

Meeting of the BTF Board of Directors
Minutes
Friday 4 November 2022

Venue: Loughborough and via zoom conference call

Time: 11.00am - 3.00pm

Present:

BTF Board: Bill James (BJ) - Chair, Debbie Clarke (DEC), Sara Heath (SH) via zoom, Andy Salmon (AS), Dougie Cameron (DC), Vicky Holland (VH), Martin Kitchener (MK) via zoom, Neil Saunders (NS), Julian Skan (JS) via zoom, Greg Warnecke (GW), Sameer Pabari (SP), Richard Ashton (RA) via zoom.

Apologies: Ian Howard (IH)

In attendance: Mike Cavendish (MC), Dione Hartley (DH).

	Items	Responsible	When by
1	<p>INTRODUCTION</p> <p>BJ welcomed everyone to the meeting and gave a brief overview of the agenda.</p> <p>1.1 Apologies for absence</p> <p>IH sent his apologies in advance of the meeting.</p> <p>1.2 Conflicts of Interests & Register of Gifts & Hospitality</p> <p>None.</p> <p>1.3 To approve minutes of meetings held on 9 September 2022.</p> <p>The minutes were approved as an accurate record subject to minor amendments.</p> <p>1.4 Action List</p> <p>The action list had been previously circulated and updated accordingly.</p> <p>1.5 Other matters arising</p> <p>None.</p>		

2	<p>TOPICS FOR DISCUSSION AND/OR DECISIONS</p> <p>2.1 Principles and Strategy during the Cost-of-Living crisis. 2.2 Decision making and delegated authority</p> <p>A detailed report was circulated prior to the meeting for review.</p> <p>A comprehensive overview of the current macro-economic climate was provided by RA and how this is affecting both businesses and consumers and a discussion took place surrounding the relevant factors that are affecting our business and the sport. BJ thanked RA for this insight.</p> <p>It was confirmed that a meeting took place on the 3 November with the Chair’s and CEOs of the Home Nations to discuss this topic. This was a successful meeting in which the economic impacts of all Nations were discussed, and areas where everyone can work collaboratively were explored. The Chair thanked everyone involved for their input.</p> <p>It was noted that the Executive team have been meeting on a regular basis and a non-exhaustive list of options for cost reduction and potential revenue generation had been drawn up and shared with the Board.</p> <p>The Board agreed that a “Crisis Group” should be established to initiate operational debate and oversee the CEO and Executive team as decisions are made. The group will consist of BTF and TE Board members (Chairs x2, INED Finance x2, CEO).</p> <p>A discussion took place surrounding Commercial Growth and how gaining new commercial partnerships is tough in the current climate when most businesses are cutting costs and being cautious with spending.</p> <p>It was also acknowledged that due to increased inflation and the current exchange rate, delivering major events internationally and moving elite athletes around the world was significantly more costly.</p> <p>Planning - Two possible scenarios had been previously presented to the Board (reasonable case and downside case) these were based on the assumptions that UK Inflation will continue to run at higher levels than have historically been the case, Government funding will not increase and may be reduced and that current expenditure levels are not sustainable.</p>		
---	---	--	--



	<p>Following discussion, the Board also asked that a third scenario be created to consider the “worst case” and asked for a redundancy calculator to be included. The current assumptions within the “reasonable and downside” cases will be revisited and reviewed. It was also noted that “trigger points” need to be identified to confirm when decisions and actions must be made.</p> <p>MC provided the Board with an overview from a Performance perspective of how the current economic climate is affecting the programme. It was confirmed that the biggest impact is the cost to send athletes abroad, increased pool costs and potential of pool closures.</p> <p>The Board was asked to consider whether the focus should be on the short- or long-term investment and all agreed that it was essential to invest in the longer term for the success of the sport.</p> <p>A copy of the refreshed strategy had been shared prior to the meeting and BJ thanked JS for his involvement with this. It was agreed that a growth mindset can still be maintained whilst operating under controlled budget/constraints.</p>	AS/Exec Team	
3	<p>ORGANISATIONAL HEALTH 3.1 Finance</p> <p>A report had been previously circulated.</p> <p>It was noted that the FY23 Budget was a deficit of (£217k), the current Forecast is a deficit of (£406k) which as an increased deficit of (£189K).</p> <p>It was also reported that Membership retention is now declining and that there is a 30% reduction in the number of events being delivered compared to pre-Covid and participation in these events is also down.</p> <p>A discussion took place surrounding the new Reserves Policy. This has been reviewed and simplified and agreed by the ARG Committee.</p> <p>It was agreed that the minimum level of reserves should be reviewed and set on a regular basis.</p> <p>The Board approved the updated Reserves Policy.</p>		

3.2 People

A report had been previously circulated.

It was noted that the results of the staff survey and feedback were really encouraging.

Regular meetings with the Executive team are taking place to discuss the cost-of-living crisis and what can and should be done for staff given the current pressures.

The great leadership being provided by Andy and the Executive team was acknowledged by the Board.

3.3 Governance

The Board approved a Special Resolution proposing amendments to the Articles as included within the board pack. This will be put before the AGM in December to be voted on by the members of British Triathlon.

Due to the nature of the following discussion ND and JS were asked to leave the meeting at this point.

The Chair confirmed that an analysis of the Board Skills matrix had been conducted and suggested the following areas to strengthen, ED&I, Age-Group and Digital/Tech. But it was acknowledged that the three areas do not go together.

ED&I

It was noted that NS role as Independent Non-Executive Director Duty of Care is expanding due to the focus on safeguarding therefore in view of this it was recommended that ownership of ED&I be passed on to Sara Heath who has a wealth of experience in this field. The Board approved this.

Age-Group

With ND coming to the end of her second term in role as Director Age-Group teams in February 2023, it was noted that her contribution on the Board has been invaluable as is her influential role with World Triathlon leading on Age-Group matters. As ND is no longer able to remain on the Board, to protect continuity of her deep and broad expertise, the Chair proposed to formalise a non-Board role as Age-Group Ambassador for ND to be appointed into this for the term of her international role. The Board approved this proposal.



	<p>Digital/Tech A discussion took place surrounding the vacancy that will be created when ND's term ends.</p> <p>The Chair asked the Board to consider the following options regarding the board position of Digital/Tech:</p> <ul style="list-style-type: none">• Go out to market and advertise for the role.• Consider offering the role to JS who is co-opted on to the Board until February 2023 in his role as Independent Non-Executive Director - Technology/Strategy. <p>Following an in-depth discussion surrounding this a unanimous decision was not reached therefore it was agreed that a further meeting would be arranged to conclude this matter.</p> <p>3.4 Technology Project</p> <p><i>JS and ND returned to the meeting.</i></p> <p>A report was circulated prior to the meeting.</p> <p>An update on the current position was provided.</p> <p>It was identified that the need to understand the capabilities of the existing technology and what is needed to be upgraded is crucial and this will need to be developed incrementally.</p> <p>An offer of employment for a Director of Digital Transformation & IT was issued and declined due to a counteroffer from the current employee therefore the role will be readvertised.</p> <p>Once this person is in post, they will be responsible for developing a plan for the next stage.</p> <p>It was confirmed that a meeting will be taking place next week to discuss short term actions that can be taken forward in the interim.</p>		
4	<p>FOR INFORMATION</p> <p>Reports had been previously circulated for each of the following areas:</p>		

BJ/DH

4.1 Performance

The report was noted.

The Board approved the Paris 2024 Olympic Games Selection Policy which had been circulated prior to the meeting.

4.2 Events

The report was noted.

It was announced that Gareth Barker would be leaving to take up a role closer to home. It was noted that Gareth will be a big loss to the organisation particularly with regards to his knowledge surrounding the Technical Officials role and that he will be missed.

4.3 Age Group

The report was noted.

The Age-Group team managers met yesterday, and this was a successful meeting.

It was confirmed that European Triathlon had only just issued the race calendar due to difficulties with finding venues.

4.4 Commercial

The report was noted.

4.5 Duty of Care / Safeguarding

The report was noted.

It was confirmed that a full version of the Lime Culture report will be published at the same time as the “Action Plan”.

4.6 Anti-doping

Nothing to report at this meeting.

4.7 Sustainability

The report was noted.

4.8 EDI

The report was noted.

It was confirmed that Amie Martin will be joining the organisation as Head of ED&I on the 28 November.

4.9 Marketing and Communications

The report was noted.

It was announced that the publication of the Transgender Policy Guidance will take place next week.

4.10 International Relations

The report was noted.

It had been confirmed by World Triathlon that Russia will attend meetings virtually and that they will be in attendance in Abu Dhabi.

The Board confirmed that the planned trip to attend the World Congress in Abu Dhabi should still go ahead as it was recognised there was huge value in meeting with the different Federations.

The Board agreed on how BJ should cast BTF votes on various resolutions at the World Congress.

4.11 Triathlon England

The report was noted.

4.12 Triathlon Scotland

The report was noted.

Crawford Whyte has been appointed as lead coach at the University of Stirling.

Louise Wright has also commenced a light, phased return to work.

4.13 Welsh Triathlon

The report was noted.



**BRITISH
TRIATHLON**

Meeting of the BTF Board of Directors
Minutes
Friday 4 November 2022

	4.14 Triathlon Trust The report was noted.		
5	CLOSE 5.1 AOB None.		