



ANNUAL



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REPORT



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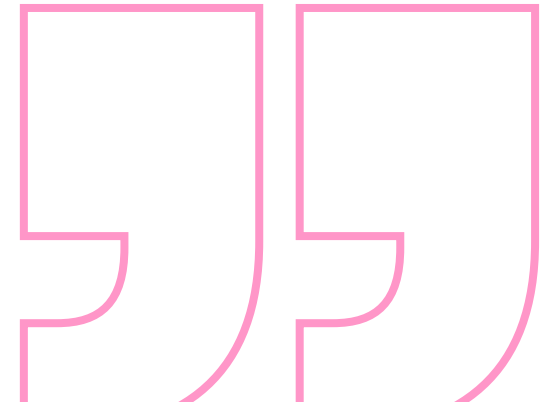
Bill James

Chair, British Triathlon

A handwritten signature of Bill James in black ink, written in a cursive style.

The annual report is firstly a statement on British Triathlon as an organisation. It also provides the opportunity for us to pause and reflect on the year's sporting achievements and milestones.

This year is no different and it is my honour to provide this welcome to the 2023 British Triathlon Annual Report on behalf of the Board.



British Triathlon Annual Report 2023

It's been another busy year in the world of swim, bike, run and, whilst there have been challenges, it is one that has given us plenty to celebrate. Starting with some of the more recent successes, 2023 has enabled us to celebrate world champions, with Dave Ellis and his guide Luke Pollard being crowned PTVI world champions in Pontevedra for the third time together and Dave's sixth time overall. The consistency that both have shown over the years is tremendous to see and their partnership and friendship is no doubt a contributing factor to their ongoing success.

Beth Potter was also crowned world champion in Pontevedra having come out on top in four races this year. She was challenged all the way by Cassandre Beaugrand of France and gave us another reason to celebrate in Spain by taking the win to secure the World Triathlon Championship Series title. Beth's story is such an encouraging one for us all as she has openly commented on the challenges she faced when first transitioning to triathlon from track running, but her determination and the support of those around her has helped her race to the top of the world.

Chair's Welcome



Talking of world champions, I think everybody connected with the sport in Great Britain was thrilled to see Lucy Charles-Barclay claim her first Ironman World title in Kona in October, especially after so many near misses in previous years. Our warmest congratulations go to Lucy and her support team.

One of the attractions of our sport is the variety of formats and opportunities and it is great to see so many British athletes excelling on the world stage, whether that be over long distance racing or the fast and furious formats brought to us by Super League Triathlon. It was fantastic to see Kate Waugh's victory in this shorter mixed format added to the list of British success this year.



Our sport is at its best when it brings the whole community together. While I didn't make it onto the podium, it was a great experience for me to be one of many who had qualified to represent Great Britain in Age Group racing in Pontevedra and to feel the community buzz that these events bring. The Championship Finals were a shining example of this as elite triathlon and paratriathlon shared the same venue as the British Triathlon Age Group Team. The world championships in aquabike, super sprint and standard distance triathlon were competed in Pontevedra, with numerous British Triathlon members racing and crossing the finish line to also be crowned world champion.



British Triathlon Annual Report 2023

There was a familiar story of success at the Test Event for the Olympic and Paralympic Games where Beth and Dave and Luke also took the wins, as did Alex Yee. There was also silver medal success for Claire Cashmore in the Women's PTS5 paratriathlon racing and the mixed relay triathlon team of Beth, Alex, Kate Waugh and Barclay Izzard. The Test Event for the Games is always a milestone moment because it not only marks a year to go, but also shows us what we can expect from the main events. The triathlon and paratriathlon course highlights the most iconic venues in Paris. It was really exciting to see our athletes leading the way down the Champs Elysees, past the Grand Palais and most importantly, over the finish line on Pont Alexandre III.

Chair's Welcome



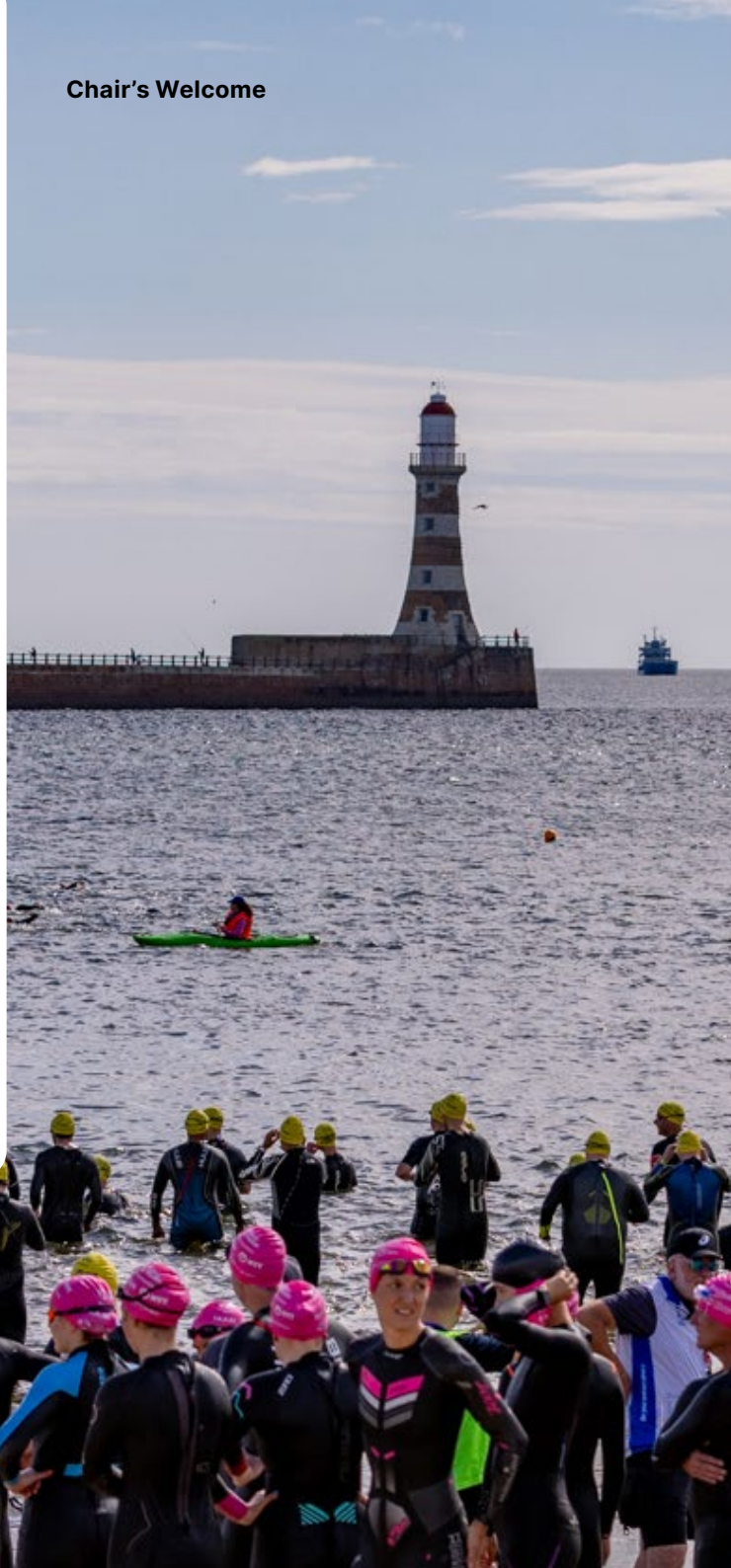
British Triathlon Annual Report 2023

Here on our own shores, it was my pleasure to attend both 2023 World Triathlon Para Series Swansea and AJ Bell 2023 World Triathlon Championship Series Sunderland this summer, witnessing once again the joy and community that comes through participation in swim, bike, run.

These events bring together the best in the world and in the case of Sunderland, the full breadth of grassroots participation in Britain to the same destination to take part. Whilst there was a mixture of goals being targeted, completing a first triathlon, qualifying for the Age Group Team, or to gain Olympic or Paralympic qualification points, Swansea and Sunderland had something for everyone both on and off the course.

These events wouldn't be possible without the great work of the British Triathlon events and wider staff team, as well as the hundreds of volunteers and various partner organisations involved. Unfortunately it isn't possible to host a World Triathlon Championship Series race in 2024, but I'm delighted we'll be returning to South Wales in June to host a Para Series race in the build-up to Paris.

Chair's Welcome





Away from the racing, this year has also seen British Triathlon launch its sustainability strategy, 'Endurance 2040+'. This was launched in October off the back of the Sport Positive Summit in London, with British Triathlon affirming its stance to lead the sport in being fit for the future. The strategy has three priorities for the organisation: a commitment to tackle the climate challenge and become net-zero by 2040; action to restore and preserve water and air quality; and the promotion of responsible production and consumption across the sport. As the national governing body in Britain, it is important for us to set an example and support the sport's wider landscape in being more sustainable and, as part of triathlon's global community, to play our part in leading the conversation and action at the international level.

[Read Endurance 2040+ here >](#)

Chair's Welcome

Having celebrated 40 years of British Triathlon at the end of 2022, this year marks 40 years since the first national championships took place.

There is a lot to look forward to over the coming 12 months, most strikingly the Olympic and Paralympic Games in Paris. This standout moment provides a real spotlight for the sport, and I hope you enjoy being part of a sport that has such a rich Games history and a very bright future. The new year will also see us welcome a new CEO as we say thank you and goodbye to Andy Salmon who has led the organisation since 2017. He has navigated challenging times and overseen much cause for celebration, and we wish him all the best with his new role at Swim England.

Whatever your involvement in swim, bike, run has been and will be in the future, thank you for being a part of the community and I hope you continue to have an enjoyable time in the sport.





ROLL OF HONOUR

ELITE TRIATHLON MEDAL WINNERS 2023

EUROPE TRIATHLON

2023 Europe Triathlon Championships

2023 Europe Triathlon Championships Madrid

Elite Men	Jonathan Brownlee	Silver
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2023 Europe Triathlon Championships

2023 Europe Triathlon Sprint & Relay Championships Balikesir

Junior Women	Bethany Cook	Silver
Elite Women	Jessica Fullagar	Bronze
U23 Men	Hamish Reilly	Bronze
U23 Women	Jessica Fullagar	Silver
Mixed Relay	Hamish Reilly Tilly Anema Samuel Dickinson Jessica Fullagar	Gold

2023 Europe Triathlon Cup

2023 Europe Triathlon Cup Caorle

Elite Men	Connor Bentley	Gold
Elite Men	Ben Dijkstra	Silver
Elite Women	Sian Rainsley	Silver



2023 Europe Triathlon Cup (Continued)

2023 Europe Triathlon Cup Olsztyn

Elite Men	Connor Bentley	Gold
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2023 Europe Triathlon Cup Rzeszów

Elite Women	Hollie Elliott	Bronze
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2023 Europe Triathlon Cup Wels

Elite Men	Hugo Milner	Bronze
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2023 Europe Triathlon Cup and Mediterranean Championships Ceuta

Elite Women	Hollie Elliott	Bronze
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2023 Europe Triathlon Cup Alanya

Elite Women	Tilly Anema	Silver
Junior Women	Emily Crookes	Gold

2023 Europe Triathlon Junior Cup Tabor

Junior Women	Antonia Jubb	Silver
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2023 Europe Triathlon Junior Cup Riga

Junior Men	Oliver Mills	Gold
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2023 Europe Triathlon Cup Yenisehir

Elite Women	Annabel Morton	Gold
Elite Men	Marcus Dey	Silver



WORLD TRIATHLON

Olympic Games Test Event Paris

2023 World Triathlon Olympic Games Test Event Paris

Elite Men	Alex Yee	Gold
Elite Women	Beth Potter	Gold

2023 World Triathlon Mixed Relay Series Paris

Mixed Relay	Barclay Izzard Kate Waugh Alex Yee Beth Potter	Silver
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2023 World Triathlon Championship Series

2023 World Triathlon Championship Series Abu Dhabi

Elite Men	Alex Yee	Gold
Elite Women	Beth Potter	Gold
Elite Women	Sophie Coldwell	Silver

2023 World Triathlon Championship Series Yokohama

Elite Women	Sophie Coldwell	Gold
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2023 World Triathlon Championship Series Cagliari

Elite Women	Georgia Taylor-Brown	Gold
Elite Men	Alex Yee	Gold



2023 World Triathlon Championship Series
(Continued)

2023 World Triathlon Championship Series Montreal

Elite Women	Beth Potter	Gold
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2023 World Triathlon Sprint & Relay Championships Hamburg

Elite Men	Alex Yee	Bronze
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Elite Women	Beth Potter	Silver
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2023 World Triathlon Championship Series Sunderland

Mixed Relay	Barclay Izzard Beth Potter Max Stapley Jess Fullagar	Silver
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2023 World Triathlon Championship Finals
Pontevedra

Elite Women	Beth Potter	Gold
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Elite Women	Kate Waugh	Silver
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2023 World Triathlon Cup

2023 World Triathlon Cup Yeongdo

Elite Men	Max Stapley	Silver
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2023 World Triathlon Cup Tongyeong

Elite men	Sam Dickinson	Bronze
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2023 World Triathlon Cup Miyazaki

Elite Men	Hugo Milner	Gold
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2023 Krakow-Malopolska European Games

Mixed Relay	Barclay Izzard Sophie Alden Connor Bentley Sian Rainsley	Silver
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SUPER LEAGUE

2023 Arena Games Triathlon

2023 Arena Games Triathlon Finals London powered by Zwift

Elite Women	Beth Potter	Gold
Elite Men	Jack Stanton-Stock	Bronze
Elite Women	Olivia Mathias	Silver

2023 Super League Triathlon's Championship Series

2023 Enduro London

Elite Men	Alex Yee	Gold
Elite Women	Sophie Coldwell	Silver
Elite Men	Jonny Brownlee	Silver

2023 Triple Mix Toulouse

Elite Women	Kate Waugh	Gold
Elite Men	Jonny Brownlee	Silver

2023 Enduro Neom

Elite Women	Kate Waugh	Silver
Elite Men	Alex Yee	Bronze



Professional Triathletes Organisation: PTO

PTO European Open

Elite Women	Lucy Charles-Barclay	Bronze
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Challenge

2023 Clash Miami

Elite Women	Lucy Byram	Gold
Elite Men	Thomas Bishop	Silver

2023 Challenge Puerto Varos

Elite Men	Thomas Bishop	Gold
Elite Women	Lucy Byram	Gold
Elite Women	Laura Siddall	Bronze

2023 Challenge Gran Canaria

Elite Women	Megan McDonald	Bronze
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2023 Challenge 'The Championship' Samorin

Elite Women	India Lee	Gold
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2023 Challenge Salou

Elite Men	David McNamee	Silver
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2023 Challenge Geraardsbergen

Elite Women	Megan McDonald	Bronze
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2023 Challenge 'The Championship' Samorin

Elite Women	India Lee	Gold
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2023 Challenge Salou

Elite Men	David McNamee	Silver
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2023 Challenge Geraardsbergen

Elite Men	Joe Skipper	Bronze
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2023 Challenge Wales

Elite Men	Thomas Bishop	Gold
Elite Women	Lucy Byram	Gold
Elite Men	Harry Palmer	Silver
Elite Women	Lizzie Rayner	Silver
Elite Men	Liam Lloyd	Bronze

2023 Challenge Walchsee

Elite Men	Thomas Bishop	Silver
Elite Women	Lucy Buckingham	Silver
Elite Women	Lucy Byram	Bronze



Challenge (Continued)

2023 Challenge London

Elite Women	Fenella Langridge	Gold
Elite men	James Teagle	Silver
Elite Men	Joshua Lewis	Bronze

2023 Challenge Almere

Elite Men	Kieran Lindars	Silver
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2023 Challenge Samarkand

Elite Women	Emma Pallant-Browne	Silver
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2023 Challenge Barcelona

Elite Men	Alistair Brownlee	Silver
Elite Women	Lucy Buckingham	Silver

2023 Challenge Peguera Mallorca

Elite Men	Alistair Brownlee	Bronze
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IRONMAN

2023 IRONMAN South Africa

Elite Women	Fenella Langridge	Silver
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2023 IRONMAN 70.3 Lanzarote

Elite Women	India Lee	Silver
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2023 IRONMAN 70.3 Oceanside

Elite Women	Kat Matthews	Bronze
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2023 IRONMAN Texas

Elite Women	Kat Matthews	Gold
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2023 IRONMAN 70.3 Marbella

Elite Women	Nikki Bartlett	Gold
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IRONMAN (Continued)

2023 IRONMAN Lanzarote

Elite Women	Lydia Dant	Gold
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2023 IRONMAN 70.3 Kraichgau

Elite Women	Lucy Charles-Barclay	Silver
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2023 IRONMAN 70.3 Pays d'Aix

Elite Women	Emma Pallant-Browne	Gold
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2023 IRONMAN 70.3 Pays d'Aix

Elite Women	Emma Pallant-Browne	Gold
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2023 IRONMAN 70.3 Boulder

Elite Women	Holly Lawrence	Silver
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2023 IRONMAN 70.3 Staffordshire

Elite Men	James Teagle	Gold
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Elite Men	Joshua Lewis	Silver
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Elite Men	Benjamin Goodfellow	Bronze
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2023 IRONMAN 70.3 Warsaw

Elite Women	Lucy Buckingham	Gold
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2023 IRONMAN 70.3 Elsinore

Elite Women	Kate Curran	Bronze
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2023 IRONMAN 70.3 Andorra

Elite Women	Emma Pallant-Browne	Silver
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2023 IRONMAN 70.3 Swansea

Elite Women	Emma Pallant-Browne	Gold
-------------	---------------------	------

Elite Women	Nikki Bartlett	Silver
-------------	----------------	--------

2023 IRONMAN Lake Placid

Elite Women	Emma Pallant-Browne	Gold
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2023 IRONMAN 70.3 Tallinn

Elite Women	Emma Pallant-Browne	Gold
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2023 IRONMAN 70.3 Tallinn

Elite Women	Emma Pallant-Browne	Gold
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IRONMAN (Continued)

2023 IRONMAN Sweden

Elite Women	Susie Cheetham	Bronze
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2023 IRONMAN 70.3 Ireland

Elite Women	Abigail Bedwell	Silver
Elite Women	Rosie Weston	Bronze

2023 IRONMAN 70.3 World Championships

Elite Women	Kat Matthews	Silver
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2023 IRONMAN 70.3 Poznan

Elite Men	Thomas Davis	Bronze
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2023 IRONMAN Wales

Elite Women	Nikki Bartlett	Gold
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2023 IRONMAN Italy

Elite Men	David McNamee	Gold
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2023 IRONMAN 70.3 Knokke-Heist

Elite Women	Lucy Buckingham	Gold
Elite Women	Lizzie Rayner	Silver
Elite Men	Harry Palmer	Bronze

2023 IRONMAN Hawaii (World Championships)

Elite Women	Lucy Charles-Barclay	Gold
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ROLL OF HONOUR

ELITE PARATRIATHLON MEDAL WINNERS 2023



2023 World Triathlon Para Series

2023 World Triathlon Para Series Yokohama

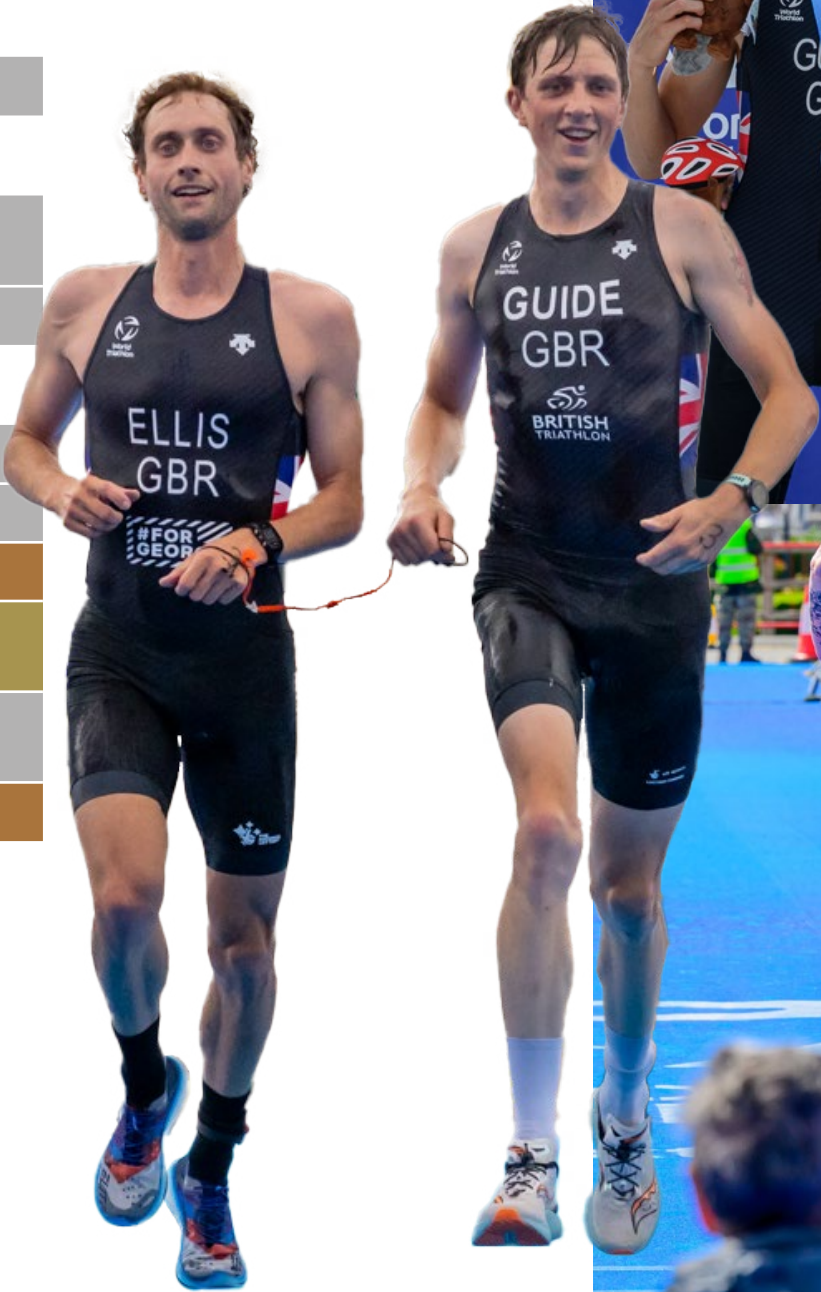
PTS3 Men	Colin Wallace	Silver
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2023 World Triathlon Para Series Montreal

PTVI Men	Oscar Kelly Guided by Charlie Harding	Silver
PTS5 Women	Lauren Steadman	Silver

2023 World Triathlon Para Series Swansea (Aquathlon)

PTS4 Women	Hannah Moore	Silver
PTS5 Women	Claire Cashmore	Silver
PTS5 Women	Lauren Steadman	Bronze
PTVI Men	Dave Ellis Guided by Luke Pollard	Gold
PTVI Men	Oscar Kelly Guided by Charlie Harding	Silver
PTWC Women	Melissa Nicholls	Bronze



2023 Europe Triathlon Championships

2023 Europe Triathlon Championships Madrid (Duathlon)

PTS5 Men	Michael Salisbury	Bronze
PTVI Men	Dave Ellis Guided by Luke Pollard	Silver
PTWC Women	Melissa Nicholls	Silver
PTS4 Women	Hannah Moore	Bronze
PTS5 Women	Claire Cashmore	Gold

2023 World Triathlon Para Cup

2023 World Triathlon Para Cup Besancon

PTS4 Men	Michael Taylor	Bronze
PTS5 Women	Lauren Steadman	Silver

2023 World Triathlon Para Cup A Coruna

PTS2 Men	Louis Rolfe	Bronze
PTS5 Women	Claire Cashmore	Gold
PTS4 Women	Hannah Moore	Gold
PTWC Men	Joshua Landmann	Bronze
PTWC Women	Melissa Nicholls	Silver
PTVI Men	Dave Ellis Guided by Luke Pollard	Gold



2023 World Triathlon Para Cup (Continued)

2023 World Triathlon Para Cup Long Beach

PTS5 Men	Michael Salisbury	Bronze
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2023 World Triathlon Para Cup Paris (Duathlon)

PTS5 Women	Claire Cashmore	Silver
PTVI Men	Dave Ellis Guided by Luke Pollard	Gold

2023 World Triathlon Para Cup Alhandra

PTS3 Men	Henry Urand	Silver
PTS4 Men	Finley Jakes	Bronze
PTVI Men	Dave Ellis Guided by Jack Hutchens	Gold
PTWC Women	Melissa Nicholls	Silver
PTS4 Women	Hannah Moore	Bronze
PTS5 Women	Claire Cashmore	Gold

2023 World Triathlon Para Cup Taranto

PTWC Women	Henry Urand	Gold
PTS4 Men	Finley Jakes	Silver
PTS3 Men	Henry Urand	Gold



2023 World Triathlon Para Cup (Continued)

2023 World Triathlon Para Cup Malaga

PTS5 Women	Lauren Steadman	Gold
PTWC Women	Melissa Nicholls	Silver
PTS4 Men	Finley Jakes	Bronze

2023 World Triathlon Para Championships Pontevedra

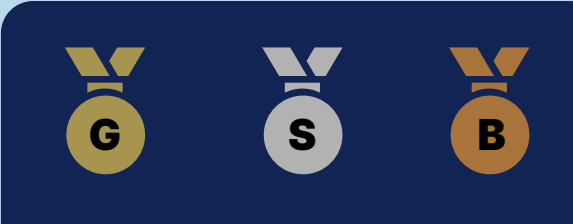
PTVI Men	Dave Ellis Guided by Luke Pollard	Gold
PTS5 Women	Claire Cashmore	Silver
PTS5 Women	Lauren Steadman	Bronze





ROLL OF HONOUR

AGE GROUP TEAM MEDAL WINNERS 2023



2023 European Winter Triathlon Championships	2	1	3
2023 European Sprint Distance Duathlon Championships	20	15	14
2023 European Standard Distance Duathlon Championships	15	13	12
2023 European Sprint Distance Triathlon Championships	15	14	14
2023 European Standard Distance Triathlon Championships	14	13	14
2023 European Aquathlon Championships	16	13	18
2023 European Middle Distance Aquabike Championships	4	4	8
2023 European Middle Distance Triathlon Championships	16	13	18
2023 European Long Distance Triathlon Championships	7	8	8
2023 European Cross Duathlon Championships	3	6	2
2023 European Cross Triathlon Championships	4	3	3





2023 World Winter Duathlon Championships	1	3	1
2023 World Winter Triathlon Championships	1	2	1
2023 World Sprint Distance Duathlon Championships	15	7	11
2023 World Standard Distance Duathlon Championships	14	10	12
2023 World Cross Duathlon Championships	4	4	3
2023 World Cross Triathlon Championships	2	3	3
2023 World Aquathlon Championships	13	11	7
2023 World Long Distance Aquabike Championships	6	3	2
2023 World Long Distance Triathlon Championships	8	5	3
2023 World Sprint Distance Triathlon Championships	8	4	4
2023 World Mixed Team Relay Championships	2	4	2
2023 World Long Distance Duathlon Championships	0	1	2
2023 World Super Sprint Triathlon Championships	6	5	4
2023 World Standard Distance Aquabike Championships	4	9	6
2023 World Standard Distance Triathlon Championships	7	7	6



BRITISH TRIATHLON GOVERNANCE REVIEW 2023



British Triathlon Chair's Foreword on Governance Review



Bill James

In my capacity as Chair of the British Triathlon Board, I'd like to introduce you to the 2023 governance review, an opportunity for us to report on and publish key information on how we as an organisation operate. The annual report and governance review is important because it provides accountability and transparency to our funding partners and members. We hope this demonstrates our leadership and decision making processes of the organisation.

Since the 2022 annual report, British Triathlon has welcomed one new executive team member, Nikki Phillips as Director for Digital Transformation and IT, and said goodbye to Jonny Hamp as Director of Events. We've also welcomed Edwina McDowall (Independent Non-Executive Director for Age Group and Digital) to the British Triathlon Board, whilst Dougie Cameron (Non-Executive Director - Triathlon Scotland) has stepped down as Chair of Triathlon Scotland and been replaced on the Board by Gavin Calder. At the time of writing this, we are also recruiting a new role of Independent Non-Executive Director for Social Impact.

As a Board, we provide leadership, guidance and oversight for the strategic direction of British Triathlon and we delegate responsibility for the Triathlon England division of the company to the Triathlon England Management Board. Both Boards provide challenge and support to the executive team to deliver on the organisation's vision of "great experiences through swim, bike, run". This vision, alongside our mission, values and goals are the backbone of the organisation that provide the direction for why, what and how we do what we do as the national governing body (NGB) for triathlon in Britain.

In our role as an NGB, we are responsible for overseeing the sport and growing participation domestically, as well as representing Great Britain internationally at a sporting and administrative level. Our governance procedures and protocols all feed into these areas that are core to our operations, and through which comply with the Code for Sports Governance.



Triathlon England Chair's Foreword on Governance Review

D Clarke

Debbie Clarke

Being able to introduce this governance review to you as Chair of the Triathlon England Management Board enables me to highlight some of the key developments within Triathlon England during 2023. The Board and Triathlon England Council work together with the executive team and staff at Triathlon England to lead and steer the sport, providing strategic input and guidance.

Increasing participation in swim, bike, run is the core driver to all we do and is the rationale behind the decisions we make. There are also a number of key underpinning areas that support our sport and are important to enabling us to deliver our vision of "great experiences through swim, bike, run". Notable among these are safeguarding and equality, diversity and inclusion.

Safeguarding is crucial to ensure that triathlon is a safe place to be and, through educating those in positions of responsibility and maintaining safeguarding standards. We strive to be best in class in safeguarding and welfare. In conjunction with British Triathlon, Triathlon Scotland and Welsh Triathlon, we launched our 2023-2026 Safeguarding Strategy this year to help us achieve this ambition. As part of our strategy, we have outlined five priorities that will guide us: governance; leadership and culture; education and learning; standards and policies; safeguarding delivery; and athlete voice and communication.

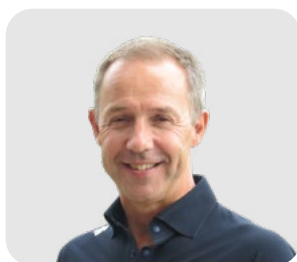
Work this year has also continued with regard to equality, diversity and inclusion (ED&I), with initiatives across the country helping to embed swim, bike, run in communities through The BIG Active strategy. Working in partnership with local organisations to create sustainable and accessible participation is really important to this, however there is also a lot of groundwork taking place behind the scenes to garner a positive culture of ED&I at all levels of the sport.



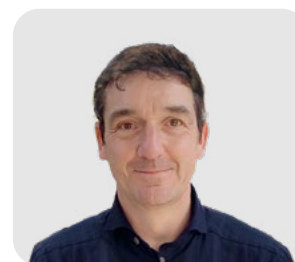
British Triathlon Board

**Bill James**

Chair

**Andy Salmon**

Chief Executive Officer

**Debbie Clarke**Non-Executive Director
- Triathlon England**Gavin Calder**Non-Executive Director
- Triathlon Scotland**Martin Kitchener**Non-Executive Director
- Welsh Triathlon**Vicky Holland**Non-Executive Director
- Athlete Representative**Edwina McDowall**Independent
Non-Executive Director
- Age Group and Digital**Richard Ashton**Independent
Non-Executive Director
- Finance and Senior
Independent Director**Sara Heath**Independent
Non-Executive Director
- Marketing and
Communications**Sameer Pabari**Independent
Non-Executive Director
- Commercial**Neil Saunders**Independent
Non-Executive Director
- Duty of Care**TBC**Independent
Non-Executive Director
- Social Impact

Triathlon England Management Board



Debbie Clarke
Chair



Andy Salmon
Chief Executive Officer



Claire Jenkinson
Non-Executive
Regional Portfolio
Director



Jamie Gordon
Non-Executive Regional
Portfolio Director



Tracey Sample
Non-Executive
Regional Portfolio
Director



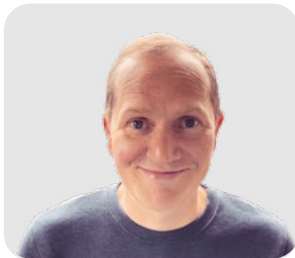
Neil Cooper
Independent
Non-Executive Director
- Welfare and Safeguarding



Karen Rothery
Independent
Non-Executive Director
- Events and Participation



Kevin Currell
Independent
Non-Executive Director
- Talent Development



Craig Pollard
Independent
Non-Executive Director
- Membership



Lesley Hobley
Independent
Non-Executive Director
- Finance



Halima Khan
Independent
Non-Executive Director
- Diversity & Inclusion



Steve Watmough
Independent
Non-Executive Director
- Technology

Triathlon England Council



Richard Mostyn-Jones

Council President
(Triathlon England
Board Observer)

Claire Jenkinson

East

Jamie Gordon

East Midlands

Alan Spelling

London

Tracey Sample

North East

Lee Mathison

North West

Steve Bullock

South Central

Liz Scott

South East

Jane Wild

South West

Simon White

West Midlands

Richard Mostyn-Jones

Yorkshire and Humberside

Audrey Livingstone

Council representative on
British Triathlon Diversity
and Inclusion Committee

*In post on 1 October 2023

British Triathlon Executive Team



Andy Salmon

Chief Executive Officer



Mike Cavendish

Director of Performance



Ben Cummings

Director of Partnerships
and Commercial



Helen Marney

Director of Development



Anne Vinestock

Director of Finance



Kirsten Fasey

Director of People,
Governance and Integrity



Nikki Phillips

Director of Digital
Transformation and IT

*In post on 1 October 2023



Gary Adey

Chairperson

The Triathlon Trust, British Triathlon's official charity, is an independently funded charity that aims to use the engaging sport of triathlon to encourage children to become more active.

The Triathlon Trust Trustees are:

Terri Lynam

Giorgio Cali

Patrick Craig

Steve Rice

Debbie Clarke

Catherine Roberts

Steve Paige

Andy Salmon

International Relations

**Ian Howard MBE**

Vice President
World Triathlon
Executive Board

Non Stanford MBE

World Triathlon
Athletes' Committee and
Sustainability Commission

Rick Velati

World Triathlon
Coaches' Committee

Jamie Gordon

World Triathlon
Audit Committee (Chair)

Ben Cummings

World Triathlon
Sustainability Commission

Howard Vine

World Triathlon
Technical Committee

Nicky Dick

World Triathlon
Age Group Commission (Chair)

Tom Hodgkinson

World Triathlon
Paratriathlon Coaches Group

Duncan Hough

World Triathlon
Women's Committee

**Sarah Taylor-Hough**

Europe Triathlon
Technical Committee

Sara Heath

Europe Triathlon
Development Committee

Debbie Clarke

Europe Triathlon
Race Commission

Ben Cummings

Europe Triathlon
Media & Marketing Commission

Compliance with the Code for Sports Governance

Good governance helps to ensure that the structures and systems that go into the decision making and operations of British Triathlon and Triathlon England exist within a recognised framework. Having this framework enables the delivery of swim, bike, run to take place effectively, ensuring accountability and transparency in achieving the organisation's strategy.

Aligning with UK Sport and Sport England's 'A Code for Sports Governance', which is mandatory for sports organisations to receive public funding, is key for operating with good governance for the development of the sport. Public funding is an important stream for British Triathlon and Triathlon England, helping both organisations to achieve their aims and grow the sport at various levels of participation.

During 2023 British Triathlon submitted evidence of compliance with the Code for Sports Governance through UK Sport's Governance Portal and all requirements have been confirmed as met, subject to submission of the equality, diversity and inclusion (ED&I) action plan which is due early next year.

British Triathlon and Triathlon England have continued to make strides in their commitment to improving ED&I across the sport. This year has included the creation of a new Independent Director for Social Impact to promote and advocate for ED&I and sustainability at Board level. This is mirrored by the recruitment of a new Head of Social Impact position, tasked with embedding inclusivity and sustainability into the fabric of British Triathlon.

Work is ongoing in the development of ED&I action plans by British Triathlon and across the Home Nations to cascade its ED&I ambitions and strategy throughout the sporting structure to ensure a whole sport commitment to making the sport more inclusive and diverse.

In safeguarding, British Triathlon finalised and published a new Safeguarding and Welfare strategy, and are now reviewing the policy landscape in this area to make it more accessible and transparent.

We continue to implement, adhere to and meet the standards for safeguarding and protecting children in sport set by the NSPCC's Child Protection in Sport Unit (CPSU).

British Triathlon were awarded the highest grade by CPSU in their 2023 review, summarising: "There is a clear commitment by British Triathlon to safeguard children and working across departments and UK nations is a good model to embed safeguarding within the organisations."

Continuing its commitment to clean sport, British Triathlon have achieved compliance with the UKAD Policy and successfully submitted evidence against all of the Assurance Framework requirements.

Leadership

Role of the Board

The Board has collective responsibility for the management, direction and performance of the organisation, and provides leadership within a framework of prudent and effective controls which enable risk to be appropriately assessed and managed. The Board sets the strategic direction, ensuring that the necessary resources are in place for the sport to meet its objectives and deliver sustainable performance. The Board takes a long-term outlook, and sees itself as responsible to a wide range of stakeholders whilst pursuing its objectives in a manner consistent with its statutory duties for the benefit of the sport's members as a whole.

The Directors of the Board are selected on the criteria of proven skill and ability in their particular field of endeavour, their diversity of outlook and experience which directly benefits the operation of the Board as the custodian of the sport.

The Board delegates responsibility for Triathlon England matters to the Triathlon England Management Board (TEMB), with information about each available on the respective websites under 'Governance'.

www.britishtriathlon.org/about-us/governance
www.triathlonengland.org/governance

Roles and Responsibilities

The role of the Chair and Chief Executive Officer are separate and have been so since incorporation. The roles and expectations of each Director are clearly defined and recorded within their letters of appointment and role descriptions. The roles and responsibilities of the Board members are explained below.

The Chair

As Chairs, Bill James (British Triathlon) and Debbie Clarke (Triathlon England) hold responsibility for leadership of the Board, ensuring its effectiveness on all aspects of its role and setting its agenda. The Chair is responsible for creating an environment for open, robust and effective debate. This includes ensuring, via the Company Secretary, that the Directors receive accurate, timely and clear information.

Chief Executive Officer (CEO)

Andy Salmon, as CEO, is responsible and accountable to the Board for the management and operation of the organisation and, for our public funders UK Sport and Sport England, he is the Accountable Officer. Andy leads the work of the Senior Executive Team in guiding and deciding on the strategic direction of the organisation.

Senior Independent Non-Executive Director

Both British and English Boards have a Senior Independent Non-Executive Director (SID) providing support to the Chair and acting as an independent point of contact for the Board Directors, stakeholders and staff. Richard Ashton is SID for British Triathlon. With the recent departure of Triathlon England's SID, Louise McFadzean, the appointment for the new SID will shortly be underway.

Non-Executive Directors

Non-Executive Directors are responsible for constructively challenging and providing expert support to the Executive Directors and overseeing the delivery of the sport's strategy.

Leadership (Continued)

Company Secretary

Andy Salmon serves as Company Secretary in his capacity of CEO. In this role, he is responsible for the efficient administration of the company, particularly with regard to ensuring compliance with statutory and regulatory requirements and for ensuring that decisions of the Board of Directors are implemented.

Board Delegation

The Board comprises a number of Directors who have oversight on specific areas of the organisation, and Directors with responsibility for geographic areas within each organisation’s remit.

Term Limits

Non-Executive Directors may only serve for a maximum of two four year terms

- The Chair may serve for three four year terms

These term limits ensure that there is a regular refresh of talent and ideas on the Board.

Executive Team

The Executive Team meet at least twice a month to allow prompt discussion of relevant operational issues.

This group comprises the;

- Chief Executive Officer
- Director of Finance
- Director of Development
- Performance Director
- Director of Partnerships and Commercial
- Director of People, Governance and Integrity
- Director of Digital Transformation and IT

British Triathlon Board meetings 2023

Attendance record

	28.01.2023 Virtual	22.03.2023 Virtual	25.05.2023 Virtual	22.08.2023 Virtual	29.09.2023 Virtual
Bill James	Y	Y	Y	Y	Y
Andy Salmon	Y	Y	Y	N	Y
Debbie Clarke	Y	Y	Y	Y	Y
Dougie Cameron	N	N	Y	N/A	N/A
Martin Kitchener	Y	Y	Y	N	Y
Nicky Dick	N	N/A	N/A	N/A	N/A
Greg Warnecke	Y	Y	Y	N/A	N/A
Richard Ashton	Y	Y	Y	Y	Y
Sara Heath	Y	Y	Y	Y	Y
Vicki Holland	N	N	Y	Y	N
Sameer Pabari	N	Y	Y	N	Y
Neil Saunders	N	Y	Y	N	Y
Julian Skan	Y	N/A	N/A	N/A	N/A
Edwina McDowall	N/A	N/A	N/A	N/A	Y
Gavin Calder	N/A	N/A	N/A	Y	N

N/A Not in post

Triathlon England Management Board meetings 2023

Attendance record

	25.02.2023 Virtual	21.03.2023 Virtual	06.06.2023 Virtual	22.08.2023 Virtual	30.09.2023 In person
Debbie Clarke	Y	Y	Y	Y	Y
Andy Salmon	Y	Y	Y	N	Y
Claire Jenkinson	Y	Y	N	N	N
Tracey Sample	Y	Y	Y	Y	Y
Kevin Currell	Y	N	N	Y	Y
Karen Rothery	Y	Y	Y	Y	N
Louise McFadzean	Y	Y	Y	Y	Y
Halima Khan	Y	Y	N	N	Y
Steve Watmough	Y	Y	Y	N	Y
Craig Pollard	Y	Y	Y	Y	Y (virtual)
Jamie Gordon	N/A	N/A	N/A	Y	Y
Lesley Hobley	N/A	N/A	N/A	N/A	Y
Neil Cooper	N/A	N/A	N/A	N/A	Y

N/A Not in post

Board Effectiveness

Appointments to the Board, diversity and succession planning.

To be effective, a board needs to include individuals with a mix of skills and experience that are up to date and cover the major business areas in order to make informed decisions and provide effective oversight of the risks.

In considering the appointments of directors, the Nominations Committee seeks to ensure that its membership is such that each director:

- Is a person of integrity who will observe the Directors Code of Conduct
- Has sufficient abilities and time available to perform their role effectively
- Brings an independent and questioning mind to their role
- Enhances the breadth and depth of skills and knowledge of the Board as a whole
- Enhances the experience, independence and diversity of the Board as a whole

While recognising that each director will not necessarily have experience in each of the business areas, the Board does seek to ensure that its membership includes an appropriate mix of directors with relevant experience.

The Code for Sports Governance no longer sets a target for board representation by gender. Notwithstanding this, board diversity is always considered as part of any board recruitment process. Current board diversity profiles can be seen on pages 44-45.

As both British Triathlon and Triathlon England seek to increase diversity within the sport and representation of different demographics at the board level, work continues to be made to ensure equal opportunity to find and apply for vacancies as they occur.

The Nominations Committees for both British Triathlon and Triathlon England work to ensure that there is a balance of skills, knowledge and experience when making appointments, helping to recruit board members with the expertise to support the organisations develop and deliver their strategies.

Succession planning is under constant review with a robust appointments process in place as vacancies arise. Crucially, the Committee ensures an open recruitment process and selects individuals to take Board positions based on their individual merits, regardless of gender, race, religion, age, disability or sexual orientation.

Each Non-Executive Director receives a letter which formalises their appointment and outlines the key terms and conditions of their appointment ensuring they are aware of their role and expectations.

Induction and Training

All new Directors receive an induction tailored to their individual requirements. The induction process involves meeting with the British Triathlon Chair and Triathlon England Chair, CEO and the Executive Team. This is key to facilitating their understanding of the organisation, the links between British Triathlon, Home Nations and members.

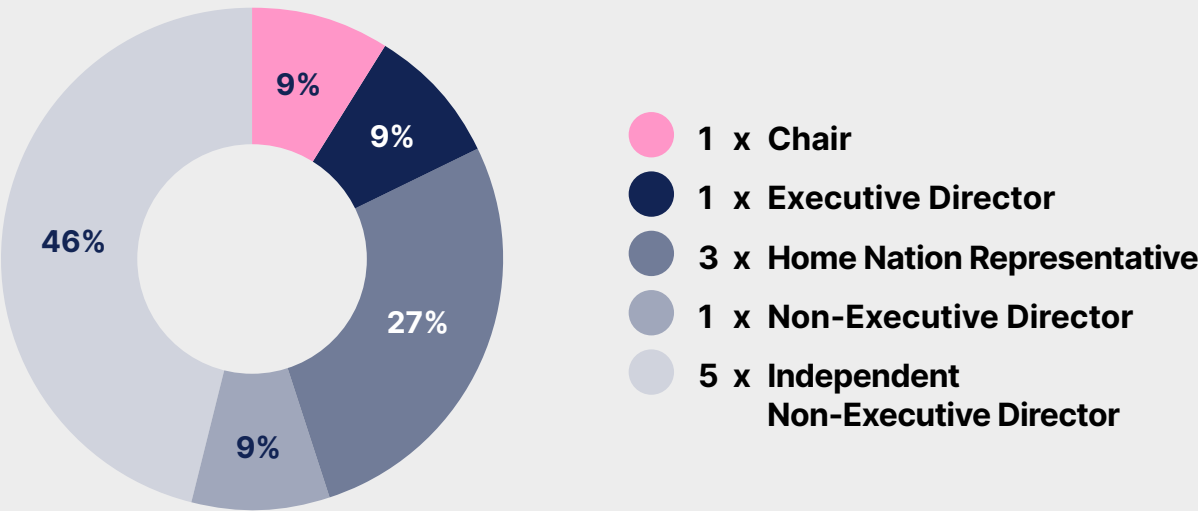
During the year, Directors receive presentations from a number of areas of the business including Events, Membership, Age Group, Governance, Finance, Performance, Development, Safeguarding and Board Evaluation.

British Triathlon Chair and Triathlon England Chair regularly meet with the Directors throughout the year to review their developmental needs.

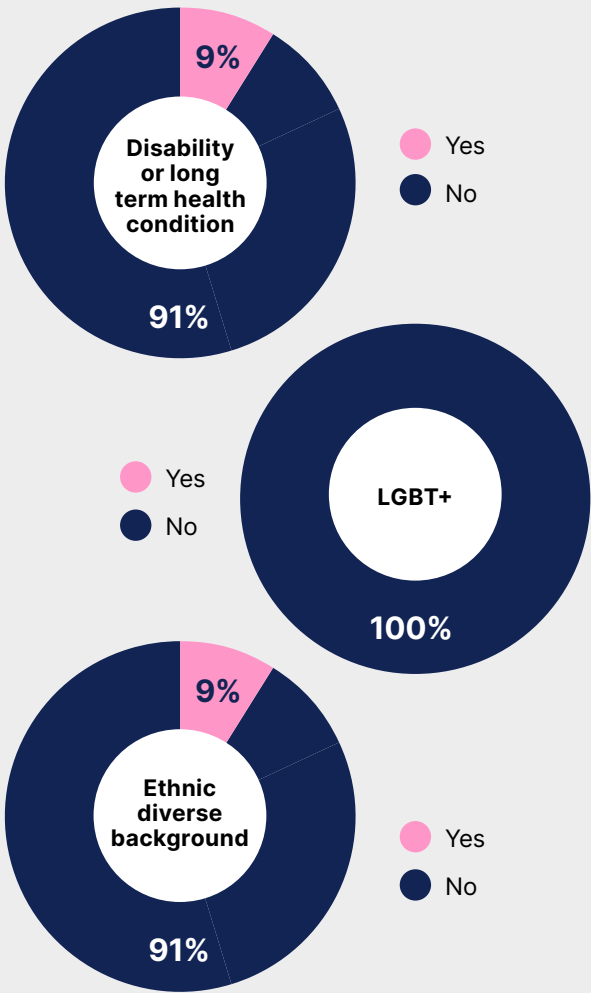
Board Evaluation

Every four years, both the British and English Boards take part in an external Board Evaluation. Both Boards were evaluated in 2022.

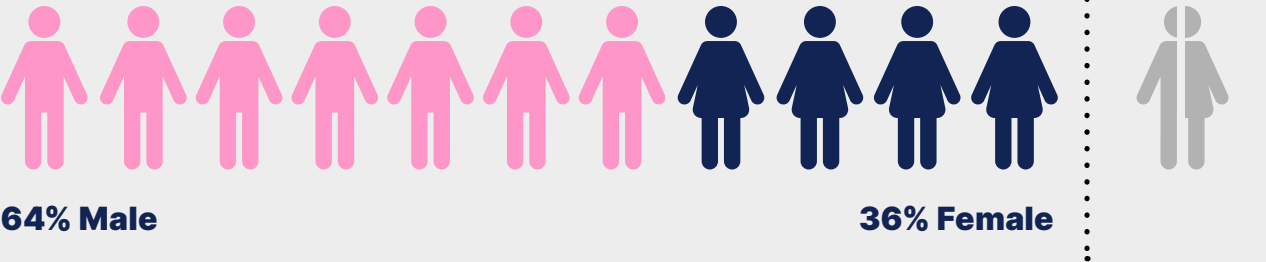
British Triathlon Board composition 2022/23



British Triathlon Board equity audit 2022/23

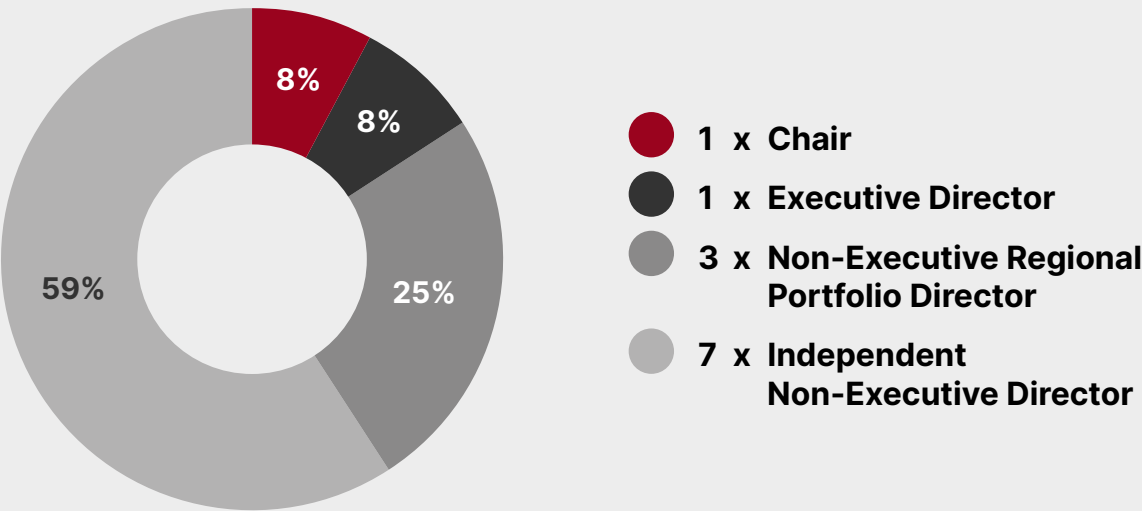


British Triathlon Board makeup 2022/23

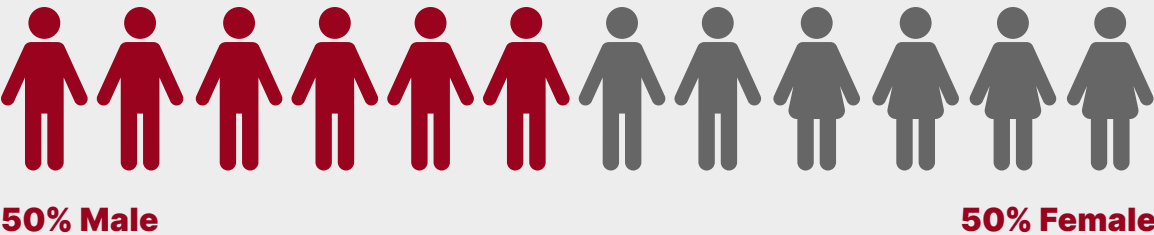


*Figures as of 1 October 2023

Triathlon England Board composition

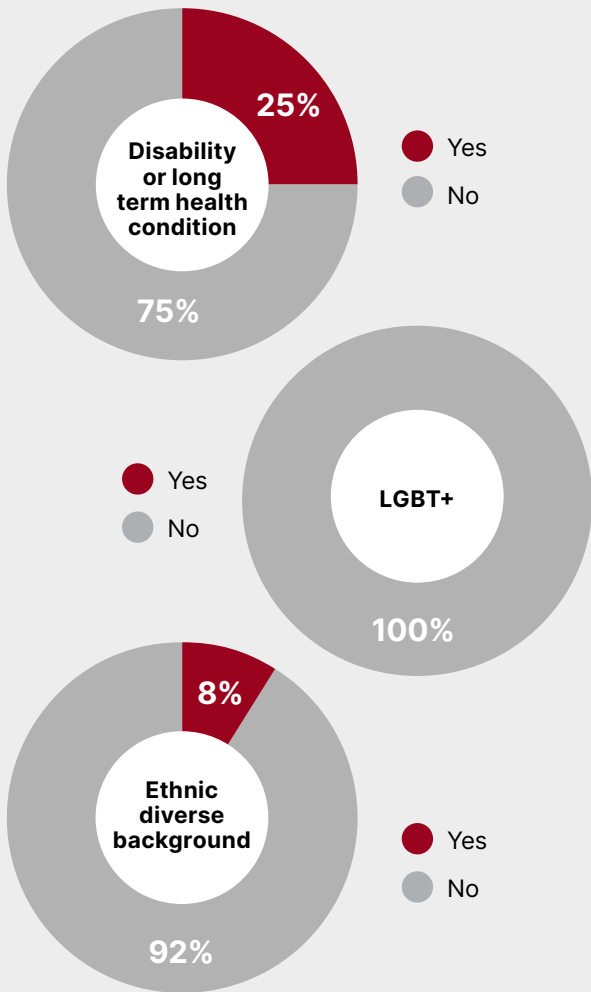


Triathlon England Board makeup



*Figures as of 1 October 2023

Triathlon England Board equity audit 2022/23



Our Strategy

In 2018, British Triathlon published a new strategy which articulated a Vision, Mission and Values along with our strategic goals. This was the result of a collaborative partnership between the Boards of British Triathlon and the Home Nations and during 2022 and early 2023, this strategy was refreshed.



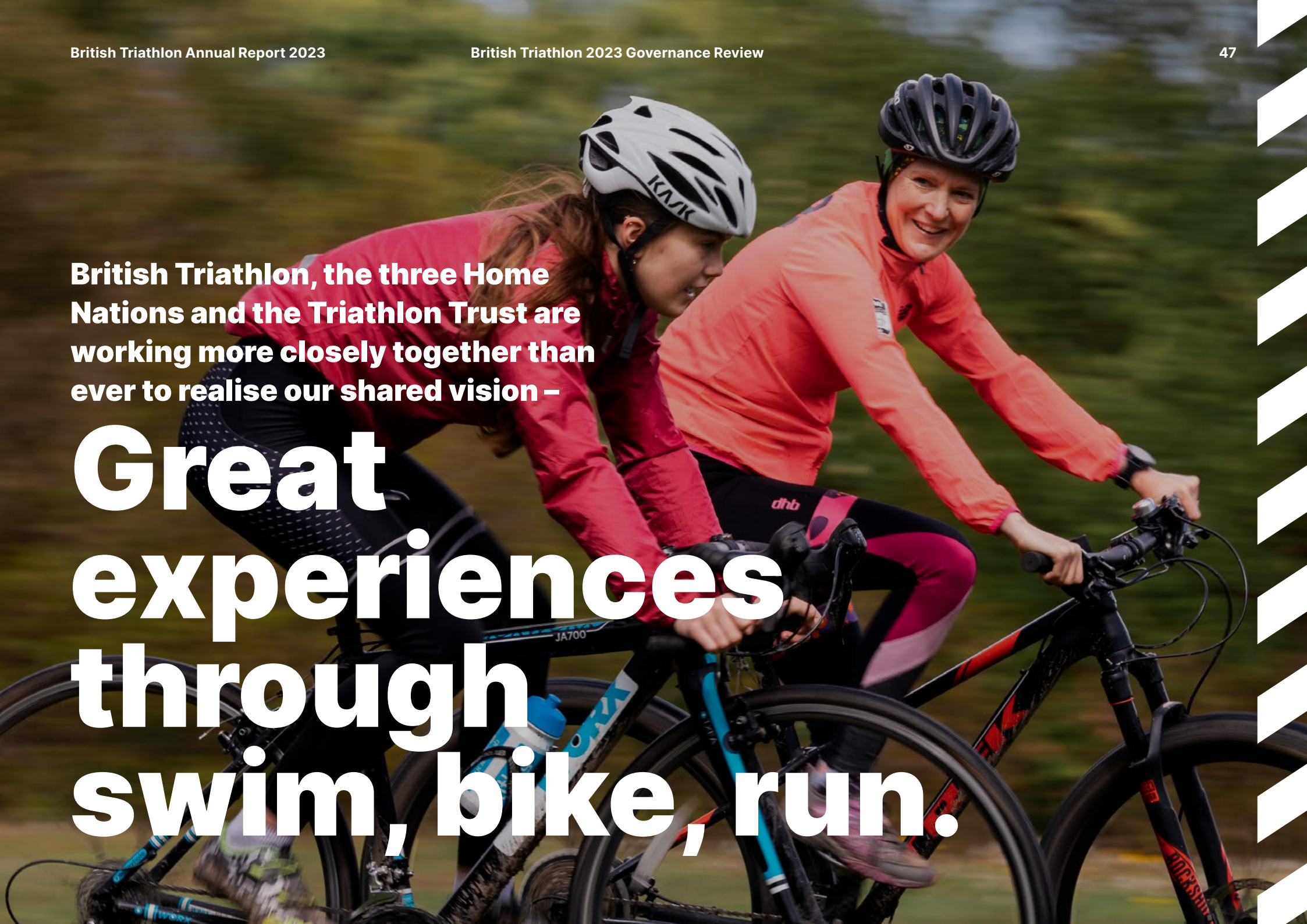
[View British Triathlon Strategy](#)



[View Triathlon England Strategy](#)

British Triathlon, the three Home Nations and the Triathlon Trust are working more closely together than ever to realise our shared vision –

Great experiences through swim, bike, run.



Our Values

British Triathlon is committed to upholding and protecting the organisation's vision and values, and maintaining the highest possible standards of sporting integrity, through our four core values.



We are *Inclusive*

We remove barriers
to involvement

We connect people

We have fun

We work in partnership



We are *People Centred*

We openly support and
challenge each other

We are customer focused

We nurture communities



We are *Ambitious*

We are dynamic

We are innovative and creative

We are passionate about
doing our best

We create positive impact



We *Do What's Right*

We are honest and respectful

We practice clean sport

We are accountable

British Triathlon is committed to upholding and protecting the organisation's vision and values, and maintaining the highest possible standards of sporting integrity. The Code of Ethics sets out the expected behaviour and conduct for everyone involved in swim, bike, run and has been revised to align with British Triathlon's values – be inclusive, be people-centred, be ambitious, and do what's right.

[Read our Code of Ethics](#)

Staff

Diversity

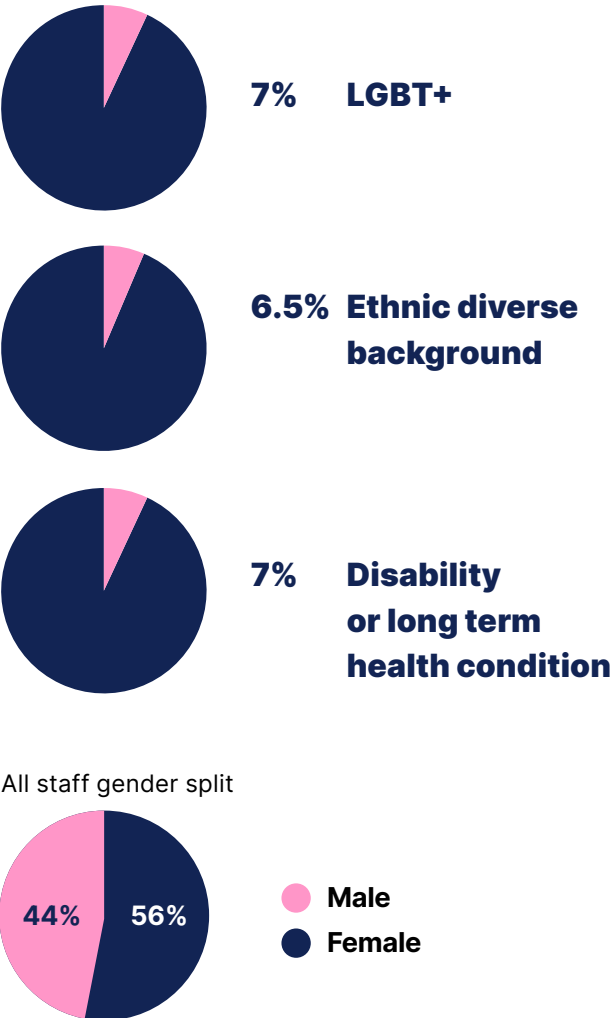
Ensuring equality of opportunity across the swim, bike, run community is important to British Triathlon. The organisation is committed to equal opportunities for all those involved in the sport, whatever their involvement and regardless of sex, age, disability, race, religion or belief, sexual orientation, pregnancy and maternity, marriage and civil partnership or gender reassignment.

Following the launch of the Equality, Diversity & Inclusion (ED&I) Strategy in 2022, this year British Triathlon and Triathlon England are developing their ED&I action plans to connect the strategy to key actions and outputs.

The appointment of a new Head of Social Impact, who works within the governance and people team, will help to drive this work forwards and ensure it is embedded across all areas of the organisation.

During the year, British Triathlon reviewed the recruitment process for new staff and in particular the sites where new vacancies are advertised to try to extend the reach into more diverse communities. We are collecting data on the diversity of candidates invited for interview, and how those candidates became aware of vacancies, to better understand our current reach and identify potential areas for improvement.

Staff Diversity Snapshot



Staff Survey

In the 2023 staff survey, there was a response rate of 66%, slightly down previous years, but still providing a good insight into the thoughts and feelings of all those who work for British Triathlon.

Overall, while the rates of satisfaction were slightly lower than last year, they were broadly in line with the results in 2021. Areas of strength continued to include the quality of supportive relationships across the organisation, and a pride in working for British Triathlon with the vast majority of staff agreeing that we live our values of being Inclusive, People Centred, Ambitious, and Doing What's Right.

There were suggested areas to work on which will be taken forward by the People team and the Executive team in line with the staff survey feedback circulated to all staff.

Staff (continued)

Gender Pay Gap Reporting

Despite having fewer than 250 employees, British Triathlon are committed to reporting transparently on the gender pay gap. As of October 2023, British Triathlon employed the equivalent of 84 Full Time Equivalent (FTE) employees. The data shown on this page does indicate a gender pay gap which has increased marginally this year (1% and 2% respectively for Median and Mean Pay). The executive team take active steps to monitor for any equal pay issues* through benchmarking salaries across the organisation, and externally, actively challenging itself on any apparent discrepancies. During 2023 British Triathlon committed to ensuring all permanent staff are paid at or above the real Living Wage, which is designed to represent a wage to meet everyday needs and is higher than the legally mandated Minimum Wage.

*Unequal pay occurs when someone is paid less for doing the ‘same job’, or ‘work of equal value’, due to their gender or any other protected characteristics.

All Staff Median Pay Gap

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary. We believe this is a more representative measure of the pay gap because it is not affected by outliers i.e. a few individuals at the top or bottom of the range.

Female	Median	£32,000
Male	Median	£39,000
2021	Gap	16%
2022	Gap	17%
2023	Gap	18%

All Staff Mean Pay Gap

The mean gender pay gap is the difference between the average hourly earnings of men and women. The key drivers of our gender pay gap are;

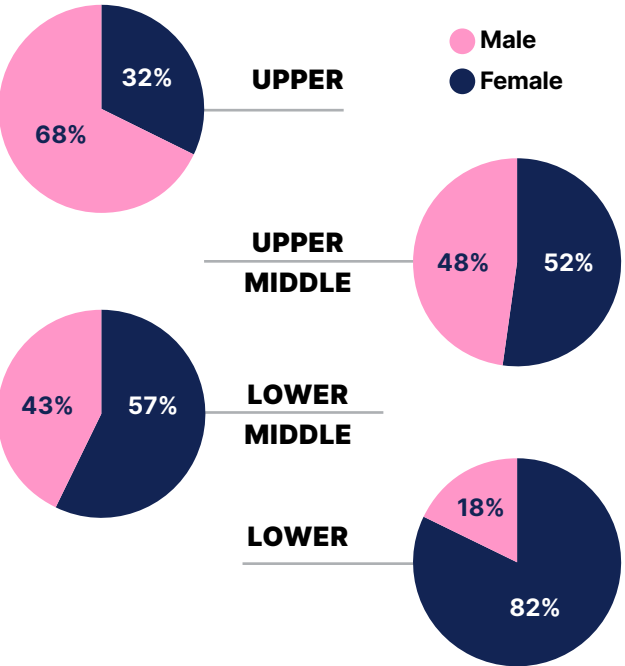
- While the executive team has four females in a team of seven, the two highest paid roles in the organisation are occupied by men
- While the two middle quartiles are broadly balanced in terms of gender split, there is a significantly larger number of females than males in the lower quartile pay bracket

Female	Mean	£35,448
Male	Mean	£46,667
2021	Gap	20%
2022	Gap	22%
2023	Gap	24%

Staff (continued)

Proportion of Males and Females in Each Quartile

The gender pay gap quartile figures show the proportion of male and female full-time employees in four pay quartiles. A year on year comparison shows the upper quartile has remained similar, there are now more females than males in the upper middle quartile, and the percentage splits are more equal in the Lower middle quartile. However, there are now significantly more females than males in the lower quartile.



Staff Turnover Rates

British Triathlon’s staff turnover has been affected by the challenging economic climate, with 24 employees leaving the organisation between October 2022 and October 2023, which represents 26% of our workforce.

According to the CIPD* on average over a third of UK employees leave their organisations each year, with the arts, entertainment and recreation industry averaging even higher at 44%. Anecdotally, within National Governing Bodies the average turnover in early 2023 was 17%.

We have improved our capture of relevant turnover metrics to better understand our turnover data, and potential areas for improvement.

2020-2021	16%
2021-2022	20%
2022-2023	26%

*Chartered Institute of Personnel and Development

Staff Retention Rates

British Triathlon has taken several new steps to improve internal career progression, staff development and staff benefits to retain and attract more talent. These include a new Performance Planning process, bimonthly all staff learning & development workshops, and the launch of a bespoke Future Leaders Programme.

2020-2021	73%
2021-2022	72%
2022-2023	75%

Staff (continued)

Staff Succession Planning and Development

Effective succession planning has a positive impact on performance management not only in terms of ensuring key positions will remain filled with competent performers, but also in terms of staff engagement and feeling appreciated and developed.

During the year we have conducted a succession planning process for all of our executive team, and the Chairs of British Triathlon and Triathlon England. The next step is to cascade a lighter touch process throughout the organisation as part of our Performance Planning programme.

Business Performance Group

The Business Performance Group consists of the executive team plus the heads of departments. The group meets four times per year, with the purpose of cascading more sensitive information, highlighting cross-departmental topics requiring discussion offline, cultivating organisational culture and behaviours, and internal networking. The group has arisen from a review of our previous Leadership Team structure, resulting in both this forum, and our bespoke Future Leaders learning and development programme.

Areas for Improvement

- Digital transformation
- Staff turnover
- Equality, diversity and inclusion throughout the sport

The Year Ahead

- Welcome a new CEO
- Olympic and Paralympic Games
- UK Sport Investment Process for Los Angeles cycle
- World Triathlon Para Series Swansea
- Age Group qualification and international racing
- International relations and World Triathlon quadrennial elections
- Expansion of Swim Bike Run participation programmes
- Expansion of Active Skills for Life schools programme
- Talent development
- Supporting the Triathlon Trust
- Delivery of our sustainability strategy, Endurance 2040+
- Develop ED&I action plan
- Continuous improvement to our welfare and safeguarding processes
- Greater collaboration across triathlon and the sporting system

Membership

Over the last 12 months, the economic climate has impacted people across the country and affected spending decision making. As a result, we have seen a levelling off of our membership numbers where individuals and families have had to cut back. Unfortunately, as an organisation we have also felt the impact of inflation in our operating costs, and this resulted in an increase in the price of membership products that we offer to our members, which we've done our best to limit.

The revenue brought in by membership fees, as always, has gone back into the sport and ensuring that we continue to offer our members the best experience possible through several exclusive partner benefits, insurance support while both training and racing, and unique experiences.

We are still able to offer a value for money membership service that is appreciated by our community. The unique opportunities for members and the fact our loyal membership base believe that being a part of the British Triathlon family gives them a competitive advantage in the sport, and provides them with the confidence, community, and support to develop their skills in swim, bike, run demonstrates that Home Nation membership is a positive attribute as part of a swim, bike, run journey.

As we move forward, we are committed to growing participation across all the Home Nations by ensuring there is a growing number of events, clubs and training activities taking place, as well as providing our members with ever improving support when participating in events and connecting with the triathlon community.

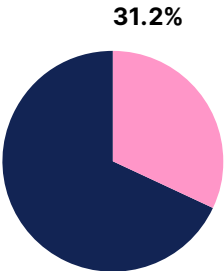


Membership (continued)

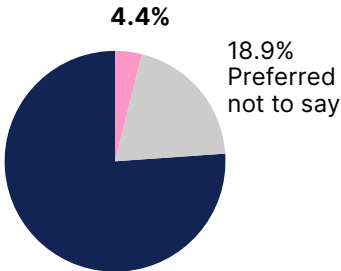
Home Nation Members

27,441

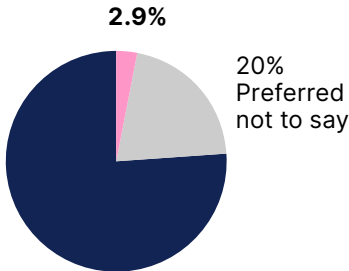
Female



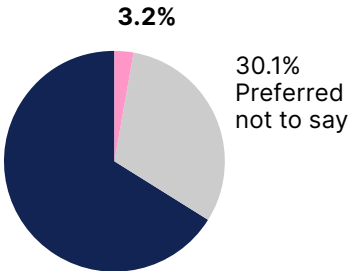
Disability or long term health condition



Ethnic diverse background



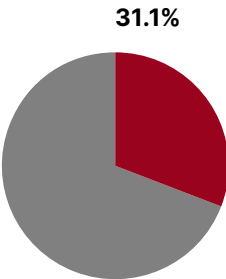
LGBT+



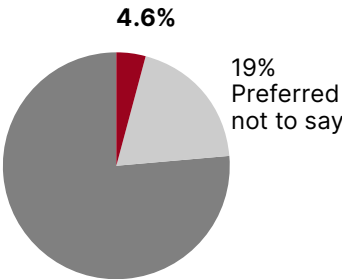
English Members

22,410

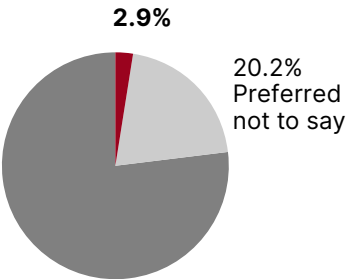
Female



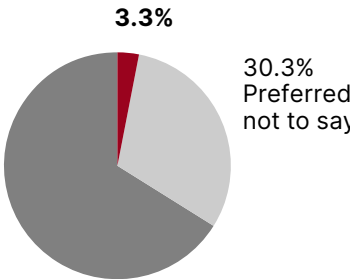
Disability or long term health condition



Ethnic diverse background



LGBT+



Sustainability

As a signatory to the UN Sport for Climate Action Framework, we have committed to achieve net-zero by 2040 and a 50% reduction in carbon emissions by 2030. To achieve these targets and our wider sustainability ambitions, in October 2023, British Triathlon launched Endurance 2040+.

The strategy outlines our commitment to three key pillars:

- Tackling the climate crisis and becoming net-zero by 2040;
- Taking action to restore and preserve water and air quality;
- and the promotion of responsible production and consumption across the sport.

As the governing body for triathlon and multisport in Great Britain, we often witness the impact of the climate crisis as our athletes face the elements of nature in every race. We therefore have a unique opportunity to amplify the voice of our athletes and participants through decisive action – ensuring we collaborate with other sporting bodies along the way to ensure our impact is far reaching.



Sustainability (continued)

Climate, water and air quality impacts on recent international events



Severe weather conditions and wind at the 2023 World Triathlon Para Series Swansea led the **change to an aquathlon**



Water quality concerns at the Paris Olympic and Paralympic Games Test Events; **swim cancelled** for paratriathlon and mixed relay triathlon races



Severe air pollution and the **extreme heat** at the 2021 Tokyo Olympic Games led to long distance **events being moved** north of the city



Intense rainfall before the 2019 World Triathlon Mixed Relay Nottingham led to poor water quality and fast flow, **changed to a duathlon**



Poor water quality at the 2023 Europe Triathlon Championships Madrid led to the **swim being cancelled**, changed to a duathlon



Water pollution and **contamination** at the 2016 Rio Olympic Games led to wide ranging **concerns for open water events**



Unprecedented rainfall and weather leading up to the 2022 World Triathlon Championship Series Montreal meant the **swim was cancelled** for qualifying races



Extreme temperatures at the 2022 World Triathlon Championship Series Abu Dhabi **affected elite athletes** and additional water was handed out on the route

Sustainability (continued)

Our Strategic Summary

Developed by our internal sustainability working group and our Sustainability Commission it provides a clear framework of how we will develop a more sustainable future for triathlon; swimming in cleaner water, breathing cleaner air and training in a healthier environment, which has positive benefits for everyone.

VISION	Develop a more sustainable future for triathlon; swimming in cleaner water, breathing cleaner air and training in a healthier environment, which has positive benefits for everyone.		
MISSION	Be a leader in promoting sustainability across our world of swim, bike, run. We will tackle the climate challenge, protect safe water, restore our natural environment, and develop responsible consumption practices across our sport.		
STRATEGIC PRIORITIES	STRATEGIC PRIORITIES – WHAT WE WILL DO		
STRATEGIC OBJECTIVES	Water & Air Quality	Climate Action and Net Zero	Responsible Consumption
	<ul style="list-style-type: none">Advocate for improved water and air quality nationallyEmbed improved water quality monitoring and management tools for key stakeholdersEngage with and support our stakeholders (participants, coaches, event organisers, athletes and partners) to compete and train in cleaner air and water	<ul style="list-style-type: none">Reduce emissions and achieve net zero by 2040, reporting progress against the UN Sport for Climate Action FrameworkSupport World Triathlon to reduce the carbon footprint of the international event calendarSupport stakeholders to achieve net zero	<ul style="list-style-type: none">Promote responsible consumption and encourage behaviour change across British Triathlon athletes and membersImplement sustainable procurement processes with our partners across our events and supply chainReduce material use and offer circular solutions across our events, supply chain, and the wider sport of triathlon
FOUNDATIONS	FOUNDATIONS – HOW WE WILL DO IT		
FOUNDATION OBJECTIVES	Act: Embed sustainability across our organisation	Collaborate: Leverage our events and work with our partners to act on sustainability	Amplify: Empower all members and participants to live, train and compete more sustainably
	<ul style="list-style-type: none">Build sustainability into the heart of organisational structuresEmbed sustainability into financial decision-makingEducate British Triathlon employees on environmental sustainability	<ul style="list-style-type: none">Leverage suppliers and brand partners to catalyse sustainability across our value chainSet a world-leading standard of sustainable triathlon eventsLead, advocate, and work with national and international bodies to drive positive change	<ul style="list-style-type: none">Provide sustainability education programmes and toolkits for clubs, members, participants, volunteers, and coachesDevelop and support campaigns that maximise the reach of sustainability messaging, demonstrating commitment to action

Sustainability (continued)

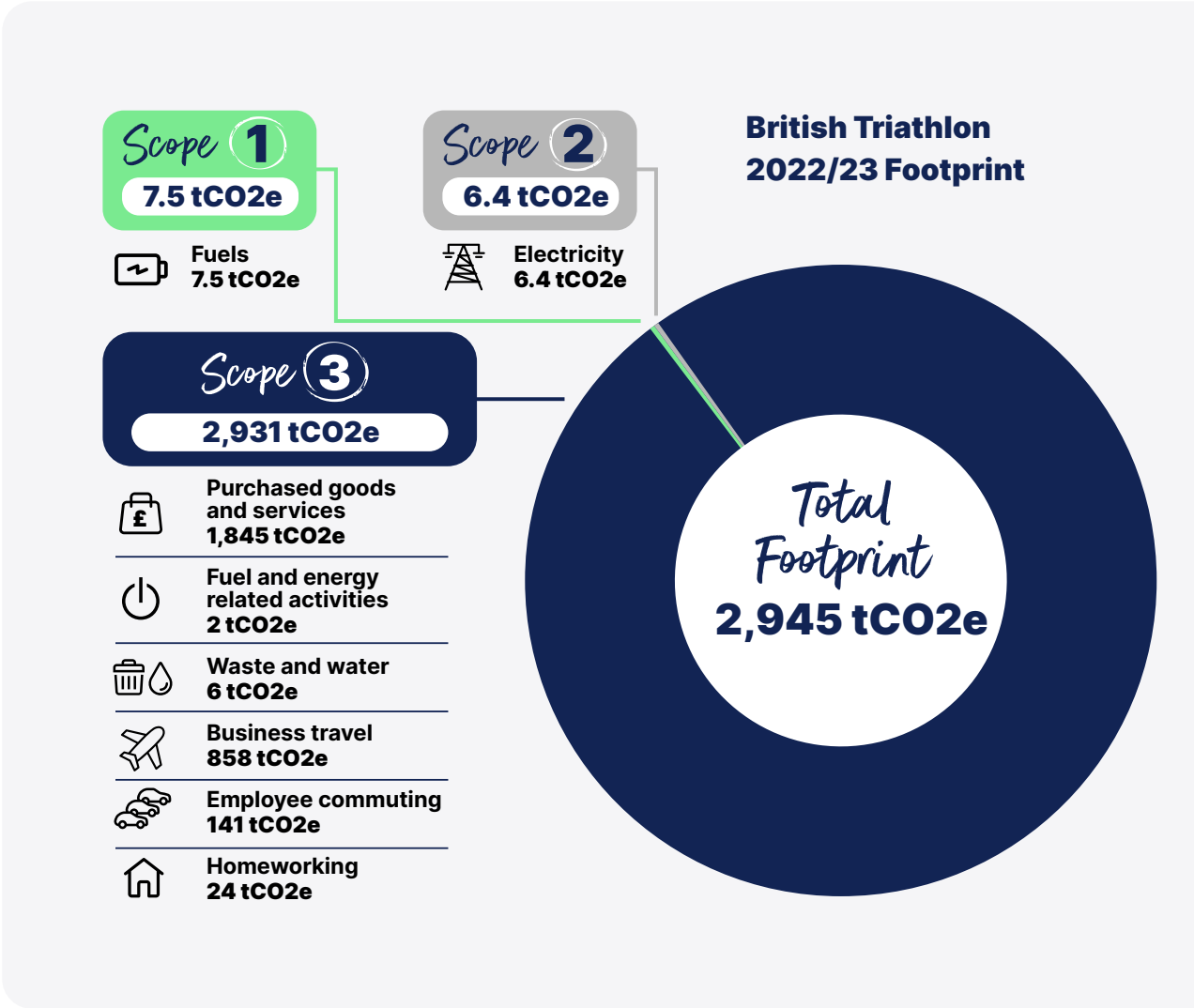
Whats next?

For 2024, our attention will turn to developing our action plan ensuring each directorate has commitments and steps to take to ensure we build sustainability into all organisational structures.

To learn more, review our strategy which can be found on our website or get in touch at sustainability@britishtriathlon.org



Download Endurance 2040+



Safeguarding and Welfare

In March 2022, British Triathlon and the Home Nations commissioned an independent safeguarding review. This was to ensure safeguarding obligations are being met;

- **to identify any necessary improvements in provision;**
- **and to make recommendations to enable the delivery of best practice in safeguarding.**

In 2023 following the independent safeguarding review British Triathlon and the Home Nations launched our strategy to guide and support a “best in class” approach to safeguarding and welfare within the sport of triathlon.

Releasing the three-year strategy is a progression of our commitment to making the swim, bike, run community a place where everyone is safe.

Providing a safe environment for anyone who wants to engage in triathlon is at the heart of our vision to provide great experiences through swim, bike, run, and the safeguarding of our members, participants in affiliated clubs, at permitted events and at sessions across the country is central to this.

The British Triathlon Safeguarding and Welfare Committee has overall responsibility for the successful delivery of our Safeguarding and Welfare Strategy. The Committee brings together Board Leads with responsibility for safeguarding, Executive Leads, Head of Integrity and Home Nation Lead Safeguarding Officers to track and monitor progress.



Safeguarding and Welfare (continued)

Anti-Doping

During 2023 British Triathlon have continued to deliver year two of their three-year education strategy across all sectors of the sport in line with our commitment to clean sport. The following education programmes continue:

- World Class Programme athletes completed Clean Sport education sessions if new to programme or were required to update their training.
- All athletes that qualified for the European Games in Krakow completed the Clean Games education process.
- Performance Pathway athletes and coaches attending development camps completed Clean Sport session.
- Athletes outside of the above groupings (e.g. junior) who competed in World Triathlon Championship events and had not attended a Clean Sport education session were required to complete the World Triathlon anti-doping online course.

- Performance staff completed the UKAD Introduction to Clean Sport Course if new into role or their current training had expired.
- Age-Group athletes continued to be invited to regular clean sport webinar sessions in the run up to their events.
- Elite athletes competing in World Triathlon events were invited to attend a Clean Sport webinar.
- Anti-doping education is embedded within the coaching pathway.

Key updates such as changes to the prohibited list continue to be disseminated through direct messaging to athletes and athlete support personnel. All staff at British Triathlon have been briefed of our anti-doping obligations ensuring they understand our commitment and routes to report concerns.

Testing

In 2022/23 120 tests were carried out by UKAD via a mixture of in and out of competition sample collection resulting in no adverse findings. This represents an increase in testing of 33% over the previous year.

Worldwide 3899 tests were carried out with an adverse analytical findings rate of 0.9% which is up from 0.4 % year on year.

WADA DATA	IN COMPETITION	OUT OF COMPETITION	AAF
Triathlon	1313	1530	21
Duathlon	117	39	7
Long Distance Inc. Ironman	182	185	1
Winter Tri	32	11	1
Cross Triathlon	26	2	0
Aquathlon	20	1	0
Paratriathlon	145	296	4
TOTAL	1835	2064	34



Closing Remarks on Governance Review



Andy Salmon

British Triathlon CEO

This will be my final annual report as CEO, having tendered my resignation earlier this year. The decision to move away from British Triathlon and Triathlon England after more than six years was an incredibly hard one to make. I have thoroughly enjoyed my time here and, although there were some notable challenges during that time, there were also several outstanding achievements. I will look back on my tenure fondly and reflect on the great privilege it is to be CEO of British Triathlon.

The organisation is in a strong place however we have not been and are not immune to the external pressures that currently exist in the economy. Whilst inflation and the cost of living affect us as individuals, they also impact us as an organisation and the entire sport and physical activity sector. Through careful management over the past couple of years and throughout the current situation, we remain in a positive position and able to deliver against our strategy.

Away from the financial situation, we have strengthened the pillars which underpin our sport in the realms of safeguarding, sustainability and equality, diversity and inclusion. These are three crucial areas that lay the foundations for how we can move forward as an organisation and achieve our vision of “great experiences through swim, bike, run”. Without these elements of our operations and delivery being robust and effective, the initiatives, programmes and activities that we facilitate and deliver wouldn’t be possible and stand up to the tests that may come our way.

We have launched our new safeguarding and sustainability strategies, having launched our equality, diversity and inclusion one earlier in 2023. Having detailed strategies enables us to be transparent in our objectives as well as publicly commit to the changes and ambitions we have. Through the internal skills we have and by collaborating with external experts, we are confident that these strategies are the right direction for us to be going and identify our areas for growth. They cannot be solely delivered by us alone however and will require us to support and work alongside the various stakeholders within the swim, bike, run community and the sport and physical activity sector more generally in our role as national governing body.

I’d like to say a big thank you to those who have served on the Boards of British Triathlon and Triathlon England in my time here. Without their support I would have had a very different experience in this role and I know they will continue to be on hand for my replacement and guide the organisation in the future. I also want to acknowledge and recognise the support from the staff I have had the privilege to work with internally and at partner organisations. However with my closing remarks, I want to thank the community – the athletes, coaches, technical officials, club officials and members.. You are the sport at its best and the realisation of our vision of “great experiences through swim, bike, run”. Thank you.



BRITISH TRIATHLON FINANCIAL REVIEW 2023

Strategic Report

Abridged Accounts

The following information has been extracted from the full statutory accounts which are available on request from the Company’s registered office at;

British Triathlon Federation, PO Box 25, Loughborough, Leicestershire, LE11 3WX.

The directors’ present their strategic report for the year ended 31 March 2023.

Principal activity and review of the business

The principal activities of the company during the period were to carry out the functions of the national governing body of Triathlon, Duathlon and Aquathlon in Great Britain.

The company consists of two divisions, British Triathlon and Triathlon England. The Board delegates responsibility for the day-to-day running of Triathlon England to the Triathlon England Management Board (TEMB).

The British Triathlon Federation’s (BTF) vision is ‘Great Experiences through swim, bike, run’ and its mission is ‘To develop an environment that makes Britain the world’s leading triathlon nation; enabling success and increasing participation.’

BTF aims to deliver the strategy by working collaboratively with its members (Triathlon England, Triathlon Scotland and Welsh Triathlon) towards the achievement of shared objectives. It is also committed to supporting the work of the British Triathlon Trust, of which it is the sole member.

During 2022/23, the company conducted a refresh of strategy which produced the following:

	British Triathlon Division	Triathlon England Division
Mission	Developing People & Delivering Excellence to Grow Swim, Bike, Run	Developing People & Places to Grow Swim, Bike, Run
Values	Inclusive / People Centred / Ambitious / Do What’s Right	
Strategic Goals	Excellent Athletes	The Big Active
	Outstanding Major	Our Community
	Events Inspired Age Groups	Developing Athletes
	Amplify Work of Home Nations	Great Events for All
	Whole Sport	
Enabling Goals	Sport Integrity, Digital Transformation, Commercial Growth, Exceptional People, Strong Organisation, Social Impact, International Relations	

Principal activity and review of the business (continued)

The financial year ended 31 March 2023 was another year of challenging trading conditions. The emerging cost of living crisis with high inflation and rising interest rates contributed to records lows in consumer confidence, which made the work of event organisers, clubs and coaches ever more complex and challenging.

In recognition of these trading conditions, the Board had set a deficit budget of £216,380, consisting of a deficit of £102,195 for the British Triathlon Division and £114,185 for the Triathlon England Division. The actual result for the financial year ended 31 March 2023 was a deficit of £13,008 with the British Triathlon division producing a surplus of £46,226 and the Triathlon England division a deficit of £59,234. Under the circumstances, the Board considered this a very positive outcome.

Performance

The World Class Programme faced numerous difficulties in achieving a balanced year-end position, due to the effect of inflation affecting the cost of travel and subsistence when travelling overseas.

Talent

Developing talented athletes in England remains an under-invested area and one which the Board is determined to invest in once revenues return.

Major Events

2022 saw the inaugural World Triathlon Paratriathlon Series Swansea, which was preceded by the first International Paratriathlon Conference, attended by over 50 delegates. The World Triathlon Championship Series returned to Leeds. Both events were affected by economic factors and required investment from the company as follows:

	WTPS Swansea	WTCS Leeds
Total:	£25,000	£100,000

Membership

Triathlon England Membership at March 2023 was 22,980, representing a loss of 700 members or attrition of 3%. Average retention ran at 80%. In net terms, membership produced income of £1.2m for the Triathlon England division.

Event Permitting

The recovery from Covid continued to be slow with race and participant numbers falling well short of 2019 levels. Permitting and day membership revenue was £300k with event numbers around 70% of a normal level of activity.

Commercial

During the period, commercial performance was largely as expected. A three-year partnership with Volvo Cars (UK) was not renewed which impacted both organisational revenue but also

major event budgets. The most significant partnership for the company was with Descente due to royalties on ranges sold in the Far East.

Development

During the period, Triathlon England developed the key components of the Big Active strategy, aimed at growing the sport and reaching under-represented groups. These components have traditionally depended on Sport England investment and whilst this is still the case currently, future models are established on the basis of financial sustainability. Any net revenues would be reinvested into Triathlon England programmes.

Cost Control

Despite the fluctuation in activity between lockdowns, the company was able to flex costs effectively, producing a satisfactory overall position.

The financial result for the period has maintained reserve levels beyond the target established in the six-year recovery plan. The reserves level at 31 March 2023 was £1,104k comfortably ahead of the levels established in the Company’s Reserves Policy. However, as the current year ending 31 March 2024 is certain to be another very challenging year with a continued revenue shortfall, the Board strives to maintain an appropriate balance between investing in recovery and growth versus retaining financial reserves to protect against unforeseeable events.

Principal Risks and Uncertainties

There are a number of risks and uncertainties which may have an impact on the Company. The list on the next page does not purport to be exhaustive. The executive team maintain a risk register which is reviewed twice a year by the Board. Risks are identified along with the necessary mitigation strategies.

RISK	DETAIL AND ACTIONS
Funding Maintenance of public funding and the inability to achieve self-generated revenue targets.	<p>The Company has been successful in securing strong public sector investment in the mid-to-long term with additional project specific funding for activity. This provides the Board with assurance that plans for the World Class programme and the development of the sport can be fully committed to, notwithstanding other risks, specifically rising costs.</p> <p>Self-generated funds are and will remain a constant challenge. Principal sources are commercial, membership and event permit and day license revenue. Current market conditions are challenging across all three sources.</p>
Financial Reserves Depletion of financial reserves rendering the organisation insolvent.	<p>The Board has planned for a deficit budget in the financial year ending 31 March 2024, to enable investment in technology and campaigns to drive recovery and growth. Accordingly, it is planned to reduce reserve levels during the year, but the Board is confident that this is planned and understood and so does not represent a significant risk.</p>
Political Changes in the regulatory or political environment affecting the Company’s ability to deliver its strategy and objectives.	<p>This is not deemed a significant risk, despite the apparently turbulent political scene. Public sector funding is secured.</p> <p>It is deemed as somewhat likely that there will be a change in UK Government, and this may present a small risk due to a shift in government policy towards sport.</p> <p>The risk of a potential independence referendum in Scotland is deemed to have diminished and, in any event, is not seen as a risk to the organisation and the ongoing inclusion of Triathlon Scotland and its members.</p>
Operating Costs	<p>The impact of double-digit inflation and energy costs on the cost of living and of operating are beginning to have a material impact and this looks set to continue throughout 2023/24.</p> <p>With no provision for inflation in public sector investment awards, difficult decisions will be required.</p>

Principal Risks and Uncertainties (continued)

RISK	DETAIL AND ACTIONS
Events Failure to secure major events, or funding for major events, may adversely affect the Company’s ability to build the profile of and participation in the sport.	<p>Given trading and market conditions, this risk is slightly elevated compared to previous years. Rising costs, and a very tough commercial landscape make the financial aspects of running major events and/or attracting event sponsorship very challenging indeed.</p> <p>The executive team is exploring alternative models, involving vastly reduced risk profiles.</p>
Commercial Maintaining and attracting sponsorship investment.	<p>As the sponsorship scene becomes even more competitive, maintaining existing and attracting new partnership investment is going to be challenging and regular forecasts will enable the company to react accordingly.</p> <p>The Board has discussed and agreed a commercial strategy that is more aligned to our community and less aligned to major events.</p>
Reputational Reputational risk due to a safeguarding matter.	<p>The Whyte Review report, published in June 2022, sends a signal to all sporting NGBs. The company had already commissioned an independent review of all Safeguarding policies and procedures across British Triathlon and the Home Nations and this, along with a comprehensive action plan, has been published. The company is involved in discussions with other NGBs about a more collaborative model for safeguarding.</p>
Technological Ever present risk of a successful Cyber-attack, a data breach or failure to comply with GDPR regulation.	<p>Increased reliance on digital solutions makes us more susceptible to attack. Investment in IT security software and hardware, a new Digital Technology solution and Cyber security audits all contribute to mitigating this risk.</p>

Financial key performance indicators

The following KPIs are considered as part of the monthly management accounts:

- Performance against budget or forecast
- Cashflow projections
- Membership growth and retention
- Event and participation numbers.

This report was approved by the Board on 29 September 2023 and signed on its behalf.



A Salmon
Chief Executive Officer

Directors’ Report

The directors present their annual report together with the audited financial statements of The British Triathlon Federation for the year ended 31 March 2023.

Results

The deficit for the year, after taxation, amounted to £13,008 (2022 - £90,651 surplus).

Directors

The directors in office during the financial year and to the date of this report were:

Director	Appointed/resigned
R J Ashton	
D H Cameron	Resigned 3 July 2023
D Clarke	
N Dick	Resigned 11 January 2023
S L Heath	
V Holland	
W James	
M Kitchener	
S Pabari	
A Salmon	
N Saunders	
J Skan	Resigned 4 February 2023
G Warnecke	Resigned 31 May 2023

Statement of directors’ responsibilities

The directors are responsible for preparing the Directors’ Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) including Financial Reporting Standard 102 Section 1A, ‘The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland.’ Under Company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company’s transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors


Each of the directors confirms that:

- so far as the director is aware, there is no relevant audit information of which the company's auditor is unaware; and
- the director has taken all the steps that he/she ought to have taken as a director in order to make himself/herself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

The above report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with Financial Reporting Standard 102 Section 1A.

Signed on behalf of the board of directors:



Chief Executive Officer

Approved by the board on: 29 September 2023

Independent auditor's report to the members of The British Triathlon Federation

Opinion

We have audited the financial statements of The British Triathlon Federation (the 'company') for the year ended 31 March 2023 which comprise the statement of comprehensive income, the statement of financial position, the statement of changes in equity, the statement of cash flows, principal accounting policies and the related notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2023 and of its deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Independent auditors' report to the members of the British Triathlon Federation (continued)

Other information

The other information comprises the information included in the Annual report, other than the financial statements and our Auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Directors' report and from the requirement to prepare a strategic report.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Independent auditors' report to the members of the British Triathlon Federation (continued)

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with management, and from our knowledge of the sector;
- the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;
- we considered the legal and regulatory frameworks that are applicable to the company and determined that the most significant are the reporting framework the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102 Section 1A), the Companies Act 2006, employment law and the Code of Sports Governance;
- we understood how the company is complying with those legal and regulatory frameworks by making inquiries of management and those responsible for legal, compliance and governance procedures. We corroborated our inquiries through our review of the minutes of directors' meetings and papers provided to the director.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- tested the authorisation of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

Independent auditors’ report to the members of the British Triathlon Federation (continued)

Auditor’s responsibilities for the audit of the financial statements (continued)

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of directors’ meetings;
- enquiring of management and those charged with governance as to actual and potential litigation and claims; and
- reviewing any available correspondence with HMRC.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council’s website at www.frc.org.uk/auditors responsibilities. This description forms part of our Auditor’s report.

Use of our report

This report is made solely to the company’s members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company’s members those matters we are required to state to them in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company’s members as a body, for our audit work, for this report, or for the opinions we have formed.

Shachi Blakemore (Senior Statutory Auditor)

For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London EC2V 6DL

British Triathlon income and expenditure account for the year ending 31 March 2023

	2022/23 (£)	2021/22 (£)
Income	10,917,667	10,099,604
Operating expenses	(10,930,675)	(10,009,426)
Government grant income (CJRS)	-	473
Operating surplus/(deficit)	(13,008)	90,651
Interest receivable and similar income	-	-
(Deficit) surplus before tax	(13,008)	90,651
Taxation	-	-
(Deficit) surplus for the financial year	(13,008)	90,651

There was no other comprehensive income in 2023 or 2022.

British Triathlon balance sheet as of 31 March 2023

Fixed Assets

Tangible fixed assets

Current Assets

Debtors amounts falling due within one year

Cash at bank and in hand

Creditors: Amounts falling due within one year

Net current assets

Net Assets

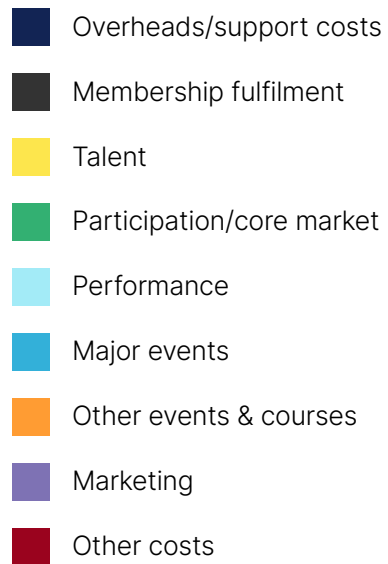
Capital and Reserves

Triathlon England designated reserve

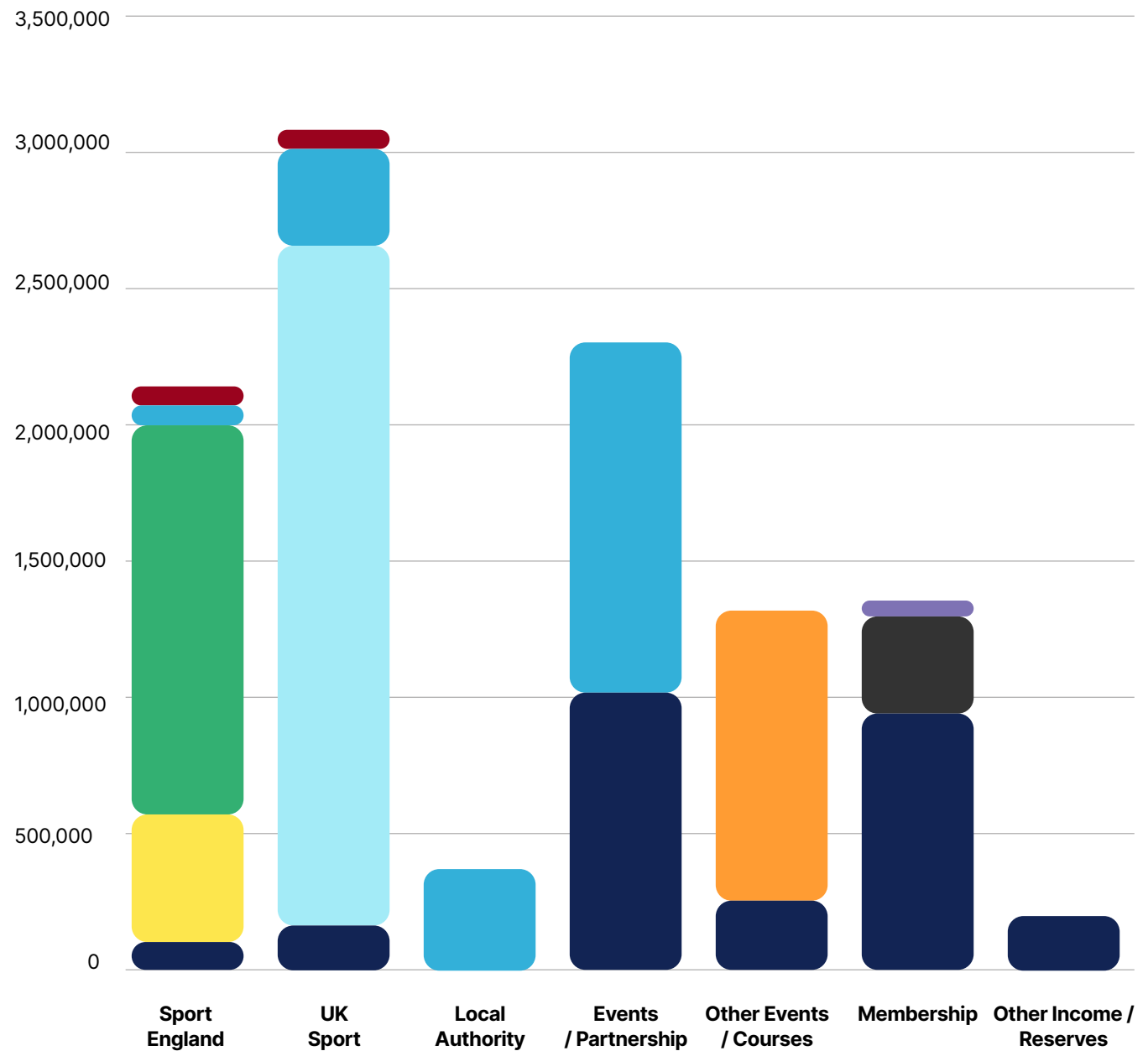
Income and expenditure account

March 2023 (£)	March 2022 (£)
62,945	72,815
62,945	72,815
940,379	789,888
2,983,651	3,481,457
3,924,030	4,271,345
(2,882,956)	(3,227,133)
1,041,074	1,044,212
1,104,019	1,117,027
106,715	165,949
997,304	951,078
1,104,019	1,117,027

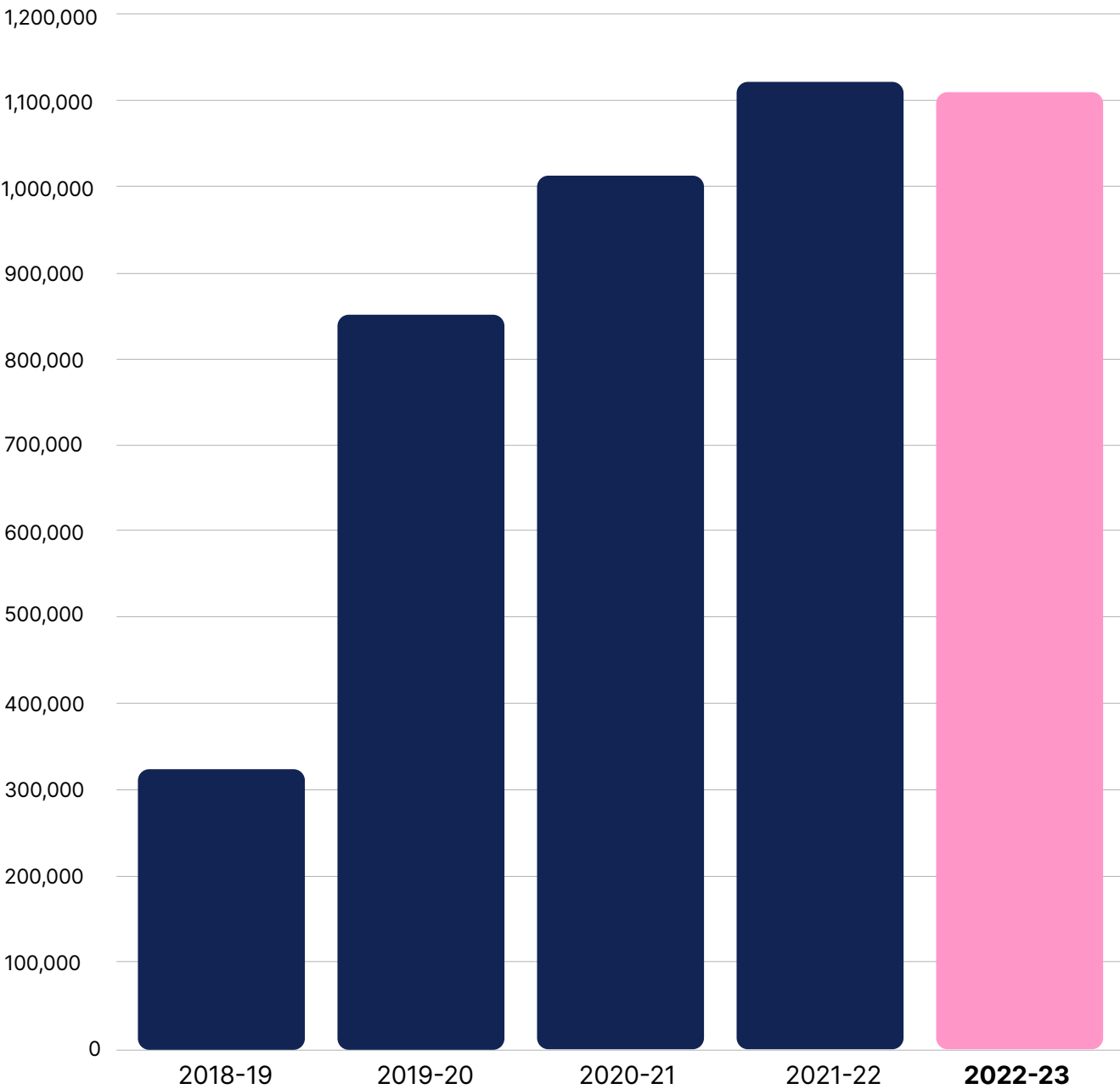
British Triathlon sources of income and how it is spent



Overheads and Support costs relate to all other costs of supporting the business including premises, IT, insurance and VIK costs.



British Triathlon reserve levels history





TRIATHLON ENGLAND FINANCIAL REVIEW 2023



Triathlon England operating statement

Operations shows all other income and the areas where Triathlon England chose to spend that money including investment into marketing and communications.

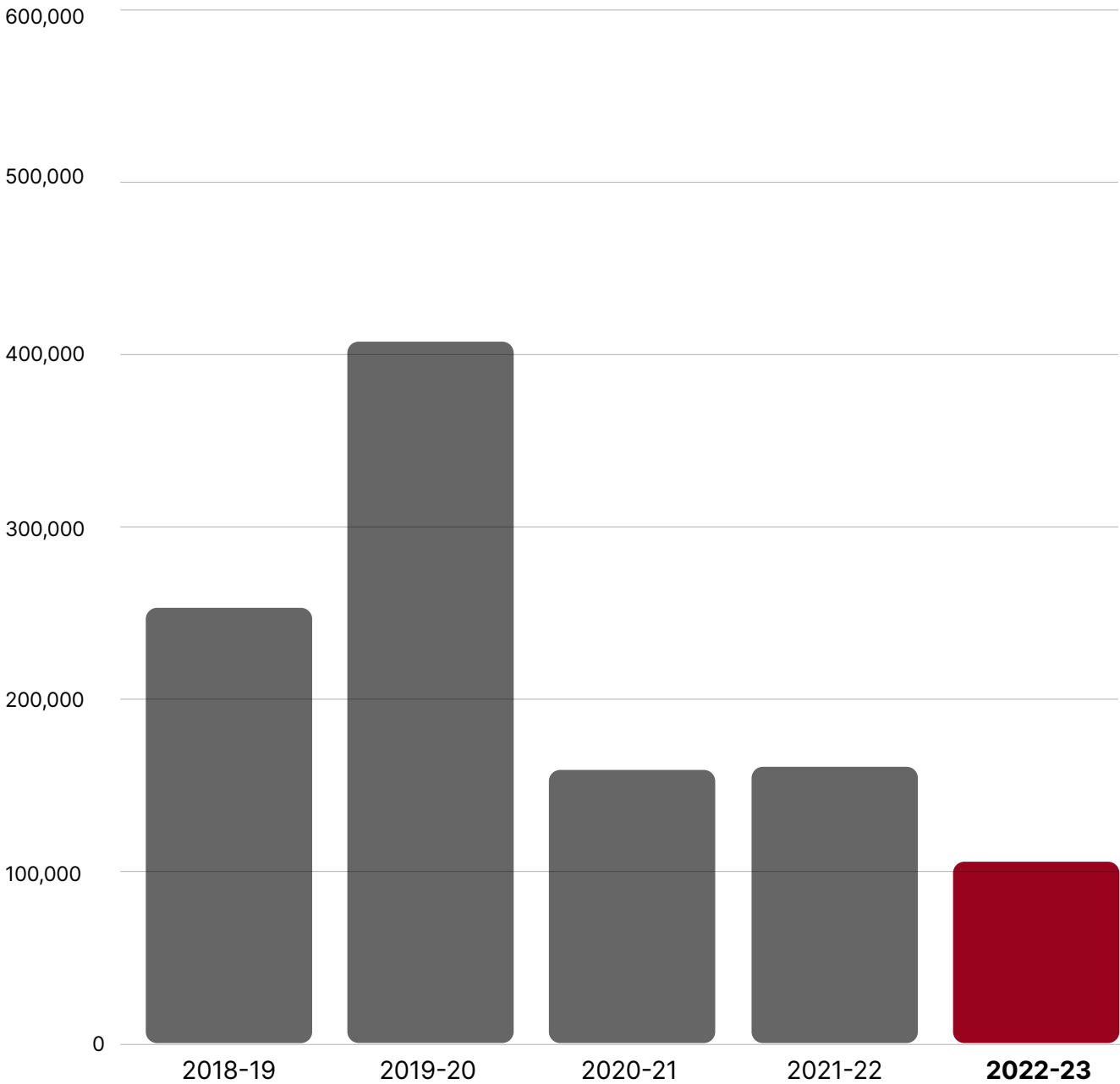
	2022/23 (£)	2021/22 (£)
Membership		
Income	1,292,893	1,222,283
Expenditure	(560,460)	(557,736)
NET Membership	732,433	664,547
Events		
Income	300,530	285,594
Expenditure	(96,935)	(137,348)
Net Events	203,595	148,246
Coaching and Workforce Development		
Income	233,107	268,605
Expenditure	(186,988)	(215,062)
NET Coaching and Workforce Development	46,118	53,543
Sport England Funded Projects - See page 77		
Grant Income	2,196,480	2,352,480
Grant Expenditure	(2,196,480)	(2,352,480)
	0	0
Operations		
Income	37,298	59,097
Expenditure	(1,075,742)	(937,708)
NET Operations	(1,038,444)	(878,611)
Development Projects		
Includes Children and Young People & Open Water		
Income	8,944	12,793
Expenditure	(11,880)	-
NET Development Projects - Surplus Income	(2,936)	12,793
NET Triathlon England	(59,234)	518

Sport England income and expenditure

The Sport England column shows income received from Sport England which is ring-fenced and used purely for activities set out as part of the grant funding agreements with Sport England, predominantly aimed at growing participation in the sport.

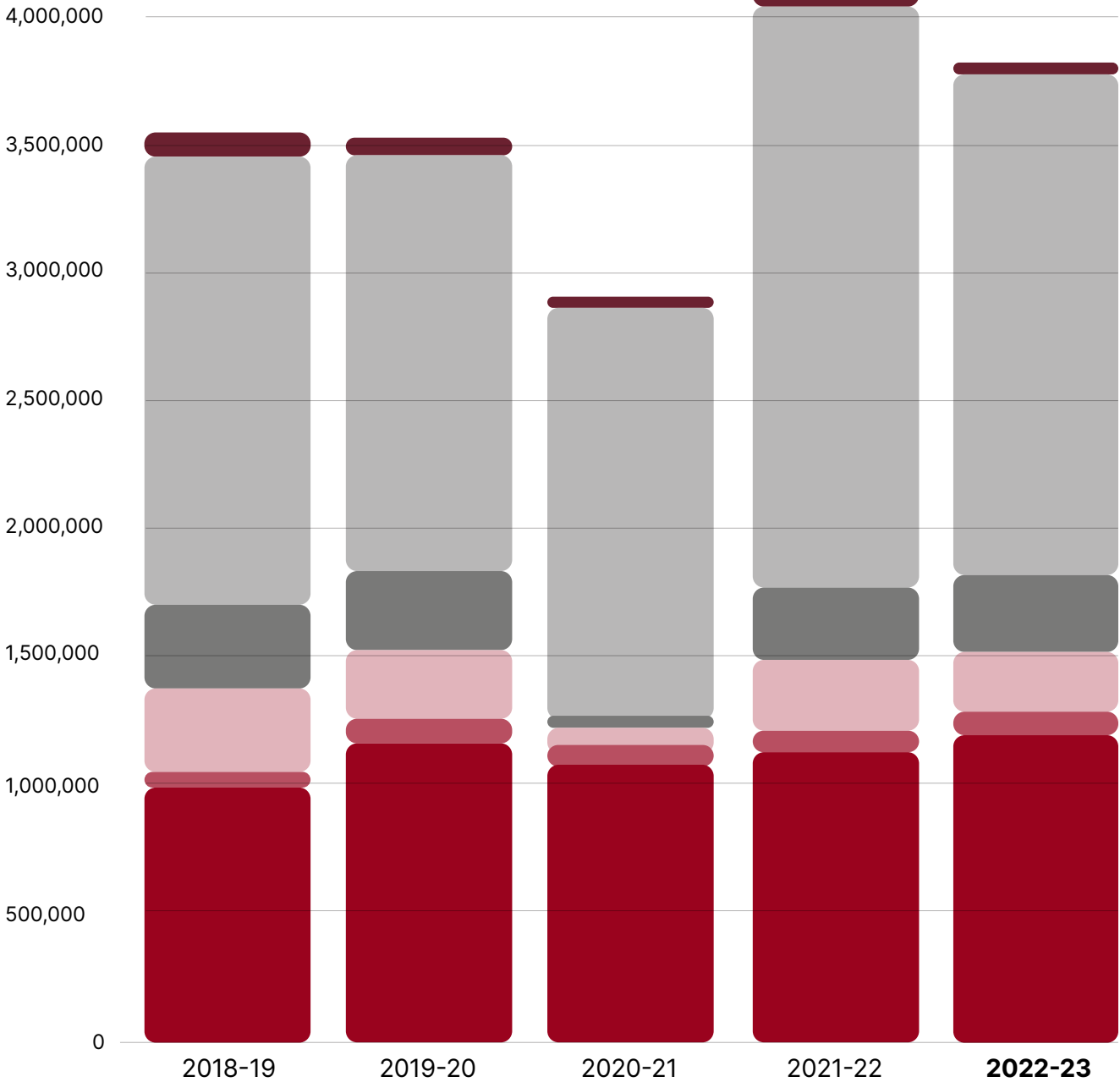
	2022/23 (£)	2021/22 (£)
Sport England Income		
Development	1,715,965	1,748,009
Home National Talent	480,274	502,934
Major Events	73,114	63,133
Commonwealth Games	1,815	38,404
Sector Renewal	150,731	-
Participation Innovation & Digital Fund	122,720	-
	2,196,240	2,352,480
Sport England Expenditure		
Development - Systemic & Governance	(907,589)	-
Development - Delivery	(284,853)	-
Development - Operations	(176,163)	(104,724)
Development - Regional	-	(221,243)
Development - Mass Participation	-	(199,350)
Development - General	-	(162,039)
Development - Staffing	-	(1,060,653)
Home Nation Talent	(339,528)	(377,623)
Home Nation Para Talent	(140,747)	(125,311)
Major Events	(73,114)	(63,133)
Commonwealth Games	(1,815)	(38,404)
Sector Renewal	(150,731)	-
Participation Innovation & Digital Fund	(121,700)	-
	(2,196,240)	(2,352,480)
NET Sport England	0	0

Triathlon England
reserve levels history

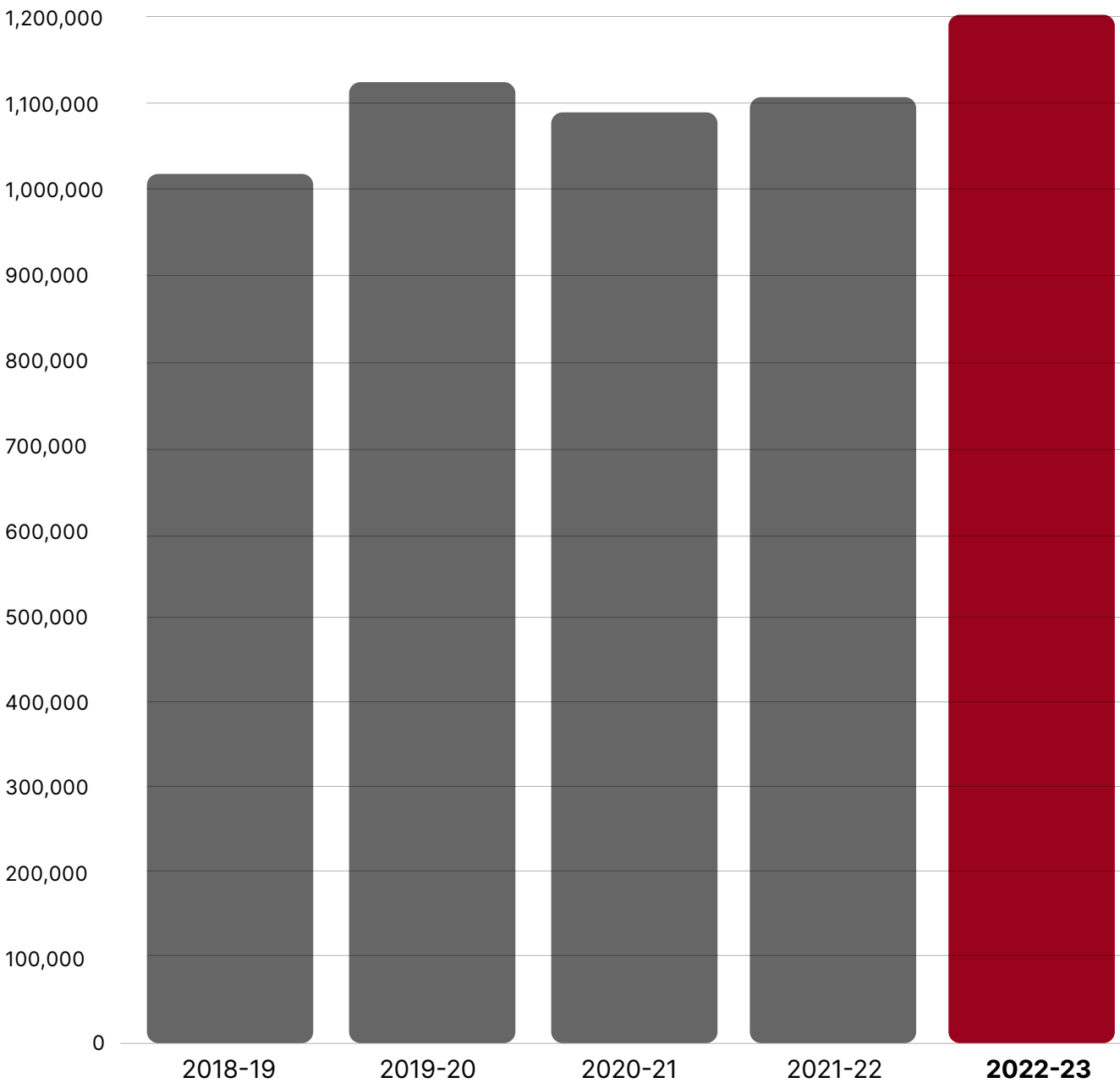


Triathlon England sources of income

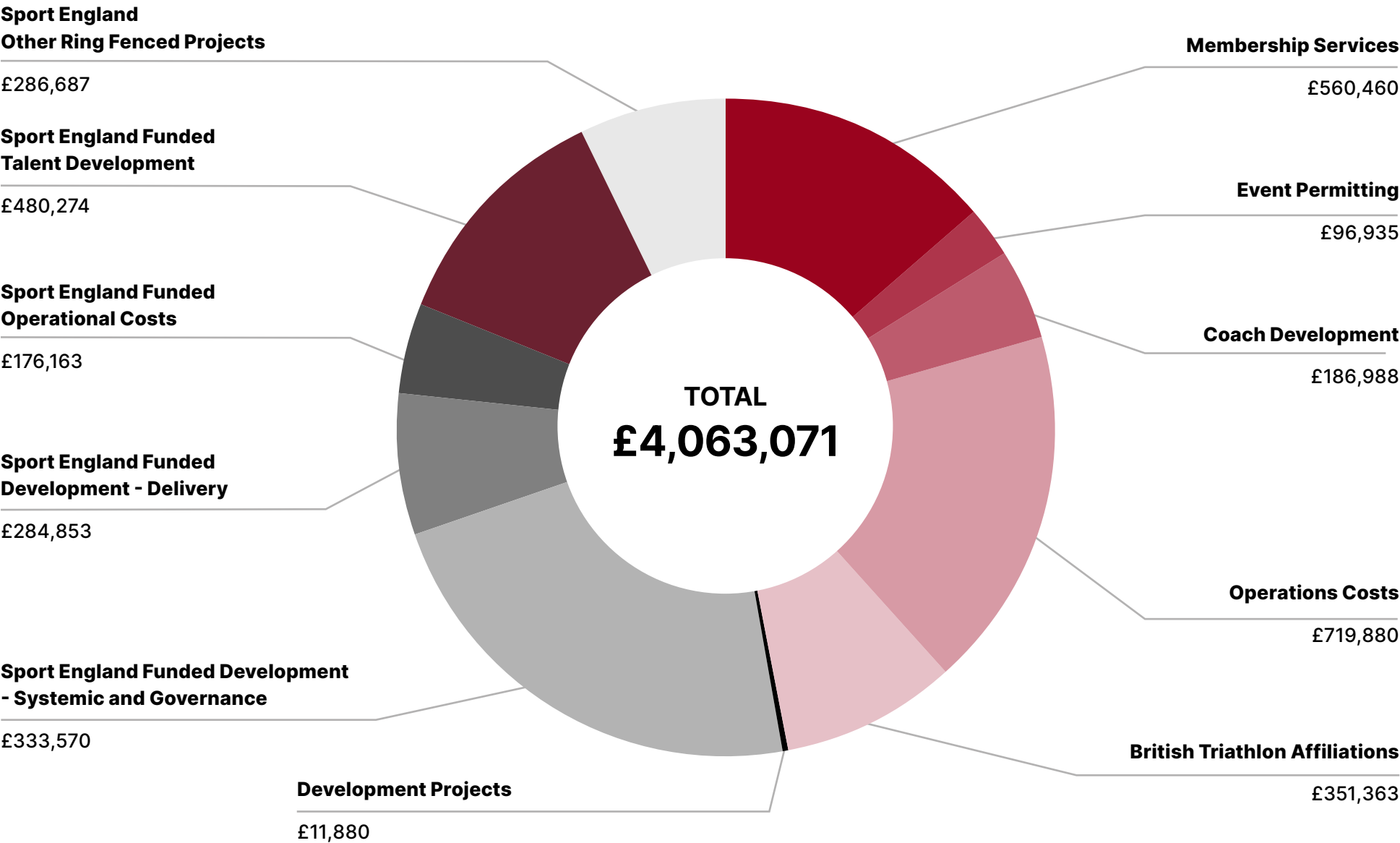
- Other Income
- Sport England
- Events
- Coaching
- Club Affiliation
- Individual Membership



Triathlon England membership income



Where does Triathlon England’s income go?



Home Nation's affiliations

- Governance
- Communications
- Qualification Development
- British Championships
- Coaches and Technical Officials
- International Relations
- Anti-Doping
- Age Group





Closing Remarks



Debbie Clarke

Chair, Triathlon England

This has been a busy year for Triathlon England as we look to drive forward participation in swim, bike, run and further support our members already actively engaged throughout our sport.

After a decade of helping to introduce new participants to the sport through our GO TRI programmes we introduced its replacement programme 'Swim Bike Run', a suite of five initiatives to enable local deliverers to organise and provide opportunities. Whether taking part in a monthly Swim Bike Run Local event, getting the family involved in Swim Bike Run Mini, getting to know a local nature spot through Swim Bike Run Explore, learning a new skill at Swim Bike Run Develop sessions, or getting involved with a BIG Swim Bike Run event, we believe that this new programme can help to embed active lives in active communities across England through participation in triathlon and its constituent parts.

During the year we were also delighted to launch Active Skills for Life, our programme for growing participation among children focussed on primary school activities. The resources our team have developed will help teachers and deliverers to provide quality swim, bike, run sessions in swimming pools, playgrounds, school halls and sports fields, as well as through holiday camps in local communities. This is an exciting development following the successful piloting of the programme in 2022 and something I hope will bring many more children, young people and families into the sport through encouraging active lives.

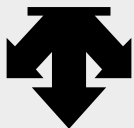
I'd like to say a big thank you to everyone who plays a role in our sport. Without volunteers in clubs, at events, coaching sessions and in settings up and down the country, we wouldn't have the safe and welcoming communities we do. This season has seen a number of new and exciting projects take place. These have been made possible thanks to the commitment and dedication of volunteers, supporting people to either take their first steps on, or continue their Swim, Bike, Run journey.

As we look forward to 2024, I'm confident that the ground that teams throughout the country have already laid will see our sport grow, particularly with the excitement of the Olympic and Paralympic Games in Paris. Finally I would like to say a huge thank you to Andy Salmon, who will be stepping down as CEO in February after more than six years at our helm. We have all really enjoyed working with Andy and whilst his are big boots to fill but we are all excited for the next chapter in the journey of Triathlon England.

D Clarke

Thank you to our partners in 2023

British Triathlon Partners



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Sunderland 2023 Partners























Swansea 2023 Partners









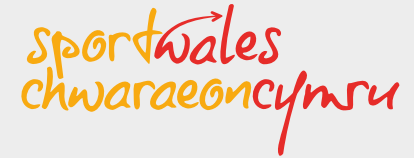








Thank you to our funding partners



Thank you to our Home Nations and Triathlon Trust





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