



Strategy Review January 2017 and Stakeholder Statement

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Welsh Triathlon January 2017 Strategy Review Update

Making Wales the Home of Triathlon

Introduction

This document provides an update to sit alongside the Strategy Document 2014-2019. It is the result of several workshops and reviews, taken in light of changes to the sport sector environment, introduction of the Wellbeing and Future Generations Act (Wales) and introduction of the Governance and Leadership Framework Wales.

It looks at development in three areas:

- 1. Strategic Model**
- 2. Governance (Board Evaluation/Stakeholder Engagement**
- 3. Organisational Values**

1. Strategic Model

In 2014 Welsh Triathlon prepared its 2014-2019 Strategic Document. Since then there has been an increased focus on organisational governance and greater scrutiny from our funding partner Sport Wales. The Welsh Government has published the Wellbeing of Future Generation Act (2015) Wales which encourages the sports sector to work to the goals of a healthier Wales. Sport Wales is restructuring the model by which it distributes funds to the sport sector to proactively respond to the challenging economic conditions. In the Autumn of 2016 Sport Wales released a Model of the Complete Sporting Landscape and will look to fund NGBs relative to their ability to meet relevant areas of this model and specified criteria.

Welsh Triathlon revisited its Strategy in the light of the British Triathlon Vision (2015) and the Sporting Landscape Model. The existing 2014-2019 Strategy remains in place but a model has been developed to structure operations (Appendix A).

2. Governance

To meet the new demands and structure of our partners, and to respond ourselves, to the challenging economic environment, Welsh Triathlon has confirmed its commitment to working with effective governance. It is working to meet the requirements of the Governance and Leadership Framework Wales, launched by Sport Wales and Sport and Recreational Alliance in 2015.

Welsh Triathlon identified four key areas it wanted to work on in the next two years to meet the Governance and Leadership Framework. These were: Board Evaluation, Stakeholder Engagement, Commercial and Business Development, Risk.

A Board Evaluation process has been established and this process is outlined in Appendix B. This process has been followed for 2017.

A Stakeholder Mapping exercise has been completed and a Stakeholder Policy and Statement is in place Appendix C. Welsh Triathlon has an Action Plan to improve engagement across our wide stakeholder network.

The Welsh Triathlon Board has co-opted a Director with a portfolio for Business Development to lead the Business Management Subgroup to look at partnerships and commercial opportunities for the organisation.

Welsh Triathlon has put in place a comprehensive Risk Register and has a process which considers risk at every subgroup and Board meeting.

3. Organisational Values

A further piece of work was carried out by the Board and Staff of Welsh Triathlon in June 2017 around the values of the organisation.

It was recognised that the BTF values had been adopted in the past but that no formal discussion about their impact or relevance for Welsh Triathlon had taken place. A workshop accepted that these BTF values were the right ones for the sport of Triathlon. It then went on to examine in greater 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

Appendix A

Welsh Triathlon Strategic Model January 2017

Performance			Progression			Well Being			Foundation		
Programme to deliver against CWG Objectives	Inspire athletes of the future	Effective, sustainable, inclusive pathway for coaches and	Increase membership and grow the sport	Full portfolio of inclusive, inspiring events	Full and Inclusive workforce	New Partnerships, New Participants	Entry Level Activity	Junior opportunities	New partnerships inside sport	Role models and influence	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 Management	Financial Sustainability	Resource Management	Legal Responsibilities	Rules and regulations including antidoping	Safeguarding, Equality and Diversity, InSport	Membership, Clubs, Event Organisers	Funding Bodies	Partnerships including BTF/HNs

Appendix B

Board Evaluation Procedures

Welsh Triathlon Board Annual Self Evaluation Process

1 Introduction

The purpose of this paper is to set out the format for the Board to evaluate its performance.

2. Background

In 2015 the sports sector in Wales introduced the Governance and Leadership Framework Wales. Welsh Triathlon signed up to the framework, and after a review of its governance, put an action plan in place to address areas for improvement. One area to address was formalising a Board Evaluation Process to ensure the Board were performing as a body in the interests of the organisation, that individual Directors understood their responsibilities and role and were contributing effectively and that there was a positive relationship with the Executive allowing challenge.

3. Process

The annual process agreed by the Board is 5-fold and involves the following:

January

- A Board Effectiveness Survey

February - March

- 121 interviews for each Director with the Chair
- EO Performance Development Plan
- Chairs review - 360

April

- Facilitated Board Workshop for key outcomes and discussion

Appendix C

Stakeholder Policy Statement

Welsh Triathlon

Stakeholder Engagement Policy Statement (External Document)

Welsh Triathlon is committed to deliver an effective stakeholder engagement plan to serve a large number of stakeholders. Our commitment is to engage openly and authentically with our stakeholders to develop co-operative and mutually supportive relationships.

Welsh Triathlon will conduct stakeholder engagement through a planned approach, co-ordinating our interaction with the many parties who have a vested interest in the sport, supporting the achievement of our strategic priorities.

Stakeholder engagement involves identifying and assessing the influence and importance of key groups that may significantly impact on the success of activity and this has been achieved and listed in the Appendix (Appendix A Stakeholder List)

Welsh Triathlon is committed to grow participation in Wales and in order to support the objectives and our strategic plans, it's crucial that service planning is focussed on the needs of stakeholders, which is why consultation plays such a vital role in obtaining stakeholder views and perceptions of their relationships with the organisation.

Stakeholder engagement is about careful selection and engagement from the outset so that the views, needs and ideas of the stakeholders shape the strategic direction of the service. Our engagement strategy will be set in conjunction with our stakeholders, identifying their main interests and concerns. Separate strategies maybe devised for dealing with specific issues when required.

This statement will be communicated to all staff, stakeholders and published on the web site and will be generally available on request.

This statement will be reviewed annually by the Director of Business Development at Welsh Triathlon.

Welsh Triathlon

Stakeholder Engagement Plan (Internal Document)

1. Purpose

This document is the Stakeholder Engagement Plan which sets out Welsh Triathlon's stakeholder engagement objectives. It identifies and prioritises stakeholders and proposes engagement activities, success criteria and resources needed for successful delivery.

It is important to confirm that the strategy is very much a living document. It will be reviewed and revised annually as the programme and/or stakeholders feedback and insight is received.

A Stakeholder Engagement Policy Statement (Appendix A) has been developed and communicated via the website.

2. Audience

This is an internal document intended for the Board of Directors and staff of Welsh Triathlon. It will be shared with Sport Wales as a major funder of the organisation and major stakeholder.

3. Target Stakeholders

3.1 Mapping and prioritising stakeholders

Appendix B (not uploaded to website) lists our current stakeholders and their target position. It has been derived from past stakeholder information, existing stakeholder lists and potential stakeholders who Welsh Triathlon may feel will be part of its future.

4. Engagement Methods

Methods of engagement vary:

- i) Annual General Meeting
- ii) Club forums for club representatives (6 per year)
- iii) Newsletter to club contacts, membership, officials, coaches, event organisers either monthly or quarterly depending on the need.
- iv) Website
- v) Social Media - twitter, fb and Instagram
- vi) Meetings arranged as required with funding agencies and partners

5. Resources

The costs of Stakeholder Engagement are built into the operation costs for each department where appropriate, for example Development will cover the costs of Club Forums, and Operations the cost of the AGM and e-newsletters. The main resource is staff time which again is distributed between the costs centre according to the responsible lead for engagement.

Expense will be kept to a minimum by using e- service and social media where appropriate but face to face meetings are essential to maintain good relations and as such this has been factored into departmental budgets. Existing points of engagement will be utilised to explore stakeholder relations such as Skills School for parent and young athlete, Academy Camps for National Development Squad, Club forums for Clubs, Expo's and Event gazebos for Members and potential membership engagement and regular meetings with funders and other partners such as Sport Wales the CAST group and LA's.

6. Risks and Issues

Only one Risk is identified with regards Stakeholder engagement and that is around the historical situation with regards Triathlon not being a mandatory membership sport. Participation is possible in Triathlon and its related multi-sports without being a member as a day licence system exists for permitted events, and race organisers can organise events without permitting through the National Governing Body.

The need for good stakeholder engagement with participants and event organisers is therefore paramount. This issue remains a risk on the Risk Register.