figure of 2000 given the high participation numbers in Triathlon in Wales would be ambitious but achievable. It was generally agreed that this was an obtainable figure and that membership increase was an important target for WT going forward.TR discussed the requirement of resources to enable a trained and professionally kitted out team of Welsh Officials. TR to identify and cost these requirements.1. **Performance Plan (doc attached)**

WT introduced the Performance Operational Plan drafted by RB. He was in broad agreement with the plan.The two Welsh female Triathletes Leanda Cave and Helen Jenkins had been identified as Top Tier Athletes on the British Pathway. As funding criteria was firmly attached to medal winning athletes WT identified the changing emphasis in RB’s work load and the need for greater integration with the coaching of Welsh athletes currently studying and training at English Universities.WT identified the need for a more robust training environment for our better athletes. There is a need for training ‘hubs’ across Wales to attract and support athletes. PW identified the facilities and his working relationship within Swansea for exactly this purpose and ML identified the collaboration with the three universities in the Cardiff area. Similar ‘hubs’ are required in North and west Wales. MT’s newly established relationship, with Bangor University, is also of great interest.1. **WT/BTF Management Arrangements (doc attached)**

DK has reviewed the Management Agreement document relating to WT and BTF which exists in draft format. DK felt she did not have enough information currently to assess the document.DK to organise a meeting of the GMG to review and discuss the document.**Mapping of priorities for 2013**After consideration of the time, ML proposed that he emails all the Board Directors to prompt them for a list of priorities in their area of expertise for 2013. ML will also collate the priorities that have been identified by the Club Consultation process into a draft member’s charter outlining our major commitments and actions. This would be subject to board consultation, in particular PW and the Development Group. Upon agreement this would be published on the website and audited. | WTPWDKMLML/ICTRWTDKMLML |
| 5. | AOB**Update by Director of Finance** IC summarised the financial status of WT. He reiterated the need for a clear breakdown of budget figures and alignment between SW and WT reporting. WT requires a breakdown of the costs associated with the Operational Plan so that IC can report monthly to that breakdown.PW raised the question of whether we could roll forward expenditure. IC to ask SW. PW was concerned that all monies were not all accounted for in the current budget. DH wanted a plan to increase the reserve fund for WT to 3 if not 6 months income.ML and IC to meet and review the budget figures and produce a consultation document with a view to a)planning for a reserve, b) linking finance to our strategic plan more clearly, c) agreeing a visual reporting format**Report by director without portfolio (attached)**MT discussed the requirements of a coaching programme in North Wales. PW has had discussion with BL regarding the problems surrounding coach education across the whole of Wales. PW and BL meeting early January to address these problems. MT asked to be kept in the loop.MT has had discussions with the event company ‘Always Aim High’ who are also a registered club with WT, without club activities, but who run a number of events in Wales. She said they were keen to become more involved with WT.There was a general consensus that whilst WT recognised the events put on by Always Aim High care was needed that in supporting such race organisers we may be seen to neglect our Club organisers. With limited resources WT had a duty to support the Welsh Championship and Grand Prix Events as priority. Should Always Aim High wish to Tender for these races it would be welcome. A formal letter of response should go to Always Aim High acknowledging it’s interest The issue of WT supporting greater participation and grassroots development was discussed. MH was clear that this should be a priority. There followed a discussion of membership fees and value to members (A director with responsibility for marketing and sponsorship was currently out to advert). It was agreed by the board that grassroots membership and club support was a priority for WT. A Development Manager was to be appointed in due course and a modest development budget had been established. In addition a member’s charter of board commitment and actions was to be agreed and published. | ICML/ICPWPWPW/MH |
| 7. | **Dates and Venue of Board Meeting**ML suggested every third Wednesday every two months.DH preferred a Tuesday at 7pm or Wednesday at 7:30pm.The consensus was that meetings should be every second Wednesday in the month, bimonthly. The first meeting of 2013 will be 9th January. There will follow a special meeting of the Board to allow Safeguarding training on 20th February. The following meeting will be the second Wednesday in March and then bimonthly. |  |