

# Meeting of the BTF Board of Directors

## Minutes

### Thursday 29 February 2024



**Venue:** via Zoom Conference Call

**Time:** 09:00 – 12:30

**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) (part attendance).

**Apologies:** Gavin Calder (GC), Neil Saunders (NS).

**In attendance:** Anne Vinestock (AV), Dione Hartley (DH), Eve Joseph (EV), Helen Marney (HM), Ian Howard (IH), Kirsten Fasey (KF), Nikki Phillips (NP), Steve Watmough (SW).

Items	Responsible	Timings
<p><b>1. INTRODUCTION</b></p> <p>BJ welcomed everyone, confirmed the meeting was quorate and gave a brief overview of the agenda.</p> <p>BJ welcomed RD to her first meeting.</p> <p><b>1.1 Apologies for absence</b></p> <p>Gavin Calder (GC), Neil Saunders (NS).</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 25 November 2023.</b></p> <p>The minutes of the meeting were approved as an accurate record with some minor amendments.</p> <p><b>1.4 Action List</b></p> <p>It was decided that the action list would be reviewed after the meeting between BJ and RD.</p> <p><b>1.5 Other matters arising</b></p> <p>It was noted that it was to be NS last Board meeting before stepping down from his role. NS was thanked for all his hard work and support over the last few years.</p>		

# Meeting of the BTF Board of Directors

## Minutes

### Thursday 29 February 2024



## 2. TOPICS FOR DISCUSSION AND/OR DECISIONS

### 3.1 State of the Nation – CEO update

**Item 3.1 of the agenda was moved in order to provide context for the FY25 Budget discussion.**

An overview and initial thoughts following RD's first month in the role as CEO were shared with the Board.

BJ and DEC were thanked for all their support during this time, and it was noted that everyone both inside and outside the organisation had been both welcoming and supportive.

It was confirmed that RD planned to share her more developed thoughts at the next Board meeting in May for discussion.

RD noted that she was happy to follow up with any Board member who has any questions regarding her initial thoughts in the meantime.

### 2.1 FY25 Budget – Process & Initial Indicators

An overview of the paper circulated to the Board prior to the meeting was provided.

The Board thanked AV, RA, BJ, DEC, and RD for all their time and hard work with producing such an in depth and clear report.

It was noted that the papers had been presented to the Board for discussion and no approval is required until the Budget meeting which is being held in March.

A discussion took place around the reserves position. It was confirmed that the main driver for the reduction in the reserves position in the FY26 Plan was due to increased costs and the lack of growth forecast in membership and commercial revenues.

In light of this it was clear that plans for increasing revenue through membership and commercial partnerships would be a priority. An overview was given regarding the risks and possible actions identified for the FY25 Budget and the FY26 and FY27 Plan. This included a number of options for possible cost savings. The identified possible actions were discussed by the Board.

It was noted that focus on key deliverables would be prioritised given the current landscape and financial landscape. The Board agreed this must be the approach to ensure that the organisation remains sustainable.

The Home Nations were asked for their comment:

# Meeting of the BTF Board of Directors

## Minutes

### Thursday 29 February 2024



DEC advised that similar discussions regarding members, events and participation will be taking place at the next TEMB when they meet on 2 March

MK confirmed that similar conclusions were made at the Welsh Triathlon Board meeting and agreed that the focus needs to be around the purpose of the organisation.

It was noted that the Board will meet on the 21 March to ask any remaining questions regarding the FY25 Budget with formal approval being sought on 27 March or before.

#### **2.2 Technology Transformation Project**

A report was circulated prior to the meeting.

It was noted the paper was to provide the Board with an update on the current status of the project with the opportunity to ask questions. It was confirmed that no decisions were required at this meeting.

The difficulties as to affordability were noted by Welsh Triathlon, but it was stressed that they believe the current systems are unable to support the things they want to do in terms of growing membership etc. and they are not sure how long they are able to wait for the changes to happen.

It was noted of the intention that the business case (which will include recommendations and an investment case) will be brought back to the Board when ready.

The Board confirmed that the business case needs to be clear about what can be done and what change it can deliver.

It was agreed that the Board supports the need for technology investment, and whilst funding this will be a challenge, looks forward to seeing the business case. It was also noted that it is important to pursue (non-tech) tactical and operational changes to support membership plans.

BJ offered support to the team in creating the business case.

#### **2.3 Diversity and Inclusion Action Plan (DIAP)**

A copy of the proposed DIAP was circulated to the Board prior to the meeting for review and discussion.

It was confirmed that ED&I has now been included within the Sport England Code of Sports Governance and that all NGBs are now required to submit a yearly Action Plan depicting their plans which will be published, but that the whole report does not need to be published.

**Meeting of the BTF Board of Directors**  
**Minutes**  
**Thursday 29 February 2024**



<p>A background of how the plan had been formulated was given.</p> <p>The key focus areas were as follows:</p> <ul style="list-style-type: none"> <li>• Children and Young People</li> <li>• Increasing Ethnic Diversity across the workforce and leadership</li> <li>• Improving Accessibility Provision at events</li> </ul> <p>It was identified that obtaining more accurate and reliable data from across the sport was important in order to be more specific in the coming years on where the gaps are and where improvements need to be made.</p> <p>Following discussion, it was confirmed that it was important that the actions must be clear, and focus should remain on the key actions that are necessary to meet the requirements set out in the Code of Sports Governance whilst also improving ED&amp;I.</p> <p>It was confirmed that the Action Plan will be further reviewed by EJ and KF to ensure that all actions are relevant and realistic and the differences between what we need to do and the aspirations are identified.</p> <p>The final version of the DIAP will be shared with the Board for review prior to submission on 24 March.</p> <p>EJ was thanked for all her hard work on producing such a comprehensive plan.</p>	<p><b>EJ/KF</b></p>	
<p><b>3. ORGANISATIONAL HEALTH</b></p> <p><b>3.2 Finance</b></p> <p>A report was circulated prior to the meeting. This was also discussed in item 2.1 earlier in the agenda.</p> <p><b>3.3 People</b></p> <p>A report was circulated prior to the meeting.</p> <p><b>3.4 Governance</b></p> <p>A report was circulated prior to the meeting.</p> <p>The Board were asked to approve the following:</p> <p>Ratify the appointment of Ruth Daniels as a director with effect from 29 January 2024 – Approved by the Board</p>		

**Meeting of the BTF Board of Directors**  
**Minutes**  
**Thursday 29 February 2024**



<p>Ratify the appointment of Kirsten Fasey as Company Secretary with effect from 29 January 2024 – Approved by the Board.</p> <p>Ratify the appointment of Debbie Clarke for second term of four years with effect from 30 March 2024 – Approved by the Board.</p> <p>Ratify the appointment of Bill James as Chair for a second term of four years with effect from 25 April 2024 (subject to a maximum tenure of 12 years on the board, ending 31 December 2026) – Approved by the Board.</p> <p>It was also noted that Gary Adey, Chair of the Triathlon Trust had agreed to stand for a further three-year term on its Board.</p> <p><b>3.5 Technology</b></p> <p>A report was circulated prior to the meeting. This was also discussed in item 2.2 earlier in the agenda.</p>		
<p><b>4. FOR INFORMATION</b></p> <p><b>4.1 Performance</b></p> <p>The report was noted.</p> <p>It was reported that the Performance team are currently in Australia and will be heading over to Abu Dhabi for competition next week.</p> <p><b>4.2 Events</b></p> <p>The report was noted.</p> <p>The Board asked for further clarification and context around the table of figures provided around the budget for WPTS Swansea 2024 which were provided in the report.</p> <p><b>4.3 Age Group</b></p> <p>The report was noted.</p> <p>The Board were thanked for committing their time to attending the British Championship events in 2024.</p> <p><b>4.4 Commercial</b></p> <p>The report was noted.</p> <p>It was confirmed that the Heads of Terms had been received from Descente which is positive news.</p>	<p><b>MC</b></p>	

**Meeting of the BTF Board of Directors**  
**Minutes**  
**Thursday 29 February 2024**



<p>RD confirmed the importance of building relationships was key to all partnerships.</p> <p><b>4.5 Welfare &amp; Safeguarding</b></p> <p>A report was noted.</p> <p><b>4.6 Anti-Doping</b></p> <p>The report was noted.</p> <p><b>4.7 Sustainability</b></p> <p>The report was noted.</p> <p>A copy of The Clean Water Sports Alliance Vision was circulated to the Board within the Board Pack prior to the meeting. The Board asked for clarification regarding the figures provided for the number of events hosted per year by each NGB and asked should all permitted events and not just major events be reported and if not is this in line with data provided from other NGBs.</p> <p><b>4.8 ED&amp;I</b></p> <p>The report was noted. This was also discussed during item 2.3 earlier in the agenda.</p> <p><b>4.9 Marketing &amp; Communications</b></p> <p>The report was noted.</p> <p>It was confirmed that Jenny Spencer, the new Head of Marketing was due to commence her role on the 5 March.</p> <p><b>4.10 International Relations</b></p> <p>A verbal update was provided by IH.</p> <p>It was noted that the Europe Triathlon Conference had taken place in Prague on the 16 February which was well attended by British Triathlon.</p> <p>Dave Ellis was nominated for the award: Male Paratriathlete of the year and Howard Vine was nominated for the award: Technical Official of the year.</p> <p>It was also confirmed that planning and organising was underway for events to be held in Paris.</p> <p><b>4.11 Triathlon England</b></p>	<p>EJ</p>	
---	-----------	--

**Meeting of the BTF Board of Directors**  
**Minutes**  
**Thursday 29 February 2024**



<p>The report was noted.</p> <p><b>4.12 Triathlon Scotland</b></p> <p>No update was provided from Triathlon Scotland.</p> <p><b>4.13 Welsh Triathlon</b></p> <p>The report was noted.</p> <p><b>4.14 Triathlon Trust</b></p> <p>The report was noted.</p> <p>It was confirmed that a Press Release regarding the re-launch of the Trust and its key Aims and Ambitions for the future had been published on the 28 February.</p> <p>BJ is to formally invite Gary Adey, Chair of the Triathlon Trust to the WTPS event taking place in Swansea in June.</p>	<p><b>BJ</b></p>	
<p><b>5. CLOSE</b></p> <p><b>5.1 AOB</b></p> <p><u>Change of registered office address</u></p> <p>The Board approved the request to change the registered office address with immediate effect to: Michael Pearson East, 1 Oakwood Drive, Loughborough, Leicestershire, LE11 3QF from the PO Box address following notification received from Companies House.</p>		