



TRIATHLON
AUSTRALIA

RESPOND, RECOVER, THRIVE

Triathlon's Strategic Plan
2021-2025



TRIATHLON
ACT



TRIATHLON
NEW SOUTH WALES



TRIATHLON
NORTHERN TERRITORY



TRIATHLON
QUEENSLAND



TRIATHLON
SOUTH AUSTRALIA



TRIATHLON
TASMANIA



TRIATHLON
VICTORIA



RESPOND, RECOVER, THRIVE 2021–2025

This plan will enable more people to enjoy more triathlon and multisport experiences, in more places. We have a collective vision to *contribute to creating a happier, healthier and more connected nation through triathlon and multisport experiences.*

As we deliver this Plan, we will progress through three distinct horizons, which will ensure our focus is sharp and our investment is targeted. Horizon timeframes are – **RESPOND: 2021; RECOVER: 2022;** and **THRIVE: 2023–2025.**

We recognise the unique roles and responsibilities each part of the Australian triathlon and multisport community has, and the importance of each of these roles – *we are all in this together!*

- » Provide *vision and direction* to the Australian triathlon and multisport community;
- » Ensure the *successful and sustainable future* of triathlon and multisport;
- » Guide the *future growth and capacity* of Australian triathlon and multisport;
- » Encourage *coordination, cooperation and collaboration* amongst the triathlon and multisport community;
- » Maximise the *relevance, visibility and impact of triathlon and multisport*;
- » Assist the triathlon and multisport community to *understand the plan, believe in it and live it!*

GUIDING OUR FUTURE COURSE TOGETHER

PURPOSE

Enable more people to enjoy more triathlon and multisport experiences, in more places.

VISION

Creating a happier, healthier, and more connected nation through triathlon and multisport experiences.

BEHAVIOURAL FRAMEWORK

Our behavioural framework shapes the culture of the triathlon and multisport industry in Australia, and how groups will work together. They draw on and promote our strengths and each supports the other. The following behaviours define our character and guide how we behave as we collectively do what is right for the sport.

Unity – All elements of the Australian triathlon community plans, delivers, monitors and reviews our core business together, in an honest, respectful and transparent manner, generating a positive culture for the benefit of the sport.

Accountability – Everything we do helps us achieve our purpose. We do what we say we will do, when we say we will do it.

Courage – We are always open to new ideas and different ways of thinking; we are prepared to be challenged, to be flexible and to make big decisions to achieve our purpose. We deal with non-perfect situations with resilience and honesty; and we have an opportunity mindset.

Enjoyment – We are all involved in triathlon and multisport because we love it! Our involvement should be fun and we need to remember this.

Inclusivity – We welcome and embrace all elements of the diverse Australian community into our sport. We are a multisport community, from all walks of life, inclusive of all backgrounds, ages, genders, cultures and ability levels and we are representative of contemporary Australian society.

OUR STRATEGIC PRIORITIES



A SPORT FOR EVERYONE

Making triathlon and multisport easier to access, more relevant and more rewarding for more people of all backgrounds, ages, genders, sexual orientations and ability levels.



WINNING WHEN IT MATTERS

Performance driven, athlete focused, optimised and supported programs.



WORKING IN HARMONY

Working together, through aligned structures, systems and behaviours, to grow an industry-leading national sports business.

A SPORT FOR EVERYONE

CONNECTING COMMUNITIES

1.1 Participant Pathway

Provide a practical guide to assist consumers of triathlon and multisport (and those who support them) to know how they can engage with our sport in positive, safe and meaningful ways, for a lifetime.

1.2 Participation and Membership

Guide the delivery system of triathlon in Australia to get more people experiencing triathlon and multisport, in more ways, in more places.

1.3 Race Director Support

Optimise relationships with race directors and government, and assist in the removal of venue/facility-related barriers to people accessing the sport.

1.4 Club Support

Assist our clubs and training environments to enhance local operations, by providing relevant online resources and programs, and supporting their capacity to grow, provide value and engage.

1.5 Coach and Official Education and Development

Guide the effective recruitment, training, support and retention of the national coach and official workforce needed for triathlon and multisport to grow.

A SPORT FOR EVERYONE

PROOF POINTS

1. More people participating competitively (event starts) in triathlon or multisport.
2. Improved member and participant value and satisfaction rates.
3. Growth in membership and diversity within the triathlon and multisport community (members, participants, coaches, officials, volunteers).
4. Growth in participation program, multisport and non-traditional offerings – Aquathlon, Duathlon, Cross-triathlon, TX3 indoor triathlon, virtual events, TRIactive, TRYstars and other participation and competition offerings.
5. A viable, sustainable, environmentally responsible, nationwide event delivery system providing relevant and rewarding event offerings for anyone who wants to participate with a mindset of environmental responsibility.
6. A venue and facility footprint which enables greater access to triathlon and multisport experiences nationally, including a growing club network.
7. A sustained network of well-supported clubs, race directors, training environments and other delivery partners promoting and delivering positive triathlon and multisport experiences.
8. More accessible training and development opportunities for our coaches, officials and volunteers operating clubs across Australia.

WINNING WHEN IT MATTERS

WHAT IT TAKES TO WIN

2.1 Pathway and Identification

Identify, develop and transition potential high performance triathletes into the triathlon High Performance program

2.2 National 2024–2028 High Performance Strategy

Guide Triathlon Australia's High Performance investment and activities for all major games in the period including forward to the 2024–28 Los Angeles Olympic and Paralympic Games Cycle.

WINNING WHEN IT MATTERS

PROOF POINTS

1. A consistently delivered talent development system underpinned by the 'what it takes to win' modelling and evidence.
2. An evidence-based national High Performance system in place, which aligns with the 'what it takes to win' modelling and evidence.
3. Achievement of pinnacle event performance targets (Olympic Games, Paralympic Games, World Championships and Commonwealth Games).



WORKING IN HARMONY

LEAD, COLLABORATE, CONNECT, DELIVER

3.1 Roles and Responsibilities

We work in harmony with clearly defined roles and responsibilities to maximise impact.

3.2 Our Workforce Model

An optimal operating model, designed to deliver the strategic initiatives.

3.3 Whole of Sport Performance

A system of enhanced performance monitoring against strategic objectives including frequent, transparent and consistent reporting mechanisms.

3.4 Commercial and Brand Alignment

A repositioned triathlon brand, aligned with our collective purpose and vision to maximise commercial revenue.

WORKING IN HARMONY

PROOF POINTS

1. MOUs between Triathlon Australia and each State and Territory Associations are in place which clearly articulate respective roles and responsibilities.
2. An aligned national planning framework is in place between Triathlon Australia and all State and Territory Associations.
3. An efficient operating model for triathlon is in place.
4. Sustainable annual operating budgets and stabilised collective financial reserves (between Triathlon Australia and State and Territory Associations).
5. Strengthened national systems/processes are in place: finance, HR, legal, digital, commercial, communications, staffing, policies.
6. High quality digital content is widely accessible to our consumers.
7. Marketing, communications, commercial and social media planning drive the repositioned triathlon brand with increased commercial revenue.
8. Achievement of all Sport Australia Mandatory Governance Principles.
9. The triathlon and multisport brand is effectively repositioned to encourage the achievement of our purpose: “enable more people, to enjoy more triathlon and multisport experiences, in more places”.

HOW WILL WE KNOW WHEN WE GET IT RIGHT?

RESPOND, RECOVER, THRIVE 2021–2025

This plan will be delivered by living our behaviours and working together as one community by effectively fulfilling our roles and responsibilities.

Over the next four years, we will be using a range of internal and external measurements to monitor our progress against the proof points, and the key performance indicators set out within our annual operational plans. In particular, we will monitor the number and diversity of people experiencing triathlon and multisport, focusing on how, when, where and why they participate.

We will also measure satisfaction levels across membership, education, events, club support, and other service areas. We will ensure all are well supported and are experiencing what they want to experience from their connection with our sport. We will deliver commercial growth to ensure the ongoing financial sustainability of triathlon in Australia and deliver greater investment into our sport.

When we see more people, enjoying more triathlon and multisport experiences, in more places, we will know we have got it right!



CORE ROLES AND RESPONSIBILITIES

| | TRIATHLON CLUBS | STATE AND TERRITORY ASSOCIATIONS | TRIATHLON AUSTRALIA |
|---|--|--|--|
| Strategy & Planning | Collaboration for a whole of sport approach to solving our difficult challenges and driving growth. Collaborative annual planning, monitoring and performance measurement. | | |
| Governance & Policies | Understanding of sport policy and performing all duties required of the club entity. | Local governance and policy collaboration. | National governance, leadership and alignment – policies, race rules, industry trends, changes or legislation. |
| Finance | Sound financial practices to achieve the objectives of the club. | Collaborate to implement best practice financial management. | Development and implementation of efficient financial management. |
| Key Relationships | Local Government, facility operators, individual members and coaches. | State and local Government, local health agencies, local race organisers, clubs, local vendors and other local stakeholders. | Sport Australia, AIS, World Triathlon, International Federations, National Institute Network, Global and National race organisers, Paralympics Australia, Commonwealth Games Australia and Australian Olympic Committee. |
| Technology | Maintain the ability for information sharing and communication with the club from those engaged or looking to engage with triathlon. Utilise national systems relevant to clubs. | Collaborate to inform system design and improvement. Execute system management responsibilities including customer service for national systems. | Development and implementation of a national database, race sanctioning systems, and other platforms to deliver triathlon business. National insurance scheme, performance monitoring and reporting frameworks. |
| Brand Management & Commercialisation | Leverage the triathlon brand to connect, welcome and embrace Australia's diverse community and share the unique stories and day to day activity of a triathlon club. | Collaborate on relevant local strategies to grow awareness, participation and commercial appeal. | Brand alignment, marketing and communication strategies that grow our commercial opportunities and reflect our triathlon behaviours, culture and purpose. |
| Club Support | Engage in national initiatives and on demand tools that improve capacity and efficiency. | Collaborate on club support, development and engagement including communication and utilisation of national initiatives. | Encourage innovation and strategies that deliver on capacity, capability to allow for growth and sustainability of clubs. |
| Coach Pathway | Identification and support of individuals with the skills and temperament for coaching. | Education courses and professional development opportunities. | Management, development and enhancement of National Coach Framework. |
| Official Pathway | Identification and support of individuals with the skills and temperament for officiating. | Education courses and professional development opportunities. | Management, development and enhancement of National Official Framework. |
| Event Support | Club Championships, club racing opportunities. | State Championships, State Series and annual domestic calendars. | National and World Championships, national calendar. |
| High Performance | Provide a welcoming, safe and inclusive environment for all. | Opportunities related to the talent development system. | Drive planning and performance related to major games/ events and an evidence-based talent development system. |



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Through harmony, trust, cooperation,
and commitment, we can achieve our
purpose and vision.

