Minutes of the 113th Board Meeting of the British Biathlon Union 1200-1300, Monday 19 October 2026

ITEM 1	**Chairman's Opening Remarks** 1. The Chair welcomed members and noted that the Chairman's Report had been circulated in advance. The Board reflected on the significant progress made by British Biathlon over the past Olympic cycle, recognising the transition from a period of organisational survival and financial uncertainty to a more stable and ambitious position. It was noted that improvements had been achieved across a range of measures including international participation, athlete pathway development, communications, commercial visibility, and organisational capability. 2. The Board discussed progress against the Target 2030 Strategy and agreed that, whilst risks remain, the organisation appears broadly on track against its strategic objectives. It was suggested that clearer metrics of success should be developed for the next Olympic cycle to define what success in 2030 should look like. The Chair highlighted sponsorship and commercial development as ongoing priorities and congratulated the executive team on securing the hosting rights for the 2028 IBU Congress in Windsor. 3. The Board also discussed the importance of succession planning, board refreshment and future skills requirements. Particular emphasis was placed on strengthening commercial expertise and reducing organisational dependency on a small number of key individuals. The Chair formally recognised the contribution of the staff, coaches, volunteers and Board members for delivering a successful Olympic year.	
ITEM 2	**Matter Arising From Previous Minutes** 4. The CEO reported that the majority of actions arising from the April Board meeting had been completed. A short Board discussion had taken place during the summer regarding the absence of UK Sport funding and the strategic decision to pursue the hosting of the IBU Congress. Whilst not formally minuted at the time, these discussions informed decisions subsequently taken by the executive team. 5. The only outstanding action concerned the development of commercial sponsorship materials. Initial sponsorship letters and presentation decks had been developed in response to a Paralympic funding opportunity; however, these now need to be broadened into a comprehensive sponsorship proposition for wider use. The CEO agreed to complete development of a general sponsorship and commercial partnership deck.	EW
ITEM 3	**Season Update** 6. CEO Update. The CEO provided an update on recent activity, highlighting the successful bid to host the 2028 IBU Congress in Windsor.An IBU site visit had recently taken place and included inspections of	

accommodation, meeting facilities and Congress venues. Feedback from the IBU delegation was positive and the overall delivery plan was endorsed. Discussions are progressing well and final venue arrangements are expected to be completed shortly.The Board noted that the IBU will cover Congress delivery costs and that discussions are underway with UK Sport's Major Events team regarding grant support for the planned British-themed closing event.

7. The CEO also reported on participation in IBU Congress and One Loop activities, both of which provided valuable engagement opportunities with the IBU Board, member federations and key stakeholders. Whilst unsuccessful in standing for election to the IBU Board, the CEO noted that the process had increased Britain's visibility internationally and may provide a platform for future representation.

Summer Review

8. CC provided an overview of summer activity within the athlete development programme. The Talent Identification Programme has progressed well, with the first cohort reducing from approximately sixteen athletes to ten following performance reviews and natural attrition. A structured development pathway is now in place for these Athletes to progress. The Board noted the increasing collaboration between athlete pathways, coaches and development squads.

9. Communication. A new athlete communication framework has been introduced, providing regular coach-athlete interactions across all levels of the performance pathway.Elite athletes now receive weekly support sessions, performance athletes receive fortnightly contact, and development and Talent ID athletes receive monthly engagement. Early feedback from athletes and coaches has been positive, with improved communication and stronger coach-athlete relationships identified as key benefits.

10. Winter Planning. The Board noted that changes to the international competition structure, particularly within junior competition, had created some uncertainty regarding qualification opportunities. The IBU Technical Committee is expected to make further decisions later in October, after which final winter planning can be confirmed.

11. Participation and Camps. The Board noted that all British Biathlon summer camps and competitions had been offered free of charge to athletes, supporting increased engagement across the pathway. The successful collaboration camp with Slovakia was also highlighted. It was agreed that future Talent Identification cycles may alternate between traditional talent identification and targeted talent transfer initiatives.

Winter Season Update

12. JN presented the Olympic and Paralympic performance update.

    A. Olympic Performance. The focus over the summer had been on strengthening communication structures and increasing

	integration between Olympic and Paralympic coaching teams.Four coaches will operate across World Cup, IBU Cup and Para programmes throughout the winter, creating opportunities for knowledge sharing and performance learning. The Board welcomed the development of a revised athlete selection framework designed to provide greater operational flexibility. Whilst athlete selection will continue to follow agreed policy, coaches will have increased autonomy regarding race start decisions.The Board noted with encouragement that there is now competition for IBU Cup places and increasing progression from junior programmes into senior international competition. A final draft selection policy will be circulated to the Board prior to athlete release. CEO agreed to circulate final athlete selection policy to Board members for review before publication. B. Paralympic Performance. The Board noted that three new athletes had recently completed classification and could potentially compete internationally this season. It was also noted significant work has been undertaken to improve equipment and sit-ski provision, creating greater flexibility and reducing future costs. The winter competition programme will focus on selected Para Biathlon World Cup events, with resources concentrated on opportunities that best support athlete development and future funding narratives. The Board also noted the introduction of new relay opportunities within Para competition and discussed the longer-term potential these formats may create for British qualification strategies.	
ITEM 4	**Marketing & Sponsorship** 13. The Board reviewed current activity relating to sponsorship and commercial development. The CEO reported that discussions are underway with a senior marketing professional connected to the IBU who may be able to provide guidance on commercial strategy, sponsorship positioning and Congress-related opportunities. The Board agreed that development of broader sponsorship materials remains a priority. 14. The CEO also reported a substantial increase in the IBU Media Bonus received by British Biathlon. The Board also recognised the contribution of Jacques Jeffries and the communications team in achieving this result through improved media content, athlete engagement and international visibility. A portion of the funding has been allocated to video production and promotional content supporting development, participation and Paralympic programmes.	EW
ITEM 5	**Finance** 15. The Board received a finance update. A. Sport England Grant. The Board welcomed confirmation of a four-year Sport England investment programme. The grant provides support to Olympic and Paralympic development activities and represents the first sustained multi-year investment of this nature received by British Biathlon. The Board acknowledged the	

	considerable work undertaken by the executive team in securing the funding. B. UK Sport. The Board received an update regarding the ongoing appeal process in relation to UK Sport funding decisions. EG agreed to chase the response from UK Sport. C. The CEO reported that all IBU grant applications submitted during the year were successful, including development, gender equality, Para Biathlon and collaboration funding streams. These grants continue to represent a significant income source for British Biathlon. D. Approval of Accounts. The annual accounts were presented to the Board. The Board unanimously approved the annual accounts and authorised their presentation at the forthcoming AGM.	
ITEM 6	**AOB** 16. BIU Governance Award.The Board received an update regarding the Biathlon Integrity Unit governance review process. British Biathlon has met the majority of governance requirements and has been encouraged to apply for a £5,000 governance award. A small number of actions remain outstanding, that the CEO would action over the coming weeks. 17. AGM. The AGM is scheduled for Wednesday. Updated governance documentation, reports and accounts have been uploaded to the website and will be circulated ahead of the meeting.The Board discussed expected attendance and arrangements for voting. 18. Board Rotation and Succession Planning. The Board considered future Board composition and succession planning. It was agreed that Board refreshment should be approached as a planned and evolutionary process, with consideration given to future commercial, sponsorship and strategic expertise. During discussion, CC announced his intention to step down from his formal Board position after more than a decade of service. CC will continue to support British Biathlon through his SLT and performance responsibilities. The Board formally thanked Carl for his exceptional contribution over many years and recognised the critical role he played during some of the most challenging periods in the organisation's history. The CEO agreed to ensure Succession planning and a Board skills review to be included within future strategic review discussions. 19. Nordic Collaboration. The Board discussed future collaboration opportunities with Nordic, including the British Nordic Development Squad. Current operational collaboration through athlete camps was viewed positively. The Board agreed that further opportunities should be explored once the wider winter sports governance landscape becomes clearer. 20. Safeguarding. An updated Children and Young People Safeguarding Policy has been completed following recent guidance changes and was accepted by the Board. Additional guidance covering social media communications and residential camps has also been prepared. An updated Adult Safeguarding Policy will be circulated by SG in due course.	EW EW EW EW/CC SG

ITEM 7	**Closing Remarks** 21. The Chair thanked everyone for their continued commitment and contribution. Particular thanks were extended to the executive team, coaches, volunteers and Board members for their work throughout the summer and preparations for the forthcoming winter season.	