

Strategic Plan 2010 - 2013

Triathlon Queensland & Triathlon Australia's Vision

To be a leading triathlon nation and grow the sport of Triathlon in Australia

Triathlon Queensland's Mission

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

Core Values

Healthy

Enjoyment

Belonging

Achievement



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Key Result Area	Key Drivers	Key Objective	Key Strategies	Key Performance Indicators
1. 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 	“To grow participation in the sport of triathlon by providing leadership and increased opportunity”	<ol style="list-style-type: none"> Develop consistent pathways and points of contact for participants to become members Develop a teacher education resources and programs (such as AASC) to increase participation in schools Develop and implement a “Tri-a-Tri” program to be delivered 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 Industry Support Organisations 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 affiliated squads and clubs engaged in providing the Tri-a-tri program # of participants in the Tri-a-tri program # of inclusive events # of athletes with a disability participating in triathlon events and education activities # of teachers trained in triathlon programs
2. 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 	“To grow membership by increasing the number of new members and training existing members”	<ol style="list-style-type: none"> Continue to improve the value proposition provided to members through knowledge of market and feedback from members and participants Develop communication and web-based processes to engage participants Deliver education and leadership to ensure clubs provide a safe, friendly and quality participation experience Promote membership with Triathlon Queensland through clubs to create a sense of community for all participants Engage clubs to promote the value of joining Triathlon Queensland to their membership 	<ul style="list-style-type: none"> Member growth rate % Member retention rate % Member satisfaction rating (national survey) Conversion rate of participants Breakdown of membership into categories – age, gender, club and track the changes # of affiliated clubs / squads # of Club development packs and times support is provided to clubs
3. 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 	“To build a sustainable and prosperous organisation by enabling innovation, collaboration and excellence in the development of its assets” (Brand, People, IP, Infrastructure)	<ol style="list-style-type: none"> Create transparent and effective strategic / operational planning processes including an organisation wide performance management system. Document policy and procedural guidelines Create and support an organisational environment based on collaboration, innovation and excellence. Use the workforce development plan – to train and develop our volunteer, staff and board Continue to engage school based trainees and provide an optimal training environment for their skills development Build and develop further strategic partnerships to enhance the growth of the organisation and sport Increase the capacity of the organisation to deliver service through effective and increased resources 	<ul style="list-style-type: none"> Regular reporting on operational performance % increase in revenue from non- governmental sources % increase in revenue from grants and funding programs Stakeholder satisfaction rating (surveying of partners) Staff and Board review and evaluation of performance annually Staff satisfaction surveys undertaken annually Organisation structure review annually Evaluation of Professional development of staff and board annually

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4. Pathways	4.1 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>“Opportunity for all members to achieve their potential through appropriate and supported pathways in technical, coaching and competition“</p>	<ol style="list-style-type: none"> 1. Conduct quality coaching courses in metropolitan and regional areas 2. Conduct officials courses in metropolitan and regional areas 3. Provide mentoring partnerships for all volunteers, coaches and officials, engaging in skills development for fair and equitable access to pathways of development 4. Conduct assessor and presenting training for both coaches and officials to increase the capacity of the organisation to deliver courses and mentoring 5. Retaining trained coaches and officials through ongoing education, networking and support 	<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 courses / annum • # of assessors and presenters qualified / annum • Evaluation of course participants satisfaction
	4.2 Competitor	<ul style="list-style-type: none"> • Athlete pathways – elite, sub elite, age group and recreational are accessible and promoted • Opportunities for fundamental skills acquisition 		<ol style="list-style-type: none"> 1. Continue to offer regional development workshops a concentrated triathlon promotional and educational experience in regional centres 2. Expand the number of Bike Skills clinics for the development of core skills in Triathlon throughout Queensland 3. Present bimonthly education workshops to support athletes training with expert advice 4. Promote age group pathway to World Championships as opportunities for all competitors (16-80+) 	<ul style="list-style-type: none"> • # of regional workshops and skills clinics • # of participants involved in workshop and skills clinics • # of development workshops and skills clinics conducted and their location • # of Queensland athletes competing in Age Group World Championships
	4.3 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 	<p>“Sustained international success through the provision of an effective and efficient athlete & coach pathway“</p>	<ol style="list-style-type: none"> 1. Support the National strategy to deliver quality daily training environments in Queensland 2. Provide opportunities for coaches to develop in line with HP opportunities 3. Deliver strong development programs to underpin Triathlon Australia’s – Pathways of Development 4. Provide opportunities for Talent search initiatives 5. Provide racing opportunities in Queensland to allow athletes to develop their race skills 	<ul style="list-style-type: none"> • # of Queensland athletes on Australian teams • Queensland athlete/results and rankings • # of HP coaches based in Queensland • # or coaches engaged at the development level of the HP pathway • # of clubs and squads with strong junior programs engaging in the development pathway • # of athletes in Triathlon Queensland development squads (Tier 1, 2, & 3) • # of draft legal races in Queensland to enable athlete race skills development

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5. 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 	<p>“To ensure that opportunities exist at all levels to compete in events of the highest quality though leadership and collaboration”</p>	<ol style="list-style-type: none"> 1. Promote sanctioned events through a single portal on the TQ website 2. Ensure all Queensland events are included in the National race calendar 3. Engage with Race Directors to facilitate the existence of high quality competition and event opportunities for all levels – participation, inclusive and 4. Deliver education opportunities for race directors, technical officials and volunteers in event management 5. Create and implement in conjunction with affiliated clubs and squads a club level of competition to increase participation opportunities 6. Assist and support new race directors in providing more events 7. Conduct an Olympic distance event under the state championship race series 8. Work with regional councils and organisations to develop more regional events 	<ul style="list-style-type: none"> • # State Championship events • # of participants in State Championship events • # of training courses provided for race directors • # of clubs hosting events and participation numbers • # of new races each season • Participant/member satisfaction (surveying participants) • % growth in TQ Championship races • Evaluate events through ace referees and race director reports • Publication of TQ calendar made available to all participants • # of event participants and breakdown (age, gender etc) in sanctioned events
6. 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 	<p>“To develop the Brand of Triathlon so as to increase external investment in the sport”</p>	<ol style="list-style-type: none"> 1. Promote and create awareness in the sport of Triathlon to drive interest and community engagement through stories, consequences and rivalries. 2. To consider Government initiatives through Triathlon Queensland delivered programs and events 3. Develop the brand of Triathlon Australia and Triathlon Queensland, through development of protocols and arrangements 4. Develop and implement a Marketing and Sponsorship Plan 5. Increase the presence of Triathlon Queensland brand at events 6. Develop communication and brand strategies to build brand values 	<ul style="list-style-type: none"> • % increase in sponsorship investment in Triathlon Queensland • # of programs with co branding linking into government/community initiatives • # of events with TQ branding • % of income from sponsorship investment in Triathlon Queensland • # of website hits • Market research to establish current awareness of triathlon • Level of engagement with media