



Welsh Triathlon (WT)

Minutes of the Board Meeting

held at 6pm on Wednesday 11th March at Sport Wales, Sophia Gardens, Cardiff

Present: Chris Butler-Donnelly (CBD), Rhian Bowen Davies (RBD), Beverley Lewis (BL), Ian Howard (IH), Will Thomas (WLT), Tom Overton (TO), Tom Roberts (TR), Jonathan Blakemore (JnB), Mark White (MW), Mike Battersby (MJB), Carwyn Williams (CW) and Mollie Borg (MB)

Apologies: Neil Emberton (NE)

Item	Minute	Action
1.	<p>1.0 Introduction</p> <p>1.1 Welcome and apologies for absence</p> <p>CBD requested that all present introduce themselves as seated. Introductions were made by RBD, BL, IH, WLT, TO, TR, JnB, MW, CW, MB and CBD.</p> <p>Apologised for absence received from NE. MJB and JB running late.</p> <p>1.2 Declaration of interest</p> <p>None declared.</p> <p>CBD advised that there would be discussion with a view to the appointments of two new directors. CBD also advised there will be a confidential item to discuss at the end of the meeting and IH, MB and BL would be asked to leave.</p> <p><i>MJB arrived.</i></p> <p>1.3 Approval of Minutes from the last Board Meeting</p> <p>Approved.</p> <p>1.4 Matters arising not covered by this agenda</p> <p>CBD advised that there will be an opportunity to discuss the Governance & leadership framework later in the meeting.</p> <p>1.5 Appointment of the Finance and Governance Directors</p> <p>RBD provided the Board with a background of her career and experiences. RBD advised that she wished to join the Board as the new Director of Governance.</p> <p>JonB provided the Board with a background of his career and</p>	



	<p>experiences. JnB advised that he wished to join the Board as the new Director of Finance.</p> <p><i>RBD and JnB left the room whilst a discussion took place regarding their appointments.</i></p> <p><i>JB arrived</i></p> <p>A discussion took place on both candidates. Amongst the discussion it was agreed that the previous finance director, Andrew Johnson (AJ) would continue to be part of the WT HPO working group. CBD also confirmed that Llyr Roberts (LR), a candidate for the position of Director of Governance, had been asked to join the HPO working group as a volunteer.</p> <p>An extended discussion took place with regards the appointment of JnB as a result of information provided at the meeting. The Board made the decision to appoint both RBD and JnB. MW abstained from voting for JnB. Both the candidates were asked to re-join the meeting.</p> <p><i>RBD and JnB re-join the meeting.</i></p> <p>Both candidates were formally appointed to join the WT Board of Directors. CBD congratulated both RBD and JnB and welcomed them to the Board of Directors.</p> <p>1.6 Key Performance Indicators (KPI's)</p> <p>(Power Point presentation)</p> <p>JB advised that the Safeguarding KPI's would be discussed later in the meeting.</p> <p>CBD advised the Board that the income generation KPI would be focused on more during the next year.</p> <p>It was noted that the WT self assurance score was lower than expected in 2014 and BL was reviewing an action plan to address this in 2015,</p> <p>CBD noted that the HPO group must focus on the Board Diversity KPI.</p> <p>Self assessment KPI – CBD advised he will speak to Sport Wales (SW) to find out how self assessment will add value to WT. CBD advised no decision had been made on self assessment</p> <p>Membership KPI – It was noted that membership was lower than usual due to a drop off at the end of March (for historical reasons) and also the TriStars block booking requests had been delayed so the junior membership was lower too.</p>	<p>HPO group</p> <p>CBD</p>
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	<p>CBD advised that the SW funding offer letter is due shortly and he would circulate it to the rest of the Board once received. RBD queried if there were funding implications if targets were not met. CBD advised that there would be implications.</p> <p>TR advised the Board that the number of active officials had increased from 35 to 39. TR also advised that there were now 24 confirmed Motorcycle Officials (MOTO) in Wales. BL advised that this needs verification before adding to the KPI's.</p> <p>Sponsorship KPI's – BL advised that these would be discussed more in the General Manager report.</p> <p>Equality & Diversity KPI's – CBD reminded the Board that JB is the Board representative for Equality & Diversity. BL advised that MB would be producing an action plan for the Preliminary level of the Equality Standard.</p> <p>Financial KPI's – produced by previous financial director who was not in attendance at the meeting.</p> <p>Performance KPI's – CBD requested that, for improved visibility, WLT reviews the content of the KPI PowerPoint slide.</p> <p>Coaches KPI's – BL confirmed that WT had run 4 coaching courses for both Level 1 and Level 2 in both the North and South of Wales in the year.</p> <p>1.7 Welsh Triathlon General Managers Report</p> <p>IH advised he would cover the BTF strategy when he speaks later in the meeting.</p> <p>BL advised that she would circulate the Community Sport letter which had been sent to CBD via the WT office.</p> <p>BL confirmed that the Articles of Association had been sent to Companies House via first class recorded delivery.</p> <p>BL advised that WT are still waiting for BTF to produce a Safeguarding policy, and confirmed the deadline for this is April 8th 2015.</p> <p>BL confirmed she had received line management training from BTF.</p> <p>BL asked if the Board would approve a project for her MA. BL explained that she had spoken to Debbie Austin (DA) from SW about WT being a pilot study for work on the Governance and Leadership Framework. BL advised that the benefits to WT would be greater support from SW. The sign up to the Voluntary Codes will take place for all willing NGB's on the 21st April and progress on the Codes would now be part of the conditions of funding. CBD agreed to approve the project as it</p>	<p>CBD</p> <p>TR/BL</p> <p>MB</p> <p>BL</p>
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	<p>is relevant to BL's job and will not have negative cost implications for WT. The Board approved the direction of the MA project and the sign up of WT to the Government and Leadership Framework on the 21st April.</p> <p>BL advised the Board that WT would be receiving a confirmation letter from SW in April 2015 about the 3% cut in the exchequer funding for WT 2015/16. A Grant In Aid budget increase has been requested from WT due to an increased need for more meeting room access and accommodation requirements for the Academy camps.</p> <p>BL confirmed that the membership figure appeared lower as previously explained. MJB advised the Board that Cardiff Triathlon club had strongly requested that all club members affiliate to WT as members.</p> <p>BL advised the Board that WT needs to be more proactive in researching what WT want from the membership package which is being developed with Triathlon England (TE). TO confirmed that he will arrange a date for the Development sub-group to meet.</p> <p>BL confirmed that three sponsorship deals had been discontinued and WT currently has three active sponsors. BL advised that Rich Brady (RB) and CW have been tasked to make contact with Z3ROD to confirm the membership benefit, particularly as Z3ROD provide apparel to the Academy athletes. BL confirmed that WT's most recent sponsor, PedalCover are happy with the referrals from WT members. A meeting with PedalCover will be organised to plan marketing campaigns during the year.</p> <p>BL confirmed that the car branding will go ahead.</p> <p>BL informed the Board that there had been a disappointing uptake for the Event Organisers Course being held on 28th and 29th March 2015, and confirmed that it will make a loss. MW pointed out that the timing of the course could be a reason for the poor response. BL to review the timing with AD</p> <p>BL provided the Board with an update on the forthcoming events in 2015, including the Cardiff Triathlon, the Llanelli Multi-Sport Weekend, the National Championships, TriStars series and the Kids of Steel (KOS) events. It was noted that the Newport KOS event needs more promoting to increase numbers.</p> <p>BL informed the Board that the funds from the leadership course has been given to Paul Moss (PM), to help develop the TriLeaders programme and to help with the overhaul of all courses. Andrew Deans (AD) will be meeting PM in March to discuss.</p>	<p>TO/Dev. Group</p> <p>CW</p> <p>BL/CW</p> <p>BL</p>
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	<p>BL advised that inSport has invited all Local Authority officers to attend the Paratriathlon in Llanelli. MJB advised he will be act as host.</p> <p>It was noted that the recent club forums have been a success with useful feedback and club networking opportunities developing.</p> <p>BL updated the Board on the possible collaborations with Swim Wales and Welsh Cycling, advising that WT has not met Swim Wales again following the initial meeting. WT has not yet met with Welsh Cycling. CBD advised he would send an email to the Chair of Welsh Cycling as an introduction.</p> <p>BL advised the Board that the Performance academy is hosting a racing skills school in Llandow on 22nd March and invited Board members to attend. WLT confirmed he will be attending.</p> <p>TO advised that his priority is the operational plan. BL confirmed that the budget was aligned to a development plan. TO requested that BL and AD put together a priority list for the next Development sub-group meeting. MW noted that if extra resources are required these must be costed, and to maintain realistic expectations. TO confirmed that WT must keep in mind the human resources required and not just the financial resources required. JnB queried if the 2015/16 budget had been approved. CBD advised that it would be brought to the next Board Meeting and that WT are currently working to a 'shadow' budget for next year. JnB will work with BL and have a handover day with AJ at the end of March.</p> <p><i>(10 minute break)</i></p>	<p>CBD</p> <p>BL (AD)</p> <p>JnB/BL</p>
2.	<p>2.0 Directors Reports</p> <p>2.1 External Relations (MJB)</p> <p>MJB advised that discussions relating to major events entail commercial sensitivity.</p> <p>MJB confirmed that there are two new directors on the British Triathlon Federation (BTF) board, Craig Stewart and Nicky Dick.</p> <p>BL advised that WT would look into supporting the Cardiff Triathlon on 28th June 2015</p> <p>2.2 BTF update (IH)</p> <p>IH updated the Board on recent performance achievements at BTF, providing feedback on how the GB athletes performed at the first ITU World Series event at Abu Dhabi.</p> <p>IH then explained to the Board about the recent reorganisation</p>	



	<p>within BTF and Triathlon England (TE). IH explained that TE is a part legal entity of BTF with employees being intermingled. IH said that BTF and TE have separate governance objectives and there are no plans to merge TE and BTF.</p> <p>IH advised of recent personnel changes in TE, including the departure of Mark Barfield, the appointment of Jack Buckner as CEO and Bill James as Chair of TE. IH advised that the organisation restructure aimed at creating a symbiotic relationship and would take place from 1st May 2015 onwards. IH recognised that it was important that WT and Triathlon Scotland (TS) don't get left behind as the speed of change within BTF and TE accelerates. IH confirmed that WT and TS receive the same information as TE and will benefit from the changes, which will be managed proactively.</p> <p>TR mentioned that there had been previous issues with TE and WT regarding officials.</p> <p>BL recognised that there had been considerable improvements in the relationship between WT and BTF/TE. CW advised that branding had an importance to stakeholders, such as Sport Wales and other funding partners. A discussion took place regarding the logos, which will look to unify the different entities, whilst also keeping separate identities.</p> <p>IH praised the Board for the quality of the Board papers provided and the high standard of minutes.</p> <p><i>IH left meeting</i></p> <p>2.3 Performance (WLT)</p> <p>WLT advised the board that RB would provide updates on race results. WLT advised that with national talent academy (NTA) athletes being at university RB was focusing on coach and club development, as well as the Regional Academies. WLT commented that having a Welsh paratriathlete in the NTA was very positive. WLT advised that there was a significant progress in the development of the performance pathway. WLT referred to the Commonwealth Games (CWG) review paper (circulated to the Board prior to the Board meeting). WLT advised the paper provided a clear report with clear recommendations. WLT commented on all 5 recommendations; (1) selection criteria – this needs to be reviewed for Gold Coast; (2) race location for the qualification race to be reviewed; (3) replicate the athlete question and answer session; (4) media and PR training required and (5) better financial planning is required.</p> <p>A discussion took place on the CWG review paper recommendations. It was noted that a pre-camp is required to get better teamwork amongst athletes, although it was noted that the 2014 CWG athletes were picked at the very last minute</p>	<p>Performance working group</p>
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	<p>due to unforeseen circumstances. JB noted that jet lag requires fore-planning which WLT confirmed is already being considered. MJB queried the qualification criteria. WLT confirmed that Welsh triathletes are being selected to a high racing standard to qualify for the CWG and advised that many other sports did not have such strict qualifying criteria. CBD recommended ensuring that WT is kept fully engaged in the criteria process. WLT confirmed that no talent athletes moved to GB pathway this year. MJB confirmed that Helen Gorman (HG), BTF's media consultant, is local to Cardiff and has offered help with media and communications for the future.</p> <p>2.4 Development, Marketing & Officials (TR)</p> <p>TO advised that he had nothing more to add to the General Manager's report. TO confirmed that a date would be arranged in the diary for the Development working group to meet.</p> <p>TR confirmed that a higher level of BTF official would be officiating at the Llanelli Multi-Sport weekend.</p> <p>2.5 Events (MJB)</p> <p>MJB confirmed that a draft Events Strategy for 2015-18 had been produced, with a road map planned and outline resources allocated. MJB advised that he will circulate this with the final minutes.</p> <p>2.6 High Performing Organisation (HPO working group)</p> <p>JB advised that the HPO group had been thinking about succession planning for the Board and confirmed that AJ would continue to sit on the HPO working group to represent finance, with one of the governance candidates, Llyr Roberts (LR) invited to sit on the HPO working group to represent governance. CBD recommended that the other working groups use additional people, other than Board members, to add value to the working groups and help with WT/Board succession planning. It was noted that the Terms of Reference for governance and finance would be looked at first and then the HPO group would look at other positions in the other working groups.</p> <p>JB advised that aside from the HPO group meeting to discuss succession planning, they would also be looking to plan the Board adverts and interviews due to the imminent departure of the WT Chair.</p> <p>JB confirmed that there had been positive feedback from the recent club forums on safeguarding, and at a performance level the safeguarding had been tightened further. BL noted that e-newsletters would be used to communicate safeguarding messages to clubs.</p>	<p>MJB</p> <p>MB</p>
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	<p>TO agreed to work with JB on Equality and Diversity.</p> <p>JB advised that she would add her notes to Dropbox on the recent dyslexia workshop she attended.</p> <p>CBD advised the board that new auditors had been appointed, and MB will double check the contact details to provide to JnB. TO queried if the new Chair can be an existing Director or if it will need to be someone not currently on the WT Board. CBD confirmed it can be either. CBD advised that TR's term would come to an end in November, but confirmed he will be able to be reappointed for at least another 6 years.</p>	<p>JB/TO</p> <p>JB</p> <p>MB</p>
<p>3.</p>	<p>3.0 Items for discussion</p> <p>3.1 Major Events</p> <p>Previously discussed in the meeting</p> <p>3.2 WT Board Apparel</p> <p>A discussion took place on what type of Board apparel to purchase. It was agreed that for the Board members who attend official events a formal shirt will be purchase with the Welsh Triathlon logo embroidered on the breast. It was agreed for the colour to be white. MB agreed to cost shirts and collate sizes to order. CBD requested for MB to add the Event Availability document into the Dropbox so Board Members could indicate their availability at official events throughout 2015.</p> <p>CBD asked if anyone could attend the Governance and Leadership event on 21st April at Cardiff City Stadium. TR advised he will be able to attend if it's after 4pm. BL is attending</p> <p>CBD advised MB to update Companies House to ensure all new Directors appeared on the list, and old Directors had been removed.</p> <p>BL asked for confirmation that the the draft strategy document circulated to the Board had been approved for the website. Confirmation received</p> <p>MB and BL were asked to leave the meeting as the Board wanted to discuss confidential issues (not minuted)</p>	<p>MB</p> <p>MB</p>
<p>4.</p>	<p>4.0 Date of next meeting</p> <p>4.1 Wednesday 13th May 2015</p>	



Post Meeting notes:

2.5 For the notes on the Welsh Triathlon Events sub-group meeting (15th March 2015) please see document 150319_Welsh Triathlon -Event Strategy Table March 2015