

# Welsh Triathlon Board Minutes

| Welsh Triathlon Board Meeting  |   |
|--|---|
| 14 <sup>th</sup> March 2018  | Attendees: Paul Tanner (PT) Tom Roberts (TR) Beverley Lewis (BL) Tom Overton (TO) Owen Rodgers (OR) Sarah Roberts (SR) Llyr Roberts (LLR) Marc Jenkins (MJ) John Blakemore (JnB) Gareth Evans (GE) Mike Tate (MT) |
| Chairman   | Paul Tanner   |
| Minute taker   | Gareth Evans  |
| Chairman's Opening   |   |
| <b>APOLOGIES</b> Mike Battersby Amy Jenner   |   |
| Conflicts of interest / Risk Register  |   |
| Conflicts of interest:<br>TO position within SW.<br>OR position within Cardiff Met in relation to the Performance Centre<br>MJ Potential as coach and partner to Helen Jenkins. And his business relationship with Pedal Cover |   |
| Approval of minutes  |   |
| Approval of Minutes from 10 <sup>th</sup> January 2018 (some minor spellings to correct)<br><b>PROPOSE</b><br>Tom Overton<br><b>SECOND</b><br>John Blakemore<br><b>APPROVED</b>  |   |
| Actions from previous meeting  |   |
| Principle 2 power point in dropbox;<br>Current funding submission in board folder for discussion;<br>MT has provided personal details in proposal.<br>GDPR on risk register;   |   |

# Welsh Triathlon Board Minutes

Strategy document distributed to board;  
PT still arranging evaluations with the board members - issues with scheduling meetings

LLR to complete an evaluation on PT- Dealt with as part of GLG.

Mini Business case for extra support towards CWG will be discussed later  
Doodle poll for AGM meeting dates and Book room for AGM at Cardiff Met to be carried forward- OR  
GE - contingency process for Bala - completed.

## Board Director Vacancy

PT Welcome Board to Meeting

### Vacancy on Board

Director of safeguarding. PT, BL and JB interviewed Mike Tate (MT). There was also a 2nd candidate who didn't get to interview due to personal circumstances. PT proposed to appoint Mike Tate. PT apologised for not being able to send a Bio prior to the meeting. PT gave breakdown of MT credentials. Background in safeguarding and triathlon.

LLR -MT links through schools and clubs and connection to Triathlon would be a positive addition to the board skills

MJ - said MT would be good for Triathlon, has understanding.  
PT stated that Joy Bringer was comfortable with the appointment.

TO stated we need to look at wider succession planning at board level. LLR asked about number of female applicants. TO stressed that he is comfortable appointing MT, but as some individuals enter their second term that there's an opportunity to ensure that the WT board move towards the required gender balance. BL stated that there was further opportunity for females to become members of the various sub groups. LLR stated that JB was still very involved

### PROPOSED

Beverley Lewis

### SECOND

Tom Roberts

# Welsh Triathlon Board Minutes

## Strategy Review

### Strategy Review

BL sent the document to board but has only received comments back from TO. She asked where the board next wanted to take the document now. It revisits vision/mission and showed the updates to the previous year's strategy as outlined from the WT Strategy weekend. Invitation to the board to provide comments and will then amend.

TR - Questioned aspiration of hosting a regular world class event. Does this mean an event of a world class standard, or an ETU or an ITU level? BL - could mean both.

LLR - With regards to strategy document, who are we targeting in terms of the final audience - is it our intention to share this with clubs and members?

BL - Up to the board at what level this is released.

OR - Very comprehensive document, no point writing a strategy unless we deliver it to key people/partners

LLR - Nothing wrong with current format as a planning document, if it's to go to clubs we might need to review some of the content to make it more concise.

PT/ BL - Need a top-level strategy document - table is a working document to make sense of the workshops.

SR - suggested an infographic

LLR - If we design something high level, how far do we go with expenditure?

TO - The headline can be glossy. 2-pager that's in our back pocket required. Think of the timeline of this content. We're talking 2019 onwards - currently a vision for sport consultation going out for review - we need to tie the strategy to that so no rush.

BL - I have included in the strategic thinking the current level of The Conversation feedback, it's a WT strategy and we have to be careful that we don't get swayed inappropriately by external factors

TO - we just need to be very clear on what we're about and how we present it. What's the added value of publishing something now, when we could do it in July when it's a 2019 document? TO - complimentary of Bev's efforts to complete the document.

# Welsh Triathlon Board Minutes

## **Mike Tate enters the room**

Board Members give a brief introduction of themselves to MT.

MT Introduced himself - Head Teacher of Bae Baglan. Been competing in Triathlon for many years. Always involved in a safe guarding /pastoral role. First triathlon in 1990, now enjoys longer/slower triathlons.

## **Strategy Review continued:**

PT - What is it that we as a board want to do with the strategy document?

LLR -Externally, people need to buy into the vision. - 4/5 page document for sponsors, buy in from clubs, need to create a more concise version

TO - Agrees with LLR. Need something that we are comfortable with - headline outcomes / aims. Currently a working document

PT - what if we had an infographic with a hyper-link to the complete document?

TO/LLR - Agree...clarity and transparency.

LLR - We'd need to go through a consultation stage and communicate to stakeholders, but we also need to create and distribute a document. Are we willing to spend funds to create a document?

BL - Create an explanation document for the strategy and create a 2-page pocket document. Happy to make a glossy 2 pager, but not the larger document.

TO - Is it worth giving someone not from a sporting background the 2 pager and ask them blindly to create a document.

# Welsh Triathlon Board Minutes

OR - What about creating a short concise video of the strategy.

PT - Like that idea? Thoughts

TO/LLR - Like it, think the video would complement a 2-page document. Have contacts of a copywriter. Would need to be bilingual.

TO - What's the thoughts of launching it? Do we wait until the AGM and launch it then, do something dynamic?

BL - I need the internal element sorted much sooner as it will affect our budget and operational costs.

PT - Like the launch at AGM - LLR agrees.

**ACTION - All buy in to the launch at AGM - create a 2-page document and video for public but it will be used as a working document.**

Those individuals who haven't responded or weren't at the whole strategy weekend to respond with any amendments.

**ALL DIRECTORS TO REVIEW AND RESPOND BY THE END OF MARCH.**

TO - Do we need to discuss the 4-page document at May board? It captures all board members buy-in. everyone has an input. An agreement on the info-graphic and 3-page for the next 5 years. Worth 45mins at May Board to ensure that everyone is comfortable.

BL - If we need it by May board - I need the responses by the end of march.

PT - Formally thanks BL for the work that she has done in creating document.

**Matters Arising - Not covered by Agenda**

# Welsh Triathlon Board Minutes

TO - Succession Planning needs to be discussed, BL - big Task, TO / PT - Needs to start now.

## **Risk register**

3 new risks identified and mitigation in place

- 1) Welsh Super Series - increased exposure, how we combat
- 2) GDPR - what are we doing about that - Action plan, covered in report
- 3) Focus Sport partnership with Carmarthen. An awareness that we are going into a new partnership and a substantial amount of work going into Carmarthenshire.

## Board Reports

# Welsh Triathlon Board Minutes

## **Finance Report - JNB**

10 months to the end of January - running very close to Budget. 4k favourable in terms of profit.

Income budget is 350k, already at 360k with 2 months still to go, with funding application its going up to 460k...investing and growing. Bottom line is...we're just favourable on where we've budgeted to be. Like previous reports, overs and unders to each dept, but each dept is 1-2 over/under but everyone is controlling depts well in terms of spend over income.

From Sport Wales our income is 14k more than budgeted, just over 10k lottery and 3.5k exchequer. Other issues - await outcome of funding application, once received, can notify the board of what we've submitted. Submission is on dropbox for your viewing.

Budget turnover this year is £350k, already at 360k, next year at £450k.

Welsh Super Series -Will discuss how this implicates us financially during report later in the meeting

## **Finance questions**

TO - In light of potential backing of WSS - what are our reserves looking like and what does that mean? What's the boards risk appetite? JnB - Our net assets are over £200k, we're required to keep 3-6months, which is 50-100k. If we decide to budget the WSS - we could drop that by 100k and still be covered.

TO - Government policy is 3-6months, what's your view JnB? JnB Exactly that- stay within guidelines. More than comfortable. If we decided I will report a loss...but it's a loss built on building a tally over recent years.

SR - Has the 3-6months reserves factored in the additional staff. JnB - current headcount - £112k would be the minimum, we have £200k

# Welsh Triathlon Board Minutes

## Executive Officer Report - Beverley Lewis

### Funding application discussed.

Positive feedback from **NTO course**, well done TR. 4 men in total. TR - feedback from the candidates was that it was tough, but enjoyable and correct candidates sent.

### Early adopter alongside Sport Wales:

1. Physical literacy. Working alongside Carmarthenshire Council, there's a partnership happening where we will look collectively at physical literacy from March 26th.
2. Collaboration - graphic of 11 principles to collaboration being put into practice at Carmarthenshire.

**Safeguarding** - Case from December has been closed. BL currently working on a case panel with another NGB.



# Welsh Triathlon Board Minutes

WT have set up a **LGBT** triathlon club, British Tri are following with a website dedicated to LGBT. Currently approx. 5 members.

Blair didn't join the **Performance Team**, he broke his arm and Vicky Johnston has taken place and is working with athletes while Luke is away. VJ is contracted, not employed.

**Restructure** complete as Rosie Eccles will join following CWG  
GE probation period come to an end 24<sup>th</sup> March

GE attended **triathlon industry show** on WT behalf.

**Mike Townley** - Retainer for legal services: CV / contract has been circulated, BL strongly recommends that he is appointed.

PT - What's the boards view? TO - Supportive, but how much support is he going to be able to give. TO - Is the extent of what's in the info distributed the scope of his roles. PT - do we need to cap his roles. How much time is he signing into?

BL - He works for BTF as of when needed and his time is dependent on the cases.

PT - Only concern is if we sign up for something without scalability towards number of hours or time, then we're leaving ourselves open. An in-depth discussion was had around the value of the contract and BL agreed to go back to MT and investigate the number of days he felt he would be able to offer for the sum mentioned.

# Welsh Triathlon Board Minutes

BL attended the **Fit for sport conference**, followed by a Welsh GLFW workshops.

Met with Andy Salmon, new **CEO of BTF**. Will be having monthly meetings with AS and Kay.

BTF have given assurances with regards to future commitments, just want to see it in action. Strategy Workshops - BL Attended BTF, Welsh triathlon strategy days. Now Staff and board are asked to attend on 29<sup>th</sup> March to discuss BTF strategy. PT has asked all directors to respond regarding their attendance as soon as possible. Andy Salmon will be attending and presenting the outcomes of the staff strategy BTF/Home Nations/ Board.

**WSS** - GE delivered presentation and video regarding the WSS. No MEU funding will be received. A contingency funding submission was presented to the board of just under £30k. Questions arose as to why we are using the six selected events? GE discussed the blend of commercial organiser and club organiser, geographic location, event capacity and time of year; these were the best events given the permitting event organiser's at the time of discussion. Each events cost are offset by the independent event organiser.

TO - Highlighted that of the £30k, £15k is towards prize money. The remaining £15k is to be spent on material that can be used at our events moving forward.

MJ - asked for clarity on the £15k prize money. Stated that no Elite athletes would attend for the prize money on offer and its essentially an age grouper series. Further thought needs to be put if WT can facilitate an elite series in Wales as the British series has been reduced from 10 events to 2. Board agreed that this is something to be considered moving forward.

TR - Concerned that if quality athletes turn up the general people we're attracting would take umbrage.

BL - Where are our CWG athletes going to compete next year? They're not on the Olympic pathway.

TR - Are they likely to do it if its draft legal?

PT - Are they likely to do it if its £500 and not £1000. Why are we pitching it at 15k prize money?

MJ - You'll get a few age group athletes at the top of their game and the rest will be annoyed.

# Welsh Triathlon Board Minutes

TR - Do we have insurance for the prize money? Instance in London last year where a Moto official took athletes the wrong way. TR will discuss with GE

BL/GE Stressed that we have looked to sourced external funding but given the timing of the series, majority of budgets had been allocated for 2018.

TO - Stated that the DMG had supported the proposal as long as sufficient funds were available in the reserves. JnB confirmed this to be the case.

MB - in his absence had submitted a statement saying he was in favour as long as sufficient funding was in the reserves for 1 year, and if an agreement was made that staff and members of the WT would not be able to receive any prize money as it would look unfavourable. Board acknowledged and agreed.

# Welsh Triathlon Board Minutes

MJ - Don't think that the prize money will attract the elite athlete.  
MJ had reservations about the use of the prize money and will meet with GE to discuss  
The decision on whether or how to distribute that cash had not yet been made.  
PT - Are we happy that we commit £30k? vote.  
In favour - 10 (PT, BL, TO, LLR, SR, TR, JnB, MT, OR, MB)  
Against - 1 (MJ). - Carried.

**Events strategy** with BTF and here at home was discussed

**Velindre Socks** at Brav - please purchase.

**GDPR** - exercise of 12 steps, not a requirement under data protection that we need a named officer, but we do need a named compliance officer - BL nominates herself. PT - proposed and TO seconds. GDPR Panel would consist of Director of Governance, Compliance Officer and Admin Officer. The Board agreed to setting up the panel

GE has follow up meeting with **Activity Wales** - they will now permit waiting on checking legal status with their contract document

Corporate Endorsements - Need a decision. BL is getting an understanding of requirements, speaking to BTF about alignment of assets, where we can

MJ - xx% of nothing is nothing. PT - Sooner we activate, the sooner we reduce the risk attached to WSS.

Rebellion Agreement - Passed by all members.

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# Welsh Triathlon Board Minutes

## **DMG Report -TO**

Discussed events at length at the DMG. Membership is up 15% from this time last year. New clubs are affiliating. Lots of good work with in person contact and through social media. Positive action in workforce developing new venues and courses. Lots of coach Ed and CPD planned. Very positive story.

Nothing in terms of areas that are significantly behind.

Working on the engagement Strategy - how do we currently engage with our members. Change from the current club forums.

BL - The board have a role to play inside and outside sport to promote the organisation. Engaging with people within corporate organisations and getting them to club relays etc.

GE - Create a key factsheet that the board can relate to in engagement in events

PT - Can Board members engage across the WSS events and National Champs? Conscious efforts need to be made - Need to send out all dates to board again.

## **MJ - PMG**

More athletes in assessments weekends, 28 up from 24 - Positive.

British Tri have created a group to provide more information for athletes when selecting performance centers. Providing more information on the options. LR is delivering this on behalf of WT

CWG updates.

# Welsh Triathlon Board Minutes

## Governance -LLR

Discussion on composition of the board - do we need an athlete representative? Decided to stay with status quo and keep the current set-up. BL will continue to work on articles and by-laws.

LLR- Not happy with the composition of the board - in gender and inclusion  
Composition of the sub groups - look at sub groups and try and include external representatives to assist with succession planning. Will discuss further at GLG

Evaluation of the chair - PT has booked 121s with each board member, we need to evaluate PT. Reps of the board to meet and discuss, then 2 individuals to sit and meet with Paul. LLR happy to sit with Paul welcomes any board members suggestions on who should be involved?

BL - Should there be an element of CEO appraisal in Paul's feedback?  
TO - Yes, it's a 360 review.

PT - Happy that individuals have two way 1-1s.

GDPR discussed in hand with BL leading and to be discussed in depth at next GLG

## Rules and Tech - TR

4 new qualified NTOs, attended course in Loughborough. They have requested volunteer roles at Strathclyde and Leeds. One has been selected for Llanelli. TR selected for lead official in Cardiff.

RTO course planned in the summer/July - due to the cancelation of the course during the recent snow.

11 new LTO on course -now being assigned shadow opportunities. An issue with a Moto-Official in the North not using current management system being addressed

Condolences sent to Lloyd Jones family from WT.

Two events cancelled due to weather - 1 re-arranged this week.

AWE now permitting, TR have been in touch to liaise regarding officials.

64 permitted events, 20 not officiated at present, 7 of which are children's events. Suggestion to GE that the Tristar committee promote officials within the junior club network. This is to be discussed at next Tristar meeting.

# Welsh Triathlon Board Minutes

## **BMG - OR**

Board passed approval to use Agency Services.  
Schedule a BMG meeting asap

## **Sport Wales - SR**

Formal consultation for vision of sport in wales will be out soon. SR to circulate to ensure you're everyone aware of results.

Caught up with PT/BL on Friday - Welsh Triathlon is being heard about more in Sport Wales at the moment. Really positive vibe about Triathlon. The work that's going on is touching a lot of other senior management areas of work, physical literacy for example touches elite and community sport. Involvement in NGB operating model isn't going un noticed.

Collaboration taking place.

PT - Credit to the whole team on their work.

LLR - We need to talk about these successes in the strategic plan - sell ourselves in the infographic.

## **External Affairs - MB**

PT Asked the board if they had read the report in MBs absence.

## **Safeguarding, Equality and Diversity - BL**

Now we have our Level 3, need roll this out to clubs.

CWG - Duty of care perspective towards injured athletes in Noosa, as well as the extended support network. Effectively an athlete in this situation could become a vulnerable adult.

## **Staff leave the room**

## **REMCOM**

Discussion held

## **Staff return**

# Welsh Triathlon Board Minutes

SR in agreement with PT will be carrying out a piece of work on Board Behaviours in line with the GLFW if there are no objections? None given

OR leaves the meeting

PT - The AGM format. - Discuss a greater engagement/dynamic format. Pro-active in terms of planning. We need a date where we can all sit down and agree a date for the AGM format. Can we do this in the next month.

Early May - Doodle Poll in May. AGM Meeting  
Date of next board meeting is 9th May.

Succession planning sits with GLG but is a standing item on our agenda.

## AOB

AOB -  
Sarah Roberts - Is staying as a liaison Officer moving forward.

Amazing that Non Stanford has been appointed captain of Team Wales for the CWG.  
Congratulations to her.

| Action Items   | Person Responsible | Deadline                    |
|--|--------------------|-----------------------------|
| 1. PT to complete 121's with Directors                           |                    |                             |
| 2. LLR to Review PT  |                    |                             |
| 3. Directors to respond to Strategy Document by end of the month | Directors          | 31 March 2018               |
| 4. AJ - Doodle Poll for AGM                                      | Amy Jenner         | 31-03-18                    |
| 5. All- Review and respond to strategy document                  | All Board          | 31-03-18                    |
| 6. Schedule a BMG Meeting asap                                   | OR                 | By End May                  |
| 7. SR circulate The Conversation Results                         | SR                 | Next week                   |
| 8. AGM Doodle Poll for organisation meeting in May               | AJ                 | 28 <sup>th</sup> March 2018 |
| 9. AJ- Doodle poll for Events                                    | AJ                 | 31-03-18                    |

## Date of Next Meeting





# Welsh Triathlon Board Minutes

Scheduled for 9<sup>th</sup> May 2018

Chairman Close and Thank you

Meeting was adjourned at 21:00 by PT