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PRESIDENT’S WELCOME

It’s difficult to capture one’s many emotions from the events of the summer. Relief, joy, pride, the satisfaction of having achieved one’s objectives, but also a slight sense of sadness that it’s over and we have to start again.

Rio was the location for the highlights of the year. In the Rio 2016 Olympic Games, three medals out of six is completely unprecedented in any sport. Alistair and Jonathan Brownlee executed their plan ruthlessly and were quite simply a class apart, pulling away from the field from the first leg of the bike onwards.

Vicky Holland and Non Stanford produced their very best form on the day and ran themselves into the ground in hot pursuit of Gwen Jorgenson and Nicola Spirig. Vicky picked up a bronze medal to add to her collection from the Glasgow 2014 Commonwealth Games. Non really deserved a medal too. Two wonderful performances and, overall, two races enjoyed by hundreds of millions of viewers around the world. Our stakeholders UK Sport are content and so too should we be.

In the Paralympic triathlon we picked up four medals more, the highlight being Andrew Lewis in the men’s PT2 category. Andy won imperiously, but we had inspiring silver performances too from Alison Patrick and Lauren Steadman in the PT5 and PT4 categories respectively. Melissa Reid also produced a gutsy bronze medal in the PT5. Alison and Melissa were guided by Hazel Smith and Nicole Walters respectively.

Underpinning the endeavours of all our athletes is the tireless work of Brendan Purcell, Performance Director, and his team. Our thanks go to them for all their painstaking efforts to get our athletes to the start line in the best of shape. Thanks also to the Board of British Triathlon, the Home Nations and to all the staff. I am absolutely convinced that good governance and a best practice organisation leads to optimal performance.

As ever, we are grateful for our strong partnerships with the Home Nations. Our new branding launched late in 2015 has been an important catalyst in our partnership. This was evident throughout the year at events like the 2016 Glasgow ITU World Paratriathlon Event and in the post-Olympic celebrations with I Am Team GB. We continue to set the standard for a British Federation working with the Home Nations and we look forward to continued co-operation in 2017. This annual report also covers the activities of Triathlon England in accordance with this more integrated approach.

Of course Rio took place after the year end and is therefore a “post balance sheet event”. In the year to which this report relates we posted a further loss of £77,985 but that was broadly in line with budget and we should not be afraid of losing money and reducing reserves, providing reserves remain at a level able to support us for a period if funding suddenly falls away. With year-end reserves of £984,509 that is very much the case.

We look forward to the new Olympic and Paralympic cycle with optimism and a sense of determination to maintain the levels of achievement that we have achieved thus far.

Ian Howard TD
President of British Triathlon
CHIEF EXECUTIVE’S REPORT

This time last year we launched our new brand direction and vision. Our vision is to deliver world-class success and to inspire participation.

During 2016 we have enjoyed world-class success, winning 3 of the 6 medals available at the Rio 2016 Olympic Games and 4 Paralympic medals including the first ever Paralympic gold for triathlon with Andy Lewis’ great performance.

Defending his Olympic title after major injury problems was an amazing achievement for Alistair Brownlee, as was Jonathan Brownlee’s silver medal, Vicky Holland’s bronze and of course, Non Stanford’s heroic fourth place. The Rio 2016 Olympics and Paralympics were a set of incredible results by incredible triathletes supported by a world-class team.

Winning performances to inspire participation captures the essence of the relationship between British Triathlon and the Home Nations. Our partnership grows from strength to strength. The #YourGOTRI campaign showed how we can use the big moments of the sport to inspire participation.

Throughout the summer there were examples of how our healthy partnerships can support the elevated profile of triathlon. The Columbia Threadneedle World Triathlon Leeds was a great spectacle that received massive support from the city and local population.

Our Home Nation partnerships were evident through a series of compelling events in Scotland, Wales and England. Our work with the Triathlon Trust shows how we can further link the inspiration of changing lives through fun, multi-sport activity into early pathways into the sport.

At the AGM and British Triathlon Awards Dinner we should celebrate together – elite triathletes, members of the Great Britain Age-Group Team, Board members across British Triathlon and the Home Nations, staff and volunteers. 2016 has been a great year, but, the nature of sport is always to look to the future. There are some areas to improve – notably the age-group races in Leeds and opportunities to grasp – such as the exciting mixed team relay format that can be another high profile platform for the sport.

In conclusion to all staff, board members, triathletes, volunteers and our many sponsors and partners, thanks for your hard work, commitment and dedication in 2016. Triathlon is an exciting, vibrant and optimistic sport and that is down to you!

Jack Buckner
Chief Executive of British Triathlon
STRATEGY IN ACTION

The Board of British Triathlon is committed to the principles of good governance. Meet the British and English Board of Directors and Triathlon England Council members.

2016 British Triathlon Board of Directors

Ian Howard TD  
President / Chair
Dr Mary Hardwick  
Independent Non-Executive Director – Business Strategy Portfolio
Craig Stewart  
Independent Non-Executive Director – Finance Portfolio
Jon Ridgion  
Independent Non-Executive Director – Major & National Events Portfolio
Nicky Dick  
Independent Non-Executive Director – Age-Group Teams Portfolio
Neill Craigie  
Independent Non-Executive Director – Communications & Marketing Portfolio
Bill James  
Director – Triathlon England Representative
Steven Moffatt  
Director – Triathlon Scotland Representative (Resigned 13 November 2015)
Andy Salmon  
Director – Triathlon Scotland Representative (Appointed 14 November 2015)
Mike Battersby  
Director – Welsh Triathlon Representative

2016 Triathlon England Board of Directors

Bill James  
Chairman
Francis Riley  
Triathlon England Regional Director – Northern Representative
Richard Fuller  
Triathlon England Regional Director – Eastern Representative
Howard Vine  
Triathlon England Regional Director – Western Representative
James Barton  
Independent Non-Executive Director – Finance Portfolio
Claire Stirling  
Independent Non-Executive Director – Business Strategy Portfolio
John Mills  
Independent Non-Executive Director – England Talent Portfolio
Duncan Hough  
Independent Non-Executive Director – Events & Technical Portfolio
Paul Gardner  
Independent Non-Executive Director – Membership Portfolio

Sally Lockyer  
Independent Non-Executive Director – Communications & Marketing Portfolio

2016 Triathlon England Board of Directors

Aimee Stocker  
President of Triathlon England Council
Dave Rigby  
North West
Howard Vine  
South Central
Richard Fuller  
East
Paul Aubrey  
East Midlands
Derek Biggs  
South West
Tracey Sample  
North East
Tom Chant  
London
Lawrence Green  
West Midlands
Francis Riley  
Yorkshire
Matt Honey  
South East

International Influence

Prof. Sarah Springman CBE  
First Vice-President, International Triathlon Union Executive Board & UK Sport Board
Ian Howard TD  
European Triathlon Union Board & British Olympic Association Board
Ben Bright  
International Triathlon Union Coaches Committee
Howard Vine  
International Triathlon Union Technical Committee

Clare Cunningham  
International Triathlon Union Athletes Commission
Sally Lockyer  
Chair of European Triathlon Union Marketing and Commercial Commission
Maisie Bancewicz  
European Triathlon Union Technical Committee

Gold Pin Winners 2016

The British Triathlon Gold Pin Awards are awarded to the sporting figures to highlight their significant and longstanding contribution to triathlon. The 2016 Gold Pin winners will be announced at the 2016 British Triathlon Awards Dinner.

Triathlon Trust

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:

Jack Buckner  
Brian Carlin  
Johnson Garner  
Ian Howard TD  
Zara Hyde Peters OBE  
Brandon Lewis MP  
Richard Schofield  
Michael Townley
BRITISH TRIATHLON ANNUAL REPORT 2016

BRITISH TRIATHLON FINANCIAL REVIEW 2016
BRITISH TRIATHLON

FINANCIAL REVIEW

ABRIDGED ACCOUNTS

The following information has been extracted from the full statutory accounts which are available on request from the Companies registered office at; British Triathlon Federation, PO Box 25, Michael Pearson East, Loughborough, Leicestershire, LE11 3WX.

The Directors present their strategic report for the year ended 31 March 2016.

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, responsible for leading growth and performance of the sport. In particular, these responsibilities include the preparation of Great Britain teams to compete in ETU European and ITU World Championship Series from London to Leeds. Our ambition is for this event to become an asset for British Triathlon. In the first year at Leeds there was an excellent elite race, with 80,000 spectators and impressive viewing figures on the BBC.

Events

British Triathlon’s major events strategy is to build the profile of the sport through the creation of world-class events in iconic locations. This year, we moved our flagship event in the ITU World Triathlon Series from London to Leeds. Our ambition is for this event to become an asset for British Triathlon. In the first year at Leeds there was an excellent elite race, with 80,000 spectators and impressive viewing figures on the BBC.

Athlete Performance

The British Triathlon performance team continues the outstanding tradition of developing world-class talent and success of our athletes at world level. Leading into the Olympics (and touching wood) we have a very strong men’s and women’s team led by the Brownlee brothers (see Chairman’s report for information on how the British athletes performed in Rio). We also continue to develop young triathletes who are achieving excellent results in the youth and junior ranks ensuring a pathway to future senior success. As triathlon continues to develop as a sport a greater number of talented young athletes are choosing to specialise in triathlon and this is helping develop a strong pathway programme.

Coaching

British Triathlon Federation won 2015 Governing body of the Year award at the UK Coaching Awards. Our nomination was based upon coaching being at the very heart of the sport, with 3,700 qualified coaches across all three levels of UKCC qualification. This approach has made a significant contribution to quality club environments, athlete experiences and performances, and supported the increased participation in the sport since the success of the London 2012 Olympic Games and the Glasgow 2014 Commonwealth Games.

Commercial Challenge

The commercial market has been very challenging for all National Governing Bodies in recent years. We were delighted to secure a partnership with Muller, who are also a sponsor of Team GB. We have a number of positive discussions with other commercial partners and we are developing our events to ensure we own more assets attractive to sponsors. Whilst we anticipate a continually challenging sponsorship environment, we believe the programmes of events we deliver will become increasingly commercially attractive as triathlon continues to grow. We also have a steady revenue stream from commercial event organisers who permit their events with us. As we develop this work area further we are confident we can increase the services we offer to the commercial sector of triathlon.

Governance

British Triathlon Federation is a member of the Sport and Recreation Alliance programme for Good Governance and continues to deliver and achieve against the UK Sport/Sport England self assurance requirements.

Strategy to 2024

The Board of Directors for British Triathlon are committed to growing the sport and developing our ambitious strategy after Rio. We have developed a new strategy in conjunction with the British Triathlon Trust and the Home Nations. We launched a new integrated brand for British Triathlon and the Home Nations that further supports the unique spirit of collaboration that exists across the sport. This is a manifesto for a co-operative approach to develop this exciting sport.

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 senior management team maintain a risk register which is reviewed on quarterly basis by the Board. Risks are identified along with the necessary mitigation strategies.
RISK

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

The Company regularly reviews budgets and cash flow 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.

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

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.

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

The Company actively engages with event organisers, the ITU/ETU and other stakeholders to ensure every event maximises the sports profile and minimises the risks around such events.

Financial Key Performance Indicators
The principal financial KPI for the organisation is performance against budget.

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 financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent; 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 persons who are directors at the time when this Directors’ Report is approved has confirmed that:

- so far as that director is aware, there is no relevant audit information of which the Company’s auditors are unaware; and
- that 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.

Directors
The directors who held office during the year are as follows:

I P Howard TD, M Battersby, J Buckner, N Craigie, C Cunningham (appointed 1 September 2015), N Dick, Dr M Hardwick, W James, S Moffatt (resigned 13 November 2015), J P Ridgeon, A Salmon (appointed 14 November 2015), C Stewart (appointed 1 April 2015).

This report was approved by the board on 13 August 2016 and signed on its behalf.

J Buckner
Secretary
INDEPENDENT AUDITORS’ REPORT TO THE MEMBERS OF THE BRITISH TRIATHLON FEDERATION

The British Triathlon Federation

We have audited the financial statements of The British Triathlon Federation for the year ended 31 March 2016. The relevant financial reporting framework that has been applied in their preparation is the Companies Act 2006 and the 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’.

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 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 members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

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. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Financial Reporting Council’s Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council’s website at www.frc.org.uk/auditscopeukprivate

Opinion on financial statements

In our opinion the financial statements:

• give a true and fair view of the state of the Company’s affairs as at 31 March 2016 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

Opinion on other matter prescribed by the companies act 2006

In our opinion 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 director’s report has been prepared in accordance with the applicable legal requirements.

Matters on which we are required to report by exception

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

• 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.

haymacintyre
Statutory Auditors
26 Red Lion Square
London
WC1R 4AG
Date: 13 August 2016
### THE BRITISH TRIATHLON FEDERATION INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2016

<table>
<thead>
<tr>
<th></th>
<th>2016 (£)</th>
<th>2015 (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>INCOME</td>
<td>6,793,347</td>
<td>6,898,005</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>(6,889,353)</td>
<td>(6,923,608)</td>
</tr>
<tr>
<td>OPERATING (DEFICIT)</td>
<td>(96,006)</td>
<td>(25,603)</td>
</tr>
<tr>
<td>Interest receivable and similar income</td>
<td>22,526</td>
<td>15,523</td>
</tr>
<tr>
<td>DEFICIT BEFORE TAXATION</td>
<td>(73,480)</td>
<td>(10,080)</td>
</tr>
<tr>
<td>Tax on deficit</td>
<td>(4,505)</td>
<td>(3,307)</td>
</tr>
<tr>
<td>(DEFICIT) FOR THE FINANCIAL YEAR</td>
<td>(77,985)</td>
<td>(13,387)</td>
</tr>
</tbody>
</table>

There were no other recognised gains and losses for 2016 or 2015 other than those included in the Income and Expenditure account.
## The British Triathlon Federation Balance Sheet As at 31 March 2015

<table>
<thead>
<tr>
<th></th>
<th>2016 (£)</th>
<th>2015 (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tangible Fixed Assets</strong></td>
<td>31,326</td>
<td>40,752</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>690,636</td>
<td>565,953</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>2,423,189</td>
<td>2,213,369</td>
</tr>
<tr>
<td><strong>Creditors: amounts falling due within one year</strong></td>
<td>3,113,825</td>
<td>2,779,322</td>
</tr>
<tr>
<td>(2,160,642)</td>
<td>(1,757,580)</td>
<td></td>
</tr>
<tr>
<td><strong>Net Current Assets</strong></td>
<td>953,183</td>
<td>1,021,742</td>
</tr>
<tr>
<td><strong>Total Assets Less Current Liabilities</strong></td>
<td>984,509</td>
<td>1,062,494</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>984,509</td>
<td>1,062,494</td>
</tr>
<tr>
<td><strong>Reserves</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members’ Special Reserve</td>
<td>35,460</td>
<td>35,460</td>
</tr>
<tr>
<td>Income and Expenditure account</td>
<td>445,565</td>
<td>522,304</td>
</tr>
<tr>
<td>Triathlon England designated reserve</td>
<td>503,484</td>
<td>504,730</td>
</tr>
<tr>
<td><strong>Total Reserves</strong></td>
<td>984,509</td>
<td>1,062,494</td>
</tr>
</tbody>
</table>

The financial statements were approved and authorised for issue by the Board of Directors on 13 August 2016 and were signed below on its behalf by:

I P Howard TD
President
INCOME

Coaching – £69,764
Operations – £53,746
Welsh Triathlon – £102,923
Age-Group – £382,293
Sponsorship – £364,346
Events – £586,048

Ring Fenced Grants/Funding – £283,946
Home Nation Membership – £737,770
Development – £1,735,018
World-Class Pathways – £2,424,809
Other Triathlon England – £52,684

EXPENDITURE

2016 (£)
Business Operations Staff Costs 461,918
Business Operations Services Costs 487,778
Sponsorship 127,457
Events 790,025
Membership Services 305,864

TOTAL OPERATIONS 2,173,042

England Development 447,495
England Development Staff Costs 669,892
Workforce Development 18,297
Workforce Development Staff Costs 44,153

TOTAL DEVELOPMENT 1,179,837

World-Class Olympic Pathway 1,722,197
World-Class Paralympic Pathway 744,580
England Talent 385,313
England Talent Staff Costs 169,868
Great Britain Age-Group Entry & Management Fees 372,110
Multisport 45,206
Coaching 97,200

TOTAL PERFORMANCE 3,536,474

TOTAL EXPENDITURE 6,889,353
RESERVES

RESERVE LEVELS HISTORY

PRESIDENT’S WELCOME

In this year as President of the Triathlon England Council, I’m happy to report that 2016 has been a real success. I have been involved in the East Midlands Regional Committee for many years but since becoming President in November 2015, I have learnt so much.

I have also had the opportunity to work with some great people on both the Triathlon England Council and Board. Not to mention the staff at British Triathlon HQ and the tireless team of Regional Managers who are making the sport happen at grassroots level – thank you to everyone for your hard work over the past 12 months.

This year the collaborative approach between the Home Nations and British Triathlon has delivered some big results for the sport. Our new brand, which is shared across all our Triathlon England regions gives the whole sport a modern and professional look and feel which can only be a good thing when trying to attract more participants into triathlon.

The #YourGOTRI campaign has also delivered on its promise of leveraging world-class success to inspire participation. It was great to take triathlon to a wider audience during such high profile sporting moments, and with a more creative approach to recruitment, the campaign was a big success and a great starting point for future initiatives.

Triathlon England’s GO TRI initiative continues to build with thousands taking part in GO TRI events this year and with a new funding cycle just around the corner, we have an opportunity to build on in 2017.

The Triathlon England Council’s role is to be the voice of the membership. In 2016, we have seen a new administration team come in and the customer service delivered to our members is second to none. Of course, we need to maintain our focus on ensuring the product is right for the triathlon community and deliver real tangible value back to our members.

Lastly, I would just like to thank all our members who have supported us once again in 2016 and each and every volunteer within the sport whether you represent your region or collect the timing chips at the end of a permitted event. Without you, triathlon wouldn’t be anywhere near the successful sport it is.

2017 promises to be another great year.

Aimee Stocker
President of Triathlon England Council
## INCOME AND EXPENDITURE SUMMARY

### INCOME

<table>
<thead>
<tr>
<th></th>
<th>MARCH 2016 (£)</th>
<th>MARCH 2015 (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations (Membership &amp; Permitting)</td>
<td>1,232,851</td>
<td>1,110,562</td>
</tr>
<tr>
<td>Development (Sport England Funding)</td>
<td>1,179,837</td>
<td>1,402,473</td>
</tr>
<tr>
<td>Talent Development (Sport England Funding)</td>
<td>555,181</td>
<td>545,748</td>
</tr>
<tr>
<td><strong>TOTAL INCOME</strong></td>
<td><strong>2,967,869</strong></td>
<td><strong>3,058,783</strong></td>
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</table>

### EXPENDITURE

<table>
<thead>
<tr>
<th></th>
<th>MARCH 2016 (£)</th>
<th>MARCH 2015 (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Operations</td>
<td>761,938</td>
<td>567,052</td>
</tr>
<tr>
<td>Membership Services</td>
<td>356,592</td>
<td>416,883</td>
</tr>
<tr>
<td>Competitions (Event Permitting)</td>
<td>99,270</td>
<td>85,278</td>
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<tr>
<td><strong>TOTAL OPERATIONS</strong></td>
<td><strong>1,217,800</strong></td>
<td><strong>1,069,213</strong></td>
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<table>
<thead>
<tr>
<th></th>
<th>MARCH 2016 (£)</th>
<th>MARCH 2015 (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grassroots Development (Sport England Funded)</td>
<td>1,154,268</td>
<td>1,372,854</td>
</tr>
<tr>
<td>Officials &amp; Volunteers (Sport England Funded)</td>
<td>25,569</td>
<td>29,618</td>
</tr>
<tr>
<td><strong>TOTAL DEVELOPMENT</strong></td>
<td><strong>1,179,837</strong></td>
<td><strong>1,402,472</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>MARCH 2016 (£)</th>
<th>MARCH 2015 (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL TALENT DEVELOPMENT (SPORT ENGLAND FUNDED)</strong></td>
<td><strong>555,181</strong></td>
<td><strong>545,749</strong></td>
</tr>
<tr>
<td><strong>TOTAL PERFORMANCE</strong></td>
<td><strong>555,181</strong></td>
<td><strong>545,749</strong></td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURE</strong></td>
<td><strong>2,952,818</strong></td>
<td><strong>3,017,434</strong></td>
</tr>
</tbody>
</table>

**Surplus / (Deficit) on ordinary activities**

<table>
<thead>
<tr>
<th></th>
<th>MARCH 2016 (£)</th>
<th>MARCH 2015 (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surplus</td>
<td>15,051</td>
<td>41,349</td>
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</table>
RESERVES

RESERVE LEVELS HISTORY

- 31 March 2012
- 31 March 2013
- 31 March 2014
- 31 March 2015
- 31 March 2016
## OPERATING STATEMENT

<table>
<thead>
<tr>
<th></th>
<th>MARCH 2016 (£)</th>
<th>MARCH 2015 (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SPORT ENGLAND INCOME</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development</td>
<td>1,179,837</td>
<td>1,402,473</td>
</tr>
<tr>
<td>Home National Talent</td>
<td>555,181</td>
<td>545,748</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,735,018</td>
<td>1,948,221</td>
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</tbody>
</table>

| **SPORT ENGLAND EXPENDITURE** |               |               |
| Development – Regional       | (82,901)      | (157,073)     |
| Development – Events (Major & Low Cost) | (87,423) | (245,139) |
| Development – General        | (45,236)      | (118,561)     |
| Staffing                     | (744,045)     | (782,822)     |
| Workforce Development        | (1,852)       | (521)         |
| Operations Contribution      | (218,380)     | (98,357)      |
| Talent – Regional            | (189,756)     | (195,312)     |
| Talent – National            | (159,802)     | (138,464)     |
| Talent – General             | (205,623)     | (211,972)     |
| **Total**                    | (1,735,018)   | (1,948,221)   |

| **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.

## MEMBERSHIP

<table>
<thead>
<tr>
<th></th>
<th>MARCH 2016 (£)</th>
<th>MARCH 2015 (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>737,770</td>
<td>641,283</td>
</tr>
<tr>
<td>Expenditure</td>
<td>(521,617)</td>
<td>(416,883)</td>
</tr>
<tr>
<td><strong>Net Membership</strong></td>
<td>216,153</td>
<td>224,400</td>
</tr>
</tbody>
</table>

## EVENTS

<table>
<thead>
<tr>
<th></th>
<th>MARCH 2016 (£)</th>
<th>MARCH 2015 (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>356,592</td>
<td>417,437</td>
</tr>
<tr>
<td>Event Expenditure</td>
<td>(99,270)</td>
<td>(85,278)</td>
</tr>
<tr>
<td><strong>Net Events</strong></td>
<td>257,322</td>
<td>332,159</td>
</tr>
</tbody>
</table>

## RING FENCED PROJECTS

<table>
<thead>
<tr>
<th>Inclusion Skills School &amp; Leeds Participation Project</th>
<th>MARCH 2016 (£)</th>
<th>MARCH 2015 (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Income</td>
<td>98,033</td>
<td>1,113</td>
</tr>
<tr>
<td>Grant Expenditure</td>
<td>(96,898)</td>
<td>(1,113)</td>
</tr>
<tr>
<td><strong>Net Ring Fenced Projects</strong></td>
<td>1,135</td>
<td>0</td>
</tr>
</tbody>
</table>

## OPERATIONS

<table>
<thead>
<tr>
<th></th>
<th>MARCH 2016 (£)</th>
<th>MARCH 2015 (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>10,456</td>
<td>50,729</td>
</tr>
<tr>
<td>Expenditure</td>
<td>(470,015)</td>
<td>(565,210)</td>
</tr>
<tr>
<td><strong>Net Operations</strong></td>
<td>(459,559)</td>
<td>(515,210)</td>
</tr>
</tbody>
</table>

## NET ENGLISH PROGRAMMES

<table>
<thead>
<tr>
<th></th>
<th>MARCH 2016 (£)</th>
<th>MARCH 2015 (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>15,051</td>
<td>41,349</td>
</tr>
</tbody>
</table>

Operations shows all other income and the areas where Triathlon England chose to spend that money including investment into marketing and communications.
INCOME SOURCE 2015-16

- Member Affiliation – £678,266
- Club Affiliation – £20,532
- Club Insurance – £38,973
- Day Membership – £217,172
- Event Permits – £137,760
- Sport England – £1,179,837
- Sport England, Talent – £555,181
- Other Income – £140,148

SPORT ENGLAND FUNDING

- Development
- Talent

<table>
<thead>
<tr>
<th>Year</th>
<th>Development</th>
<th>Talent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-2013</td>
<td>1,500,000</td>
<td>0</td>
</tr>
<tr>
<td>2013-2014</td>
<td>1,200,000</td>
<td>600,000</td>
</tr>
<tr>
<td>2014-2015</td>
<td>900,000</td>
<td>300,000</td>
</tr>
<tr>
<td>2015-2016</td>
<td>600,000</td>
<td>0</td>
</tr>
</tbody>
</table>
MEMBERSHIP INCOME

<table>
<thead>
<tr>
<th>Year</th>
<th>Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-2012</td>
<td>800,000</td>
</tr>
<tr>
<td>2012-2013</td>
<td>700,000</td>
</tr>
<tr>
<td>2013-2014</td>
<td>600,000</td>
</tr>
<tr>
<td>2014-2015</td>
<td>500,000</td>
</tr>
<tr>
<td>2015-2016</td>
<td>400,000</td>
</tr>
</tbody>
</table>
HOME NATION’S AFFILIATIONS

- Qualification Development
- Triathlon Communications
- British Events (National Champs)
- Multi-sport
- Coaches & Technical
- International Relations
- Governance
- Anti-Doping
CHAIRMAN’S CLOSING REMARKS

We are a year on from launching a unified vision for triathlon in Britain and the Home Nations — to deliver world-class success and to inspire participation. It feels like we’ve made a decent start with the #YourGOTRI campaign linking directly to the big moments of the summer and Rio success. This builds nicely on the continued growth of GO TRI, which is wonderful to see clubs supporting so enthusiastically. We continue to see growth in participation this year, and it’s especially pleasing to see that growth in two important areas.

Female membership has grown by 86% since 2012, this year we have very effectively promoted and supported This Girl Can waves at races, backed up with women only training days and workshops. It seems to be working; in beginners and converts coming to the sport through GO TRI we are seeing a 50/50 gender split. In addition 30% of qualified triathlon coaches are women against a national sporting average of 17%.

Meanwhile, thanks to the efforts of so many clubs, we see some of the fastest growth in our sport in junior and youth participation. The launch this year of Skills School creates a fun and inspiring way for young athletes to learn skills and for coaches to develop their own skills to take back into club coaching. The Regional Academies and England Talent Squad continue to develop superb young athletes, our congratulations to Ben Dijkstra for stepping up to the UK Sport Lottery funded World-Class Performance Programme in 2016.

Of course none of this is possible without the army of volunteers at the core of the sport. Our clubs, the youth and junior programme, every training session and every race are made possible through the time, enthusiasm, hard work and skill committed by so many. We offer our thanks as always to every one of you.

I truly hope that we have established a platform this year in all these areas from which to build on this year’s Olympic and Paralympic success and those inspired to take part in triathlon at all levels, through the next four years to Tokyo 2020.

Bill James
Chairman of Triathlon England
THANKS TO OUR HOME NATIONS, SPONSORS, SUPPLIERS AND FUNDING PARTNERS

PARTNERS & SPONSORS

SUPPLIERS

FUNDING PARTNERS

HOME NATIONS