



**triathlon**scotland

## STRATEGIC PLAN 2015-2019



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

## 1. Introduction

This plan is a continuation and a review of our existing plan 2011 – 2016. It will attempt to review the journey we have been on over the last four years, highlight our significant successes and challenges over this period and lay out our priorities, goals, aspirations, and targets for the next four years.

Triathlon in Scotland and across the UK has seen:

- An impressive growth across all age groups particularly children.
- A growing and more diverse audience taking up the sport.
- A broader geographical spread across Scotland.
- A more diverse calendar of events and activities.
- A growing, well trained, and confident work force of volunteers, coaches and officials.

Our review will quantify some of these facts and will also highlight the opportunities we have for further growth and development as the Sport is becoming more visible **both** in the media and on television, and of course having excellent athlete ambassadors at the highest level of the Sport.

## 2. The Context

**triathlonscotland** (TS) is the Governing Body for the sport of triathlon, duathlon, and aquathlon in Scotland. The organisation is managed and lead by an Executive Board made up of volunteer directors and a team of paid staff who deliver and implement the strategic plan. Since 2010 TS has enjoyed additional investment from **sportscotland** allowing the organisation to double its staff team. Through these additional resources TS has been able to realise its potential and has achieved the majority of the targets set out in the 2011-2016 plan, in some cases surpassing those targets. The next four years are crucial in both consolidating what is now in place as well as pushing the bar even higher to take the sport to the next level.

In outlining its vision for the future and how that vision can be achieved, TS believes that triathlon, as a sport, has the capacity to contribute significantly to the two national objectives in *Reaching Higher*; increasing participation and achieving excellence at the highest levels in international sport.

## 3. Review of the last four years - 2010 - 2014

Interest, awareness, and growth in triathlon in Scotland and across the UK over the last four years have been extremely healthy and this year's statistics show no signs of that trend changing. Importantly, this growth can be evidenced through the collection of more robust data over the last four years. Our 2011-2016 strategic plan identified two key headline targets:

- Increase membership by 12% year on year.
- Increase the coaching workforce by 75% by 2016.

Four key strategic priority areas were also identified:

- 1) To continually improve the strength and stability of Scottish clubs with skilled coaches and volunteers.
- 2) To continually improve the quality of the Scottish events calendar.
- 3) To continually improve the performance of our Scottish athletes.
- 4) To continually improve the standards by which the sport is run in Scotland.

As per the table below we have achieved these key headline targets to date by 2014 and have shown an extremely healthy increase in all of our other key priority areas. Our performance targets are reviewed separately in the Performance Plan 2015 – 2019 (Appendix 1).

**Table 1: Progress on headline targets**

Headline Target	2011	2012	2013	2014	% increase
<b>TS Membership</b>	1,123	1,404	1,660	2,036	98%
<b>Event starts</b>	9,314	10,241	10,153	c11,000 year not complete	18%
<b>Coaching Workforce</b>	159	233	286	330	108%
<b>Club Membership</b>	1,397	1,887	2,757	3,468	148%
<b>Youth/Junior club membership</b>	184	284	386	648	252%
<b>Youth/Junior participation</b>	1613	1622	1,924	2269	41%
<b>School Participation Events</b>	1,666	3,186	1,868	4,452	167%

In 2012 we undertook a strategic review to assess our progress on development. We identified that in order to grasp the opportunities afforded to us, the biggest difference in growth/development of the sport at local, regional, and national level would come from

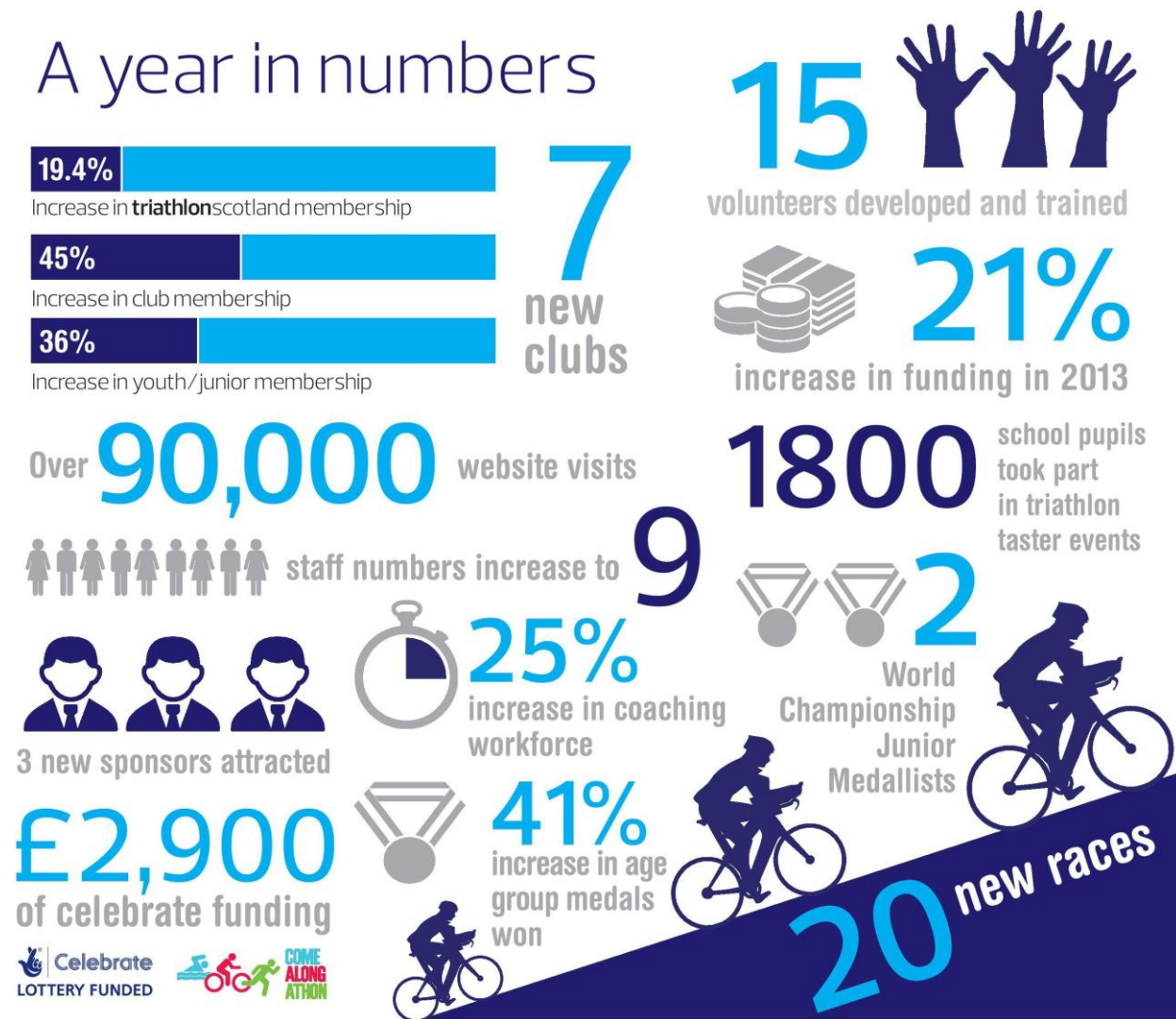
some additional staff resource. These posts would then enable us to capitalise on our increasing membership, develop and strengthen the growing club network, further develop youth and junior participation; all supported by a stronger coach and official workforce.

Additional investment in early 2013 allowed us to appoint a part-time Coach Development Officer (CDO), an East Regional Development Officer (RDO) (January 2014), upgrade the Development Officer Post to Development Manager and, with internal resources, we upgraded our Communications Officer from 0.4 FTE to 0.6 FTE. Shifting resources around at the end of 2013 allowed us to increase the CDO post from P/T to F/T. A further RDO post was agreed for the North. This appointment has been made and will commence in November 2014. See Appendix 2 for current structure.

Some of the most significant achievements that highlight the progress of the organisation of over the last four years are shown below:

- A membership increase of 98% over the four years.
- A 41% increase in youth and junior participation over the last four years.
- Over 4,000 children in 2014 having their first experience of triathlon in school based events
- Best ever Commonwealth Games result, 7<sup>th</sup>, and five competitive athletes on the start line.
- Appointment of a full time Chief Operating Officer resulting in a doubling of staff resource allowing increased development across all areas.
- Improved internal structures and processes resulting in a more professional, well-run, effective organisation.
- Full review of financial processes with greater accountability and efficient budgeting in place.
- Appointment of an Event Manager has resulted in closer working relationships and partnerships with Event Organisers. There is an improved look, feel, and quality of Scottish championship events; participation data collection is in place, and increased diversity and quality of events in tandem with an impressive increase in the number of events.
- Coaching work force not just increased but development opportunities for coaches in place as well as plans to realign the coaching pathway to better serve the triathlon community.
- Engagement with clubs and members improved through effective use of social media, a much improved website, and a Regional Officer in post.
- A 266% increase in number of qualified Technical Officials from local to international.

Figure 1: Significant Highlights in 2013



## **4. SWOT Analysis**

A SWOT analysis was undertaken through consultation with the staff, Board members, and other key TS stakeholders in 2014. Details of the strengths, weaknesses, opportunities, and threats identified are presented in Appendix 1a. However, the key findings are summarised below:

### **Strengths**

Triathlon is a growing sport that has broad appeal. Events are well run and it is considered a friendly and open sport. Scottish triathletes have achieved success at the highest international levels and the pathways to performance are better understood and are being established. The sport is well run and managed by the TS Board of Directors and staff. The Governing Body is considered financially stable, has a good track record of prudent governance, and meets current equality standards.

### **Weaknesses**

Triathlon is perceived to be an expensive sport and challenging to potential newcomers. A lack of open water venues and a relatively short season limits growth. There is a lack of junior sections in clubs and swimming pool training time for clubs can be challenging. The potential growth of the sport is limited by the resources available to fully harness these opportunities, and the diversity of income generation is limited. There is an acknowledged lack of mass participation/entry level events.

### **Opportunities**

Triathlon is a desirable challenge for many and, with the raised awareness through the Olympics and Glasgow Commonwealth Games, triathlon is well placed to generate further interest. The growth of children's participation events in schools has gathered new interest for school and after school triathlon activity. Diversity of size and type of event allows for participation across all ages and abilities. Cross training provides safe and healthy activity for even the most inactive. Olympic, Commonwealth, World, and Paratriathlon champions provide great role models for aspiring youngsters. Introduction of Paratriathlon in Rio 2016 and Mixed Team Relay formats provide additional medal winning opportunities.

### **Threats**

Increasing costs to run events means events can be quite costly to enter. Propensity for existing triathletes to own expensive equipment is a potential barrier to those entering the sport. Perception of road cycling being dangerous can limit activity in clubs. Police Scotland regulations on use of roads may be a limiting factor to events. Very varied provision of multi-sport challenges not sanctioned by TS potentially poses a threat.

## **5. Mission**

**To realise the full potential of a vibrant triathlon community in Scotland.**

## 6. Values

The values underpinning the work of TS and the sport of triathlon can be summarised as follows:

### **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.

## 7. Strategic Overview

In seeking to fulfil its role as the National Governing Body, TS continues to contribute to the overarching two national outcomes of *Reaching Higher* - the national strategy for sport in Scotland.

These are to:

- increase participation,
- Improve performance.

Associated with the desire to increase participation and improve performance, TS is committed to the following strategic targets:

### **Participation**

- To increase our overall membership by 12% each year (from 2,036 members in 2014 to 3,587 members in 2019).
- To increase club membership by 20% year on year (from 3,468 in 2014 to 8,629 in 2019).
- To Increase the number of race starts by 12% year on year to 2019 (from 11,000 in 2014 to 19,039).
- To increase the number of youth/junior club members from 648 in 2014 to 972 in 2019 - a 50% increase.

### **Coaching**

- To increase the coaching workforce by 107% (from 300 coaches in 2014 to 620 coaches in 2019).

### **Performance**

- To win a medal at Rio 2016 Paralympics and achieve two top 5 performances at 2018 Commonwealth Games.



## 8. A Comment on Strategic Goals/Targets

TS is committed to growing and strengthening the sport of triathlon in Scotland over the next four years and beyond. To this end, annual business plans prepared by TS will detail ambitious but realistic annual targets that will be committed to growing and strengthening the sport and will underpin our overarching strategic targets.

## 9. Strategic Priorities

TS has identified four strategic priorities for the period 2015-2019, these can be summarised as follows:

- To grow participation to the widest audience possible.
- To increase club membership by creating a strong, diverse, and stable club network in Scotland.
- To support Scottish athletes in delivering medal-winning performances at Major Games and Championships, and
- To ensure the sport and the Governing Body is financially secure, sustainable and governed to the highest standards.

Further details of these four Strategic Priorities are presented below:

### Strategic Priority 1

#### To grow participation to the widest possible audience.

The sport of triathlon relies on events to both retain current participants and to attract new participants into the sport - without events the sport ceases to exist. Unlike many sports, it is not feasible for people to take part on a casual basis. While individuals may invite a friend to take part in a game of tennis or join a group for a game of 5-a-side football, it is unlikely that someone would invite you take part in a triathlon other than in the context of an organised event.

The strength of triathlon and its ability to increase participation is largely (although not solely) determined by the variety and the quality of events available across Scotland. Whilst both the diversity and the number of events has seen a healthy growth from 2010 to 2014 (an increase from 100 events to 151 events), there is a strong desire and belief that the calendar of events should have a stronger focus on developing shorter events aimed at the novice/1<sup>st</sup> time market (Novice Gateway), to develop a mass participation event (c.1000 participants), to identify new and fresh approaches to take part in the sport and to consider more non-traditional triathlon events to enable entry into the sport. In addition there is a strong commitment to ensure our events are inclusive thus also supporting disability development from grass roots to performance.



Within this priority area it will be the aim of TS to continue to strengthen the depth and breadth of the volunteer base (Technical Officials and marshals) that makes the delivery of quality events possible. The World Duathlon Event in 2010 and Glasgow 2014 Commonwealth Games have given us an ideal platform to establish and develop the pathway that is required. Further developing this workforce and sustaining the growth is of paramount importance to support a growing programme of events and activities.

#### **Strategic Goals**

- Double the number of event starts by 2019.
- Increase number of Technical Officials from 22 in 2014 to 42 in 2019.
- Develop a mass participation event with c1000 participants by 2019.

### **Strategic Priority 2**

**To increase club membership by creating a strong and stable club network in Scotland that is supported by highly motivated, skilled, and trained coaches and volunteers.**

Clubs play a vital role in creating a vibrant triathlon culture in Scotland. They are the centres/hubs where those with a passion and interest in triathlon can socialise and train together as well as plan and organise events, ensuring that triathlon can be enjoyed by members and non-members alike. Furthermore, the work of clubs extends beyond the club members to those that are trying the sport for the first time or take part independently of clubs.

Ensuring the vision for triathlon in Scotland, TS commits itself to supporting the existing club scene and growing this where considered appropriate. Efforts will be directed over the next few years to ensuring the existing clubs are stable and well run, ensuring the safety and well-being of those that are engaged in the sport, whether as participants or non-participants. A priority will be to grow the size of clubs and increase the diversity of triathlon club membership, particularly in the area of junior and youth membership. It will also be a key priority to encourage club members to become members of TS.

Central to strengthening clubs in Scotland is the need to support the development of coaches and volunteers that run clubs and, as highlighted under Strategic Priority 1, the need to develop the volunteers that make the event calendar possible. Clubs can only exist on the good will of dedicated volunteers who act in the capacity of club committee members, coaches, general helpers, technical officials and marshals. TS can support clubs by ensuring support mechanisms are in place to help train these volunteers to undertake their roles effectively and confidently whilst maintaining their commitment and enjoyment

in the sport. Recruitment and retention of club volunteers is also a key focus. TS are currently using **sportscotland's** Sport Framework to underpin club support.

This priority area also includes ensuring the continued development of the TS staff, thus continually raising the standards of leadership, knowledge, and skills that TS can offer to the sport.

#### **Strategic Goals**

- To increase the number of youth/junior club members by 50% from 648 to 972 in 2019.
- To increase Club membership from c3,500 in 2014 to c7,000 in 2019.
- To have 50% of club members as full members of TS by 2019, currently 28% are.
- To have at least one club in every region that caters for athletes with a disability.
- To develop and implement a pathway from schools to clubs in a minimum of four regions supported by a Regional Development Officer in Scotland by 2019.

### **Strategic Priority 3**

#### **To support Scottish athletes in delivering medal-winning performances at Major Games and Championships**

The ambition of the programme is to support Scottish athletes in delivering medal-winning performances at Major Games and Championships.

To do this, TS will aspire to develop structures so we can have world leading athletes, coaches, facilities, and support staff all working together with the common vision of achieving podium performances at Major Games and Championships. Underpinning this all, however, needs to be a winning culture. The following excerpt from the Triathlon Canada Performance Plan explains the challenge of balancing the need for successful systems with the need to perform when and where it matters.

*"It has long been accepted that elite athletes need well developed and carefully managed high performance programs in order to excel in the highly competitive international arena. Having a great high performance system implies having an exceptional high performance environment with all the programs, support staff, facilities, equipment, and KPIs well established and functioning as a unit.*

*While it is very clear that systems produce consistency through measurable quality controls and benchmarks, they do not necessarily create winners or a*

*winning culture.” (Triathlon Canada, 2014)*

During the past 4-year cycle the focus was predominantly on able-bodied athletes delivering our best ever Commonwealth Games performance. This target was achieved with a top seven in the men’s individual event and whilst we are proud of this achievement, our analysis would suggest that we could achieve improved results in future Major Games if we can further deliver on four key areas:

- 1) Enhance the performance culture of all **triathlonscotland** performance programme (TSPP) staff and athletes.
- 2) Refine the existing TSPP pathway.
- 3) Creating a specific support resource for Scottish Para-triathletes.
- 4) Invest in a targeted talent identification (TID) and talent transfer (TT) process for females capable of mixed relay delivery in 2018.

#### **Strategic Goals - 2015-2019**

- **1** Paralympics medal for Team GB in Rio.
- **2** Top **5** performances at Gold Coast Commonwealth Games (CWG).
- **3** new athletes on British Triathlon World Class Programme

### **Strategic Priority 4**

#### **To ensure the sport and the Governing Body is financially secure, sustainable and governed to the highest standards**

TS is committed to taking a lead role in developing triathlon/multi-sport in Scotland. In pursuing this remit, it needs to ensure that it functions in a way that meets the needs of its members and affiliated clubs, as well as ensuring practices are legally, financially, and ethically accountable.

To ensure that TS operates at the highest standards expected, it is necessary for TS Board and staff to review its functions and practices regularly and to develop policies that are informed, timely, and in the best interests of the long-term development of the sport. TS recognise that in order to deliver effectively against a strategic plan, having the right people in the right place at the right time is crucial to this. Attracting and retaining well motivated, trained, and committed staff remains a key focus for TS going forward.

### **Strategic Goals**

- For TS to meet the highest standards of the Development Audit by 2019
- To achieve the Intermediate level of the Equality Standard by 2015
- To achieve above 80% member satisfaction with services provided by TS

## **10. Strategic Priorities and Primary Objectives**

Investing in the four strategic priorities identified above is considered crucial if the mission statement for triathlon in Scotland is to be achieved. The efforts of TS Board Members and TS staff will contribute to these strategic priorities.

Within these **Strategic Priorities**, a number of **Primary Objectives** have been identified.

The information below outlines the broad requirements for the work needed to be undertaken to strengthen triathlon in Scotland.

## Strategic Priority 1

### To grow participation to the widest possible audience

To facilitate the creation and delivery of a varied and comprehensive triathlon/duathlon/aquathlon events calendar that caters for participants across the sporting pathway.

**Key strategic priority 1:** is to develop the event calendar in Scotland to allow individuals of all abilities to take part and compete in expertly organised and delivered events. The resulting calendar will allow for an increase in the number of people in Scotland taking part in triathlon/duathlon/aquathlon and will help to improve performance standards across all age groups and disciplines.

The triathlon/duathlon/aquathlon events calendar in Scotland will ensure:

- All disciplines - triathlon/duathlon/aquathlon - will be adequately provided for and will strive to be as inclusive as possible.
- Events in each discipline will be evenly distributed throughout the year.
- Events in each discipline will be geographically well distributed to meet demand.
- National ranking series for senior men and women will exist for: triathlon, duathlon, aquathlon, off-road, and cross-triathlon.
- Youth ranking series for appropriate age group competitors.
- A club ranking system will exist for adults and youths.
- An annual long-distance event is delivered.
- A mass participation event (1,000 triathletes) is delivered by 2019.

In seeking to fulfil this key strategic objective, it will be necessary to fulfil four primary strategic objectives:

#### Primary Objective 1.1 – Event Development

Continued event development within TS will ensure:

- The event sanctioning process remains straightforward, transparent, and fit for purpose to meet insurance requirements.
- An event audit is undertaken identifying suitable event venues, including open water sites.
- Positive relationships with key event partners including Local Authorities, Forestry Commission, Scottish Water, and NHS (Health Agenda) is established and maintained.
- Every affiliated club and every youth triathlon club will be supported to deliver an event (within two years of affiliation) by 2019.
- Every club has the opportunity to attend TS annual training courses and conferences.
- Events are inclusive and take cognisance of the needs of various groups particularly disability - aiming to have at least four events that provide a clear disability opportunity by 2019.
- Have ten established and sustainable school participation events across Scotland by 2019, providing an opportunity for children aged 10-14 to try triathlon for the first time.

#### Primary Objective 1.2 – National Championships and International Event Development

There will be a need to ensure that National Championship events and International events can be delivered to the highest standards. While TS and the triathlon community in Scotland has a successful track record at delivering high quality events, efforts need to be taken to ensure that

events are attracted to Scotland, and standards are maintained.

For Scottish National Championship events, TS will ensure:

- Scottish Championship events will exist for aquathlon, duathlon, sprint, standard, middle, cross, and youth triathlon.
- Scottish University Championships will exist for aquathlon, duathlon, and triathlon.
- Scottish National Championship events will be developed for mixed team relay and youth open water by 2019.
- Scottish Schools Championships is in place by 2019.

To ensure quality of Scottish National Events, TS will:

- Identify and award the best event organisers Scottish Championship status.
- Support Scottish Championship events with an attractive Championships package.
- Allocate all Scottish Championship events a Technical Official, Moto Official (where appropriate), and race Jury.
- Review the success of each event in partnership with the event organiser, technical official, and competitor feedback.
- Ensure the sanctioning process continues to be fit for purpose.

Scotland has proven success of hosting British Championship events, as well as Super Series, World Duathlon Championships and the 2014 Commonwealth Games.

To attract International Events to Scotland TS will:

- Work with major event stakeholders such as British Triathlon, Event Scotland, and host venues to identify major event opportunities for Scotland.
  - Recruit and motivate key sport volunteers, and new sport volunteers, to assist in the delivery of major events.
- Achieve the following major event targets by 2017:
- Scotland to host a mass participation event (c1000).
  - Scotland to host at least one Age Group Qualification event every year.
  - Scotland to host one British Championship event or British Championships festival including a Paratriathlon event, combining a Scottish Paratriathlon Championship.
  - Scotland to host one round of the British Super Series.
- Achieve the following major event targets by 2019:
- Scotland to host ETU European Triathlon Championships including Paratriathlon.
  - Scotland to host World Cross Triathlon Championships.

### **Primary Objective 1.3 – Event Communication Plan**

While growing the event programme can be achieved with existing stakeholders, the success of these events will be based on being able to recruit new participants to triathlon. While TS believes there is a continued demand for triathlon, it will be necessary to take a planned, but innovative, approach to tapping into this demand and marketing appropriately.

This will include:

- Comprehensive event listings on [www.triathlonscotland.org](http://www.triathlonscotland.org).
- Comprehensive Scottish event listings on [www.britishtriathlon.org](http://www.britishtriathlon.org).
- Comprehensive results listings on [www.triathlonscotland.org](http://www.triathlonscotland.org) and Tri Connect.
- Being innovative with social networking and other media opportunities to reach all age groups.

- Regular e-news (e.g. Tri Tales and Club Newsletter).
- Exploring other advertising opportunities (e.g. magazines/newspapers/trade shows).
- Encouraging existing members to spread positive messages.
- Cross marketing through other national bodies such as, Scottish Swimming/Cycling/Athletics.
- Using elite athletes to raise the profile of the sport (schools/clubs/community).
- Exploring the national health agenda and target groups (e.g. obesity/disability/ethnic communities).
- Sponsorship opportunities with large national corporations and smaller local businesses.
- The use of IT to create a virtual triathlon community aimed at first timers and non-participants.

#### **Primary Objective 1.4 – Event Technical Officials**

Growth and development of the Scottish event calendar from local club event to major event requires the support of a knowledgeable and confident Technical Official Workforce. TS can help to support the development of Technical Officials by:

- Co-ordinating the national deployment of qualified Technical Officials.
- Co-ordinating the national deployment of qualified Moto Technical Officials.
- Recruiting and training new technical officials to Regional Technical Official standard, including young officials.
- Training all technical officials to be mentors for new officials and identifying suitable officials to be training course tutors.
- Providing the opportunity, pathway, and funding to qualify to National Technical Official status.
- Providing all technical officials with a national identity and the tools to perform their duties.
- Educating event organisers about the role of the Technical Official and their importance in working together.
- Recognising and rewarding outstanding achievements.



## Strategic Priority 2

### Club, Coach and Volunteer development (including workforce development)

**To ensure a strong and stable network of inclusive clubs in Scotland that is supported by highly motivated, skilled and trained volunteers**

**Key strategic priority 2:** is to ensure that clubs are capable of serving its members to the highest standards, whilst ensuring they maintain their identity and autonomy. TS's role will be to encourage clubs to continually improve and develop its offering to existing members but importantly to reach out to new audiences to encourage growth and diversity within the sport.

#### Primary Objective 2.1 – Strengthen Triathlon Clubs in Scotland

TS can help strengthen triathlon clubs in Scotland by encouraging growth within existing clubs and helping create new clubs where existing provision is weak. TS will seek to influence the following aspects of clubs to increase the number of members and improve the quality of members' experiences:

- Influence growth in youth/junior sections:
  - More youth/junior sections in clubs creating pathway links from schools/Active schools.
  - More youth/junior clubs.
- Encourage clubs to appeal to a greater diversity of members (including male/female; age; disability).
- Support clubs to be better able to deliver events (see Primary Objective 1.1) with particular focus on novice, youth and open water events.
- Clubs to become more aware and supportive of the performance pathway for talented triathletes with appropriate tools and support from TS.
- Clubs to become more able to support performance development by developing links to appropriate coach development opportunities.
- Expand and strengthen the coaching base in clubs (see Primary Objective 2.2) whilst making it relevant to their membership needs and aspirations.
- Develop an affiliation package for clubs that supports TS membership and ensure clubs are well run with appropriate policies in place.
- Encourage every club to provide an annual ComeAlongAthon to encourage and attract new participants and volunteers to the club.

#### Primary Objective 2.2 – Increase the Number of Quality Coaches in Clubs

TS can help strengthen clubs by providing more opportunities for aspiring coaches and raising the standards of existing coaches. TS can help achieve this by:

- Ensuring easier access to coach education opportunities, such as: more courses in locations that meet demand particularly in rural areas.
- Ensuring there is a clear pathway through the different coaching levels and that these are relevant to the needs of our athletes at all levels.
- Strengthening club coaching to support the pathways to the performance squad.

### **Primary Objective 2.3 – Coach Education & Development**

In support of the athlete pathway there is a need to continue to strengthen the availability and quality of coaches to support triathletes at all levels. This can be achieved by:

- Clear pathways for coaches to develop to the levels they aspire to.
- Accessible coach education courses.
- Enabling access to CPD opportunities.
- Professional standards for coaches.
- Targeting specific coaches who wish to work at the performance end of the sport.

### **Primary Objective 2.3 – Volunteers (Club and Event)**

Volunteers are critical to the delivery of a continually expanding events programme and to a strong club network. TS can help achieve this by developing a volunteer development programme that:

- Provides training opportunities that ensure volunteers are trained to undertake a range of demanding roles including:
  - Growing and strengthening the club volunteer base such as: treasurer, welfare officer, child protection.
  - Growing and strengthening the event volunteer base such as: race organiser, technical officials, race marshalling (see Primary Objective 1.1).
- Providing training opportunities locally for clubs and volunteers and link with local partners where appropriate.
- Ensure the role and function of volunteers is appreciated through TS Annual Awards and in-house club volunteer awards.

## Strategic Priority 3

### Performance Programme

**To support Scottish athletes in delivering medal-winning performances at Major Games and Championships.**

**Key strategic priority 3:** is to continue to develop performers at the highest level in Scotland, with particular emphasis on Olympic/relay distance triathlon. This will require efforts to ensure pathways for athletes are clear and supported by the Performance Team Coaches and clubs.

Details of TS's approach to achieving success is presented in the Performance Plan (Appendix 1)  
The four key areas are:

- 1) Enhance the performance culture of all TSPP staff and athletes.
- 2) Refine the existing TSPP pathway.
- 3) Creating a specific support resource for Scottish Para-triathletes.
- 4) Invest in a targeted talent identification (TID) and talent transfer (TT) process for females capable of mixed relay delivery in 2018.

#### **Primary Objective 3.1 – Enhance the performance culture of all TSPP staff and athletes**

- Athlete contracts for engagement, responsibility, and accountability.
- Structured review process across the programme – athletes, coaches, staff.
- Clear process goals and targets for achieving the goals of TSPP.

#### **Primary Objective 3.2 - Refine the existing TSPP pathway**

- Clear and consistent entry point to foundation squad.
- Creation of Scottish Racing Squad to allow two entry points a year.
- Creation of a non-standardised entry point for females.
- Improved communication channel with the TS community/clubs.

#### **Primary Objective 3.3 – Creating a specific support resource for Scottish Para triathletes**

- Engagement of suitable training camp/race opportunities.
- Daily training environment support/guidance.
- Financial Assistance for training partner/guide.

#### **Primary Objective 3.4 - invest in a targeted talent identification (TID) and talent transfer (TT) process for females capable of mixed relay delivery in 2018**

- Write a process stating the standards of athletes required and reality of timeframes.
- Employ a specific role that focuses on creating partnerships and relations with relevant National Governing Bodies (NGB), Clubs and private coaches.
- Aim to assist with transition of an athlete into the TSPP.

## Strategic Priority 4

### Governance

**To ensure the sport and the Governing Body is financially secure, sustainable and governed to the highest standards.**

In order for TS to provide the leadership necessary to create a thriving triathlon/duathlon/aquathlon scene in Scotland, and to provide the highest standards of service to its membership and partners, the Governing Body must at all times uphold the highest standards in governance and administration.

Achieving these high standards will include:

#### Corporate Structure

- A streamlined Board (10/12 members) with clear roles and responsibilities aligned to the needs of TS.
- Board positions being a mixture of elected and recruited.
- Ensure due cognisance is taken of our Equality policies ensuring a diverse Board make up.
- An induction process for all new members of staff and Board members.
- Annual Board Director reviews to ensure Board members are consistently delivering their best.
- Annual training audit of Board members to identify knowledge and skill gaps and provide appropriate training accordingly.
- Ensure that recommendations from the development Audit are implemented.

#### Management Practices

- On-going review of policies, procedures, and systems.
- Maintaining a risk register.
- Maintaining highest standards in financial management.
- Developing a clear IT strategy.
- Ensuring HR practice is current and meets legislation and that all staff have access and are aware of HR policies.

#### Standards in Triathlon

- Maintaining an up-to-date welfare and child protection policy, equality policy, and gambling and betting policy.
- Maintaining an up-to-date anti-doping strategy.
- Standards of conduct expected from coaches and from clubs to be up-to-date and widely circulated.
- Disciplinary and complaints policies are reviewed and available to members and participants.

#### Communications

- Raise the profile of the sport.
- Use Olympics/Paralympics, Commonwealth Games, and World class events to showcase and raise awareness of the sport.
- Engage with interested journalists, keep track of media activity.
- Raise the profile of our Scottish Championship events through web, social media, and local

press and local radio.

- Ongoing development of website – to improve access to information and keep up with user trends.
- Keep up to date and aware of social media/communication trends and tools to engage the widest possible audience in the sport.
- Communicate and engage with membership and participants to retain existing members and to encourage new members.
- Review the membership offer on an annual basis prior to the Annual General Meeting (AGM).
- Develop and implement a membership campaign to convert club members to full TS members.
- Ensure there is a TS presence, where possible, at events and functions to spread corporate messages.
- Adapt TS communication to appeal to and attract non traditional individuals to the sport.

## Appendix 1a

### SWOT analysis outcomes

#### STRENGTHS

##### Triathlon

- Olympic/Paralympics and Commonwealth sport.
- Varied and diverse events calendar to appeal to width of ages and abilities.
- Friendly, fun and family environment.
- World, Olympic, and Commonwealth Champions in the sport to increase media profile and awareness of the sport.
- World-class Scottish triathletes & paratriathletes (David McNamee, Natalie Milne, Marc Austin, Grant Sheldon, Jane Egan, Alison Patrick).
- Proven performance pathway with an established High Performance Centre.
- Growing membership and participation base – transfer from other sports.
- Home Commonwealth Games to inspire and motivate future participants.

##### Events

- Growing club scene with good geographic spread.
- Experienced & capable volunteer workforce– willingness to develop with strong skills profile.
- Hosting a home Games provided an opportunity for volunteer development and increased the volunteer database.
- Regular engagement with event organisers, increased opportunities for event development & good support from TS = higher quality events.
- A high number of older participants transferring from more traditional athletic club routes.
- Growing off-road events/open/youth events.
- Growing number of novice/beginner events.

##### TS

- Growing TS staff base, new office accommodation.
- TS take good governance seriously – recognised by **sportscotland**.
- A good track record on equality.
- Good relationships with key stakeholders.
- Financially stable.
- Good relationship with other home nation governing bodies and BTF.

#### WEAKNESSES

##### Triathlon

- Triathlon is expensive – kit, event fees.

- Perception of triathlon as challenging/competitive – not as accessible as others; lack of a novice gateway.
- Lack of diversity in the membership – white, middleclass.
- Weather conditions in Scotland.
- Water quality issues in open water venues.
- Drop off in girls at age 14yrs+.

## **Events**

- Capacity of most events almost full.
- Lack of a schools/competition/participation pathway.
- Lack of appropriate junior events for development opportunities.
- Lack of suitable open water venues.
- Pool events limited in size.
- Difficult securing closed roads for cycling.
- Lack of international events (ETU, ITU, branded events such as Iron man or Challenge).
- Events not being listed and registered on BTF system = no results on Tri Connect.

## **Clubs**

- Pool training sessions at capacity for some clubs.
- Not enough junior sections in clubs.
- Not enough 20-somethings.

## **Other**

- Poor transfer of club members to TS members.
- Overly reliant on public funding.

# **OPPORTUNITIES**

## **Triathlon**

- Increased awareness of the sport through home Commonwealth Games and Olympic champions.
- Evidence of fastest growing sport.
- Triathlon is a desirable challenge for many.
- Sport is fairly adaptable.
- Provides good cross training opportunity – injury prevention and health benefits.

## **Events**

- European Open Water Championships to be hosted in Scotland in 2018/possible to link European triathlon event.
- Several new open water venues identified.
- Mass participation event could attract Event Scotland/health interest.
- Grow off-road and adventure events appealing to a less structured alternative user.
- Development of a Novice Gateway based on a Jog Scotland model.



- Use of IT to enable virtual triathlons = more accessible to new comers, those that live in rural areas or areas without a club.

### **Delivery**

- Improve access and participation in disability triathlon.
- Private leisure health sector a good outlet for development – indoor triathlon challenges.
- Teachers keen to have resources and access to triathlon opportunities in schools.
- Greater promotion of TS at events.
- Lots of promotion outlets – press, media, social networking.
- Sponsor opportunities.

## **THREATS**

### **Triathlon**

- Perception of the need to have the right kit and associated high cost.
- Wide choice of challenges/activities to choose from, many not associated with TS.

### **Events**

- Cost of events may impact on lower income participants.
- Police and road closures required.
- Rely on BTF for international events.
- Not sure if organisers of sanctioned events are doing all that is required for a sanctioned event.
- Cost of insurance increasing as perception and tolerance of risk decreases.

### **Delivery**

- Staff spread too thinly trying to do too much.
- Increasing compliance/regulatory burdens in future.
- Increasingly challenging economic environment – difficult to increase income.
- Levels of government funding always an unknown.



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