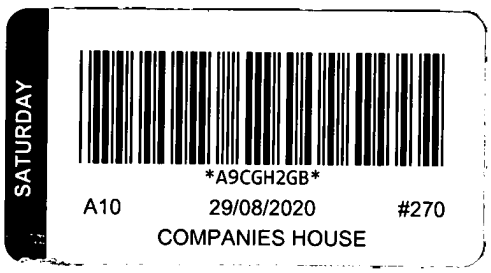
Registered number: 02995438

# THE BRITISH TRIATHLON FEDERATION

(A Company Limited by Guarantee)

## ANNUAL REPORT AND FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 MARCH 2020



## COMPANY INFORMATION

| | |
|---|---|
| **Directors** | R J Ashton (appointed 27 July 2019)<br>D H Cameron<br>D Clarke (appointed 30 March 2020)<br>N Dick<br>S L Heath<br>W James<br>H Jenkins<br>A Melwani<br>A Salmon<br>N Saunders (appointed 27 July 2019)<br>G Warnecke |
| **Company secretary** | A Salmon (appointed as company secretary 7 April 2019) |
| **Registered number** | 02995438 |
| **Registered office** | PO Box 25<br>British Triathlon Federation<br>Loughborough<br>Leicestershire<br>LE11 3WX |
| **Independent auditors** | Haysmacintyre LLP<br>10 Queen Street Place<br>London<br>EC4R 1AG |
| **Solicitors** | Bates Wells & Braithwaite<br>10 Queen Street Place<br>London<br>EC4R 1BE |

THE BRITISH TRIATHLON FEDERATION
(A Company Limited by Guarantee)

CONTENTS


| | Page |
|---|---|
| Strategic Report | 4 - 6 |
| Directors' Report | 7 - 8 |
| Independent Auditors' Report | 9 - 11 |
| Statement of Comprehensive Income | 12 |
| Statement of Financial Position | 13 |
| Statement of Changes in Reserves | 14 |
| Statement of Cash Flows | 15 |
| Notes to the Financial Statements | 16 - 24 |

## STRATEGIC REPORT
## FOR THE YEAR ENDED 31 MARCH 2020

### 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 WTS Leeds and WTS 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.

| Risk | Mitigation Strategy |
|---|---|
| ***Funding*** | |
| Maintenance of public funding and the inability to achieve self-generated revenue targets | The Company regularly reviews budgets and cashflow requirements to ensure it has suitable resources for its needs.<br><br>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. | 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 | 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. |

| Risk | Mitigation Strategy |
|---|---|
| **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. Plans are in place to hold major events in 2021, subject to Covid-19 restrictions. |
| 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 | The Company actively seeks to build attractive commercial propositions, engaging with a variety of commercial entities with a view to build mutually respectful 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. | 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.

**A 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:

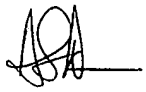
R J Ashton (appointed 27 July 2019)
D H Cameron
D Clarke (appointed 30 March 2020)
N Dick
Dr M Hardwick (resigned 25 February 2020)
S L Heath
IP Howard TD (resigned 27 July 2019)
W James
H Jenkins
A Melwani
A Salmon
N Saunders (appointed 27 July 2019)
C Stewart (resigned 27 April 2019)
P Tanner (resigned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



A 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.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BRITISH TRIATHLON FEDERATION (CONTINUED)

### 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

THE BRITISH TRIATHLON FEDERATION
(A Company Limited by Guarantee)

## STATEMENT OF COMPREHENSIVE INCOME
## FOR THE YEAR ENDED 31 MARCH 2020

| | | 2020 £ | 2019 £ |
|---|---|---|---|
| Income | 4 | 10,710,551 | 9,420,993 |
| Operating expenses | | (10,162,585) | (9,929,868) |
| **Operating surplus/(deficit)** | 5 | 547,966 | (508,875) |
| Interest receivable and similar income | 8 | 7,007 | 9,414 |
| **Surplus/(deficit) before tax** | | 554,973 | (499,461) |
| Taxation | 9 | (1,790) | (2,314) |
| **Surplus/(deficit) for the financial year** | | 553,183 | (501,775) |

The notes on pages 16 to 24 form part of these financial statements.

THE BRITISH TRIATHLON FEDERATION
(A Company Limited by Guarantee)
REGISTERED NUMBER:02995438

## STATEMENT OF FINANCIAL POSITION
## AS AT 31 MARCH 2020

| | | | 2020 £ | | 2019 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Tangible assets | 10 | | 21,369 | | 23,500 |
| | | | 21,369 | | 23,500 |
| **Current assets** | | | | | |
| Debtors: amounts falling due within one year | 11 | 738,363 | | 758,264 | |
| Cash at bank and in hand | 12 | 2,441,126 | | 2,785,405 | |
| | | 3,179,489 | | 3,543,669 | |
| Creditors: amounts falling due within one year | 13 | (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 | 15 | | 407,601 | | 251,326 |
| Members special reserve | 15 | | - | | 35,460 |
| Income and expenditure account | 15 | | 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 by:

**A Salmon**
Chief Executive Officer

Date: 3 August 2020

The notes on pages 16 to 24 form part of these financial statements.

THE BRITISH TRIATHLON FEDERATION
(A Company Limited by Guarantee)

## STATEMENT OF CHANGES IN RESERVES
## FOR THE YEAR ENDED 31 MARCH 2020

| | Triathlon England designated reserve | Members special reserve | Income and expenditure account | Total reserves |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| **At 1 April 2018** | 454,656 | 35,460 | 321,695 | 811,811 |
| Deficit for the year | - | - | (501,775) | (501,775) |
| Transfer to/from TE designated reserve | (203,330) | - | 203,330 | - |
| **At 1 April 2019** | 251,326 | 35,460 | 23,250 | 310,036 |
| Surplus for the year | - | - | 553,183 | 553,183 |
| Transfers from Members reserves | 17,730 | - | 17,730 | 35,460 |
| Transfer to/from TE designated reserve | 138,545 | - | (138,545) | - |
| Transfer out of Members reserves | - | (35,460) | - | (35,460) |
| **At 31 March 2020** | 407,601 | - | 455,618 | 863,219 |

The notes on pages 16 to 24 form part of these financial statements.

THE BRITISH TRIATHLON FEDERATION
(A Company Limited by Guarantee)

## STATEMENT OF CASH FLOWS
## FOR THE YEAR ENDED 31 MARCH 2020

| | 2020<br>£ | 2019<br>£ |
|---|---|---|
| **Cash flows from operating activities** | | |
| Surplus/(deficit) for the financial year | 553,183 | (501,775) |
| **Adjustments for:** | | |
| Depreciation of tangible assets | 8,188 | 16,854 |
| Interest received | (7,007) | (9,414) |
| Taxation charge | 1,790 | 2,314 |
| Decrease in debtors | 19,901 | 375,011 |
| (Decrease)/increase in creditors | (919,494) | 368,754 |
| Corporation tax paid | (1,790) | (2,551) |
| **Net cash generated from operating activities** | (345,229) | 249,193 |
| **Cash flows from investing activities** | | |
| Purchase of tangible fixed assets | (6,057) | - |
| Interest received | 7,007 | 9,414 |
| **Net cash from investing activities** | 950 | 9,414 |
| **Net (decrease)/increase in cash and cash equivalents** | (344,279) | 258,607 |
| *Cash and cash equivalents at beginning of year* | 2,785,405 | 2,526,798 |
| **Cash and cash equivalents at the end of year** | 2,441,126 | 2,785,405 |
| **Cash and cash equivalents at the end of year comprise:** | | |
| Cash at bank and in hand | 2,441,126 | 2,785,405 |
| | 2,441,126 | 2,785,405 |

The notes on pages 16 to 24 form part of these financial statements.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

### 1. General information

The British Triathlon Federation is a company limited by guarantee incorporated in England and Wales.

### 2. Accounting policies

#### 2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies (see note 3).

The following principal accounting policies have been applied:

#### 2.2 Going concern

The Directors have reviewed their forecasts and cash flow requirements for the foreseeable future, these include considerations of the impact of Covid-19 on the Company. The Directors consider that the company will have adequate working capital available to continue in operational existence for the foreseeable future. They believe the going concern basis of accounting is appropriate for these annual financial statements.

#### 2.3 Income

Income comprises revenue recognised in the year by the company in respect of grant funding, membership fees, sponsorship and other income receivable less Value Added Tax where applicable.

Grant income is recognised in the income and expenditure account as the related expenditure is incurred and any unspent amounts are carried forward in creditors.

Membership fees are recognised in the year to which they relate.

Sponsorship income that is received in respect of specific expenditure is matched with the related expenditure and any unspent amount is carried forward in creditors. All other sponsorship income is taken to the income and expenditure account for the period in which it is receivable and the application of the income is charged in the period in which it is incurred.

Revenue received from sponsorship in the form of value in kind (VIK) is recognised on a straight-line basis over the life of the relevant contractual term. Where the VIK is directly related to the supply of goods or services linked to an event, income is recognised at the date of supply of those goods or services.

#### 2.4 Operating leases: the Company as lessee

Rentals paid under operating leases are charged to the Statement of Comprehensive Income on a straight line basis over the lease term.

## 2. Accounting policies (continued)

### 2.5 Pensions

**Defined contribution pension plan**

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in the Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of Financial Position. The assets of the plan are held separately from the Company in independently administered funds.

### 2.6 Taxation

Tax is recognised in the Statement of Comprehensive Income, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company operates and generates income.

### 2.7 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is provided on the following basis:

| | |
|---|---|
| Office equipment | - Straight line over five years |

### 2.8 Financial instruments

The Company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable.

## 3. Judgments in applying accounting policies and key sources of estimation uncertainty

The directors consider there to be no significant judgements or sources of estimation uncertainty impacting these financial statements.

## 4. Analysis of income

An analysis of income by class of business is as follows:

| | 2020<br>£ | 2019<br>£ |
|---|---|---|
| Grant income | 4,327,951 | 4,056,116 |
| Events | 3,318,380 | 3,133,975 |
| Sponsorship | 821,110 | 407,286 |
| Value in kind | 786,190 | 536,190 |
| Membership | 1,271,510 | 1,073,302 |
| Other Income | 185,410 | 214,124 |
| | 10,710,551 | 9,420,993 |

All income arose within the United Kingdom.

Further details regarding grant receivable and the expenditure that they have funded is provided in Note 22.

## 5. Operating surplus/(deficit)

The operating surplus/(deficit) is stated after charging:

| | 2020<br>£ | 2019<br>£ |
|---|---|---|
| Depreciation of tangible fixed assets | 8,188 | 16,854 |
| Fees payable to the Company's auditor and its associates for the audit of the Company's annual financial statements | 10,400 | 9,750 |
| Other operating lease rentals | 125,406 | 118,819 |
| Defined contribution pension cost | 150,736 | 135,991 |

## 6. Employees

Staff costs, including directors' remuneration, were as follows:

| | 2020<br>£ | 2019<br>£ |
|---|---|---|
| Wages and salaries | 2,632,686 | 2,679,753 |
| Social security costs | 249,913 | 249,105 |
| Cost of defined contribution scheme | 149,564 | 135,991 |
| | 3,032,163 | 3,064,849 |

The average monthly number of employees, including the directors, during the year was as follows:

| | 2020<br>No. | 2019<br>No. |
|---|---|---|
| | 80 | 83 |

## 7. Directors' remuneration

| | 2020<br>£ | 2019<br>£ |
|---|---|---|
| Directors' emoluments | 132,370 | 135,754 |
| Directors' pension costs | 7,411 | 6,750 |
| | 139,781 | 142,504 |

During the year retirement benefits were accruing to 1 director (2019 - 1) in respect of defined contribution pension schemes.

## 8. Interest receivable

| | 2020<br>£ | 2019<br>£ |
|---|---|---|
| Other interest receivable | 7,007 | 9,414 |
| | 7,007 | 9,414 |

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

### 9. Taxation

| | 2020 £ | 2019 £ |
|---|---|---|
| **Corporation tax** | | |
| Current tax on investment income for the year | 1,790 | 2,314 |
| **Total current tax** | 1,790 | 2,314 |

**Factors affecting tax charge for the year**

The tax assessed for the year is the same as (2019 - the same as) the standard rate of corporation tax in the UK of 19% (2019 - 19%) as set out below:

| | 2020 £ | 2019 £ |
|---|---|---|
| Surplus/(deficit) on ordinary activities before tax | 554,973 | (499,461) |
| Deficit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2019 - 19%) | 105,445 | (94,898) |
| **Effects of:** | | |
| Non-taxable surplus/(deficit) | (103,655) | 97,212 |
| **Total tax charge for the year** | 1,790 | 2,314 |

The company is only subject to tax on its investment income.

## 10. Tangible fixed assets

| | Office equipment £ |
|---|---|
| **Cost or valuation** | |
| At 1 April 2019 | 96,080 |
| Additions | 6,057 |
| At 31 March 2020 | 102,137 |
| **Depreciation** | |
| At 1 April 2019 | 72,580 |
| Charge for the year on owned assets | 8,188 |
| At 31 March 2020 | 80,768 |
| **Net book value** | |
| At 31 March 2020 | 21,369 |
| At 31 March 2019 | 23,500 |

## 11. Debtors

| | 2020 £ | 2019 £ |
|---|---|---|
| Trade debtors | 168,757 | 291,409 |
| Other debtors | 248,539 | 192,444 |
| Prepayments and accrued income | 321,067 | 274,411 |
| | 738,363 | 758,264 |

## 12. Cash and cash equivalents

| | 2020 £ | 2019 £ |
|---|---|---|
| Cash at bank and in hand | 2,441,126 | 2,785,405 |
| | 2,441,126 | 2,785,405 |

## 13. Creditors: Amounts falling due within one year

| | 2020 £ | 2019 £ |
|---|---|---|
| Trade creditors | 247,335 | 507,118 |
| Corporation tax | 1,800 | 1,789 |
| Other taxation and social security | 8,706 | 75,534 |
| Other creditors | 20,241 | 105,708 |
| Accruals and deferred income | 2,059,557 | 2,566,984 |
| | 2,337,639 | 3,257,133 |

Included within accruals and deferred income is £562,207 (2019: £478,452) relating to deferred membership income and £23,236 (2019: £155,889) unspent on grants received from UK Sport and £201,112 (2019: £157,528) unspent on grants received from Sport England.

## 14. Financial instruments

| | 2020 £ | 2019 £ |
|---|---|---|
| **Financial assets** | | |
| Cash balances | 2,441,126 | 2,785,405 |
| Financial assets that are debt instruments measured at amortised cost | 417,296 | 481,076 |
| | 2,858,422 | 3,266,481 |
| **Financial liabilities** | | |
| Financial liabilities measured at amortised cost | (611,490) | (842,481) |

## 15. Reserves

**Income and expenditure account**
Comprises the accumulated surpluses of the British Triathlon Federation.

**Triathlon England designated reserve**
This reserve relates to funds designated for Triathlon England activities.

## 16. Company status

The company is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation.

## 17. Pension commitments

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year. An amount totalling £Nil (2019: £22,541) was due at the balance sheet date.

## 18. Commitments under operating leases

At 31 March 2020 the Company had future minimum lease payments under non-cancellable operating leases as follows:

| | 2020<br>£ | 2019<br>£ |
|---|---|---|
| Not later than 1 year | 114,312 | 131,358 |
| Later than 1 year and not later than 5 years | 24,599 | 160,059 |
| | 138,911 | 291,417 |

## 19. Related party transactions

Director I Howard is on the Executive Board of the British Olympic Association (BOA). Payments were made to the BOA totalling £16,241 (2019: £384).

Director I Howard is a board member of the ITU. Payments were made during the year to ITU totalling £3,000 (2019: £57,875).

Directors I Howard, and A Salmon are common directors of British Triathlon Foundation Trust. During the year grants totalling £16,971 (2019: £7,510) were made to the Trust.

Director M Hardwick is a Director of Inspire2tri Community Interest Company. During the year payments of £Nil (2018: £721) were made to the Company.

The total of key management personnel compensation for the year was £546,855 (2019: £499,938). This represents the total remuneration and benefits of the Federation's senior management team, representing 6 (2019: 6) members of staff.

There were no other related party transactions in the year.

## 20. Post balance sheet events

In light of the emergence and spread of the coronavirus (Covid-19), the Directors are monitoring the situation very closely to assess the potential impact on its operations.

Following the outbreak of Covid-19, all BTF events have ceased and will only be able to start again once Government advice makes it possible.

The Company has introduced robust Governance protocol and all partnership agreements have been reviewed in light of Covid-19 and risks identified have been factored into long term financial projections.

The Directors have prepared cash flow forecasts to plan for the above, including any reasonably foreseeable mitigating factors and the Directors are comfortable that the Company can continue as a going concern for the foreseeable future.

## 21. Controlling party

There is no ultimate controlling party.

## 22. Grant income and expenditure

| | Sport England | UK Sport | Local Authority | Non-public income | TOTAL |
|---|---|---|---|---|---|
| Revenue grants | 1,649,143 | 2,678,807 | - | - | **4,327,950** |
| Membership Income | - | - | - | 1,271,510 | **1,271,510** |
| Sponsorship Income | - | - | - | 1,607,300 | **1,607,300** |
| Major Event Income | - | 450,000 | 457,193 | 1,049,490 | **1,956,683** |
| Other Events & Courses | - | - | - | 1,361,698 | **1,361,698** |
| Other income | - | 12,575 | - | 172,835 | **185,410** |
| **Total Income** | **1,649,143** | **3,141,382** | **457,193** | **5,462,833** | **10,710,551** |
| | | | | | |
| Overheads/Support costs | 98,047 | 134,095 | - | 2,255,453 | **2,487,595** |
| Talent | 461,113 | - | - | - | **461,113** |
| Participation/Core market | 1,089,983 | - | - | - | **1,089,983** |
| Performance | - | 2,544,712 | - | 58,000 | **2,602,712** |
| Major Events | - | 450,000 | 457,193 | 1,313,709 | **2,220,902** |
| Other Events & Courses | - | - | - | 1,073,422 | **1,073,422** |
| Marketing | - | - | - | 209,066 | **209,066** |
| Other costs | - | 12,575 | - | - | **12,575** |
| **Total Expenditure** | **1,649,143** | **3,141,382** | **457,193** | **4,909,650** | **10,157,368** |
| | | | | | |
| **Operating Surplus** | **-** | **-** | **-** | **553,183** | **553,183** |