



Welsh Triathlon

Strategic Plan 2015-2019



Making Wales the Home of Triathlon

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1. Introduction

In 2012 Welsh Triathlon restructured its Board making it a condition of appointment for each Board member to undertake a rigorous interview process and to be appointed based on relevant competencies required by the Board of a high performing organisation.

These appointments were completed in 2014 with the following Board Directorships:

- Chairman
- Director of Finance
- Director of External Affairs
- Director for Governance
- Director for Performance
- Director of Development
- Director for Rules and Tech
- Director for Marketing and Sponsorship
- Director for Safeguarding
- Director for Clubs and Membership

In June 2014 The Board and General Manager worked to produce a Strategy which would align to the four year Commonwealth Games Cycle and realise the full potential of triathlon in Wales. This is the outcome of the strategy workshops held and it was presented to members at the Annual General Meeting of Welsh Triathlon held in November 2014. Further communication with members and non-members is expected in the next few months at Club Forums and events, to obtain feedback and evaluation.

2. The Context

Welsh Triathlon (WT) is the National Governing body for the sport of triathlon, duathlon and aquathlon in Wales. The organisation is managed by a non executive Board made up of ten volunteer directors. There are currently two full time members of staff (Performance Development Manager and Development Manager) and two part time members of staff (General Manager and Administrative Officer). From March 2015 WT have secured funding from Sport Wales to employ an Executive Officer to sit on the Board of Welsh Triathlon and who will be the operating officer leading the staff. This full time role will replace the two year contract of the General Manager and will be funded throughout the Commonwealth Cycle.

Welsh Triathlon receives its funding through Sport Wales and has key objectives around membership, participation and performance. It believes that triathlon as a sport has the capacity to significantly contribute to the objectives of Sport Wales which are to unite a proud nation, every child hooked on sport for life and a nation of champions.

This potential has been seen in the last few years with the nations support of Helen Jenkins and Non Stanford and our Commonwealth Team of Morgan Davies, Liam Lloyd, Carol Bridge and Holly Lawrence, but also with the increase in our junior clubs and children's participation alongside an increase in membership and participation.

In outlining its current strategy Welsh Triathlon is looking to increase its profile and position within the triathlon community to establish itself as a challenging, adaptable, high performing organisation, meeting the needs of the growing sport and recognising and promoting a more diverse participant.

3. Review of the last two years 2012-2014

Participation and the general awareness of the sport of triathlon has grown in the last two years across Wales and the United Kingdom.

In Wales growth can be identified from the following statistics:

- Increase membership 82%
- Increase race starts 99%
- Increased clubs 58%
- Increased events 65%

One key area targeted by the organisation in the last two years was Governance. WT use the Sport UK Self Assurance rating to identify strengths and weaknesses in Governance. The organisation is committed to putting in place policy and structure to make sure in all areas of finance, HR, and practices, it is adhering to legislative and best practice.

Throughout the significant changes to internal organisational practices Welsh Triathlon has maintained and improved its customer focus. The website provides a window on the many activities such as coaching courses, club activity and news. Social Media and e-newsletters play an increasing role in how WT communicates information and obtains feedback from its customers. The office is manned daily and members can access the WT team directly this way or through emails, providing a unique and friendly channel through which queries are handled.

This goes hand in hand with the increased events calendar in Wales. The number and variety of races has expanded across the nation with Welsh Triathlon partnering event organisers to deliver the National Championships and, new to 2012, the TriStars (8 to 14 year olds) race series which has gone from strength to strength and now delivers ten regional races and a grand final.

WT affiliated clubs have become more numerous with a particular growth in junior clubs and have seen unprecedented numbers of members. This had led to an increase in demand for coaches. Welsh Triathlon is pleased to have recruited a fantastic team of tutors delivering

high quality UKCC recognised courses in both North and South Wales. As always we recognise the unstinting effort put into our clubs and events by our volunteer workforce, whose contribution and enthusiasm has allowed the sport to go from strength to strength.

Welsh Triathlon has seen World Champions in Leanda Cave, Helen Jenkins and Non Stanford in the last two years. We have three athletes on the Great Britain Pathway and a further three athletes have met the criteria but not been selected to the pathway due to a lack of capacity. The Performance team has reviewed the pathway structure in Wales in the last two years and introduced a North and a South Regional Development Academy to feed from clubs, and other multi-sports children from the age of 14, who have the potential to develop in the sport. If they succeed at this level they can progress to the National Talent Academy. In 2013 a partnership between Cardiff Metropolitan University, Cardiff University and Welsh Triathlon was established to facilitate a Triathlon Performance Centre in Cardiff with the aim of providing a high quality training establishment for Welsh athletes and for athletes of ability from across the United Kingdom. There are now 4 Welsh athletes coached at the Triathlon Performance Centre.

The performance pathway structure remains flexible and open to the best talent within Wales. It aims to provide the future Welsh stars of the Commonwealth Games and supply Great Britain with its athletes for Olympic and World titles.

4. Board and Staff Structure and Operation

To lead the operations of the organisation the Board has established five Management groups in the current areas identified by the strategic aims. These are:

- High Performance Organisation
 - governance, policy, finance, safeguarding, equality and diversity
- External Affairs
 - liaison with BTF board, external organisations at a strategic level
- Performance
 - performance pathway, CWG delivery
- Development
 - participation, membership, events delivery
- Events Strategy
 - develop an event strategy for 2015-2019

These groups are headed by the director responsible for these sections on the Board. The Executive Officer will sit across all groups to enable consistency and information flow. A final requirement was the need to have an additional Board member in each group to enable succession planning. The remaining members of the group are the relevant staff and board members and guests from outside the organisation with skills and experience to add value.

The External Affairs group consists of the Director for External Affairs who sits on the British Triathlon Federation Board and has a responsibility for Welsh matters on the BTF Board, as well as a role and responsibility to assist the management and leadership of the Federation. Where other external matters arise the Director can call on other Board and staff members to discuss.

5. Funding Structure

Welsh Triathlon is funded through Sport Wales receiving in 2014-15:

Exchequer funds £42,750

Development/Support (3 staff) Staff

Lottery funds £101, 375

Elite sport strategy coaching funds (1 staff/programme funding)

Elite Athlete funding £7,500

In 2013 the organisation received a 4% cut in exchequer funding - the minimum cut apportioned to the National Governing Bodies (NGB's) in Wales. This was offset by existing funds but in the current climate further cuts can be expected and there is an increased expectation on all NGB's to find areas of income to increase sustainability and reduce reliance on public money. This will be a key area for WT going forward and scenario planning is underway to plan for any funding changes in 2015 and the future years.

Table 1

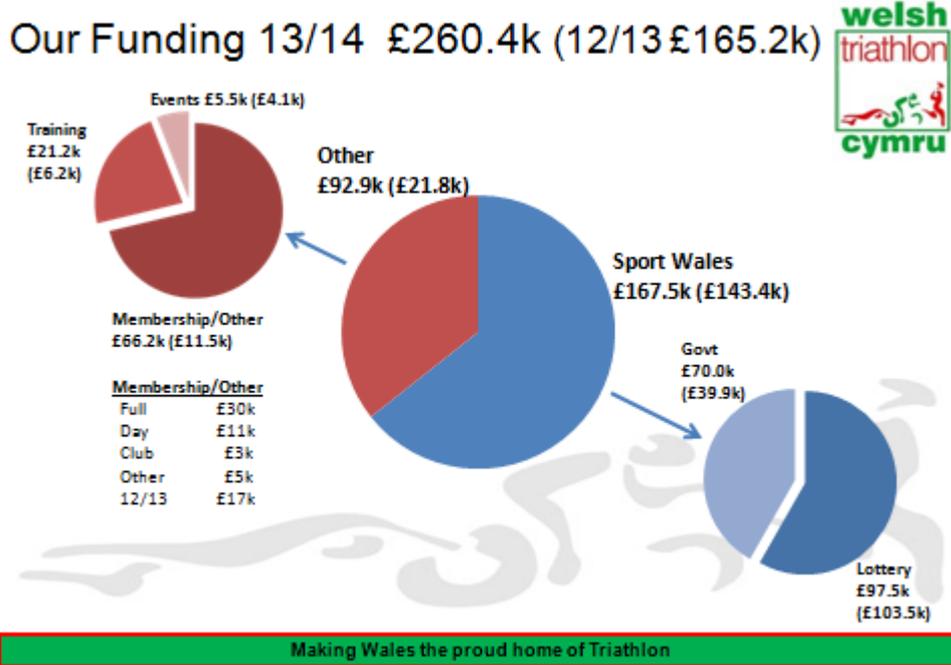
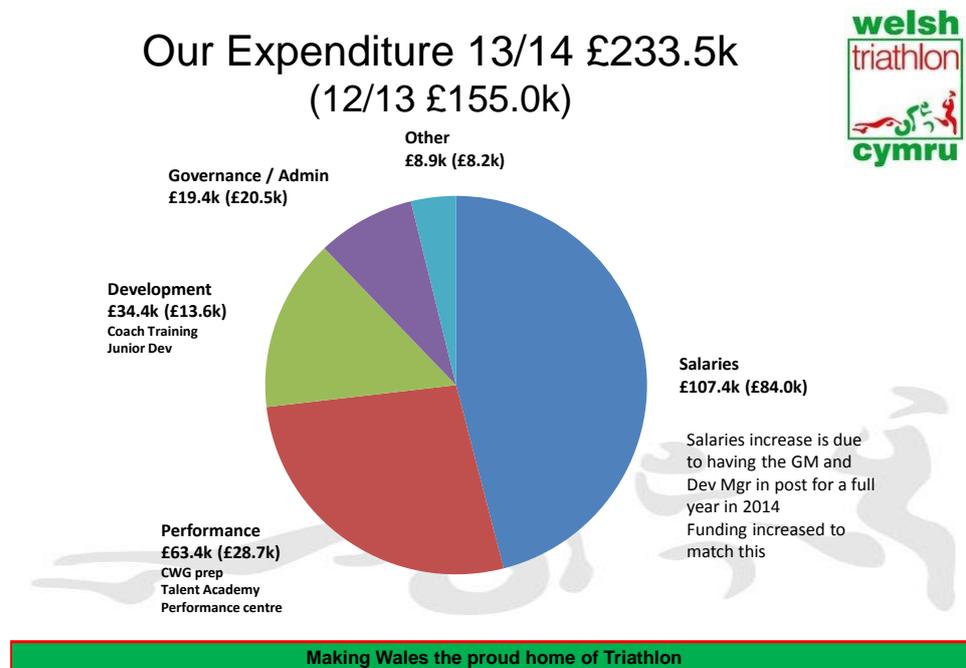


Table 2



6. Values

Welsh Triathlon currently adopt the British Triathlon Federation (BTF) values. These values are fundamental to all of our organisation and our governance of the sport, and are summarised below:

- Fair Play
- Respect
- Consistency and Transparency
- Embrace Change
- Encourage High Aspirations
- Recognise Success
- Environmentally Conscious

7. Our Vision

In June 2014 the strategic review, carried out over a two day period by the Board and General Manager, and facilitated by First Ascent, was initiated by a brainstorm around the vision, to be adopted by the organisation.

It was clear that the team were driving towards an aspirational, non-time constrained, inclusive vision statement which captured the passion of the new organisation and the potential of the sport.

Making Wales the Proud Home of Triathlon

8. Our Mission Statement

To increase participation, raise the profile, and ensure the sustainability of triathlon, and its related sports in Wales by:

- Taking positive action to enable everyone in the community to enjoy the sport
- Proactively supporting the development and growth of our membership, clubs and workforce
- Facilitating amazing events loved by everyone
- Developing performance athletes, coaches and officials to represent us on the world stage
- Being recognised as a high performing organisation

These five statements translate at the Management group level into a series of strategic objectives from which the activity of Welsh Triathlon follow.

9. Our Strategic Objectives

9.1 Development Management Group

Taking positive action to enable everyone in the community to enjoy the sport

Proactively supporting the development and growth of our membership, clubs and workforce

Five Development Objectives

1. The sport reflects the diversity of our communities
2. Clear and visible workforce development structure
3. Complete sport pathway at a local, regional and national level
4. Every club provides a welcoming, open, safe and thriving environment
5. A marketing and communications strategy that supports Growth across Welsh Triathlon

It is important that our sport reaches everyone in Wales. A sport that can take so many forms; sprint to long distance triathlons, duathlons, aquathlons, training in three disciplines and racing through seas, leisure pools, multi-terrain or on roads, has a place at the heart of every person. The sport is becoming more widely attractive and accessible to disabled people as our paratriathletes demonstrate the excitement of triathlon on the world stage. It is, as well, a sport for all ages with the possibility of age group racing at your local event, or internationally on the Great Britain stage, from the 8 years old Tristar to competing well into your 80's.

It is important then that Welsh Triathlon develops its club and event structure to enable everyone to take part in triathlon. In November 2014 Welsh Triathlon was awarded the Ribbon standard of InSport which recognised the commitment of the organisation to our disabled athletes.

In 2013 Welsh Triathlon was awarded the Preliminary Equality and Diversity standard. Both demonstrate our commitment to the Welsh community and we are working towards the InSport Bronze and Equality and Diversity Intermediate in 2015.

In 2013 and 2014 Welsh Triathlon developed its tutor workforce to enable dedicated Welsh tutors to deliver high quality UKCC Triathlon Level 1 and Level 2 courses in both North and South Wales. We now have 155 coaches in 45 clubs throughout Wales. It is these clubs and club volunteers who create the vibrant culture, the passion and interest in triathlon and its events which Welsh Triathlon wishes to support and nurture.

Our efforts will go into ensuring clubs are stable and well run, they are safe and enjoyable environments for participants and non-participants alike. New clubs will be provided with experience of funding streams for training and governance, and more established clubs with continued coaching courses and new coaching programmes, to be developed in the coming year as additions to the Level 2 qualification.

It is important to Welsh Triathlon that the pathway for the workforce is clearly mapped, whether a club volunteer, parent, coach or official. To this end work will be carried out to enable gaps in the structure to be identified and addressed and to ensure that the pathways are clearly communicated to the workforce. With this done Welsh Triathlon will be able to facilitate a quality workforce to sustain our clubs and events at home and also represent the Nation on the world stage.

Communicating our opportunities and our successes is key to collaborations and partnerships which, in turn, will support a thriving community in Wales. To achieve this Welsh Triathlon is committed to developing its communication and marketing strategy. Our website and social media is now very active and it is our aim to adapt with the changes in technology.

As the environment becomes more challenging for many sports partnerships and sponsorships, Welsh Triathlon will promote its unique sport, at its growth stage to attract partnerships.

9.2 Events Strategy Group

Facilitating amazing events loved by everyone

Three Event Strategy Objectives

6. To have a recognised welsh events standard
7. Host a world class event in Wales
8. Having a complete portfolio of events across Wales

Triathlon, duathlon and aquathlon are rooted in the event. Very seldom would you be invited to combine the three disciplines in one training session. The sport relies on events to retain current, and attract new, participants. To reach the goal of everyone taking part and enjoying triathlon, Welsh Triathlon believes in the importance of supporting the variety and availability of events across Wales.

Welsh Triathlon is committed to supporting a greater number of novice events such as women only, TriStar, paratri and tri-a-tri events. In introducing an Event Organisers course in Wales in 2015, we hope to encourage quality events of all types and support our existing event organisers with greater support.

Welsh Triathlon National Championships have been taking place in Wales for many years and we are grateful for the event organisers who have supported Welsh Triathlon to deliver fantastic events across Wales. In 2015 we will be adding TriStars National Championship races to the portfolio. It is recognised that these events should be promoted and profiled to a high standard and be the sought after awards in the country. To this effect Welsh Triathlon are looking at ways to raise the profile of the National Championships and work closer with event organisers in the coming years.

It is recognised that to capture the heart of everyone in Wales and raise the profile of our sport throughout the Nation a major event in an iconic

location in Wales is essential. Welsh Triathlon will be working with the Welsh Government and British Triathlon Federation to make this a reality.

9.3 Performance Management Group

Developing performance athletes, coaches and officials to represent us on the world stage'

Three Performance Objectives

9. Be considered to have the best pathways in the UK
10. Over deliver CWG medals for Wales
11. Connect our high performers with our triathlon community

Welsh Triathlon have worked in the last two years to change the way it delivers coaching and support to its talented young athletes. Previously Welsh Triathlon National Talent Academy athletes were supported from the age of 14 years in home clubs coming together for Talent Camps several times a year. They then went on to be coached at performance hubs such as Loughborough or Leeds.

Welsh Triathlon has now developed two regional centres where talented young athletes, identified at single/triathlon clubs, or spotted at events are invited to try for selection to the regional squads, one in the north and one south. This means they are nurtured from an earlier age and closer to their home environment.

Another important development is the Cardiff Universities Triathlon Performance Centre in the heart of the capital city. Here Welsh athletes can join a centre of excellence in which they can develop their performance alongside their chosen educational path.

In 2014 the Commonwealth Games (CWG) show-cased our younger academy athletes, as the Welsh World Champions Non Stanford and Helen Jenkins were injured. It is a tribute to our academy structure and the calibre of athletes that at short notice we were still able to send four athletes, and reserves, to the CWG to represent Wales. It is our ambition to over deliver at the CWG, Gold Coast in 2018, through the relay and the individual events. To achieve this Welsh Triathlon is committed to enhance the performance culture of its staff and athletes

and will continually review the Welsh performance pathway and its integration with the British Triathlon Federation performance structure.

9.4 High Performance Organisation

Being recognised as a high performing organisation

Welsh Triathlon wants to establish itself as an exceptional well-run Governing Body providing an example to other organisations. With the help of the dynamic Board currently in place and the opportunities of a growth sport in its relative infancy, the organisation has every reason to be this ambitious for itself and its membership. With this in mind there are four objectives set by the HPO group:

12. Safeguarding standard 2
13. Equality & Diversity preliminary and intermediates
14. Completion of Sport Wales Self-Assessment
15. Increase annual Self Assurance score

Welsh Triathlon will ensure it functions in a way that meets the needs of its members and affiliated clubs as well as ensuring its practices are legal, financially and ethically accountable. In 2015 Welsh Triathlon will be one of the first sports to sign up to the new Governance and Leadership Framework for Wales, an initiative developed for the sport sector by the sector.

Progressing through the standards in Safeguarding and Equality and Diversity are a high priority, which is reflected in the specific Board Role for Safeguarding and Equality and Diversity.

To ensure the Board operates at the highest standards it will complete a self-assessment process in line with the Sport Wales self-assessment guidance, in 2015. The Board are also looking at succession planning to maintain the level of competency and continuity which exists in the current Board and staff structure. Attracting and retaining well motivated, trained and committed volunteers and staff will be a priority to ensure good governance.

If you have any comments or would like further information on the Strategy outlined in this document you can contact:

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