

# Meeting of the BTF Board of Directors

## Minutes

### Tuesday 14 May 2024



**Venue:** via TEAMS

**Time:** 09:00 – 12:00

**Present:**

**BTF Board:** Bill James (BJ) – Chair, Debbie Clarke (DEC), Edwina McDowall (EM), Martin Kitchener (MK), Richard Ashton (RA), Ruth Daniels (RD), Sameer Pabari (SP), Sara Heath (SH), Tasha Reynolds (TR), Vicki Holland (VH).

**Apologies:** Gavin Calder (GC).

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

<b>Items</b>	<b>Responsible</b>
<p><b>1. INTRODUCTION</b></p> <p>BJ welcomed everyone and confirmed that the meeting was quorate.</p> <p>It was noted that there had been a slight amendment to the order of the agenda to ensure that sufficient time was allocated to discuss key priorities and decisions.</p> <p><b>1.1 Apologies for absence</b></p> <p>Gavin Calder (GC).</p> <p><b>1.2 Conflicts of Interests &amp; Register of Gifts &amp; Hospitality</b></p> <p><b>1.3 To approve minutes of meeting held on 29 February and 21 March 2024</b></p> <p>The minutes of both meetings were approved as an accurate record.</p> <p><b>1.4 Action List</b></p> <p>The action list had been previously circulated and was noted.</p> <p>Action 2.3 on 29 September 2023 – to be carried forward for an interim update at the next meeting on 21 June with a full update to be provided at Septembers meeting.</p> <p>Action 3.1 on 29 September 2023 – it was agreed that this action be removed. It was noted that the Executive Team have been reviewing the key objectives which will form the focus for FY25, and it was felt that the current method was no longer viewed to be an effective tool for reporting to the Board and as such it would be evolved into an improved format.</p>	

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	<p>Action 4.13 on 29 September 2023 – it was confirmed that the Events Crisis procedure was almost finalised and that this would be shared with the Board for approval. It was noted that the Event Crisis plan should also align with the Communication Crisis plan.</p> <p><b>1.5 Other matters arising</b></p> <p>It was confirmed that both Chair and Board Evaluations would be undertaken over the next few months and that responses will be presented at the Board meeting in September.</p> <p>It was asked if the Board Evaluation questionnaire and relevant paperwork could be shared with Welsh Triathlon for information to assist with their Board Evaluation process.</p> <p>Given the topics to be discussed at the September board meeting, it was felt that September’s Board meeting should move to being an “in person” board meeting rather than being online if possible and a follow up email will be circulated to the Board members to confirm their availability for this.</p>	<p>KF</p> <p>BJ/DH</p>
	<p><b>2. ORGANISATIONAL HEALTH</b></p> <p><b>2.1 CEO Report</b></p> <p>A detailed report was circulated prior to the meeting.</p> <p>It was noted that the report was in a new format, and the Board were asked for their feedback following this.</p> <p>It was felt that the report was both clear and concise. The Board asked for areas of “concern” to be highlighted and the current status of any actions to be indicated clearly.</p> <p>It was confirmed that Board Calendar planning was being considered to ensure that sufficient time is allocated for agenda items which require a deeper discussion.</p> <p>It was reported that an update regarding the UK Sport System Master Planning programme will be provided to NGB Chairs and CEO’s on 20 May, the BTF Board will be updated.</p> <p><b>2.2 Finance</b></p> <p>A report was circulated prior to the meeting.</p> <p><u>Management Accounts</u></p>	

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It was noted that the FY24 deficit of (£238k) was £61k better than the FY24 Forecast Deficit of (£299k) that was the basis for the FY25 Budget, therefore the overall financial position was better than expected at the start of FY25.

It was confirmed that BDO had completed its governance audit and overall, the results were positive. They had made 9 recommendations for improvement in the controls and processes at British Triathlon. It was noted that these had all been rated “medium” or “low” and mainly relate to policies. In addition, the report set out a number of governance area’s where British Triathlon were viewed to be exhibiting best practice.

It was confirmed that work is being undertaken to review the current Policy Register as many policies and procedures are currently out of date. An updated Policy Register is to be provided to the Board meeting in September after it has been reviewed and updated at the next Audit, Risk & Governance Committee meeting, which is currently scheduled to take place on 4 July.

KF

### 2.3 People and Governance

A report was circulated prior to the meeting.

#### Audit, Risk & Governance (“ARG”) Committee

It was noted that the last ARG Committee meeting was held on 17 April and the minutes of that meeting were included within the board papers.

#### People

It was noted that levels of staff turnover continue to be a concern, and that understanding the reasons and comparable benchmarks across the sector should be a priority.

It was confirmed that feedback from staff exit surveys indicated that we have lost several individuals to higher salary, or for greater flexibility. It was noted that flexible working practises are currently being reviewed.

#### Governance

The Board ratified the change in Sara Heath’s portfolio to Sport Integrity for an interim period of six months.

The Board approved the amended Board Terms of Reference subject to a slight amendment to the wording on *page 5 “The Board shall at all times act in accordance with “key” British Triathlon policies.* It was felt the word “key” should be removed.

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The Board approved the amended ARG Committee Terms of Reference.

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The Board approved the amended Reserves Policy.

It was felt that Health and Safety should be included as a standard agenda item at future board meetings.

#### **2.4 Technology**

A report had been circulated prior to the meeting.

It was reported that an attempted cyber-attack which had been made on the Super Series website had been successfully prevented and since this, extra security measures have been put in place.

It was confirmed that a Cyber Insurance policy had been put in place and that the Incident Management Plan is currently being reviewed.

It was noted that the Digital Transformation Project and the requirement to update the current technology stack was still important and the Board were thanked for their patience with regards to this.

### **3. TOPICS FOR DISCUSSION AND/OR DECISIONS**

#### **3.1 Membership – Strategy & Status Update**

A copy of the Membership Strategy 2024/25 had been circulated to the Board prior to the meeting.

An overview of the key principles of the strategy was provided and the Board thanked HM and the team for all their hard work in moving the strategy forward.

A discussion took place with regards to the Race Pass.

It was noted that the current “member benefits” offer was being reviewed and it was discussed that the level and type of insurance being offered should be relevant to the membership package being purchased.

A discussion took place as to whether membership should be made mandatory for everyone competing at events. It was felt that there would need to be a robust Club Management System in place but something which could be considered in the future.

#### **3.2 Paris 2024 – Plan & Opportunity**

A copy of the presentation had been circulated to the Board prior to the meeting.

The importance of ensuring that we are ready to leverage all opportunities during and after the Games was discussed.

### Performance

An overview of the report was circulated prior to the meeting and an update following the racing at Yokohama was provided.

A discussion took place regarding the selection process for both the Olympics/Paralympics and the dates when selection would be announced.

Athlete wellness following this process was also discussed and it was advised that lots of work was being undertaken in this area to ensure athletes are properly supported whatever the outcome.

### **3.3 Commercial – what needs to be different**

A verbal update was provided to the Board.

A discussion took place around why the commercial partner pipeline was light and various factors contributing to this were identified.

It was confirmed that the team would be working on producing a robust commercial strategy considering a different approach to leverage the opportunities following Paris 2024.

It was noted that although market conditions were still difficult, there were still opportunities and having a different approach with a clear proposition would help but due to limited resources the need to be agile was important.

It was also noted that both the Commercial and Major Event strategy would need to work hand in hand.

It was confirmed that the strategy would be presented to the Board for review once available.

### **3.4 KPI's – What and Why**

A discussion took place regarding KPI's and the best way of recording and reporting the information.

It was noted that the number of KPI's needs to be considered and ensure each objective/target has a baseline with any trends also being highlighted.

It was noted that the list needs to be concise, easy to understand and that the data produced is meaningful and a visual dashboard would be ideal.

It was confirmed that the Executive Team are in the process of reviewing the KPI's and this was alongside the following key strategic areas:

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- Community Engagement (members, coaches, event organisers, technical officials).
- Paris 2024 – winning & ensuring opportunities are leveraged pre-during & post Games.
- Revenue – membership and commercial.

It was noted that the key enablers to achieving the objectives was to have the right people, culture, ways of working and technology.

#### 4. FOR INFORMATION

##### 4.1 Performance

The report was noted, and this was covered in item 2.2 of the agenda.

##### 4.2 Events

The report was noted.

It was confirmed that a Gold Pin Awards ceremony is being organised to take place on the Friday before the WTPS event in Swansea and Nirvana had kindly offered to contribute to the costs of logistics and accommodation for the nominees.

It was noted that all nominees are in the process of being contacted and this has been well received, highlighting the importance of recognising and rewarding volunteers.

##### 4.3 Age Group

The report was noted.

It was confirmed that the Age Group championships and qualifiers were underway, and the team were thanked for all their hard work.

It was reported that the concerns raised following World Triathlons amendment to their insurance requirements for World Triathlon events, which now requires that all athletes must have personal insurance coverage guaranteed by their National Federation is currently being discussed with clarification being sought from the insurance brokers and World Triathlon.

##### 4.4 Commercial

The report was noted.

The new format of the report was welcomed by the Board.

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<p>It was confirmed that the contract with Descente was in progress and the team had held meetings in Japan last week.</p> <p><b>4.5 Sport Integrity</b></p> <p>The report was noted.</p> <p>It was confirmed that the outcome of the Assurance framework review by UK Anti-Doping had been received, receiving four minor actions which have now been dealt with.</p> <p><u>Workforce Safeguarding Training Compliance</u> The Board asked for clarification regarding the figures provided in the report by Triathlon Scotland with regards to the “Number of active coaches/leaders/activators that are compliant” as this seemed low in comparison to Triathlon England and Welsh Triathlon.</p> <p>The Board asked for the definition of an Advice, Level 1, and Level 2 case to be circulated.</p> <p>It was agreed that “Safeguarding” due to its sensitive nature should remain as a separate agenda item and paper. SH is to work with Kirsten Fasey and Linda Haywood to discuss what needs to be included within the report.</p> <p>It was confirmed that a revision of Safeguarding training should be undertaken by all Board members.</p> <p><b>4.6 Social Impact</b></p> <p>The report was noted.</p> <p><b>4.7 Marketing &amp; Communications</b></p> <p>The report was noted.</p> <p>It was confirmed that following the launch of the Clean Water Sport Alliance on the 30 April, coverage had reached 132 million views across the BBC and online platforms which reflected the interest in the topic as well as a collective voice working together.</p> <p><b>4.8 Triathlon England</b></p> <p>The report was noted.</p> <p>It was confirmed that formal exit interviews for departing Board members are due to commence.</p> <p><b>4.9 Triathlon Scotland</b></p>	<p><b>Steve Paige/Linda Haywood</b></p> <p><b>KF</b></p> <p><b>KF</b></p> <p><b>KF</b></p>
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	<p>The report was noted.</p> <p><b>4.10 Welsh Triathlon</b></p> <p>The report was noted.</p>	
	<p><b>5.1 AOB</b></p> <p>None.</p>	