

## Welsh Triathlon Board Minutes

Welsh Triathlon Board Meeting – Sport Wales	
<b>9 November 2022</b>	Attendees: Martin Kitchener (MK), Parul Patel (PP), James Leavesley (JL), Beverley Lewis (BL), Greg Garner (GG), Sarah Lloyd-Williams (SLW)  Virtual attendees: Beth Mitchell (BM), Luke Organ (LO), Kirsty Edwards (KE)
<b>Chair</b>	MK
<b>Minute taker</b>	SL-W
Chair's Opening	
Apologies for Absence received from Simon Webb (SW) and Simon Maguire (SM)	
Conflict of interest / Risk Register	
<b>Conflicts of interest:</b> None <b>Risk:</b> No new risks	
Approval of minutes	
<b>Minutes from the last meeting: 14 September 2022</b> Approved	
Board Reports	
<b><u>Safeguarding/Equality/Risk</u></b> No new issues	
<b><u>Actions from last meeting</u></b>	
<b>Use of influence</b> It was reported it is out with the staff for ideas and no further approach will be made until there is a firm request.	
<b>Safeguarding Report</b> No new cases. There is a plan to bring VJ as Assistant Safeguarding Officer, as training course available, to meet one of the recommendations in the Lime Culture report for connectivity from Safeguarding Lead officer to Performance Teams.	
<b>Technology Solutions</b> – updated under Success section.	
<b>Workstream Plan</b> Report is in Board Papers. The review of two 6-month periods will be used to plan the following year workload, the budget, plus any restructuring of staff positions, priorities, and pinch points.	

### **Commercial Officer of 6 Nations contact**

Contact made and recommendation is to engage with Engage Sport based in Cardiff.

### **Share the Way Forward Membership Proposal**

It was reported JL is working on this with GL and excellent work has been achieved on gathering information from the clubs. A draft paper has been written which summarises the findings. There will be a push on to get clubs to accept mandatory membership.

The meeting was asked for ideas on mandatory membership.

It was requested to hold off on this for the moment GL has done a lot of research into this and proposed including KE and SW for thoughts before publishing results.

ACTION: send draft copy of report to KE ahead of next Board Meeting.

## **Success**

### **Finance Report**

It was reported that the funding outcome from Sports Wales should be known by 1 December 2022. There has been a 15% cut back from local authorities in funding to Sports Wales. The School Sports Survey shows positive results with growth and there is the silver medal achievement from Commonwealth Games, but this might not be enough to raise funding levels in the current climate.

It was asked why membership growth is higher than expected and stronger than England and Scotland.

The WT Participation Officer has increased input with the membership, retention is 11% but numbers are increasing, and engagement is working. Additionally, Welsh social media is going out more regularly with Dot Digital up and running.

GL was thanked and the Team for this achievement.

ACTION: CEO to pass on Chair's thanks to Participation Officer and WT Team. It was reported there is a Budget overspend against operations of 2K.

ACTION CEO to update Chair on overspend-

### **Commercial update.**

The meeting was updated on the events taking place on the BTF committee. There is discussion with vehicle partners and BTF is actively seeking agency support. Agencies are being included where partners are managed and there is not much sway on where budgets can go. BTF has also onboarded in-house to support on a consultancy basis to

generate opportunities within the BTF family. Currently, no commercial committee is scheduled but Scotland is also chasing this.

BTFs aim is to engage well with the home nations and commented that, although this is not always evident, BTF has assured the Home Nations this will be the basis going forward.

An update was presented on discussions with a partner on the legacy project and a kit sponsor. It was recognised that conflicting messages are being received in respect of the Home Nations and BTF; the commercial arm is under pressure to generate revenue but appears to be optimistic with the opportunities out there.

It was noted that, if the proposition is right and presented in the right way, there is sponsorship money available. It is busy in the world of sports sponsorship and examples were given of sponsorship deals leveraging the audience to achieve company objectives i.e., presenting solutions to known business problems.

The business implications were explained to determine audience qualities in a particular sport, with an example of how data can be used to gauge an audience and the benefit of having a rationale for engagement to enlarge the audience to drive investment in triathlon in Wales was emphasised. There were further membership questions, it was noted that budgetary pressures get in the way of finding solutions, with short term thinking taking place to balance profit and loss and to drive sustainability. To move the organisation, forward the problem must be understood.

The meeting was reminded of the Board's requirement to report on Sustainability outcomes and it was proposed to collect data to show how improvements are being made.

It was queried how to work with Event Officers to move the needle for Brands but agreed the value-added approach has a role as it helps sustainability but not P&L basis. The aim of sponsorship is to bring revenue into sport.

It was noted that the key message is to know how many participate in triathlon not just membership numbers. With costs rising it is important to identify how many people are taking part. The need was for data (to be supported by IT solution).

The issue raised was noted and it was proposed to find a way for group work on this issue. The Board agreed with the suggestion to take it through the sustainability committee.

#### **Technology Road Map Update:**

It was reported that there was no progress. Steering Company (SteerCom) has received a number of different proposals from Cyberduck. Both are expensive and do not deliver great value. BTF is looking to hire a full-time head of digital/ technology. A recruiter has

now been appointed. There was concern that costs are still being accrued, but progress is not being made.

### **BTF HN Economic Position after 3<sup>rd</sup> Nov Chair/CEO Meeting**

It was reported that:

- it appears BTF and Triathlon England have a sizeable gap in finances. BTF had assumed Scotland and Wales are in same position, but this is not the case. WT did not go into the meeting with same cost cutting urgency.
- WT will receive a bill for goods that used to be free.
- BTF was pushing for a response to centralise back-room operations, WT & TS not looking for this kind of solution.
- Wales and Scotland said technology should be last thing to be cut, and should be invested in.

It was noted that as part of discussions there was concern over whether BTF can meet their event schedule and a list has been drawn up as to which event to cut first.

It was highlighted that BTF want to charge WT for all services and any joint initiative but it was recognised that, while WT want to pay its way, accountability and service agreements were preferable to the current apportioning of cost.

## **Sustainability**

### **Staffing Update**

It was reported that the proposed performance team restructure, following the departure of the Head of Performance, with promotions of LW taking over Performance and VJ stepping into a senior role in pathway development. Some cost savings will be made, there are no changes to the salary bill while at the same time driving up skill sets. To keep the current culture the CEO will come in at a strategy level. A paper has been written detailing the proposals and the recommendations will come via the RemCom to the Board.

It was asked for the paper to be shared with other Board members.

**ACTION:** restructuring proposal paper to the Board.

It was identified that WT - is an organisation that provides development opportunities.

It was suggested that once the proposal is approved, getting comms work out e.g., storytelling, and it was agreed staff development within WT is to be celebrated.

### **Exit Interview Report Feedback**

The following points were discussed:

#### Spending more time on keeping virtual team together

It was noted that staff come into office one day a week and use a virtual platform for the rest of the week. Discussions continue with regards best working arrangements.

#### Personnel conducting exit interviews

It was noted that it was possible for Board Directors to manage exit interviews as in the past. LR exit interview required. Exit interviews to continue to be externally run.

ACTION: Set up interview with external contact.

#### Perceptions of the relationship between CEO and Chair

The perception of the relationship between CEO and Chair was discussed and it was noted that the previous outgoing Chair was managing a range of issues at the time of resignation. The Chair came in at an exceedingly difficult time for the CEO. Different Communication styles were being worked on together and there was a need to change the perception.

It was noted a series of meetings have been held, both postholders are concerned about this perception and are committed to changing this. Regular meetings continue to be scheduled.

The same performance profile cannot be expected from all Board members and this needs to be re-emphasised. It is important to celebrate the diversity of the Board and for WT staff to appreciate this.

### **Board Evaluation Feedback**

A key point from the discussions was the Board's diversity and the advantages this brings which is to be celebrated.

Suggestions received included:

- Enliven Board Meetings by having an issue for discussion to have a more engaged session. Ideas welcome.

ACTION: Directors to email Chair with ideas/thoughts on including a topic for discussion within the Board meetings.

- Improvement in communication around Board

The findings were universally welcomed, and the Board discussed the advantages/disadvantages of having questions submitted in advance of Board meetings versus receiving opinions and comments from the Board during the discussions. With a range of opinions, it was concluded the Board will need to work through this to find a balance.

- Time for Board members and staff discussions

It was agreed that if directors and staff would like to have operational discussions to get work done then this should go ahead.

An example of lunch and learn events being good for shorter meetings, to enable dialogue to take place in a focused and constructive manner was shared with the meeting

**ACTION:** Update on timeline for Lunch and Learn events

- Event to celebrate success at Commonwealth Games

There are concerns about time priorities.

- Board Meeting once a year when everyone attends in person

It was suggested that one Board meeting a year where everyone attends is desirable and the Paratri/Ironman event in Swansea next July was identified as a good event to combine a face-to-face Board meeting.

**ACTION:** Save the day 14 July 2023

### **AGM (15 November 2022) Planning Update**

A run through is planned during tomorrow's WT team meeting.

AGM apologies received noted.

Chair's introduction will cover the diversity of the Board as a strength.

### **BTF Events Committee Update**

Some issues have been raised around World Triathlon scheduling of para events around Swansea, but the BTF Performance team feel numbers will be maintained at Swansea.

### **• Inclusion**

#### **Lime Culture Safeguarding Review**

Report circulated prior to meeting with no questions arising.  
Work will continue.

It was noted that there is a heavy time burden on the CEO.  
Assurances were given that, should a significant case come on board, WT know where to go for support.

Trans gender guidance now up on BTF website, changes coming in 2023.

### **AOB**

The Director of Safeguarding is to step away from the Board on commencement of maternity leave but will be present to help with the transition and recruitment for a safeguarding champion.

The Board is very grateful to her for the work and is sorry to see her go.

A director raised concern about the conflict-of-interest policy and a conversation which occurred at a previous Board meeting. The Board discussed this matter and the ramifications of having a director who could potentially benefit from knowledge in the marketplace competition.

It was noted that the Board has not had compliance training in this area to know its responsibilities.

The Directors Code of Conduct and conflict of interest was referred to and a view from BTF and Sport Wales will be taken.

**ACTION:** contact BTF and Sports Wales

It was noted that the Governance Director needs to be involved; the diversity of the Board is its strength and caution advised.

<b>Action Items</b>	<b>Responsibility</b>	<b>Deadline</b>
<b>Copy of draft mandatory membership paper to KE</b>	<b>BL</b>	<b>Next Board Meeting</b>
<b>Update to Chair on overspend on operations budget</b>	<b>BL</b>	<b>End Nov</b>
<b>Circulate report to Directors on proposed restructuring of the Performance Team</b>	<b>BL</b>	<b>End Now</b>

<b>Email Chair with thoughts/ ideas on discussion topics for inclusion in Board Meetings</b>	<b>All who are interested</b>	<b>End Dec</b>
<b>Lunch and Learn timeline/proposed dates</b>	<b>LO</b>	<b>End Nov</b>
<b>Save the Day, Swansea ParaTri/Ironman 14/15 July 2023</b>	<b>All Directors and WT Team</b>	<b>Next Board Meeting</b>
<b>Compliance and Competition Law information gathering from BTF and Sports Wales</b>	<b>BL</b>	<b>Next Board Meeting</b>
<b>BL to set up LR exit interview with Mr Knight</b>	<b>BL</b>	<b>20 Nov 22</b>
<b>Date of Next Meeting</b>		
11 January 2023, Sports Wales – Face to Face meeting		
AGM 15 November 2022 – virtual Zoom meeting		
<b>Chair close and thank you</b>		

## **OUR PURPOSE**

To develop a triathlon community that enhances the well-being of current and future generations in Wales.



## **EIN PWRPAS**

Datblygu cymuned triathlon sy'n gwella les cenedlaethau heddiw ac yfory yng Nghymru.