

Content

1. Introduction
2. Strategy Plan and Development
3. Challenging Environment
4. Our Values
5. Vision and Mission
6. Mission Statement
7. Our Goals
8. The Sporting Landscape Model
9. Key Targets
10. Measures
11. Strategic Review

1. Introduction

Welsh Triathlon (WT) is the National Governing body for the sport of triathlon, and its related multi-sports in Wales. The organisation is governed by a non-executive Board made up of ten volunteer directors. There are currently six full time members of staff. In March 2015 WT secured funding from Sport Wales to employ an Executive Officer to sit on the Board of Welsh Triathlon to be the operating officer leading the staff.

Welsh Triathlon is part funded 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 as it delivers a new Vision for Sport in Wales in line with the Welsh Governments Wellbeing of Future Generation Act Wales 2015.

This potential has been seen in the last few years with; the nations support of Non Stanford, the development of the National Triathlon Performance Centre Wales (NTPCW), the increase in our junior clubs and children's participation opportunities, an increase in membership and full portfolio of events.

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.

The last four years have seen exciting developments shown here by the general organisations statistics:

	2014	2018
Clubs	38	60
Membership	1093	2300
Permitted events	68	83
Race Starts	10,000	20,000

In response Welsh Triathlon has expanded not only its staff but its ability to deliver more activity to its community. 2017 saw the following:

	2014	2017
Staff	2 FT/2 PT	6 FT
Tristar series events	0	10
National Championships	4	5
Level 1 and 2 Courses	4	6
Triactivator Courses	0	1
Strength and Condition Courses	0	2
Open water Courses	0	1
National Triathlon Performance Centre	0	1

The Addition of a Wales Performance Centre, a collaboration between Cardiff metropolitan University, Cardiff University and Welsh Triathlon has enabled Wales to be able to offer a full pathway of performance coaching to a high standard and

aligned with and feeding into the British Elite system. Welsh Triathlon can now offer a greater bespoke package for its best athletes and ensure the journey for Welsh Commonwealth Games Athletes is secure whilst developing an active University Triathlon Community.

2. Strategy Plan and Development

In 2014, the Board and Executive developed a Strategy for 2014-2019 which aligned with the four-year Commonwealth Games cycle but looked slightly beyond to ensure a plan for development beyond the Games. With a Team successfully selected to represent Welsh Triathlon at the Gold Coast 2018 it was time to review the 2014-2019 plan and concentrate on development of the sport in Wales over the next five years.

The Board and Staff have worked together to review the goals of Welsh Triathlon in the light of the direction of the sport. It has examined the organisations structure to ensure it is fit for purpose and can meet the expectations of the triathlon community.

3. Challenging Environment

With the squeeze on public funding and the justified scrutiny of the sporting world in the light of safeguarding and financial scandal, Welsh Triathlon continues to examine its policies and procedures to provide the very best governance to ensure stakeholder confidence.

Significant manpower has been put into understanding and complying with the Governance and Leadership Framework Wales (GLFW) developed 'for the sector by the sector' launched in 2014. A successful annual assessment of Welsh Triathlon has been carried out by Sport Wales each year prior to each funding settlement. The Board and Staff are committed to robust governance and a culture of ensuring best practice, regular review and transparency.

Alongside the GLFW the organisation is committed to achieving the highest standards set by the sport in Safeguarding, Equality and Diversity, Disability (Insport NGB) and Data Protection. In achieving these standards, and communicating the learning and best practice, the triathlon community in Wales can operate in a safe and inclusive culture.

The world of triathlon and its related multi-sports is ever expanding and the expectations on the National Governing Bodies to provide better events, more participation and assessable activity alongside the provision of courses and the performance pathway has led to a squeeze on resources both financial and manpower. Welsh Triathlon needs a strategy which will meet the demands of growth in the sport and greater stakeholder expectation going forward. This inevitably means becoming more business minded and commercial. The challenge

is to engage with partners who align themselves with the values of the organisation and will support the development of our sport.

Welsh Triathlons relationship with British Triathlon is changing shape as the Welsh Home Nation grows and expands its staff and activity across Wales. This brings both opportunities and challenges for the Federal Structure. There is a strong desire, reiterated at the AGM's 2017, to remain closely integrated with British Triathlon and share both intellectual property and resources between the Home Nations and the Federation. As each organisation grows and expectations from funding organisations and stakeholders grows the pressures on each Home Nation increases. However, there are strong links through the relevant Boards, CEO's, Senior Management Teams and Operational Staff across the Home Nations and BTF which Welsh Triathlon value and will ensure remain strong.

4. Our Values

The Board and Staff of Welsh Triathlon held a workshop in June 2017 to review the values of the organisation. It was recognised that the BTF values had been adopted by Welsh Triathlon in the past but that no formal discussion about their impact or relevance for Welsh Triathlon had taken place. The workshop examined in detail the values which were at the heart of Welsh Triathlon.

The outcome was the following Values and Value Statements which have now been adopted and will be promoted throughout the organisation:

Respect: Creating a culture of mutual respect for all through fair play and inclusivity

Ambition: Determination to achieve success through embracing change and striving for excellence

Teamwork: Creating a collaborative, positive environment to achieve goals and celebrate success

Integrity: Promoting an environment of honesty and strong morals

5. Vision and Mission

When considering *why* Welsh Triathlon existed it was noted:

- We have a responsibility to grow and develop the sport in Wales for people who believe what we believe
- We have a responsibility to safeguard the sport and the people in it

- We have a relationship with our members but need to reach the 30,000 plus people in and visiting Wales who engage in our sport
- We connect Wales to the wider British and International arena
- Our USB is all about Wales and our passion to bring the sport to every part and every person in Wales.
- We have an exciting opportunity to make happy, healthy successful, people in Wales through the sport of Triathlon

Our Vision

‘Making Wales the proud home of Triathlon’

The Vision is aspirational, inclusive and passionate with Wales at its heart.

At this stage there is no move to change this Vision

Mission

The Mission Statements for the organisation were revisited in January 2018 at a workshop over the weekend of 20/21st January for Board and Staff.

Triathlon and its multi sports have become increasingly popular in the last 20 years, perceived as a sport for the more affluent athlete because of the perception of the cost of kit required to participate. Welsh Triathlon, with its Home Nation counterparts of Triathlon England and Triathlon Scotland, has proven in the last few years that this is a sport for everyone.

It is an inclusive sport with options for 5 to 95 year olds and for those starting out in sport to elite athletes. It takes many forms from Gotri, Paratri, Aquathlon, Duathlon, Sprint through to Ultra Long Distance. It’s very special 5 year category, Age Group Races allows all ages to race at local events or strive for qualification to race in the GB Kit.

The multisport nature allows for a late entry into the sport from other sports such as swimming, running but also team sports like rugby and hockey. Triathlon is a natural exit sport from other disciplines.

The new GoTri offer, a cheap flexible, local, inclusive option meets the ‘have a go’ market and new to sport, recreational participant. Triathlon truly caters for all.

Triathlon can be a lifestyle choice where training and racing become part of what you do day to day and part of your social make up whether that's getting fit to take part in your local GoTri or setting annual training plans to concentrate on your selected annual races.

Our aim is to create an enjoyable, safe, thriving environment where everyone belongs and where everyone can explore their potential and achieve their dreams.

6. Mission Statement

The Mission Statement produced in 2014 was revisited and it is believed that very little needed changing. Any changes reflected the need for sport to be more aligned to promoting health, and drive inclusivity, whilst increasing commercial and business operations. Our aspirations for the sport remain broadly the same as those captured in 2014.

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

- A. Taking positive action to support the development and growth of our membership, clubs and workforce to enable everyone in the community to enjoy the sport***

- B. Facilitating a full portfolio of amazing events engaging everyone***

- C. A performance programme that delivers international success and inspires excellence***

- D. Being recognised as a high performing organisation***

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

7. Our Goals

A. Taking positive action to support the development and growth of our activity offers, membership, clubs and workforce to enable everyone in the community to enjoy the sport

Eight Development Objectives

1. Membership in all its forms, exists in a welcoming, open, safe and thriving environment
2. Clear, visible and inclusive workforce pathways and opportunities
3. Work in partnerships to engage children and young people through the sport
4. Develop entry level activity for participants and volunteers with clearly mapped exit routes and progression.
5. Ensure the sport reflects the diversity of our communities
6. Work in partnership to ensure a physical literacy pathway
7. Role models influence and enable activity
8. Develop new partnerships outside of sport, to promote health and well-being.

B. Facilitating a full portfolio of amazing events engaging everyone

Events has been extracted and dealt with independently of development though it sits within the Progression world of the sporting Model (see section 9). This is because events are where the majority of engagement with our sport occurs. There are three Event Strategy Objectives

1. Have recognised, sustainable, quality welsh events
2. Host a regular world class event in Wales
3. Have a complete portfolio of events across Wales

C. A Welsh performance programme that delivers international success and inspires excellence

Three Performance Objectives

1. An effective, sustainable and inclusive pathway for Welsh Athletes, parents and coaches
2. A programme that delivers international success

3. Develop better people through the performance programme

D. Being recognised as a high performing organisation

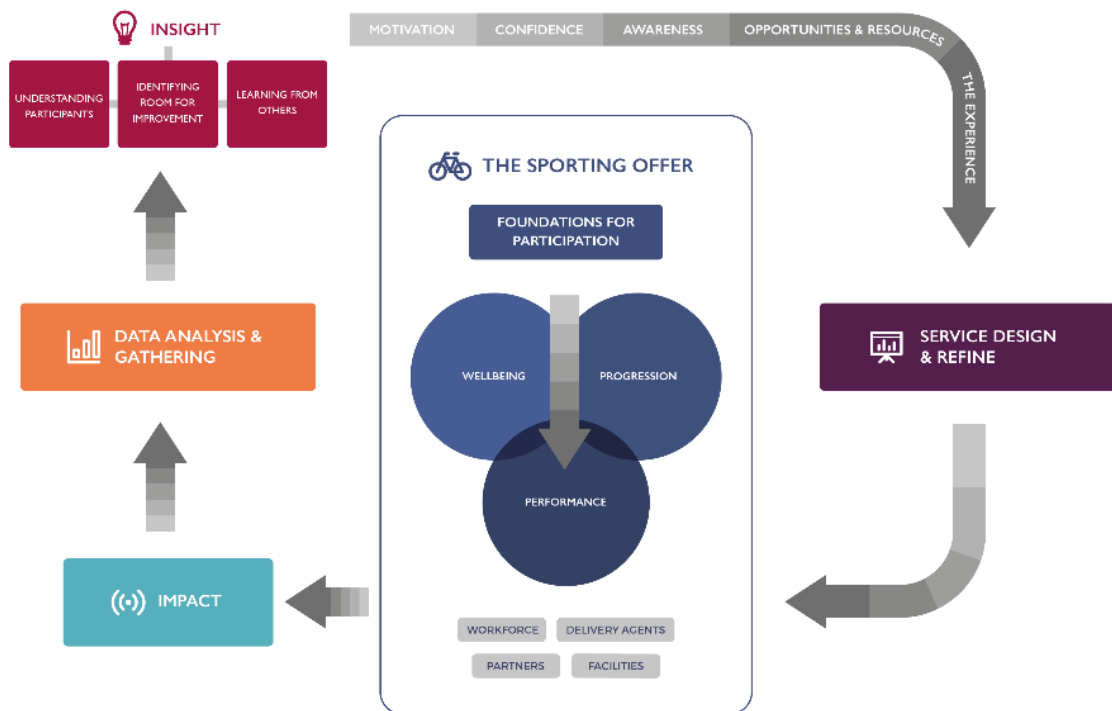
Four Organisation Objectives

1. Investing in the governance and leadership of the organisation
2. Continue development of business and commercial skills with a marketing and communications strategy that supports growth across Welsh Triathlon
3. Ensuring the organisation meets the highest sporting standards and actively cascades from management to grass roots
4. Using regular insight, and feedback to ensure the organisation is in touch with, and working in, the interests of its stakeholders.

8. The Sporting Landscape model

The Sporting Landscape Model is a framework developed by a steering group made of Sport Wales and Welsh NGB's to help NGB's and sporting organisations to refine their sporting landscapes to drive impact in the four agreed areas of Foundation, Wellbeing, Progression and Performance key to populating a full pathway, but not necessarily essential in each individual sports pathway.

The worlds cannot be used in isolation as the flow diagram illustrates. It's a dynamic environment which, to ensure constant growth and checks against strategic intent, needs measures of impact, data gathering and analysis to gain insight and application of redesign of the sporting offer. The final consideration is around the recognised elements of engagement which have come from the Sport Wales qualitative and quantitative insights and which underpin sustained participation in sport: motivation, confidence, awareness, opportunity and resource, and the experience.



Welsh Triathlon has taken the elements of the Sporting Landscape Model and used this to ensure their full consideration in the organisations strategy. The significance of workforce, partnerships, delivery agents and facilities are also built into the strategy, along with the need for robust governance, including full risk appreciation.

These elements are all present in the Strategic Cube presented later which is the operational framework for the organisation and to which resources can then be applied.

The Goals can now be set within the model of the four worlds.

Welsh Triathlon Strategic Model March 2018

Performance			Progression			Well Being			Foundation		
A programme that delivers International success	Develop better people through the performance programme	Effective, sustainable, inclusive pathway for coaches parents and athletes	Full portfolio of inclusive, inspiring multisport events	Membership in all its forms exists in a welcoming, open, safe and thriving environment	Clear, visible and inclusive workforce pathways and opportunities	Work in partnerships to engage children and YP through the sport	Develop Entry Level Activity for participants and volunteers with exit routes	Ensure the sport reflects the diversity of our community	Work in partnership to ensure Physical Literacy pathway	Role models influence and enable activity	Develop new partnerships outside sport
Workforce											
Risk Management											
Insights											
Governance											
Leadership			Business and Finance			Sporting Standards			Stakeholder Engagement		
Board Evaluation	HR/Recruitment, Induction, Succession	Effective Behaviours	Financial and risk Management	Financial Sustainability and reinvestment strategy	Resource management plan including training	Legal Responsibilities	Rules and regulations including antidoping	Safeguarding, Equality and Diversity, In sport, Welsh language	Membership, Clubs, Event Organisers	Funding Bodies	Robust Relevant Partnerships including BTF/HNs

9. Key Targets

Short Term Objectives 2019-2022

1. The ability to map a series of pathways for participants, performance athletes, coaches, officials, volunteers, staff by 2022
2. Demonstrate the increased sustainability of the organisation in finance, governance, resources, events, membership
3. Demonstrate podium potential and podium success at Age Group, Junior, Youth, U23, Adult level
4. A fully mapped event calendar from GoTri to Major International event
5. Welsh Triathlon to have reached the top level of all sporting standards and to have cascade good practice to membership organisations and events

6. Welsh Triathlon membership packages to be relevant and appealing and managed successfully and efficiently
7. Project and programmes analysed with effective impact assessment tools and insights used to adapt any future phase.
8. Demonstrate the ability to collaborate successfully as a County Focus Sport both with the LA and other sports

Long Term Objectives 2019 - 2024

1. Consistent demonstrable growth of the sport and its impact through easily defined measurables.
2. By 2024, two Welsh venues/events proven to be International Standard for multisport activity.
3. A bank of athletes acting as role models for future generations of triathletes/multisport and parathletes.
4. The System building outlined in the Elite sport Strategy to be fully evidenced
5. Welsh Triathlon to be contributing to the development of Physical Literacy of Welsh Children and its ability to add value to the Multisport Pathway where this is required
6. Welsh Triathlon working in partnership both within and outside the sport sector, to deliver effective programmes to challenge inactivity and health issues through sporting activity

10. Measures

The traditional measures for a sports organisation are the KPI's around participation. Welsh Triathlon will continue to measure:

- Individual Membership (number, age, gender and equity data)
- Club membership
- Events permitting
- Race Starts
- Coaching workforce (Triactivator, Level 1/2/3, L2 CPD, Officials)
- Athlete numbers (Tristar, Skills school, Academy, World Class Programme)
- Medals
- Standards (Insport, Equality, Safeguarding, Anti-doping, GDPR)

There is an increasing need to measure impact of activities and programmes, to understand sports impact on healthy behaviour change. The starting point for this is collecting baseline data. Welsh Triathlon is collating annual data on membership numbers and equity data which can be used to understand whether intervention to increase inclusion is effective. Data needs to be compared to control standards and population data, and each project needs to assess implementation integrity, be based on a sound theoretical base, and be reported on in context. More research into the best tools available to measure impact of intervention is underway.

11. Strategic Review

The Board of Welsh Triathlon has agreed to revisit Strategic Objectives at each Board meeting and to review the plan annually.