



**Welsh Triathlon (WT)  
Minutes of the Board meeting**

**held at 6pm on Wednesday 9<sup>th</sup> September 2015 at Sport Wales, Sophia Gardens, Cardiff**

Present: Chris Butler-Donnelly (CBD), Beverley Lewis (BL), Jon Blakemore (JnB), Joy Bringer (JB), Tom Overton (TO), Tom Roberts (TR), Mollie Borg (MB), Rich Brady (RB), Neil Emberton (NE), Mark White (MW), Llyr Roberts (LR), Mike Battersby (MJB) and Carwyn Williams (CW)

Apologies: None

Item	Minute	Action
1.	<p><b>1.0 Introduction</b></p> <p><b>1.1 Welcome and apologies for absence</b></p> <p>None received.</p> <p><b>1.2 Declaration of Interest</b></p> <p>TO reminded the Board of his ongoing conflict of interest regarding the Community Sport Project (CSP).</p> <p><b>1.3 Approval of Minutes from the last Board Meeting</b></p> <p>Approved.</p> <p><b>1.4 Matters arising not covered by this agenda</b></p> <p>None.</p> <p><b>1.5 Key Performance Indicators (KPI's)</b></p> <p>CBD advised these had been made available prior to the Board Meeting and are available for review in the Board shared Dropbox.</p> <p>No comments made.</p> <p><b>1.6 Executive Officers Report</b></p> <p>BL provided the Board with an update on the current vacant Chair and Director of Performance positions. BL had interviewed 3 potential candidates for the Director of Performance position in Loughborough with Dan Salcedo (BTF Performance Pathway Manager) and was due to interview 2</p>	



	<p>more candidates in Cardiff. She will keep the Board updated on the interviews and short listing. The Chair position will be re-advertised due to a lack of interest, only one CV being received.</p> <p>A discussion took place on the Chair position which will be vacant when the CBD steps down at the AGM on 23<sup>rd</sup> November 2015. BL stressed the urgency and importance of finding a replacement Chair and asked all Board members for ideas on how to improve the attractiveness of the position. TO asked the Board how active other members had been sourcing potential Chair candidates. It was agreed that the most important need was a strong and continued leadership for Welsh Triathlon. A lack of Chair is a risk (as risk register advises) in the short to medium term.</p> <p>MJB queried if there was a shared consensus on what skills are required for the Chair position. CBD advised that the next Chair will need to have previous Chair and Board experience. LR commented that the Board need to be aware of the perception of the Chair role from outside of Welsh Triathlon.</p> <p>BL confirmed that LR had completed his induction.</p> <p>CBD confirmed that a review of the Board Skills Matrix had flagged a lack of legal/employment expertise on the current Board. CW advised that he had contacted both the School of Sport and the School of Management at Cardiff Met Uni for potential Chair candidates. BL queried the current expectation of her being involved in the short listing and interviewing of Chair candidates. CBD confirmed that BL should not be in this position and that LR would be best placed to shortlist and interview. TO commented that, although he has his own list of potential candidates, he would like to compare and contrast them with other candidates for benchmarking purposes. It was agreed that LR would revisit the Chair advert. MW queried if the Chair position was being advertised further afield, for example through other NGB's.</p> <p>BL took the opportunity to welcome LR to the Board and to say goodbye and thank you to MB who is leaving Welsh Triathlon on 18<sup>th</sup> September. LR has completed the induction process with BL as well as being part of the SRA led GLFW workshop held with the WT Board.</p> <p>CW queried what expertise is required for the Chair position. CBD commented that the strategy review day would be an ideal time to discuss a fallout plan and how the Board plan to work in the interim with no Chair. It was also agreed that this would be considered by the HPO group at the meeting on the 30th September.</p>	<p>LR/CBD</p> <p>ALL/HPO</p> <p>BL</p>
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	<p>BL confirmed that a new Equality and Diversity Lead Officer would need to be appointed due to MB's departure.</p> <p>BL advised that work on the Safeguarding Policy is ongoing and Welsh Triathlon have recently received further comments back from the CPSU officer.</p> <p>BL confirmed that work on the implementation of the Governance and Leadership Framework (GLFW) was continuing, with a review of the action plan to take place at the next HPO meeting.</p> <p>BL confirmed that she is having weekly meetings with JnB to ensure the finances are correct. CBD queried if the credit cards have been sorted out. JnB advised that this is still an issue, due to signatories, but he would be meeting with the bank in the next week.</p> <p>BL referred to the appendix attached to the EO Report, which contained details of the Triathlon Industry Association (TIA), and provided the Board with details of membership. A discussion took place on TIA. The Board agreed to the cost and joining up to the TIA. BL will double check which level of membership association is appropriate for WT. MJB confirmed he will send the TIA report he had been sent from BTF.</p> <p>BL confirmed that a statement of intent had been signed by the members of the single sport collaboration. MW advised that his club, Cadence Tri, had been approached by Swim Wales and will be used a pilot club.</p> <p>BL confirmed that WT membership was continuing to increase. BL advised that she had recently returned from a membership workshop at BTF and would circulate the notes to the Board. BL confirmed a membership package proposal will fall out of the workshop.</p> <p>BL advised the Board that she had participated in a telecom about the forthcoming website collaboration and ensured that key Welsh Triathlon requirements, such as the Welsh language, were communicated. BL confirmed that the launch of the new website will be early 2016.</p> <p>A discussion took place regarding major events in Wales. BL confirmed that discussions with the Major Events unit in Wales, BTF and Cardiff County were continuing and supportive of a major event in 2017.</p> <p>BL confirmed that the Welsh Triathlon National Championship tender documents were ready to be published.</p>	<p>HPO</p> <p>JnB</p> <p>BL</p> <p>MJB</p> <p>BL</p>
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	<p>BL updated the Board on the TriStars Series, advising that the last South TriStars series event would be taking place at the end of September and would include a medal ceremony. The North TriStars Series medal presentation will take place in North Wales, organisation is currently underway.</p> <p>BL advised that the recent Women's Only Triathlon in Llanelli was small but successful. Tenovus is keen to build on this event for next year.</p> <p>CW queried the sponsor contracts. It was confirmed that contracts were currently with Tredz and Z£ROD but had not been signed, though the contract documents had been honoured. BL confirmed that no meetings had been scheduled with the sponsors. It was agreed to do an annual review at the end of the season and ensure that contracts are in place for next year.</p> <p>BL advised that she had met with a third year university marketing student to discuss her working with Welsh Triathlon on a part-time voluntary basis. CW requested her contact details. BL to forward details to CW.</p>	<p>BL</p> <p>BL</p>
<p>2.</p>	<p><b>2.0 Directors Reports</b></p> <p><b>2.1 External Relations</b></p> <p>MJB confirmed that British Triathlon had agreed to hold their Board Meeting in Cardiff in October 2016. A discussion took place on the details of the day. MJB was asked to obtain further details of the meeting.</p> <p><i>10 minute break</i></p> <p><b>2.2 Performance</b></p> <p>RB provided an overview of Welsh Triathlon's recent achievements, specifically noting Issy Morris' exceptional performance at the U23 4x team relay in Spain, which saw Wales get a silver medal. RB also mentioned Morgan Davies gaining Gold in the British National Elite Champions with Liam Lloyd receiving Silver in his event. RB advised that both Bronwen Owen and Zoe Thomas were injured.</p> <p>RB advised that he is currently waiting for the Commonwealth Games Wales committee to confirm the selection standard.</p>	<p>MJB</p>



	<p>RB confirmed that the recent summer camp had been successful.</p> <p>RB explained that the Regional Development Academies have been reviewed and there will be a move away from the camp based programme and more focus on Racing Skills Open Days and coach development.</p> <p>A discussion took place on the details of the Athlete Development Pathway operational plan. The plan was approved by the Board, subject to input from the future Welsh Triathlon Performance Director.</p> <p>CBD queried the meaning of orange and red for each athlete on the performance KPI's. RB advised this indicates how likely each athlete is to make the performance pathway.</p> <p>MJB queried how long a non-Welsh athlete needs to reside in Wales to qualify to represent Wales. RB confirmed 4 year residency is required to represent Wales.</p> <p>RB confirmed that he had not received official feedback on the elite athletes who had performed at Edmonton, but said that all athletes will be focusing on the Chicago event.</p> <p><b>2.3 Development, Marketing, Events and Officials</b></p> <p>TO advised that no Board paper had been produced, as most DMG issues had been covered in the EO report. TO thanked JB for her efforts and time working on the draft Safeguarding Policy. JB confirmed that WT was continuing to move forward with finalising the Safeguarding Policy.</p> <p>TO said that Andrews Deans (AD) had presented the recommendations for the 2016 National Championship events. TO commended AD on the quality of his paper. TR confirmed he would be meeting AD on 25<sup>th</sup> September.</p> <p><b>2.4 High Performing Organisation (HPO)</b></p> <p>It was noted that much of the HPO issues had already been covered in the EO report. A discussion took place on the Board self-evaluation process. CBD agreed to be part of it and to hold the peer-to-peer individual reviews. LR confirmed he would produce a Word document, by October, for each Board member to complete. BL confirmed she add the Board self-evaluation procedure into the self-assurance submission for 2015-16. TO queried what would happen once the self evaluation forms had been received. It was confirmed that the HPO group would pick up on lessons learnt. This would also feed into GLFW work being undertaken by BL on behalf of the</p>	<p>LR</p> <p>BL</p>
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	<p>Board.</p> <p><b>2.5 Finance</b></p> <p>JnB confirmed that the draft accounts had been prepared (for 2014-15), which showed a turnover of £296k, a profit of £35K and cash of £222k. JnB advised that the finances required formal approval before submitting to Companies House. JnB confirmed that he would ensure MW was on the Articles of Association (A of A). MJB confirmed that the A of A can be changed at the AGM. JnB said he would send the A of A and ensure that the specific timelines required for the AGM are met.</p> <p>JnB confirmed that the Draft Policy Reserve has been based on the BTF version, which showed 4-5 months worth of reserves. NE confirmed that Sport Wales (SW) would not take into account reserves amounts when considering funding submissions. The Reserves Policy was approved by the Board. There was a recommendation to review the policy at the end of the financial year, with the HPO group to allocate a risk factor next to each item.</p> <p>LR raised a discussion on the probationary period of a Welsh Triathlon member of staff, asking if there was a possibility of increasing this from 3 months to 6 months. BL confirmed she had taken advice from BTF HR and Welsh Triathlon must follow the BTF HR policy which is 3 months. BL also confirmed that the 3-month probationary period could be extended for another 3 months with good reason. LR advised that WT need to consider how to deal with any possible issues that arise.</p>	<p>JnB</p> <p>JnB</p> <p>HPO</p>
<p>3.</p>	<p><b>3.0 Items for discussion</b></p> <p><b>3.1. Risk Register</b></p> <p>TO advised that the absence of a Chair is the most pressing short term risk to WT. CBD commented that the Risk Register requires a column added, a reference number and a date of when it was last reviewed. It was confirmed that the HPO group would be responsible for the Risk Register. It was suggested to remove 'failure to present strategic review'. Risk 7 could also be removed as the Business Continuity Plan covered this. CW noted that WT need to include a media plan to avoid damage to company's reputation. CW advised that he could offer advice and comment.</p> <p>TO said that non-members participating without being members of WT are also a risk. CBD asked TO to email this to the HPO group.</p>	<p>CW</p> <p>TO</p>



	<p><b>3.2 Policy documents for approval</b></p> <p>CBD confirmed that he had reviewed all documents and had provided comments to BL.</p> <p>The Policies for approval were; (1) Board Expense Policy, (2) Fraud Prevention Policy, (3) Customer Charter Policy, (4) Data Protection Policy, (5) Code of Ethics, (6) Welsh Triathlon Risk Management Policy, (7) Business Continuity Plan, (8) Social Media Policy, (9) Code of Conduct for Board Members, (10) Welsh Triathlon Complaints Policy, (11) Welsh Triathlon Disciplinary Rules, (12) Welsh Triathlon Communication Protocol Policy and, (13) Welsh Triathlon Whistle Blowing Policy (14) Delegated Authority and Financial Approval Policy</p> <p>The Board approved all policies, subject to comments requesting minor edits as agreed.</p> <p><b>3.3 Governance and Leadership Framework (GLFW)</b></p> <p>BL confirmed that she had produced from the SRA workshop around Principle 2 a draft action plan. BL advised that this required feedback and comments from all Board members. TO suggested further discussion to take place at the next Strategy Review day. BL to continue to work to create a robust action plan and address all areas of 'weakness' identified by the Board.</p> <p><b>3.4 Strategy Review Date</b></p> <p>A discussion took place about when to hold the next Strategy Review Date as the Doodle Poll had not provided a date and time when everyone was available. BL advised that it would be useful for the Strategy Review Date to take place before the submission date on 23<sup>rd</sup> Oct. The date of 15<sup>th</sup> Oct 5pm – 8pm was agreed by all present. It was confirmed that the HPO group would meet before the 15<sup>th</sup> Oct to prepare the agenda. It was agreed that an annual Strategy Review date each May or June will be set. MB to send out a Doodle poll. TO ask that BL shares the current Strategic Plan and highlight in Green, Amber or Red, the key issues for the Board to consider.</p> <p><b>3.5 BTF Strategy</b></p> <p>MJB confirmed that the draft BTF strategy had been circulated prior to the Board Meeting. MJB confirmed that the BTF strategy was due to be approved on 10<sup>th</sup> September.</p>	<p>HPO</p> <p>MB</p> <p>BL</p>
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	<p><b>3.6 Safeguarding</b></p> <p>No issues raised</p> <p><b>3.7 Equality and Diversity</b></p> <p>BL confirmed that a productive telecom meeting had taken place with Louise Tideswell. BL also confirmed that she would take over as Lead Officer for Equality and Diversity in the interim between appointing a new admin officer. MB and BL will go through the E&amp;D audit surveys.</p> <p><b>3.8 Anti Doping Education policy</b></p> <p>CBD and JB confirmed they had provided comments on the Anti Doping Education policy. JB suggested the staff take the online advisory course. BL will implement this suggestion. BL has forwarded comments to RB. The Board approved the policy subject to all comments.</p> <p><b>3.9 TriStars Committee</b></p> <p>RB advised that the TriStars Committee would be a sub-committee to fulfil the needs of the TriStar athletes. BL said that there was a need for more Race Organisers and more volunteers for TriStars events. RB confirmed that the TriStars Committee would be made up of volunteers. CBD confirmed that this did not require Board approval as it could be considered a normal working group run by the operation team.</p> <p><b>3.10 Draft Reserve Policy</b></p> <p>Previously discussed</p>	<p>BL/MB</p> <p>RB</p>
4.	<p><b>4.0 Meeting closure</b></p> <p><b>4.1 Any other business</b></p> <ul style="list-style-type: none"> <li>• Gold Pin Award was discussed and potential names of nominees were suggested. MJB confirmed that he would send the form to RB for RB to draft. Deadline Weds 16<sup>th</sup> Sept.</li> <li>• TR advised that a review of open water rules and tech guidelines would be taking place at BTF level.</li> <li>• The AGM was confirmed for Monday 23<sup>rd</sup> November 2015. It was agreed that JnB would be responsible for sending out all the proxy notices etc. CBD confirmed that the AGM would follow a similar format to the previous one with different members presenting</li> </ul>	<p>RB</p> <p>JnB</p> <p>BL/AD/RB/JnB</p>



	<p>different areas; (1) BL to present Review of Year, (2) AD to present Development, (3) JnB to present Finance, and (4) RB to present Performance. MB confirmed there would be a Workforce Awards ceremony. CBD advised he would put together a draft presentation. TR queried if any directors' term was coming to an end. BL advised she would contact the previous Director of Governance, Deborah King, to obtain the list of Director terms.</p> <ul style="list-style-type: none"> <li>• TO asked how the business will continue effectively with no office administration post. MW suggested a temp. JB suggested to use staff from another NGB. NE advised he would ask other NGBs.</li> </ul> <p><b>4.2 Date of next meeting</b></p> <p>Wednesday 11<sup>th</sup> November 2015 at 6pm in Sport Wales</p> <p><b>Reports to be sent by 4<sup>th</sup> November 2015</b></p>	<p>CBD</p> <p>BL</p> <p>NE</p>
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