

Meeting of the BTF Board of Directors

Minutes

Friday 29 September 2023



Venue: via Zoom Conference Call

Time: 08:30 – 12:00

Present:

BTF Board: Bill James (BJ) – Chair, Andy Salmon (AS), Debbie Clarke (DEC), Martin Kitchener (MK), Neil Saunders (NS), Richard Ashton (RA), Sameer Pabari (SP) Sara Heath (SH).

Apologies: Gavin Calder (GC), Vicki Holland (VH).

In attendance: Dione Hartley (DH), Edwina McDowall (EM), Ian Howard (IH), Kirsten Fasey (KF), Mike Cavendish (MC), Nikki Phillips (NP).

Items	Responsible	Timings
<p>1. INTRODUCTION</p> <p>BJ welcomed everyone, confirmed the meeting was quorate and gave a brief overview of the agenda.</p> <p>Edwina McDowall was also introduced to the board as the new Independent Non-Executive Director Age-Group and Digital. The board at this point ratified Edwina’s appointment with effect from 29 September 2023.</p> <p>1.1 Apologies for absence</p> <p>Vicky Holland (VH) & Gavin Calder (GC).</p> <p>1.2 Conflicts of Interests & Register of Gifts & Hospitality</p> <p>None.</p> <p>1.3 To approve minutes of meeting held on 25 May 2023 and 22 August 2023.</p> <p>The minutes of both meetings were approved as an accurate record.</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>It was announced that it was the intention of NS to step down from his role on the board in the coming months. He thanked everyone for their</p>		

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<p>support. It was confirmed that recruitment for this role would commence early in 2024.</p>	
<p>2. TOPICS FOR DISCUSSION AND/OR DECISIONS</p> <p>2.1 CEO Recruitment process</p> <p>It was confirmed that the recruitment process for the new CEO had commenced, and that the appointed recruiter was Perrett Laver. Following an assessment day in early November, interviews are expected to be held on 13 November 2023. While it was agreed that the board wanted to move this project at pace, some concern was noted as to the tight time scales set out above and it was agreed that these timescales could be extended if the process required it.</p> <p>A question was asked regarding details of involvement in the selection process, for response after the meeting.</p> <p>BJ agreed to clarify and respond after the meeting</p> <p>2.2 Performance Overview and LA investment process</p> <p>A report was circulated prior to the meeting.</p> <p>A discussion took place surrounding the potential challenges faced for the LA cycle given that UK Sport have advised to plan on the basis of a standstill budget of £11.1m. It was confirmed that due to inflation over the both the last four years and the expected level of inflation over the four years ahead, to do the same as the Paris 2024 cycle would now cost around £14m. The Executive Team were looking closely at this, and it seems self-evident that a significant reduction in expenditure will be required.</p> <p>It was confirmed that the Performance Senior Management Team (SMT) will be formulating a strategic and financial plan to understand what needs to be done to maintain the performance position and what can afford to be done based on the standstill budget.</p> <p>The board were advised that they would be provided with regular updates on this matter.</p> <p>An in-depth discussion took place surrounding the “Pathway “and diminishing resources. It was noted that the success of the UK Sport led System Master Planning initiative and working collaboratively with other NGBs was now even more important.</p> <p>A discussion took place regarding the “Talent Gap” and how collaboration with the Home Nations and the Clubs and Regions is important. The need to develop what we do on this is clear.</p>	<p>BJ</p>

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2.3 Major Events Strategy 2025 - 2028

A report was circulated prior to the meeting.

It was confirmed that a Major Events Strategy for 2025 to 2028 was now required and ideally before Spring 2024. The Board supported the approach outlined and the key considerations. Once the process has been completed, the strategy would be brought back to the board for discussion and consideration.

AS

3. ORGANISATIONAL HEALTH

3.1 2022/23 Performance v Scorecard

A report was circulated prior to the meeting and a summary of the current position was provided.

A conversation took place around the number of objectives. The board felt that this was still high given the current economic climate. It was asked if the Scorecard could be updated to clearly show which objectives are the focus and which will not be progressed for the remainder of 2023.

AS

3.2 Finance

Period 5 Management Accounts

A report was circulated prior to the meeting together with a copy of the Management Accounts for five months ended 31 August 2023.

A detailed review of the current financial position was provided by RA.

It was confirmed that the Executive team were in the process of a full review of the three-year-forecast due to a number of concerns:

- Impact of inflation.
- Reduction in forecasts in respect of Descente commission.
- Increased costs.
- Sector Renewal Grant ending in year 3.
- Requirement to invest in technology.

It was noted that potential upsides to the forecasts were:

- Race Pass income
- Growth in royalties from the Descente relationship.

The refreshed three-year-forecast will be brought back to the next board meeting, this will also include identification of levers which can be used by the new CEO should these become necessary.

AS

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Statutory Accounts for Year Ended 31 March 2023

RA provided a summary of the recent audit process in respect of the year ended 31 March 2023, which had recently been successfully completed without any audit adjustments being required. RA also drew the boards attention to the minutes of the previous Audit, Risk & Governance (“ARG”) meeting which were included with the board papers. This meeting had covered the year end audit, including a presentation by the auditors together with a review of the draft Statutory Accounts for the year ended 31 March 2023 together with draft Directors Letter of Representation. The ARG had suggested a number of edits to both documents which had been completed within the documents contained within the board meeting papers.

The Directors Letter of Representation, which was circulated to the board prior to the meeting, contained a number of “assurances” to enable the board to be comfortable that satisfactory procedures had been completed in order for them to approve the letter.

RA explained in detail the board’s responsibility in respect of making the Going Concern representation and a discussion took place around the Going Concern and how tough the current economic climate is to operate in, however it was noted that the BTF maintained a strong cash position and while there would be a need to keep a close eye on how the finances are managed over the next two/three years, the board approved the Directors Letter of Representation.

The Draft Audited Accounts had been included within the board meeting papers and following a review of this document by RA, he confirmed that he was comfortable with this draft which reflected the comments provided by the ARG and as such the board approved the Statutory Accounts for the year ended 31 March 2023

RA was thanked for all his expertise and his work.

3.3 People

A report was circulated prior to the meeting.

It was reported that the results of the Staff Survey were still being reviewed and discussed in conjunction with staff turnover and further detail will be provided at the next board meeting.

It was confirmed that turnover continues to be a concern. Exit interviews are being carried out to identify any trends and feedback provided to the Line Manager or Executive team when necessary. It was noted that “salary” was a current issue as to why some people are leaving the organisation.

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It was confirmed that interviews had taken place for the Future Leaders Programme and successful staff members have been identified. It was noted that staff who weren't successful have the opportunity to join the Leaders Lite Programme which provides mentoring and support should they wish to reapply in the future.

3.4 Governance

A report was circulated prior to the meeting and the board were asked to approve the following:

Business Continuity Plan.

The board approved this document on the basis submitted.

Amendments to the Articles of Association.

The board confirmed that the Articles amended as shown within the board pack would be put before the AGM in December as an item of special business to be voted on by the members of British Triathlon.

Amendments to the British Triathlon Nominations Committee Terms of Reference.

The board approved the amendments as outlined in the report, subject to a couple of further amendments, to be adopted following approval of the updated Articles at the AGM.

Amendments to the British Triathlon Board Terms of Reference

The board approved the amendments as outlined in the report, subject to a couple of further amendments, to be adopted following approval of the updated Articles at the AGM.

Board Recruitment Policy.

Following a discussion around some of the language used within the Policy, subject to a couple of amendments the policy was approved.

British Triathlon Events Committee Terms of Reference.

The board approved the amendments as outlined in the report.

3.5 Technology

A report was circulated prior to the meeting.

An update was provided regarding the Digital Transformation process.

Some key successes were identified

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- New qualifications launched for coaches.
- Swim Bike Run product launch.
- Cookie Bot introduced– all websites GDPR compliant.
- SharePoint integration was successful.

It was noted that the legacy systems are strained and that there had been four incidents where the systems had crashed in the last four months. It was confirmed that once the “Cloud Migration” had taken place these occurrences will be far less likely, and the systems would become more secure.

It was discussed that the next step in the Digital Transformation process is the Discovery Phase 2, this would include streamlining systems, meeting with departments to review and prioritise key areas and a review of the current technology stack to identify solutions which would require minimum spend to sell the products, generate income whilst being GDPR compliant and secure.

It was noted that a business plan for this next phase is currently being worked on and will be brought back to the next board meeting for discussion and a decision.

3.6 Awards Event / 40th Celebration

A report was circulated prior to the meeting.

It was confirmed that the venue had been booked and marketing and sales had commenced.

A question was raised with regards to the budget for the event and that it was expensive. It was noted that the event was about raising the profile of the sport within the country as well as recognising the fantastic achievements of athletes and volunteers.

4. FOR INFORMATION

4.1 Performance

The report was noted, and a brief update was provided in relation to the qualification and selection process for Paris 2024.

4.2 Events

The report was noted.

4.3 Age Group

The report was noted.

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4.4 Commercial

The report was noted.

4.5 Welfare & Safeguarding

A report was noted.

It was confirmed that Sport England have appointed 20 additional Welfare Officers which was considered a positive step.

4.6 Anti-Doping

The report was noted.

It was noted that the Independent Testing Agency (ITA) was present at all of the athlete's briefings at the World Championships in Pontevedra and is encouraging "whistle blowing" which was considered positive news.

It was also confirmed that British Triathlon had received notification from UKAD that an Assurance Review will be carried out to assess the organisations compliance with the UK National Anti-Doping Policy. It was noted that this was not something for concern.

4.7 Sustainability

The report was noted.

It was confirmed that the Sustainability Strategy was due to be launched on 5 October.

The board approved the updated British Triathlon Environmental Sustainability Strategy Summary which was included with the board report.

A discussion took place around the current Surfers Against Sewage Campaign and the board were asked if they would be comfortable with joining this, if so, AS would write to all the Home Nations and other partners to ask if they would do the same. There were no objections to this from the board.

4.8 ED&I

The report was noted.

4.9 Marketing & Communications

The report was noted.

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It was reported that human resources still continue to be a challenge as it was confirmed that the Head of Marketing will be leaving the organisation.

The new Head of Communications had been appointed but isn't due to start until the end of October.

4.10 International Relations

The report was noted.

An update was provided following the recent Congress in Pontevedra.

It was confirmed that the next World Triathlon Congress will be held on Monday 21 October 2024 in Malaga.

A point was raised that work needs to be done before elections take place for the European Board in 2025 to ensure that British Triathlon have representation.

BJ noted the great work being carried out by the various Committees / Commissions with regards to International Relations.

4.11 Triathlon England

The report was noted.

It was noted that two new board members had been recruited. Lesley Hobley INED Finance and Neil Cooper INED Welfare and Safeguarding.

It was also reported that the Active Skills for Life which was launched on 19 June had landed well and is exciting. It was noted that the early feedback is good.

4.12 Triathlon Scotland

A report was noted.

4.13 Welsh Triathlon

A report was noted.

It was noted that Catherine Roberts had joined Welsh Triathlon as CEO.

A discussion took place surrounding the crisis management protocol for events and the need for this be reviewed and updated in light of the recent incidents and tragedies.

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<p>AS confirmed that this is in progress.</p> <p>4.14 Triathlon Trust</p> <p>The report was noted.</p>	<p>AS</p>	
<p>5. CLOSE</p> <p>5.1 AOB</p> <p><u>Letter received from Event Organiser</u></p> <p>The board was notified that a letter had been received from an Event Organiser which principally referred to allegations of “financial mis-management” of the organisation and issues relating to the introduction of the new “Race Pass”. Board members with responsibility for the particular area’s noted within the letter had been involved in preparing a response to the letter and it was noted that a detailed response had been provided and having received no follow-up to this response letter, the matter was considered closed.</p> <p><u>Date of next meeting.</u></p> <p>It was confirmed that the date of the next meeting will be Saturday 25 November, and this will be held face to face at a venue in Birmingham which is to be confirmed.</p>		