

# Meeting of the BTF Board of Directors

## Minutes

### Saturday 28 January 2023



**Venue:** via Zoom Conference Call

**Time:** 12.00pm – 3.30pm

**Present:**

**BTF Board:** Bill James (BJ) – Chair, Debbie Clarke (DEC), Andy Salmon (AS), Richard Ashton (RA), Martin Kitchener (MK), Greg Warnecke (GW), Julian Skan (JS), Sara Heath (SH).

**Apologies:** Neil Saunders (NS), Vicki Holland (VH), Nicky Dick (ND), Dougie Cameron (DC), Sameer Pabari (SP)

**In attendance:** Ian Howard (IH), Mike Cavendish (MC), Dione Hartley (DH)

	<b>Items</b>	<b>Responsible</b>	<b>Timings</b>
	<p><b>1. INTRODUCTION</b></p> <p>BJ welcomed everyone to the meeting, confirmed the meeting was quorate and gave a brief overview of the agenda.</p> <p><b>1.1 Apologies for absence</b></p> <p>NS, VH, ND, SP and DC sent their apologies in advance of the meeting.</p> <p><b>1.2 Conflicts of Interests &amp; Register of Gifts &amp; Hospitality</b></p> <p>None.</p> <p><b>1.3 To approve minutes of meeting held on Friday 4 November 2022.</b></p> <p>Subject to minor amendments the minutes were approved as an accurate record.</p> <p><b>1.4 Action List</b></p> <p>The action list had been previously circulated and updated accordingly.</p> <p><b>1.5 Other matters arising</b></p> <p>Board meeting dates for 2023 are to be shared again. Board members were asked to check their availability on these dates and confirm that they can be committed to.</p>	<p><b>DH</b></p>	
	<p><b>2. TOPICS FOR DISCUSSION AND/OR DECISIONS</b></p>		

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#### 2.1 Refreshed Strategy

A report was circulated in advance of the meeting and an extended version of the refreshed strategy was provided for discussion and approval.

JS was thanked for all his hard work undertaken around the refreshed strategy.

In light of the meeting that had taken place on 3 November 2022 between BTF and the Home nations, JS reminded the Board of the option that had been identified during the review process to explore a different organisational solution around all commercial activity. Discussion took place around the current organisational structure and the pros and cons of creating a new entity.

Following this discussion, the background strategy documents are to be shared again with the Board.

It was agreed that when presenting the strategy, great care should be taken to ensure that “swim, bike, run” refers to the various permutations of the three disciplines and does not inadvertently articulate any ambition in relation to the individual disciplines, each of which has its own NGB.

It was noted that the Executive Team are conducting more work around aligning participant and member journeys and that it was important that everyone including the Board work together to achieve this.

The use of “customer” as opposed to “member” was also discussed, and it was noted that it was important to get the terminology right.

Following discussions, the Board approved the content of the Refreshed Strategy.

#### 2.2 Planning for 2023/24

A report and a copy of the Annual Scorecard 2023/24 was circulated prior to the meeting.

It was noted that the Scorecard contained 56 annual objectives from which to track performance and that from these, three strategic priorities had been identified:

- Customer: We will improve our participation and membership proposition to grow engagement and revenue.
- Sport Integrity: We uphold the highest standards of integrity across the sport.

AS

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<ul style="list-style-type: none"><li>• Digital Transformation: We will establish and implement a digital strategy to drive growth in participation, membership, and commercial income.</li></ul> <p>A discussion took place around whether the number of objectives was appropriate considering resources available in the current climate and whether it would be possible to classify them in order of priority.</p> <p>It was identified that producing a dashboard of information for the purpose of the Board might be useful but that the scorecard was a great platform for the Executive team to use.</p> <p>It was agreed that from the 56 objectives, 10 of the most relevant should be identified by the Executive team. This information will be presented to the Board at the next meeting in March.</p> <p>The Board approved the Annual Scorecard 2023/24 on this basis.</p> <p><b>2.3 Home Nation Collaboration</b></p> <p>A report had been circulated prior to the meeting.</p> <p>It was confirmed that the Chair's and CEOs of British Triathlon and the three Home Nations had met in November 2022 and due to financial issues, increased costs and diminishing revenues it was agreed that all three Home Nations have a financial sustainability challenge.</p> <p>It was noted that the priority and focus should be on Membership and doing what is right for the customer, and this was important for all three Home Nations. It was reported that the CEOs are working together to consider aligning the membership process going forward.</p> <p>A discussion took place surrounding Welsh Triathlon and the use of services from Triathlon England and how this would look going forward. It was suggested that Welsh Triathlon had been informed that they would need to pay for the services but that work needs to be done to establish costs and SLA's and what services Triathlon England will provide.</p> <p>It was confirmed that British Triathlon had provided Welsh Triathlon with information and costs relating to various services but that it was impossible to construct SLA's until WT had advised which services it wishes to maintain. This information will be re-shared with MK.</p>	<p><b>AS/Exec Team</b></p> <p><b>AS</b></p>	
<p><b>3. ORGANISATIONAL HEALTH</b></p> <p><b>3.1 Finance (including Economic Crisis)</b></p>		

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A report had been previously circulated.

RA provided a summary of the current financial position and confirmed that the Board will be provided with full Management Accounts going forward.

It was reported that the FY23 Budget was a deficit of (£217k), the current forecast is a deficit of (£101k) which is an improvement of £116k.

It was noted that following commission received from Descente forecasts had improved, but due to Descente's forecasting, future commission was difficult to predict. But the importance of the relationship with Descente was emphasised.

It was confirmed that the "Crisis Group" had met and agreed actions which are being implemented and they are due to meet again shortly to look at the budget and three-year plan.

It was agreed that the worst-case scenario discussed at the previous meeting be included in the budget pack.

AS

### 3.2 People

A report was circulated prior to the meeting.

An overview was provided of what has been happening since the last Board meeting.

It was confirmed that the Remuneration Committee will meet in February to discuss the Pay Review. The Executive Team will submit proposals, offering a tiered pay increase which would offer a higher percentage increase to the lowest paid members of staff. This was welcomed in principle.

AS brought the Boards attention to the recent BBC Wales TV programme, which reported alleged inappropriate behaviour at the Welsh Rugby Union. AS advised that this had been discussed internally to remind everyone of their responsibility to call out any inappropriate behaviour. Staff would also be reminded of the various support channels available.

### 3.3 Governance

A report was circulated prior to the meeting.

The Board approved the amendments to the Disciplinary Policy.

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It was confirmed that the Executive team had conducted a detailed review of the Risk Register and that this will be presented at the next ARG Committee meeting and then the Board for approval.

It was noted that there is work to be done to ensure compliance with the Code for Sports Governance and that Kirsten Fasey will be lead on this.

#### **3.4 Technology Project**

A report was circulated prior to the meeting.

It was confirmed that Nikki Phillips Director of Digital Transformation had been in post for three weeks and had made a great start with formulating a plan but it was recognised that this will take some time.

It was noted that a new third party Data Protection Officer will be appointed to advise and assess on GDPR and Cyber Security.

Nikki is to work with all three Home Nations to formulate a digital strategy.

JS was thanked for all his support all the way through the Technology Project process.

#### **4. FOR INFORMATION**

##### **4.1 Performance**

The report was noted.

A summary was provided surrounding preparation for the Olympics confirming that there is a clear plan in place and that this looks positive.

An update was provided regarding the staff changes within the Performance Team. It was confirmed that exit interviews are being conducted and MK requested a summary report.

##### **4.2 Events**

The report was noted.

It was confirmed that AS, GW and Jonny Hamp had met to discuss the major events.

A discussion took place around the major events for 2023 in Swansea and Sunderland.

It was noted that the deficit position for Swansea had improved slightly and in view of this the event was in a relatively comfortable position to

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<p>go ahead but Sunderland had a bigger budget deficit and presented a challenge.</p> <p>It was agreed that the Board should have a greater understanding and have more visibility of event objectives and of the business model for both major events.</p> <p><b>4.3 Age Group</b></p> <p>The report was noted.</p> <p>It was noted that both World and Europe Triathlon are having difficulties with getting events organised for Age-Group.</p> <p>It was also confirmed that work is being undertaken around the “Discretionary Place Policy” and this will be communicated in due course.</p> <p><b>4.4 Commercial</b></p> <p>The report was noted.</p> <p>The Board approved the amendments to the Commercial Committee Terms of Reference.</p> <p>It was reported that the commercial partner pipeline was good and that the team were working hard to find partners within extremely difficult times.</p> <p><b>4.5 Welfare &amp; Safeguarding</b></p> <p>A report was noted and a response to the recommendations from the Lime Culture and Whyte Review was included.</p> <p>A discussion took place regarding the joint British and Home Nation Safeguarding Strategy and concerns were raised as to whether there are sufficient resources to deliver on this.</p> <p>It was noted that UK Sport and Sport England have published their plan in response to the Whyte Review Sport, detailing various interventions to advance safeguarding and wellbeing in sport.</p> <p>The Board approved the joint British and Home Nation Safeguarding Strategy.</p> <p><b>4.6 Anti-Doping</b></p> <p>The report was noted.</p>	<p><b>AS</b></p>	
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It was asked if the Clean Sport webinar being held in the Spring for Age-Group athletes can be extended to Clubs as well.

#### **4.7 Sustainability**

The report was noted.

The Board approved the Sustainability Commission Terms of Reference.

#### **4.8 ED&I**

The report was noted.

It was reported that Amie Martin Head of Equality, Diversity, and Inclusion started in November and had made a great start.

It was confirmed that the Transgender Policy became effective as of 1 January 2023. World Triathlon are forming a Transgender Working Group and Mike Cavendish has been asked to represent British Triathlon and Europe Triathlon on this group.

It was noted that the Equality, Diversity, and Inclusion action plan is in good shape to comply with the Code of Sports Governance.

#### **4.9 Marketing & Communications**

The report was noted.

It was confirmed that new members of staff were settling in well.

#### **4.10 International Relations**

The report was noted.

It was confirmed that BJ, ND, IH and AS attended Congress in Abu Dhabi in November 2022 and that the Russian Federation attendance was low profile and that they didn't attend the conference itself.

It was noted that the Europe Triathlon Presidents Conference will be taking place in March.

#### **4.11 Triathlon England**

The report was noted.

It was confirmed that the Triathlon England Management Board are due to meet on 25 February.

#### **4.12 Triathlon Scotland**

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No report.

**4.13 Welsh Triathlon**

A report was noted.

It was reported that there had been a large turnover of staff and that external exit interviews had been conducted and following the results of this the Board were considering a report.

It was noted that due to ongoing discussions with the Home Nations relationships were healthy but there was some disruption and concerns amongst staff regarding the work currently being undertaken by and with Triathlon England.

It was agreed that all parties desire an agreement to be in place regarding allocation of work and/or cross charging between TE and WT by the end of March.

**4.14 Triathlon Trust**

The report was noted.

It was confirmed that recruitment for three new independent Trustees was underway.

An update was provided following the Global Triathlon Awards which took place in Nice in which the Trust was designated one of two official charities. It is anticipated that the Trust will receive c.£3000 in respect of this.

Lauren Steadman represented the Trust, and it was noted that both on an official and unofficial level Lauren is a credit to herself and the organisation.

**5. CLOSE**

**5.1 AOB**

Thanks were given to JS as he comes to the end of his term. It was noted that the contribution JS made during his year on the Board had been fantastic and made a real impact.

Thanks was also given to ND who also comes to the end of her term. It was confirmed that it was great that ND will still be involved as an Age-Group Ambassador.



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	<p>It was confirmed that the vacant position on the Board will be advertised imminently.</p> <p>BJ thanked everyone for this attendance and commitment to the Board.</p>	<b>AS</b>	
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