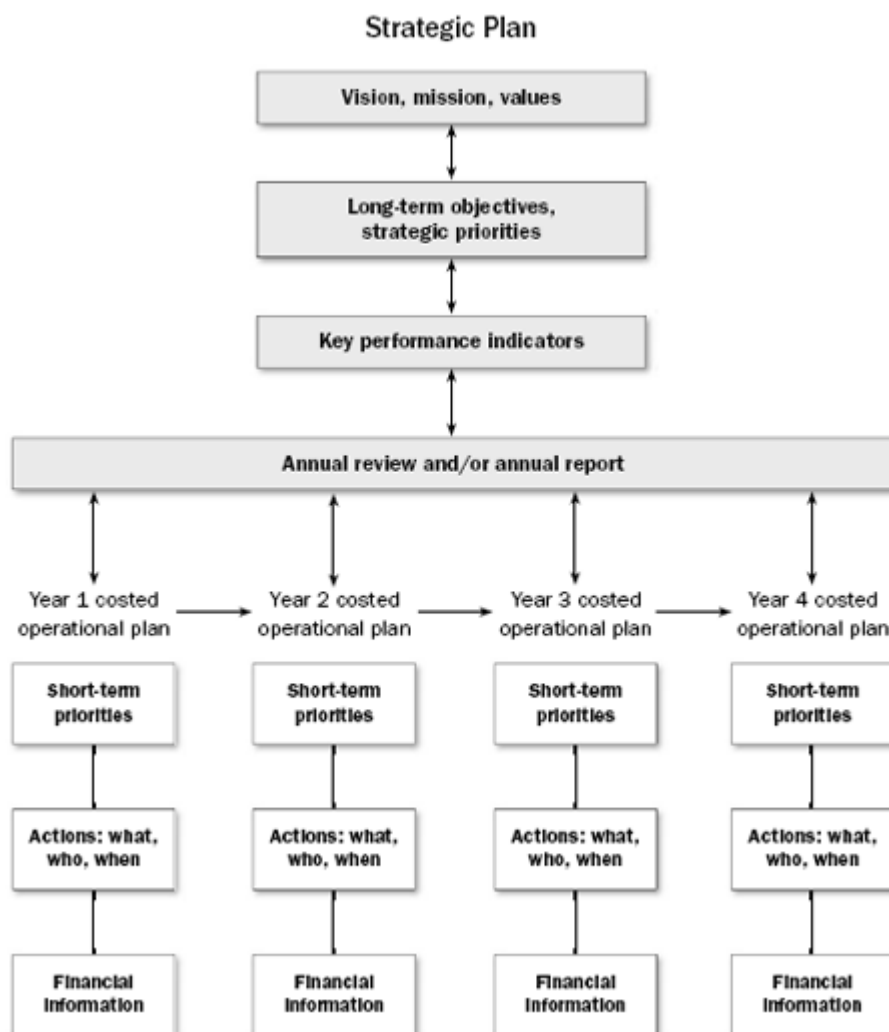




# STRATEGIC PLAN 2006-2008

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## 1. TWA Strategic Planning Process



### Steps Undertaken:

1. Initial meeting between TWA stakeholders (Board, Club representatives, DSR, TWA members)
2. Establishment of Strategic Planning Subcommittee
3. Identification of key strategic areas of focus
4. Preparation of draft Strategic Plan
5. Review and revision by Strategic Planning Subcommittee
6. Final draft of Strategic Plan
7. Submission to DSR for review and feedback
8. Final amendments to Strategic Plan
9. Strategic Plan tabled and approved by TWA Board
10. Submission of Strategic Plan to DSR

## **2. Vision**

Triathlon Western Australia shares with Triathlon Australia a common vision for the sport of triathlon in Australia,

***“To provide a quality service for triathletes using best practices in leadership and management”.***

This vision which is the fundamental basis of the Triathlon WA Strategic Plan aims to ensure:

1. *Our management and leadership practices are of the highest quality and ethical standard*
2. *Our members are provided with support and assistance programs to develop to their maximum potential*
3. *Our sponsors and peak bodies are supported and serviced to the best of our resources*
4. *Our members and participants are provided with safe, fair, affordable and enjoyable quality sporting opportunities*
5. *Our culture, heritage and values are maintained*
6. *TWA is widely regarded within the Western Australian Sports industry as one of the best managed and performing sports in WA*

Consistent with this Vision, the Board of Triathlon WA has identified the following Outcomes Policy which, in keeping with the Board’s Governance Policy, it intends to achieve under its Strategic Plan.

### **3. Board Outcomes Policy**

The Board aims to achieve a sustainable sports system in which Triathlon WA members are collectively well serviced and represented by Triathlon WA at a reasonable cost.

#### **1. Sustainable Sport System**

*The board will seek to assist in the maintenance and renewal on an ongoing basis of the vitality and viability of organisations involved in triathlon. Such organisations include triathlon clubs, independent race directors and event manager.*

*The aim is that triathlon as a whole should engage in sustainable activities whilst avoiding actions that may lead to a deterioration of the system. These activities, promoted by the Board, will occur in the areas of:*

- *Economic – financial viability with appropriate governance;*
- *Social – broad participation of the community in sport of triathlon;*
- *Cultural – sport and recreation and inherently triathlon, are an enduring and valuable element of the fabric of our society.*

#### **2. System Capabilities & Representation**

*The Board and Management of Triathlon WA comprises professional staff and volunteers who are appropriately skilled or have access to relevant skills and who are expected to express the collective voice of the members will be heard by government and the community on matters that relate to the interests of the system as a whole.*

**3.** *The Strategic Plan of Triathlon WA shall be structured such that it shall not allow the Board to pursue any activities or policies that are counter productive to the principles of sustainability of sport and sports organisations.*

**4.** *The Strategies adopted by the Board shall not detract from the ongoing development and relevance of triathlon in Western Australian but rather that encourages the promotion of participation in the sport through a wide range of agencies and options.*

**5.** *With respect to representation of its members, as the voice of triathlon in Western Australia, the Board shall not pursue the implementation of any policies or advocate for any changes unless it is confident that such activity echoes the majority view of members.*

**6.** *The Annual Calendar of Events shall be developed and delivered so as to ensure triathletes in Western Australia are afforded opportunities to participate in a wide range of high quality, safe, well managed, affordable and enjoyable events that encourage participation in the sport and the development of skills in triathlon.*

#### 4. KEY PRIORITY AREAS

*The following key priority areas have been identified as critical to the future success of Triathlon Western Australia. The key priorities have been developed from a review of the business activities of Triathlon Western Australia.*

- Finance
- Competition – National and WA (Metropolitan and Regional)
- Junior Development
- Risk Management and Governance
- Coaching
- Membership and Participation
- Marketing and Promotion
- Officiating
- Communications and Culture

*These key priority areas will be the focus of the efforts of the Board and staff of Triathlon Western Australia, supported by the following Triathlon Western Australia Committees or advisers:*

- The TWA Technical Committee and Clubs, whose representatives make up the balance of the TWA Council, and such other committees and working groups as might be established by the Board from time to time.

#### **Organisations and Representatives:**

- Provide information and assistance with policy development and implementation as directed by the Board
- Represent to the Board the views and interests of the groups they represent
- Provide advice and support as required by the Board
- Operate as a conduit for communication between TWA and those they represent
- Provide specialist knowledge or supervise, and focused effort in a particular area requiring special attention.



## 5. THE GOVERNANCE TEAM

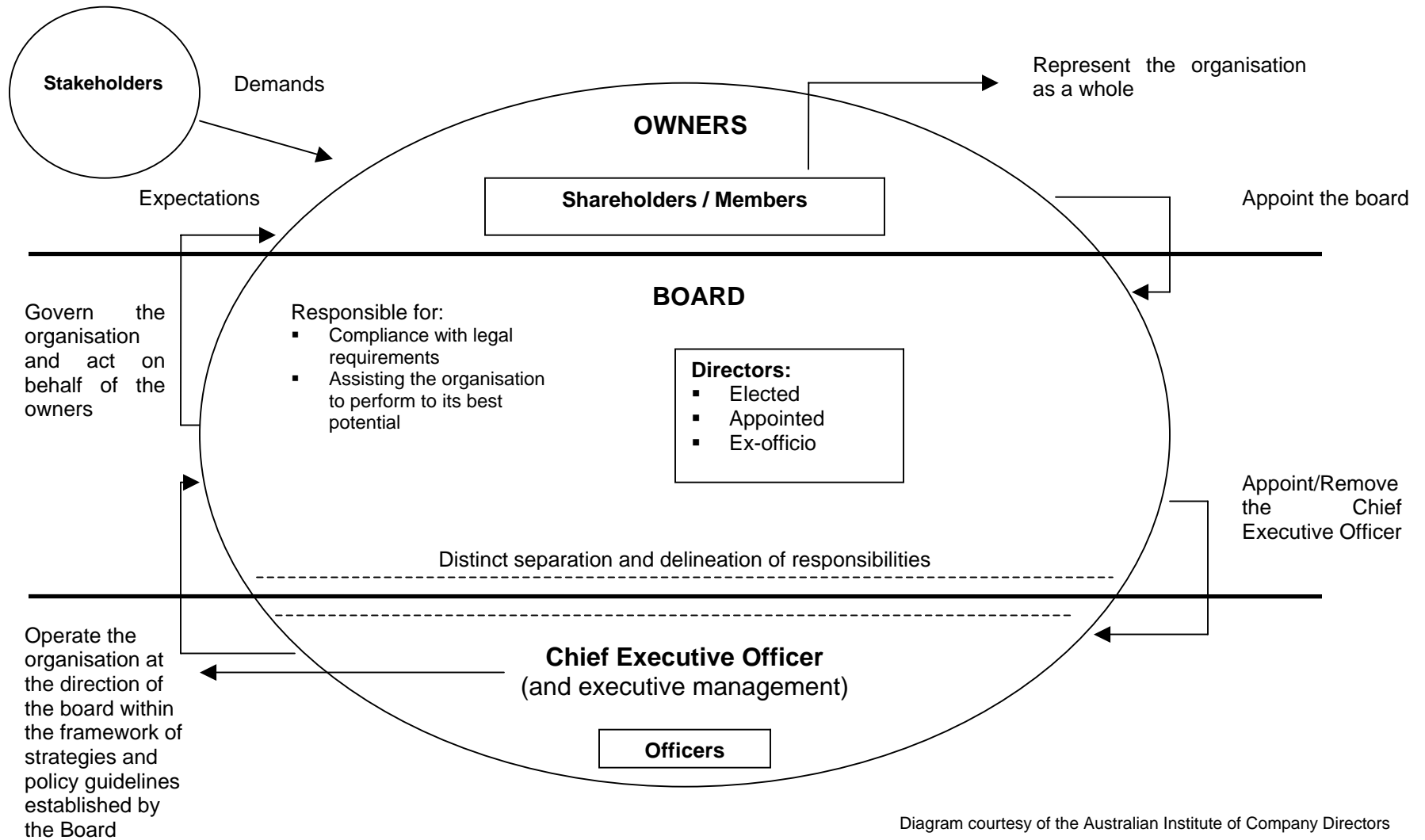
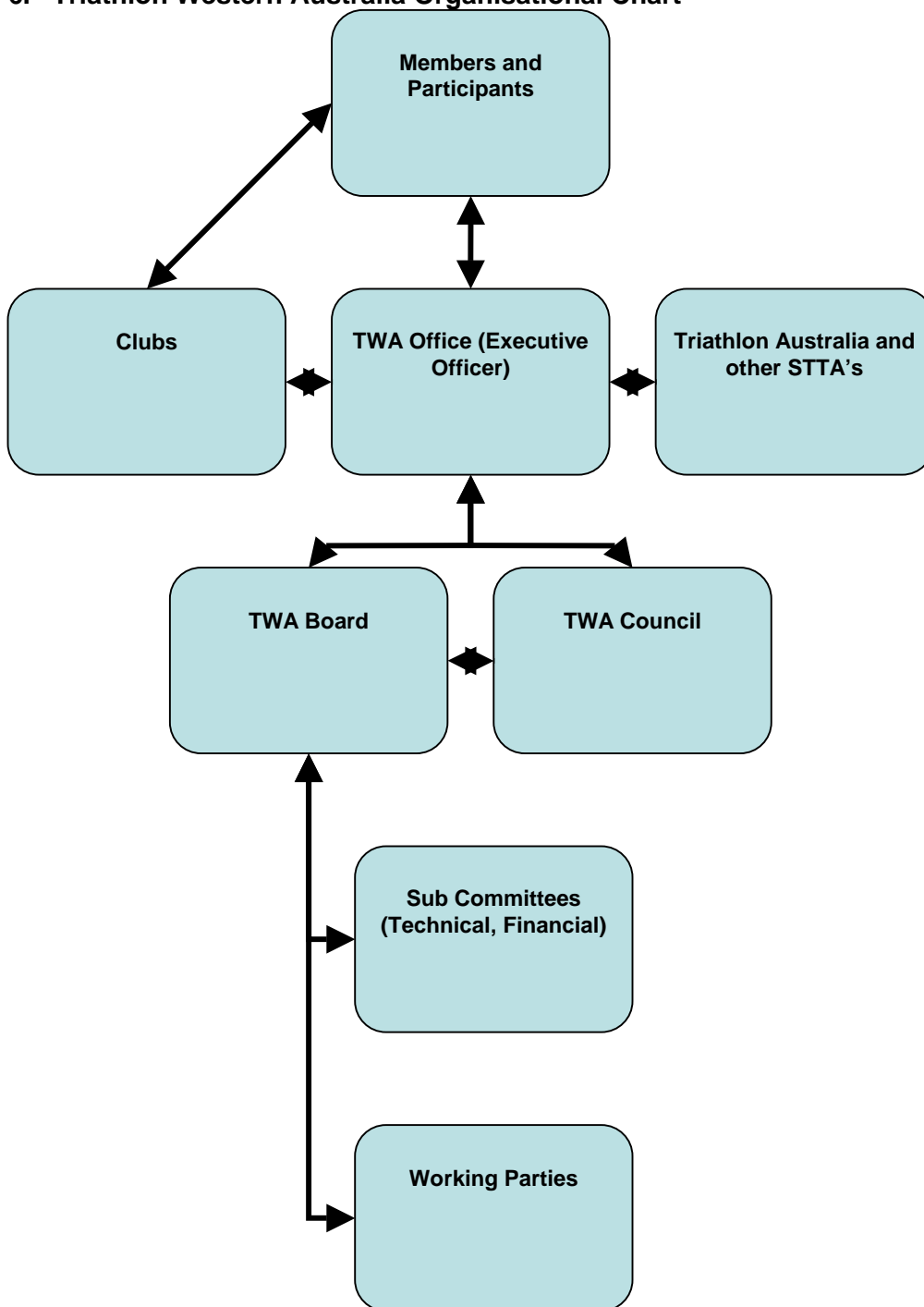


Diagram courtesy of the Australian Institute of Company Directors

## 6. Triathlon Western Australia Organisational Chart



## 7. Triathlon Western Australia – Current Position

The information below is intended to provide a “snap shot” of TWA’s position at the commencement of this Strategic Plan. Information recorded is in accordance with the Australia Sports Commission document “Sport Innovation and Best Practice Section – October 2005” (<http://www.ausport.gov.au/ibp/index.asp>).

### Membership numbers

- As at 1 January 2006, the TWA membership base was 1,278.

### Participation numbers

- For the 2005/2006 season, there are 32 events included on the TWA State calendar of major events.
- There are 12 events that have state series status, and 6 events awarded junior series status.
- For the 8 state series race completed to date, the number of finishers who competed on the day, in all races (i.e.: long course, short course, junior etc) are as follows:

State Series	Total
1 – Left Bank	261
2 – IMWA (WA comp. only)	158
3 – Rockingham	358
4 – Nedlands	269
5 – Waikiki	248
6 – Bunbury	151
7 – Perth	439
8 – Meelup	189
9 – Albany	95

In addition, clubs, particularly in rural areas, conducted a wide range of events.

### Financial Information

- As at 31 December 2005, Net Assets were \$84,950.

### Culture

- One of participation, competition and encouragement.

## 8. TWA STRATEGIC PLAN 2006-08

### 8.1. Organisation Development

Key Result Area	Objectives (Outcomes)	Strategy (TWA will adopt this strategy to achieve the goals)	Performance Indicators
<b>Governance</b>	<ul style="list-style-type: none"> <li>▪ Constitution reflects current and potential situation and position of TWA</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review constitution every three years or earlier if required</li> </ul>	<ul style="list-style-type: none"> <li>▪ Constitution reviewed by Board in accordance with Strategy.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ TWA policy reflects TA policy where possible and appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>▪ work with TA's strategic plan to demonstrate appropriate linkages with national programs</li> <li>▪ use TA's charter of agreement to identify business activities and core aims and to reassess the roles, rights and responsibilities of all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ TWA policy reflects TA policy where applicable</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Develop and adopt TWA governance policy based on best practice available, including TA policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Best practice to include complying with requirements such as:               <ul style="list-style-type: none"> <li>◆ Minutes of AGM/elections</li> <li>◆ Fiduciary duties</li> <li>◆ Annual reports</li> <li>◆ Board inductions</li> <li>◆ Organisational chart</li> <li>◆ Authority limits</li> <li>◆ Roles for Board and CEO</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ All aspects of TWA Governance policy reviewed on an annual basis</li> </ul>

Key Result Area	Objectives (Outcomes)	Strategy (TWA will adopt this strategy to achieve the goals)	Performance Indicators
<b>Planning</b>	<ul style="list-style-type: none"> <li>▪ Develop and adopt TWA planning policy based on best practice available, including TA policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Utilise TA and ASC information to assist with the implementation of the planning process</li> <li>▪ The preparation of a 3 year strategic plan, and costed operational plans</li> <li>▪ Apply the correct process to the preparation of the strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Planning process completed in accordance with best practice and DSR requirements</li> <li>▪ The fully costed annual operational plans aligns with the current 3 year strategic plan</li> <li>▪ The TWA plan is consistent with the TA Strategic Plan</li> </ul>
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>▪ TWA adopts and maintains highest reasonable standards of risk management policies and practices</li> <li>▪ Develop and adopt TWA risk management policy based on best practice available, including TA policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ liaison with DSR, ASC and TA re identification and adoption of risk management strategies</li> <li>▪ learn from our and others (other STTA's, other sports) experiences and establish systems and policies to deal with them.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Insurance policies in place for all categories</li> <li>▪ Development of member protection policy and procedures for TWA, in accordance with TA policy and WA Government legislation</li> <li>▪ All events on the TWA Calendar comply with sanctioning requirements.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ TWA controls quality, safety and fairness of all events in WA.</li> <li>▪ All event directors have been made aware of best practice standards regarding safety, fairness, sanctioning requirements etc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implement TA/STTA sanctioning practice and maintain sanctioning of events a condition for listing on TWA Calendar.</li> <li>▪ Liaise with authorities (police, councils, etc.) to allow them to develop an understanding of the role of TWA sanctioning process.</li> <li>▪ Extend sanctioning process to other multisport events</li> <li>▪ Through the Technical Committee, ensure the appointment and management of appropriate technical teams for Calendar events</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sanctioning provided to all eligible events</li> </ul>

Key Result Area	Objectives (Outcomes)	Strategy (TWA will adopt this strategy to achieve the goals)	Performance Indicators
<b>Policies</b>	<ul style="list-style-type: none"> <li>▪ develop policies to govern all activities undertaken by TWA, based on best practice available, including TA policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ identify policy requirements and incorporate into policy manual.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policy manual completed and reviewed on an annual basis</li> <li>▪ All clubs have up to date copy of the TWA Policy Manual, as do individual Board and Council members</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>▪ improve communications between TWA and:                             <ul style="list-style-type: none"> <li>▪ clubs</li> <li>▪ members</li> <li>▪ Race Directors</li> <li>▪ other stakeholders</li> </ul> </li> </ul> <p>re quality, quantity and timeliness</p>	<ul style="list-style-type: none"> <li>▪ develop TWA Web site as focal point for all communications</li> <li>▪ increased input and communication between clubs and TWA by ensuring Board/Council meetings focus specifically on club issues on a quarterly basis</li> <li>▪ encourage Clubs in the development of their own websites</li> <li>▪ through their representatives, ensure Clubs are aware of TWA Board and Council activities and deliberations</li> </ul>	<ul style="list-style-type: none"> <li>▪ TWA Web site maintained and information provided on a timely basis</li> <li>▪ Club representatives attend and contribute to Council Meetings (specifically quarterly meetings that are Club issues focussed).</li> </ul>
	<ul style="list-style-type: none"> <li>▪ move to on line membership system and encourage online registration for all events external to TA program</li> </ul>	<ul style="list-style-type: none"> <li>▪ work with MIE Software to adapt their on line membership system applicable to TWA</li> <li>▪ work with MIE to develop a networked system using generic entry forms that all RD's can utilise</li> </ul>	<ul style="list-style-type: none"> <li>▪ members and other participant satisfaction in membership and event registration systems</li> </ul>

Key Result Area	Objectives (Outcomes)	Strategy (TWA will adopt this strategy to achieve the goals)	Performance Indicators
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>▪ TWA applies good financial management and develops a comprehensive financial plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual budgets are prepared</li> <li>▪ Financial reporting processes in place (i.e.: signatories, spending limits)</li> <li>▪ Financial reports, including budget progress reports, provided at monthly Board meetings</li> <li>▪ Annual financial prepared</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board endorses budget annually</li> <li>▪ Board and members endorses annual financial statements at AGM</li> </ul>
	<ul style="list-style-type: none"> <li>▪ TWA maintains equipment for TWA's own events and for hire.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TWA to undertake an equipment audit each year and commence a 'building fund' to enable replacement of obsolete equipment as and when required.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Accurate assets register maintained</li> </ul>
	<ul style="list-style-type: none"> <li>▪ decrease reliance on DSR/Healthway funding</li> </ul>	<ul style="list-style-type: none"> <li>▪ diversify revenue sources</li> <li>▪ increase revenue from non-member sources</li> <li>▪ derive revenue from <u>all</u> participants in the sport</li> <li>▪ make best use of TWA assets/opportunities/events to derive income</li> <li>▪ identify and develop new revenue sources that are sustainable and "controllable" by TWA</li> <li>▪ never budget to run events at a loss</li> </ul>	<ul style="list-style-type: none"> <li>▪ A reduction in government funding as a percentage of total revenue</li> <li>▪ Busselton Half Ironman generates a profit</li> </ul>

Key Result Area	Objectives (Outcomes)	Strategy (TWA will adopt this strategy to achieve the goals)	Performance Indicators
<b>Financial Management (cont.)</b>	<ul style="list-style-type: none"> <li>▪ maximise income available from DSR, Healthway</li> </ul>	<ul style="list-style-type: none"> <li>▪ align TWA activities with DSR, Healthway, funding initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ TWA moves from Tier 2 to Tier 3 funding during the strategic planning period</li> </ul>
	<ul style="list-style-type: none"> <li>▪ procure as much private sector sponsorship as possible</li> </ul>	<ul style="list-style-type: none"> <li>▪ attract new and further sponsorship income – based on TWA property eg. Web site, Busselton etc.</li> <li>▪ reduce spending by sourcing more contra sponsorship arrangements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cash and contra funding for Busselton Half Ironman to exceed \$50,000</li> </ul>
<b>Marketing &amp; Sponsorship</b>	<ul style="list-style-type: none"> <li>▪ broaden the awareness and appeal of Triathlon</li> </ul>	<ul style="list-style-type: none"> <li>▪ utilise sponsors (local newspapers) to increase promotion and awareness of events, particularly TWA State Calendar events</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local newspapers provide reports on and leading up to triathlons</li> </ul>
	<ul style="list-style-type: none"> <li>▪ make better use of existing marketing and promotional tools</li> </ul>	<ul style="list-style-type: none"> <li>▪ utilise other programs/events better eg. National Series/IMWA/Weet-bix/Trystars in order to increase exposure of the sport and source more spectators/competitors.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased participation</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Use new media and methods to reach a potential audience with a fresh message</li> </ul>	<ul style="list-style-type: none"> <li>▪ develop processes for approaching media outlets regularly</li> <li>▪ develop targeted marketing</li> <li>▪ develop member retention program</li> </ul>	<ul style="list-style-type: none"> <li>▪ amount of coverage achieved (ie: column mentions)</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Events are prominent and attractive and generate widespread participation, sponsorship and media interest.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TWA has a presence at all State Series events on annual calendar</li> </ul>	<ul style="list-style-type: none"> <li>▪ TWA Board represented officially by at least one individual at each State Series event</li> </ul>

Key Result Area	Objectives (Outcomes)	Strategy (TWA will adopt this strategy to achieve the goals)	Performance Indicators
<p><b>Partnerships</b></p>	<ul style="list-style-type: none"> <li>▪ develop and nurture and maintain alliances/ partnerships with key stakeholders relevant to TWA operations</li> <li>▪ support partners that support TWA</li> </ul>	<ul style="list-style-type: none"> <li>▪ further develop partnerships with:                             <ul style="list-style-type: none"> <li>▪ Race directors</li> <li>▪ Busselton community</li> <li>▪ State and Federal govt</li> <li>▪ TA</li> <li>▪ clubs</li> <li>▪ non-industry sponsors</li> <li>▪ councils (re sanctioning)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Partnership agreements in place with Stakeholders</li> </ul>

8.2. Sport Development/Participation

Key Result Area	Objectives (Outcomes)	Strategy (TWA will adopt this strategy to achieve the goals)	Performance Indicators
<p><b>Access &amp; Equity</b></p>	<ul style="list-style-type: none"> <li>▪ increase number of new participants in Triathlon</li> <li>▪ reduce turnover/loss of existing participants</li> </ul>	<ul style="list-style-type: none"> <li>▪ market and promote Triathlon as a sport for all people (not extremists/ elite - see Marketing)</li> <li>▪ ensure peoples' first experience of the sport is a good one.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase in participant numbers at TWA Calendar and Club events on a year-to-year basis</li> </ul>
	<ul style="list-style-type: none"> <li>▪ increase depth and broaden demographic of participation across different levels (novice, recreational, committed, juniors, seniors etc.)</li> </ul>	<ul style="list-style-type: none"> <li>▪ develop club/family culture to diversify number and type of social groupings in Triathlon (see Clubs and Membership)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Detailed list of participation in endorsed events (juniors, seniors, veterans, males, females etc) is maintained by TWA</li> </ul>
	<ul style="list-style-type: none"> <li>▪ increase public awareness of Triathlon</li> <li>▪ Triathlon perceived by the public as a sport for all people not just extremists</li> </ul>	<ul style="list-style-type: none"> <li>▪ market and promote sport to new audiences through new media avenues and strategies</li> <li>▪ maintain and develop TWA Web site as attractive source of information/virtual meeting place of all things Triathlon with links to TA and club sites (see Communications)</li> </ul>	<ul style="list-style-type: none"> <li>▪ TWA website maintained and updated on a regular basis</li> </ul>

Key Result Area	Objectives (Outcomes)	Strategy (TWA will adopt this strategy to achieve the goals)	Performance Indicators
<b>Access &amp; Equity (cont.)</b>	<ul style="list-style-type: none"> <li>▪ establish and maintain a strong, sustainable and viable juniors program</li> </ul>	<ul style="list-style-type: none"> <li>▪ unify and coordinate current stakeholders in existing junior and sub-junior programs to better coordinate existing efforts and use of existing resources</li> <li>▪ activities to be conducted on a cost recovery basis</li> </ul>	<ul style="list-style-type: none"> <li>▪ a junior program is provided to promising/talented junior athletes</li> </ul>
	<ul style="list-style-type: none"> <li>▪ develop and maintain pathways for elite juniors</li> <li>▪ develop methods for identifying talented juniors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Source increased funding from TA HP Program for elite juniors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase participation in bridging age groups</li> <li>▪ Increased retention of elite juniors into adult ranks</li> </ul>
	<ul style="list-style-type: none"> <li>▪ develop and uphold value of mere participation – ensure the sport is not intimidating</li> <li>▪ adequate choice and availability of events (see Events)</li> <li>▪ clubs recognise the importance of juniors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weetbix Kids Triathlon</li> <li>▪ state primary schools race</li> <li>▪ Sunsmart Junior series</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase in junior participant numbers on a year to year basis</li> </ul>
<b>Regional Development</b>	<ul style="list-style-type: none"> <li>▪ Increased participation and opportunities for regional members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop program that provides junior events and triathlon clinics in regional areas.</li> <li>▪ Encourage development in regional areas of high quality events and their listing on the TWA Calendar. When of sufficient quality and attraction, consider such event for State Series Status</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increases in membership and participation in regional areas</li> <li>▪ Expanded TWA calendar</li> </ul>
<b>Innovative Service Delivery &amp; Products</b>	<ul style="list-style-type: none"> <li>▪ Identify opportunities to provide new types of services and products to members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work in conjunction with race directors, and determine viability of new offerings (eg: eliminator type events; legs completed in optional order etc)</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>

Key Result Area	Objectives (Outcomes)	Strategy (TWA will adopt this strategy to achieve the goals)	Performance Indicators
<p><b>Events</b></p>	<ul style="list-style-type: none"> <li>▪ TWA endorsed series events (i.e. Premier sprint/Novice/Junior) etc.                             <ul style="list-style-type: none"> <li>▪ are regarded as best of their genre in WA;</li> <li>▪ set standards for other events;</li> <li>▪ attract greatest numbers of competitors;</li> <li>▪ create competition amongst events for inclusion in these series;</li> <li>▪ attract media interest;</li> <li>▪ are the key focal point or showcase for the sport in WA;</li> <li>▪ provide media/forum through which participation and membership is promoted.</li> </ul> </li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Co-ordinate development, publication and distribution of list of all sanctioned races/events (“<b>TWA Calendar</b>”) which is regarded by participants as a complete and trusted record of quality events in WA.</li> <li>▪ Ensure that TWA Calendar has appropriate mix of long, middle and short distance events for athletes at different levels of ability and commitment to satisfy demand for same and provide for athlete development.</li> <li>▪ Procure rationalisation of a number of events on TWA Calendar to support profitability to RD’s and attractiveness to triathletes.</li> <li>▪ TWA co-ordinates and promotes TWA/Junior series comprising events meeting requisite standards</li> <li>▪ standardise event delivery for different types of events (novice v premier) so that the expectations of all participants can be met</li> <li>▪ encourage and facilitate events in regional areas conducted by Clubs and also by local organisations such as Shire/Councils, charitable organisations etc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TWA calendar produced and distributed in a timely manner</li> <li>▪ Event criteria formalised and distributed to race directors and competitors/members</li> </ul>

Key Result Area	Objectives (Outcomes)	Strategy (TWA will adopt this strategy to achieve the goals)	Performance Indicators
Events (cont.)	<ul style="list-style-type: none"> <li>▪ There are adequate events to meet demand.</li> <li>▪ Participants regard events as providing good value for money, being safe and well run.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monitor participation numbers at events having regard to cost efficiency and atmosphere/attractiveness.</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Membership feedback</li> </ul>
	<ul style="list-style-type: none"> <li>▪ TWA not required to run events to meet TWA goals. TWA administers the sport, not events.</li> <li>▪ TWA maintains a level of expertise and involvement in conducting events.</li> <li>▪ TWA derives revenue or access to use revenue from all events to develop the sport.</li> <li>▪ Preserve a low barrier to entry for TWA to recommence operating events and therefore help maintain competition and reduce risk of price exploitation by private race directors.</li> <li>▪ All participants in the sport financially contribute to the administration of the sport.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TWA maintain full control of key events [eg. State championships and specified profit making events (eg. Busselton)].</li> <li>▪ TWA/Clubs have a visible presence at all TWA Calendar events to promote participation and TWA membership</li> </ul>	<ul style="list-style-type: none"> <li>▪ TWA generates profits from Busselton ½ IM</li> <li>▪ Clubs events are included on TWA Calendar</li> </ul>
	<ul style="list-style-type: none"> <li>▪ National Olympic Distance Championships</li> <li>▪ Perth to host National Series/World Cup event each year</li> <li>▪ Other International events to be considered include:                             <ul style="list-style-type: none"> <li>◆ World Long Course and Duathlon Championships</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ TWA liaises with TA to ensure there is a clear understanding of the TA process for determining the hosting of national events</li> <li>▪ bid for rights to hold national event for 3 years – 2005-07</li> <li>▪ investigate viability of hosting World Championship events in WA</li> </ul>	<ul style="list-style-type: none"> <li>▪ Perth hosts National Series events on an annual basis (contingent upon support from TA)</li> <li>▪ TWA to contribute towards hosting a World Championship event by 2008 (if deemed viable)</li> </ul>

## 8.3. High Performance

Key Result Area	Objectives (Outcomes)	Strategy (TWA will adopt this strategy to achieve the goals)	Performance Indicators
<b>Planning</b>	All High Performance (HP) programs are the domain of TA, run in conjunction with the Australia Sports Commission (ASC) and the Australian Institute of Sport (AIS).	TWA will implement HP strategy as determined by TA.	Determined by TA, the ASC and the AIS
<b>Athlete Development</b>	See above	See above	See above
<b>Coach Development</b>	See above	See above	See above
<b>Officials Development</b>	See above	See above	See above
<b>Selection Processes</b>	See above	See above	See above

## 8.4. People Development

Key Result Area	Objectives (Outcomes)	Strategy (TWA will adopt this strategy to achieve the goals)	Performance Indicators
<b>Coaching</b>	<ul style="list-style-type: none"> <li>▪ increase numbers of accredited coaches at all levels</li> <li>▪ increase numbers of regional coaches</li> <li>▪ link coaches with clubs as well as encouraging private enterprise</li> </ul>	<ul style="list-style-type: none"> <li>▪ maintain low-costs for coaching courses to encourage participation</li> <li>▪ develop mentoring program to encourage newly trained coaches to become fully accredited</li> </ul>	<ul style="list-style-type: none"> <li>▪ One level 1 coaching course provided on an annual basis by TWA</li> <li>▪ Details of level 1 coaches maintained on TWA website</li> </ul>
<b>Officiating</b>	<ul style="list-style-type: none"> <li>▪ increase number of technical officials</li> <li>▪ increase number of officials proficient at:               <ul style="list-style-type: none"> <li>◆ sanctioning</li> <li>◆ race referee/TD</li> </ul> </li> <li>▪ reduce turnover of officials, with specific focus on senior levels</li> <li>▪ develop better understanding amongst the triathlon community re Race Competition Rules</li> <li>▪ review penalty system relating to non-compliance of sanctioning requirements</li> </ul>	<ul style="list-style-type: none"> <li>▪ further develop mentoring program for new officials</li> <li>▪ coaches encouraged to undertake Level 1 officials theory</li> <li>▪ JDS athletes required to undertake Level 1 course as part of their 'development'</li> </ul>	<ul style="list-style-type: none"> <li>▪ Two technical official courses to be provided annually</li> <li>▪ TWA maintains details of all qualified officials</li> </ul>

Key Result Area	Objectives (Outcomes)	Strategy (TWA will adopt this strategy to achieve the goals)	Performance Indicators
<b>Volunteers</b>	<ul style="list-style-type: none"> <li>▪ Increase volunteer participation in the operation of TWA</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased liaison with clubs to source volunteers</li> <li>▪ Adopt a volunteer policy that identifies recruitment/selection process, screening (including Police Checks), training and retention and recognition of volunteers</li> <li>▪ Note that volunteers are almost entirely controlled by RD's except at Club events, duathlon and ½ Ironman</li> </ul>	<ul style="list-style-type: none"> <li>▪ Volunteers numbers are suitable for all committees, working parties and meet sanction and technical requirements</li> </ul>
<b>Regional Stakeholder Development</b>	<ul style="list-style-type: none"> <li>▪ Promote triathlon in country areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ See club development</li> <li>▪ Encourage increased participation through the scheduling of calendar events in regional area.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased in membership and participation in regional areas</li> </ul>
<b>Club Development</b>	<ul style="list-style-type: none"> <li>▪ increase size of clubs to cater for more people</li> <li>▪ clubs are key deliverer of services and information to members particularly in regional areas</li> <li>▪ clubs a focal point for growth in participation and membership</li> <li>▪ clubs regarded as delivering value for members.</li> <li>▪ increase proportion of members/participants</li> <li>▪ increase aggregate club membership numbers</li> <li>▪ reduce turnover/ attrition rate of members</li> </ul>	<ul style="list-style-type: none"> <li>▪ TWA utilises DSR's "Healthy Club Checklist" to identify issues</li> <li>▪ work with clubs to identify the issues that prevent them from growing</li> <li>▪ provide training, assistance in resources to clubs for marketing tools, administration skills, website development and links</li> <li>▪ develop and implement strategies that encourage individuals to join clubs by financial incentives or constitutional requirements</li> <li>▪ provide clubs with prominent visual presence at all TWA Calendar events to promote themselves and membership</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual/biannual club development meetings held</li> </ul>

Key Result Area	Objectives (Outcomes)	Strategy (TWA will adopt this strategy to achieve the goals)	Performance Indicators
<b>Club Development (cont.)</b>	<ul style="list-style-type: none"> <li>▪ clubs take active role and influence strategic planning for Triathlon in WA</li> <li>▪ positive communications between clubs, TWA and TA on all issues; operational and strategic</li> <li>▪ clubs regard TWA as giving value. Culture develops that to each club, best to affiliate with TWA</li> <li>▪ clubs provide a feeder of individuals to TWA office bearer and admin positions for succession planning</li> <li>▪ clubs represented at all TWA meetings etc. and reps active in running TWA</li> </ul>	<ul style="list-style-type: none"> <li>▪ convene TWA strategic planning forums involving clubs at least once a year</li> <li>▪ invite all clubs all meetings as delegates to TWA council and facilitate understanding and communications with other clubs and TWA and TA initiatives</li> <li>▪ Implement quarterly Board/Council meetings where agenda is focussed entirely on clubs and issues relating to them</li> <li>▪ respond to club requests where possible for support, communication, information etc.</li> <li>▪ club reps from other States to be brought to Perth as part of club development forum</li> </ul>	<ul style="list-style-type: none"> <li>▪ Comprehensive and focussed strategic plan</li> </ul>
	<ul style="list-style-type: none"> <li>▪ increase the level of service provided to clubs through the TWA office</li> </ul>	<ul style="list-style-type: none"> <li>▪ assist clubs in initiatives to develop club facilities (club rooms, gym equipment)</li> <li>▪ Promote Try Triathlon Day to promote clubs and sport in local communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Club satisfaction feedback provided to TWA Board via club representatives</li> </ul>
<b>Staff Development</b>	<ul style="list-style-type: none"> <li>▪ TWA staff to receive training and development to ensure they are qualified to perform their roles</li> </ul>	<ul style="list-style-type: none"> <li>▪ Utilise DSR/ASC etc courses and training to ensure staff maintain and expand their relevant skill set</li> </ul>	<ul style="list-style-type: none"> <li>▪ TWA staff to attend a minimum of one relevant training course per season</li> </ul>

## 8.5. Infrastructure

Key Result Area	Objectives (Outcomes)	Strategy (TWA will adopt this strategy to achieve the goals)	Performance Indicators
<b>Access</b>	<ul style="list-style-type: none"> <li>▪ TWA has a detailed understanding of all agreements between TWA, Clubs and Local Councils in relation to access to facilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clubs to provide details of the nature of agreements between:               <ul style="list-style-type: none"> <li>◆ Clubs</li> <li>◆ Local councils</li> <li>◆ Other providers of facilities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ TWA able to provide details of agreements between TWA, Clubs, local councils and other providers</li> </ul>
<b>Events</b>	<ul style="list-style-type: none"> <li>▪ TWA has a clear understanding of the standard of events the association will award State Series and Championship status</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish a clear comprehensive set of criteria for the award of State Series and Championship status</li> </ul>	<ul style="list-style-type: none"> <li>▪ Customer satisfaction</li> </ul>
<b>Facility Management</b>	<ul style="list-style-type: none"> <li>▪ TWA does not “manage” any facility</li> </ul>	<ul style="list-style-type: none"> <li>▪ N/A</li> </ul>	<ul style="list-style-type: none"> <li>▪ N/A</li> </ul>
	<ul style="list-style-type: none"> <li>▪ assist clubs to establish their own training and administration facilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ encourage partnerships with swim clubs, rec centres and surf clubs</li> <li>▪ liaise with Challenge Stadium re office space potential in new development</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>