December 2016

Five year development plan DRAFT

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MEMO TO: State Associations

FROM: Geoff Frost

RE: Five Year Development Plan

DATE: May 18, 1992

Enclosed is a draft copy of the recently prepared Five Year Development Plan. This document is crucial to the development of the sport, and it is important that State Associations, State delegates, clubs, athletes and others associated with the sport have an input into the direction of triathlon.

Can I ask that you copy the Plan and distribute it within your State as early as you see fit.

The Plan will be ratified at the next Annual General Meeting, which due to requirements of the Australian Securities Commission will be held later this year in the October/November period, at a location yet to be decided.

To simplify the mechanism for making additions and amendments to the Plan, the following procedure will apply:

Suggested alterations to the Plan can only be made via State Associations. This means that the States will collate and discuss all information from within their State, and put forward proposals to Triathlon Australia.

2. The TA Board and State delegates will then consider these proposals, amend the Plan if necessary, and put the amended Plan to the AGM.

3. To allow time for this process to occur, it is essential that suggested additions and amendments be sent to me at the above address no later than Friday July 31, 1992.

Besides operating as a blueprint for the sport at National level, this Plan can also be modified for use at State and Club level, and I would urge you to look closely at using the document in this way.

Thank you in anticipation for your input.

Regards,

Geoff Frost
1.3 ROLE AND GOALS OF TRIATHLON AUSTRALIA

ROLE: To co-ordinate, develop and promote the multi-endurance sport of triathlon and the associated sports of duathlon and aquathlon.

GOALS:
- To control, develop and promote the conduct of triathlon in Australia at all levels, for all ages, and for both sexes.
- To develop the sport of triathlon through association with educational and research institutions and sporting organisations.
- To establish procedures for the conduct, administration and development of triathlon.
- To promote Australia internationally through competition and administration.
- To assist the development of triathlon internationally, particularly in the Oceania and Asian Regions.

Broad Objectives which are identified in the plan are:

(1) ADMINISTRATION:
- Maintain effective 2 way communication between TA and the State Associations, Government Departments, Education and Research Institutions, other Sporting Organisations, Race Directors, Media, ITU and other National Governing Bodies (NGB's).
- Maintain effective, efficient and standardised systems of administration.
- Maintain a secure financial base for the company, which will enable it to implement and conduct its various programs in an orderly manner.
- Implement, maintain and review the TA 5 Year Development Plan, policies, rules, procedures and organisational structures.

(2) MARKETING:
- Increase the revenue to the company from internal sources.
- Increase the revenue to the company from corporate funding.
- Develop, implement and review a Marketing Development Plan.

(3) TRIATHLON PROMOTION:
- Investigate methodologies and success rates of recruitment and promotion procedures in other sports.
- Conduct research projects on triathlon related issues.
- Increase registered and ongoing membership of the company.
(4) TRIATHLETE DEVELOPMENT:
With regard to the development of Junior, Age Group, Open and Elite categories.

- Increase participation rates of junior, age group, open and elite triathletes, both male and female.

- Investigate medical, technical and coaching aspects of all categories.

- Investigate methodologies and success rates of athlete development in other sports, including differentiation between school and non school junior development.

- Develop, implement and review a Triathlete Development Plan.

(5) WOMEN

- Increase participation rates of females in competition and administration, including coaching, race judging and race directing.

- Investigate medical, technical and coaching aspects of female triathletes.

- Investigate methodologies and success rates of female development in other sports, as applicable to problem (2).

- Develop, implement and review a Women's Development Plan.

(6) TECHNICAL:

- Investigate technical and training methodologies of other sports.


- Develop, implement and review a Race Judges Accreditation Course and a Race Directors Accreditation Course.

- Promote awareness of, and adherence to, the Race Competition Rules, among all competitors.

- Facilitate opportunities for the accreditation of Race Judges and Race Directors.
An elite junior squad was formed for season 1991/92 comprising four male and three female athletes, funded by the ASC and Cadbury, with squad members flown to National Series races around Australia. It is anticipated that all members will be selected in Australia's World Championship Team, and that their results will reflect their involvement in the elite junior squad.

A Talent Identification Program would allow a more structured approach to elite junior development, but has not yet been addressed, due to lack of funds and personnel, but it will be on the agenda for the next 12 months.

GENERAL DEVELOPMENT:
One of the biggest issues facing the sport is the question of compulsory registration of athletes. It appears to be an issue that the sport does not wish to address, and which it would prefer to put in the too hard basket.

The majority of States, being New South Wales, Victoria, Queensland, Western Australia and ACT, have achieved growth approaching 20% in the past two years. However this in no way reflects the growth of the sport or the total number of competitors in the sport.

MEDICAL:
Drug testing has been carried out by ASDA both in competition and out of competition during the last two years. Drug education information has been disseminated directly to elite athletes and indirectly to other athletes via the State Associations and the triathlon media.

With no positive tests in the first two years it was reasonable to assume that the message was getting through to the athletes, however the first positive test has just been announced, for inadvertent use of pseudoephedrine, which has highlighted the lack of understanding among many athletes of their responsibilities with regard to banned substances.

Medical support for World Championship Teams has been first class, but there is a concern at the lack of medical personnel involved in the sport at State and event level, which needs to be addressed.

WOMEN:
Two years ago it was common for an average Olympic Distance triathlon to comprise only 5% to 10% women. With initiatives from the TA Women's Committee, assisted by the States, that figure now averages 17% to 20%, while the conduct of women only triathlons has enticed many women into the sport.

Prizes for women are now equal to men for the first three places in all sanctioned events, with many events providing both equal amount and depth.

The Women's Committee conducted a successful seminar at the 1991 World Championships, and plays an active role in the ITU Women's Commission.
<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>PROJECT</th>
<th>RESULT</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.4 Training Camps</td>
<td>.1 Organise National Training Camps.</td>
<td>Achieved.</td>
</tr>
<tr>
<td>7.4 Training Camps (Contd.)</td>
<td>.3 Introduce Talent ID Program.</td>
<td>Not achieved. Lack of personnel &amp; funds.</td>
</tr>
<tr>
<td>8. General Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.1 Membership</td>
<td>.1 States to increase membership by 20% after National Registration.</td>
<td>Achieved by some States. National Registration not achieved.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Medical</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.1 Drugs</td>
<td>.1 Random testing at National Champs.</td>
<td>Achieved.</td>
</tr>
<tr>
<td></td>
<td>.2 Out of competition testing.</td>
<td>Achieved.</td>
</tr>
<tr>
<td>9.2 Medical Coverage at Triathlons</td>
<td>.1 Medical teams to travel with teams overseas.</td>
<td>Achieved.</td>
</tr>
<tr>
<td></td>
<td>.2 Set up medical files on team athletes.</td>
<td>Achieved.</td>
</tr>
<tr>
<td>9.3 Communication</td>
<td>.1 Send doctor to TWC to liaise with ITU Medical Director.</td>
<td>Achieved.</td>
</tr>
<tr>
<td></td>
<td>.2 Invite research team to TWC.</td>
<td>Partially achieved.</td>
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<tr>
<td>10. Women</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.1 General</td>
<td>.1 Increase participation in all categories.</td>
<td>Achieved in most categories except older age groups.</td>
</tr>
<tr>
<td></td>
<td>.2 Increase participation rate in administration &amp; coaching.</td>
<td>Partially achieved.</td>
</tr>
<tr>
<td></td>
<td>.3 Promote women's only triathlons.</td>
<td>Achieved.</td>
</tr>
<tr>
<td></td>
<td>.4 Promote separate wave starts for women.</td>
<td>Achieved.</td>
</tr>
<tr>
<td>10.2 Prizes</td>
<td>.1 Equal prizes for women - 1st 3 male and female equal.</td>
<td>Achieved.</td>
</tr>
<tr>
<td>10.3 International</td>
<td>.1 Participate on ITU Women's Commission.</td>
<td>Achieved.</td>
</tr>
<tr>
<td></td>
<td>.2 Participate on other ITU Commissions.</td>
<td>Achieved.</td>
</tr>
<tr>
<td>10.4 Materials</td>
<td>.1 Produce promotional material for women.</td>
<td>Partially achieved.</td>
</tr>
</tbody>
</table>
14.

(4) TRIATHLETE DEVELOPMENT:
- Appoint a part-time Development Officer.
- Develop and implement Junior Development Plan.
- Conduct and review Elite Junior Squad Program.
- Introduce Pre-Elite Junior Squad Program.
- Develop and implement a Talent Identification Program in 1993/94.
- Develop and implement an Elite Development Plan, to maximise competitive success of males and females at TWC, TWCS, DWC, DWCS and in other international competitions, in 1993/94.
- Develop Age Group and Open Development Plan in 1993/94 for implementation at State Association level.

(5) WOMEN:
- Promote the conduct of women's only events in 1992/93.
- Investigate the feasibility of an Australian Women's Series in 1992/93.
- Develop and implement a Women's Development Plan in 1992/93 including:
  - a Gender Equity Action Plan to increase the participation of females as competitors, coaches, judges, race directors and administrators, in 1992/93.
  - a Performance Enhancement Plan to maximise competitive success at TWC, TWCS, DWC, DWCS and in other international competitions, in 1993/94.
- Participate on the ITU Women's Commission.

(6) TECHNICAL:
- Develop and implement a Race Judges Accreditation Course and Race Directors Accreditation Course in 1992/93.
- Participate on the ITU Technical Committee.
- Promote the opportunities for participation in the sport, male or female, as race judges or race directors.
- Develop and implement a strategy for recruiting race directors and race judges.
- Promote a high standard of event management by race directors by conducting Race Directors Accreditation Courses.
- Monitor observance of safety standards.
### 4.3 Elite Development (Contd.)

1. Investigate methodologies & development of elite athletes in other sports.

2. Develop & implement Elite Development Plan, to maximize competitive success of males & females at TWC, TWCS, DWC and DWCS & other international competitions.


### 4.4 Age Group & Open Development

1. Investigate methodologies & development of age group & open athletes in other sports.

2. Develop & implement Age Group & Open Development Plan at State Association level, incl. medical, technical, coaching & women's aspects.


### 5. Women

#### 5.1 Development

1. Investigate methodologies & development of female involvement in other sports.

2. Develop & implement Women's Development Plan, including Gender Equity Action Plan, to increase participation of females as competitors, coaches, judges, race directors & administrators.


4. Implement & update role model data base.

5. Produce promotional "Women in Triathlon" video.


#### 5.2 Competition

1. Investigate methodologies & development of elite female performance in other sports.
### 5.2 Competition (Contd.)

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Develop &amp; implement Women's Performance Enhancement Plan, to maximize competitive success at IWC, TWCS, DWC &amp; DWCS &amp; other international competitions.</td>
</tr>
<tr>
<td>3</td>
<td>Promote the conduct of women's only events.</td>
</tr>
<tr>
<td>4</td>
<td>Investigate the feasibility of a Women's Series.</td>
</tr>
<tr>
<td>5</td>
<td>Promote separate wave starts for women.</td>
</tr>
</tbody>
</table>

### 5.3 Prizes

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Promote equal prizes for 1st 3 male &amp; female in all sanctioned events.</td>
</tr>
<tr>
<td>2</td>
<td>Promote equal prizes for females - in amount &amp; depth.</td>
</tr>
</tbody>
</table>

### 5.4 International

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Participate on ITU Women's Commission.</td>
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</table>

### 6. Technical

#### 6.1 Race Competition Rules

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Investigate methodologies &amp; development of technical aspects of other sports.</td>
</tr>
<tr>
<td>2</td>
<td>Develop &amp; publish Race Competition Rules.</td>
</tr>
<tr>
<td>3</td>
<td>Review Race Competition Rules.</td>
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<tr>
<td>4</td>
<td>Promote athlete awareness of rules.</td>
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</table>

#### 6.2 Race Judges

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Develop &amp; implement strategy for recruiting Race Judges.</td>
</tr>
<tr>
<td>2</td>
<td>Develop, publish and implement Race Judges Accreditation Course.</td>
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<tr>
<td>3</td>
<td>Review performance of Race Judges to ensure standard interpretation of rules.</td>
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<tr>
<td>4</td>
<td>Review Race Judges Accreditation Course.</td>
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#### 6.3 Race Operations Procedures

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Develop &amp; Publish Race Operations Procedures.</td>
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<tr>
<th>Year</th>
<th>92/93</th>
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Triathlon Australia Development Plan

Input: Junior School Development

Required Person Female / Male to promote the
Sport within the schools. A high profile athlete
would provide the impact needed for this type
of promotion but he/she would require
Good (1) Communication Skills
(2) Be a Salesperson (actively promote student
involvement)
(3) Have skills to conduct / instruct
workshops at given schools
(4) Have backup in media resources
(5) Administrative abilities
(6) Frustration tolerance

If an athlete could not be found with above
qualities then a Promotions Officer who could access
athletes at various venues to sign support / encourage
and run workshops etc would be the beneficiary.

Video Production - Instruction Tape specifically
designed for Triathlon in Schools -

(a) Primary School Level
(b) High School Level

Tapes to depict training methods / display winners /
injuries & prevention / (vibrant well choreographed visual)

Equipping materials - Judges, Course, Belts etc
for implementation into school programs
Guidelines for teachers to implement into schools.

12. Safety procedures - numbers, select activities (training tests).

Greater support for local clubs with activity involves, produce, develop school interest, co-ordinate activities at club level and school greater involvement from both parties.

Success breeds success - pattern in schools only just beginning to get interested, pressure due to success at national.

Incentives for teachers to get actively involved in club administration.

(a) Maintenance
(b) Subsidies
(c) Coaches stability
(d) Attendance and performance - for communication.

Incentives need not be money.

Could be

(a) Holding a position, role
(b) Clothing,Apparel, Travel allowance
(c)...

Training courses - along the lines of Rugby League, Rugby Union etc. Funded partly for

Athletes, from club level to Chair an athlete

- Consistent approach
- Support club functions
-
TO: Triathlon Australia
FROM: Triathlon Queensland
RE: INPUT INTO DEVELOPMENT PLAN (Your Ref. 18 May)
DATE: 29 July 1992

Various office-bearers of TQ have examined TA's Development Plan and responded with the input below:

Administration
Page 17, 1.2.4 Elaborate by specifying TA to produce a bi-monthly newsletter which would be available to anyone through subscription. OR add this as item 1.2.6 if "National Magazine Policy" is something separate.

Page 7, par.3. Delete lines 3 & 4. TA's Development Plan is no place to make reference to good or bad information flows from States or any other party for that matter. (i.e. Let's keep any shortcomings to ourselves rather than broadcasting them to ASC).

Page 18. Add 1.4.5 Publish an Annual Almanac of results and statistics (similar to Athletics Australia publication).

Somewhere, add "Approach State Sports Institutes and Academies re-flying leading triathletes to various National Series events or National Championships conducted interstate". (Already done by AA).

Page 18. Add 1.6.5 "Achieve increased financial turnover through registrations, sponsorships and other means" (Specify a percentage increase if confident).

Marketing
Build in some sort of accountability or assessment level into all marketing goals. Include justifications for any extra funding sought. (Esp. subsidy of TA by States) Explore more effective use of the existing promotional dollar and incorporate into the Development Plan. Ensure there is minimal duplication of state roles by TA.

Development/Promotion
1. Training Camps. Use expert local coaches for camps which might also be located in country areas. These to be weekend and cover some theory but mostly practice/technical assistance (notes given out). Decentralisation of these camps would ensure all Australian regions would have the chance to develop skills, fitness and motivation. Vital for country or regional development.

2. Financial/Product Assistance to Triathlon Clubs. Though human factor is important to Club success, the financial burden of establishing an equipment base for conducting efficient races and training sessions does hinder progress. Build in to the plan incentives for Clubs to increase their numbers and conduct more successful events. Special initiative program for isolated areas due to their lack of contact with major events and harsh climate.

Junior/Schools Development
Incorporate a deliberate program aimed at juniors and schools at grass roots level and build in a mode of communication with them. Introduce high profile male and female Development Officers who would conduct clinics at schools as well as do demonstrations and workshops. (or coord. visits by elite) Establish media resources packet including brochures, stickers, calendars, etc. Create a video package pitched at kids. This would include instructional tapes specifically designed for triathlon in schools. (Primary Level & Secondary Level separately). eg. Tapes would depict training methods, dietary intakes, injury prevention, etc.

Publish coaching manuals suitable for implementation in schools program. Would cover judges, courses, rules, etc.
The manuals would also include guidelines for teachers, eg. Safety standards re-numbers per class, types of activities, etc.

Schedule Coaching and Judges Courses specifically for teachers.

Incorporate incentives for Clubs that actively involve schools and develop school interest. This success would breed more success. Clubs which schedule training camps for kids or provide incentives for juniors should be rewarded somehow.

**Development/ Promotion**

(add to section on previous page)

Incorporate incentives for people to be actively involved in club administration so that programs can be maintained, approaches kept consistent and communication made stable/permanent. Incentives could include holidays, provide promotional ideas, give clothing & travel allowance.

Schedule training camps similar to Rugby for Club athletes who support club program, show potential and train consistently.

**Junior (cont.)**

Decentralise junior triathlons such as Milo Series. eg. Schedule one of their events at Mackay instead (or as well as) of Brisbane and Gold Coast. Perhaps alternate venues Sunshine Coast/Gold Coast. Such series are excellent promotional tools for juniors and should be spread around.

**Women**

Incorporate the marketing and promotion of women. In general have an expert in English proof the Development Plan before final submission.

Replace "procedure" (P.4) with "standardised guideline".

Page 5 (5). Add "Work towards equal recognition for female triathletes, especially in media".

Page 14 (5) Add "Entice women to participate in triathlon" (This is a priority which precedes equity).

**Technical**

Educate juniors in rules. (and the structure of the sport).

If qualified judges cannot come from within TA structure, would it be possible for Race Directors to supply qualified judges. Perhaps TA training course for Race Directors.

Incorporate incentives for people to become Race Judges.

Education of triathletes and coaches in rules.

Computerise sanctioning, accounting, financial records, historical records and TA membership network.

**Medical**

No amendments needed.

___

Jackie Gallagher of **SP TRI CLUB** could be useful in this area.