

Summary of Triathlon England/British Triathlon Federation Governance Structure

National associations and the British Triathlon Federation (BTF)

The governing bodies of the sport of triathlon in England, Wales and Scotland are Triathlon England, Welsh Triathlon and Triathlon Scotland respectively. These three organisations are the members of the British Triathlon Federation, which represents triathlon in Great Britain on the international stage. The BTF is also responsible for matters which can only be dealt with by the National Federation as recognised by ITU (International Triathlon Union) such as GB national championships and BTF coordinates certain other functions on behalf of the national associations (such as setting coaching qualification standards).

Each of Triathlon England, Welsh Triathlon and Triathlon Scotland have equal status in respect of the BTF and each appoint one director each (in the case of Triathlon England the representative has, to date, been the Triathlon England Chair). The other directors of the BTF are appointed on a competency basis - all directors are volunteers except for the CEO, who automatically sits on the BTF board by reason of being employed in that position.

Triathlon England

While the BTF, Welsh Triathlon and Triathlon Scotland are limited companies, Triathlon England operates as a division of the BTF.

However, the governance structure of Triathlon England has been designed to replicate the governance, accountability and financial set-up that would have applied had Triathlon England been a separate company. The Triathlon England Regulations are Triathlon England's constitution and can be found via the "About"/"Policy Documents" tabs on the Triathlon England website.

Triathlon England maintains its own accounts on a similar basis to those that would be required if it had been a separate company, and items of expenditure are attributed as appropriate to the BTF or Triathlon England or, where necessary, to Welsh Triathlon or Triathlon Scotland. However, for statutory reporting purposes the BTF and Triathlon England accounts are combined as for that purpose the BTF and Triathlon England are a single entity.

Individual triathletes and triathlon clubs may become "members" of Triathlon England. Membership is a contractual relationship which gives the members certain membership benefits and the right to participate in Triathlon England governance structures.

In addition to the accountability structures outlined below, members are also able to attend and propose business at the Triathlon England AGM, which takes place in November each year.

Triathlon England and BTF funding

Each of Triathlon England and the BTF have their own funding streams. Both parts of the organisation receive grants of public money from Sport England and UK

Sport respectively comprising both lottery and exchequer funding. The BTF also has significant commercial sponsorship income and Triathlon England receives membership subscriptions (both annual and day fees).

Operational relationship between Triathlon England and the BTF

The salaried staff of the BTF are headquartered in Loughborough. The staff can be divided into the following categories:

- Staff who are engaged solely on BTF matters.
- Staff who are engaged solely on Triathlon England matters.
- Staff who are engaged in mix of BTF, Triathlon England, Welsh Triathlon and, in some cases, Triathlon Scotland matters.

Certain of the staff who are engaged either wholly or mainly on Triathlon England matters are badged as Triathlon England staff.

In order to avoid wasteful duplication, the staff are managed for some purposes as one unit by the BTF. There is a Collaboration Agreement negotiated between the BTF Board and the Triathlon England Management Board setting out the basis on which staff will be accountable to the Triathlon England Management Board for English matters via the Director of Triathlon England Operations, who is a salaried member of the BTF staff in Loughborough and who otherwise is ultimately accountable in the BTF staff structure to the BTF CEO.

Triathlon England Regional Committees

Members in each of the nine English regions are entitled to vote in the election of a regional committee. Each regional committee is a separate entity (not formally part of the Triathlon England division of the BTF) with its own constitution and funds. The regional committees have a great deal of freedom in how they foster triathlon in their region, but they all have similar core activities:

- Organisation of a regional talent academy.
- Coordination of a team for the Inter-Regional Championships.
- Representation on the Triathlon England Council.

The regional committees also commonly undertake other activities such as coordinating regional championships and adult or junior races series.

Each regional committee receives limited funding passed on from Triathlon England's Sport England grant.

Triathlon England Council

The Triathlon England Council is made up of a representative from each of the nine regional committees and is led by the President, who is selected from its ranks.

The Council is responsible for the appointment and supervision of the TEMB on behalf of the membership. It also acts as a useful forum for interregional discussion and cooperation. The Council meets a minimum of three times a year - these meetings are usually timed to immediately precede a TEMB meeting. The Chair usually attends Council meetings in order to report on Triathlon England's activities.

Triathlon England Management Board (TEMB)

The TEMB is made up of the following directors:

Chair

3 Council representatives (each representing 3 English regions) 3 Portfolio Directors (Membership, Rules/Events/Technical, Team England) 2 Independent Directors (Finance, Business)

With the exception of the Council representatives, all directors are appointed on a competency basis. All directors are unpaid volunteers.

The TEMB meets at least six times a year. The Director of English Operations (who is not a TEMB member) usually attends TEMB meetings in order to act as a link with the salaried staff who conduct the day to day activities of Triathlon England on behalf of the TEMB.

The TEMB is responsible for:

- establishing policy for the sport of Triathlon in England;
- setting TE's 4 year strategic plans and 1 year operational plans and agreeing these with Council;
- setting TE's annual and 4 year budgets;
- monitoring the performance of triathlon in England against policy, strategy and budgets;
- establish working groups and committees to address delivery of agreed outcomes and key performance indicators; and
- representing the interests of triathlon nationally.

This means that the TEMB is not expected to be responsible for the day to day running of the business of Triathlon England, which for most purposes is conducted by the BTF staff in accordance with policies agreed with the TEMB.

However, the portfolio directors and the independent directors are encouraged to establish appropriate links with the staff and BTF board members so that dialogue and progress occurs between TEMB meetings. For example, close co-operation between the independent directors with the finance portfolios on the BTF board and TEMB is clearly important.

Where TEMB members represent Triathlon England at BTF level (such as when the Events, Rules and Technical director of Triathlon England sits on the relevant BTF committee) that director is able to participate in decision making processes without the need for each decision to be ratified by the TEMB but reports on such activities are made back to the TEMB and major decisions affecting Triathlon England are referred back to the TEMB with a recommendation.

There are currently two TEMB sub-committees (Membership/ Events Rules and Technical) which operate on a basis agreed by the TEMB and are led by the relevant portfolio director.