

**BRITISH TRIATHLON ASSOCIATION
WORLD CLASS PROGRAMMES**

**ONE-STOP PERFORMANCE PLAN
2005-2009**

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**In conjunction with
World Class Coaches from England, Scotland, and Wales**

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VISION

To create an environment of sporting and professional excellence, through innovative leadership and support, in which Britain's elite and potentially elite triathletes can maximise their talents in representing their Country, the Association, and themselves in all facets of their sporting lives.

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2001-2004 SUMMARY OF ACHIEVEMENTS AND LESSONS LEARNED

Overview of 2001-2004 Programmes

The Triathlon World Class Programmes for 2001-2004 built on the foundations laid by the Performance Programme's beginnings prior to the Sydney Olympics and launched England's Potential Programme from 2001. Under new leadership in Performance Director Graeme Maw and Potential Manager Paul Buxton, the Programmes set out clear targets for the Commonwealth and Olympic Games of 2002 and 2004, and for the graduation of development athletes to World Class Performance standard. Note was taken of the Monitoring and Evaluation report post Sydney Olympics (Hoare, 2000) and particularly of the report in 2003 as Athens approached (Rowell & Eady, 2003).

World Class Programmes Achievements

World Class Performance

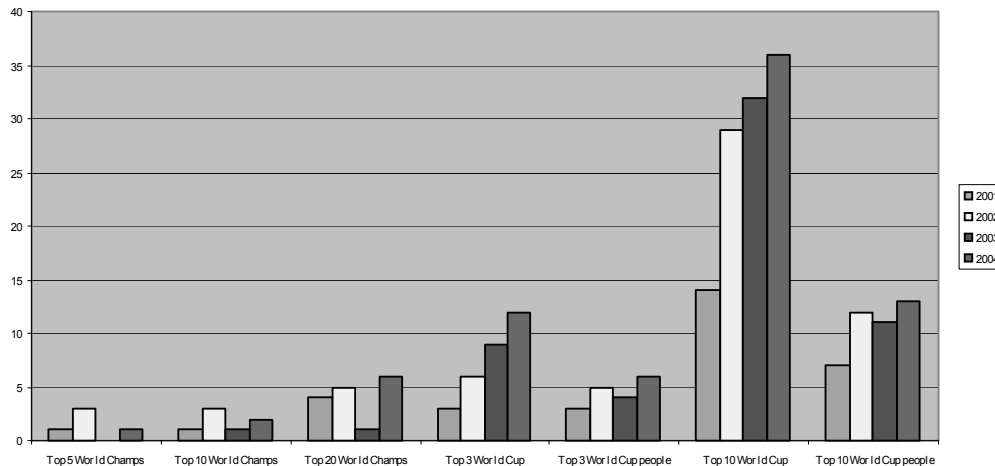
High-level targets, and their attainment, for the Performance Programme included:

	Men		Women	
	Target	Result	Target	Result
2001 European Championships	1 gold	4 th , 8 th , 9 th	1 medal	1 st , 3 rd , 5 th , 8 th
2001 World Championships	1 medal team rank 1	5 th , 13 th , 16 th Rank 2 nd	team rank 5	17 th , 22 nd , 23 rd Rank 5 th
2002 World Championships	1 medal team rank 1	3 rd , 17 th , 24 th Rank 3 rd	team rank 5	1 st , 3 rd , 17 th Rank 1 st
2002 C'wealth Games	2 medals	4 th , 7 th , 10 th	1 medal	2 nd , 7 th , 8 th
2003 World Championships	1 medal team rank 1	Void	1 medal team rank 3	Void
2003 World Cups	1 win	3x1st, 1x2nd, 2x3rd	1 win	1x2nd, 2x3rd
2003 World Rankings	6 in top 40	Peak = 6 in top 37	6 in top 40	Peak = 6 in top 44
2004 World Championships	3 in top 10	4 th , 14 th , 16 th Rank 3 rd	2 in top 10	8 th , 20 th , 28 th Rank 4 th
2004 Olympic Games	1 medal team rank 1	16 th , 18 th , 45 th Rank 7 th	1 medal team rank 1	6 th , 30 th , 34 th Rank 5 th

Successively over the 4 years, the number of different athletes achieving World Cup top 10s rose from 7 in 2001 to 13 in 2004, bringing a parallel increase in the frequency of World Cup top 10s (14 to 36). This led to an expansion of the World Class Performance Squad up to 16 athletes in 2003-

2004, and critically secured the maximum number of entries in the 2004 Olympic Games.

The number and frequency of athletes achieving World Cup podia also rose, from 3 to 6 people and from 3 to 12 medals up to 2004, including Great Britain's only 3rd and 4th ever female World Cup wins. Hence, it was considered that the number of athletes capable of winning World-level races increased, though ultimately did not convert to Olympic success.



World Class Potential and Start

High-level targets for the Potential and Start Programmes included:

Target	Result
1 athlete per year graduated to World Class Performance	2002: Henrietta Freeman (CWG res) 2002: Stuart Hayes 2003: Tanja Allen
Potential athletes to within 5% of World Class Performance standards	100% of boys and 50% of girls within 5% of standard
Start athletes to within 5% of World Class Performance standards	91% of boys and 72% of girls within 5% of standard
9 Programme coaching contacts per year	Average 7.2 per region per year
Exposure of 2 new athletes per coaching session per region	Average of ~40 new athletes trialled through the World Class Start Programme each 6 months

Over the past year, there has been a 92% retention rate within the Start and Potential Programmes and an improvement rate of 72% among Programme athletes. Combined with effective talent identification and recruitment, Programme standards have improved by between 0.3 and 2.4% per year.

The Programmes also delivered 2 European Youth titles for the boys (2002 and 2003), and 5 World and European Junior medals, including a World Junior Bronze medal for Jodie Swallow in 2001 and World Junior Silver and Bronze medals for Oliver Freeman and Will Clarke, respectively, in 2004.

World Class Programme Goals

Programme rather than performance goals were also identified in:

- o Building links with Home Nations Programmes for the 2002 Commonwealth Games;
- o Building Team cohesion to enhance performance at major Championships and Games;
- o Building and implementing triathlon-specific medical, scientific, and technical support through the World Class Programmes;
- o Developing coaching at National and Regional levels.

Each of these has been addressed with more or less success, with regular coach development, extensively supported by UKSI, a triathlon specific support team including Doctor, lead physiotherapist, lead conditioning coach, and full-time Science and Technical Officer, in conjunction with the EIS, operating in training and competition; a series of Team camps to enhance cohesion of athletes and support staff alike; and growing cooperation between Home Nations as evidenced by joint training camps at Potential level in 2003.

A series of reviews is being conducted following the Olympic Games, which will focus on Team dynamics as well as actual performance, the findings of which will be fed in to future planning. It is felt that the One-Stop Planning Process is a great opportunity to progress these and other initiatives across the whole of the UK, where Triathlon is both well received and growing in popularity.

Critical Moments and Lessons Learned

Critical moments were achieved with the Programmes over the 4-year cycle, including:

- o Clarification of the goals of the World Class Performance Programme to all involved as a clear Olympic medal-winning focus;
- o Securing 2-year funding for Performance athletes leading in to the Athens Games;
- o Expanding the High Performance Centre network from essentially one operational Centre at Bath to two then three with the emergence of Loughborough and the opening of Swansea;
- o Extension of regional coaching to a more professional basis and therefore more time committed to direct athlete coaching;
- o Appointment of a full-time Science and Technical Officer to coordinate and explore a nationwide programme of innovative scientific support;

- o Restructure of Programmes Leadership to Director and Manager rather than Performance and Potential, as indicated by UK Sport's 2003 Monitoring and Evaluation Report.

Throughout the 4 years there has been a commitment to retain flexibility and dynamism, to implement the latest and most effective knowledge. Key lessons learned include:

- o The importance of overall Programme goal clarity for the understanding of the athletes;
- o The importance of role clarity for the functioning of the Team;
- o The importance of explicit expectations for the operations of the Programmes as a whole and specific parts such as training camps;
- o The importance of physical coaching time for the development of athletes at all levels;
- o The importance of thorough and detailed understanding of World standards;
- o The importance of demonstrable outcome and therefore of monitoring and evaluation of effect in all practise;
- o The importance of research and development for the understanding and development of sports performance;
- o The importance of sharing of ideas from all sources – internal and external – for the development of best practise;
- o The importance of sound and explicit policies and practices on which to base both performance and administrative decisions.

PHILOSOPHY AND TARGETS

Philosophy and Vision

The British Triathlon World Class Programme is committed to sustainable medal-winning success at senior international level and the development of the people who contribute to it. It subscribes to the philosophy of One-Stop Planning in improving the way people work together to drive success:

“Vision: To create an environment of sporting and professional excellence, through innovative leadership and support, in which Britain’s elite and potentially elite triathletes can maximise their talents in representing their Country, the Association, and themselves in all facets of their sporting lives.”

Strategy

It’s strategy to deliver success is simple:

- o To create an environment of excellence in which athletes, coaches, staff, and supporters, as individuals and in cohesion, exhibit world class behaviour as a matter of course, towards the ultimate goal of performance.
- o To facilitate and empower the fundamentals of sports performance – athletes, coaches, facilities, and competition – through action and communication based on open and equitable principles, emanating from strong yet democratic direction.
- o To provide effective and innovative ancillary support to the fundamentals, when appropriate, in all facets of modern sports preparation (medical, scientific, technical, lifestyle, etcetera), in line with the environmental goal, and to a standard consistent with world class performance.
- o To communicate the program to the stakeholders – both internal (staff and association) and external (councils, agencies, members, and public) – so that they may share, benefit from, and support the environmental and performance goals.

It therefore entails putting the right people in the right place at the right time, and empowering them to perform to their best! This plan lays out the framework through which triathletes from age 14 to Olympic representation will be supported in a consistent and effective way across the UK, with the significant aid of the UK and respective Home Country Sports Councils.

High-Level Targets 2005-2009

The high-level goals for the Olympiad from 2005-2009 focus on the following:

- o 2008 Olympic Games
- o 2012 Olympic Games
- o 2006 Commonwealth Games
- o ITU World Championships

- o Graduation of athletes to World Class Performance
- o ITU World Junior Championships
- o Identification and recruitment of new talent
- o Development of people as World Class Ambassadors

Focus	Target for 2005-2009
2008 Olympic Games	1 medal in each race
2012 Olympic Games	4 athletes graduated from Potential
2006 Commonwealth Games	1 medal in each race, teams ranked 1
ITU World Championships	4 medals 2005-2009
ITU World Cups	All Performance (6/6) ranked top 40
Potential development	4 athletes graduated from Potential
Potential development	100% Ptnl standard to >2% of Performance
Talent ID	Start providing 8 new Potential each year
People development	Implementation of lifestyle management
People development	Tracking of athletes on Programmes exit
People development	Implementation of coach development
People development	Retention and satisfaction of staff

Approach

Consistent with the overall strategy, the targets will be approached using the following tools:

- o Athlete selection – appropriate, challenging and open, for Teams and Programmes, and through Talent Identification, Recruitment, and Development;
- o Athlete review – appropriate to each level to ensure logical and continuous progression, and detailed to World standards;
- o Coaching – increasing the provision of expert and professional coaching to all levels of World Class athlete;
- o Coach development – enhancing the expertise of World Class coaches and the broader coaching community of British Triathlon;
- o Structure – increasing the availability of World Class training facilities through a UK-wide network of High Performance Centres;
- o Support – cementing a triathlon-specific support team in all disciplines of performance enhancement, and embracing the support of agencies such as the Home Nations’ Institutes of Sport;
- o Research and Development – exploring new and innovative approaches to sports performance through science and technology, through liaison with other sports, industries, and researchers;
- o Access to competition – providing sufficient access to appropriate competition, including the development of strong domestic opportunities, and guiding athletes’ individual choices.

POTENTIAL TO DELIVER IN 2008 AND BEYOND

Overview of Competition

Medal Availability

The high-level targets for the 2005-2009 plan include medal success at the 2008 and 2012 Olympic Games, and show clear intent to develop the athletes to do so. It is anticipated that the format for triathlon at these Games will be as it is at present, with a maximum of 3 male and 3 female representatives contesting single gold medal events for males and females. Actual national representation is likely to be through ITU World Rankings. Similarly, the 2006 Commonwealth Games will permit up to 3 men and 3 women from each of England, Scotland, and Wales to contest single gold medal events for each gender, with no standard for pre qualification.

Potential to deliver success in 2008 is best gauged by considering the likely situation of the current World Class Performance athletes, plus the performance standards of those nearing the top age of World Class Potential.

Competition Standards

The average age of the current world's top 10 males is 30.3 years, with the women averaging 31.5 years. The average age of world-level winners (i.e. Olympics, World Championships, Commonwealth Games) for the last 4 years has been slightly lower at 26.7 years for the men and 30.8 years for the women, with ranges from 23 to 33 and 22 to 36. The prognostic is therefore that the 2008 Olympic Champions are likely to be between 25 and 30 years old for the male and 25 to 33 years for the woman.

Of the top 5 finishers in the men's and women's races in Athens, 3 of the men and all of the women had been on a World Cup or regional championship podium during the preceding 2 years; for 5 of these 8 that included at least one win. However, prior to that only 2 of the men and 2 of the women had medalled. Similarly, all the men and 2 of the women had finished in the World Championships top 10 during the preceding 2 years; 2 of the remaining 3 women had finished top 20.

World Cup podium and World Championship top 10 level form during the preceding 2 years therefore seems to be a requisite for Olympic success. However, form prior to that is less important, with 7 of these top 10 athletes starting the Olympic cycle outside their respective top 50 rankings, only 3 having raced at the 2000 Olympics, and only 1 having there finished in the top 10. In contrast to Sydney when 4 of the 6 medallists had podiumed at the Test Event, only 1 of the top 10 had done so in Athens, with only 4 of them (1 man and 3 women) having raced the Test Event at all.

In relation to actual race speeds, taken across all World Cup courses over the past 2 years, there has been little trend for performance levels to progress.

Swim splits for both men and women have actually slowed by approximately 11 and 25 sec, respectively, though run splits have improved by 10 and 5 sec, respectively; cycling has become very dependent on the course, and the strategy and tactics of the day. There has possibly – as seen in Athens - been a tendency for more male winners to emerge during cycle breakaways and therefore not necessarily be the fastest run; while the women may have more tendency to win with the fastest run but emanating from the lead swimmers.

Hence, the performance standards currently being used to identify talent should remain valid, with perhaps more emphasis on cycling and tactics in the men's event, and more need for the fast runners to be able to swim in the women's. World Cup podium standard should identify medal potential in the 2 years preceding the Games, along with attainment of World Champs top 10. These athletes are likely to already be established in the World Top 10 or will emerge rapidly in the coming 12 months.

British Athlete Profiling

Within the current British ranks, there are 5 men and 7 women with demonstrated ability to win medals at World Cup level or above. Of these, 2 of the men will fall within the range of 25 to 30 years old in 2008, with 4 of the women then within the range 25 to 33. In addition, those athletes emerging from the Potential Programmes with junior international medals (2 men and 2 women) will be within the range 23 to 26 years in 2008 and may progress rapidly in the coming year. There is therefore every reason to expect continued medal winning success in both the short and mid terms, from a strong cohort of 10 to 13 athletes.

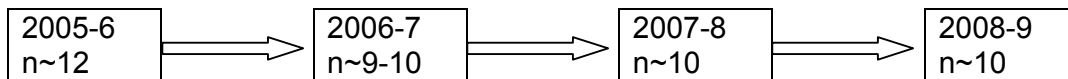
With the lowest age of anyone in the World's top 10 or any of the recent World Champions being 23 for men and 22 for women, there is also chance for the older World Class Potential athletes to emerge by 2008, and by virtue of being within scaled World Class Performance standards already would appear to have the ability for success. This accounts for a further 6 boys and 3 girls who could match age and performance criteria in 2008.

Success beyond 2008 will then depend on retention of the current Potential athletes, who by virtue of being within scaled World Class Performance standards already appear to have the ability for success. This accounts for a further 6 boys and 3 girls with age and performance criteria to match 2012 success. Further, there are and continue to be identified upwards of half a dozen boys and half a dozen girls each within scaled World Class Performance standards, who will be between 23 and 24 years old in 2012. There is therefore every reason to expect continued medal winning success at junior and youth levels – though recognising something of a gap with the current junior girls – and the progression of this talent to senior international.

ATHLETE MANAGEMENT

Programme Numbers

By virtue of the numbers above, combined with the permissible sizes of the Olympic and World Championship Teams (6 and 12, respectively), it is believed that the World Class Performance Squad should be between 10 and 12 athletes, preferably distributed evenly across genders. This would provide support to probable World Championship athletes, and to a double compliment of potential Olympians. Athletes would, however, be considered on their individual merits against the medal indicators described above and their commitment to improvement, and be reviewed annually to ensure progression. It is anticipated that, with the importance of form in the 2 years before the Games, the squad size may reduce, or fluctuate if some of the Potential talent emerges:



To feed the World Class Performance Squad – with the target 1 athlete per year from Development – it is considered that approximately 3 athletes will be needed for 1 to emerge. In order to achieve that number at the head of the Development Programme, it is considered that approximately 8 will need to enter the Programme at age 17 - allowing for fluctuations in standard and drop out bringing the number from 8 to 3 over the 6 years from 17 to 23. Thus, the World Class Development Squad needs to be approximately 33 athletes across the UK, though this and its gender balance should be driven primarily by standard rather than just capacity. The age range 17 to 23 encompasses the competitive categories of Junior and U23 in international triathlon.

To supply 8 World Class Development athletes from World Class Start and other avenues of Talent Identification each year, it is considered that approximately 16 highly talented 15 to 16 year olds will need to be identified and supported. However, to provide them with effective support, to stimulate internal competition, and potentially to uncover them in the first place these athletes will need to be surrounded by functional training squads. With the proposed structure of the World Class Programmes for 2005-2009 centring on 7 High Performance programmes, and with a functional squad numbering approximately 10-12 athletes, it is considered that a further ~63 athletes will be cycling through the World Class Start Programme at any one time.

Programme Selection

Selection Process

Across all levels of Programme, selection will be a 2-stage process, beginning with performance standards that create eligibility, and confirmed by assessment and planning processes in line with Programme requirements. Programme requirements will be clearly laid out in a World Class Handbook

being developed for all levels. Athletes will be asked to apply for selection (each year), and will be required to sign up to a Programme Code of Conduct (Appendix A).

The assessment and planning process will be World Class Coach (WCC) and/or Performance Director (PD) led, depending on the athlete level:

Level	A	B	C	D	E	F	G	H	I
Review	PD & Personal Coach			PD & WCC	WCC			PD & WCC	WCC

Various tools are emerging to aid the assessment (of an athlete's attitude and commitment) and it is likely that these will be introduced prognostically in the near future. They will be delivered through an "interview" following the lines of the World Class Programmes Athlete Review (Appendix B), which will be repeated bi-annually. All selections at all levels of the Programmes will be made around October, and will be finally endorsed by the Performance Director, the Programmes Manager, and the Head Coaches of Scotland and Wales.

World Class Performance

For the period 2005-2006, eligibility to the World Class Performance Programme will be strictly applied as follows:

- o A Level: *Major International Medallist*: Winner of World or Olympic Triathlon medal (lifespan = 2 years);
- o B Level: *Potential Major Medallist*: Combination of: World Championships top 10; World Cup/European Championships top 5 50% of time else top 10; ITU Points or ETU Cup winner 50% of time (annual);
- o C Level: *Emerging International*: Combination of World Championships top 20; World Cup/European Championships top 10 50% of time else top 20; ITU points or ETU Cup medallist 50% of time (lifespan = 2 years from below or 1 year from previous programme member).

The selection matrix will be reviewed for the end of 2006 such that A and B Level athletes might be given 2-year support, while C Level might be tightened to discriminate genuine medal contenders.

World Class Development

Eligibility to the Start and Potential Programmes will be based on swimming and running performances, followed by demonstrated commitment to the process of improvement. This will include a clear commitment to coaching. Such an approach is consistent with the Programme's objective of progressing athletes to senior international level for sustained senior success, rather than focusing on medal winning up to U23 level.

Swimming and running times will be assessed using a “points table” (Appendix C), designed from discipline specific world records, using 200-m swims and 1500-m runs for 14-16 year olds (Start) and 400-m swims and 3000-m runs from then on (Potential). Current eligibility standards are as follows:

- o D Level: *Aspiring International*: World U23 top 10, European U23 top 5, ITU points or ETU Cup top 10 50% of time; and min 160 points 400 fs/3000 run (lifespan = age 20-23);
- o E Level: *Outstanding Potential*: World Junior top 20, European Junior top 10; and min 150 points 400 fs/3000 run with not less than 70 in one discipline (lifespan = age 17-19 plus up to 2 years at U23);
- o F Level: *Potential*: Min 140 points 400 fs/3000 run with not less than 65 in one discipline (lifespan = age 17-19 plus up to 2 years at U23);
- o H Level: *Special Talents*: Outstanding youths committed to triathlon; min 160 points 200 fs/1500 run (lifespan = age 14-16);
- o I Level: *Identified Talents*: Min 140 points 200 fs/1500 run (lifespan = age 14-16).

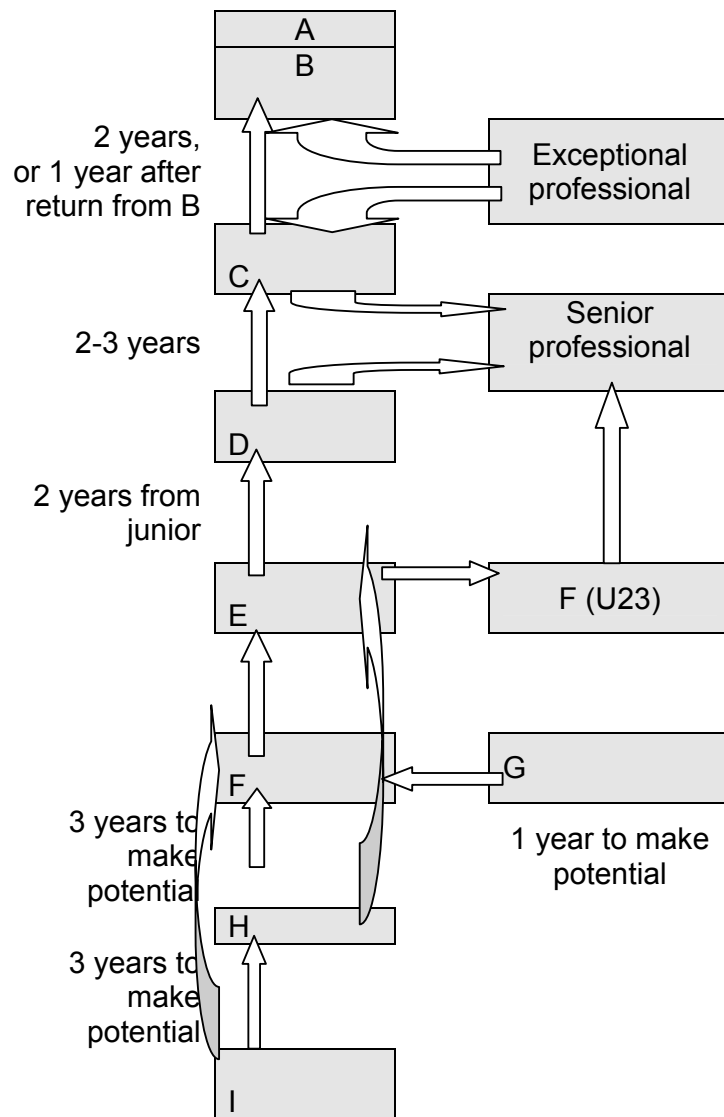
In addition, consistent with the multiple pathways for Talent Identification and/or Recruitment in to triathlon, a trial category will be operated to allow talent juniors to be trialled in the Programme with a view to progressing quickly to full World Class standard:

- o G Level: *Prospective Potential*: Progressing youth or outstanding junior in one discipline with untapped triathlon potential; min 130 points 200 fs/1500 run @17 or 400 fs/300 run @ 18-19 with min 85 points in one discipline (lifespan = 1 year).

The full selection matrix is tabulated at Appendix D.

Performer Pathway

In relation to the various Programme levels, the Performer Pathway looks as follows:



Athlete Support

Athlete Personal Awards

Among the athlete entitlements will be Personal Awards to facilitate sporting and/or living costs. Sporting costs will be acquitted annually against a template shopping list, itemising what the Award will cover. Barring changes from respective sports councils, Personal Awards will be up to the following across the UK annually:

Level	Sporting costs	Living costs	Total award
A	12,000	9,830	21,830
B	8,000	9,830	17,830
C	4,000	4,915	8,915
D	5,000		5,000
E	2,000		2,000
F	1,000		1,000
G	500		500
H	500		500
I	nil		Nil

It is recommended that all Home Nations adopt this funding structure, to provide equivalent athletes with an equivalent direct grant, with additional funding being provided to a core budget to provide for competition and training costs, etcetera.

Programme Support

Programme support itself is likely to be similarly tiered, dependent on resources and need. It is envisaged that such core support as coaching and access to training facilities will be available to all athletes on all levels of the Programme from Start to Performance.

Other services such as medical support, physiotherapy, conditioning coaching, sports science, nutrition, and performance lifestyle management will be provided through the respective Institutes of Sport, and might therefore be limited to the upper Development levels. However, such coverage on National Teams – being resourced through the World Class Programmes – will be available to all. World wide medical insurance will be provided for all Performance athletes, with annual travel medical insurance for those at Potential D and E, and single trip coverage for all others selected to Teams. At Start levels, some services may be available through group workshops, depending on their availability through Home Nation Institutes. A full breakdown of tiered support services and a projection of Institute support will be formalised soon.

It is desirable for all athletes from level G upwards can access through the Institutes:

- o Medical treatment
- o Physiotherapy treatment and preventative coverage
- o Strength and conditioning coaching
- o Sports science testing
- o Lifestyle management
- o Group sessions in nutrition education

It would be further desirable if athletes at level H could access the above on a reactive basis when needed, or in group sessions at training camps.

Training camps would be made available to all athletes where appropriate, while certain camps – such as those associated with major competitions or National camps top targeted groups – might be restricted from time to time.

Athlete Review

Following initial selection, all World Class athletes will undergo bi-annual review – along the lines of the selection interview – to demonstrate performance improvements, commitment to process goals, and commitment to the Programmes. Reviews will take place in October and April, using the World Class Programmes Athlete Review Form, with only the October cycle potentially impacting on athlete levels (subject to satisfactory commitments at other times).

As with initial selections, all reviews will be finally endorsed by the Performance Director, with the actual process being conducted as follows:

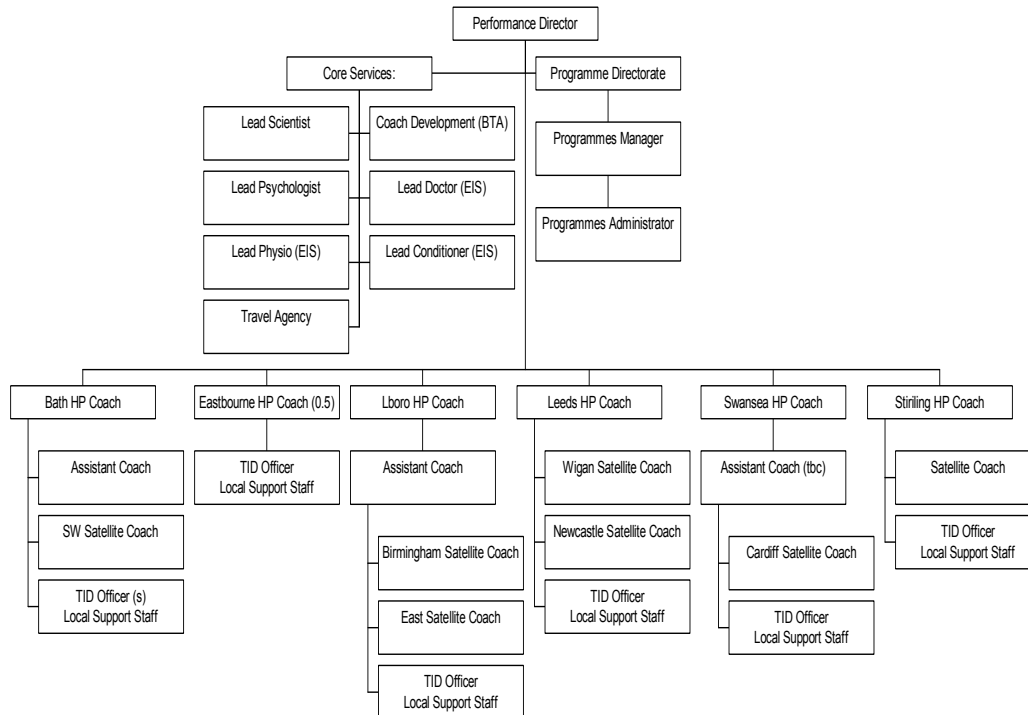
Athlete Level	Present	Host
Start Level G	Athlete & parent	WC Area Coach
Potential Level F	Athlete & parent	WC Area Coach
Potential Level E	Athlete, parent & pers. coach	WC Area Coach & PD
Potential Level D	Athlete & personal coach	WC Area Coach & PD
Performance A, B and C	Athlete & personal coach	PD

STAFFING STRUCTURE AND STAFF DEVELOPMENT PLAN

Organisational Chart

For the past 4 years, British Triathlon and its World Class Programmes have enjoyed considerable growth. It is recognised that this cannot necessarily continue and may even be replaced by the need for consolidation or compression. This section of the plan therefore presents an ideal model and also its realistic modification based on likely resources. The ideal model includes 7 High Performance Centres spread throughout the UK. However, the reality is likely to be 5½, with the area north of London serviced as a satellite from the Loughborough High Performance Centre.

The proposed staffing and delivery structure for 2005-2009 is as follows:



The structure is divided into 3 sections:

- o Programmes Directorate (administration): Performance Director, Programmes Manager, Programmes Administrator;
- o High Performance Centres (working units): Coaches, TID Officers, Administration, and local support services;
- o Core Services (national advisors): Science, medicine, and athlete services.

The primary feature of this model is the commitment to professional coaching manifested by the number of professional coaches, which has been gradually built over the past 4 years. Ideally, there would be a further High Performance

Centre in the East of England run by the East Coach who is here depicted as a satellite to Loughborough. Should a facility arise and the funding be available, its inclusion would still be preferred.

The other main distinction from 2001-2004 is the resourcing of lead officers largely through the English Institute of Sport. This remains to be fully negotiated, though is already in place for Strength and Conditioning. The positions would recognise a coordinating role across the Institutes' network in their respective disciplines, and a strong linkage to the Performance Director. Ideally they would be in a single location (i.e. Loughborough). The commitment from the EIS might equate to approximately 2½ hours of triathlon dedicated work each week, plus availability to travel with the Team to camps and competitions on a fee for service basis.

The primary network must be in medicine, with the Doctors and Physiotherapists reporting weekly to the Performance Director on triathlon activity in their practices, supplementing similar reports submitted by the World Class Coaches. These would be cross referenced each week between the PD and Lead Doctor to ensure appropriate care and tracking.

High Performance Centres and Coaching

Rationale

Over the past 3 years, since the inception of the World Class Start and Potential Programmes, it has become very evident that the athletes improving and progressing to success in senior ranks are those receiving full-time coaching. In the literature, this has been reported to require between 5-8 hours of hands-on time per week, with more being desirable. In its current state, the sport of triathlon itself cannot provide this opportunity through the commercial sector, so the World Class Programmes have attempted to at least partly cover the short fall.

The approach of the World Class Programmes has been to deliver support regionally so that athletes can access it within easy reach of home, schools, or universities. With the resources available, this was designed around monthly training camps at which High Performance Coaching was provided. However, as described above, it has been recognised that this was far from optimal and indeed actually of questionable impact in the true sense of coaching.

As a result, there has been a clamour among Programme athletes to attend the Universities where the current full-time High Performance Coaches are based, being Bath and Loughborough. Loughborough University, for example, currently hosts ~50% of the World Class Potential athletes plus 2 World Class Performers (n=13), with considerable demands on the Coach. Compared with our previously defined remit for a High Performance Centre / Coach to cater for 8 to 10 athletes including 4 to 6 of World Class standard, there is an

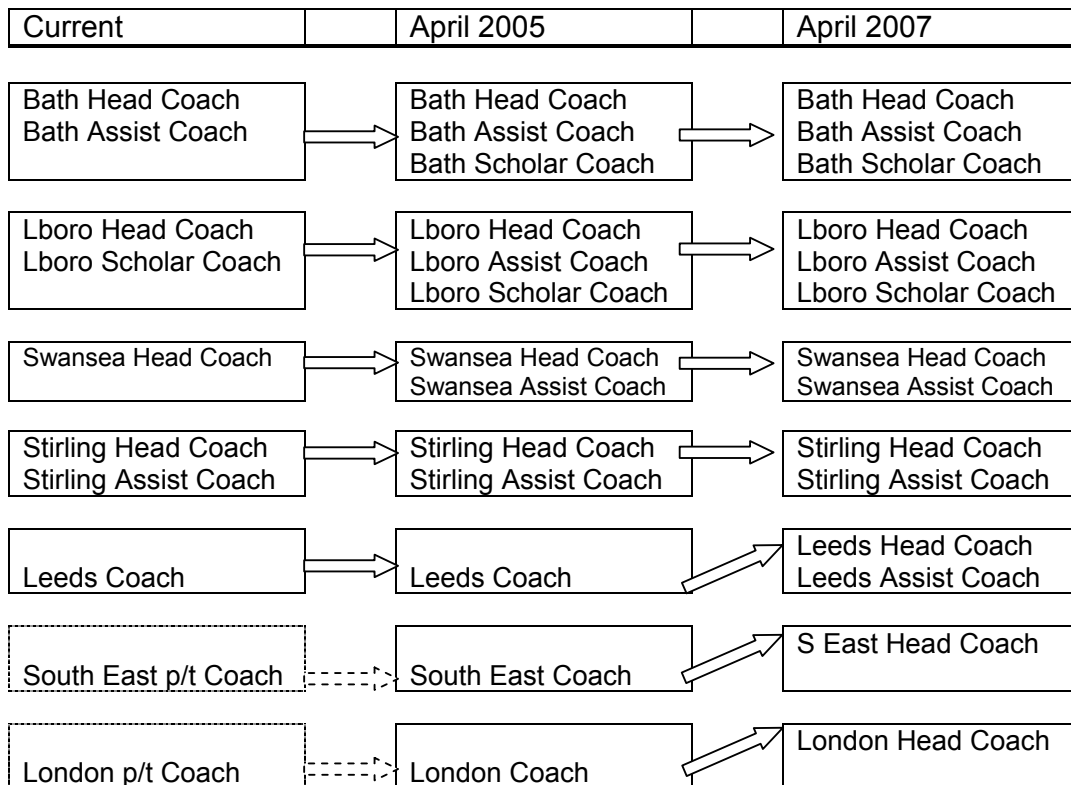
evident mismatch of supply and demand. This manifests in impaired coaching delivery, and therefore actually detracts from the role intended to be filled.

Delivery

As evidenced through the Programmes' recent High Performance Centre, in Swansea – which has allowed an increase of 125% in 1 year in the incidence of full-time coaching for World Class Performance athletes – the expansion of the professional coaching network can have immediate impact on athlete support. Hence, the coaching network has been expanded to include 7 full time and 3 half time coaches covering the UK from 5½ High Performance Centres.

The demonstration of effectiveness of approach - through the Centre in Wales - has been of prime importance in securing buy-in from Home Nations for the One-Stop Plan, with a recognition that a model of full-time professional coaching made available through fully supported High Performance Centres is the way to achieve sustainable success, and indeed athlete retention in the sport outside of the World Class Programmes due to increased performer satisfaction.

In an ideal scenario, the HPC network would be further expanded up to 7 High Performance Centres, delivered to the following timetable:



In reality, the structure will work with 5½ High Performance Centres, with recognised satellite coaching points in Tavistock (for Bath), North London and Birmingham (for Loughborough), Wigan and Newcastle (for Leeds), Cardiff (for Swansea), and possibly Edinburgh (for Stirling). These would recognise strong coaching and provide regular (2-3 times weekly) training opportunities for all Programme athletes (free of charge for H and above).

Talent Identification

A further impact on the World Class Programmes is the Association's proposed enhancement of the Regional Development Officer Network. Until now, the remit for the 5 Regional Development and Start Officers has been challenging, spreading their actual contribution across sports development and talent identification. However, for 2005-2009 it is proposed to expand the number of Development Officers to 9, focusing their role solely on development, and therefore increasing regional activity in clubs and events. At the same time, it is proposed to engage a specific (half time) Talent Identification Officer to work in tandem with each High Performance Centre Coach, and therefore increase the volume and effectiveness of athlete identification.

Staff Costs

Partner Agencies

Many of the positions in the staffing model are shared with partner agencies or are on pro rata contracts as fee for service. This makes them cost effective while delivering the volume of support required for the Triathlon Programme, and integrated with the growing network of support institutes. The following table lists each position, any incumbent staff, and the proposed funding structure and volume of delivery:

Position	Incumbent	Funding / partners
Performance Director	Graeme Maw	100% UKS
Programmes Manager	Heather Williams	100% UKS
Programmes Admin	Emma Groome	100% UKS
Bath Head Coach	Richard Hobson	100% SE
Bath Assist Coach	Jenny Liversidge	50% SE / 50% UoB
Bath Scholar Coach		TASS
Lboro Head Coach	Dan Salcedo	100% SE
Lboro Assist Coach		50% SE / 50% LU
Lboro Scholar Science		TASS
Swansea Head Coach	Chris Jones	100% SCW
Swansea Assist Coach		66% SCW
Stirling Head Coach	Darren Smith	100% SS
Stirling Assist Coach	Alistair Russell	100% SS
Leeds Coach	Jack Maitland	50% SE / 50% LMU

Leeds Scholar		TASS
South East Coach	Glenn Cook	50% SE
London Sat Coach	Dave Parry	20% SE
Coach Dvlpmnt Mngr	Mark Barfield	100% BTA
Science & Tech Officer	Mark Pearce	100% UKS
Lead Doctor	Rod Jaques	EIS
Lead Physio		EIS
Lead Psychologist		Contract UKS
Lead Conditioner		EIS

Salary Review

Salaries for these positions have been indicated in the budget and are derived from a combination of existing British Triathlon Association pay scales and adjustments on previous levels based on UK Sport recommendations. Most notably this shows a significant increase in remuneration for coaching and specialist technical staff, in accord with market rates. This is considered absolutely necessary in order to retain staff for the coming 4 years.

Staff Development

Coach Development

In conjunction with the Performance Director, the Coach Development Manager and Lead Psychologist would be responsible for designing and then implementing a programme of professional development for all the World Class Coaches engaged in the Programmes. This would include 2 elements:

- o Collective coach education programme: including quarterly World Class Coaches' Meetings and an annual BTA Coaches' Conference.
- o Individual programmes of professional development based on needs analysis, focusing on both continual professional development for their current role and succession training for personal value.

Remaining staff would receive similar attention with group training that occurs through the Association's own corporate professional development days and individual planning facilitated by either the Coach Development Manager, the Programmes Manager, or specialist Human Resources staff engaged by the BTA.

For all coaching and technical staff, it is envisaged that 2005 presents the most open opportunity to undertake significant professional development projects – such as sabbaticals or study blocks – with impact then to occur prior to 2008. It is possible that much of this may link with UK Sport's own initiatives following the Cunningham Report, or with the Elite Coach Programme proposed by Sports Coach UK. All programmes will be structured with clear and reviewable goals and included in the Associations' standard staff appraisal scheme run bi-annually for all staff.

TRAINING AND COMPETITION SCHEDULE

Performance Schedule

The World Class Performance training and competition schedule will follow the necessary pathways to achieve the high-level targets, primarily based around the 2008 Olympic and 2006 Commonwealth Games. Thus, working backwards, its highlights will include:

Date	Venue	Activity
July 2008	Beijing	Olympic Games and holding camp
May 2008	Loughborough	Olympic orientation camp
May 2008	Tbc	Olympic selection races
Winter 2007	Various	Individual Olympic preparation camps
Late 2007	Beijing	Olympic Test Event and holding camp
Season 2007	Various	World Cup racing to secure rankings
Autumn 2006	Beijing	Olympic Launch camp
Aug 2006	Lausanne	World Championships
Mid 2006	Beijing	Olympic management recce
March 2006	Melbourne	Commonwealth Games and holding camp
Winter 2005	Australia	Commonwealth preparation camp
Autumn 2005	Tbc	Commonwealth selection races
June 2005	Gamagori	World Championships
March 2005	Tbc	World Class Launch
Feb 2005	Melbourne	Commonwealth Games management recce
Winter 2004	Various	Individual winter training (low key)

Separate detailed plans will be in place for the respective English, Scottish, and Welsh Commonwealth Games preparations, and a separate funding application will be submitted to Sport England to supplement Team England's plans.

Start and Potential Schedule

For the World Class Start and Potential Programmes, the annual training and competition schedule will include:

- o World Championships (U23 and Junior)
- o European Championships (U23 and Junior)
- o European Youth Championships
- o World University Championships (2006)
- o National Championships (Open, Junior and Youth)
- o Home Nations Championships (U23 and Junior)
- o National Easter camps (U23, Junior, and Youth)
- o National summer camps (Junior and Youth)
- o European racing camp (U23)

In addition to the competitions above, including the National and Home Nations Championships, it is intended to develop the domestic racing scene,

so that emerging athletes are not compelled to always go overseas for race experience. This might include a 6-race open drafting series to stimulate the U23s (e.g. National Champs, National Sprint Champs, National Duathlon Champs, Home Nations Champs, Windsor, London), a similar 6-race drafting series for Juniors, and a 5-race drafting series including the Inter Regional Champs plus the National Aquathlon Champs and their respective selection series for Youths.

The training focus for the Start and Potential Programmes will shift from being (10) periodic coached contact sessions a year (e.g. weekend camps and/or competitions) towards more regular hands-on coaching based around High Performance Centres. Particularly at Junior level, those athletes that have been seen to improve have been those in full-time coaching, largely based at Universities. Hence, the World Class Area Coaches will be required to maintain weekly contact with each athlete, and to open up appropriate weekly training sessions for athletes able to attend. In the bigger geographical areas additional Satellite Centres will be designated that athletes at H and above will access free. Hence, resource will be committed to providing hubs of full-time coaching, while still maintaining 5-6 camp-based group contacts per Area.



World Class
ATHLETE
REVIEW

Athlete:	
Performance Director:	
Coach:	
Other:	
This information remains confidential between those present (above)	
Date:	

Name:

Date of Birth:

Place of Birth:

Nationality (inc. Eng/Scot/Wales):

Residential address:

Home phone:

Mobile phone:

Fax:

Email:

Mailing address (if different from above):

BTA license number:

Expiry date:

CAREER RESUMÉ

Past 12 months:

Career highlights:

TRAINING

Coach:

Swim venue and training times:

Specialist coaches (cycling, running, conditioning, etc):

Sponsors:

Equipment needs:

SUPPORT SERVICES

Doctor:

Medical insurance policy:

Travel insurance policy:

Vaccinations:

Physiotherapist:

Massage therapist:

Other therapist:

Nutritionist:

Psychologist:

Alternate career/lifestyle (e.g. work, education):

STATUS

Please rate yourself with regard to senior international competition:

	Poor	Competent	Excellent	Dominant
Swimming				
Cycling				
Running				
Transitions				
Concentration				

Personal attributes

	Unsatisfactory	Satisfactory	Good	Excellent
Application				
Communication				
Coachability				
Injury/illness				
Recovery				
Career/lifestyle				

GOALS

Competition

Immediate:

Major events (this Olympic cycle):

Training

Swim:

Bike:

Run:

Race:

Other:

CURRENT CONCERNS

(e.g. injury, illness, equipment, financial, selection,
etc.)

YOUR WORLD CLASS PROGRAM COMMENTS

SEASON/YEAR PLAN

Addressing goals, concerns, and World Class assistance

Blank area for the Season/Year Plan content.

AGREEMENT

Athlete

Performance Director

APPENDIX C: POINTS TABLE

World Class Start & Potential Eligibility Points										
17-23yrs										
14-16yrs										
			MALE		FEMALE		MEN		WOMEN	
			Swim	Run	Swim	Run	Swim	Run	Swim	Run
Percent calc.	Points		400m	3000m	400m	3000m	200m	1500m	200m	1500m
Pace			00:00:55	00:02:28	00:01:00	00:02:47	00:00:55	00:02:28	00:01:00	00:02:47
100%	100	100	00:03:40	00:07:25	00:04:00	00:08:21	00:01:50	00:03:43	00:02:00	00:04:11
110%	110	90	00:04:02	00:08:10	00:04:24	00:09:11	00:02:01	00:04:05	00:02:12	00:04:36
111%	111	89	00:04:04	00:08:14	00:04:26	00:09:16	00:02:02	00:04:07	00:02:13	00:04:38
112%	112	88	00:04:06	00:08:18	00:04:29	00:09:21	00:02:03	00:04:09	00:02:14	00:04:41
113%	113	87	00:04:09	00:08:23	00:04:31	00:09:26	00:02:04	00:04:11	00:02:16	00:04:43
114%	114	86	00:04:11	00:08:27	00:04:34	00:09:31	00:02:05	00:04:14	00:02:17	00:04:46
115%	115	85	00:04:13	00:08:32	00:04:36	00:09:36	00:02:06	00:04:16	00:02:18	00:04:48
116%	116	84	00:04:15	00:08:36	00:04:38	00:09:41	00:02:08	00:04:18	00:02:19	00:04:51
117%	117	83	00:04:17	00:08:41	00:04:41	00:09:46	00:02:09	00:04:20	00:02:20	00:04:53
118%	118	82	00:04:20	00:08:45	00:04:43	00:09:51	00:02:10	00:04:23	00:02:22	00:04:56
119%	119	81	00:04:22	00:08:50	00:04:46	00:09:56	00:02:11	00:04:25	00:02:23	00:04:58
120%	120	80	00:04:24	00:08:54	00:04:48	00:10:01	00:02:12	00:04:27	00:02:24	00:05:01
121%	121	79	00:04:26	00:08:58	00:04:50	00:10:06	00:02:13	00:04:29	00:02:25	00:05:03
122%	122	78	00:04:28	00:09:03	00:04:53	00:10:11	00:02:14	00:04:31	00:02:26	00:05:06
123%	123	77	00:04:31	00:09:07	00:04:55	00:10:16	00:02:15	00:04:34	00:02:28	00:05:08
124%	124	76	00:04:33	00:09:12	00:04:58	00:10:21	00:02:16	00:04:36	00:02:29	00:05:11
125%	125	75	00:04:35	00:09:16	00:05:00	00:10:26	00:02:17	00:04:38	00:02:30	00:05:13
126%	126	74	00:04:37	00:09:21	00:05:02	00:10:31	00:02:19	00:04:40	00:02:31	00:05:16
127%	127	73	00:04:39	00:09:25	00:05:05	00:10:36	00:02:20	00:04:43	00:02:32	00:05:18
128%	128	72	00:04:42	00:09:30	00:05:07	00:10:41	00:02:21	00:04:45	00:02:34	00:05:21
129%	129	71	00:04:44	00:09:34	00:05:10	00:10:46	00:02:22	00:04:47	00:02:35	00:05:23
130%	130	70	00:04:46	00:09:39	00:05:12	00:10:51	00:02:23	00:04:49	00:02:36	00:05:26
131%	131	69	00:04:48	00:09:43	00:05:14	00:10:56	00:02:24	00:04:51	00:02:37	00:05:28
132%	132	68	00:04:50	00:09:47	00:05:17	00:11:01	00:02:25	00:04:54	00:02:38	00:05:31
133%	133	67	00:04:53	00:09:52	00:05:19	00:11:06	00:02:26	00:04:56	00:02:40	00:05:33
134%	134	66	00:04:55	00:09:56	00:05:22	00:11:11	00:02:27	00:04:58	00:02:41	00:05:36
135%	135	65	00:04:57	00:10:01	00:05:24	00:11:16	00:02:29	00:05:00	00:02:42	00:05:38
136%	136	64	00:04:59	00:10:05	00:05:26	00:11:21	00:02:30	00:05:03	00:02:43	00:05:41
137%	137	63	00:05:01	00:10:10	00:05:29	00:11:26	00:02:31	00:05:05	00:02:44	00:05:43
138%	138	62	00:05:04	00:10:14	00:05:31	00:11:31	00:02:32	00:05:07	00:02:46	00:05:46
139%	139	61	00:05:06	00:10:19	00:05:34	00:11:36	00:02:33	00:05:09	00:02:47	00:05:48
140%	140	60	00:05:08	00:10:23	00:05:36	00:11:41	00:02:34	00:05:12	00:02:48	00:05:51
141%	141	59	00:05:10	00:10:27	00:05:38	00:11:46	00:02:35	00:05:14	00:02:49	00:05:53
142%	142	58	00:05:12	00:10:32	00:05:41	00:11:51	00:02:36	00:05:16	00:02:50	00:05:56
143%	143	57	00:05:15	00:10:36	00:05:43	00:11:56	00:02:37	00:05:18	00:02:52	00:05:58
144%	144	56	00:05:17	00:10:41	00:05:46	00:12:01	00:02:38	00:05:20	00:02:53	00:06:01
145%	145	55	00:05:19	00:10:45	00:05:48	00:12:06	00:02:39	00:05:23	00:02:54	00:06:03
146%	146	54	00:05:21	00:10:50	00:05:50	00:12:11	00:02:41	00:05:25	00:02:55	00:06:06
147%	147	53	00:05:23	00:10:54	00:05:53	00:12:16	00:02:42	00:05:27	00:02:56	00:06:08
148%	148	52	00:05:26	00:10:59	00:05:55	00:12:21	00:02:43	00:05:29	00:02:58	00:06:11
149%	149	51	00:05:28	00:11:03	00:05:58	00:12:26	00:02:44	00:05:32	00:02:59	00:06:13
150%	150	50	00:05:30	00:11:07	00:06:00	00:12:31	00:02:45	00:05:34	00:03:00	00:06:16

APPENDIX D: SELECTION MATRIX

BRITISH TRIATHLON WORLD CLASS and TASS PROGRAMMES SELECTION MATRIX				
Level	Descriptor	Eligibility	Time course	Reviewer
A	Major International Medallist	Winner of World or Olympic Triathlon medal	1 year (2 for Olympic)	Performance Director
B	Potential Major Medallist	World Cup, World Championships, or European Championships top 5 50% of time, otherwise top 10; ITU Points or ETU Cup winner 50% of time	Indefinite	Performance Director
C	Emerging International	World Cup, World Championships, or European Championships top 10 50% of time, otherwise top 20; ITU points or ETU Cup medallist 50% of time	2 years	Performance Director
D	Aspiring International	World U23 top 10, European U23 top 5, ITU points or ETU Cup top 10 50% of time; and min 160 points 400 fs/3000 run	Age 20-23 (plus racing season)	Performance Director and WC Coach
E	Outstanding Potential	World Junior top 20, European Junior top 10; and min 150 points 400 fs/3000 run with not less than 70 in one discipline	Age 17-19 (plus up to 2 years U23)	Performance Director and WC Coach
F	Potential	Min 140 points 400 fs/3000 run with not less than 65 in one discipline	Age 17-19 (plus up to 2 years U23)	WC Coach
G	Prospective Potential	Progressing youth or outstanding junior in one discipline with untapped triathlon potential; min 130 points 200 fs/1500 run @17 or 400 fs/300 run @ 18-19 with min 85 points in one discipline	1 year (age 17-19)	WC Coach
H	Special Talents	Outstanding youths committed to triathlon; min 160 points 200 fs/1500 run	Age 14-16	WC Coach
I	Identified Talents	Min 140 points 200 fs/1500 run	Age 14-16	WC Coach
TASS Scholar	Talented Tertiary Students	Min 135 points or 130 with min 85 in one discipline 400m fs/3000m run	Age 19-23	TASS Coach
TASS Bursar	Talented School-age Students	Min 135 points or 130 with min 80 in one discipline 400m fs/3000m run	Age 17-18	TASS Coach