**Our Focus Areas**

### Access - a sport that anyone can do
- Increase participation
- Increase membership
- Inclusion

### Engagement - a sport where everyone feels connected and to which anyone can connect
- Engage with feeder sports
- Promotion and marketing

### Organisation - a sport in safe hands
- Governance
- Ethics
- Administration
- Financial Management

### Partnerships - a sport of collaborative partnerships, enhancing value
- Sponsorship and grants
- Strong partnerships

### Pathways - a sport where everyone has the opportunity to achieve the level to which they aspire
- Coach and official education
- Elite athletes
- Events
- High performance

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**Our Mission**
To continuously grow, strengthen and connect the triathlon family and every starting line in Tasmania

**Our Purpose**
To enrich the sporting landscape by issuing a unique challenge anyone can accept

**Our Values**
- Health
- Enjoyment
- Belonging
- Achievement
- Integrity
- Respect

Our values remind us of what we want to preserve in our sport and demonstrate as people and as an association.
## Access

A sport that anyone can do

### Participation

Increase participation – provide positive and quality introductory events for all ages

#### Strategies:

1. Increase junior participation  
   - Engage with and incentivise clubs to provide entry level events.  
   - Consult with clubs to devise a Junior Development Program, bringing together junior triathletes from across the state.  
   - Identify registered schools, and develop and deliver the TriStars Sporting Schools Program in collaboration with clubs.  
   - Use the TriStars Sporting Schools Program as a gateway to grow participation.  
   - Develop a core group of TriStar Coaches to support TriStars Program.

2. Increase overall participation  
   - Develop and deliver programs with clubs to cater for new and existing members.  
   - Produce and promote an annual schedule of events and activities.

### Membership

Increase membership – recruit new members, explore new membership categories and strategies

#### Strategies:

1. Increase TriTas membership  
   - Develop a state-wide communication plan and promotion strategy including media contact, sponsor engagement processes and systems for member updates.

2. Convert one day participants to full annual members  
   - Liaise with Tri Australia to develop and implement a conversion strategy.

3. Improve the value proposition of becoming a full member and market accordingly  
   - Investigate club discounts with feeder sports.  
   - Develop and provide a welcome pack to all new annual members.  
   - Develop and provide an education pack to all one-day members.

### Inclusion

Be inclusive – focus on providing events for athletes with disabilities and women

#### Strategies:

1. Create targeted development activities and inclusive programs with a focus on women  
   - Plan and implement a targeted women’s participation strategy.  
   - Host women only and mixed-teams’ events across regions annually.  
   - Expand and replicate the current women’s event in Stanley.

2. Create targeted development activities and inclusive programs with a focus on athletes with disabilities  
   - Plan and implement a targeted para-athlete participation strategy.  
   - Host a para-athlete event each year in conjunction with junior, senior and veteran age group races.

3. Promote inclusive programs  
   - Measure and report on membership conversion rates from inclusive events.
Engagement

Feeder Sports
Engage with feeder sports – swimming, cycling and athletics/running clubs and organisations

Strategies:
1. Capture the attention of participants in other related and feeder sporting activities and events
   - Develop a comprehensive media and communications strategy promoting triathlon as a sport with which anyone can connect.
   - Elevate online activities to ensure that the sporting, social and personal aspects of triathlons remain at the forefront of our e-platform.
   - Engage and collaborate with local feeder sport committees (i.e. Mountain Biking, Ultrarunning, Ocean Swimming etc.) to:
     o align training
     o ensure event scheduling and calendars are complementary
     o share access across sports.

Promotion and Marketing
Develop the triathlon brand through the use of media

Strategies:
1. Improve the triathlon brand
   - Develop an introduction package that includes Triathlon Australia promotional material, state and club related information and material.
   - Review and update current TriTas Website, Facebook, newsletter and other social media options, ensuring all are up to date with relevant information.
   - Appoint a media liaison officer to produce and disseminate media releases, coordinate TV coverage and print media stories.
   - Establish key contacts and identify teacher triathletes within secondary schools to assist with participant recruitment.
   - Ensure that the TriTas Board is formally represented at all state series events.
Governance
Planning and review, legal compliance and a strong organisational structure

Ethics
Uphold integrity and display professional practices

Administration
Shared services, membership, record keeping, HR, database management

Financial Management
Centralised accounting, risk management, financial sustainability

**Strategies:**

1. Ensure best practice policy development and review, and legal compliance
   - Ensure all policies are current, accessible and online.
   - Ensure compliance by clubs, staff and volunteers with all Tri Australia and TriTas policies, in particular Working with Children requirements.
   - Rollout Tri Australia’s Top Club Program.

2. Board composition and succession planning
   - Continue to develop diversity within the TriTas Board.
   - Develop a succession plan.
   - Develop board position descriptions and an induction kit for new members.

**Strategies:**

1. Continue to monitor ethics and integrity in the sport by implementing best practices in relevant areas
   - Increase the number of Member Protection Information Officers (MPIO), ensuring each region has at least one nationally accredited MPIO.
   - Publicise MPIO names and contact details on the TriTas website.
   - Publicise codes of conduct to members annually.
   - Promote Tri Australia’s Member Protection Policy

2. Continue to implement best practice administration, record keeping and data management
   - Appoint a TriTas Board Technical Official Director (or delegate) to oversee the sanctioning portal

**Strategies:**

1. Explore best practice models for delivery of administration, marketing, athlete development, coach and official development etc.
   - Assess the options for a shared services delivery model with other states to improve the value proposition for members.

2. Continue to implement best practice administration, record keeping and data management
   - Appoint a TriTas Board Technical Official Director (or delegate) to oversee the sanctioning portal

**Strategies:**

1. Establish and maintain high standards of financial management
   - Support TriTas affiliates to minimise exposure to risk.
   - Assist clubs to adopt best practice financial management.
   - Investigate and source training for new treasurers at club and state level.
   - Ensure audit processes are undertaken at state and club level for the purposes of transparency.

Triathlon Tasmania Strategic Plan 2018 – 2021
**Partnerships**

A sport of collaborative partnerships, enhancing value

**Sponsorships and Grants**
Access to government grants and corporate funding

**Strategies:**
1. Ensure ongoing access to government funding
   - Identify and appoint a Grant Officer to monitor relevant grants, draft and write grant applications.
   - Submit a grant application to Events Tasmania and to support hosting of national championship events.
   - Submit a grant application to Communities, Sport and Recreation to support hosting of national championship events.
2. Ensure ongoing access to corporate sponsorship and other key partnerships
   - Develop a sponsorship package promoting the benefits of TriTas brand association for corporate sponsors.
   - Seek new sponsors for major events.
   - Be prepared to target sponsors that may offer in-kind support.

**Strong Partnerships**
Maintain positive community partnerships with government entities, disability service providers and event organisers

**Strategies:**
1. Build stronger partnerships with government agencies and community organisations
   - Seek advice and support from relevant government departments.
   - Maintain a strong relationship with Communities, Sport and Recreation staff.
   - Maintain and bolster current relationship with Tasmania Police to allow for effective negotiation and approval of traffic and road closures.
   - Strengthen communication between TriTas and the Tasmanian Institute of Sport for the benefit of high performance and development of pathways for elite level athletes.
   - Build partnerships with disability services and mental health providers to increase participation opportunities for athletes with disabilities and mental illness.
**Pathways**

A sport where everyone has the opportunity to achieve the level to which they aspire

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**Coach and Official Education**

Provide pathways for development for coaches and officials

**Strategies:**

1. Improve standards of coaches, increase numbers and quality of accredited coaches
   - Arrange and deliver coaching courses to club coaches.
2. Improve standards of technical officials, increase numbers and quality of accredited officials
   - Offer appropriate courses to maintain the number of technical officials required across the state to deliver all state events on the calendar.
   - Work with TriVic to develop a pathway and program for Tasmanian Technical Officials.
   - Facilitate and subsidise traffic management training for club personnel.

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**Elite Athletes**

Celebrate athlete success stories and engage with high profile athletes

**Strategies:**

1. Celebrate success stories
   - Promote high profile Tasmanian triathlete achievements through TriTas digital platforms, print media and TV.
2. Engage high profile athletes
   - Recruit and appoint an official TriTas ambassador/s.
   - Investigate and assess the option of coordinating a combined round of events for both the Tasmanian and Victorian State Series.

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**Events**

Provide a range of flexible single and multi-sport events accessible to all

**Strategies:**

1. Develop a complementary and progressive state-wide calendar
   - Apply to host national championship events.
   - Establish a vision for the annual event calendar to reflect a natural progression in event distances.
   - Develop a cohesive event calendar across all regions.
2. Host championship events
   - Develop Standard Operating Procedures to ensure consistent event delivery.
   - Deliver five State Series events utilising tri-courses with all age divisions in all regions.

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**High Performance**

Athlete identification, accelerated talented athlete

**Strategies:**

1. Improve development pathways for Tasmanian athletes
   - Identify gaps in development pathways and implement strategies to provide better access for athletes of all ages.
   - Create a state-wide strategy to transition talented athletes into development pathways.
2. Improve junior pathways for Tasmanian athletes
   - Identify and make contact with potential new junior members by attendance at other related events.
   - Review and re-structure the management and delivery of the Fairbrother Junior Squad development program.