



## CEO REPORT – AGM 8 December 2017

### Executive Summary



1. 2017 has been a busy and transitional year for Pentathlon GB with numerous challenges, priorities and progress across the business. Modern Pentathlon as a sport faces many challenges in terms of awareness, profile, funding and local activity. In addition, the increasing pressure on achieving performance goals and governance compliance has stretched the organisation in 2017 and will probably continue to do so during the Tokyo cycle.
2. In 2017, it has been excellent to build stronger links with Scottish Pentathlon with whom we have worked on our new strategy. There is now excellent alignment and there are common goals which we have agreed upon and it is great to see the sport thriving in 4 key places in Scotland. We will continue to build links into Wales and Northern Ireland in the next 2 years to try and create meaningful, quality activity.

### PGB Strategy

3. A new strategy for Pentathlon GB attempts to provide laser-like focus in terms of our priorities taking into consideration the context of the vastly changing political and economic landscape. Our new strategy is challenging, ambitious but realistic with the financial and performance imperatives clear priorities. On the Development side, our number one priority is to further empower and develop local competitions and activity; this is another essential factor for the sustainability of the sport.
4. I continue however to be impressed by the work done at a local level and the hugely committed team of officials and volunteers who make our events possible. We will work hard to grow our workforce in the future to share the workload and maximise pentathlon activity locally.
5. A summary of our core business targets is provided below. The strategy is divided into 3 pillars; Performance, Participation and Governance and our key objectives are listed below:

<p><b>1. Performance</b></p>	<p>Continued Podium Success and a succession plan for the Performance Team.</p>	<p>We will consistently achieve podium performances at major championships whilst nurturing the pipeline of quality athletes and coaches capable of sustaining this success to 2024 and beyond.</p>
<p><b>2. Development</b></p>	<p>Nurture and expand the reach of our sport in partnership and through our local delivery networks in England and Scotland.</p>	<p>We will inspire broader, more diverse participation across the Pentathlon formats to attract a new audience and retain a continued pipeline of talent ensuring that the sport remains sustainable with an active local network and partnerships in place to maximise impact.</p>
<p><b>3. Governance and Administration</b></p>	<p>High quality competitions, trusted governance and financial sustainability</p>	<p>We deliver world class competitions underpinned by outstanding governance, strong administration and robust processes reflective of a sport that is enjoyable, safe, accessible, fair and clean. We will strengthen our organisational sustainability for future generations.</p>

6. By 2021 our primary, core business targets are:

 <b>PENTATHLON GB STRATEGIC PLAN 2017-2021</b> 	
<b>VISION</b>	To achieve international podium success whilst repositioning the sport to make it more relevant, accessible and dynamic to inspire wider participation
<b>MISSION</b>	To nurture, champion and safeguard the sport of Modern Pentathlon in Great Britain
<b>PGB STRATEGY - SUMMARY</b> (developed by Pentathlon GB in conjunction with Scottish Pentathlon)	
<b>By 2021 our primary, core business targets are:</b>	
1	A medal at the Tokyo Olympics underpinned by regular podium success by junior and senior athletes
2	20 Pentathlon Academies as accessible regional performance centres with high quality coaches to support the Talent pathway
3	To double the number of competition entries and members by 2021 and a have stronger partnerships in place with The Pony Club and other synergistic sporting organisations
4	Empower and grow the volunteer & local delivery network to deliver a minimum of 1 annual Biathlon, Laser Run, Triathlon and Tetrathlon by 2021
<b>Our ambitious goal to help us reposition the sport and attract new interest is:</b>	
5	To be the first Olympic sport to offer an augmented reality experience building upon the newly launched Laser Run format
<b>In order to remain sustainable and optimise delivery of our goals we must:</b>	
6	Achieve full compliance with the Governance code through a trusted, efficient administration
7	Enable and deliver an inspiring, engaging multi-sport competition programme of local, national and international events
8	Be less reliant on government funding making up the core deficit by 2021 with a contingency plan for reduced government funding beyond Tokyo

The more detailed strategic plan can be found on the PGB website.

### Executive updates

7. **PERFORMANCE** - Further to a transitional year post Rio, Mission Tokyo is well and truly underway at Pentathlon GB. The Performance Team led by Jan Bartu have made some positive changes post Rio and we have welcomed a new team of coaches to Bath. Marco Quattrrini, Michal Janca and Jamie Cheeseman all join the Pentathlon Coaching Team bringing a wealth of experience, commitment and enthusiasm. 2018 will bring a renewed focus on the performance environment and building strong relationships between the coaches and athletes. The road to Tokyo will present new challenges however you can be assured that the Performance Team are 100% committed to our collective goal of achieving podium success and maximising the potential of the athletes on the World Class Programme.

8. Performance highlights of the season included 2 x World Cup Podium finishes and an impressive 6<sup>th</sup> at the World Championships in Cairo, the latter also achieved by Joe Choong in the men's competition. Huge credit also to Tom Toolis for a personal best top 20 finish at the World Championships which was an incredibly tough competition.
9. It has been pleasing to see the considerable progress of many of our younger athletes as many have transitioned through the English Talent Programme and we have welcomed new athletes. The ETP, currently with just over 100 athletes between 14 and 17 was far more aligned to the Talent programme in 2017 and our ambitions to increase access to quality coaching regionally for ETP athletes on a monthly basis is steadily being realised. Also encouraging is the number of athletes progressing to participate in their first Triathlon, Tetrathlon and Pentathlon in 2017 and we will of course continue to concentrate on encouraging biathletes to try the skill based disciplines in pentathlon.
10. We are currently midway through a health check of the 8 Pentathlon GB Academies through individual visits and these will conclude in early 2018. It is fantastic to see and experience the nature and scale of these specialist pentathlon programmes and there is no doubt of the vital role the Academies play in promoting the sport and nurturing young athletes from not only the school or college but the local community. Our ambitious objective highlights the desire to reach 20 Academies by 2020 and we are in exciting conversations with a number of schools, universities and colleges as we try and achieve a greater geographical spread.
11. For the 5<sup>th</sup> successive year, in November 2017, our Performance Team delivered an excellent Coaches Conference in Manchester - a true statement of our belief in the importance of Coaching, and we were proud to welcome delegates from 20 nations and from The International Federation, UIPM. The development of a network of home-grown, high quality coaches is a key priority for the next 4 years supported by a robust coaching framework. Next year we will focus on developing a PGB coaching pathway and qualifications at Levels 1 and 2 in alignment with the UIPM Coaching system. We hope for the Level 1 to be ready for coaches in September 2018. A significant legacy of the Tokyo cycle must be a new generation of coaches qualified at Level 1, 2 and 3 (via UIPM) and our Coach Apprentice Programme will be a significant part of this.
12. DEVELOPMENT - It was disappointing but not surprising to lose Development funding from Sport England in March 2017 and inevitably the result is less resource and ability to activate projects at a local level or support the development pathway centrally. PGB made all Development staff redundant and retain 1 x FTE who is funded by Sport England to deliver the English Talent Programme. PGB successfully were awarded £600k over 4 years which is primarily being spent on developing partnerships locally where a Regional Athlete Development Coach can be based in an Academy and can assume a joint funded role.

13. We are in the process of recruiting a regional volunteer co-ordinator in each region to assist in the facilitation and promotion of events and training in their area and we have been encouraged by the level of interest. This team will provide a valuable resource connected to HQ and our Competitions and Events Manager.
14. With a number of new projects in 2018 and a genuine desire to connect better with you, our members and understand your needs, feelings and ideas, PGB are actively searching for Member Champions. Please do express an interest if you are a willing parent, coach, athlete or official/volunteer and are interested in being a part of this initiative which is simply to sense check, better collaborate and share ideas with our member communities. We are also interested in hearing from anyone who is keen and able to build local media contacts and help us raised the profile of the sport and our events at a regional level.
15. GOVERNANCE - As a Board we have welcomed the recommendations provided in the Governance Code for Sport which we have supported in full. We are hopeful having submitted evidence against all the actions in the plan to achieve compliance in all areas. There are still a number of areas that require continuous improvement and the framework provides us with an excellent benchmark.
16. Notable significant changes have been made to our Memorandum and Articles (EGM, July 2017) and to our Board where we are pleased to have achieved gender parity. A new governance section can be found on the PGB website to review and keep abreast with a range of governance matters, documents and policies and we welcome this greater transparency.
17. FINANCE - Our biggest single risk continues to be is the over-reliance on UK Sport and Sport England funding and reduced contribution to head office and basic operating costs leaving a projected deficit during the cycle. As such, the diversification of revenue streams has become a pressing priority. An influx of commercial expertise onto the PGB Board has prompted a new approach to the Commercial Working Group now led by Rebecca Dykema and it is a much welcomed support in this area where we are, as an executive team, under resourced and limited.
18. The group has agreed to focus on Laser Run next year as a new Pentathlon GB product to try and raise the sport's profile and increase participation. Its inclusion in the School Games 2018 is a huge opportunity and one that we hope to maximise.

## **General**

19. Welfare and Safeguarding - There is an increasing focus on the culture and environment sports promote. This ties closely into Athlete, staff, coach and volunteer/official welfare to ensure your experience of the sport is positive promoting greater retention, progression and participation. A number of key workstreams will form part of the 2018 operational plan to ensure we understand and are confident in our processes making improvements as required. Much of this work will be done in partnership and collaboration with groups of our athlete community.

20. The Senior European Championships 2019, which will be hosted at The University of Bath, will take place between 4-12 August 2019 although final dates are not yet set. Johnny Davies has been appointed as Event Director through a recent open recruitment process. This unique hosting is a wonderful opportunity for our GBR athletes to seek qualification places on home soil for the Tokyo Olympic Games as well as a rare opportunity for us to showcase and educate people about our sport working in partnership with The University of Bath, UK Sport and the local community.
21. I enjoyed attending the Combat Stress/Pent Up pentathlon competition in October at Sandhurst which was supported by current and past athletes who gave up their time to mentor teams of ex and current service men and women many of whom were competing in pentathlon for the first time. This event demonstrated the power and capability of our sport to positively affect mental and physical well-being and it was wonderful to witness the growth and sense of achievement amongst the athletes.

### Looking ahead

22. 2018 will be an incredibly busy year, however with so many events and new initiatives there is much about which to be excited. We will need to have a clear focus to maximise the impact of a small executive team but we are ready for the challenge and keen to collaborate and work in partnership where it makes sense.
23. As ever, your own views and ideas are very welcome and I urge you to contact the team at any time to discuss any matter of concern, your observations or with suggestions and ideas for us to improve our wonderful sport.
24. Finally, can I take this opportunity to express my sincere thanks to the whole pentathlon family for their relentless and unwavering dedication to the sport who nurture and develop athletes of all ages and abilities throughout the year trying to ignite a passion for continued development and progression across the formats of pentathlon. We could not do everything we do without your help, support and commitment which is very much appreciated.

Danielle Every

*Chief Executive Pentathlon GB*

8 December 2017