

# GOVERNANCE AND LEADERSHIP FRAMEWORK FOR WALES

## Questionnaire for Article – Welsh Triathlon

Q. Can you briefly describe the history of Triathlon – especially in terms of the sport, governance and Board structure prior to signing up to the Framework?

Welsh Triathlon (WT) is a member of British Triathlon, a federal structure of which we are one of three voting members alongside Triathlon England and Triathlon Scotland. In 2010, Welsh Triathlon was incorporated as a Limited Company and our organisation went from a more 'club' style Board to a competency based Board by 2012.

At present there are three full time and one part time members of staff. The Board now has 10 Directors, all with a portfolios. The Executive Officer was promoted to the Board, from General Manager, in 2015.

We have faced some retention problems from Board members in the past. There have been three Chairs, three Financial Directors and a total of 22 Board members since 2010.

In 2014, a workshop developed the first four year strategy for the organisation, including the inception of five sub-groups which supports the Board.

Q. What are your views on the Governance and Leadership Framework for Wales (GLFW) launch, how, in your view, the Framework would benefit Triathlon including the support made available through the Alliance.

The GLFW has brought governance to life for the organisation. The framework has allowed us to develop our understanding of all the factors required to create a well governed organisation. It has also complemented and clarified these requirements for a Board with aspirations to be high performing, but with some lack of direction.

The framework has implemented a clear pathway, with broken down tasks to make our objectives achievable.

We have noticed that the Expected Behaviours of the GLFW has added a very valuable mechanism for the Board members to challenge themselves in their role and reflect on their own priorities.

Q. What was the challenge for Beverley in her role as CEO - in terms of GLFW, governance consultants, NGB priorities etc?

The challenges most notably faced have been around ensuring there is the right amount of time available to follow through with actions.

Our strategy has allowed us to set a clear pathway. The GLFW and resulting action plan has been important to maintaining the momentum to reach good governance and best practice. Of course, with every organisation, factors such as the change in Chair bring inevitable delays.

We have a huge mountain of work to cover for a small organisation including the Equality Standard, Insport, & Safeguarding. The Framework works best when it is positioned alongside all our areas of work.

Q. Briefly describe your GLFW journey including sign-up, choice of consultants, what made you finalise the consultant, your interactions with the Alliance so far.

Our Executive Officer was supportive of the GLFW from an early stage which enabled us to get early approval from the Board to sign up. The Alliance helped with the choice of the initial workshop consultant and provided us with a number of options for who could facilitate our Board evaluation.

This led to the Alliance recommending John Bull to us as he had the skills to best complement our organisation's objectives.

The Alliance has provided us with the tools and expertise to support our GLFW project.

Q. During this process, did you identify any immediate actions or priorities for Triathlon's Board? What does the future governance of Triathlon will look like (if any plans have been made)?

From our work with the Alliance, we established a priority action list which referenced all of the Principles from the Governance code. From this, Board Evaluation was clearly a priority.

We hope that Governance is now embedded in what we do as an organisation. It will make life easier with processes, procedures, accepted behaviours and ways of challenging our actions going forward. We feel that strengthening our Governance will only increase stakeholder confidence in Welsh Triathlon.

Q. Finally, how happy are you with the process of the Framework – please include the processes, interactions with liaison officers, consultant - and any positive impact to date?

We are happy with the process of the framework, as we have tailored it to suit Welsh Triathlon, and we have identified priority work streams for our organisation.

There has been good, informative and useful interaction through our liaison with the Alliance consultants. We have also found the workshops and conferences, made available by being part of the GLFW very useful. These are events that we would previously not have thought to attend, we have learnt many things to take back to the office and the Board.

By having a designated Liaison Officer we have maintained momentum for change, and confidence in our Governance work. There is a general confidence that Board retention will improve as the new members have a clear direction and a greater unity.