



**BRITISH  
TRIATHLON**



# OFFICIATING PLAN

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**DELIVERING A WORLD CLASS PROGRAMME**



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# FOREWORD

Technical and Motorcycle Officials (and hereafter referred to collectively as Technical Officials) are a committed group of volunteers who are pivotal to providing a great event experience. A quality, well trained officiating workforce not only ensures fair play amongst competitors, but also encourages increased event quality and provides a pathway for volunteers to strive and achieve.

Technical Officials are key to supporting the overall growth of triathlon and the rising number of events. Officiating provides an additional way for people to engage with triathlon and provides opportunities for further development and continual learning.

Ensuring we have appropriate numbers of suitably qualified Technical Officials will assist with bidding for and delivering the Major Events targeted by UK Sport, Sport England, Event Scotland, Sport Wales, British Triathlon and the Home Nation Associations.

This document outlines British Triathlon's vision for officiating across the entire sport of triathlon, from grass roots officiating through to international competition in the period 2018-2024. Delivery of this plan is critical to British Triathlon achieving its strategic goals, and allows the Home Nation Associations and British Triathlon to support Technical Officials in a cohesive way.

The plan is responsible for providing a supportive, consistent and clear environment for all Technical Officials in Great Britain, whilst allowing for the officiating programme to be delivered in the most appropriate way at a Home Nation and regional level.



# BACKGROUND & RESEARCH

Technical Officials were surveyed in December 2017 and with data taken from the Officials Management System (OMS). A summary of the key findings is below:



**67%**

**OF TECHNICAL OFFICIALS  
WORK FULL TIME**

**13% ARE  
RETIRED**

**66**



**MILES TRAVELLED ON  
AVERAGE BY CHIEF  
TOs TO EVENTS**

**THE MOST FREQUENT  
MOTIVATIONS**

were a desire to give something back to the sport having been or still being a competitor, and to learn new skills.



**KEY AREAS OF  
TRAINING AND  
DEVELOPMENT  
REQUESTED**



are paratriathlon, draft-legal racing and the Competition Rules.



**52**

**IS THE AVERAGE  
AGE OF TECHNICAL  
OFFICIALS**

**16**

**UNDER  
THE AGE  
OF 30**

**? +78**

**NET PROMOTER SCORE**

for LTO and RTO courses in 2018 when asked “How likely is it that you would recommend this course to a friend or colleague?”.

*(scale from -100 to +100)*

# CURRENT STATE OF PLAY

OVER 1160 PERMITTED EVENTS IN 2017

AN OFFICIATING TEAM OF 534 TECHNICAL OFFICIALS

71 TRAINEE LTO (LOCAL TECHNICAL OFFICIAL) 39 TRAINEE RTO (REGIONAL TECHNICAL OFFICIAL)

85 LTO 99 RTO 57 NTO (NATIONAL TECHNICAL OFFICIAL)

13 CTO (CONTINENTAL TECHNICAL OFFICIAL) 5 ITO (INTERNATIONAL TECHNICAL OFFICIAL)

12 TRAINEE MOTORCYCLE OFFICIALS 152 MOTO OFFICIALS 53 TOs AT WTS LEEDS

72% MALE  
28% FEMALE

1.92% OF TECHNICAL OFFICIALS COME FROM A BAME BACKGROUND

84 PEOPLE ATTENDED AN LTO COURSE IN 2018 WITH A 70.2% SUCCESS RATE IN PROGRESSING OR QUALIFYING

15.4% OF TECHNICAL OFFICIALS HAVE A DISABILITY OR LONG TERM HEALTH CONDITION

80% ENGLAND / 7% SCOTLAND / 13% WALES

## VISION

A world-leading officiating programme that supports Technical Officials operating across all levels of the sport.

## MISSION

To develop an exceptional and inclusive officiating programme to recruit, retain and recognise Technical Officials to meet the needs of the sport, delivered by British Triathlon and the Home Nation Associations.

## IMPLEMENTING THE PLAN

The strategic objectives and commitments set out in the British Triathlon Officiating Plan have been carefully designed to address the key working areas in the vision and mission of the British Triathlon Strategy.

We recognise that whilst this is a plan for the whole of Britain, there will be need for variation across the Home Nations and Regions to deliver different priorities, but should not contradict the overall aims of the officiating plan.

We've created an ambitious plan that we believe reflects the ambitions of our organisation and the expectations of our Technical Officials, Event Organisers, and competitors taking part in triathlon and multisport.

# STRATEGIC ACTION AREA 1: RECRUIT

Events are at the heart of triathlon and multisport in Britain. To uphold standards of fair play amongst competitors, and working with Event Organisers to help deliver a safe racing environment, recruiting a sufficient number of enthusiastic, committed and well-trained Technical Officials is key.

- We will promote officiating as an exciting volunteering option through highlighting positive experiences for both competitors and Event Organisers, as well as a personal progression opportunity for the individual.
- We will ensure that officiating both complements and provides an alternative to other triathlon activities, such as competing and coaching. Recruitment will be targeted differently to a range of groups already involved with triathlon, including Event Organisers and clubs.
- We will identify and communicate with different audiences, including BAME and disability groups, and promote awareness of the officiating programme, both for 'static' and Motorcycle Officials across all volunteer groups and relevant existing motorcycling organisations.
- We will use data from the Officials Management System to identify gaps in coverage with the ambition that every permitted event in Britain has the appropriate number of qualified Technical Officials, and ensure this is sustainable in light of natural turnover.





# STRATEGIC ACTION AREA 2: DEVELOP

As volunteers, Technical Officials need support to enjoy their role and reach their goals. Providing development opportunities for continued education and training is at the heart of maintaining an engaged volunteer community.

- We will maintain a clear and transparent officiating pathway and deliver a programme of courses annually, allowing all those Technical Officials who wish to do so the opportunity to progress to the highest level of international officiating in line with the needs of the sport.
- We will continually review Local, Regional and Motorcycle Official resources and provide training opportunities for course facilitators to ensure continued relevance to developments in the sport, and at an appropriate qualification level.
- We will give Technical Officials opportunities to continue their development and training through CPD modules; both practical and seminar led learning in line with their individual needs. Links with existing Coaching and Event Organiser modules and mentoring opportunities will be explored to share benefits and learnings.
- We will ensure that all Technical Officials have the opportunity to lead and work on their own development plans, and be an active participant in 360° feedback about their learning.
- We will support all Technical Officials to achieve their ambitions, whilst recognising different personal motivations. Technical Officials will be provided with ongoing guidance, resources and feedback to ensure they feel comfortable officiating at any level they wish and as far as their talents can take them.
- We will ensure that Motorcycle Officials are an intrinsic part of the officiating programme, and their contribution is equally valued as 'static' Technical Officials. Opportunities for Motorcycle Official development and attendance at Major Events held in Britain will be identified and developed.

# STRATEGIC ACTION AREA 3: DEPLOY

Volunteers by definition want to contribute their time to supporting their passions. For a number of different reasons, Technical Officials want to support events and contribute to our sport. We want to ensure that all those who want to participate are given the opportunity to do so, whilst not placing undue burden on others.

- We will offer all officiating opportunities in a transparent manner, whilst recognising that some events require a certain level of officiating qualification. We will use the Officials Management System (OMS) as the primary tool to manage assignments.
- We will assign Technical Officials efficiently and in a timely manner, allowing positive interaction between the Event Organiser, Technical Official and the appointed Home Nation/Regional Coordinator.
- We will request and act upon feedback from both Technical Officials and Event Organisers to support continued improvement in the quality of event experience, the officiating programme, and the event permitting process.
- We will provide opportunities at British and Home Nation Major Events for those Technical Officials who are looking to progress along the officiating pathway.
- We will provide a clear mechanism for suitably qualified Technical Officials to attend international events, and ensure timely and accurate information to the International Triathlon Union (ITU).
- We will seek to understand where barriers may prevent Technical Officials gaining experience internationally, and investigate ways in which British Triathlon can support them to reach their potential.



# STRATEGIC ACTION AREA 4: DELIVER

Without effective communication, delivery of this plan and achieving its aims will not happen. The right messages, received in a timely manner, and given to the right audience, are necessary to ensure that everyone involved in officiating understands their role and responsibilities.

- We will deliver strong and effective communication to maintain the positive relationship between British Triathlon and one of its key volunteer groups.
- We will use a range of communication methods recognising that people have different learning styles and ways of engaging with information. Newsletters, e-seminars and videos will be considered to offer a vibrant suite of communication.
- We will ensure that Technical Officials are able to seek feedback and gain clarity and understanding of any matter relating to officiating, through knowledgeable staff and supporting volunteers such as Regional Officials Coordinators and Technical Committees.
- We will ensure that Event Organisers understand the value and benefit of having Technical Officials present at the events, as a key way of improving event safety and competitor engagement and fairness.
- We will consult both internally and externally amongst those involved in event organisation and officiating and establish a working group to gain a range of opinions and ideas to help influence the implementation of this plan.
- We will share a consistent approach across British Triathlon and the Home Nations to maximise the potential of volunteers and address the needs of officials at all levels.

# STRATEGIC ACTION AREA 5: RECOGNISE

With Technical Officials being a key group of volunteers, it is absolutely vital their contribution is recognised and rewarded. This plan will act as an advocate for the officiating programme and demonstrate how the commitment of Technical Officials will be shown.

- We will recognise the vital contribution that all Technical Officials make in providing a positive experience for competitors, and to better understand how they impact on people's participation in the sport.
- We will provide a package of benefits which rewards the contribution that Technical Officials make, linking in with the Volunteering Plan to deliver a consistent approach.
- We will celebrate officiating throughout the year, from grass roots triathlon and educating of competitors of all abilities, through to international representation at the highest level.
- We will identify and understand the reasons why Technical Officials leave the officiating programme, and act upon recurring themes where barriers to continued participation are identified.
- We will continue to recognise the contribution of Technical Officials through annual awards processes, and nominate for relevant external awards or recognition.



# STRATEGIC ACTION AREA 6: RULES

As with any sport, rules exist for the purpose of creating equal opportunity and fair play for all competitors. Providing an atmosphere of positive sportsmanship is key to demonstrating that in the sport of triathlon, we do the right thing.

- We will promote the spirit of fair play and competitor safety by enforcing clear and consistent Competition Rules to underpin the sport.
- We will continue to align with the ITU Competition Rules wherever appropriate, whilst ensuring the rules are fit for purpose across all levels of the sport in Britain. We will also consider innovative and progressive formats of the sport and explore how these can be incorporated into our remit.
- We will review the rules annually to take into account developments and changes in the sport and communicate these clearly to all triathlon audiences.
- We will provide Technical Officials opportunities to understand and interpret the rules to ensure a positive competitor experience, and to as much as possible educate rather than penalise where infringements take place.
- We will boost awareness and understanding of the Competition Rules across all triathlon audiences, from first-timers to experienced GB Age-Group Team athletes.





# STRATEGIC ACTION AREA 5: GOVERNANCE

Without a strong supporting network of both committee volunteers and British Triathlon staff, Technical Officials would not be able to successfully achieve their aims. The wealth of experience and knowledge within the sport, and high standards of governance are key to effectively implementing this plan.

- We will support the role remit and value the additional commitment of Regional Officials Coordinators to deliver an outstanding service to Technical Officials and Event Organisers, and provide a forum for discussion, sharing of ideas and consistency of approach.
- We will continue to provide administrative support to the Technical Committee to fulfil their remit of supporting the officiating programme and advise on technical aspects of the sport.
- We will ensure the Technical Committee Terms of Reference continue to be fit for purpose, and a clear succession pathway is in place by ensuring a broad understanding of triathlon rules and events amongst ITU Technical Officials to ensure continuity of operation and development of the sport.
- We will sustain alignment to the ITU Accredited Technical Officials Education Programme to ensure the programme continues to be regarded as world class, whilst continually gaining feedback from the ITU where British Technical Officials have held roles and to understand and facilitate future progression.
- We will continue to develop our positive relationship with the ITU to further gain a full understanding of ITU officiating opportunities and officiating level progression. We will also strive to influence ITU/European Triathlon Union (ETU) event officiating appointments and roles on ITU/ETU Technical Committees.
- We will have clear and transparent selection policies for Major Games (e.g. Olympic and Paralympic and Commonwealth Games) which ensures fairness of opportunity whilst maintaining British Triathlon's positive reputation on the international officiating scene.

# MONITORING & EVALUATION

We recognise that it is vital to understand the impact of the Officiating Plan. This will help in identifying our successes and what has worked well, and also re-evaluating or adjusting any of our objectives or commitments that haven't been achieved.

To monitor how successful we are at delivering on this plan, we will use the following methods:

- We will conduct regular Technical Official and Regional Official Coordinator surveys that are linked to the Key Performance Indicators as outlined in British Triathlon's Operational Plan. These surveys will allow us to gather data from this key volunteer group on their demographics, how well supported they feel and future training requirements.
- We will conduct regular feedback after all courses and workshops to ensure that training and CPD opportunities are meeting the needs of Technical Officials.
- We will increase the number of nominations received for our Technical Official of the Year awards over the next three years, working with clubs, Event Organisers and members to deliver this.
- We will monitor the reach and interactions of our digital communications during the first 12 months of this plan to identify baseline figures, and set subsequent targets for future communication campaigns.
- By 2024 we will aim to have 100% of permitted events with at least one Technical Official in attendance. In 2017 this figure was 72.0%.
- Recruitment of new and retention of existing Technical Officials will be measured using baseline data gathered in 2017. We will also analyse the average number of events that individual Technical Officials are attending, using the OMS as the data source.



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**TRIATHLON  
ENGLAND**



**TRIATHLON  
SCOTLAND**



**WELSH  
TRIATHLON  
CYMRU**



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