



2020

FINANCIAL REVIEW

BRITISH TRIATHLON FINANCIAL REVIEW

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 2020.

STRATEGIC REPORT

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. British Triathlon'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. BTF has 8 strategic goals as follows:

- More Participants
- Great Clubs
- Growing Membership
- Winning Athletes
- Exceptional People
- Outstanding Events
- Excellent Organisation
- Elevated Profile

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).

BTF has adopted an aggressive approach to the achievement of the strategic goals in recent years and, as a consequence, started the period with significantly depleted reserves. Significant cost cutting measure, including three redundancies, were taken in March 2019.

The period proved to be a successful one with an annual bottom-line improvement of £1,054,958 compared to the previous period. This was mostly attributable to the following:

Major Events: For the 2019 AJ Bell World Triathlon Leeds and Accenture World Triathlon Mixed Relay Nottingham events, a different underwrite model was established and the company secured several new commercial partners, ensuring a far more positive outcome.

Commercial: During the period, commercial performance exceeded expectations, due to a combination of additional partnerships and exceptional performance in regard to one loyalty-based agreement.

The financial outturn during the period has boosted reserve levels beyond the target established in the six-year recovery plan. However, at the very end of the period, the Covid-19 crisis emerged and it seems very likely that BTF will need to weather significant reductions to income and will be reliant on these replenished reserve levels over the next two to three periods.

Principal risks and uncertainties

There are a number of risks and uncertainties which may have an impact on the Company. The list below does not purport to be exhaustive. The Executive Team maintain a risk register which is reviewed on quarterly basis by the Board. Risks are identified along with the necessary mitigation strategies.

RISKS

Funding

Maintenance of public funding and the inability to achieve self-generated revenue targets.

Mitigation Strategy:

- The Company regularly reviews budgets and cashflow requirements to ensure it has suitable resources for its needs.
- The Company continues to strive to deliver increased value for money and to reduce its dependence on public funding by increasing its own income sources. However, the Company cannot directly influence the impact on public finances caused by Covid-19.

Financial Reserves

Depletion of financial reserves rendering the organisation insolvent.

Mitigation Strategy:

- The Company has delivered exceptional financial results in 2019/20 and has a six year recovery plan to replenish reserves to the desired level. However, this will be disrupted extensively by the impact of Covid-19.

Political

Changes in the regulatory or political environment affecting the Company's ability to deliver its strategy and objectives.

Mitigation Strategy:

- It is difficult for the Company to predict the timing or severity of such changes. However, the organisation does engage with UK Sport/Sport England and other associations in order to ensure the Company is kept abreast of expected potential changes and takes an active role in making appropriate representations through appropriate channels and networks. Again, the impact of Covid-19 is difficult to predict.

Events

Failure to secure major events may adversely affect the Company's ability to build the profile of and participation in the sport.

Failure to secure event sponsorship may adversely affect the Company's ability to deliver major events, which may affect the Company's ability to build the profile of and participation in the sport.

Mitigation Strategy:

- The Company actively engages with event organisers, World Triathlon/Europe Triathlon and other stakeholders to ensure every event maximises the sport's profile and minimises the risks around such events. Plans are in place to hold major events in 2021, subject to Covid-19 restrictions.
- The Company actively seeks to build attractive commercial propositions, engaging with a variety of commercial entities with a view to building mutually respectful and engaging relationships. The Company is realistic about financial risks and avoids exposure to sole underwriter status.

Commercial

The company enters into agreements that it is unable to fulfil.

Mitigation Strategy:

- The Company has introduced a robust governance protocol to ensure all commercial partnerships have a positive impact. All partnership agreements have been reviewed in light of the Covid-19 crisis and risks identified and factored into long term financial projections.

Financial Key Performance Indicators

The principal financial KPI for the organisation is performance against budget.

This report was approved by the Board on 3 August 2020 and signed on its behalf.

Andy Salmon,
Chief Executive Officer



DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2020

The directors present their report and the financial statements for the year ended 31 March 2020.

Directors' responsibilities statement

The directors are responsible for preparing the Strategic Report, 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 elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK 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 surplus or deficit of the Company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- 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 to 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.

Results

The surplus for the year, after taxation, amounted to £553,183 (2019 - deficit £501,775).

Directors

The directors who served during the year were:

- R J Ashton (appointed 27 July 2019)
- D H Cameron
- D Clarke (appointed 30 March 2020)
- N Dick
- Dr M Hardwick (resigned 25 February 2020)
- S L Heath
- IP Howard TD (resigned 27 July 2019)
- W James
- H Jenkins
- A Melwani
- A Salmon
- N Saunders (appointed 27 July 2019)
- C Stewart (resigned 27 April 2019)
- P Tanner (resigned 9 July 2020)
- G Warnecke

Disclosure of information to auditors

Each of the persons who are directors at the time when this Directors' Report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the Company's auditors are unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

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

Andy Salmon,
Chief Executive Officer



Date: 3 August 2020

INDEPENDENT AUDITORS' 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 2020, which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Equity and the related notes, including a summary of significant accounting policies. 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 2020 and of its surplus 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 Auditors' 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The directors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Responsibilities of directors

As explained more fully in the Directors' Responsibilities Statement on page 7, 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.

Auditors' 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 Auditors' 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.

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/auditorsresponsibilities. This description forms part of our Auditors' Report.

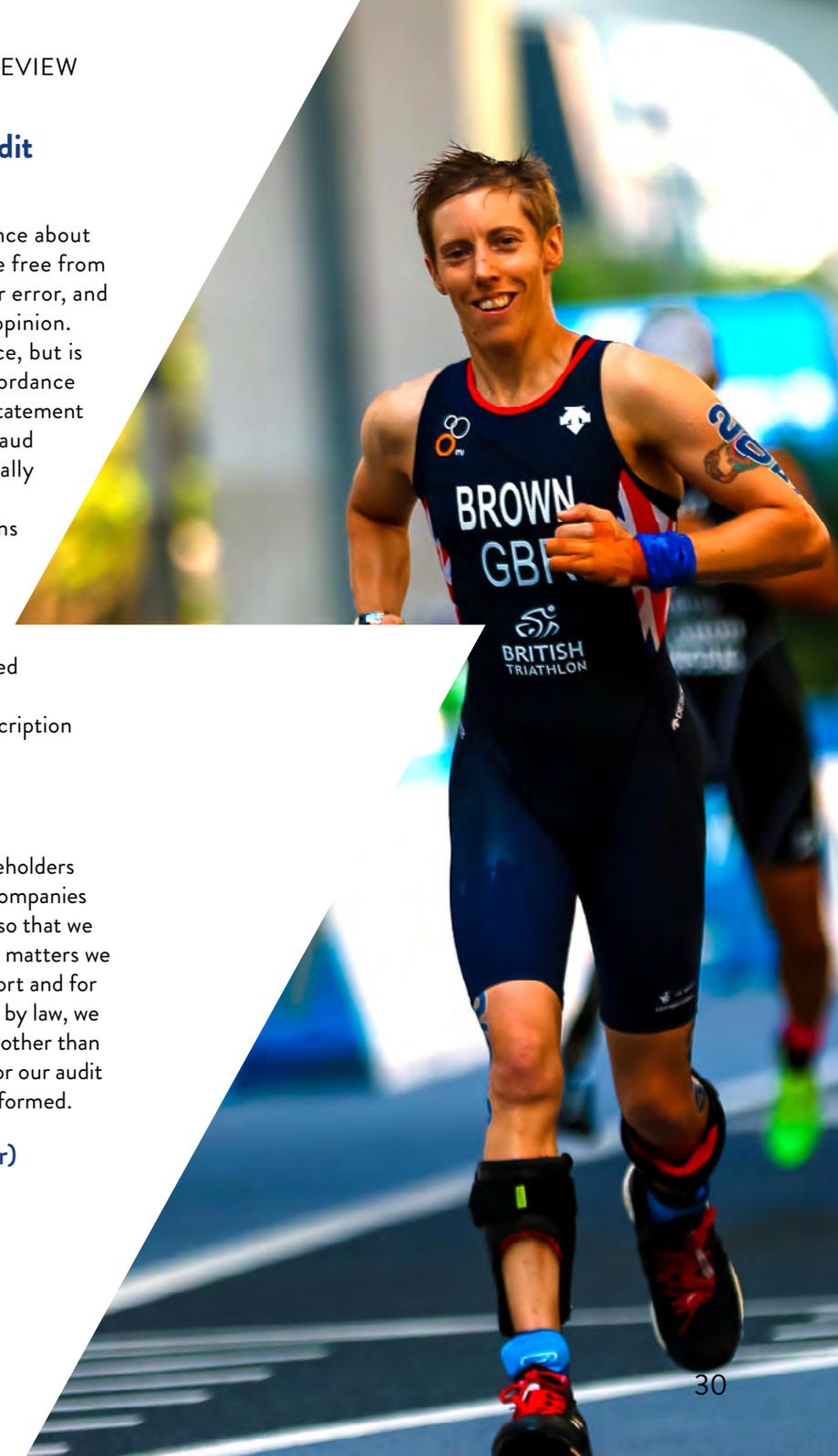
Use of our report

This report is made solely to the Company's shareholders 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 shareholders those matters we are required to state to them in an Auditors' 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 shareholders for our audit work, for this report, or for the opinions we have formed.

Thomas Wilson (Senior Statutory Auditor)

For and on behalf of Haysmacintyre LLP
Statutory Auditors
10 Queen Street Place, London EC4R 1AG

25 August 2020



BRITISH TRIATHLON INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2020

	2019-20 (£)	2018-19 (£)
INCOME	10,710,551	9,420,993
Operating expenses	(10,162,585)	(9,929,868)
OPERATING SURPLUS/(DEFICIT)	547,966	(508,875)
Interest receivable and similar income	7,007	9,414
SURPLUS/(DEFICIT) BEFORE TAX	554,973	(499,461)
Taxation	(1,790)	(2,314)
SURPLUS/(DEFICIT) FOR THE FINANCIAL YEAR	553,183	(501,775)



BRITISH TRIATHLON BALANCE SHEET AS AT 31 MARCH 2020

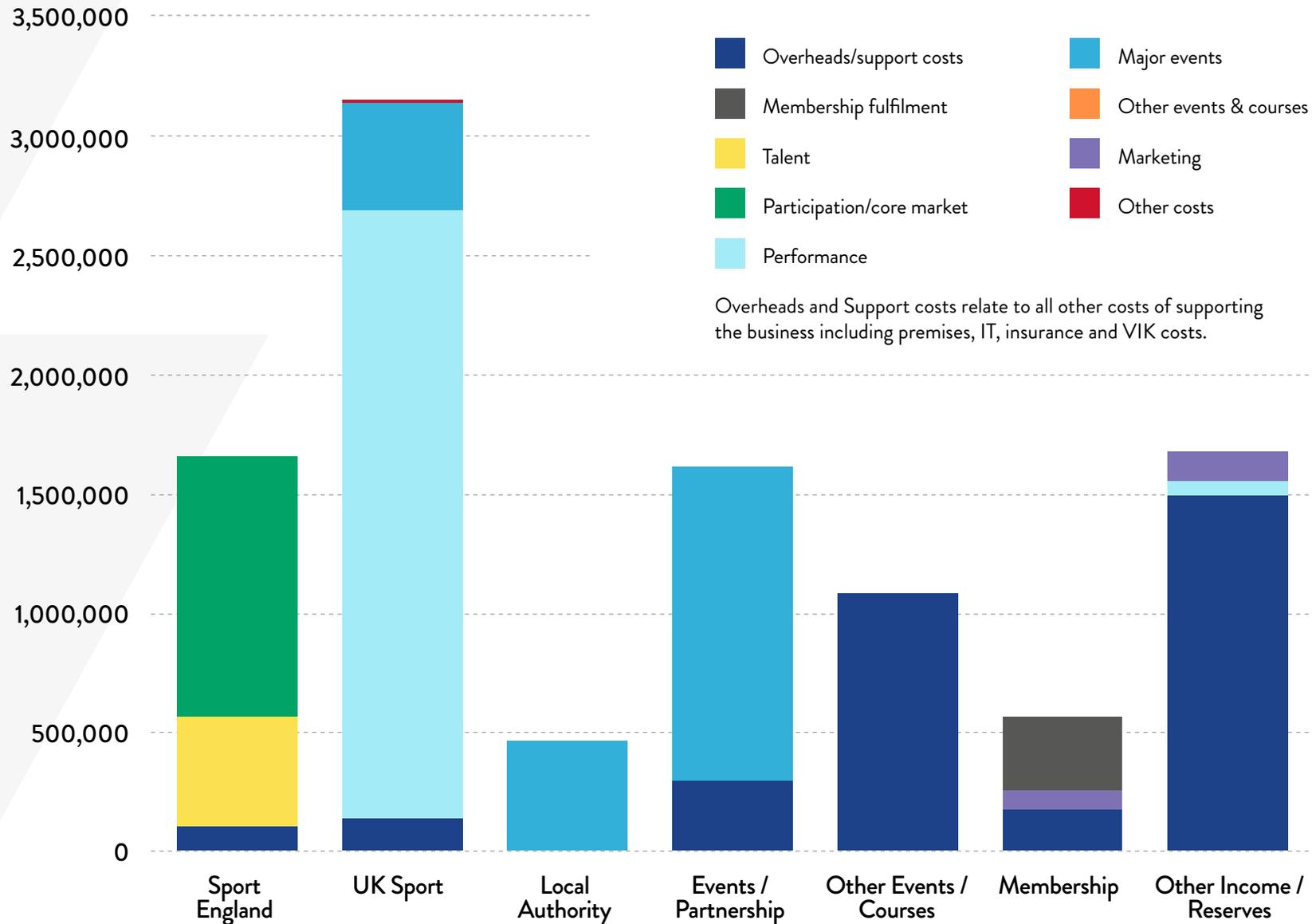
	March 2020 (£)	March 2020 (£)	March 2019 (£)	March 2019 (£)
FIXED ASSETS				
Tangible fixed assets		21,369		23,500
		21,369		23,500
CURRENT ASSETS				
Debtors amounts falling due within one year	738,363		758,264	
Cash at bank and in hand	2,441,126		2,785,405	
	3,179,489		3,543,669	
CREDITORS:				
Amounts falling due within one year	(2,337,639)		(3,257,133)	
NET CURRENT ASSETS		841,850		286,536
TOTAL ASSETS LESS CURRENT LIABILITIES		863,219		310,036
NET ASSETS		863,219		310,036
RESERVES				
Triathlon England designated reserve		407,601		251,326
Member's special reserve		-		35,460
Income and expenditure account		455,618		23,250
		863,219		310,036

The financial statements were approved and authorised for issue by the Board and were signed on its behalf on 3 August 2020.

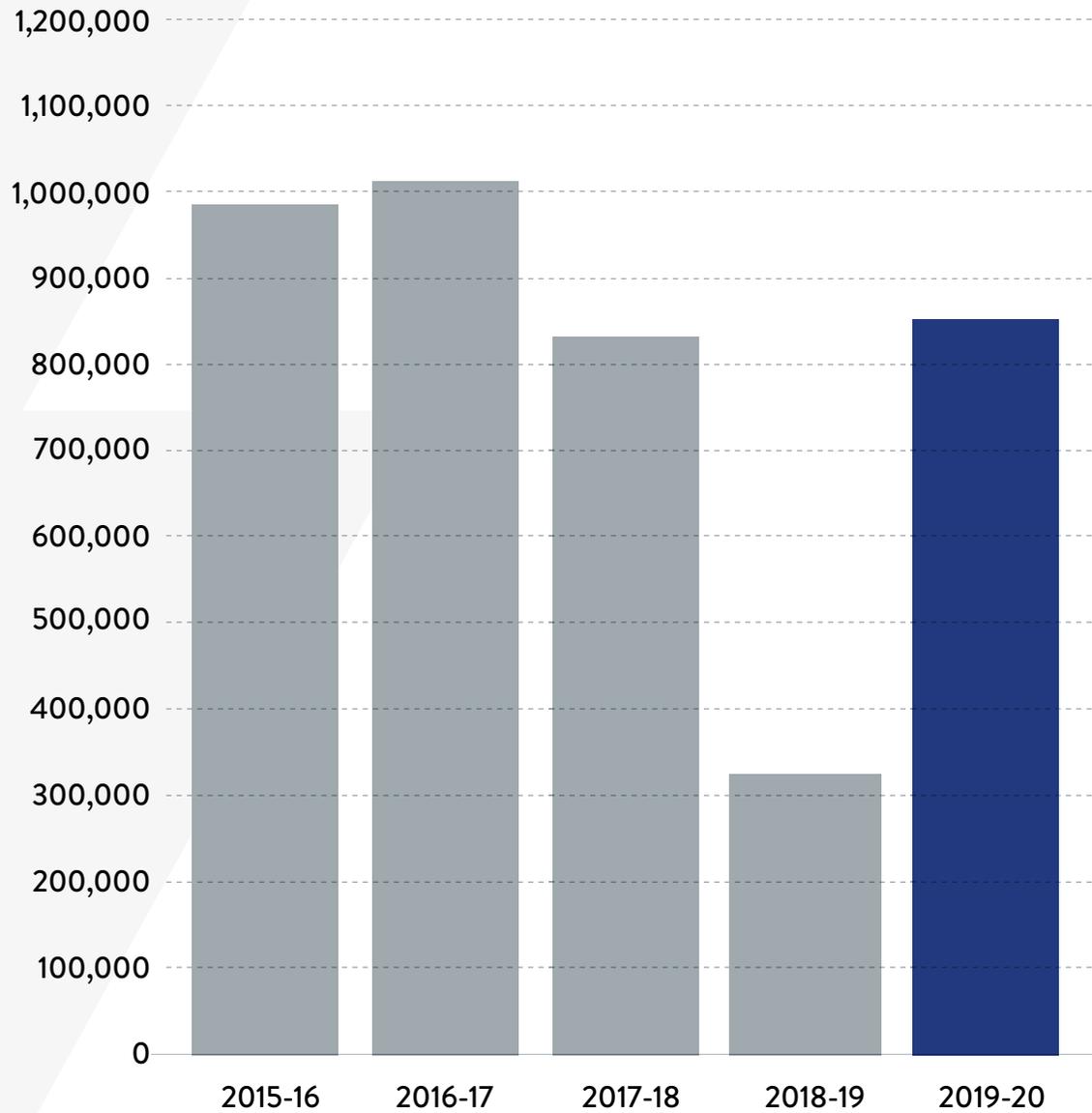
Andy Salmon,
British Triathlon CEO



BRITISH TRIATHLON SOURCES OF INCOME AND HOW IT IS SPENT



BRITISH TRIATHLON RESERVE LEVELS HISTORY





TRIATHLON
ENGLAND

2020

FINANCIAL REVIEW

TRIATHLON ENGLAND OPERATING STATEMENT

	2019-20 (£)	2018-19 (£)
MEMBERSHIP		
Income	1,271,510	1,073,302
Expenditure	(561,836)	(564,214)
NET MEMBERSHIP	709,674	509,087
EVENTS		
Income	310,517	322,490
Expenditure	(114,644)	(95,433)
NET EVENTS	195,873	227,057
COACHING + OPEN WATER		
Income	277,816	345,140
Expenditure	(225,789)	(263,611)
NET COACHING + OPEN WATER	52,027	81,529
RING FENCED PROJECTS		
Includes Skills School , CWG and Velopark		
Grant Income	25,548	68,099
Grant Expenditure	(19,227)	(69,385)
NET RING FENCED PROJECTS	6,321	(1,287)
OPERATIONS		
Income	35,005	4,434
Expenditure	(860,355)	(1,024,152)
NET OPERATIONS	(825,351)	(1,019,718)
NET TRIATHLON ENGLAND	138,545	(203,330)

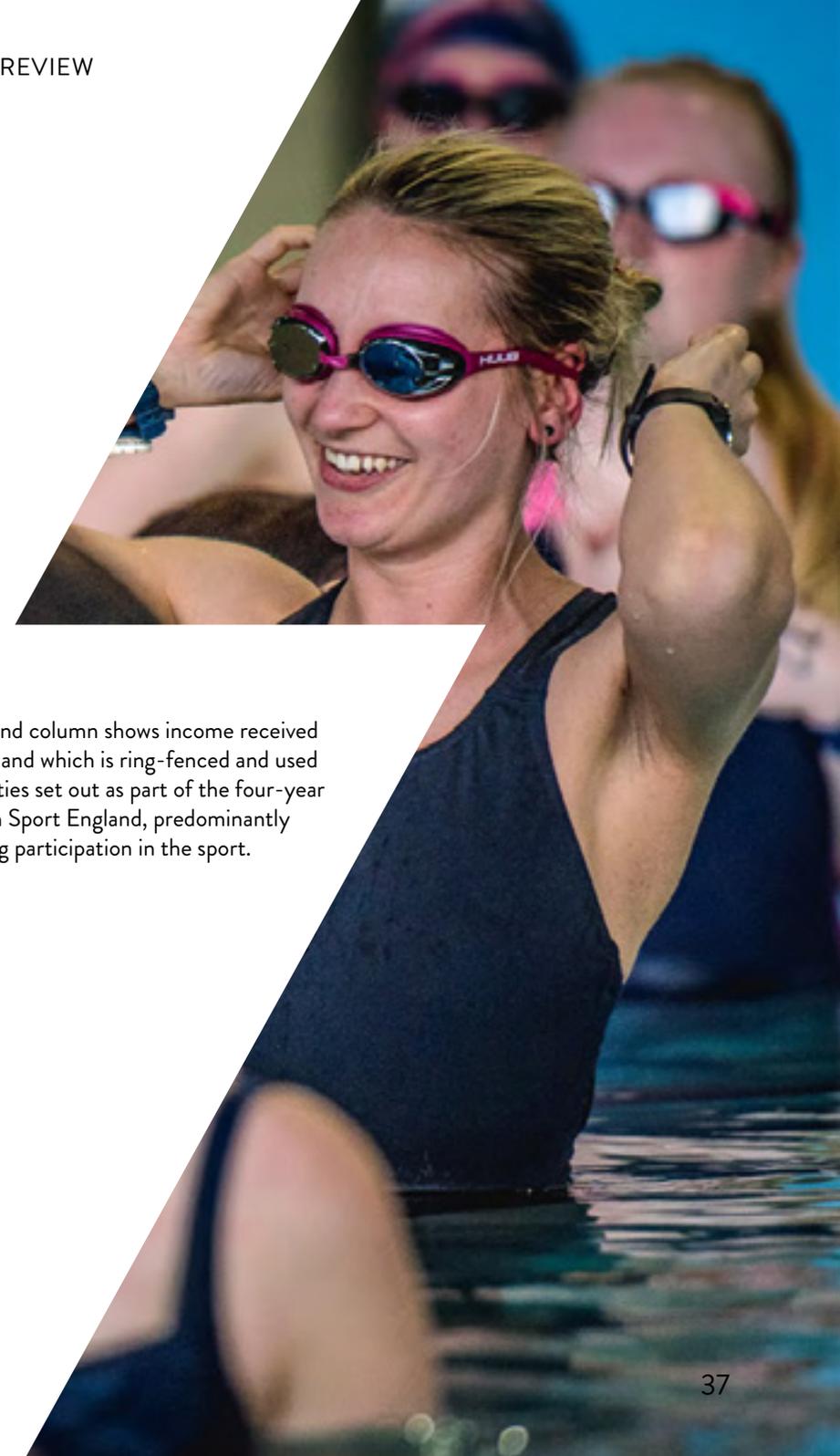
Operations shows all other income and the areas where Triathlon England chose to spend that money including investment into marketing and communications.



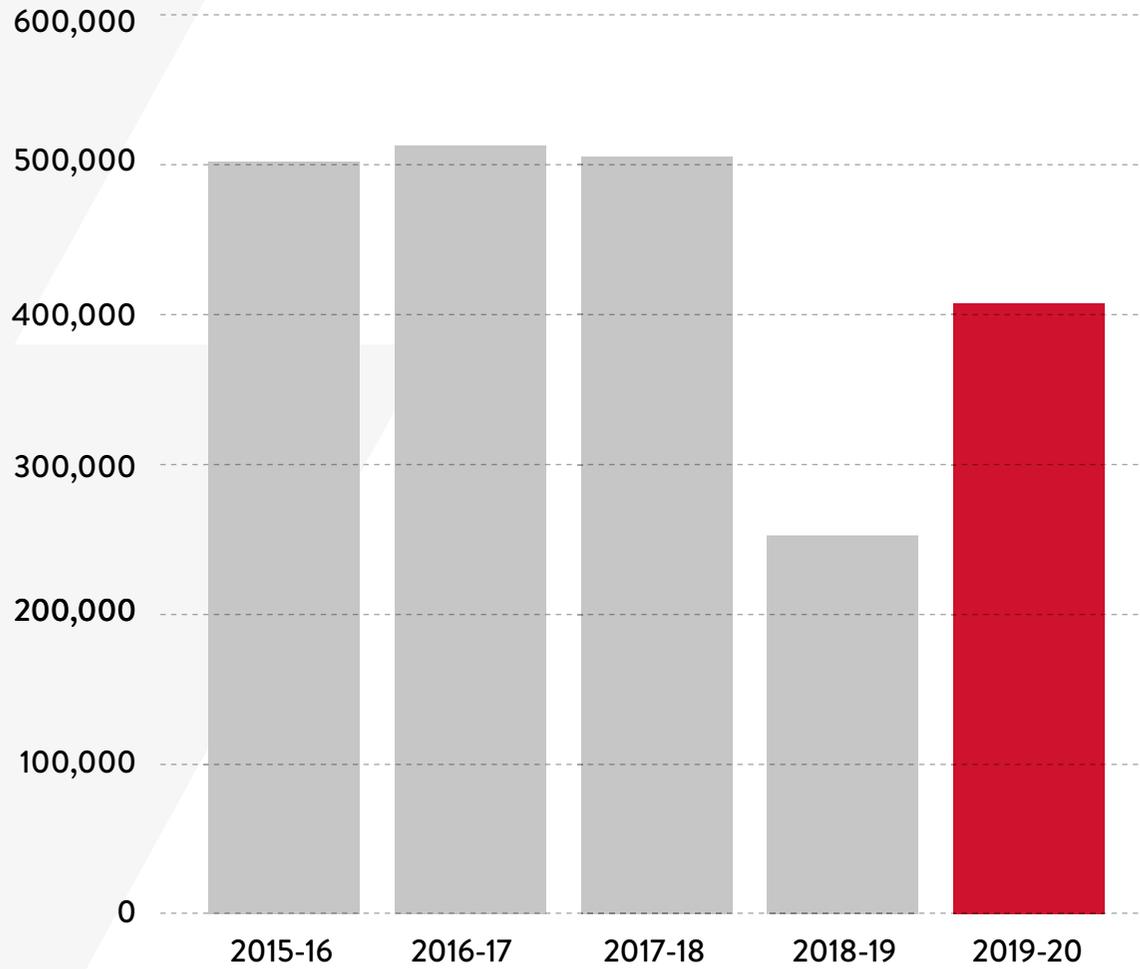
SPORT ENGLAND INCOME AND EXPENDITURE

	2019-20 (£)	2018-19 (£)
SPORT ENGLAND INCOME		
Development	1,171,848	1,242,431
Home Nation Talent	461,113	517,907
	1,632,961	1,760,337
SPORT ENGLAND EXPENDITURE		
Development – Regional	(81,655)	(91,884)
Development – Events (Major & Low Cost)	(95,584)	(180,277)
Development – General	(5,846)	(29,944)
Staffing	(890,716)	(824,322)
Operations Contribution	(98,047)	(116,004)
Talent – Regional	(156,691)	(165,658)
Talent – National	(78,188)	(109,405)
Talent – General	(226,234)	(242,844)
	(1,632,961)	(1,760,337)
NET SPORT ENGLAND	0	0

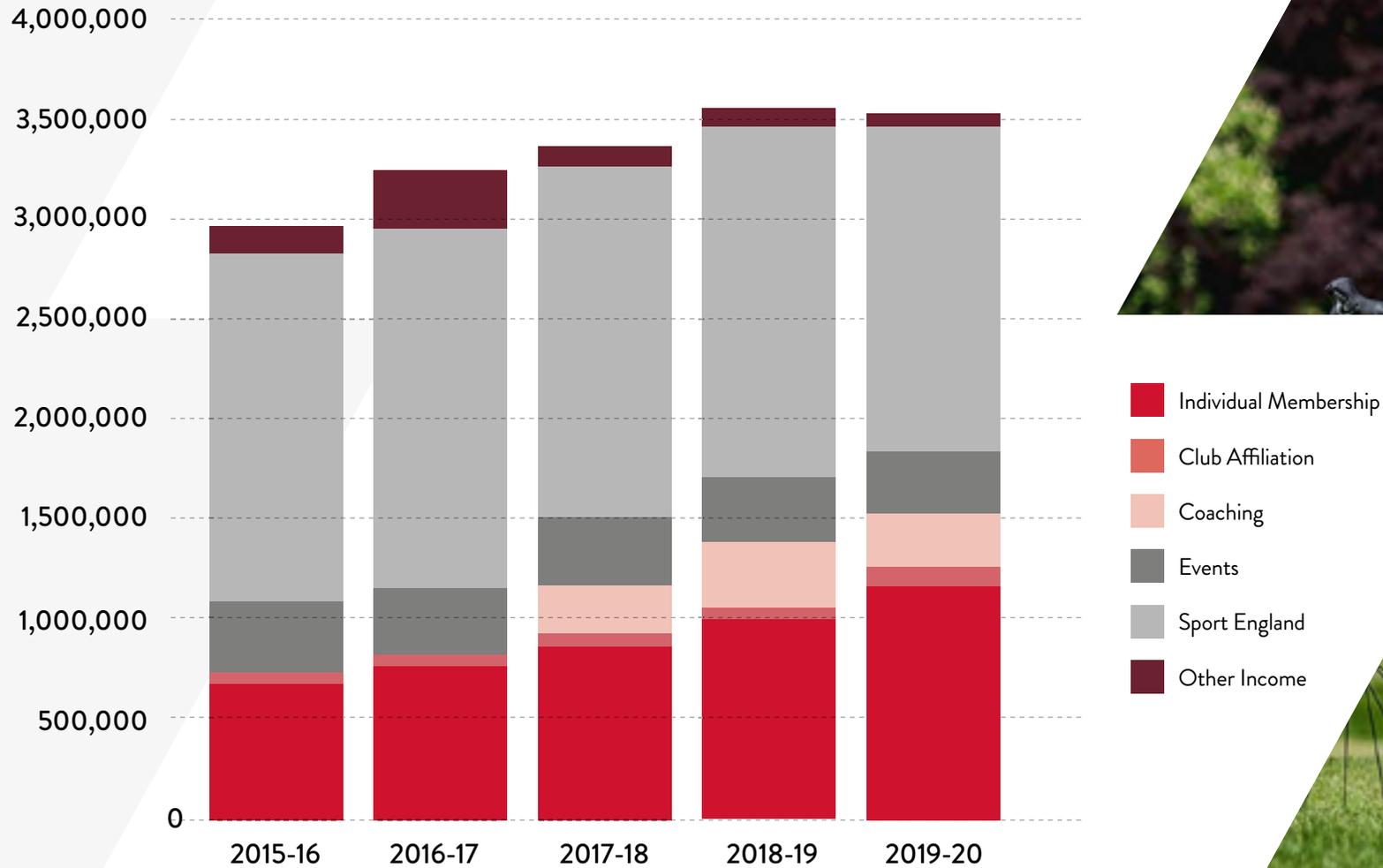
The Sport England column shows income received from Sport England which is ring-fenced and used purely for activities set out as part of the four-year plan agreed with Sport England, predominantly aimed at growing participation in the sport.



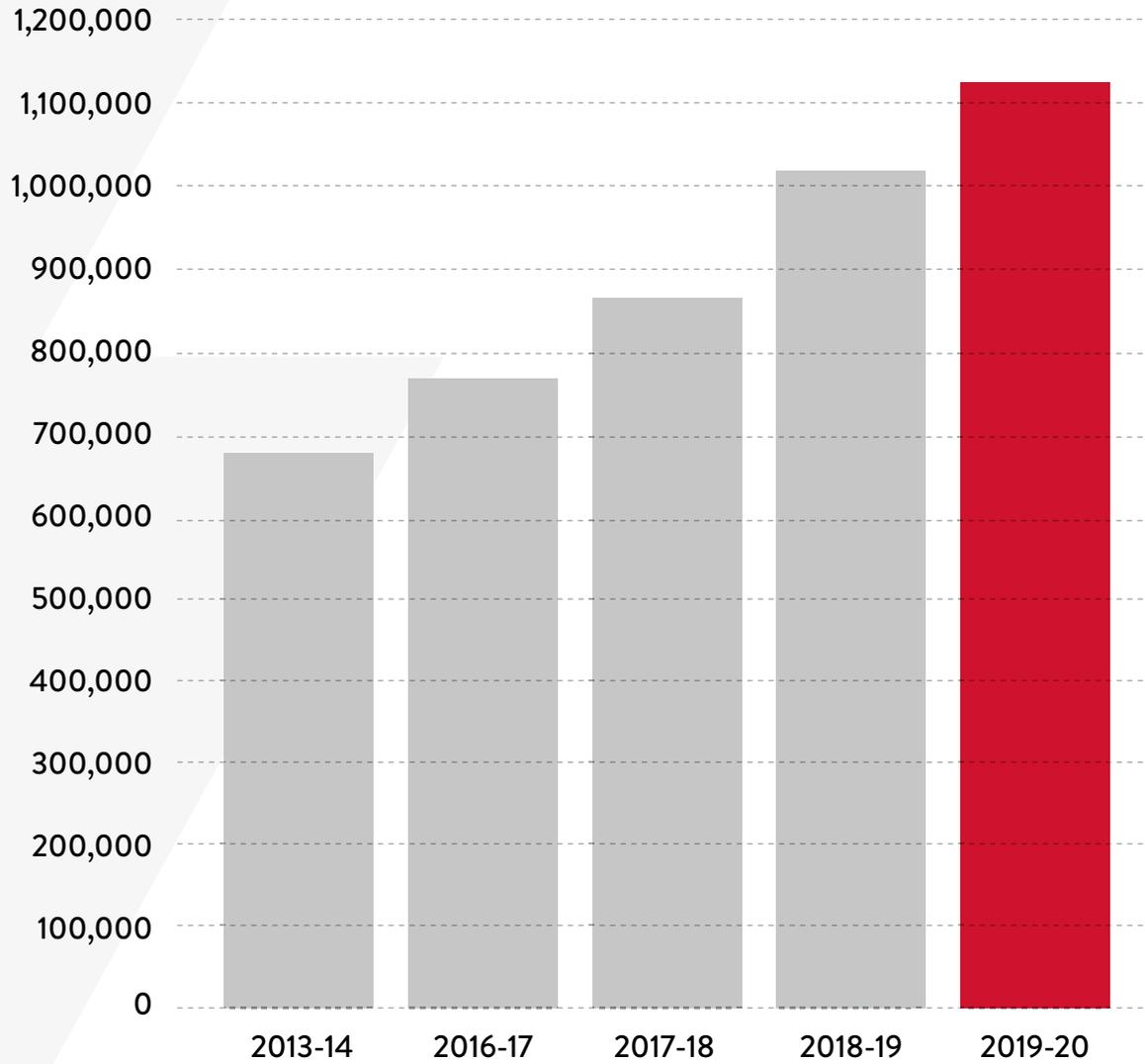
TRIATHLON ENGLAND RESERVE LEVELS HISTORY



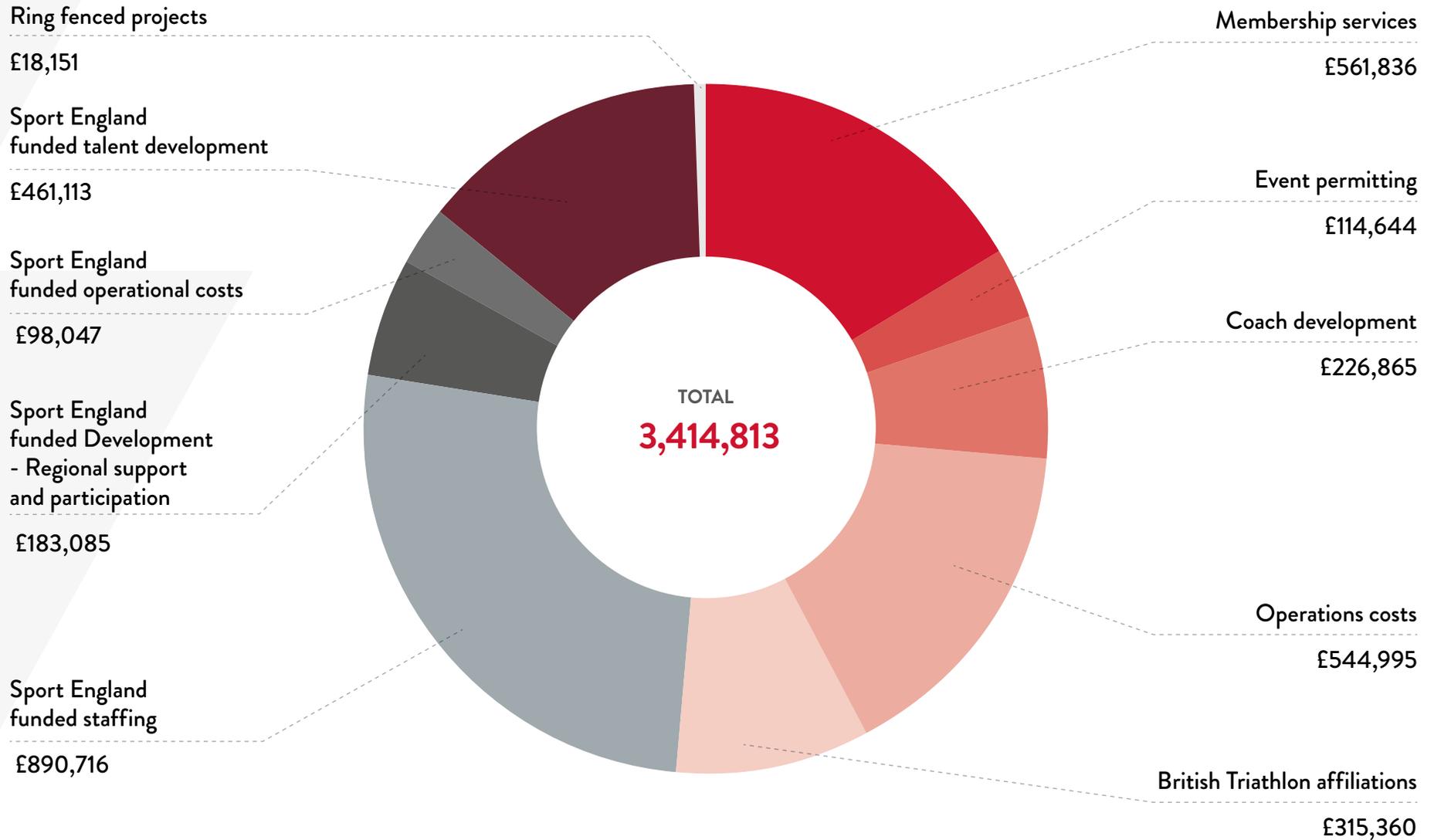
TRIATHLON ENGLAND SOURCES OF INCOME



TRIATHLON ENGLAND MEMBERSHIP INCOME



WHERE DOES TRIATHLON ENGLAND'S INCOME GO?



HOME NATION'S AFFILIATIONS

- Qualification Development
- Triathlon Communications
- British Events
(National Championships)
- Coaches and Technical Officials
- International Relations
- Governance
- Anti-Doping





DEBBIE CLARKE CHAIR OF TRIATHLON ENGLAND - CLOSING REMARKS

Since taking up the role, we've all seen huge change and challenge to our lives and the world of triathlon has not been any exception. Despite this however, it's been great to see the green shoots of opportunities that have come forward for our sport to develop and diversify.

Clubs and event organisers across England have found this season especially hard due to the necessary suspension of activity and government regulations, however they've also shown great creativity and ingenuity to continue offering great experiences through swim, bike, run. Virtual challenges and online activities have broadened access to multisport and kept people active through the flexibility that their format brings, whilst social activities and events have helped to keep the sense of community that has been under threat by physical separation.

We've also heard countless stories of clubs, groups and individuals fundraising for the NHS as well as local food banks and charities that members have personal connections to. It makes me incredibly proud to be chair of our organisation when I see the many stories of members going above and beyond to help others, and I'm in no doubt that there are plenty more that have happened and are still taking place across England.

National campaigns such as The Big Colour Challenge and School Sport Week have sought to engage all ages and abilities in physical activity. The campaigns saw tremendous success in helping to keep thousands of people moving whilst at home. More recently, we've also celebrated UK Coaching Week which has given us the opportunity

to thank the many coaches who have done so much for the sport we all enjoy. As part of the week, we committed to helping coaches develop with CPD opportunities so that they can continue to receive the support they need to continue their coaching journey as they guide participants.

Despite the cancellation of the majority of events this year, we have seen a number take place once the suspension of activity was lifted. The event engagement team have worked really hard on providing clear guidance and support for event organisers who, in turn, have done an amazing job of ensuring their events can take place safely. Having personally competed in an event under the new guidance, I would like to add how well run they are and the safe and supported feeling that is afforded to all participants.

My thanks and appreciation also go to everyone at British Triathlon and all the Home Nations involved with the generation of guidance for clubs, coaches and individuals, as well as those involved in the delivery of activity for producing safety documentation and practical plans to allow in person training to take place.

Away from Covid-19, 2020 has also seen the importance of racial equality highlighted through Black Lives Matter and other subsequent movements. As a sport and organisation, we continue

to strive for greater diversity and ways to ensure that swim, bike, run is open and accessible for everyone. We recognise there is much more we can do at all levels of the sport and promoting diversity amongst participants and decision makers remains a key focus for us.

In June, we were one of the signatories from across the sport and recreation sector committing to tackle racial inequality, and our equality, diversity and inclusion committee continue to work on the way all sections of society are represented in our sport and ensure that we are inwardly and outwardly looking to broaden the diversity within swim, bike, run.

Whilst none of us quite know what 2021 will hold, if 2020 is anything to go by then, whatever may come, our sport that we love will continue strongly thanks to the commitment and dedication of the many people involved, some of whom we are pleased to celebrate during our 2020 Triathlon England Awards.

I hope to see you in person training or on a start line next year and, in the meantime, stay safe and keep enjoying everything that swim, bike, run can offer.

D Clarke

THANK YOU

THANKS TO OUR PARTNERS AND SUPPLIERS



THANKS TO OUR FUNDING PARTNERS AND HOME NATIONS





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