

# BE MORE.

## STRATEGIC PLAN 2017–2020





# PRESIDENT'S WELCOME

**LOCHLANN WALSH**  
President, Triathlon Ireland

Welcome to Be More - Triathlon Ireland's Strategic Plan 2017- 2020. Over the past four years Triathlon has become one of the fastest growing sports both in Ireland and globally, we now have over 17,500 members, 89 clubs and 209 events across the length and breadth of the country.

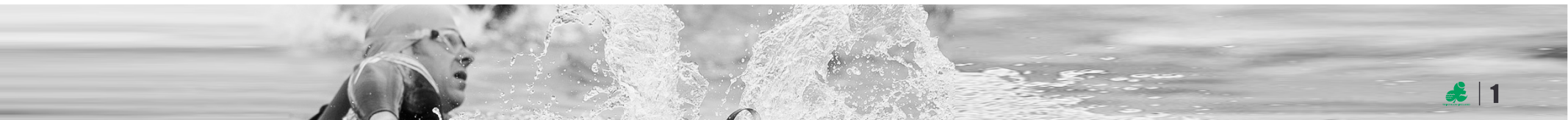
Triathlon Ireland has evolved significantly to support this growth, putting in place structures and support services which have helped create a vibrant event calendar and growing club scene. Our members have raced internationally with distinction and we've seen the emergence of some terrific young talent which will no doubt follow in the footsteps of Bryan Keane and Aileen Reid in realising their Olympic dreams. The dedication and commitment of our members and support staff has seen Triathlon Ireland become recognised as one of the leading NGB's on this island and internationally, where we now have a stronger voice within the global triathlon family.

The next four years promise to be our most exciting yet, and it is vitally important that we build on our success to ensure that it becomes

sustainable into the future. It is our firm view that the best way to achieve this sustainability is through a strong club structure that supports athletes, coaches, officials and volunteers at all levels. Our core strategy as an organisation will be to work in partnership with our clubs to strengthen our already excellent club structure through education, governance and direct support. We believe that this will allow us as a triathlon community to support our growing membership, identify and develop new talent and offer the opportunity for life long participation, safeguarding our success into the future.

This plan outlines how we will build on the hard work of past years to write the next exciting chapter of our story. I sincerely hope you will embrace this plan and play your part in making it a reality along with the board and staff of Triathlon Ireland.

**LOCHLANN WALSH**  
President, Triathlon Ireland







# WE ARE TRIATHLON IRELAND.



**THIS IS OUR STRATEGY FOR THE SPORT OF  
TRIATHLON IN IRELAND OVER THE NEXT FOUR YEARS.**

## VISION

To unlock the potential and realise the personal ambitions of participants in triathlon at all levels.

## MISSION

- Support a collaborative club structure that drives personal development.
- Achieve international recognition for mass participation and performance programmes.
- Support a model of lifelong involvement in the sport of triathlon.

## VALUES

- Dedication
- Inclusivity
- Respect
- Teamwork
- Leadership



# CEO VISION

## NEW QUADRENNIAL STRATEGIC PLAN / NEW OPPORTUNITIES / NEW CHALLENGES

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**CHRIS KITCHEN**  
CEO, Triathlon Ireland

The Rio Quadrennial is entering the bounds of history and we are now into the next four year cycle leading this time to Tokyo. However, before we move onto the implementation of the next four year Strategic Plan we should re-cap on our 2013-2016 plan. Over the last four years we have set annual operation plans to plot a path towards fulfilling some ambitious targets (KPIs) set by the Board. In order to achieve these targets, we have had a growth in staff from 12 to 19, developing a team which I believe is second to none and which has delivered an exceptionally high return on investment both in terms of advanced member services and support. We have witnessed sustained membership growth across the sport, driven by our clubs, coaches and remarkable volunteers who have all contributed to putting the sport very firmly on the map of the Irish sporting landscape.

To aid our continued growth and enhance the member experience we have developed a new strategic plan covering the next four years.

Identified within this plan are a number of strategic action pillars across Participation, Performance and Capability from which to build and evaluate our activities. Against these plans we have set ambitious KPI's, which when realised, will provide a robust framework for sustained development into the future.

As we look forward to Tokyo I am filled with optimism for the future of the sport and look forward to working with you all to realise our shared ambition.



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**“Overall, I feel that TI has developed and grown exceptionally well over the quadrennial and is regarded by our key partners as a high performing NGB and would hope that the vast majority of the membership feel that too.”**

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**CHRIS KITCHEN**  
CEO, Triathlon Ireland



# CEO VISION

NEW QUADRENNIAL STRATEGIC PLAN / NEW OPPORTUNITIES / NEW CHALLENGES

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## 2013-2017 STRATEGIC OBJECTIVES ACHIEVED

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*It has been an incredibly busy four years with some fantastic achievements and we have met virtually all of the KPIs in the 2013-2017 Plan, including:*

- 🍀 A fifth consecutive year of double digit growth and membership growing from 17,000 (11,500 full plus 6,500 one day members).
- 🍀 70% increase in junior membership in 2016 alone.
- 🍀 89 Clubs with 40 Junior sections.
- 🍀 Sanctioning and providing officials for 209 events annually.
- 🍀 Increase in female membership of 83% over the lifetime of the plan.
- 🍀 Increasing our reserves from €40k to €275k
- 🍀 Developing and piloting the:
  - Tri Heroes Schools Programme
  - Successful Women in Sport programmes
  - Successful Tri Leader Coaching Course
- 🍀 Successful introduction of head to head draft legal racing for our top athletes.
- 🍀 Successful 1st edition of the Club Mixed Relay Champs organised and run by TI.
- 🍀 One male and one female on the elite start for the Triathlon at the Rio Olympic Games.
- 🍀 1st male top 10 WTS result - Russell White.
- 🍀 Qualified a triathlete (and guide) for the inaugural Paratriathlon event at the Paralympics – Catherine Walsh/ Fran Meehan.
- 🍀 Increase in Age Group athletes representing Ireland at International Championships.
- 🍀 Sign off on the Voluntary Code of Good Governance.

**WHERE  
TO NEXT?**



# WHERE TO NEXT?

*We are moving forward positively and without complacency - there is still much work to do to achieve our strategic aims over the next four years.*

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The 2017-2020 Strategic Plan has been in development since September 2015 and has been developed by the Board following extensive consultation with Clubs, Members, Staff and Key Partners. This Plan unashamedly has Clubs at the core of the sport and its development in Ireland.

We believe our sport can develop best through the club structure and will develop annual operational plans to achieve this. We commit to working in collaboration with our clubs to ensure this development - ultimately leading to a strengthened triathlon experience for all members.

The next four years hold some exciting opportunities to develop triathlon in Ireland.

## We need to facilitate the provision of:



### EVENTS STRUCTURE

Develop an attractive, challenging events structure that not only provides opportunities to get involved, but also keeps people wanting more.



### TRY-A-TRI EVENTS

Executing great events from Try-a-Tri and family events to National Championships.



### NATIONAL SERIES

Getting more involved with National Series and Club Championships.



### ITU & ETU EVENTS

Participating in ITU and/or ETU events in Ireland.



# OUR FUTURE HISTORY

*In 2020, we will aim to:*

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- ♣ Have established clubs as the heartbeat of the sport in Ireland, with clubs engaged and collaborating in partnership with Triathlon Ireland across all areas of the sport.
- ♣ Have continued the growth of an active, engaged, and diverse membership with a varied programme of events which allows all participants to achieve their potential.
- ♣ Have in place a world-class infrastructure and support programme that enables our elite athletes to be highly competitive on the World Stage.
- ♣ Have provided, in partnership with clubs, a Coach, Official, and Volunteer Education Programme that promotes high quality coaching, event officiating, and volunteer support.
- ♣ Have established our brand as a unified triathlon brand and identity which creates loyalty and an emotional connection within our community.
- ♣ Have provided an infrastructure to ensure the highest possible standard of protection for vulnerable adults and children in our sport.
- ♣ Have embedded paratriathlon participation in the triathlon community.
- ♣ Be viewed as an international leader in sports governance and sustainability.
- ♣ Have healthy reserves from sustainable revenue streams and a diversity of income from a broad range of partners, investors, customers, and initiatives which enable us to invest back into the future of the sport.





# **STRATEGIC OBJECTIVES**

**2017-2020**





## STRATEGIC OBJECTIVES

To establish clubs as the heartbeat of the sport in Ireland, with clubs engaged and collaborating in partnership with Triathlon Ireland across all areas of the sport.

To continue to grow an active, engaged, and diverse membership.



# PARTICIPATE



## KEY TACTICS

Increase capacity within TI Development Team – delivering a well trained network of passionate and participation focused on-the-ground staff to assist clubs across all areas of their development.

Introduction of a new Club Standards Scheme.

Online club forum established to allow clubs to share information, allow greater collaboration between clubs, and between clubs and TI staff.

Develop a highly sophisticated participant data collection system that provides decision makers with a flow of meaningful information.

Maintain annual growth of membership, driving membership through a range of initiatives towards club membership.

Deliver in partnership with clubs a comprehensive, funded and ambitious participation programmes in key areas – Junior, Women in Sport, Returning to Sport, Schools and Universities.

Support and develop clubs to cater for athletes with a disability.



## KEY METRICS

Minimum of five clubs or club partnerships with 100+ Junior members per club/club partnership by end of Plan.

Overall Membership increases annually by minimum of 7% year on year.

Club Membership increases annually by 10%.

200 Schools and 4,000 children complete participation contact programme over lifetime of Plan.

Junior Membership increase by minimum of 10% annually and by minimum 50% over lifetime of Plan.

Participate Women in Sport Plan devised and launched in 2017.

Female Membership increase by minimum of 7% annually and by minimum of 30% over lifetime of Plan.

Satisfaction score of members measured and improved upon annually.

Minimum of one club per region and six clubs in total fully able to support paratriathlon membership by end of plan.



# PERFORM

High Performance, Age Group, Events



## STRATEGIC OBJECTIVES

To have in place a world class infrastructure, development pathway and support programme that enables our development and High Performance athletes to maximise their ability to be highly competitive on the World Stage.

To innovate, improve and sanction a range of events that provide opportunities for all members to achieve their own personal ambitions.



## KEY TACTICS

Providing a fully resourced World Class international training group capable of meeting the needs of development and elite athletes.

Manage a fully funded Development Team and increase the number of development athletes competing at an international level.

Fully support Super Series domestic draft-legal event series.

Work with clubs and university hubs to create a Regional High Performance Structure.

Paratriathlon Support Programme (Pilot, Handler, Classification) all established to fully support Paratriathlon HP Programme.



## KEY METRICS

Maintain qualification quota for Tokyo 2020 Olympic Games (two slots, with four athletes meeting minimum requirements).

Minimum of six athletes racing competitively at Continental and World level by 2020.

Minimum of two regional training hubs established with minimum of six athletes per hub, utilising 3rd Level facilities, scholarships and research opportunities.

Ensure Triathlon Ireland is positioned to qualify a Team for Mixed Relay Championships if, as expected, this event is sanctioned for Tokyo 2020 Olympic Games.

Minimum of two athletes qualified for Paralympic Games.

# PERFORM

High Performance, Age Group, Events



## KEY TACTICS

Maintain ongoing excellent relationships with the Irish Institute of Sport and Sports Institute Northern Ireland.

TI deliver in partnership with club(s) an international major event over lifetime of Plan.

Develop and deliver a structured programme of Primary / Secondary / Tertiary level Events. Each of these events are merged with the support structures in the schools and clubs and also act as a pathway to the Emerging Talent Program through Talent ID.

Deliver a full national competition Review in Year 1 of the Plan, working to ensure all clubs are engaged in a meaningful manner in National competition and ensuring there is an appropriate competition format for all clubs and club members.

Partnerships developed with LSP's, local authorities, Failte Ireland, Private Sponsors and Sport Ireland/ Sport NI to allow TI bid for international events and host an ETU/ITU event over the lifetime of the plan.

Increased participation in international age group racing.



## KEY METRICS

National Schools Triathlon delivered in 2017 and grows annually by 15% in participant numbers.

National University Triathlon delivered in 2018 and grows annually by 15% in participant numbers.

Following review, National Series or equivalent participation increased by 50% over lifetime of Plan.

Minimum of twelve Paratriathlon-Inclusion events delivered per annum by 2019.

Participation in Mixed Relay increases by 15% annually.



# CAPABILITY

Governance, Finance, Volunteers, Brand TI



## STRATEGIC OBJECTIVES

Have healthy reserves from sustainable revenue streams and a diversity of income from a broad range of partners, investors, customers and initiatives.

Be viewed as an international leader in sports governance and sustainability.

Have established our brand as a unified triathlon brand and identity which creates loyalty and an emotional connection for the Triathlon Ireland community.



## KEY TACTICS

Strong and productive partnerships with all funding partners.

Diversify, innovate, and strengthen the revenue base.

Deliver a high-impact media, PR, communications, brand building strategy.

Ongoing development, innovation, and delivery of Volunteer Education (Coach/ Technical Official/Event Delivery) programmes.

Triathlon Ireland representation on key domestic and international commissions, ETU/ITU committees and Boards



## KEY METRICS

Maintain annual compliance with Voluntary Code of Good Governance.

Achieve and maintain 6 month operational reserve.

Review in full by AGM 2018.

Succession planning and capacity building at staff, committee and Director level led by the CEO and President.

Successful rollout of new Level 1 Coach Education Programme from 2017.

Successful rollout of new Level 2 Coach Education Programme from 2018.

Successful rollout of new Level 3 Coach Education Programme from 2020.

Technical Official Programme developed to introduce Elite Panel of Technical Officials with appropriate support structures in place by 2018.

Rebrand delivered by end 2018.

Development of partnership with new title sponsor and new segment sponsors over lifetime of Plan as well as retaining and building on relationships with existing partners.



# IMPLEMENTATION

The Strategic Plan will be a live document that maps our direction over the next four years. We will maintain flexibility based on changing circumstances and regularly review progress to ensure we remain on track to deliver the broad range of outcomes set out within this strategy. The goals will always be challenging but they also need to be realistic and achievable to ensure we drive the sport forward.





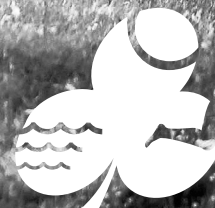


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