

## Meeting of the Triathlon England Management Board (TEMB) Minutes Thursday 13<sup>th</sup> January 2022

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**Venue:** Zoom

**Time:** 18.00-19.00

**Present:** Debbie Clarke (DEC) - Chair, Kevin Currell (KC), Sally Lockyer (SL), Halima Khan (HK), Louise McFadzean (LM), Karen Rothery (KR), Andy Salmon (AS), Tracey Sample (TS), Stephen Watmough (SW), Sarah Taylor-Hough (STH).

**Apologies:** Claire Jenkinson (CJ), Avi Tillu (AT), Jamie Gordon (JG)

**In attendance:** Duncan Hough (DH).

	Agenda Items	Responsible	Date action by
1	<p><b>INTRODUCTION</b></p> <p>DEC welcomed everyone to the meeting and explained that this was a bespoke meeting to consider the proposal for TE to invest in a new technical ecosystem.</p> <p>Whilst the TEMB should make a decision in isolation, DEC advised that the Boards of BF and Welsh Triathlon had approved the proposal and that the Board of Triathlon Scotland was considering it at the weekend.</p> <p>DEC thanked all of the project team for their hard work on getting the project to this stage and to SW for representing ourselves throughout.</p>		
2	<p><b>TECHNOLOGY PROPOSALS</b></p> <p>A business case and supporting details, including an analysis of affordability, had been previously circulated.</p> <p>A Q&amp;A session for Board members from BTF, TE, TS and WT had been held on Monday 10<sup>th</sup> January 2022 and was well attended. In addition, a Q&amp;A paper had been maintained and circulated, responding to questions had arisen following the circulation of the business case.</p> <p>DEC invited AS to expand on the affordability paper with emphasis on the reserves position. AS explained that the 5-year forecast had been provided as an indicative picture, assuming no other management interventions</p>		

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	<p>were implemented. The TE division of the company (BTF Ltd) had the potential to recover from Covid more significantly than the British division due to the scope for recovery of lost members and event permitting fees. In addition, the tangible financial benefits included in the forecast were exceptionally conservative but even with this conservatism, the TE reserve level is forecasted to improve over the life of the investment (5 years). The British division is less able to generate revenues and so the executive team need to make management interventions to improve the forecast for the British division.</p> <p>DEC then asked individual TEMB members to raise any questions or concerns. There was unanimous support for the proposal and the following points were agreed:</p> <ul style="list-style-type: none"> <li>• The business case has been well prepared but there is still much work to do.</li> <li>• There should be a post-investment review to assess the benefits that accrued.</li> <li>• Great care needs to be taken to ensure we have the right people and skill sets deployed on the project and that key personnel are retained.</li> <li>• Acceptance testing needs to be rigorous.</li> <li>• The Audit, risk and Governance Committee should have oversight of related risks, e.g. data transfer.</li> <li>• There needs to be strong oversight, most likely from a steering group consisting of one NED from each Board.</li> </ul> <p>It was agreed to approve the proposals and specifically, to approve the following scenarios:</p> <ol style="list-style-type: none"> <li>1. All four organisations participate</li> <li>2. TS do not participate</li> </ol> <p>DEC thanked the Board members for their diligence in digesting the proposals and giving them such thorough consideration. She also thanked the executive team for the thorough preparation of the business case.</p>		
6	<p><b>CLOSE</b></p> <p><b>AOB</b></p> <p>None.</p>		