



**Welsh Triathlon**  
**Communications Policy**

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Approved By:	Paul Tanner - Chair of the Board	Date: October 2016

# **Welsh Triathlon Communications Policy**

## **Table of Contents**

### **INTRODUCTION**

- 1. COMMUNICATIONS VISION**
- 2. KEY MESSAGES**
- 3. COMMUNICATION TOOLS**
- 4. WELSH TRIATHLON SPOKESPERSONS**
- 5. COMMUNICATION FLOW**
- 6. CRISIS MANAGEMENT**
- 7. COMMUNICATION WITHIN WELSH TRIATHLON**
- 8. COMMUNICATIONS TEAM**
- 9. WELSH LANGUAGE STATEMENT**

### **Appendix:**

- A Welsh Triathlon Communications Strategy 2012**
- B Communications Tools Grid**

## **INTRODUCTION:**

Communication ensures that timely and accurate information is properly distributed within Welsh Triathlon (WELSH TRIATHLON) and to WELSH TRIATHLON's key public audiences through the most efficient and effective channels. A successful and effective communication programme will help WELSH TRIATHLON meet its goals and objectives as set out by the WELSH TRIATHLON Strategic Plan and the WELSH TRIATHLON Communications Strategy 2016.

Triathlon in the UK has grown significantly since its introduction into the Olympics in 2000 in particular. The introduction of high profile televised events in the UK with GB world leading athletes participating has also added to the media interest.

Internally we need to enable fully integrated communications across all departments, utilising consistent formats for documents, ensuring that communication policies are understood and followed and that communication in general is more planned and less reactive in nature.

This protocol document should be read in conjunction with the **Communication Strategy 2016 (Appendix A - TBC)** as it aims to outline the communications processes that will run alongside delivery of the Communications Strategy.

The Communications Strategy is a rolling two year plan and will be reviewed on an annual basis. To ensure delivery of the strategy, yearly communications delivery evaluations are developed and presented to and approved by the WELSH TRIATHLON Board members and Staff.

### **1. WELSH TRIATHLON Communication Vision:**

The 2015-2019 Strategic Plan identifies the need to create a marketing and communications strategy that supports growth across Welsh Triathlon by raising the organisations profile.

#### **1.1. WELSH TRIATHLON Communication Plan Key elements:**

- Maximising the opportunity of the Welsh NC Series, 2016 Olympics, and beyond.
- The Triathlon Brand - recognition and awareness of the triathlon brand
- Elite Triathletes - Welsh Triathletes are recognised faces by the public and the media and seen as sporting heroes
- External Communications - through a structured approach we gain more coverage in all forms of media

- Internal Communications - Communication systems ensure, Board, staff, athletes and all others within the triathlon family are on message and aware of the part they play in promoting the Triathlon Brand
- Sponsors - formalise their obligations and activation to align with our vision
- Youth and schools - using various campaigns and medium to ensure children are aware of triathlon as a sport and are inspired to take part.

## **2. KEY MESSAGES**

2.1. The Key Messages that WELSH TRIATHLON's will use as a core message platform and are the most important messages to achieve organisational goals are:

- Welsh Triathlon is the National Governing Body for Triathlon, Duathlon and Aquathlon in Wales.
- The sport reflects the diversity of our communities
- Triathlon is a multi-disciplined sport including a swim, bike and run in that order
- We have a fully committed Board, Coaches & Staff
- We have a strong set of sponsors who are fully aligned with our purpose, working with us to ensure success
- Triathlon is a fast growing, dynamic and modern Olympic sport
- Triathlon is accessible as a sport to everyone through its many forms

## **3. COMMUNICATIONS TOOLS:**

A variety of communication tools are used to move information and convey WELSH TRIATHLON's key messages. An overview of the most commonly used communication channels is listed as Appendix B

### **3.1. Email:**

- All WELSH TRIATHLON staff and Board members are assigned welshtriathlon.org email addresses to be used for all WELSH TRIATHLON matters. All users should have a common email signature as communicated by Office Administrator.
- Emails and telephone calls are the primary method of communicating between Board and Staff. Face to face meetings are the primary method of communicating between WELSH TRIATHLON staff, which is supplemented by telephone calls and email. For emails requiring a response, Board & staff should endeavour to acknowledge receipt of the email within two business days.
- If Board & staff members receive inquiries not pertaining to them, they should reply to the sender and copy the appropriate WELSH TRIATHLON Board/staff member. When he/she replies to the inquiry, the previous Board/staff member should remain copied on the email so he/she knows the inquiry has been

addressed. If any additional follow-up does not require the original Board/staff member, he/she should not be copied on additional messaging.

### 3.2. Presentations and letters

- Presentations made on behalf of Welsh Triathlon should be made using the WELSH TRIATHLON standard presentation template as provided by the Office Administrator and be in line with the BTF Branding Guidelines for Home Nations (Branding Guidelines are updated in consultation with BTF Communications Department and maintained by the Office Administrator)

### 3.3. Website:

- Welshtriathlon.org is the official website of WELSH TRIATHLON and is effectively considered WELSH TRIATHLON's front door to the world. It serves to inform all WELSH TRIATHLON's target audiences with the latest news while servicing their technical needs. Event calendars, event information, etc.
- General Procedures - Front Page Publishing:
  - Only WELSH TRIATHLON's Executive Officer and Admin Officer may post content on the front page of welshtriathlon.org;
  - All web stories should be posted with a relevant thumbnail photo.
  - All stories should be passed via a second proof reader/sense check before posting.

The grid below should be used as a guide.

Article main content	Primary Proof/sense checked by	Secondary Proof / sense checked by
About WELSH TRIATHLON/Governance	Administrative Officer	Executive Officer
Stakeholder achievement	Administrative Officer	Executive Officer
Elite Performance	Welsh Pathway Manager	Executive Officer
Development general	Development Manager	Executive Officer
Anti-doping	Executive Officer	Antidoping Lead Officer
Commercial	Executive Officer	Relevant partner
Workforce	Development Manager	Executive Officer
Membership	Admin Officer	Executive Officer
Talent Development	Welsh Pathway Manager	Executive Officer
Events (domestic and major)	Development Manager	Executive Officer

- General Procedures - Back-end:

- Relevant WELSH TRIATHLON staff are entitled to access to the website's content management system via a permissions status for relevant department areas.
- Technical changes to the website are managed by the BRITISH TRIATHLON IT team or WELSH TRIATHLON Administrative Officer as permissions granted.

### 3.4. Newsletters:

- The proposed creation of any electronic newsletter must be approved by the Executive Officer. This ensures coordination of all relevant corporate communications. The creation and distribution of all WELSH TRIATHLON newsletters are the responsibility of the relevant Manager. Any newsletter that is intended for external distribution must be read by the WELSH TRIATHLON Executive Officer or Delegated Officer prior to distribution. There are four areas to the newsletter and they are published and distributed via email.
- *“WELSH TRIATHLON Newsletter”*:
  - Distribution: as required
  - Audience: Welsh Triathlon members
  - Compiled by: Administrative Officer/Executive Officer.
- *“Performance Newsletter”*
  - Distribution: as required
  - Audience: Funded athletes and support staff
  - Compiled by: Welsh Pathway Manager
- *“Event Organisers/Coaches/Club Newsletter”*
  - Distribution: bi monthly
  - Audience: WELSH TRIATHLON registered event organisers/coaches/clubs
  - Compiled by: Development Manager
- General Procedures:
  - The relevant WELSH TRIATHLON Office Staff are responsible for writing, researching and compiling all stories and photos for each newsletter and for distributing to proper contact lists;

Any newsletter must meet Data Protection regulations.

The WELSH TRIATHLON Executive Officer should be made aware of every proposed newsletter and should proof read/sense check prior to distribution, and be sent 48 hours before distribution.

### 3.5. Press Releases:

- The sole purpose of press releases is to generate media coverage for WELSH TRIATHLON. The distribution of press releases must only occur when WELSH TRIATHLON is ready to go public with news. Wherever possible announcements and news should be circulated internally to WELSH TRIATHLON staff and Board members prior to circulation to the media. All WELSH TRIATHLON press releases are written and managed by the Executive Officer, must be approved by the Chair and distributed via the media contact lists. It is at their discretion whether particular events, programmes or announcements warrant a press release, as there must be value in the circulation. Media databases targeting various media are maintained by the Executive Officer.
- The creation and distribution of a press release requires at least three business days to allow for adequate time to collect all facts, quotes and seek approvals. Spokespeople for WELSH TRIATHLON will be determined based on the press release's subject matter and according to the 'spokespeople' grid - see point 6.
- General Procedures:
  - All press release requests must be sent to the Chair with all relevant facts;
  - The WELSH TRIATHLON Chair in consultation with the Executive Officer will decide if a press release will be distributed, and if so, to which media and when;
  - The Executive Officer drafts the press release with quotes and then seeks approval from relevant Board members;

### 3.6. Publications:

- The Executive Officer either creates publications, magazines and brochures to service other departments or should proof read any such publications produced by any department.
- All publications must be pre planned with agreement of the Chair. All publications must adhere to WELSH TRIATHLON's branding and logo guidelines (Appendix E) and all photographs must be credited as per WELSH TRIATHLON Media's photography rules.
- General Procedures:
  - All publication requests must be sent to the Chair along with an approximate deadline for distribution;

### 3.7. Social Media:

- WELSH TRIATHLON, alongside our sponsors, intends to continue to expand its social media and has been proactively bringing social media into its regular communications. Notable articles are picked and published on facebook and/or twitter accounts
- List of social media in which WELSH TRIATHLON is activating its own account;

- Facebook;
- Twitter;
- Instagram.
- General Procedures:
  - Only the Executive Officer and Admin Officer may manage and post content on those social media sites unless delegated at an event or for a specified purpose to assist the organisation in its publicity.

### 3.8. Television:

- There are several forms of television exposure that WELSH TRIATHLON wishes to explore
- Other, mainly local, broadcasters are encouraged to attend regional events to gain regional news footage for local news and sports programmes. In such cases the Executive Officer must be aware of all such approaches

### 3.9. Text Communication

- All communication via text must adhere to Data Protection guidelines

## 4. WELSH TRIATHLON SPOKESPERSONS:

4.1. The Chair is the primary spokespersons of WELSH TRIATHLON across all departments. The Chair may choose not to comment and defer to the secondary designated spokesperson. It is the responsibility of the Chair to defer to the Director when commenting on specific issues they are not directly involved in.

CATEGORY	Primary WELSH TRIATHLON Spokesperson	Secondary WELSH TRIATHLON Spokesperson	WELSH TRIATHLON Media Liaison
General WELSH TRIATHLON	Chair	Executive Officer	Executive Officer
Olympic and Paralympic Games	Chair	Welsh Pathway Manager	Executive Officer
Staffing	Chair	Executive Officer	Executive Officer
Anti-Doping	Chair	Executive Officer	Executive Officer
Development	Development Manager	Executive Officer	Executive Officer
Media, Website & Broadcasters	Chair or Executive Officer	Board member with portfolio or Executive Officer	Executive Officer
Sponsors	Chair	Board member with portfolio or Executive Officer	Executive Officer

CATEGORY	Primary WELSH TRIATHLON Spokesperson	Secondary WELSH TRIATHLON Spokesperson	WELSH TRIATHLON Media Liaison
Elite Athletes	Elite Athletes	Elite Athletes	Executive Officer

## 5. COMMUNICATION FLOW:

- 5.1. The communication flow should be followed by WELSH TRIATHLON Board and staff in order to deliver announcements properly, but also to avoid any communication problems. The following communication flow is the general process when news needs to be distributed.

1	Occurrence or draft announcement
2	Discuss with involved parties Gather facts and coordinate key messages Identify relevant audiences and communications channels
3	Draft text and determine appropriate WELSH TRIATHLON spokesperson (if warranted) Changes to website (if necessary)
4	Approval of first draft sought
5	Revise text or audiences if needed
6	Finalise and approve by relevant WELSH TRIATHLON staff and other parties (if warranted); Ensure relevant changes made to website
7	WELSH TRIATHLON Board and staff informed via email from WELSH TRIATHLON Admin Officer
8	Address any concerns raised and revise text as necessary
10	Press release distributed (if needed but at discretion of Chair)
11	News posted on welshtriathlon.org
12	Address inquiries
13	Evaluate and review process and response

## 6. CRISIS MANAGEMENT:

- 6.1. A crisis is any situation which could threaten the reputation of WELSH TRIATHLON, its partners and the sport of triathlon. The most common crisis scenarios WELSH TRIATHLON could potentially face are:
- doping violations
  - event cancellations
  - a major athlete, volunteer or spectator injury or death
- 6.2. In the event of a crisis, it is imperative to have an established protocol so a response can be crafted immediately and a streamlined approach to resolving the issue can be implemented. While in the midst of a crisis, we cannot fully control external forces, such as media, so having a pre-determined process in place allows the organisation to take control of the message, significantly modifying the impact on WELSH TRIATHLON and its stakeholders.

6.3. The standard protocol in crisis management describes several steps to address crisis cases. In summary:

- Assessments of situations and immediate needs;
- Developing action plans and implementations; and
- Evaluation with media monitoring
- There also has to be at least a discussion on such unexpected incidents among the team to consider several alternative action plans. Below is a proposed list of WELSH TRIATHLON crisis team members in any future incidents.
  - The Executive Officer /Chair will take the lead during any potential crisis.
  - The WELSH TRIATHLON Board Members will be consulted before any action is taken.

6.4. Common crises that may arise and the appropriate action:

- **Crisis Example:** Grand Prix Event cancellation:

1	Grand Prix Event Cancellation
2	Executive Officer informs the Chair with all necessary facts
3	Executive Officer drafts statement for release in consultation with the Chair and together they determine if a press release is required
4	Chair approves first draft (legal check sought if required)
5	Revise text or target audiences if needed
6	Text finalised and approved
7	Board and sponsors informed via email or call from Chair in line with pre-approved cascade matrix. Staff informed via the Executive Officer.
10	Press release distributed (if needed but at earlier discretion Chair)
11	News posted on welshtriathlon.org
12	Address enquiries
13	Evaluate and review process and response

Notes: Crisis management is reactive public relations and never implemented unless situations reach a crisis level.

## 7. COMMUNICATION WITHIN THE ORGANISATION:

7.1. **Introduction:** Ensuring we have a protocol for organisational communication will:

- Improve efficiency of communication between the Board and the Staff;
- Ensure the Board are well informed and as engaged as necessary in projects that cross over various areas;
- Overcome the time and distance between the WELSH TRIATHLON employed staff (inc WT delivery). WELSH TRIATHLON employed staff members are

located in several locations, however there needs to be regular communication.

## **7.2. Elements of the Plan:**

### **7.3. Board Communications:**

- Circulate the meeting agenda and all documents for review for Board meetings 7 days prior to the meeting or as dictated by the Chair
- Circulate Board minutes within 14 days of the Board meeting or as dictated by the Chair
- Prepare and circulate all Annual General Meeting documents according to the timelines in the Articles;
- Circulate all important documents for review and comment before implementation or announcement.
- Committee Internal Communications:
  - At least one Board member will be assigned to each Strategic Objective, and will be responsible for supporting the development of the strategic plan and reporting back to the Board.
- WELSH TRIATHLON Directors` Meetings and Reporting:
  - Organise Face to Face Meetings no less than four times a year, plus conference calls as required

### **7.4. Calendars:** There are three types of calendars:

- Board Calendar
  - Meetings: Board and AGM
  - The WELSH TRIATHLON Admin Officer is responsible for circulating the official calendars to the Board.
- Major Events Calendar: Events department to keep updated with Internal Communications Manager and circulate to staff and Board on a quarterly basis.
- Personal Calendar: Each staff member should maintain an accurate online calendar and share with the Executive Officer.

### **7.5. Internet Browsers:**

- All WELSH TRIATHLON staff should have the intranet set as their home page, to enable visibility on any news item or press release.

## **8. The Communications Team**

- The Communications Team can be defined as:
  - Chair
  - Executive Officer
  - Development Manager
  - Welsh Pathway Manger

## **9. Welsh Language**

### **Welsh Triathlon Welsh Language Statement**

Welsh Triathlon has adopted the principle that in the conduct of its business in Wales it will treat the English and Welsh languages on the basis of equality. We believe that offering services which respect an individual's choice of language can make a significant difference to the experience of the individual. We wish to encourage people who have dealings with Welsh Triathlon to feel comfortable using their preferred language. We will provide our services bilingually wherever it is practical and appropriate. We will work towards ensuring that spending and using resources on a Welsh language service is normal practice so that it becomes natural to offer a service in Wales's two official languages wherever that is suitable, reasonable and practical.

### **Conclusion**

As outlined in the Introduction, this Communications Protocol Policy should provide the logistical framework behind the delivery of the Communications Strategic Plan. As such, the two documents should be read in tandem.

End  
October 2016

**APPENDIX A: COMMUNICATIONS STRATEGY 2016**

**TBC**

**APPENDIX B: TOOLS GRID**

	Emails	Skype / phone	Conference calls	Meetings - minutes	Website	Publications	Shared calendars	Newsletters	Press releases	Social Media	Intranet
Board	X	X	X	X	X	X		X	X	X	
Staff	x	X	x	X	x	X	X	X	x	X	X
Clubs	X	X			X	X		X		X	
Academy	X				X	X		X		X	
Members	X				X	X		X	X	X	
Coaches	X				X	X		X		X	
Volunteers	X				X	X		X		X	
Technical officials	X				X	X		X		X	
Commercial sponsors/partners	X	X	X	X	X	X		X	X	X	
Media	X				X				X	X	
General public					X	X			X	X	
Event organisers	X				X			X		X	
Schools					X					X	