



2011-2016 Strategic Plan

Our mission

Realising the full potential of a vibrant triathlon and multisport community in Scotland.

Our strategy

triathlonscotland is the governing body for the sport of triathlon in Scotland. Our board and staff are passionate about triathlon and believe it enriches the lives of those who take part.

Here, in our 2011-2016 Strategic Plan, we outline our aspirations and key priorities for the next five years and detail the ways in which these can be achieved.

By working with our stakeholders, we can achieve the best outcome for triathlon and its participants.

Stakeholders include:

[Our Board](#)

[Our Staff](#)

[Affiliated clubs](#)

[Members](#)

[Coaches](#)

[Referees and officials](#)

[Volunteers](#)

[sportscotland](#)

[sportscotland institute
of sport network](#)

[Local authorities](#)

[Scottish Government](#)

[Leisure Trusts](#)

[Leisure centres and
course providers](#)

[Event deliverers](#)

[Sponsors](#)

[British Triathlon](#)

[Federation \(BTF\)](#)

[European and
International Triathlon
Union](#)

[Universities and colleges](#)

[Home nation triathlon](#)

[Governing Bodies](#)

[Commonwealth Games](#)

[Council for Scotland](#)



Our values

Our mission to realise the full potential of a vibrant triathlon and multisport community in Scotland is set within our core values:

...We are positive

...We are ambitious, passionate, constructive,
encouraging and helpful

...We are innovative

...We are pro-active, progressive, resourceful
and seek opportunities

...We are fair

...We are transparent,
accountable, inclusive,
ethical and honest



SWOT

In order to identify areas of strategic importance, we carried out an analysis of our strengths, weaknesses, opportunities and threats. While not exhaustive, the list below provides a sample of the responses which have helped shape the Strategic Plan.

Strengths

- A growing sport with broad appeal.
- Well run events.
- Friendly, open.
- Scottish triathletes successful at highest levels.
- Established pathways to performance.
- Served well by a financially stable governing body.

Weaknesses

- Perceived as costly and challenging for newcomers.
- Demand outstrips supply for events.
- Too few junior sections in clubs.
- Lack of swimming pool availability.
- Role of the Board needs clarification.
- Limited income generation.

Opportunities

A desirable challenge for many.
UK Olympic and Commonwealth Games provide the platform to generate further interest.
Identify more open water venues and scope more off-road events.
Tap into private leisure market and schools to promote widely.

Threats

Economically challenging times limits income generation and growth opportunities.
Increasing regulatory burdens.
Difficulties in obtaining road closures for current and future events.



Reaching higher

We believe triathlon has the capacity to contribute towards the two national objectives in Reaching Higher: of increasing participation in sport and achieving excellence by improving performance at the highest levels in international sport.

By 2016, two key targets in line with Reaching Higher, we are working towards are:

To increase our membership
by 12% year-on-year

To increase the coaching
workforce by 75%



Our priorities

The 2011-16 Strategic Plan is based on a principle of continual improvement in both terms of scale and quality, while further annual business plans set out our ambitious, achievable targets each year.

triathlonscotland has identified four strategic priorities for the period 2011-2016:

1

To continually improve the quality of the Scottish events calendar.

2

To continually improve the strength and stability of Scottish clubs, with skilled coaches and volunteers.

3

To continually improve the performance of our top Scottish athletes.

4

To continually improve the standards by which the sport is run in Scotland.





To continually improve the quality of the Scottish events calendar.

The strength of triathlon owes much to the variety and the quality of events available across Scotland.

Our programme of events will cater for the needs of all, from first-time participants to world class performers in all disciplines.

We will strengthen and extend the annual calendar of events, growing the depth and appreciation of the volunteer base which make events possible.

We will also build a coherent training programme for event officials.

PRIMARY OBJECTIVES

- Club event development
- National Championships and international events
- Event communication plan



To continually improve the strength and stability of Scottish clubs, with skilled coaches and volunteers.

Clubs play a vital role in creating a vibrant triathlon culture. We will ensure a strong and stable network of clubs, supported by highly motivated, trained coaches and volunteers.

We will ensure clubs are well run, with members'

well-being a priority. Increasing the size and diversity of membership, there will be more youth, junior and disabled sections.

Coach education and training programmes will further club members' capabilities.

PRIMARY OBJECTIVES

- Strengthen Scottish triathlon clubs
- Increase the number and quality of club coaches
- Develop and support club and event volunteers



To continually improve the performance of our top Scottish athletes.

Achieving success at the highest levels continues to be a priority.

triathlonscotland is committed to making a positive contribution towards the success of Scottish and British teams.

This relates to achieving success across a range of multisport disciplines and across elite and age group categories.

A full list of performance goals are outlined in our Performance Plan.

PRIMARY OBJECTIVES

- Youth and Junior performance pathway
- Coach education and development
- Funding of performance squads and individuals



To continually improve the standards by which the sport is run in Scotland.

To achieve our mission statement, **triathlon**scotland must function in a way which meets the needs of its members and affiliated clubs.

At the same time, it must ensure its practices are legally,

financially and ethically accountable.

We will review our functions and practices regularly and develop policies which are informed and timely, obtaining the highest standards in voluntary sector governance.

PRIMARY OBJECTIVES

- Improve and develop the corporate structure
- Review and excel in management practices
- Maintain and develop the highest standards of welfare, conduct and equality

Further details

This is an abridged version of **triathlonscotland's** 2011-2016 Strategic Plan. The unedited version can be requested from our Head Office.

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