



TRIATHLON
SCOTLAND

STRATEGIC PLAN 2019-2023



INTRODUCTION

By any measure the last Commonwealth cycle has been a success for Triathlon Scotland. We are proud of all our successes but to highlight just a few of our achievements, in the past four years we have increased our membership by 36%, increased our coaching workforce by 80%, increased the number of technical officials on the pathway by 105%, launched GoTri in 2017 with 31 new entry level events, given 22,500 school pupils their first taste of triathlon, and on the world stage Alison Peasgood (née Patrick) won our first Paralympic medal in Rio, Maisie Bancewicz officiated on the Gold Coast, and Marc Austin won our first Commonwealth Games medal.

We are proud of our progress, and all of the people that have come through our system. But that is not enough.

We believe in better.

Our guiding principle remains the same. We want to give people the very best experience in swim, bike and run, wherever they have

come from and wherever they want to get to. This plan builds on that. Now we want to give even more people that opportunity, we want to make the experiences even better, and we want to strengthen the club network, the coaching and technical workforce and the event organisers who make all that possible.

Our strategy for the next four years builds on our successes and addresses where we have faced challenges. Our passion combined with our professionalism will introduce the less active to our sport, encourage schools participation, support the best event

experiences and help deliver the results for our youth, development, age group and elite athletes.



DOUGIE CAMERON
Chair, Triathlon Scotland

Alison Peasgood (née Patrick), Paralympic Silver Medallist, and a member of the UK Sport Lottery funded World Class Paratriathlon Squad since 2014



TRIATHLON
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“ We want people to have the best experience in swim, bike and run ”

OUR FOUR YEAR JOURNEY 2015-2019

36%

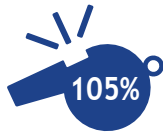
increase in TRIATHLON SCOTLAND membership

26%

increase in CLUB membership

39%

increase in YOUTH & JUNIOR CLUB membership



increase in officials on pathway



level 3 coaches qualified



increase in coaching workforce



official at Gold Coast 2018

19% increase in affiliated clubs

new clubs:

9



increase in British Super Series podiums



2016 Inter Regional Championship team silver medal



2018 Inter Regional Championship team gold medal



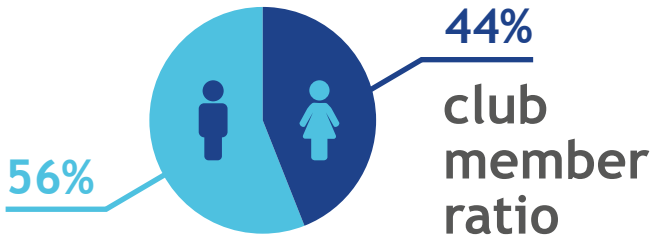
2018 Commonwealth Games bronze medal



2016 Rio Paralympic silver medal



increase in Age Group team members



250% increase in online audience

7,000 new followers on social media

25% increase in race starts

31 new GO TRI events since 2017



intermediate equality standard achieved in 2016

22,500 school pupils tried triathlon

MAJOR EVENTS



£70,000 of additional funding & sponsorship

MASS PARTICIPATION



TRI in the Park



CEO's MESSAGE

Triathlon Scotland is the Governing Body for Triathlon in Scotland. We work closely with the British Triathlon Federation and the other Home Nations of Wales and England. Together we develop opportunities across Great Britain to support individuals at all levels from 8 – 80yrs+ to enjoy the swim, bike, run experience.

We fully support **sportscotland's** vision that we can contribute to a Scotland where sport is a way of life, where sport is at the heart of Scottish society and has a positive impact on people and their communities.

Sport and physical activity is without a doubt important to creating a healthier more active Scotland. The [Active Scotland Outcomes Framework](#) describes Scotland's ambitions for sport and physical activity. Active Scotland Outcomes contribute to the delivery of National Outcomes and ultimately to the Scottish Government's overarching purpose of creating a more successful country, with opportunities for all to flourish. Over the last four years, since the Glasgow 2014 Commonwealth Games, there

is no doubt that a growing number of people are waking up to the idea that being physically more active can support a healthier and happier lifestyle. While Scotland's health is improving, it is improving more slowly than any other Western European country.

Against this backdrop there is work to be done and Triathlon Scotland's next 4 year plan lays out how we propose to further develop the positive inroads we have already made to introduce the benefits that triathlon can bring to people's lives. It seeks to highlight the contribution our sport can play in helping to create a more active population whether that is through getting involved for the first time, becoming a club member, being an athlete

with aspirations to perform on the world stage or contributing your time as a volunteer to help make the sport tick.



JANE MONCRIEFF
Chief Executive Officer



“

We fully support sportscotland’s vision that we can contribute to a Scotland where sport is a way of life ”

OUR VISION FOR THE FUTURE



OUR VISION

To inspire great experiences through swim, bike and run



OUR MISSION

To enable our participants to discover, enjoy and achieve through taking part in our sport



OUR VALUES

We love people

We are ambitious

We are inclusive

We do what's right

STRATEGIC GOALS BY 2023



**MORE
PARTICIPANTS**



**FANTASTIC
CLUBS**



**ENGAGED
MEMBERSHIP**



**SUCCESSFUL
ATHLETES**

OUR ENABLERS



**GREAT PEOPLE
& PARTNERS**



**INSPIRATIONAL
EVENTS**



**EXCELLENT
ORGANISATION**



**RAISED
AWARENESS**

HOW WILL WE ACHIEVE OUR GOALS?

For each strategic goal we will identify and align clear annual target objectives and milestone targets. We will know if we are successful because progress against each strategic goal will be measured and reported annually.



> MORE PARTICIPANTS

We will support brilliant people to grow the sport through innovative and inclusive programmes and introduce more people to Triathlon so that we achieve the following goals by 2023:

Introducing more people to Triathlon

- 10% increase on race starts each year
- 11 Local Authorities engaged in GO TRI activity
- 8 GO TRI training camps in partnership with clubs or activity sites
- 3 TRI in the Park Festivals across Scotland
- 25% of events to include GO TRI activity
- Create new open water opportunities in partnership with clubs or activity sites that meet SH₂OUT standards

Schools Activity

- 50% of Local Authorities providing school based triathlon activity, supported by local clubs

Championships, Ranking Series & Major Events

- Continue to deliver Scottish Championship events annually
- Continue to deliver the Ranking Series annually
- Establish an annual event that caters for Age Group qualification, National Championships and other major events at Strathclyde Park

TO ACHIEVE OUR MORE PARTICIPANTS GOALS WE WILL:

- Create new and develop existing partnerships to deliver safe, high quality events
- Develop and promote easy entry formats such as GO TRI
- Develop a major events strategy





TRIATHLON
SCOTLAND

Members can win championship
titles at nine events each year

> FANTASTIC CLUBS

We will support clubs to provide members and new participants with a great experience so that we achieve the following goals by 2023:

Developing the Volunteer and Technical Official Workforce

- Provide 75% of permitted events with a Technical and Moto Official
- Support 2 Regional Technical Officials to gain Continental Technical Official qualification
- Secure 1 Scottish Technical Official appointment at Tokyo 2020 and Birmingham 2022

Club Development

- All clubs supported to meet wellbeing standards and equality requirements
- One third of fully affiliated clubs are working to a written plan
- Undertake a facility audit to ensure all clubs have adequate access, that meets growing demand

Developing the Coaching Workforce

- 20% year on year increase in our active level 2 coaching workforce
- 30% year on year increase in our active female coaching workforce
- All head coaches to be supported with mentor training
- All youth/junior coaches hold TriSafe Coach Endorsement by 2020
- 20% year on year increase in coach and volunteer award nominations

TO ACHIEVE OUR FANTASTIC CLUBS' GOALS WE WILL:

- Recruit officials in geographic areas where there is most need
- Support clubs to be more business like, working to a plan to achieve their goals
- Work with clubs to ensure that they are welcoming to new members and that the coaching workforce has the skills to cater for different levels of ability





Our hard-working Motorcycle
(MOTO) Officials in action

> ENGAGED MEMBERSHIP

We will focus on our customers to grow membership through the provision of relevant products and services so that we achieve the following goals by 2023:

- 10% growth in membership each year
- Every club member is a member of a Home Nation
- 25% growth in overall club membership
- 50% growth in youth & junior club membership
- Establish 6 new youth sections or clubs



TO ACHIEVE OUR ENGAGED MEMBERSHIP GOALS WE WILL:



- Ensure our membership data and club management systems are fit for purpose and give the best user experience
- Improve our membership offering including insurance, triathlon specific and commercial discount benefits
- Support club committees to create business plans to develop, grow and manage their clubs effectively





TRIATHLON
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Our refreshed membership products
now offer Essential, Core and Ultimate
membership packages

> SUCCESSFUL ATHLETES

We will work to ensure that Scottish athletes are supported through their pathway journey so that we achieve the following goals by 2023:

- Move 2 athletes each year from Academy to Confirmation Squad
- Move 1 athlete each year from Confirmation to Development Squad
- Have 1 athlete in the GB Team for 2020 Olympics/Paralympics
- Win 1 medal Olympic/Paralympic/Mixed Team Relay at Tokyo 2020
- Win 1 medal at Commonwealth Games 2022
- Have 3 new athletes on World class podium potential programmes
- Consistently have 15% of Scots in GB teams including Great Britain Age Group teams

TO ACHIEVE OUR SUCCESSFUL ATHLETE GOALS WE WILL:

- Continue to offer our regional Skills School and Academy programmes
- Support the University of Stirling Performance Centre and offer squad athletes not based at the Stirling centre with a co-ordinated and well planned approach
- Help clubs to understand the athlete development framework and develop performance sections



TO ACHIEVE OUR SUCCESSFUL AGE GROUP ATHLETE GOALS WE WILL:

- Develop education programmes for athletes not progressing on the Olympic pathway, so that they are retained in the sport via Age Group competition, Coaching and/or Officiating
- Provide a bespoke membership offer reflecting Age Group athletes' commitment to the sport
- Celebrate and promote Age Group success



Erin Wallace winning the Junior silver medal at the ITU World Triathlon Series Grand Final



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> EXCELLENT ORGANISATION

We will operate to the highest standards of governance to maintain a robust and sustainable organisation so that we achieve the following goals by 2023:

- Achieve the advanced level of the Equality Standard
- Maintain a satisfactory with comments rating Fit For Purpose Audit
- Diversify and increase our sources of income



TO ACHIEVE OUR EXCELLENT ORGANISATION GOALS WE WILL:



- Ensure equality is a thread that runs through our organisation's functions, policies and procedures
- Continue to use the Governance Framework as our model of reference to ensure our standards remain high
- Create a commercial strategy to help us develop a self-sustaining model of funding to support our goals





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In partnership with Grampian Disability Sport we deliver family *Tea, Talk and Triathlon* experiences

> RAISED AWARENESS

We will raise the profile of swim, bike and run to accelerate the development of our sport locally, nationally and on the world stage so that we achieve the following goals by 2023:

- Develop and implement a 4 year commercial strategy that can realise additional funding for the development and growth of the sport
- Develop and implement a 4 year communications plan that celebrates and supports the development and growth of the sport across all business areas
- Grow our social media following – 12% Facebook & Twitter, 20% Instagram



TO ACHIEVE OUR RAISED AWARENESS GOALS WE WILL:



- Carry out a communications review to develop a communications strategy
- Cater for different audiences across our media platforms and seek new ways to promote our messages
- Work with British Triathlon to share campaigns, promote events, highlight performance success and collectively raise awareness of our sport

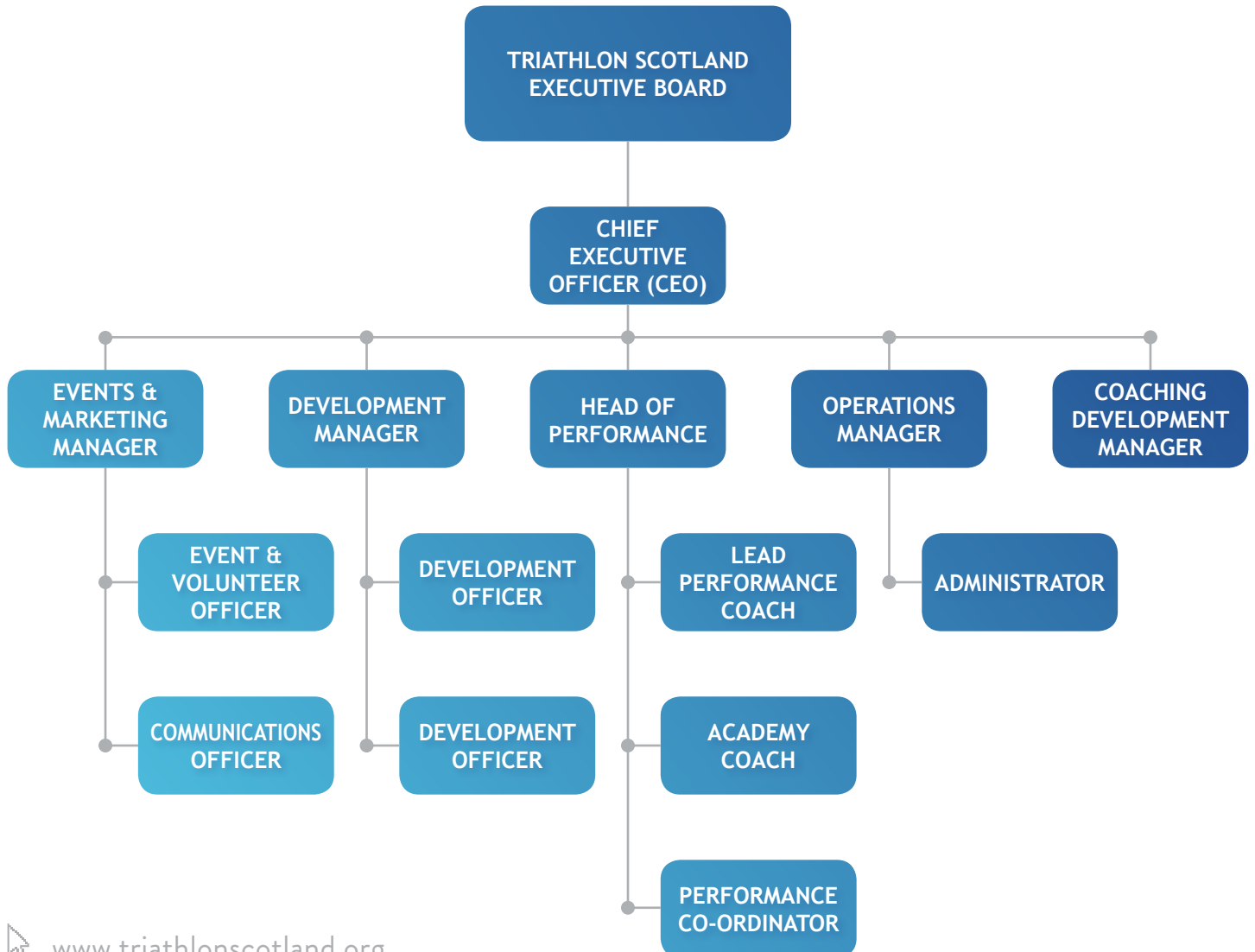
Fantastic clubs are at the heart of everything we do



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ORGANISATIONAL CHART



OUR PARTNERS

Triathlon Scotland is proud to work alongside the following partners and sponsors:



