

Triathlon Western Australia Strategic Plan 2011 - 2015

Vision: *To grow the sport of Triathlon throughout WA by providing participation opportunities in a healthy lifestyle sport and achievement of participant goals*

Mission: *To ensure the existence of quality participation opportunities, servicing of members, and pathways within the sport of Triathlon*

CORE BRAND VALUES

Healthy • Enjoyment • Belonging • Achievement • Lifestyle

KEY RESULT AREA	KEY DRIVERS	KEY OBJECTIVE	KEY STRATEGIES	KEY PERFORMANCE INDICATORS
Participation	<ul style="list-style-type: none"> Inclusive programs Facilitating quality & valuable experiences Promotion & awareness Facilitating safe and friendly environment Access to programs, training environments & events 	<p><i>“To grow participation in the sport of triathlon by providing leadership and increased opportunity”</i></p>	<ul style="list-style-type: none"> Consistent pathways and points of contact for participants to become members Develop Active After Schools Community Programs in Metro and Regional areas Develop a teacher education and support strategy to provide resources and to increase participation in schools Provide an effective TRYStars program - resources and delivery support to clubs Provide a “Tri-a-Tri” program to be implemented through affiliated clubs and squads as a pathway into the sport Create a strong inclusive program through all sanctioned events and run programs with other ISOs that cater for these participants to engage more athletes with a disability into our sport 	<ul style="list-style-type: none"> Event Participation growth rate % Penetration rate % of schools running triathlon programs # of schools & clubs partnering to host AASC environments # of affiliated clubs engaged in providing effective training environments and TRYStars programs # of participants in the Tri-a-tri program # of inclusive events # of athletes with a disability participating in triathlon events # of TRYStars participating in SunSmart TRYStars races
Membership	<ul style="list-style-type: none"> Creating a value proposition Transparent, open communication & awareness Providing a sense of community Developing quality clubs Promote and service affiliated clubs Athlete pathways – elite, sub elite, age group and recreational are accessible and promoted Opportunities for fundamental skills acquisition 	<p><i>“To grow membership by increasing the number of new members supporting existing members and providing quality support systems to clubs”</i></p>	<ul style="list-style-type: none"> Continue to improve the value proposition provided to members through better knowing the triathlon market. Develop communication and web-based strategies to engage participants Deliver education and leadership to ensure clubs provide a safe, friendly and quality participation experience to encourage membership Promote preferred type of membership is through club affiliation to create a sense of community for all participants Regional Club Development Workshops – 2 day intensive club, coach, official and athlete development to create a concentrated triathlon promotional and educational experience in regional centres Bike Skills clinics for the development of core skills in Triathlon throughout WA Bimonthly education workshops to support athletes training with expert advice in various aspects of their personal wellbeing Promote age group pathway to World Championships as opportunities for all competitors (16-80+) 	<ul style="list-style-type: none"> Member growth rate % Member retention rate % Member satisfaction rating (State survey) Conversion rate of participants # of affiliated clubs # of clubs running effective TRYStars programs Club development packs and support in all aspects of club business # of regional Club development workshops # of participants involved in metro & regional workshops # of bike skills courses conducted # of participants in each course and total participation numbers # of education workshops conducted # of participations in each workshop and total participation numbers # of WA athletes competing in Age Group World Championships

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Pathways	Organisational Excellence	<ul style="list-style-type: none"> Financial stability & growth Communication and collaboration with stakeholders Efficient and effective systems & processes Quality governance and leadership Organisation capacity building Sustainable sports management 	<p><i>“To build a sustainable and prosperous organisation by enabling innovation, collaboration and excellence in the development of its assets” (Brand, People, IP, Infrastructure)</i></p>	<ul style="list-style-type: none"> Have transparent and effective strategic / operational planning processes including an organisation wide performance management system. Create best practice documented policy and procedural guidelines Create and support an organisational environment based on collaboration, innovation and excellence. Create a workforce development plan – to foster volunteer, staff and board development and individuals to reach their maximum performance potential for the organisation Continue to engage two school based trainees/annum and provide an optimal training environment for their skills development Build and develop further strategic partnerships with government, commercial and not for profit organisations to enhance the growth of the organisation and sport 	<ul style="list-style-type: none"> Implementation of operational plans % planed initiatives achieved % increase in revenue from non- governmental sources % increase in revenue from grants and funding Workforce development plan created Increase in staffing levels to increase service provision of organisation 2 school based trainees developed within our program Professional development for volunteers, staff and board achieved Stakeholder satisfaction rating (surveying of partners)
	Education and Training	<ul style="list-style-type: none"> Training of volunteers, coaches & officials Quality assurance of accreditation process Accessible to all interested stakeholders 	<p><i>“Opportunity for all members to achieve their potential through appropriate and supported pathways in technical, coaching and competition”</i></p>	<ul style="list-style-type: none"> Conduct quality coaching courses in metropolitan and regional areas Conduct officials courses in metropolitan and regional areas Provide mentoring partnerships for all volunteers engaging in skills development – fair and equitable access to pathways of development Conduct assessor and presenting training for both coaches and officials to increase the capacity of the organisation to provide training and mentoring 	<ul style="list-style-type: none"> # of accredited coaches # of accredited officials # of volunteers undertaking training courses # of mentoring partnerships for coaches # of mentoring partnerships for officials # of qualified assessors and presenters # of regional courses / annum # of metropolitan based courses / annum # of assessors and presenters qualified / annum # of grants to support Official and coach development
	High Performance	<ul style="list-style-type: none"> Ensure coaching opportunities & mentoring Elite racing available in domestic competitions Access to international & national competitions Junior & U23 Squads as pathways to elite Ensure partnership with WAIS by 2012 	<p><i>“Sustained international success through the provision of an effective and efficient athlete & coach pathway”</i></p>	<ul style="list-style-type: none"> Support the delivery of quality daily training environments Provide opportunities for coaches to develop in line with HP opportunities Strong development programs to underpin high performance pathways Provide opportunities for Talent search initiatives Provide racing opportunities in domestic racing to allow athletes to develop their racing skills – drafting races 	<ul style="list-style-type: none"> WA Elite/ Sub Elite success WA Results/ rankings Quality / Quantity HP coaches from WA # of coaches engaged at the development level of the HP pathway # of clubs and squads with strong junior programs engaging in development pathway # of athletes in TEP Squad & Shadow Squad # of coaching camps hosted for squad athletes # of draft legal races in WA to enable athlete skills development
Events	<ul style="list-style-type: none"> Development of Race Directors Training & provision of technical officials Supporting development of volunteers Promotion & Awareness Contribute to National schedule Access to locations/facilities Provision of atmosphere/enjoyment Quality and safe event management Professional delivery of events Environmental awareness of RD’s and 	<p><i>“To ensure that opportunities exist at all levels to compete in events of the highest quality though leadership and collaboration”</i></p>	<ul style="list-style-type: none"> Promote sanctioned events through a single portal on the WA website and ensure all WA events are included in the National race calendar Ensure the existence of high quality competition and event opportunities at all levels Deliver education opportunities for race directors, technical officials and volunteers in event management – ensuring quality standards Development of a club level of competition within WA to supplement commercially driven races Assist and support new race directors in providing more events 	<ul style="list-style-type: none"> WA calendar finalised by 30 June and all events included on National calendar # State Championship events # of participants in State Championship events # and quality of State Series Races # of training courses provided for race directors # of clubs hosting events # of new races each season Participant/member satisfaction (surveying participants) 	

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	participants		<ul style="list-style-type: none"> Encourage RD's to minimise carbon footprint at events 	<ul style="list-style-type: none"> Number of participants v projected participants Awareness of environmental ethics (member survey)
Brand	<ul style="list-style-type: none"> Creating value in the brand of triathlon Development and delivery of quality brand/products Increased exposure and awareness Engagement with community 	<i>"To develop the Brand of Triathlon so as to increase external investment in the sport"</i>	<ul style="list-style-type: none"> Promote and create awareness in the sport of Triathlon to drive interest and community engagement through stories, consequences and rivalries. To consider Government s' objectives and outcomes and linking programs to assist in the promotion of existing programs and promotions Develop the brand of Triathlon Australia and Triathlon WA Develop the culture of triathlon in line with its core brand values. Develop and deliver a brand strategy through the creation and implementation of a Marketing and sponsorship plan 	<ul style="list-style-type: none"> Development of a Sports Marketing and Sponsorship plan # of programs with co branding linking into government/community initiatives # of Programs hosted in partnership with external investors
Ironman 70.3 Busselton	<ul style="list-style-type: none"> High quality annual Busselton Festival of Triathlon Innovative ways to grow the event Increased global promotional opportunities for the sport in WA Strong Local & Global Partnerships Increased exposure and awareness Financial sustainability for Triathlon WA 	<i>"To provide the highest quality international triathlon event through effective planning, promotion and delivery"</i>	<ul style="list-style-type: none"> Develop and Business Plan Develop a Marketing Plan Develop a Media Campaign Ensure the highest quality of event is delivered - safety, value for money, regional economic benefit Develop mutually beneficial sponsorship opportunities Develop partnerships with key event stakeholders 	<ul style="list-style-type: none"> % increase in sponsorship investment in Triathlon WA through Busselton Festival Event and the Sport Development of a Business Plan Development of a Marketing Plan and Media Campaign # of teams and individual competitors # of national and international competitors Competitor & Sponsor satisfaction Increased revenue generated to develop Triathlon WA