

VOLUNTEERING PLAN

RECRUIT | SUPPORT | RECOGNISE





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FOREWORD

Volunteers have and always will play a vital part in the development and delivery of triathlon. Without them, our sport would not be where it is today and most community activities and events would struggle to operate smoothly. In short, volunteers are critical to our sport. We know that people who give their time for sport and physical activity to take place in their community enjoy many of the benefits associated with participating in sport and physical activity: physical and mental wellbeing, personal development, social and community development, as well as economic development.

With the growing number of triathlon clubs, committees, training activities and multi-sport events in Great Britain, the challenge facing the sport is the need to increase the number and skills of volunteers is increasing. However, the opportunities for achievement and personal development are endless!

This document outlines British Triathlon's vision for volunteering in triathlon 2018-2024. The volunteering plan is responsible for creating an environment where it is clear and evident that the contribution that volunteers are making is aligned with British Triathlon's Strategic Priorities.



OUR COMMITMENT

British Triathlon is committed to growing and supporting its highly dedicated and skilled volunteer workforce and continuing to expand the capacity and future opportunities for them.

In order to do this we will recruit, support and develop the volunteer workforce so that they can achieve lifelong enjoyment from giving their time to help others. We will also effectively monitor and evaluate the role of volunteers within the sport and grow the research and insight that has been carried out to date.

VOLUNTEER TARGET GROUPS

- Event Volunteers
- Club Volunteers
- Regional Committees & Board Members
- Technical Officials
- Tri Activators
- Coaches
- Age-Group Team Managers

BACKGROUND AND INSIGHT

The first volunteering paper to analyse the volunteer experience was that of Tri Makers, from the 2017 ITU World Triathlon Leeds. British Triathlon and the Home Nations will have a commitment to collecting the same data so that the real picture of volunteering can be illustrated in Great Britain and we can use the insight to grow and develop volunteering.

The key findings from the research paper **Tri Makers 2017 - an analysis of volunteer demographics and experiences** were as follows;

 **48%**
OF TRI MAKERS
WORK FULL TIME

26% ARE
RETIRED

AND
ONLY **1.7%**
ARE UNEMPLOYED

9.2% 
of Tri Makers are from 10% of
most deprived communities.

 **94%** OF TRI MAKERS ARE PHYSICALLY
ACTIVE ONCE PER WEEK

64% 
of Tri Makers said they would like
to volunteer at other local triathlon
based events such as GO TRI.

 **75%**
OF TRI MAKERS
have previously volunteered at
other sporting events, bringing
new knowledge and skills.

**THE MOST FREQUENT
MOTIVATIONS**

were around giving
something back and
connecting with interests. 

CURRENT STATE OF PLAY

Further research that we can use to shape this plan is the Triathlon England Club and Support Audit. The results from the 2017 audit gives an overview of Triathlon England's club workforce and identifies areas for improvement. Some of the findings include;

- Clubs have an average of approximately 50 volunteering roles. Across the 494 clubs in England this equates to about 24,000 volunteer roles;
- Finding a suitable workforce is difficult for clubs. Overall, only 38% of roles are filled.
- 66% of current post-holders are believed to have the skills required to fulfil their role.
- Lack of satisfaction with support offered around club workforce from Triathlon England. Only 46% of clubs satisfied.

AVERAGE NUMBER OF VOLUNTEERS PER CLUB

7 COACHES 	3 OFFICIALS 
8 CLUB COMMITTEE 	14 CLUB EVENT VOLUNTEERS 
4 GO TRI VOLUNTEERS 	4 OPEN WATER VOLUNTEERS 
3 SAFEGUARDING 	8 OTHER VOLUNTEERS 

2775
OF COACHES
ARE VOLUNTEERS



129
REGIONAL AND
SUB COMMITTEE MEMBERS



534
OFFICIALS

Active – officiated in 2017 or intend to officiate in 2018.



260
ACTIVATORS



625
TRI MAKERS / EVENT
VOLUNTEERS



British Championship Events in 2017.

12
GREAT BRITAIN AGE-GROUP
TEAM MANAGERS



TRIATHLON SCOTLAND CLUB SURVEY 2017



405
COMMITTEE
POSITIONS FILLED

134
OTHER
VOLUNTEERS

These can be classed as parent helpers, first aiders, events directors and sub-committee members.



600
EVENT VOLUNTEERS IN 2017

VISION

A world-leading volunteer pathway that recruits, supports and recognises volunteers operating across the sport.

MISSION

Establishing and developing excellent and inclusive programmes to recruit, retain and recognise volunteers to meet the needs of the sport.

STRATEGIC ACTION AREAS

- 1** Create attractive and easily accessible volunteering opportunities for new and existing volunteers.
- 2** Develop a volunteer workforce that is more representative of our society.
- 3** Support and develop volunteers to ensure they receive a meaningful and worthwhile experience in triathlon.
- 4** Champion all volunteers through a clear reward and recognition scheme.
- 5** Establish and develop collaborative working partnerships to add value to the implementation of the volunteering plan.

STRATEGIC ACTION AREA

1. ATTRACTIVE AND ACCESSIBLE OPPORTUNITIES

Create attractive and easily accessible volunteering opportunities for new and existing volunteers.

Volunteering empowers people, connecting them to their communities and each other, enabling and driving change for a thriving, healthy and open society. This plan will create a positive environment where people can flourish and everyone has the opportunity and support as a volunteer. We will learn more about our existing volunteer experience and how we might offer opportunities to recruit or re-engage people to meet the needs of the sport. The plan will use existing as well as new products through The British Triathlon major events programme, GO TRI, SH₂OUT and the Triathlon Trust to offer volunteers the opportunity to contribute at a time and place that suits them. This will enable us to build a strong volunteer database which will allow us to communicate with volunteers regularly and more effectively.

OUR COMMITMENT

- We shall work closely with and gain regular feedback from clubs with the help of the Home Nation's development staff and annual club surveys to ensure as many club roles are filled as possible to help them make the biggest difference they can.
- We will effectively communicate and promote the physical and mental health benefits of volunteering in triathlon.
- We will support clubs to recruit, train and develop volunteers through club roadshows and regional forum meetings. Likewise, we will work with Home Nation Committees to increase the number of committee positions filled and offer continual professional development opportunities for all committee members through a range of available channels.
- We will support our permitted events to meet the workforce needs of the event organisers and key stakeholders.
- We will develop plans and toolkits for successful recruitment, management and development of volunteers.
- We will create an improved search facility where it is easier for event organisers to find volunteers and for volunteers to find events. The volunteering plan will also closely align with British Triathlon's Official's Plan.

LINDA
LUCEY

TECHNICAL
OFFICIAL

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CASE STUDY

I'm a level 1 coach at Grangemouth Triathlon Club and in 2017 I undertook my Local Technical Official training course to improve my knowledge of the sport. I am currently completing my shadows to gain my full qualification in 2018.

I decided to become a Technical Official because I have been competing in the sport for about three years and learned a lot through taking part, sparking my interest in coaching. In my club there are two Technical Officials and they encouraged me, after completing my level one coaching course, to attend the Local Technical Official training course so that I can help the children that I coach, to understand the rules.

I'm really enjoying learning at events as part of a big team and I am loving helping the competitors, some of whom I got to know through competing myself, and some who are new to the sport. Through my experience I understand their anxieties and being there as an official to guide them is quite fulfilling.

I would encourage people to volunteer in Triathlon because without volunteers, you really don't have a competition. Even though I have only been in the sport myself for about three years, it is fantastic to give something back to the sport.

I also think that completing a triathlon is a very special achievement and as an official you get to see so many people do something amazing. If you can help them out, and make sure that they got everything right, then you can be proud that you have helped them to achieve their goal!

STRATEGIC ACTION AREA

2. A MORE REPRESENTATIVE WORKFORCE

Develop a volunteer workforce that is more representative of our society.

There are many barriers to volunteering that exist in triathlon and the perception of what a club volunteer looks like in our sport will reflect most of our membership; male, white and non-disabled.

We want more people from under-represented groups including Black, Asian and Minority Ethnic (BAME), women, young and disabled people to enjoy our sport and volunteering will be a key driver in making this happen.

OUR COMMITMENT

- We shall develop guidance for inclusive recruitment and improve inclusive pathways into triathlon volunteering.
- We will also develop interesting, innovative and flexible volunteering opportunities that meet individual and community needs.



BAME

We will increase the number of people from BAME backgrounds volunteering in triathlon through equality of opportunities and working with communities with a high BAME population. We will promote existing initiatives such as GO TRI, Triathlon Trust events, coaching and officiating as well as identifying new opportunities that will hopefully remove the perceived barriers to volunteering.

We hope that communities will see even greater benefits where there are more volunteers represented from their own community because of the dual benefit for the individual and their community.

2017 ITU WORLD TRIATHLON LEEDS

8.3%

OF TRI MAKERS WERE FROM A BAME BACKGROUND

While this is lower than the proportion in the UK population (14%) it is higher than the Triathlon England membership at 2.3%.

DISABILITY

We will increase the number of disabled people volunteering in triathlon, through working in partnership with the English Federation of Disability Sport (EFDS), Disability Sport Wales, Scottish Disability Sport and the eight National Disability Sport Organisations to increase awareness of the opportunities to volunteering in triathlon as well providing training to upskill disabled people.

The EFDS report paper 'Encouraging Disabled People to Volunteer in Sport' found several key findings;

2017 ITU WORLD TRIATHLON LEEDS

9.1%

OF TRI MAKERS HAVE A DISABILITY

- Disabled people who volunteer in sport are **twice** as likely as non-disabled people to have taken part. This suggests that the sport sector is not something that appeals to disabled people who have not been part of it previously.
- There is also concern about the need for volunteers to be frequently involved (at least once per week). Disabled people can be fearful of regular commitment due to fluctuating health problems. Therefore providing flexible opportunities are essential.
- Disabled people are much more likely to recognise and experience barriers to volunteering. Their concern is in relation to the impact their impairment will have on their ability to volunteer.
- Providers of volunteering opportunities feel that they lack the skills and ability to support disabled people fully in their volunteering roles.

YOUNG PEOPLE

With more young people taking part in triathlon we want to increase the number of young people volunteering. We will work with the lead officer for Children and Young People at British Triathlon, the Triathlon Trust, Youth Sport Trust, School Sport Partnerships and the School Games to offer volunteering opportunities in schools and colleges for young people. Getting involved in mentoring, supporting people and improving local areas - a form of youth social action - is already popular with young people. 70% of 10-20 year olds say they are likely to take part in social action in the future (Source: Youth Social Action in the UK – 2015).

2017 ITU WORLD TRIATHLON LEEDS

**ONLY 1.9% OF
VOLUNTEERS
WERE
UNDER 18**

FEMALE

We will build on our good practice of female initiatives; Women Only GO TRI Training Days, Sport England's 'This Girl Can' campaign and the Sport Wales initiative 'Our Squad' to attract more female's into triathlon through volunteering opportunities.

The volunteering plan will be pro-active in identifying funding and revenue streams to facilitate this strategic action. We will consistently work with the Home Nation Sports Councils, the County Sport Partnership network and other funders to write and develop funding bids that could create a more representative workforce in triathlon.

2017 ITU WORLD TRIATHLON LEEDS

**58%
OF TRI MAKERS
WERE FEMALE**

This fits in with a national trend of higher proportion of women volunteering than men in the UK.

NICKY BUSBY

TRI MAKER
(WORLD TRIATHLON
SERIES LEEDS 2017)

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I decided to become a Tri Maker after getting involved in various other volunteering roles in my home county of Yorkshire. I have been a 'Tour Maker' every year for the Tour de Yorkshire since the Tour de France came to Yorkshire in 2014. I've also volunteered at the 2013 Rugby League World Cup in Leeds. I really enjoying working as part of a team and assisting in making an event the best that it can be!

The best part of being a Tri Maker is the community engagement. It's an important role that ensures all spectators have access to event information by distributing promotional materials. I really like speaking to people and the feedback is always positive when you are giving much welcomed information about event day. For most people, they want to know which athletes are involved and where they can get the best view. Families also really appreciate the free flags and banners for their children. Being a Tri Maker is also a great way to make new friends with people who are also giving up their time to be part of the Tri Maker team.

It's great to be involved in a fantastic sporting event that the world is watching

on their TV screens! It's a nice feeling to wear a branded t-shirt that makes you feel part of the event. Any volunteering jobs that you get involved in always look great on your CV and who know where that could lead to! Taking on something new can be a real challenge but can also be great fun so why not give it a go!?

There are a variety of roles that you can get involved in as a Tri Maker. You may be asked to hand out water to athletes along the route, distribute guides to spectators, act as a crossing marshal, hand out flags and other 'freebies' or assist with VIP guests. If there is a specific role that you would like to do this is usually accommodated to ensure everyone is happy during the event.



STRATEGIC ACTION AREA

3. SUPPORT AND DEVELOP

Support and develop volunteers to ensure a meaningful and worthwhile experience in triathlon.

All volunteers need support and this can come in a variety of formats. For some, a lack of perceived support could be a primary barrier to volunteering and staying involved. British Triathlon will offer front line advice for all volunteers and volunteer co-ordinators to help with understanding and identifying personal development needs.

Regional committee's and board members play a vital role in the sports governance and representing the membership. We will ensure all regional committees are supported to be able to fulfil their role to the best of their abilities to help develop triathlon for the members or participants within their region or Home Nation.



OUR COMMITMENT

- We aim to have fewer volunteers overburdened and stretched between roles and more reporting a great experience and expressing a desire to continue volunteering.
- We will liaise with all committees so that all available committee roles have full and complete role descriptions to help recruitment of existing and new members.
- This plan will give volunteer co-ordinators the skills and resources to recruit, retain and support volunteers effectively.
- We will develop and share a **Volunteer Policy Guide** which will give volunteer co-ordinators the knowledge of processes such as effective recruitment techniques, essential training and supervision and safeguarding.
- We aim to register many more volunteers in becoming Tri Activators to help with the delivery of triathlon activities in an array of settings, including clubs, schools, open water venues and events. There are three activator courses available; Community, Open Water and Young Person.
- Volunteers will also have the opportunity for personal development through a suite of learning opportunities ranging from; online e-learning modules, workshops and network forums delivered to meet their needs.
- We will look to work with a range of learning and development partners to create relevant and up-to-date education materials to ensure volunteers are equipped to fulfil their roles.
- We will set up our own webinar series to discuss hot topics and contemporary issues, that will enable volunteers to engage from home without the need to travel.
- We will work closely with delivery partners to provide club volunteers with Club Matters, Sport England's tailored programme of training, information and support. Club Matters provides free, convenient, practical resources to help develop and run sustainable clubs. We will also ensure we are fully aware of any opportunities through Sport Scotland and Sport Wales.

STRATEGIC ACTION AREA

4. CHAMPION VOLUNTEERS

Champion volunteers at all levels in triathlon through a clear reward and recognition scheme.

The volunteering plan will act as an advocate for our volunteer's views and ensure the impact of volunteers is understood and demonstrated.

OUR COMMITMENT

- We will promote success through our online community and ensure triathlon is perceived as an exciting and rewarding sport to volunteer in through engaging with events, clubs, officiating and personal development.
- We will not only have a celebration of our volunteers during National Volunteers Week (www.volunteersweek.org), showcasing the dedication and fantastic work that our volunteers do but we will recognise volunteers on a regular basis throughout the year.
- We will work closely with the Home Nations, regional committees, clubs, event organisers and British Triathlon staff to identify volunteers and celebrate their role.
- The plan will further develop a Workforce Awards Scheme that recognises the work of all volunteers at regional and national level. We will be more front-facing by meeting our award winners within their volunteering setting.
- Working closely with the Events team, Regional Managers and Home Nations, we will ensure that all award categories have as many nominations as possible so that many more volunteers are being recognised for the great work they do for our sport.
- We will use our digital platforms to showcase our volunteers. **#trimaker** and **#thankscoach** has already been established and used by many and we will introduce further campaigns for all of our target groups.
- We will ensure that all Home Nation and regional social media platforms are regularly updated celebrating the work of our volunteers.
- We shall champion GO TRI events and organisers.

STEPHEN
TAYLOR

COMMUNITY
TRIATHLON
ACTIVATOR

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CASE STUDY

I had been helping lead our club's Sunday rides for quite a few years, in an informal capacity, and more recently took on the club's Cycling Coordinator role. When our Head Coach, Kate Offord, brought the Tri Activator course to my attention it seemed like a good opportunity to learn a thing or two that would help me become a better facilitator and leader.

The course itself was useful and discussing experiences with others was interesting, so I did learn a few things.

In particular, it encouraged me to step up on the interpersonal side of things; for example, I now make much more of an effort to introduce myself to newcomers.

I guess my style is more to try to lead by example and to try to pass on information more informally, by osmosis, rather than active recruitment. Bike rides are great for this, you get to spend time talking about these kinds of things, both on the ride and in the cafe after!

I think you can summarise the role as facilitating group activities in a constructive and inclusive manner so that people want to come back and take part again. Under that umbrella you can imagine a variety of tasks, for example leading informal group rides and runs, or helping coaches deliver their training sessions.

Since becoming an Activator I have signed up for a Level 1 coaching course next year, so maybe being a Community Triathlon Activator is just the start!

STRATEGIC ACTION AREA

5. PARTNERSHIPS

Establish and develop collaborative working partnerships to add value to the implementation of the volunteering plan.

Partnerships are essential to the successful implementation of this plan. In order to achieve this, we will ensure volunteers are recruited, supported and recognised through a variety of partnerships.

- We shall work in collaboration with a range of partners to develop opportunities that encourage new people to volunteer in triathlon. We will work with all the Home Nations; Triathlon England, Triathlon Scotland and Welsh Triathlon to ensure joined up work throughout the Sport.
- We will work with volunteer organisations and link clubs and events with local volunteer centres, such as Join In (www.joininuk.org).
- We will aim to build upon the established relationship with the Youth Hostel Association (YHA) to ensure volunteers from clubs and committees can access many hostels for networking, meetings and events.
- We will also work with the YHA volunteering team to increase the number of volunteers that help deliver GO TRI events at YHA facilities through online toolkits, increased marketing and communications and rewards.
- We will aim to form partnerships with School Sport Partnerships, college's and uniformed organisations to support more young people to volunteer.
- We will form working relationships with Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) and other educational partners to offer exceptional training opportunities.
- 1.7% of volunteers at the ITU World Triathlon Leeds 2017 were unemployed. We will look to forge working partnerships with Job Centre's and other appropriate organisations and charities to increase the number of unemployed people volunteering in triathlon.
- We will work with EduCare to offer online Safeguarding and Essential Duty of Care training to volunteers.
- We will continue to evolve our working relationships through the established network of National Governing Body volunteer lead officers. This plan will ensure this excellent network will continue to share ideas and best practice.
- We will conduct employee engagement within the workplace with our partners and sponsors, so they are aware of the volunteering and training opportunities available to them.

AUDREY LIVINGSTON

REGIONAL COMMITTEE MEMBER

CLUB COACH

TECHNICAL OFFICIAL



CASE STUDY

Not long after I had joined my local triathlon club in 2006 I started to volunteer with the committee, as the swim co-ordinator.

I looked after the swimming pool facilities we used, continuing our relationship with them and ensuring that both the venues and us as a club were happy with all arrangements. In 2013 the London Regional Manager mentioned that the Regional Committee were looking for someone to take over the role of coaching co-ordinator and he thought I could contribute so much to the role. I was invited to attend a committee meeting and it turned out I already knew the person who was standing down as we had met on workshops and courses and the rest, as they say, is history.

My role on the Regional Committee is working/liasing with the Regional Manager to develop and implement relevant CPD opportunities for London coaches, attend the CPD workshops that I have helped develop and introduce myself to the coaches that participate. I feedback to the committee on the success of the workshops. I also look into areas of work that we need to develop that fall outside CPD, such as BAME groups.

The best part of being a member of the Regional Committee is when someone thanks you for organising the workshop/CPD they have attended. I think that being able to have an impact on the coaches experience in the region will have a positive knock on effect to all the members of the region.

I would help recruit new volunteers to the Regional Committee by promoting the good work we do and letting people know how they can have a say/impact on what happens in triathlon within the region.

As well as being a member of the Regional Committee I am a Level 3 Triathlon coach. I work with two local clubs, Crystal Palace Triathletes (my home club) and Windrush Triathletes, were I coach both adults and juniors. I have helped develop and now run a junior triathlon after school club. I am a ITU Level 1 Technical Official working at a variety of events from local club run events with 2-300 competitors to large national events like the London Triathlon that cater for thousands of competitors. I have also qualified as a BTF Mentor.

IMPLEMENTING THE PLAN

The strategic objectives and commitments set out in the British Triathlon Volunteering Plan have been carefully designed to address the key working areas in the vision and mission of the British Triathlon Strategy.

This is a plan for Britain which will see British Triathlon and the Home Nations working together to implement in sympathy with national priorities in each of the three Home Nations.

We've created an ambitious plan that, we believe, reflects the ambitions of our organisation and the expectations of our clubs, event organisers and members.

MONITORING AND EVALUATION

We recognise that it is vital to understand the impact of the volunteering plan. This will help in identifying our successes, what has worked well, as well re-evaluating or adjusting any of our objectives or commitments that haven't been achieved.

To monitor how successful, we are at delivering on this plan we will achieve this through the following tactics;

- We will conduct annual volunteer surveys that are linked to Key Performance Indicator's as outlined in British Triathlon's Operational Plan. These surveys will allow us to gather data from our volunteers on their demographics, how well supported they feel and future training requirements.
- We will conduct regular feedback after all courses and workshops to ensure that all training and CPD opportunities are meeting the needs for all our volunteer target groups.
- We will increase the overall number of award nominations received showing an increased trend over 3 years. We will work with clubs to increase the number of clubs nominating volunteers.
- We will monitor the reach and interactions of all our digital campaigns during the first 12 months of this plan so we can then set targets for future national and regional campaigns.





BRITISH
TRIATHLON



TRIATHLON
ENGLAND



TRIATHLON
SCOTLAND



WELSH
TRIATHLON
CYMRU



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