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Cover image:
2016 Rio Paralympic Champion Katie Kelly and Michellie Jones (Guide)

Photographs used in this report are courtesy of Delly Carr – Sportshoot. Triathlon Australia’s Official Photographer.
Kate Doughty
5th place 2016 Rio Paralympic Games (PT4 Category)
Reflecting on a wonderful Olympic and Paralympic Games this year in Rio, it was pleasing to see the continued success of triathlon on the global stage for our High Performance team.

The highlight of course, our first Paralympic gold medal at the sports debut on the stunning Copacabana Beach in Rio. It was delivered by Katie Kelly and her experienced guide, Sydney 2000 Olympic silver medallist Michellie Jones. These ladies have dominated on the race track since coming together back in 2015, and equally as much to promote paratriathlon. Five-time World Champion Bill Chaffey was odds on favourite for gold but suffered mechanical issues to finish fourth, while Kate Doughty finished fifth after taking up the sport two years ago. Valiant performances from the whole team that included Claire McLean, Nic Beveridge and Brant Garvey.

While the above-mentioned athletes were focused on Rio, it was Sally Pilbeam (silver) and Kerryn Harvey (bronze) who shone at the World Championships PT3 category in Rotterdam.

2017 saw the introduction of the World Paratriathlon Series (WPS), aligned to the World Triathlon Series (WTS), the first held on the Gold Coast in April 2017. The Australian paratriathletes won 5 of the 11 classes in strong international fields, as Emily Tapp and Bill Chaffey also qualified themselves for the Commonwealth Games in 2018.

The 2016 Snowy Mountains ITU Cross Triathlon World Championships produced more good results for us with Justin Godfrey winning his PT3 category.

These athletes will continue to be the benchmark for our sport and a product of Triathlon Australia’s successful Paralympic programme.

The Rio Olympics was also a positive one for the Australian team with the retiring 2008 Olympic bronze medallist Emma Moffatt producing the best result in sixth. A two-time world champion and veteran of three Olympic campaigns, I would like to thank Emma and congratulate her on an outstanding career. Olympic debutants Aaron Royle and Ryan Bailie finished 9th and 10th, a fantastic effort and one I’m sure will be built on.

More progress for our athletes was evident at the World Championships in Cozumel with Charlotte McShane winning bronze, Ryan Bailie sixth and Ashleigh Gentle in tenth. These three also finished in the top ten world rankings at years end.

The rise of our impressive junior athletes shining on the national and international stage with Hervey Bay Junior Matthew Hauser winning his first ITU World Cup in Chengdu and selected to represent Australia at the World Championships. Queensland’s Joanne Miller won the Australian Junior Championship and will also be on the team with Matt.

The progression of the athletes is a credit to Triathlon Australia’s National Talent Academy, Paralympic and its national athlete pathway program, as well as the athlete’s home support of dedicated coaches and proud parents.

It was also pleasing to see a further increase in participation across most market sectors.

The continued partnership with Sanitarium Weet-Bix TRYathlon Series and the Weet-Bix TRYstars Kids Triathlon program. 27,514 children took part in a Triathlon Australia branded school or event activation conducted by all state and territory triathlon associations which provides understanding of the sport, interactive activities and promotes further junior program and event opportunities for children. This concept is supported by the Australian Sports Commission and underpins the strategy towards junior participation in the Triathlon Australia Participation Plan.

Triathlon continues to be a benchmark sport with the ASC for its good financial management. I would like to congratulate all STTA and national staff for their efforts, and commitment to a unified approach in delivering our Strategic Plan.

PHIL COLES AM
PATRON
TRIATHLON AUSTRALIA
As President of Triathlon Australia, I’m proud to present the Annual Report for 2016-2017.

Our Strategic Plan was developed in collaboration with our State and Territory Boards (STTA’s) and numerous stakeholders who have all played a role in formulating the plan which will guide our sport over the next 3 years. Triathlon Australia board recognised that we will not be able to overcome our challenges or take advantage of all of our opportunities, if we don’t look at the structure of our association. Over the past 12 months, Triathlon Australia has formed a working group of representatives from the STTA’s and we have been undertaking the important work required to ensure that we will have the best structure to secure the future of triathlon in Australia.

We are mid-way through this process and we are committed to a continued focus on the planning, operations and delivery of this work in 2018. My thanks to the working group and the STTA’s Presidents who are helping Triathlon Australia develop the structure to deliver the best outcomes for our sport nationally and for the future of our members and clubs.

Our ‘Whole of Sport’ approach is one of the ‘foundation blocks’ we need to build a solid platform for growth in the organisation and to better ‘future proof’ the organisation against some of the organisational, financial, governance and performance issues that continue to affect a number of National Triathlon Federations.

We continue to work closely with the Australian Sports Commission in relation to governance and alignment with the ASC’s mandatory sports governance principles. In our ASC annual review the ASC has recognised our work and the organisation continues to receive strong commendations.

We have been working to build stronger more transparent relationships with all of our major stakeholders and sponsors and we were very excited to announce our national agreement with Sanitarium Health & Wellbeing Company (SHW) as naming rights partner to our TRYstars program and school activations. The national partnership will help us to increase the number of Australian children participating in the schools program and Weet-Bix Kids TRYstars program.

I want to thank the Australian Sports Commission for their continued support of Triathlon Australia and acknowledge their valuable contribution to our sport. Triathlon Australia is also sincerely grateful to the Australian Olympic Committee and the Australian Paralympic Committee for their support of our athletes in Rio de Janeiro. I also want to thank all of our athletes who were all outstanding representatives of our sport in Rio. I want to congratulate Katie Kelly and Michellie Jones (as guide) for their gold medal performance at the 2016 Rio Paralympics.

In June it was announced by the IOC that the Triathlon Mixed Relay will be included on the program for the Tokyo 2020 Olympic Games. I congratulate ITU President and IOC Member Marisol Casado for her tireless leadership in pursuing this important goal for our sport. As Australia is the current Triathlon Mixed Relays World Champions this provides us with an exciting opportunity at the 2018 Gold Coast Commonwealth Games and as we build towards Tokyo.

One behalf of the Board of Triathlon Australia, I thank Phil Coles AM as our Patron and Life Members Dr Jim Hazel, Brian Hinton, Ken Bonham, Bill Walker and Peter Hedge for their ongoing support of triathlon in Australia, and internationally. I also extend my thanks to the Triathlon Australia Board Members, Michelle Cooper, Sarah Crowley, Liz Savage, Nicole Donegan, Dr Michael Maroney, Dr Mike Allan and Stuart Corbishley for their valuable contributions and leadership of our sport.

On behalf of the Board I extend my sincere thanks to the work of our CEO, Miles Stewart, the Triathlon Australia staff, the State and Territory Associations and their boards, committees and staff and the wonderful work of all the club officials and volunteers.

I look forward to the upcoming Australian triathlon season, the Commonwealth Games and the World Triathlon Championships on the Gold Coast in 2018.

BEN HOUSTON
PRESIDENT
TRIATHLON AUSTRALIA
As I reflect on my first full year as CEO of Triathlon Australia I’m extremely proud of the volume of work and the progress that the organization has achieved in the last 12 months. When I came into this position I promised to focus on the ambitious goals outlined in our Strategic Plan, and with our ‘Whole of Sport’ approach we have made significant inroads across all aspects of the business. Our behaviors and collaboration have made us the envy of many other sports and we will continue to ensure the sport across the whole country remains strong.

This year we made excellent progress on 28 areas of our Operational Plan in the areas of Participation, Membership, Technical, Clubs, Events, High Performance, Marketing/Communications and Commercial.

The spotlight was focused more than ever on our High-Performance Program in this Olympic year. For Emma Moffat and Erin Densham this was their third Olympic campaigns, and they were joined by debutants Aaron Royle, Ryan Bailie, Ryan Fisher and Ashleigh Gentle. Moffat again delivered with the best result in 6th, Royle 9th and Bailie 10th.

I was also privileged to attend the Rio Paralympics where Paratriathlon made its first appearance on the program, made very memorable with a gold medal delivered by Katie Kelly and Michelle Jones (guide) in the PT5 category. Every Paratriathlete on the team – Bill Chaffey, Nic Beveridge, Brant Garvey, Kate Doughty and Sally Pilbeam delivered their best performances on the day, and represented us proudly.

Following a long planning period 2016-2017 showcased many successful international championship races in Australia for the first time – 2016 Snowy Mountains ITU Cross Triathlon World Championships at Lake Crackenback and the 2016 Ironman 70.3 World Championships on the Sunshine Coast in addition to our long-standing Mooloolaba ITU World Cup and Gold Coast World Triathlon Series. We would like to thank our race directors and event promoters for the quality races and opportunities they provide our members.

We are committed to maintaining the integrity of our sport and undertook a review of Triathlon Australia’s framework. This framework consists of essential policies and programs that will contribute to protecting the sport and our members within Australia such as the policy to protect against doping and match fixing issues in accordance with the Crimes Commission Report.

Although we have experienced membership growth for the previous 6 years, this year our membership numbers slightly declined in line with most other sports. However, there were increases in One Day Memberships and overall participation figures, which is very encouraging. Our Membership Review Committee’s investigations into our membership model confirmed it is a solid platform and the focus needs to remain on delivering quality experiences for our members and a high level of servicing, as well as converting one-day members to full members.

At the very heart of our business remains our goal of increasing participation across all formats of our sport and enhancing the experience of being a Triathlon Australia member. To increase participation, we recognise that we need to continually provide innovative opportunities for people from all walks of life to develop an appreciation of our sport. Whether this be through participation initiatives, training, competing or officiating. Every single one of our participants has a story to tell which goes towards shaping the direction of the sport both now and into the future.

We have another exciting year ahead of us, and the eyes of the triathlon and sporting world will be focused on the Gold Coast. In April the Commonwealth Games will showcase not only triathlon but also paratriathlon and the Mixed Triathlon Relay. In September the triathlon community will again come together on the Gold Coast for the 2018 ITU World Triathlon Grand Final.

I would like to take this opportunity to thank the staff at Triathlon Australia I work alongside every day and whose passion and worth ethic ensure we are delivering on our objectives for our sport. To the Triathlon Australia Board and Committee members who voluntarily devote their time and skills towards shaping a better landscape for our diverse sport, I am very thankful and appreciative of your support and guidance. The dedication from our State and Territory Associations, led by the Executive Directors we work with, I’m truly grateful for your hard work and commitment. The selfless and committed work of our world renowned Technical Officials. And finally, thank you to our members and participants that inspire us to provide the best experience possible.

This past year has inspired me as CEO to move our sport forward together, and I pledge to lead with passion and integrity.

MILES STEWART
CEO
TRIATHLON AUSTRALIA
Key Objective
"A sport in safe hands"

STRATEGIC PLAN & OPERATIONAL PLAN

Our Strategic Plan for 2016-2019 was brought to life with the input from a wide cross-section of triathlon and community stakeholders. Its development was commenced with the "Over the Horizon...the next five years” National Conference in September 2014 at the IMAX theatre in Sydney. The conference was attended by all the key stakeholders in our sport including clubs, event organisers, age group athletes, elite athletes, volunteers, technical officials, national and state staff/board members, the Australian Sports Commission and key partners. The conference included inspirational presentations from various keynote speakers, followed by group working sessions designed to flesh out ideas about where the sport could head and what it could achieve.

In the 9 months following the conference there were further focus group meetings that took those ideas, found the consensus within them and developed them into a cohesive strategic plan that will help guide the sport over the next 5 years. The strategic plan is a fluid plan updated on an annual basis with a review every three years to ensure we stay relevant.

The Strategy is based on three purpose pillars:

- Passion
- Participation
- Purpose

Supported by six values we want embedded in the sport and in the manner in which we govern and manage the sport:

<table>
<thead>
<tr>
<th>Health</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enjoyment</td>
<td>Integrity</td>
</tr>
<tr>
<td>Belonging</td>
<td>Respect</td>
</tr>
</tbody>
</table>

We’ve adopted the Starting Line as our symbol, representing the unique challenge of getting to the starting line and as the place where the sport assembles as one group.

The strategy articulates clear purpose for the sport which is:

“To enrich the sporting landscape in Australia by offering a unique challenge which anyone can accept.”

And our purpose as custodians of the sport is to:

“Grow, strengthen and connect every triathlon starting line in Australia.”

The annual operational plan draws directly from the Strategic plan and Triathlon Australia together with the State and Territory Triathlon associations made steady progress delivering on that Operating plan during the year.

Operational Plan Deliverables:

The 2016-17 Triathlon Australia Operational Plan listed 28 deliverables. Using a points system of 2 for fully delivered, 1 for partially delivered, and 0 for not delivered, a score of 33 points out of a possible 56 was achieved. As in previous years, the plan is a very ambitious one resulting in 21 deliverables being progress but not finalised within the year.

KPI Target 90%
Result: 59%

Staff Retention:

Triathlon Australia retained 15 out of 17 staff with 2 resignations during the year, resulting in a 88% retention rate.

KPI Target: 80%
Result: 88%

GOVERNANCE

In 2013, the Australian Sports Commission (ASC) released a set of Mandatory Sports Governance Principles which built on previous good practice governance principles. The ASC invested in developing the principles on the basis that in their view:

Governance structures significantly affect the performance of sporting organisations. Ineffective governance practices not only impact on the sport but also undermine confidence in the Australian sports industry as a whole.

The Board and staff continue to work through various processes of becoming further aligned with the governance principles to advance the sport across each module.
The ASC conducts an Annual Sports Performance Review and Triathlon Australia’s rating improved again with results being as follows:
- Governance (85%)
- Finance (Moderate Risk)
- High Performance Able Bodied (Progressing)
- High Performance Para Triathlon (On Track)
- Participation (On Track) – improved one level from 2016

The ASC also conducts a Sports Capability Review and Triathlon Australia scored 94% where a score of >85% = High Capability. This score places Triathlon Australia at the top end of results compared to other Olympic sports.

A “WHOLE OF SPORT” APPROACH

We continue to work effectively and cohesively with our State and Territory Associations. We have great working behaviours that are the envy of most sports within Australia. The National Leadership meetings enable us to take a holistic view of the sport from large to small states and make strategic decisions around all aspects of our sport. During the year we undertook a Whole of Sport funding review which delivered a great outcome for all involved and we would like to thank our State and Territory Associations for the continued support and unified view that we use to deliver our strategic plan.

The Australian Sports Commission (ASC) considers Triathlon Australia as one of the benchmarks for organisational change within Australian sport through our focus on national behaviours. As leaders within this area we have received significant support from the ASC, however as we look at the next steps we need to be careful that we don’t fall behind other sports as they begin to implement similar change.

FINANCIAL SUMMARY

The 2016-17 Financial Statements are included at the end of this annual report. Triathlon Australia recorded a surplus of $189,370 for the year which was $182,757 better than budget.

A summary of the last 4 years and the 2017-18 budget is as follows.

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>5,203</td>
<td>5,370</td>
<td>5,863</td>
<td>5,257</td>
<td>5,051</td>
<td>5,010</td>
</tr>
<tr>
<td>Expenditure</td>
<td>-5,157</td>
<td>-5,390</td>
<td>-5,814</td>
<td>-5,250</td>
<td>-4,862</td>
<td>-4,973</td>
</tr>
<tr>
<td>Surplus/(Deficit)</td>
<td>46</td>
<td>-20</td>
<td>49</td>
<td>7</td>
<td>189</td>
<td>37</td>
</tr>
<tr>
<td>Equity/Reserves</td>
<td>808</td>
<td>788</td>
<td>837</td>
<td>844</td>
<td>1026</td>
<td>1063</td>
</tr>
<tr>
<td>Cash</td>
<td>1,498</td>
<td>1,565</td>
<td>1,376</td>
<td>n/a</td>
<td>2,291</td>
<td>n/a</td>
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</table>

The Financial Statements contain a segment report (Note 15) showing a further breakdown of the result into the 4 key areas of Support & Administration, Participation, High Performance and Events.

Variance to Budget:
Target: Variance to budget as % of Revenue < 1%

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
<th>Total Revenue</th>
<th>Variance as % of Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td>260,996</td>
<td>232,523</td>
<td>28,473</td>
<td>3,812,852</td>
<td>0.7% Achieved</td>
</tr>
<tr>
<td>2012-13</td>
<td>138,137</td>
<td>229,579</td>
<td>-91,442</td>
<td>4,081,588</td>
<td>-2.2% Not Achieved</td>
</tr>
<tr>
<td>2013-14</td>
<td>46,739</td>
<td>122,282</td>
<td>-75,543</td>
<td>4,407,684</td>
<td>-1.7% Not Achieved</td>
</tr>
<tr>
<td>2014-15</td>
<td>-19,683</td>
<td>-43,554</td>
<td>23,871</td>
<td>5,203,382</td>
<td>0.5% Achieved</td>
</tr>
<tr>
<td>2015-16</td>
<td>48,663</td>
<td>29,513</td>
<td>19,150</td>
<td>5,370,302</td>
<td>0.4% Achieved</td>
</tr>
<tr>
<td>2016-17</td>
<td>189,370</td>
<td>6,613</td>
<td>182,757</td>
<td>5,051,442</td>
<td>3.6% Not Achieved</td>
</tr>
</tbody>
</table>

Healthy reserves are important to Triathlon Australia as they underpin the organisations financial viability and provide capacity to address emerging issues and opportunities.

The level of reserves as at 30 June 2016 was $1,026,369 which finally achieved the short-term target of $1m. The longer-term target is to achieve a level that is the equivalent of 1 years’ worth of ongoing core operating expenditure which is considered industry best practice and in line with expectations of the Australian Sports Commission. As at 30 June 2017 the reserves were equivalent to 0.66 years’ worth of ongoing core operating expenditure.
Triathlon Australia maintained a healthy cash flow during the year with cash at bank averaging $2.7m across the year with the lowest level being $2.1m and the highest $3.3m. With annual membership funds received at the start of each year, government grants received in advance every 6 months and no significant financial risks it is anticipated that cash flow will remain strong for the foreseeable future.

The Finance, Audit and Financial Risk committee continued to meet throughout the year. The committee is a sub-committee of the board and assists the board to fulfil its duties and responsibilities.

Triathlon Australia and its State and Territory Associations continue realise the benefits of planning and budgeting together as one organisation and have been on a common accounting and reporting platform for 4 years. This cooperative approach continues to maintain and improve the financial stability of all 9 associations and helps ensure that the highest priority initiatives are addressed and implemented in a cohesive and coordinated way.

All 9 associations are financially stable and with all associations having positive reserves. Overall whole of sport surplus for 2016-17 was $282,000 bringing reserves to $2,236,000 which equates to 0.52 of a year’s worth of ongoing core operating costs. In order to ensure the long-term stability and sustainability of the sport, the group of associations are committed to building reserves until they are equivalent to 1 years’ worth of ongoing core operating costs.

The whole of sport financial summary for 2016-17 is as follows:

<table>
<thead>
<tr>
<th>$’000</th>
<th>QLD</th>
<th>NSW</th>
<th>ACT</th>
<th>VIC</th>
<th>TAS**</th>
<th>SA</th>
<th>WA</th>
<th>NT*</th>
<th>Total STTA’s</th>
<th>TA</th>
<th>Whole of Sport</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>926</td>
<td>748</td>
<td>205</td>
<td>632</td>
<td>67</td>
<td>153</td>
<td>1,721</td>
<td>320</td>
<td>4,772</td>
<td>5,051</td>
<td>9,823</td>
</tr>
<tr>
<td>Expenditure</td>
<td>-908</td>
<td>-760</td>
<td>-180</td>
<td>-620</td>
<td>-67</td>
<td>-152</td>
<td>-1,679</td>
<td>-313</td>
<td>-4,679</td>
<td>-4,862</td>
<td>-9,541</td>
</tr>
<tr>
<td>Surplus/(Deficit)</td>
<td>18</td>
<td>-12</td>
<td>25</td>
<td>12</td>
<td>0</td>
<td>1</td>
<td>42</td>
<td>7</td>
<td>93</td>
<td>189</td>
<td>282</td>
</tr>
<tr>
<td>Cash</td>
<td>176</td>
<td>280</td>
<td>122</td>
<td>285</td>
<td>24</td>
<td>109</td>
<td>422</td>
<td>479</td>
<td>1,897</td>
<td>2,291</td>
<td>4,188</td>
</tr>
<tr>
<td>Equity/Reserves</td>
<td>53</td>
<td>195</td>
<td>72</td>
<td>50</td>
<td>25</td>
<td>87</td>
<td>482</td>
<td>246</td>
<td>1,210</td>
<td>1,026</td>
<td>2,236</td>
</tr>
</tbody>
</table>

*Subject to Audit, **Estimate

Target: 20% Increase in Reserves until they are equivalent to 1 years’ worth of ongoing core operating expenditure

<table>
<thead>
<tr>
<th>Year</th>
<th>Opening Reserves</th>
<th>Closing Reserves</th>
<th>Variance</th>
<th>% Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td>447,147</td>
<td>708,144</td>
<td>260,997</td>
<td>58% Achieved</td>
</tr>
<tr>
<td>2012-13</td>
<td>708,144</td>
<td>846,281</td>
<td>138,137</td>
<td>20% Achieved</td>
</tr>
<tr>
<td>2013-14</td>
<td>761,281</td>
<td>808,020</td>
<td>46,739</td>
<td>6% Not Achieved</td>
</tr>
<tr>
<td>2014-15</td>
<td>808,020</td>
<td>788,337</td>
<td>-19,683</td>
<td>-2% Not Achieved</td>
</tr>
<tr>
<td>2015-16</td>
<td>788,337</td>
<td>836,999</td>
<td>48,663</td>
<td>6% Not Achieved</td>
</tr>
<tr>
<td>2016-17</td>
<td>836,999</td>
<td>1,026,369</td>
<td>189,370</td>
<td>23% Achieved</td>
</tr>
</tbody>
</table>
Tim Reed Wins the Ironman 70.3 World Championship, held on the Sunshine Coast
Ben Houston - President
Ben is a qualified Lawyer, holding a Bachelor of Laws (Hons) from Bond University. As a Corporate Counsel for Telstra for over 8 years, Ben has been responsible for providing legal support to Telstra’s Media, Brand, Advertising and Sponsorships teams and also has commercial experience managing Telstra’s sports and arts sponsorship portfolio.

Prior to joining Telstra, Ben was a Senior Associate at Blake Dawson Waldron (now Ashurst Lawyers). In his current role as the Supervising Counsel for Telstra’s Digital Media Group, Ben provides legal advice on IP, IT, consumer protection and privacy issues including acquisition of Digital Media Sports content rights. Ben is a keen triathlete having represented Triathlon Australia at the 2007 Hamburg World Championships.

Michael Maroney
Mick has been involved in the sport of Triathlon for 31 years as a professional athlete, age group competitor, coach, race director, volunteer, and held administrative and executive positions. Mick is a Life Member of Cronulla triathlon Club, and an active member of Engadine Triathlon club.

As an athlete Mick represented Australia in 1990 at the Auckland Commonwealth Games and won the Noosa Triathlon in 1989. Mick has won 3 world titles as an age group competitor. Mick holds six University degrees and including a doctorate in education.

Sarah Crowley
Sarah is a Chartered Accountant with ten years experience as a business advisor in Corporate Finance. Key skills include transactional due diligence, valuations and advisory. Sarah was the 2006 National Deloitte Business Woman of the Year.

Sarah took a leave of absence in 2008 and 2009 to race professionally for Australia in the ITU World Championship Series, returning to full time work at Deloitte 2010.

Since 2012, Sarah has worked in a senior finance role within GE, leading the integration of an acquired entity.

Michelle Cooper
An accomplished keynote and motivational speaker, Michelle takes her professional background in behavioural change and delivers powerful personal examples of successfully navigating change, for individuals and organisations.

Michelle is a professional coach and mentor and has a passion for connection at all levels of an organisation. Recently Michelle’s professional focus has been on the national merger integration of a professional membership association where she was driven by a strong desire to ensure value for all.

Michelle has previously held the position of Independent Director on the Triathlon Queensland board. Michelle is an age-group athlete, club owner and coach and whilst having conquered the full gamete of triathlon distances many times over including Ironman, she is yet to tackle an enticer!
Nicole Donegan
Nicole has been the Principal & Director of StrategyCo for more than thirteen years, where she has extensively advised prominent organisations, institutions, associations and government in the areas of member satisfaction, client & stakeholder research, corporate governance, marketing, branding and strategic planning.

Nicole currently also serves as Marketing Director for START Foundation and was a founding Director of Men’s Health Australia (Foundation49) from 2008-2013.

Since becoming involved with triathlon and joining a club three years ago, Nicole and one of her sons have developed a great love for the sport and all that it brings, competing mainly in OD and 70.3 events. Certainly not a natural or fast athlete, Nicole sees herself as a true representative for late starter age-groupers and believes that if she can do it, anyone can.

Liz Savage
Liz passionately believes that great organisations – those with loyal, satisfied members, effective teams and respected brands – are guided by a strong sense of purpose. She applies this thinking to her work as a Board Director and Business Advisor, helping leaders to develop clear strategy, lead lasting change and inspire their people to do great work.

Liz’s experience combines current Board Director roles at economic development agency, Brisbane Marketing and award-winning tech & ideas developer, Appster, with a solid track record in senior leadership roles growing easyJet in Europe and transforming Virgin in Australia. A competitive club sailor for much of her life, Liz is a ‘newbie’ age group triathlete, bitten by the bug and enjoying the intense challenge and strong camaraderie our great sport offers

Dr Mike Allan
Mike is a Chartered Organisational Psychologist with a Doctorate from the University of London and is the Director Organisational Development of a national consultancy firm. He has extensive experience as an internal and external consultant in the aviation, not-for-profit and utilities sectors, with a focus on high performing teams and leaders.

Mike started his working life as a professional equestrian and later changed over to the winter sport of luge, competing for his country in both sports internationally. Eight years as a chief magistrate highlighted the importance of process and fairness and has carried over into his interest in the adjudication of sport. With a teenage son who is a World Champion AG triathlete, Rather than stand around waiting at the finish he and his wife have volunteered for nearly a decade as technical officials, regularly volunteering locally and around Australia.

Stuart Corbishley
Stuart is an experienced sports lawyer and administrator who advises state, national and international governing bodies on a range of legal, commercial, governance and integrity matters. Stuart headed up the legal teams at the Delhi 2010 Commonwealth Games and at AFC Asian Cup Australia 2015, and was involved in establishing the men’s and women’s Big Bash Leagues, the new Australian national netball league and Nitro Athletics.

Stuart is currently General Counsel & Company Secretary of Invictus Games Sydney 2018 and General Counsel of Football Federation Australia’s FIFA Women’s World Cup 2023 Bid. Stuart is also a director of the Australian and New Zealand Sports Law Association and a member of Athletics Australia’s Ethics & Integrity Committee.

Stuart regularly swims, runs and rides but, having never put them all together on the same day before, he recently joined the Warringah Triathlon Club and intends to put that right in 2017!
TRIATHLON AUSTRALIA STAFF

- CHIEF EXECUTIVE OFFICER – Miles Stewart
- EXECUTIVE ASSISTANT – Elissa Dunbavan
- NATIONAL MANAGER, CORPORATE SERVICES – Stuart Hoopmann
- NATIONAL PARTICIPATIONS PROGRAM COORDINATOR – Tracy Doherty
- NATIONAL MANAGER, EVENTS & TECHNICAL – Lukas Matys
- TECHNICAL ADMINISTRATOR – Amy MacPherson
- NATIONAL MANAGER, COMMUNICATION AND PROJECTS – Lisa Pringle
- NATIONAL AGE GROUP MANAGER – Alexandra Fehon
- NATIONAL PERFORMANCE DIRECTOR – Ben Gathercole
- NATIONAL MANAGER, COACH DEVELOPMENT – Graeme Hill
- NATIONAL MANAGER, PARATHRIATHLON – Kathryn Periac
- NATIONAL PARATHRIATHLON & ELITE U23 DEVELOPMENT COACH – Dan Atkins
- HEAD COACH, NATIONAL PERFORMANCE CENTRE – Chris Lang
- HEAD COACH, INTERNATIONAL PERFORMANCE CENTRE – Jamie Turner
- HIGH PERFORMANCE OPERATIONS MANAGER (Maternity Leave) – Emma Whitelaw
- HIGH PERFORMANCE OPERATIONS MANAGER – Sue Fairweather
- FINANCE MANAGER – Mui Choy
- MEMBERSHIP AND ADMINISTRATION OFFICER – Tim Page

PREVIOUS STAFF
- Bernard Savage
- Craig Redman

NATIONAL LEADERSHIP TEAM

TRIATHLON AUSTRALIA REPRESENTATIVES
- Miles Stewart
- Stuart Hoopmann
- Lisa Pringle
- Tracy Doherty
- Alexandra Fehon
- Lukas Matys
- Graeme Hill
- Elissa Dunbavan (Executive Support)

STATE AND TERRITORY ASSOCIATION REPRESENTATIVES
- Craig Johns (ACT)
- Phil Dally (NSW)
- Megan Pickering (NT)
- Tim Harradine (QLD)
- Jesse Mortensen (SA)
- Grant Cosgriff (VIC)
- Brady Butcher (TAS)
- Peter Minchin (WA)

AUSTRALIAN INTERNATIONAL REPRESENTATIVES
- ITU CONSTITUTION COMMITTEE – David Ferrier
- ITU MULTISPORT COMMITTEE – Brian Hinton
- OTU PRESIDENT – Peter Hedge

BOARD SUB COMMITTEES

AGE GROUP COMMITTEE
- Michael Maroney (Chair Male 50-54)
- Tony Duffy (Male 55-59)
- Richard Burnell (Male 55-59)
- Thomas Warren (Male 25-29)
- Shane Gibbs (Male 35-39)
- Barry Lipp (Male 55-59)
- Nicole Rattenbury (Female 45-49)
- Alexandra Fehon (Triathlon Australia National Age Group Manager, Committee Executive Support)

AWARDS COMMITTEE
- John Barker (Chair – April 2017)
- Maureen Cummings (Athlete)
- Craig Alexander (Athlete)
- Brian Hinton (Chair – April 2017))
- Jane Hunt (Historian)
- Amanda Lulham (Daily Telegraph)
- Lisa Pringle (Executive Support)
ELITE ATHLETE SELECTION COMMITTEE
• Melissa Ashton-Gerard (Chair)
• Brian Hinton (Former Board Member)
• Rina Hill (Retired Athlete)
• Mark Newton
• Ben Gathercole (Triathlon Australia National Performance Director)
• Miles Stewart (Executive Support)
• Sue Fairweather (Executive Support)

FINANCE, AUDIT & FINANCIAL RISK COMMITTEE
• Sarah Crowley (Chair)
• Grant Vickery
• Cameron Tuohy (resigned April 2017)
• Simon Byrne (joined May 2017)
• Greg Thompson (Auditor)
• Stuart Hoopmann (Executive Support)

NATIONAL TECHNICAL & OPERATIONAL RISK COMMITTEE
• Mike Allan (Chair)
• Jacqui Kenny (Technical Official)
• Darron Shield (Technical Official)
• Dr Kate Gazzard (Expert Advisor)
• Katie Sexton (Expert Advisor)
• Peter Aldridge (Expert Advisor)
• Michael Thompson (Expert Advisor)
• Frank Stapleton (Observer)
• Lukas Matys (Triathlon Australia National Manager, Events & Technical)
• Amy Macpherson (Executive Support)

PRESIDENTS COMMITTEE
• Ben Houston (TA - Chair)
• Lucy Bergman (NSW)
• Brad Gunn (QLD)
• Peter Wheatley (TAS)
• Alex Gosman (ACT)
• Chris Ogilvie (SA)
• John Barker (VIC)
• Aaron McMahon (NT)
• Justine Bolton (WA)
• Stuart Hoopmann (Executive Support)
• Elissa Dunbavan (Executive Support)
MARKETING & COMMUNICATIONS

Since the National Marketing Workshop held in 2016 there have been significant improvements with Brand unification that required minimal burden to the budget but had maximum impact.

BRAND

One of the most significant and critical to our visibility and consistency is the Triathlon Australia (TA) and State and Territory Triathlon Associations (STTA’s) logos. A slight adjustment to STTA logo’s state for better clarity in collateral was made and a national effort to implement correct versions has had immediate effect. We continue to ensure guidelines are adhered to with our logo across multiple areas internally and externally.

To celebrate Australia’s proud triathlon history, Triathlon Australia in conjunction with its official suit manufacturer Scody designed what is a first in Australian sport - the latest competition suit that has the names of every Australian Elite World, Olympic and Commonwealth Games champion – across all disciplines – printed into the material of the suit.

Triathlon Australia wanted a fresh start – a new Olympic quadrennium, with new athletes, a new High Performance team – a perfect time to reflect on its brand and the meaning of our logo. They are designed to reflect the proud history of our country in this sport while also reflecting on a new era and resurgence as a dominant country.

Digital Platforms – another challenging area of the Marketing and Communications pillar is our digital platforms currently active by TA and STTA’s. At the end of last financial year, we had 61 digital platforms, and over the past 12 months with collaboration from all STTA’s have reduced this to 49. We will continue to streamline these in conjunction with the STTA’s to better service our wide reaching audience.

Digital Strategy – after a four-month long project, the Whole of Sport Digital Strategy was finalized, after thoroughly reviewing all previous consultation work completed. The document addresses three key areas – Analysis, The Future and The Specifics. The Analysis shows how the Digital Strategy directly connects to our KPI’s in the Strategic Plan, The Future outlines the avenues we will (have) implemented to achieve the goals, and The Specific explains the details of each.

Digital Marketing Manager – with a restructure of the existing Marketing/Communications budget Triathlon Australia has employed a resource two days a week to manage this critical area.

COMMUNICATION

After a review of our Mailchimp structure, we have been able to include Triathlon ACT onto the plan under the current monthly fee. They join TA, NSW and Vic now all on the one system, ensuring consistent brand and delivery to our members.

The Membership Communication and renewals plan was the most successful to date for our members, making the renewals process smooth and easy to understand. We further refined our easy to read graphics and communications on our digital platforms with direct and indirect messaging. Additionally, we included SMS messaging to failed renewals.

- Member Benefits vs Membership Cost
- Insurance Check List (to quickly see what members are covered for)
- Testimony (Elite and Age group athletes sharing their positive experiences on varying aspects of membership).
- Digital messaging from CEO Miles Stewart

These better resonated with our members as a more easily digestible way to understand the benefits of membership.

The Digital Planner was developed in-conjunction with the Digital Strategy; it is an annual, monthly and daily breakdown of all National messaging, campaigns, events (World Qualification, Australian Championship) planned across our digital platforms. This was shared with all STTA’s to better align national messaging to our audiences from Triathlon Australia and for STTA’s to plan their state messaging accordingly.

Growth of the TRI Life database

TRI Life was first established in November 2014 as a triathlon community newsletter focussed on delivering content to a broad audience of annual members, one-day members, past members, partners, sponsors, and other fans of the sport. The long-term goal of this is to continue to grow the distribution database to capture all Australian’s with an interest in the sport of triathlon, and to develop communication tools and content that will to retain their interest.

This year we have completely redesigned the look and content we are delivering to this audience, again registering an increase from 40,000 to 42,000.

This is also part of our future direction in moving to a CRM system that we can segment are markets and deliver more relevant content.

Social Media Platforms

Considerable focus has been applied to our digital platforms over the past year with a dedicated focus and direction towards engagement on our social media platforms by providing appealing content to our varied audience. This resulted in increased following across the three mediums identified as our focus – Twitter, Facebook and Instagram. More recently our attention turned to updating our YouTube channel with a new look, introduction from CEO Miles Stewart and content displayed in an easier way to view.

Triathlon Australia has put significant resources into building up our digital library of content from Triathlon Australia experts to provide to our consumers.

In addition to establishing Triathlon Australia as the preeminent reliable resource for news, race updates, results and imagery.
Partnership Update

Strong partnership relationships with maintained with national association sponsors SCODY, High Sierra, Training Peaks, Star Outdoor, V-Insurance Group and Training Peaks.

Triathlon Australia entered into its first whole of sport partnership with Star Outdoor – a branding company that will provide TA & STTA’s with a complete events kit to be used at all National and State events with consistent branding.

Charity Partnership

Partnerships were maintained with the Amy Gillett Foundation (AGF) and the John Maclean Foundation (JMF) as official charity partners of Triathlon Australia.

The AGF’s mission is to ensure safer bike riding in Australia, with a vision of zero bike rider fatalities. They work with Government, road authorities, corporate, motoring and cycling safety organisations and the public to bring about change with safety campaigns such as the well known ‘a metre matters’ and ‘It’s a two-way street’.

Triathlon Australia will work with the AGF to actively promote its objectives to the triathlon community of Australia, including triathlon clubs, state and territory associations, at events and to individual members.

<table>
<thead>
<tr>
<th></th>
<th>30 June 2016</th>
<th>30 June 2017</th>
<th>Percentage Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>TA Facebook page</td>
<td>12584</td>
<td>16,800</td>
<td>25%</td>
</tr>
<tr>
<td>Age Group world champs page</td>
<td>1572</td>
<td>1,912</td>
<td>18%</td>
</tr>
<tr>
<td>TA Twitter</td>
<td>4605</td>
<td>6,628</td>
<td>31%</td>
</tr>
<tr>
<td>TA Instagram</td>
<td>7500</td>
<td>13,900</td>
<td>46%</td>
</tr>
<tr>
<td>TA YouTube subscribers</td>
<td>124</td>
<td>225</td>
<td>45%</td>
</tr>
</tbody>
</table>

Percentage Increase

- TA Facebook page: 25%
- Age Group world champs page: 18%
- TA Twitter: 31%
- TA Instagram: 46%
- TA YouTube subscribers: 45%
The 7th annual Celebration of Champions Awards Dinner was another glittering affair at the QT Hotel at Surfers Paradise with the cream of Australia’s triathletes, paratriathletes, coaches, past champions and officials gathering for the annual night of glitz and glamour.

250 guests attended the night, which followed a spectacular weekend of racing including the ITU World Triathlon Series Gold Coast race and Gold Coast Triathlon Luke Harrop Memorial Triathlon.

Guests from the ITU, Oceania Triathlon Union, Australian Olympic Committee, Australian Paralympic Committee, Gold Coast City Council and special guests enjoyed a night where Australian triathlon is celebrated.

This year, a new addition to the evening that pays tribute to our past Olympic, Commonwealth and World Champions was the introduction of the Triathlon Australia Gallery - special prints of all 40 athletes that lay claim to one or multiple titles. This is the start of a tradition to be continued as more champions emerge and added to the Triathlon Australia Gallery of Champions.

Multiple swimming World, Olympic and Commonwealth gold and silver medallist Brooke Hanson hosted the night.

The vision/hearing impaired Katie Kelly, who became Australia’s first ever Paralympic gold medallist in Rio last year with her trusty Guide Jones by her side, won both the Female Performance and Paratriathlon Performance Awards.

Tim Reed, was named best Male Performer for his nail-biting win in the 70.3 Ironman World Championship in Mooloolaba, and also took out the prestigious Athlete’s Athlete of the Year Award.

For Kelly, it capped an extraordinary six months of post Olympic celebrations. Competing at the Rio 2016 Paralympic Games, where Para-triathlon made its debut, Katie won Australia’s first ever Paralympic medal in the sport.

It was certainly a fitting finale for Kelly and Jones – who herself won Olympic silver when triathlon made its Olympic debut in Sydney 2000.

Joining Kelly and Jones and Reed in the winners circle tonight were a host of deserved winners, including Charlotte McShane the winner of the Chris Hewitt Emerging Athlete Award and golden girl Emma Snowsill – now Emma Frodeno who was inducted into the Triathlon Australia Hall of Fame and Justin Godfrey, honoured for his remarkable gold medal triumph in the ITU World Cross Tri World Championships.

Snowsill emerged in the mid 2000s as triathlon’s pocket rocket who ran to our first Olympic gold in Beijing – a memorable moment for triathlon in Australia.

A triple world champion “Snowy” as she became affectionately known will be forever remembered as a true golden girl of the sport.

It was a night that also celebrated the addition of the pioneers of modern triathlon, Mike Maroney and the late Mark Pringle who became the first Australian to contest 100 triathlons and along with the amazing Carol Pickard, one of the unstoppable ladies of the 80s, were named as Legends of the Sport.

On the coaching front the deserved winners were Jamie Turner (High Performance Coach of the Year) and Corey Bacon (Performance Triathlon Coaching, ACT) and Liz Gosper (Inclusive Sports Training, VIC) joint Age Group Coaches of the Year.

Turner, the recently appointed Head Coach of the newly announced Triathlon Australia International Performance Centre in Wollongong, coached Ryan Bailie and Aaron Royle onto the 2016 Olympic Team and the only Australian to medal at a WTS Grand Final in four years in Charlotte McShane (Bronze medallist in Cozumel).

There were also Service to the Sport of Triathlon Awards to Geoff Frost and Graham Hannan.

There were also awards given to Triathlon Australia’s hard working technical officials with the Rob George Technical Officials of the Year Awards going to Shane Burnett (Triathlon Western Australia); Kelly Bennett-Allan – (Triathlon Queensland); Andy McGuire (Triathlon Victoria) and the first 25 Years Service Award to Greg Lebeter.
Emma Frodeno (nee Snowsill) inducted in Triathlon Australia Hall of Fame.
One of the most integral parts of what Triathlon Australia does is to provide opportunities for people to participate in our sport through initiatives, competing in events, volunteering and officiating.

By providing an innovative mix of ways to introduce triathlon to the community, we create further understanding and relevancy of the sport as well as broadening the pathways to participate.

The most exciting development in this area has been the delivery of a three-year agreement with Sanitarium Health & Wellbeing Company (SHW) as naming rights partner to our TRYstars program. The aim of the partnership is to increase the number of Australian children participating in the Sanitarium Weet-Bix Tryathlon Series and the Weet-Bix Kids TRYstars program. Under the agreement, TA and the STTA’s have worked together to deliver school and event activations across the country to achieve this outcome.

A total of 27,514 children took part in a Triathlon Australia branded school or event activation in 2017. This represents a large number of children who may have been exposed to triathlon for the first time, who now understand what triathlon is and how its structured and most importantly, had a good experience during one of these activations and may be developing a long-time appreciation of the sport.

The focus for our sport moving forward needs to be directed on converting this strong base of engaged children into further opportunities to participate. This could be events such as the Sanitarium Weet-Bix Tryathlon Series, local kids’ events or potentially, participation programs.

In conjunction with Triathlon Victoria, work has steadily taken place on the development and initial piloting of an adult participation program for the last 18 months called TriActive.

TriActive is targeted at those people who are either inactive or somewhat active, would like to do more and want a goal to aim towards. The program is a six-week structured program which leads into a local mini triathlon as an end goal. It is important to note that this does differ from ‘Try a Tri’ concepts in clubs as people who make their way to clubs are usually reasonably engaged within the sport and TriActive participants are just looking to be more active – akin to a ground zero for participation within the sport.

Final adjustments are currently being made to program and delivery guides which will enable them to be distributed to all State and Territory Associations (STTA’s). It is intended and agreed by the STTA’s that piloting will take place across the Australia this season.

In addition to their work on the TriActive program, Triathlon Victoria have been successful in receiving funding over the next 18 months to work on the development of a teenage girl’s participation program called TRIstopme.

Early indicators suggest the TRIstopme program will be an adaptation of the TriActive program which is currently being trialled in Victoria. Once it is finalised, the program will include the learnings from the Weet-Bix TRYstars program and its flexibility, and the structure of the adult participation research.

Work in this space will continue in 2018 on this project which is an identified priority in the Operations Plan of Triathlon Australia.

The final complementary piece to these participation initiatives has been the tracking of participation throughout 2017.

To the year ended 30 June 2017, 180,007 people participated in a Triathlon Australia sanctioned event across the country according to TA participation tracking systems. This represents a 1.82% increase on last year’s figures. Of this figure, we are able to ascertain the following metrics:

1. 36.5% of these race starts were made by annual members of Triathlon Australia with the remaining 63.5% being participants who have purchased a One Day Membership (ODM) to take part (this includes international participants who are also required to have an ODM).

2. From this figure, we can split participant (combined annual member and ODM) preferences out as follows:
   a. Enticer or novice events – 43.6%
   b. Sprint distance events – 22.0%
   c. Standard distance events – 11.5%
   d. Long distance events – 9%
   e. Other (such as cross triathlon events) – 1.9%
   f. Kids’ events – 12%

By looking at the above information we understand that beginners are still a major target for our organisation whilst also acknowledging the importance of junior participation initiatives and events to continue to drive interest from children.
**KEY OBJECTIVE**

"To grow membership by increasing the number of new members and retaining existing members"

The 2016-2017 season saw a 6.5% decline in total annual memberships, closing the year with 20,177 individual members. This is the first time since the 2010-2011 season that annual memberships has seen a decline in the total annual memberships from the previous season.

**MEMBERSHIP GROWTH RATE**

<table>
<thead>
<tr>
<th>Year</th>
<th>National Annual Membership</th>
<th>% Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-2011</td>
<td>9,755</td>
<td></td>
</tr>
<tr>
<td>2011-2012</td>
<td>11,865</td>
<td>21%</td>
</tr>
<tr>
<td>2012-2013</td>
<td>14,152</td>
<td>19%</td>
</tr>
<tr>
<td>2013-2014</td>
<td>20,554</td>
<td>45%</td>
</tr>
<tr>
<td>2014-2015</td>
<td>21,445</td>
<td>4%</td>
</tr>
<tr>
<td>2015-2016</td>
<td>21,592</td>
<td>1%</td>
</tr>
<tr>
<td>2016-2017</td>
<td>20,177</td>
<td>-6.5%</td>
</tr>
</tbody>
</table>
### Annual Membership Comparison By State

<table>
<thead>
<tr>
<th></th>
<th>ACT</th>
<th>NSW</th>
<th>NT</th>
<th>QLD</th>
<th>SA</th>
<th>TAS</th>
<th>VIC</th>
<th>WA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010/11</td>
<td>435</td>
<td>3,063</td>
<td>354</td>
<td>1,763</td>
<td>422</td>
<td>139</td>
<td>1,384</td>
<td>2,175</td>
</tr>
<tr>
<td>2011/12</td>
<td>444</td>
<td>3,894</td>
<td>442</td>
<td>2,261</td>
<td>438</td>
<td>220</td>
<td>1,487</td>
<td>2,679</td>
</tr>
<tr>
<td>2012/13</td>
<td>546</td>
<td>4,391</td>
<td>463</td>
<td>3,070</td>
<td>591</td>
<td>236</td>
<td>1,742</td>
<td>3,113</td>
</tr>
<tr>
<td>2013/14</td>
<td>638</td>
<td>6,784</td>
<td>503</td>
<td>5,792</td>
<td>757</td>
<td>221</td>
<td>2,516</td>
<td>3,343</td>
</tr>
<tr>
<td>2014/15</td>
<td>1,042</td>
<td>6,624</td>
<td>415</td>
<td>5,864</td>
<td>911</td>
<td>310</td>
<td>3,134</td>
<td>3,145</td>
</tr>
<tr>
<td>2015/16</td>
<td>1,001</td>
<td>6,635</td>
<td>432</td>
<td>6,178</td>
<td>821</td>
<td>299</td>
<td>3,186</td>
<td>3,040</td>
</tr>
<tr>
<td>2016/17</td>
<td>1,025</td>
<td>6,100</td>
<td>395</td>
<td>5,624</td>
<td>771</td>
<td>274</td>
<td>3,068</td>
<td>2,920</td>
</tr>
</tbody>
</table>

### Members Per Million of Population

<table>
<thead>
<tr>
<th></th>
<th>ACT</th>
<th>NSW</th>
<th>NT</th>
<th>QLD</th>
<th>SA</th>
<th>TAS</th>
<th>VIC</th>
<th>WA</th>
<th>Australia</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>2587</td>
<td>789</td>
<td>1612</td>
<td>1160</td>
<td>451</td>
<td>527</td>
<td>505</td>
<td>836</td>
<td>1115</td>
</tr>
</tbody>
</table>
KEY OBJECTIVE
"To grow membership by increasing the number of new members and retaining existing members"

One way of retaining existing members has been to focus on our national club affiliations. Triathlon Australia has grown year on year in total affiliated triathlon clubs since moving to a new percent membership model.

TECHNICAL OFFICIALS vs ANNUAL MEMBERSHIPS

<table>
<thead>
<tr>
<th>Year</th>
<th>Technical Officials</th>
<th>Annual Memberships</th>
<th>TO’s vs Annual Memberships</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-2012</td>
<td>416</td>
<td>11865</td>
<td>3.5%</td>
</tr>
<tr>
<td>2012-2013</td>
<td>430</td>
<td>14152</td>
<td>3.0%</td>
</tr>
<tr>
<td>2013-2014</td>
<td>459</td>
<td>20554</td>
<td>2.2%</td>
</tr>
<tr>
<td>2014-2015</td>
<td>456</td>
<td>21445</td>
<td>2.1%</td>
</tr>
<tr>
<td>2015-2016</td>
<td>452</td>
<td>21592</td>
<td>2.1%</td>
</tr>
<tr>
<td>2016-2017</td>
<td>409</td>
<td>20,177</td>
<td>2.0%</td>
</tr>
</tbody>
</table>
### 2016-2017 ACCREDITED TECHNICAL OFFICIALS BREAKDOWN

<table>
<thead>
<tr>
<th>TO Accreditation</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Technical Officials (LTO)</td>
<td>332</td>
<td>81%</td>
</tr>
<tr>
<td>Regional Technical Officials (RTO)</td>
<td>56</td>
<td>14%</td>
</tr>
<tr>
<td>Australian Technical Officials (ATO)</td>
<td>21</td>
<td>5%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>409</td>
<td>100%</td>
</tr>
</tbody>
</table>

### NUMBER OF TECHNICAL OFFICIALS
CLUB V NON-CLUB MEMBERSHIP
93.7% of all members choose to join an affiliated triathlon club when joining the association. 6.3% of all members choose a membership category that is not linked to an affiliated triathlon club.

JUNIOR MEMBERSHIP
15.2% of members are under the age of 19 and classed as a junior membership.
This season has seen another successful year of events conducted across the country, with 816 sanctioned events organised amongst 156 registered event organisers and triathlon clubs. We are very grateful for the quality of events delivered by professional event companies and the time that clubs invest into running events for their members and new-comers.

Triathlon Australia is constantly seeking new ways to improve services to all stakeholders. This year marked a significant milestone publishing the first edition Event Operations Manual (EOM). It was twelve-month project with contributions from all State and Territory Associations, professional race directors, clubs and some of the most knowledgeable people in our sport. The EOM was created to assist event organisers in planning and the delivery of multisport events to a high standard and guidance on best practice. The document will continue to evolve as our sport evolves, and with consideration of feedback from stakeholders.

The EOM provides information and guidelines on all aspects of event management, including:

- Triathlon Australia’s online sanctioning portal
- Work, Health and Safety responsibilities
- Managing risk
- Risk assessments
- How to develop a medical plan
- Volunteer recruitment and management
- The event organiser’s organisational structure
- Operational and design issues associated with transition, swim course, bike course and run course
- Templates and checklists

At the end of the season work has commenced on significant upgrades to the Triathlon Australia online national events calendar. The aim is to create a one stop shop with events, dates, results and statistics for our members and all participants in multisport disciplines. We aim to have this published on the website early in the 2017/2018 season.

Triathlon Australia, each year, offers all event organisers the opportunity to host a national calendar event through an expression of interest process.

This process aims to ensure that events designated as part of the national calendar;

- Ensure an honest, fair and transparent process, demonstrating integrity in the awarding of National Calendar races.
- Provide a clear and informative process which encourages event organisers (commercial, club or other) to host, or aspire to host, a national calendar event.
- Enable healthy competition between event organisers and subsequently raising the standard of all races on the national calendar.
- Continue to strengthen the value of the national championships and national qualifying races for members, event organisers and Triathlon Australia.

And in addition

- Provide consistent and high quality athlete experience for our members.
- Deliver and continually strive for organisational excellence.
- Showcase some of the best triathlon events Australia has to offer, promoting and raising the profile of the sport.
- Reflect Triathlon Australia’s brand values of health, enjoyment, belonging, achievement, respect and integrity.

The national calendar incorporates the following events;

- National Age Group World qualification
- National Age Group Championships
- Australian Youth and Junior Championships
- National Elite & Under 23 Championship
- National Paratriathlon events

The National Calendar consisted of the following events;

- 12 national championship events across age group, elite, paratriathlon, ITU youth and ITU junior categories.
- 42 national age group world qualification events with 6 of the world qualification events incorporating national age group championships.
- Australian Junior Triathlon Series, consisting of 4 races incorporating 4 Australian championship events across the youth and junior category.

National Age Group Championship Events

This season saw the introduction of National Championship events at the Queensland Gatorade Triathlon Series, Race 5 Robina, Hell of the West in Goondiwindi and the Richie Walker Aquathlon in Cronulla. In addition, it was the first joint hosting of the National Sprint and Paratriathlon Championships, an important alignment to strengthen the long term strategy of National Championship events and Paratriathlon.
National Age Group Qualifying Events

The 42 national age group qualification events are spread across all disciplines, states and territories and designed to offer the best opportunity for members to accumulate points towards world championship qualification into the Australian age group team. This opportunity is balanced with ensuring that all events selected as national qualification events also assist to develop, promote and showcase the sport, while also offering our annual members the opportunity to become Australian champions in their age group and form the selection races to earn points to gain a spot for the Australian age group world championship team for the various age-group ITU World Championships that take place each year.

National Paratriathlon Events

The national calendar included two national paratriathlon events. These events are extremely important to the development and promotion of paratriathlon in Australia providing pathway opportunities, qualification points and the chance to be a national champion in each category consisting of PTWC, PTS2, PTS3, PTS4, PTS5, PTVI and also TWD (triathletes with disabilities that are not classified under the ITU rules)

The National Paratriathlon Championships, which holds double selection points, were hosted at the Gatorade Queensland Triathlon Series, Race 5 in Robina for the second time and held in conjunction with the National Sprint Triathlon Championships.

<table>
<thead>
<tr>
<th>Discipline</th>
<th>Event</th>
<th>Event Organiser</th>
<th>Date</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paratriathlon</td>
<td>SunSmart Triathlon Series, Race 4 Rockingham</td>
<td>TriEvents</td>
<td>19 February 2017</td>
<td>WA</td>
</tr>
<tr>
<td>Paratriathlon</td>
<td>Gatorade Qld Tri Series, Race 5 Robina</td>
<td>The Event Crew</td>
<td>22 January 2017</td>
<td>QLD</td>
</tr>
</tbody>
</table>

National Elite Championship Events

Some elite national championship events have been awarded in conjunction with either a national age group championship race or an Oceania Triathlon Union (OTU) Continental Cup or Continental Championship event.

<table>
<thead>
<tr>
<th>Discipline</th>
<th>Date</th>
<th>Race</th>
<th>Event Organiser</th>
<th>National Championships Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duathlon</td>
<td>2 October 2016</td>
<td>City of Armadale Duathlon</td>
<td>TriEvents</td>
<td>National Elite &amp; U23 Duathlon Championships</td>
</tr>
<tr>
<td>Standard Triathlon</td>
<td>18 March 2017</td>
<td>Devonport Triathlon</td>
<td>Cradle Coast Sports and Events</td>
<td>National Elite &amp; U23 Duathlon Championships</td>
</tr>
<tr>
<td>Cross Triathlon</td>
<td>11-12 February 2017</td>
<td>TreX X-Tri Series, Sunshine Coast</td>
<td>In2Adventure</td>
<td>National Elite &amp; U23 Cross Triathlon</td>
</tr>
<tr>
<td>Long Course Triathlon</td>
<td>5 February 2017</td>
<td>Goondiwindi Triathlon</td>
<td>Goondiwindi Tri Club</td>
<td>National Elite Long Course Triathlon</td>
</tr>
</tbody>
</table>

Australian Youth, Junior and Under 23 Triathlon Series (AYJU23)

The Australian AYJU23 Triathlon Series is the key national racing development opportunity in Triathlon Australia’s talent pathway for Youth, Junior and Under 23 athletes aged 13-23. The series is designed to challenge and enhance Australia’s most talented developing triathletes by competing against their peers and earning series points to determine the Australian Series Point Score Champions.

To compete in the Australian AYJU23 Triathlon Series, athletes must hold one of the following Triathlon Australia memberships; ITU Youth (13-16yrs), ITU Junior (17-19yrs), ITU under 23/ pro-development licence. This means athletes have been assessed and endorsed to compete in draft legal triathlon.

ITU Junior (17-19yrs) athletes can be selected from race performances within the Australian Junior Triathlon Series to represent Australia at the ITU World Junior Triathlon Championship.

In 2016/2017 the Series comprised of four key events held at various locations including Gold Coast, Adelaide, Perth & Devonport. The series also incorporates the Oceania Junior Triathlon Championships. This year the best athletes in the overall series ranking received an opportunity to race in Mixed Team Relay invitational event during 2017 Gold Coast World Triathlon Series in April. It was on the same race course as the 2018 Gold Coast Commonwealth Games.
Almost 800 athletes stood on the start line throughout the entire series in 2016/2017 season.

**RACE 1 - 16-18 December 2016: Super Sprint Race Weekend, Runaway Bay, Gold Coast QLD**
- ITU Youth (13-15) Category for athletes age 13-15yrs in 2017
- ITU Junior (16-19) Category for athletes age 16-19yrs in 2017

**RACE 2 - 21 January 2017: Gatorade Queensland Triathlon Series (RS), Robina, Gold Coast QLD**
- ITU Youth (13-15) Category for athletes age 13-15yrs in 2017
- ITU Junior (16-19) Category for athletes age 16-19yrs in 2017
- ITU Under 23 (20-23) Category for athletes age 20-23yrs in 2017

**RACE 3 - 4 & 5 February 2017: Glenelg Triathlon, SA**
- ITU Youth (13-15) Category for athletes age 13-15yrs in 2017
- ITU Junior (16-19) Category for athletes age 16-19yrs in 2017
- ITU Under 23 (20-23) Category for athletes age 20-23yrs in 2017
- Australian Junior Mixed Teams Triathlon Relay Championships
- Australian Youth Mixed Teams Triathlon Relay Championships

**RACE 4 - 4 & 5 March 2017: Way Out West Triathlon, Champion Lake Perth, WA**
- OTU Oceania Junior Triathlon Championships
- OTU Oceania Junior Mixed Teams Triathlon Relay Championships
- Australian Youth Triathlon Championship
- ITU Youth (13-15) Category for athletes age 13-15yrs in 2017
- ITU Junior (16-19) Category for athletes age 16-19yrs in 2017
- ITU Under 23 (20-23) Category for athletes age 20-23yrs in 2017

**MAJOR EVENTS CALENDAR**

Triathlon Australia’s major events are set in some of Australia’s most iconic locations and are the pinnacle of the sport in the country, forming a pivotal piece in many key strategic areas including:

- Training and development of technical officials
- Access to international competition that provides valuable experience for the development of elite athletes and the ability to earn vital ITU ranking points
- Drive standards and quality of event management by delivering world class events
- Raising awareness and profile of triathlon in Australia, Oceania and internationally

Triathlon Australia’s major events calendar consists of the following:

- ITU Triathlon Continental Championships
- ITU Triathlon World Cup
- ITU World Championships
- ITU World Triathlon Series
- World Paratriathlon Event

**IRONMAN 70.3 World Championship**

*2016 IRONMAN 70.3 World Championship – Ironman Oceania, Sunshine Coast, QLD, 09 September*

<table>
<thead>
<tr>
<th>Category</th>
<th>No of athletes competing</th>
<th>Australian Competitors</th>
<th>International Competitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elite Women</td>
<td>31</td>
<td>12</td>
<td>19</td>
</tr>
<tr>
<td>Elite Men</td>
<td>44</td>
<td>16</td>
<td>28</td>
</tr>
<tr>
<td>Age Group Women</td>
<td>900</td>
<td>231</td>
<td>669</td>
</tr>
<tr>
<td>Age Group Men</td>
<td>1742</td>
<td>419</td>
<td>1323</td>
</tr>
<tr>
<td>Para Cycle Men</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Para Cycle Women</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**OTU Continental Championship Events**

*2017 Devonport OTU Standard Triathlon Oceania Championship - Cradle Coast Sports & Events, Devonport TAS, 18 March*

<table>
<thead>
<tr>
<th>Category</th>
<th>No of athletes competing</th>
<th>Australian Competitors</th>
<th>International Competitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elite Women</td>
<td>9</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>Elite Men</td>
<td>19</td>
<td>18</td>
<td>1</td>
</tr>
</tbody>
</table>

*2017 Devonport OTU Paratriathlon Oceania Championship - Cradle Coast Sports & Events, Devonport TAS, 18 March*

<table>
<thead>
<tr>
<th>Category</th>
<th>No of athletes competing</th>
<th>Australian Competitors</th>
<th>International Competitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paratriathlon Men</td>
<td>8</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>Paratriathlon Women</td>
<td>5</td>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>
ITU Triathlon World Cup | 2017 Mooloolaba ITU Triathlon World Cup - IRONMAN Oceania, 11 March

<table>
<thead>
<tr>
<th>Category</th>
<th>No of athletes competing</th>
<th>Australian Competitors</th>
<th>International Competitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elite Women</td>
<td>16</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>Elite Men</td>
<td>25</td>
<td>10</td>
<td>15</td>
</tr>
</tbody>
</table>

ITU World Championships
2016 Snowy Mountains ITU Cross Triathlon World Championships - Pro Results, 18-20 November

<table>
<thead>
<tr>
<th>Category</th>
<th>No of athletes competing</th>
<th>Australian Competitors</th>
<th>International Competitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elite Women</td>
<td>17</td>
<td>6</td>
<td>11</td>
</tr>
<tr>
<td>Elite Men</td>
<td>30</td>
<td>4</td>
<td>26</td>
</tr>
<tr>
<td>U23 Women</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>U23 Men</td>
<td>8</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Junior Women</td>
<td>6</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Junior Men</td>
<td>12</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Paratriathlon Men</td>
<td>3</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Mixed Team Relay</td>
<td>11</td>
<td>2</td>
<td>9</td>
</tr>
</tbody>
</table>

2017 ITU World Triathlon Series Gold Coast

The Gold Coast race was the second round of the 2017 WTS calendar (8 April) and staged an automatic 2018 Gold Coast Commonwealth Games qualifying race for the Australian elite triathletes

<table>
<thead>
<tr>
<th>Category</th>
<th>No of athletes competing</th>
<th>Australian Competitors</th>
<th>International Competitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elite Women</td>
<td>46</td>
<td>8</td>
<td>38</td>
</tr>
<tr>
<td>Elite Men</td>
<td>48</td>
<td>9</td>
<td>39</td>
</tr>
</tbody>
</table>

2017 ITU World Paratriathlon Series Gold Coast

<table>
<thead>
<tr>
<th>Category</th>
<th>No of athletes competing</th>
<th>Australian Competitors</th>
<th>International Competitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men PTWC</td>
<td>9</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Men PTS2</td>
<td>6</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Men PTS3</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Men PTS4</td>
<td>8</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Men PTS5</td>
<td>7</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Men PTVI</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>10</td>
<td>26</td>
</tr>
<tr>
<td>Women PTWC</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Women PTS2</td>
<td>3</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Women PTS4</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Women PTS5</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Women PTVI</td>
<td>5</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>14</td>
<td>6</td>
<td>8</td>
</tr>
</tbody>
</table>
**TECHNICAL OFFICIALS**

The 2016 / 2017 saw a total number of 409 technical officials volunteering their time to officiate across all level events and STTAs. Triathlon Australia sanctioned a total of 811 races, 344 of those events had technical officials attend to ensure the field of play was safe and fair.

**Highlight**

**2017 ITU World Triathlon Series Gold Coast**

A team of 52 technical officials including 37 Australians (2 in senior roles and 11 in chief positions). During the 2017 ITU WTS Gold Coast, Ironman Oceania ran Mixed Team Relay invitation event. This was a test for 2018 Gold Coast Commonwealth Games. It was a great opportunity for our Technical Officials to experience world class mixed team relay set up.

<table>
<thead>
<tr>
<th>Total number of Technical Officials per STTA</th>
<th>ACT = 26</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>NSW = 76</td>
</tr>
<tr>
<td></td>
<td>QLD = 132</td>
</tr>
<tr>
<td></td>
<td>SA = 15</td>
</tr>
<tr>
<td></td>
<td>TAS = 45</td>
</tr>
<tr>
<td></td>
<td>VIC = 48</td>
</tr>
<tr>
<td></td>
<td>WA = 67</td>
</tr>
</tbody>
</table>

Note: 30 TOs have not been assigned a State allocation.

**Technical Official Average Years of Service**

5.3 years

**Oldest Accredited Technical Official**

77 years of age and still actively involved in the program

**Youngest Accredited Technical Official**

23 years old from QLD

**Average age of an Accredited Technical Official**

48 years of age.

**Technical Key Performance Indicators**

<table>
<thead>
<tr>
<th>Year</th>
<th>TO’s</th>
<th>Local TO</th>
<th>Regional TO</th>
<th>Australia TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-2012</td>
<td>416</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>2012-2013</td>
<td>430</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>2013-2014</td>
<td>459</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>2014-2015</td>
<td>456</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>2015-2016</td>
<td>452</td>
<td>1.70% (367)</td>
<td>0.3% (64)</td>
<td>0.1% (21)</td>
</tr>
<tr>
<td>2016-2017</td>
<td>409</td>
<td>(332)</td>
<td>(56)</td>
<td>(21)</td>
</tr>
</tbody>
</table>
HIGHLIGHTS FROM ACT

It has been a fantastic year for Triathlon ACT with record membership, an increase in participation for all the events, and a welcomed financial surplus. There was a 5% increase in overall membership, with a majority of the overall membership being female.

Four athletes and Corey Bacon, as Head Coach, were selected for the 2016 Rio Paralympic Games. Katie Kelly (Michellie Jones - Guide) won Gold in the PT5 category. Kate Doughty finished 5th in the PT4 and Nic Beveridge 9th in the PT1 categories. Unfortunately, Emily Tapp withdrew from Wheelchair racing due to injury. Emily Tapp also picked up Gold medals in the 2017 Gold Coast ITU World Paratriathlon and 2017 Devonport Oceania Triathlon Union Paratriathlon Championships events. Kate Doughty won Gold medals at the 2017 Gold Coast ITU World Paratriathlon, 2017 Yokohama ITU World Paratriathlon, and the 2017 Devonport Oceania Triathlon Union Paratriathlon Championship events.

On a national stage, Chloe Bateup won the 2017 Triathlon Australia Youth B Series and Conor Sproule claimed 3rd in the 2017 Triathlon Australia Under 23 Series. Callum McClusky won round two of the 2017 Triathlon Australia Junior Series in Robina. Penny Slater stepped up from winning the 2016 ITU World Cross Triathlon Championships F20-24 category to win the 2017 Australian Cross Triathlon Championships Elite title. Rowan Beggs-French won gold medals in the 2016 ITU World Cross Triathlon Championships M25-29 age group as well as the Mixed Team Relay event. Grant Thomas won his 5th consecutive Ironman Australia title in the M55-59 category.

Overall event participation increased this season with record numbers in the ACT Aquathlon Series, Proximity Corporate & Community Triathlon and the Elite Energy Canberra Triathlon Festival. The increase in event participation has been attributed to the successful licensing of events and a restructure at Triathlon ACT allowing it to focus on sport development and promotion.

The Sanitarium Weet-Bix Kids TRYathlon at the Australian Institute of Sport, sold out for the third year in succession. After a successful pilot the school activation program continued in the ACT to support the Weet-Bix Kids TRYathlon event and promote junior triathlon opportunities. School visits and activations were completed in Term 3 and 4. Canberra Grammar School conducted a healthy junior program along with Performance Triathlon Coaching and the Vikings Triathlon Club.

Triathlon ACT retained the services of long-standing staff, Craig Johns as the Executive Director and Mel Saltiel as Athlete Services Manager. Lauren Hill departed the part-time Events Manager position in October, with Triathlon ACT deciding not to fill the position. The Triathlon ACT restructure has led to commercial opportunities being established to reduce the risk associated with organising events and to ensure sustainable revenue streams to support sport development and growth.

Coach development and accreditation continued to be a focus for Triathlon ACT with a Club & Community Coach and Development Coach courses being held. Our technical official program continues to grow in strength with Gai Webster and Aaron Broughton being selected to officiate at the 2018 Gold Coast Commonwealth Games.

Triathlon ACT continues its strategic alignment with the national strategic plan and has been able to support club capability needs more effectively in the ACT. We could meet and exceed national participation targets established through the Triathlon Australia Participation Plan.

Triathlon ACT maintained a tier one status for funding support from the ACT Government and continues to work closely with local government to ensure greater facility access for both training and competition.
Triathlon NSW had a change of Executive Director this financial year, farewelling Phil Dally from his role after 6 years at the helm. Phil’s contribution to the sport was immense including offering strong financial and technical stewardship to the organisation during this time and creating new opportunities for members. The entire community of NSW wishes Phil all the best for the future and thank him for his tireless service.

Triathlon NSW continued its strong partnership with 100% Events as its event delivery partner to ensure all events that are conducted are done so in the most professional and safe manner. We would like to thank Mark Stewart and his team for delivering some fantastic events over the season.

Elite Energy again hosted events across NSW bringing together Triathlon Australia yearly and ‘One Day Members’ from all over the state. The Big Husky being a regular highlight and remaining the largest single weekend of Triathlon in NSW featuring 3925 participants. Elite Energy continued their good work offering ‘MiniMan Triathlons’ to juniors and a soft entry to the sport through their Try and Tri Program. Congratulations on their continued good work and support of the sport.

Triathlon NSW’s Development Program is providing world class opportunities to some great young talent to the sport. A highlight is Maitland Triathlon Club’s Lorcan Redman who won his division at the School Sport Australia National Triathlon Championships earlier this year as one of many highlights in his 2016/17 season. As a result of Lorcan’s form and progression, he was selected as part of Australia’s 3 man ITU Junior Mens team for the 2017 ITU Triathlon World Championships to be held in Rotterdam in September.

Triathlon NSW were excited to announce their #TriBucketList campaign during the 2016/2017 season. The #TriBucketList campaign was derived from the partnership between beyondblue and TNSW and allowed for anyone to raise money for beyondblue at ANY of TNSW’s sanctioned events. #TriBucketList was an exciting new way to not only encourage individuals to increase their regular physical activity participation to improve their physical and mental health, but to also fundraise for beyondblue.

The 2016/2017 season also saw the introduction of Regional Club Forums and Workshops in NSW. These Forums and Workshops were designed to bring clubs together in Region Clusters to discover what areas Triathlon NSW clubs required assistance with in regards to the operating capability of their clubs. They have been a great success so far and the information gathered at these forums has resulted in a ‘Club Operations Manual’ being commissioned.

The Triathlon NSW Club Championships saw a massive shift in venue from its long term home in Forster to Orange. The entire event was well received by the locals, who threw out the welcome mat for our members. Approximately 850 participants raced culminating in a huge social night at the local hotel. Of particular interest was the inaugural Junior Club Championships divisions offered which brought together approximately 80 juniors from across this great state. Triathlon NSW will conduct this event next year on already released dates for 2018 and we hope to grow this event and make it bigger and better. And lastly but certainly not least, we wish to recognise and acknowledge Hills Triathlon Club for winning their first title.
2016-17 was a year of significant organisational change and increase in service delivery for Triathlon NT. A 100% board turnover in November presented challenges around continuity and strategic direction. However, with the recent appointment of Aaron McMahon as a President with strong vision, the organisation looks forward to a period of stable leadership. The NT Government Department of Sport and Recreation recognised the association for its excellence in governance and participation initiatives, resulting in a significant funding increase. This was allocated to development of programs to increase participation and drive memberships of adult beginner triathletes.

A partnership with the CareFlight charity saw development of the Top End Tri Series, delivering training and introductory racing opportunities for the absolute beginner. The aim of these interventions has been to bridge the gap into the lifestyle triathlete market, between complete inexperience and club racing. Further additional funding has been secured, to develop programs that engage Defence Force member families in the Top End, and at the opposite end of the socio-economic spectrum, we have commenced delivery of a Remote Sports Program, which offers services to children living in town camps around Alice Springs.

Notable achievements by members attending interstate and international include:

Darwin Triathlon Club had 4 members compete at 2016 Ironman 70.3 World Championships in Kona, Hawaii – Jac Crofton, Sarah Collins, Kevin and Fiona Coyle, and 2 members, Kimberlie and Jamie Baldwin, compete at 2016 ITU World Sprint Championships in Cozumel, Mexico. Two representatives raced 70.3 World Championships Sunshine Coast (Corinne Fabian and Jac Crofton), 2 members contested XTERRA World Championships in Maui, Hawaii (Glen Scholz, Daryl Stanley). 21 club members were Ironman Finishers, including 3 on debut.

Alice Springs Triathlon Club certified 5 new coaches, developed a junior training program, and formed a sister squad relationship with the Q Jetstar Triathlon Squad based in Cairns. These groups held a combined training camp weekend in Alice Springs, which inspired 4 additional club members to compete in events at 70.3 Ironman Cairns. Triathlon NT board and ASTC member Kate McIntyre will represent Australia at ITU World Championships 2017 Long Course Triathlon in Penticton.

The Triathlon NT Junior Coach and Athlete Development Program, delivered in partnership with the NT Institute of Sport, continues to evolve and refine its operations. Highlights include:

Increased engagement in regional areas; junior participation programs in Katherine continue to grow at around 15% per annum; the junior program in Jabiru, partnering with the CareFlight Kakadu Triathlon, this year had a 10-fold increase through engagement with the community school.

Record attendance at junior development programs in Darwin, with a total of 290 different participants (also 15% growth per annum) across a wide range of swimming, running, cycling and gymnastics/physical competency sessions to suit differing ages and stages of development.

Record attendance at coach and junior development camps held in Darwin in April, June and October, and at the AIS in Canberra in December.

Junior and intermediate NT girls teams attended the Australian Schools Triathlon Festival in Penrith; both achieved podium finishes with silver medals.
HIGHLIGHTS FROM QUEENSLAND

Triathlon remained a strong growth sport in Queensland over the 2016/17 year. With the ITU World Triathlon Series race (which doubled as the Commonwealth Games operational trial) being staged on the Gold Coast, the Ironman 70.3 World Championships on the Sunshine Coast, and more national and world champions than previous years, triathlon in Queensland remains world class.

The success of triathlon, and the future of our sport begins in grass roots participation across the state. This season, Triathlon Queensland excelled in assisting and encouraging participation across the state. We sanctioned 146 events, and saw almost 61,500 people on the starting line. From Mt Isa to Port Douglas in the north of the state; St George to the Gold Coast in the state’s south, triathlon is a part of many communities. Over 70 clubs and squads affiliated with Triathlon Queensland, making it a record number aligning with the state body.

Membership across the state remained stable with 6000 members, 17% of whom are juniors; with a gender split of 58% male, 42% female members. Our technical program remains the largest in the country and over the season 553 technical official roles were assigned across the state, but the true number of interactions may never be measured, given the countless volunteer roles our officials do in their local communities.

Triathlon Queensland’s 14 race series, the Nissan State Series, grew this season to include an additional three events, and saw an increase in participation by 30%, even when accounting for the inclusion of new events. Our school visits and junior-focussed activations at events saw 23,500 children introduced to triathlon. This focus has seen a direct increase in participation in kids events at local races.

Triathlon Queensland reformatted the club championship events in both North Queensland and South East Queensland, offering a $5000 prize pool in the Scody North Queensland Club Championship and $9000 in the Nissan Club Championship in the South. Clubs and Squads were able to compete side by side for their share in the prizes, with 58 of our 70 clubs represented at these events.

High performing juniors, supported through our Junior Development Program, also excelled this season. Queensland took out the National Junior Mixed Team Relay Championship in Glenelg, and National Junior Series winners were Col Curry and Joanne Miller. Matthew Hauser retained his Junior National and Oceania titles and is successfully transitioning to elite racing, winning his first World Triathlon Cup race this season. Our Under 23 program is strong with Luke Willian also taking out his first World Triathlon Cup race.

Age Group athletes making their mark on the world stage include Ironman World Champions Jenny Alcorn and Rosie McGeogh and Ironman 70.3 World Champion Jacqueline Thistleton. Queensland has an additional 13 world champions across the ITU Cross Triathlon, Sprint, Standard, Aquathlon, Long Course and Paratriathlon disciplines.

At an elite level, Queenslanders continue to dominate. Of the six athletes chosen to represent Australia at the Rio Olympic games three were Queenslanders, with Emma Moffatt, Ashleigh Gentle and Ryan Fisher showcasing their talent on the world stage. Triathlon made its debut in the Paralympics, with Queenslanders Bill Chaffey and Nic Beveridge wearing the green and gold.

Ashleigh Gentle finished the 2016 ITU World Triathlon Series with a top 10 ranking, and rising stars Matthew Hauser and Luke Willian both shone with their first ITU World Cup wins across this season. Queenslanders racing the long course format also excelled, with Sarah Crowley and Josh Amberger both breaking the course records at the Ironman Asia Pacific Championship at Cairns, and Melissa Hauschildt breaking the course record at Ironman Busselton.

Across the state, Triathlon Queensland are proud to get behind athletes at every level – whether its finding their first starting line to representing their country at the Olympics.
HIGHLIGHTS FROM SOUTH AUSTRALIA

Triathlon South Australia (Triathlon SA) membership peaked at 911 during the qualification period for the World Duathlon Championships (2014/15 season), then dropped back to 824 during the year of the World Duathlon Championships (2015/16 season). During this season with no South Australian World Championship, and the ITU Cross Triathlon World Championship held in NSW our membership finished at 784. This resulted in a decline in membership.

Within our membership structure Adults continue to be the main members (614). Juniors make up 69 members (up from 55 in 2015/16) which is 8.8% of total membership. When referenced against the participation it suggests our clubs are not capturing the bulk of participants in our sport (entry level and children).

Our season started late due to an absence of Race Directors for the winter Duathlon season. Our first event commenced in October, and with 25 events conducted this season we saw a reduction in total number of events. Regional events in Renmark Triathlon and Port Pirie were discontinued by Race Directors Xcelsport. This season saw the second year of the ITU draft legal Junior State Series, with two draft-legal events at Moana and the Sam White aquathlons preparing our junior athletes for the National Junior Series. While successful for our current Junior Development Squad, the series failed to attract new junior participants in this space.

Overall South Australians featured 10 athletes inside the top 20 nationally for their age group.

Under 23 Women: Amber Pate 3rd place
Under 23 Men: Daniel Canala 20th place
Junior (17-19) Women: Fern Davies 12th place
Youth A (15-16) Girls: Charlotte Derbyshire 1st place
Youth A (15-16) Boys: Sam Tierney 2nd place
Youth A (15-16) Boys: Declan Gillard Martin 13th place
Youth B (13-14) Boys: Sam Thomas 5th place
Youth B (13-14) Boys: Harry Snodgrass 10th place
Youth B (13-14) Boys: Tom Roberts 15th place
Youth B (13-14) Boys: Bailey Giles 20th place

Australian Mixed Team Relay: 1st place (Australian Champions) Charlotte Derbyshire, Sam Tierney, Declan Gillard Martin.

Triathlon SA again supported School Sports SA, with board member Stuart Woolford acting as Team Coach and Executive Director Jesse Mortensen attending as a trip chaperone and providing promotion through our website and social media channels.

SA coaches Matt White and Chloe Lane were both accepted into the Performance (Level 2) Triathlon Coach Training Program and in March 2017 travelled to Canberra to undertake the residential portion of program at the Australian Institute of Sport.
HIGHLIGHTS FROM TASMANIA

The Tasmanian Triathlon community have continued to follow the success of Jake Birtwhistle and his amazing racing in the Super League Triathlon and World Triathlon Series events.

The 2017 Armstrong’s Insurance Brokers Tasmanian Triathlon Series was raced in Bridport, Seven Mile Beach, Ulverstone, Coles Bay and Devonport. The series included World Qualifying Events for Sprint, Standard and Long Distance. A strong calendar in the South also had Tri South exhibiting National qualifiers in the Aquathlon and Cross Triathlon.

The Devonport Triathlon brought the world stage to Tasmania again with the Australian Para-Triathlon, Elite, and U23 Championship events.

Five Tasmanians took on the challenge of Ultraman Australia and finished. The Wheatley family set a world record, with Peter in the 60+ age category winning by 3 hours. Peter teamed up with son Matthew to win the father and son category for the second year.

The Triathlon Tasmania Development Program (TTDP) had another strong season with many athletes competing in the Australian Youth Junior U23 Series events across Australia. One of the highlights of the TTDP was seeing member Jack Direen gaining a position in the Australian Junior Men’s Cross Triathlon Team.

The schools Triathlon series again proved to be a growth area, blessed by great weather, superb organisation and friendly competition.

The Stanley Women’s TRY-athlon were winners of the 2016 Get Moving Tasmania Physical Activity Award.

Circular Head is a rural district with a population of approximately 8000 people – many women live in rural areas and are not able to attend training sessions, so there is online support for them in the lead up to the TRY-athlon as well as group training sessions in the district.

In 2016, over 130 local women participated. The TRY-athlon and Fun Run/Walk is open to women of all ages over 16 and to all fitness levels. The aim is to break down as many barriers that we can that may prevent women from exercising regularly. The event is women only as they recognise the intimidation some women feel exercising and participating in sport that includes men. They also aim to keep the cost of our event as low as possible so that women from all socioeconomic demographics can participate.
Our year opened with the Victorian Duathlon Series and a record number of 290 competitors at the State Championship event. Bayside, YarraTri, Hawthorn and Melbourne were outstanding hosts with the ‘back of house’ support of Alexandra Mantell from Triathlon Victoria.

In October 2016, Triathlon Victoria started the transition of the Yarrawonga Mulwala Multisport Festival from Triathlon Victoria management to the local ‘Splash and Dash’ committee. This important transition to local ownership will ensure that the benefits to the local community continue through school, hospital and local charity partnerships, and that opportunities across triathlon, open water swimming, fun run, etc continue to be available in the region.

Our race director partners at SME360, SoleMotive, Event People, X-tri, Ironman, SouthWest Race Management, PB Events, In2Adventure, Elite Energy, Challenge Family, and the many affiliated clubs contribute richly to the event offerings in Victoria. We continue to work in partnership to improve the racing experience and the collaboration of Brian Hinton (Technical and Events Co-ordinator), the Triathlon Victoria Technical Committee and all the TOs is demonstrated through new digital resources, shared learnings and improved event management.

Triathlon Victoria welcomed Dave Mackenzie and James Dougherty to positions looking after TriActive (adult participation program) and TRYstars (juniors and schools) and farewelled Alexandra Mantell after nearly three years building Triathlon Victoria’s membership services and communication areas, and Dave Huggett after nearly a decade of passion and commitment to junior development.

We proudly delivered on our partnerships with:
- Sanitarium where 6200 children participated in school/event activations and race numbers across ‘kids’ events reached over 5000 including an incredible 2922 from the Sanitarium Weet-Bix Kids TRYathlon events.
- The Victorian Government’s ‘Play it Safe by the Water’ campaign by working with clubs and coaches on championing water safety
- VicHealth in developing and piloting TriActive for novice adults looking to make a start in triathlon.

Triathlon Victoria had great pleasure in recognising Joanne King as a Legend of Multisport (joining Penny and David Hansen, Emma Carney, Tim Bentley, Rohan Phillips and Steve Foster) at the Annual Awards, and shared the Rio experience of Paralympian, Kate Doughty. Kate provided an insight into the determination, ‘can do’ attitude and commitment needed to succeed, and we wish her well for the 2017 ITU World Championships in Rotterdam.

At the time of writing Triathlon Victoria has signed an agreement with the Victorian State Government to re-locate to the Melbourne Sports and Aquatics Centre establishing triathlon’s headquarters. This partnership will offer significant cost savings and provides opportunities for junior development, age group performance training and TriActive.

We have successfully applied to VicHealth’s Innovation Challenge for a teenage girls’ participation program. The program, with a working name of #TR1stopme, is a fun and inclusive school-based triathlon program for 13-17-year-old girls. Delivered by teachers, the program seeks to empower girls, particularly those less active, to get involved and give triathlon a go.

In partnership with affiliated clubs and race directors, Triathlon Victoria is committed to growing participation. With increased resourcing and focus in this area we will provide clubs with the tools, resources and inspiration to support growth, service the current members and gain efficiencies in administration. We take this ‘club development’ theme forward in 2017-18 and look forward to seeing many more on ‘the starting line’.

HIGHLIGHTS FROM VICTORIA
HIGHLIGHTS FROM WESTERN AUSTRALIA

The profile and reach of triathlon continues to flourish with over 22,000 race starts recorded across 124 sanctioned events.

While participation levels are similar to recent years, the post mining boom downturn continued to be felt across all sectors and improving the service offered to our clubs and members has been a key focus to retain existing members and continue to keep them engaged in the sport.

We introduced the Top Club program which provides a framework to assist clubs understand their purpose, develop a plan and access resources to support committee members undertake their roles. This program has been well received by our clubs and will be introduced nationally in 2017/18.

The Club Event Series in its second year was further enhanced with improved coordination and marketing aimed at encouraging more members to participate in club run events. This initiative has led to increased participation in club events with 66% of races in the series recording an increase in entries. We are continuing to work with all the clubs to further enhance and grow the series.

Triathlon Western Australia (Triathlon WA) successfully hosted the City of Armadale Way Out West Oceania Junior and National Youth and Junior Championships (AYJTS). This was the first time that an Oceania Championship and round of the AYJTS had been held in WA and it provided an opportunity for WA athletes to compete at the highest level on home soil. WA athletes delivered strong performances across the whole Australian Youth, Junior and U23 National Series, with Liam McCoach (1st), Taylor Kroyer (2nd), Kirby Diaz (2nd), Jess Claxton (2nd), Kira Hedgland (3rd) achieving top 3 results.

2016 was an Olympic Year and Western Australia was well represented with Ryan Bailie coming 10th at the Rio Olympic Games, Brant Garvey 10th at the Paralympic Games and Frank Stapleton selected as a Technical Official for the Paralympic Games.

Triathlon WA again delivered the SunSmart Busselton Festival of Triathlon and SunSmart IRONMAN 70.3 Busselton. We were once again greeted with perfect weather and fast times were again the order of the day with Dan Wilson breaking Craig Alexander’s previous record from just 12 months ago to take the win, while Katy Gibb scored an emotional first time win at the event she loves so much. The success of this event continues to support Triathlon WA and the development of the sport in this State.

Over 60 technical officials were active over the season supporting our events. Our clubs and members are strongly supported by our coaches, with 92 registered Development Coaches, 12 Performance Coaches and 1 High Performance Coach with 93% of coaches re-accrediting from the previous season.

Our Male Triathlete of the Year was won by Ryan Bailie, who competed in two State Championship events early in the season while Kerry Morris took out the female Open Triathlete of the Year off the back of a break out season.
2016 Australian Age Group World Championship Campaigns

582 Australian athletes competed at a variety of 2016 International Triathlon Union Age Group World Championships. A large number of Australian athletes competed at the 2016 70.3 Age Group World Championships and Ironman Age Group Championships. 44 Australian athletes were crowned 2016 Age Group World Champions.

The table below summarises the Australian age group team campaigns and results:

<table>
<thead>
<tr>
<th>Event Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 ITU Age Group Duathlon World Championships Aviles, Spain</td>
</tr>
<tr>
<td>2016 ITU Age Group Long Distance Duathlon World Championships Zofingen, Switzerland</td>
</tr>
<tr>
<td>2016 70.3 Age Group World Championships Sunshine Coast, Australia</td>
</tr>
<tr>
<td>2016 ITU Age Group Aquathlon World Championships Cozumel, Mexico</td>
</tr>
<tr>
<td>2016 ITU Age Group Sprint Distance Triathlon World Championships Cozumel, Mexico</td>
</tr>
<tr>
<td>2016 ITU Age Group Standard Distance Triathlon World Championships Cozumel, Mexico</td>
</tr>
<tr>
<td>2016 ITU Age Group Long Distance Triathlon World Championships Oklahoma, United States of America</td>
</tr>
<tr>
<td>2016 ITU Age Group Cross Triathlon World Championships Lake Crackenback, Australia</td>
</tr>
<tr>
<td>2016 Ironman Age Group World Championships Kona, Hawaii</td>
</tr>
</tbody>
</table>

Special congratulations must go to our 2016 Age Group World Champions including:

**2016 ITU Age Group Duathlon World Champions**
Brandi Alberts (18-19 Standard Distance), Matt Smith (20-24 Standard Distance), Janet Ferguson (55-59 Standard Distance)

**2016 ITU Age Group Aquathlon World Champions**
Sally Musgrove (55-59) and Keith Pearce (80-84).

**2016 ITU Age Group Sprint Distance Triathlon World Champions**
Nathan Breen (16-19), Margo Mackintosh (35-39), Karen Barrow (40-44) and Jason Metters (45-49).

**2016 ITU Age Group Standard Distance Triathlon World Champions**
Isobel Chisholm (18-19) and Keith Pearce (80-84)

**2016 ITU Age Group Long Distance Triathlon World Champions**
Jessy Grant (18-19) and Julie Howle (45-49)

**2016 ITU Age Group Cross Triathlon World Champions**
Rowan Beggs-French (25-29), George Tamblyn (30-34), Tim Lang (45-49), Ian Martin (50-54), Richard Jeffreys (60-64), Penny Slater (20-24), Kate Bramley (25-29), Anne Alford (30-34), Leela Hancox (35-39), Naantali Marshall (40-44), Kim Beckinsale (45-49) Amanda Richards (50-54), Jenny Alcorn (55-59) and Australia Mixed Team Relay A Ben Allen, Charlotte McShane, Rowan Beggs-French and Kate Bramley.

**2016 70.3 Age Group World Champions**
Jason Hael (18-24), Craig Davis (25-29), Emily Loughnan (25-29), Jacqueline Henricks (30-34), Owain Matthews (35-39), Steve Eccleston (40-44), Bevan Mckinno (45-49), Raelleigh Harris (45-49), Graham Bruce (50-54), Kevin Fergusson (55-59), Michelle Allison (60-64), Brian Kennelly (65-69) and Andrea Moore (65-69).

**2016 Ironman Age Group World Champions**
Rosie McGeoch (40-44), Nathan Shearer (25-29) and Jenny Alcorn (55-59). A special mention must go to 2016 Australian age group team members Jenny Alcorn and Keith Pearce. Jenny was a standout age group performer in 2016, claiming world age group championship crowns at the Ironman World Championships and International Triathlon Union Cross Triathlon World Championships. Jenny also claimed a silver medal at the 2016 70.3 Age Group World Championships. Keith was crowned the 80 to 84 year male age group world champion at the 2016 International Triathlon Union World Aquathlon and Standard Distance Triathlon events.

Thank you to the Age Group committee led by Chairman Dr Michael Maroney for their work in guiding the vision of the age group world championship campaigns.
PARATRIATHLON

2016 Rio Paralympic Games

Paratriathlon made its Paralympic debut on the beautiful Copacabana Beach in Rio. Australia qualified a team of 7 athletes through the tough qualifying process with only 10 athletes per class qualifying in each of the 6 medal events.

Day 1 was for the three men's races, with 5-time World Champion Bill Chaffey the stand out medal hope for Australia. Bill had a mechanical problem on the bike and finished 4th. Brant Garvey shone early in his class leading out of T1 and showing the potential he has for 2020, while the youngest team member, Nic Beveridge improved on his result from the 2016 World Championships. Jack Swift, who was originally selected, withdrew from the team.

Day 2 the women took to the blue waters of this famous beach. Australia's Katie Kelly with her guide Michellie Jones dominated their race and won the gold medal. For Michellie it was an extra proud moment after winning an individual silver medal at the Olympic debut of triathlon back in 2000. In only her second year of triathlon former equestrienne Kate Doughty held the bronze medal position until the dying stages of the run and Claire McLean, a silver medallist in cycling at the Paralympics in 2004, competed in her second Paralympic Games in her new sport.

PT5 Katie Kelly/Guide Michellie Jones GOLD
PT4 Kate Doughty  5th
PT4 Claire McLean  9th
PT1 Bill Chaffey   4th
PT1 Nic Beveridge  9th
PT2 Brant Garvey  10th

2016 Rotterdam ITU World Elite Paratriathlon Championships

With the 2016 ITU Grand Final being scheduled around the same time as the Paralympic Games, the ITU shifted the Paratriathlon event to July, and staged it as a test event for the 2017 Grand Final.

For the Australians, the performance priority was the Rio Paralympic Games, for those athletes who had a medal event, so a much-reduced team competed in Rotterdam.

The highlight was Sally Pilbeam and Kerryn Harvey finishing 2nd and 3rd in the PT3 Women's race.

Other Results
PT1 Scott Crowley      9th
PT1 Nic Beveridge    11th
PT4 Joshua Kassulke      9th

2016 Rotterdam ITU World Open Paratriathlon Championships

The Open Paratriathlon Team, which is usually part of the Australian Age Group Team (athletes grouped by class rather than age) was included with the Elite Team in 2016.

PT3 Debbie Wendt   Gold
PT5 Beth White/Guide Melissa Le Quesne Gold

ITU 2016 Snowy Mountains Cross Triathlon World Championships

Almost local paratriathlete Justin Godfrey (he lives in Albury) was a convincing winner in his class, PT3, at the Cross Triathlon World Championships in November 2016. He defeated all other paratriathletes competing, even those in classes with higher function.

ITU Paratriathlon Events - Australia

In 2014 Australia was the first nation to hold a World Paratriathlon Event at Elwood Beach in Melbourne. In 2017 the ITU recognised the significant rise in the performance of the world's paratriathletes and introduced the World Paratriathlon Series (WPS), aligned to the World Triathlon Series. Again, Australia led the way, holding the first ever WPS at the Gold Coast alongside the WTS in April 2017.

The Australian paratriathletes shone winning 5 of the 11 classes in strong international fields.

A new classification system was introduced following two years of data and evidence collection.

The second of the three WPS races was Yokohama in May 2017, with the third the Edmonton WPS in July.

2017 Gold Coast WPS
PTWC Women
Emily Tapp  1st
Sara Tait  3rd
PTWC Men
Bill Chaffey  2nd
Nic Beveridge  5th
Scott Crowley  8th
PTS2 Men
Brant Garvey  3rd
PTS3 Men
Justin Godfrey  1st
PTS4 Women
Sally Pilbeam  1st
Kerryn Harvey  2nd
PTS4 Men
Clint Pickin  8th
PTS5 Women
Kate Doughty  1st
PTS5 Men
Joshua Kassulke  5th
PTVI Women
Katie Kelly/Guide Michellie Jones  5th
PTVI Men
Gerrard Gosens/Guide Dmitri Simons  3rd

2017 Yokohama WPS
PTWC Men
Bill Chaffey  3rd
Nic Beveridge  5th
PTS2 Men
Brant Garvey  6th
PTS4 Women
Sally Pilbeam  2nd
PTS5 Women
Kate Doughty  1st
PTS5 Men
Joshua Kassulke  7th
PTVI Women
Katie Kelly/Guide Michellie Jones  1st
PTVI Men
Gerrard Gosens/Guide Dmitri Simons  5th

2017 Edmonton WPS
PTWC Women
Emily Tapp  1st
PTS4 Women
Sally Pilbeam  2nd
PTS5 Women
Kate Doughty  3rd
PTS5 Men
Joshua Kassulke  7th
PTVI Women
Katie Kelly/Guide Michellie Jones  1st
PTVI Men
Gerrard Gosens/Guide Dmitri Simons  5th

National Sprint Champions 2017
PT1
Bill Chaffey  Emily Tapp
PT2
Brant Garvey
PT3
Debbie Wendt
PT4
Tony Scoleri
PT5
Gerrard Gosens/Guide Dmitri Simons
TWD
Kylie Black
2016-17 has seen the aim of Triathlon Australia to be the leading nation at the Olympic Games, Paralympic Games, Commonwealth Games and ITU World Championships by 2020 continue to move in the right direction.

2016 Rio Olympic Games

The Rio Olympic Games held at Copacabana Beach was the benchmark event for Triathlon Australia which saw Australia field the maximum allocation allowed by a federation, 3 males and 3 females. Progress was demonstrated with two male athletes and one female athlete in the top 10 on what proved to be a challenging course.

Full Results:

<table>
<thead>
<tr>
<th>Elite Male:</th>
<th>Elite Female:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aaron Royle 9th</td>
<td>Emma Moffatt 6th</td>
</tr>
<tr>
<td>Ryan Bailie 10th</td>
<td>Erin Densham 12th</td>
</tr>
<tr>
<td>Ryan Fisher 24th</td>
<td>Ashleigh Gentle 26th</td>
</tr>
</tbody>
</table>

2016 Cozumel ITU World Championships

The 2016 World Triathlon Championships and World Series Final took place in Cozumel, Mexico.

Charlotte McShane put behind her disappointment of not making the Olympic team to produce a podium finish in the Elite Females followed by Ashleigh Gentle 10th, Natalie Van Coevorden 26th and Gillian Backhouse in 34th.

Unfortunately, it wasn’t the race which Emma Moffatt was looking to end her stellar career on with a puncture forcing her out on the bike leg.

In the Elite Men’s race it was Ryan Bailie who continued to show consistency with another top ten finish in 6th place followed by Aaron Royle 16th, Dan Wilson 22nd and Jacob Birtwhistle in 39th.

The U23 athletes continue to show improvements with a top 10 in both the male and female with Declan Wilson 10th and Jaz Hedgeland 9th.

This year we were also able to field a full junior female and male team with the females showing progress, Sophie Malowiecki finishing in 14th, Jessica Claxton 19th and Zoe Leahy 30th.

Not only was Cozumel the World Championship but it also concluded the World Triathlon Series and determined the final rankings for the elite male and female athletes. Australia rounded out the year with 3 athletes in the Top 10 of the World Triathlon Series Rankings.

<table>
<thead>
<tr>
<th>Athlete</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ryan Bailie</td>
<td>6th</td>
</tr>
<tr>
<td>Charlotte McShane</td>
<td>8th</td>
</tr>
<tr>
<td>Ashleigh Gentle</td>
<td>10th</td>
</tr>
</tbody>
</table>

Full Results from Cozumel World Championships:

<table>
<thead>
<tr>
<th>Elite Male:</th>
<th>Elite Female:</th>
</tr>
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<tbody>
<tr>
<td>Ryan Bailie 6th</td>
<td>Charlotte McShane 3rd</td>
</tr>
<tr>
<td>Aaron Royle 16th</td>
<td>Ashleigh Gentle 10th</td>
</tr>
<tr>
<td>Dan Wilson 22nd</td>
<td>Natalie Van Coevorden 26th</td>
</tr>
<tr>
<td>Jacob Birtwhistle 39th</td>
<td>Gillian Backhouse 34th</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>U23 Male:</th>
<th>U23 Female:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declan Wilson 10th</td>
<td>Jaz Hedgeland 9th</td>
</tr>
<tr>
<td>Matthew Baker 15th</td>
<td></td>
</tr>
<tr>
<td>Marcel Walkington 38th</td>
<td></td>
</tr>
<tr>
<td>Luke Willian DNF</td>
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<tr>
<td>Matthew Roberts DNF</td>
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<table>
<thead>
<tr>
<th>Junior Male:</th>
<th>Junior Female:</th>
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</thead>
<tbody>
<tr>
<td>Liam McCoch 37th</td>
<td>Sophie Malowiecki 14th</td>
</tr>
<tr>
<td>Kye Wylde 40th</td>
<td>Jessica Claxton 19th</td>
</tr>
<tr>
<td>Matthew Hauser 45th</td>
<td>Zoe Leahy 30th</td>
</tr>
</tbody>
</table>

Commonwealth Games Selection

The Gold Coast WTS Race was one of two opportunities for Australian athletes to win automatic nomination for the 2018 Commonwealth Games Team as per the Nomination Policy. To do this, athletes needed to be the first Australian athlete to finish in the top 10.

This event also provided the opportunity for the athletes to race on the course which will be replicated in 2018.
For the Australians, the performance priority was the Rio Paralympic Games, for those athletes who had a medal event, so a much-reduced number of triathletes were selected. The ITU triathlon series included only five events for the 2016 season; therefore, performance at these events was crucial. The Australian paratriathletes shone winning 5 of the 11 classes in strong international fields.

In 2014 Australia was the first nation to hold a World Paratriathlon Event at Elwood Beach in Melbourne. In 2017 the ITU recognised the importance of paratriathlon and included it in the World Championships as a test event for the 2017 Paralympic Games. The Australian team were closely followed by the American team and other nations, such as Italy, France, and Germany. The Australian paratriathletes included in the National and Elite Teams were the best in the world, and the Australian Paralympic Committee and team management were pleased to have the advantage of knowing which athletes were selected well in advance of the Paralympic Games. For example,迎来了Jacob Birtwhistle finished 5th and Ashleigh Gentle 26th.

In 2015 the Australian Paralympic Committee and Paratriathlon Australia announced a new classification system for the 2016 Rio Olympic Games, which included three new classes for Paralympic sport. The Australian national team were required to select three or four athletes for each class to qualify for the International Paralympic Committee and the Paralympic Games. The Australian team included Beth White/Guide Melissa Le Quesne Gold PT2, Debbie Wendt Gold PT3, and Charlotte McShane put behind her the disappointment of not making the Olympic team to produce a podium finish in the Elite Females.

The best performances were achieved in individual and team events. In the individual event, Rebekah Keat achieved four podium finishes throughout the year, followed by Ashleigh Gentle 10th, Natalie Van Coevorden 26th and Gillian Backhouse in 34th. Charlotte McShane put behind her the disappointment of not making the Olympic team to produce a podium finish in the Elite Females.

From a results perspective, we had two athletes satisfy the automatic selection criteria to earn their spot on the Commonwealth Games team and have the advantage of knowing they are on the team a year out from competition, Jacob Birtwhistle finished 5th and Ashleigh Gentle 26th. For Michellie it was an extra proud moment after winning an individual silver medal at the Olympic debut.

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Ironman World Championships – Kona

October 2016 saw several Australian athletes take on the lava fields of Kona to try and etch their names in the record books.

As always, the island produced brutal conditions which would challenge those that had months if not years of training behind them. It was Australia’s Mirinda Carfrae who shone in Kona to produce another podium finish in a fast 2nd place followed by Carrie Lester in 10th place.

It was a very tough day for the Australian men with Tim Van Berkel our best placed Aussie in 20th.

70.3 World Championships – Sunshine Coast AUS

It would be the local advantage that would prove that our Australian athletes were the ones to beat at the Sunshine Coast 70.3 Worlds with a World Champion in the men from Tim Reed and a 2nd place in the females by Melissa Hauschildt. This wasn’t the only remarkable results with 3 other males rounding out the top 10 with Sam Appleton 5th, Nicholas Kastelein 6th and Craig Alexander 10th.

Retiring Athletes:

It is important to pay credit to three of Australia’s outstanding athletes who have announced their retirement from competitive Triathlon after remarkable careers.

Emma Moffatt – a career that has spanned over a decade and she is still one of the best triathletes in the World.
- Bronze Medallist at the 2008 Beijing Olympics,
- 3 X Olympian
- Rio Olympic Games – 6th
- 2 x World Champion
- Bronze Medallist in Mixed Team Relay at Glasgow Commonwealth Games
- Multiple podium finishes throughout the years

Nikki Butterfield (nee Egyed)
- ITU U23 World Champion
- ITU World Teams Champion
- Australian Long Course Champion

Rebekah Keat
- 6th fastest time in Iron distance history
- 6 x Iron Distance Champion
- 3 x Australian Ironman Distance Champion
- 2 x Top 6 placings at the Ironman World Championships
- 2 x Junior World Champion
PARATRIATHLON

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The highlight was Sally Pilbeam and Kerryn Harvey finishing 2nd and 3rd in the PT3 Women’s race.

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The Open Paratriathlon Team, which is usually part of the Australian Age Group Team (athletes grouped by class rather than age) was included with the Elite Team in 2016.

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Debbie Wendt Gold

PT5
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National Sprint Champions 2017
PT1
Bill Chaffey Emily Tapp

PT2
Brant Garvey

PT3
Debbie Wendt

PT4
Tony Scoleri

PT5
Gerrard Gosens/Guide Dmitri Simons

TWD
Kylie Black
COACH DEVELOPMENT

Triathlon Australia recognises that effective triathlon coaching is central to developing, sustaining and increasing participation in the sport of triathlon and is committed to highlighting the integral role that coaches play in supporting triathlon participation.

Becoming an effective triathlon coach starts with the realisation that there is much to learn as well as the belief that you can make a difference. This difference is not just about the content of triathlon; it is about the coach-athlete relationship and the positive standards that the coach promotes in what athletes learn. It is these wide-ranging competencies that makes triathlon come alive as athletes learn to care about their participation, and become confident, enthusiastic and skillful participants.

This approach has made a significant contribution to quality club environments, athlete experiences and performances, and supported the increased participation in the sport in the lead up to the Gold Coast 2018 Commonwealth Games.

The Triathlon Australia Coaching Blueprint

The purpose of the Coaching Blueprint is to articulate a national approach to coaching and the strategy and vision to support the development of triathlon coaches across the country. A nationally co-ordinated approach is required to effectively rebuild the foundations and restore credibility in the triathlon coaching system. Ongoing implementation of the Triathlon Australia Coaching Blueprint has continued to provide the triathlon coaching community in Australia with a common vision and a practical reference point to drive the development of a world-best triathlon coaching ecosystem to support triathlon coaching in Australia.

Continued implementation of the Coaching Blueprint vision will facilitate Triathlon Australia to:

"Create a triathlon coaching ecosystem with world-best coaching practice embedded ["Coaching Excellence"] resulting in the development of skilled coaches who support triathletes at all stages of their development."

National Coach Development Program

Triathlon Australia, in association with its state and territory associations, deliver a number of coach development programs courses every year. Currently there are over 800 coaches registered on our national database. Triathlon Australia has continued to develop its coach development programs to satisfy the needs of the triathlon community, with a range of improvements made to our suite of coaching accreditations in 2016-17. Triathlon Australia, in conjunction with Australian Sports Commission accredits all coaches under the National Coaching Accreditation Scheme (NCAS) which aims to offer education and a nationally recognised qualification to individuals coaching at all levels of sport.

A priority for 2016-17 has been the continued evolution of the National Coach Development Program which delivered the following notable highlights.

Community Coach Training Programs

During 2016-17, State and Territory Triathlon Associations delivered a total of 25 Club/Community and Development Coach Training Programs on behalf of Triathlon Australia developing almost 200 new triathlon coaches.

Performance Coach Training Program | AIS March 2017

The innovative Triathlon Australia Performance Coach Training Program was conducted at the Australian Institute of Sport from 18-26 March 2017. After a competitive nomination process 20 performance focused coaches were selected to take part in an 8-day fully immersive program.

World Class presenters included:

- Triathlon Australia’s High Performance Coaches: Jamie Turner, Dan Atkins and Chris Lang
- Triathlon Australia’s High Performance Support Staff: Greg Cox [Nutrition], Jason Patchell [Psychology]
- World class discipline experts from the AIS from Physiology, Biomechanics, Recovery and Olympic swim coach Tracey Menzies

Age Group Coach of the Year Award 2016

This award is provided in recognition of coaches who display excellence in all aspects of coaching at the Community/Age group environment.

**Finalists:** Corey Bacon (ACT), Robyn Low-Hart (NSW), Teresa Theaker (QLD), Grant Fergusson (SA), Dylan Evans (TAS), Liz Gosper (VIC) Ross Young (VIC) and Stuart Durham (WA)

**Winners:** Corey Bacon (ACT) and Liz Gosper (VIC)
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PT3
Debbie Wendt   Gold
PT5
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Other Results

Produced team competed in Rotterdam.

With the 2016 ITU Grand Final being scheduled around the same time as the Paralympic Games, the ITU shifted the Paratriathlon event 2016 Rotterdam ITU World Open Paratriathlon Championships.

PT2 Brant Garvey  10th
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HIGH PERFORMANCE COACH EXCELLENCE PROGRAM

Triathlon Australia is continuing to evolve our High Performance Coach Excellence Program; an individualised professional development program for identified high performance coaches to continue to develop the current generation of national coaches and ensure continued improvement in their knowledge and skill base.

Triathlon Australia High Performance Coaches where selected for personal development opportunities offered at the Australian Institute of Sport Centre for Performance Coaching & Leadership throughout 2016-17 including:

- AIS Performance Coach Program
- AIS World Class to World Best Conference
- AIS Coach Exchange

High Performance Coach of the Year Award 2016

This award recognises those individuals who have coached professional Australian triathletes to outstanding achievements in international level competition.

2016 Winner: Jamie Turner (NSW)

Number of professional athletes per Performance+ coaches

<table>
<thead>
<tr>
<th>Year</th>
<th>Professional Athletes*</th>
<th>Performance + coaches ^</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-2016</td>
<td>223*</td>
<td>127^</td>
<td>0.57</td>
</tr>
<tr>
<td>2016-2017</td>
<td>246*</td>
<td>140^</td>
<td>0.57</td>
</tr>
<tr>
<td>Target</td>
<td></td>
<td></td>
<td>&gt; 0.10</td>
</tr>
<tr>
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<td></td>
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<td></td>
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</tbody>
</table>

*Professional Licence holders, ITU U/23 and Elite Paratriathletes included  ^ High Performance and Performance coaches included

Number of coaches with athletes in the Athlete Categorisation structure

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>2013-2014</td>
<td>28</td>
</tr>
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Sally Pilbeam  2nd
PTS5 Women
Kate Doughty  1st
PTS5 Men
Joshua Kassulke  7th
PTVI Women
Katie Kelly/Guide Michellie Jones  1st
PTVI Men
Gerrard Gosens/Guide Dmitri Simons  5th

2017 Edmonton WPS
PTWC Women
Emily Tapp  1st
PTS4 Women
Sally Pilbeam  2nd
PTS5 Women
Kate Doughty  3rd
PTS5 Men
Joshua Kassulke  7th
PTVI Women
Katie Kelly/Guide Michellie Jones  1st
PTVI Men
Gerrard Gosens/Guide Dmitri Simons  5th

National Sprint Champions 2017

PT1
Bill Chaffey  Emily Tapp
PT2
Brant Garvey
PT3
Debbie Wendt
PT4
Tony Scoleri
PT5
Gerrard Gosens/Guide Dmitri Simons
TWD
Kylie Black
Triathlon Australia Limited

ABN 67 007 356 907

Financial Statements

For the Year Ended 30 June 2017
The second of the three WPS races was Yokohama in May 2017, with the third the Edmonton WPS in July. A new classification system was introduced following two years of data and evidence collection. The Australian paratriathletes shone winning 5 of the 11 classes in strong international fields.

Again, Australia led the way, holding the first ever WPS at the Gold Coast alongside the WTS in April 2017. The ITU Paratriathlon Events – Australia

Championships in November 2016. He defeated all other paratriathletes competing, even those in classes with higher function. Almost local paratriathlete Justin Godfrey (he lives in Albury) was a convincing winner in his class, PT3, at the Cross Triathlon World Championships.

The Open Paratriathlon Team, which is usually part of the Australian Age Group Team (athletes grouped by class rather than age) was included with the Elite Team in 2016.

2016 Rotterdam ITU World Open Paratriathlon Championships

PT4 Joshua Kassulke      9th
PT1 Nic Beveridge    11th
PT1 Scott Crowley      9th

Other Results

The highlight was Sally Pilbeam and Kerryn Harvey finishing 2nd and 3rd in the PT3 Women’s race.

The Open Paratriathlon Team, which is usually part of the Australian Age Group Team (athletes grouped by class rather than age) was included with the Elite Team in 2016.

2016 Rotterdam ITU World Elite Paratriathlon Championships

PT2 Brant Garvey  10th
PT1 Nic Beveridge  9th
PT1 Bill Chaffey   4th
PT4 Claire McLean  9th
PT4 Kate Doughty  5th
PT5 Katie Kelly/Guide Michellie Jones GOLD

The Open Paratriathlon Team, which is usually part of the Australian Age Group Team (athletes grouped by class rather than age) was included with the Elite Team in 2016.

2016 Rotterdam ITU World Elite Paratriathlon Championships

PT2 Brant Garvey  10th
PT1 Nic Beveridge  9th
PT1 Bill Chaffey   4th
PT4 Claire McLean  9th
PT4 Kate Doughty  5th
PT5 Katie Kelly/Guide Michellie Jones GOLD

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Triathlon Australia Limited

ABN 67 007 356 907

Independent Audit Report to the members of Triathlon Australia Limited


We have audited the accompanying financial report of Triathlon Australia Limited, which comprises the statement of financial position as at 30 June 2017, and the statement of comprehensive income, statement of changes in equity and cash flow statement for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the director's declaration of Triathlon Australia Limited at the year's end or from time to time during the financial year.

Directors' Responsibility for the Financial Report

The directors of the Company are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Corporation Act 2001. This responsibility includes designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report resulting from our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report. Our audit does not involve an analysis of the prudence of business decisions made by directors and management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.
Independence

In concluding our audit, we have complied with the independence requirements of the Corporations Act 2001. We confirm that the independence declaration required by the Corporations Act 2001, provided to the directors of Triathlon Australia Limited, would be in the same terms if provided to the directors as at the date of this auditor’s report.

Auditor’s Opinion

In our opinion, the financial report of Triathlon Australia Limited is in accordance with the Corporations Act 2001, including:

a) giving a true and fair view of the company’s financial position as at 30 June 2017 and of their performance for the year ended on that date, and

b) complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Corporations Regulations 2001.

Greg Thompson
Auditor
HURSTVILLE

Date: 17 August, 2017
Your directors present their report together with financial statements of the Company for the financial year ended 30 June 2017.

1. Principal Activities

The principal activities of the Company during the financial year were in accordance with the objects of the Company as outlined in the constitution which are:

a. to be the national governing body for Triathlon and be recognised as such by the Australian Olympic Committee, Australian Commonwealth Games Committee, the International Triathlon Union (ITU) and the Australian Government;

b. become and remain the only Australian affiliate of the ITU or its successor or assign, and represent and promote the interests of the members to the ITU;

c. unite the STTAs, Affiliated Clubs and Individual Members;

d. encourage, administer, promote, advance and manage Triathlon in Australia through competition and commercial means;

e. ensure that Triathlon in Australia is carried on in a manner, which secures and enhances the safety of participants, officials, spectators and the public and which allows the sports to be competitive and fair;

f. adopt, formulate, issue, interpret, implement and amend from time to time by-laws, rules and such other regulations as are necessary for the control and conduct of Triathlon in Australia;

g. develop, manage and govern Triathlon in Australia in accordance with, and having regard to, the rules and regulations of the Company;

h. arrange for national championships and the selection of national teams and training squads;

i. determine, arrange and publish an annual Australian Triathlon calendar of events;

j. pursue through itself or other such entity commercial arrangements, including sponsorship and marketing opportunities, as are appropriate to further the Objects;

k. formulate or adopt and implement appropriate policies, including policies in relation to sexual harassment, equal opportunity, equity, drugs in sport, health, safety, infectious diseases and such other matters as arise from time to time as issues to be addressed in Triathlon;

l. do all that is reasonably necessary to enable these Objects to be achieved and to enable the Members to receive the benefits which these Objects are intended to achieve;

m. co-operate or join with or support any association, organisation, society, individual whose activities or purposes are similar to those of the Company or which advance Triathlon in Australia;

n. have regard to the public interest in its operations; and undertake and or do all such things or activities as are necessary, incidental or conducive to the advancement of these Objects.
2. Operational Review

a  Financial Operating Results

The consolidated surplus of the Company after providing for income tax and eliminating minority equity interests amounted to $189,370 (2016: $48,663).

b  Dividends paid or declared

In accordance with the Constitution of the Company, the income and property of the Company must be applied solely towards the promotion of the Objects.

No portion of the income or property of the Company may be paid or transferred, directly or indirectly by way of dividend, bonus or otherwise to any Member,

No remuneration or other benefit in money or money's worth may be paid by the Company to any Member who holds any office of the Company.

c  Funding of operations

The Company has maintained its activities in the furtherance of its objectives through volunteer member resources, funding grants from government agencies, sponsorship and membership levies.

The Company has also continued to undertake a whole of sport insurance policy.

3. Other items

a  Significant Changes in State of Affairs

No significant changes in the Company's state of affairs occurred during the financial year.

b  After balance day events

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations or the state of affairs of the Company in future financial years.

c  Auditor's Independence Declaration

A copy of the auditor’s independence declaration as required under section 307C of the Corporations Act 2001 is attached.

d  Rounding of amounts

The Company is an entity to which ASIC Class order 98/100 applies and, accordingly, amounts in the financial statements and directors' report have been rounded to the nearest dollar.
e Future developments
Likely developments in the operations of the Company and the expected results of those operations
in future financial years have not been included in this report as the inclusion of such information is
likely to result in unreasonable prejudice to the Company.

f Environmental Issues
The Company’s operations are not regulated by any significant environmental regulation under a law
of the Commonwealth or of a State or Territory.

4. Director and Company Secretary Information

a Information on Directors
The names of the Directors in office at any time during, or since the end of the year are:

<table>
<thead>
<tr>
<th>Name</th>
<th>Qualifications</th>
<th>Elected/Appointed</th>
<th>First Elected/Appointed</th>
<th>Retired</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ben Houston (President)</td>
<td>Lawyer</td>
<td>Re-Elected President</td>
<td>First Elected 27 October 2012</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 November 2016 (two-year term)</td>
<td>(two-year term)</td>
<td></td>
</tr>
<tr>
<td>Mike Allan</td>
<td>Psychologist</td>
<td>Re-appointed 5 November 2016</td>
<td>First Appointed 14 April 2016</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(one year term)</td>
<td>(until AGM)</td>
<td></td>
</tr>
<tr>
<td>Michelle Cooper</td>
<td>General Manager</td>
<td>Re-Elected 5 November 2016</td>
<td>First Elected 18 October 2014</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(two-year term)</td>
<td>(two-year term)</td>
<td></td>
</tr>
<tr>
<td>Stuart Corbishley</td>
<td>Lawyer</td>
<td>Elected 5 November 2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(two-year term)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sarah Crowley</td>
<td>Chartered Accountant</td>
<td>Elected 7 November 2015</td>
<td>First Appointed 26 October 2013</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(two-year term)</td>
<td>(until AGM)</td>
<td></td>
</tr>
<tr>
<td>Nicole Donegan</td>
<td>Principal &amp; Director</td>
<td>Elected 7 November 2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(two-year term)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Michael Maroney</td>
<td>Teacher</td>
<td>Re-appointed 5 November 2016</td>
<td>First Appointed 22 May 2012</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(one year term)</td>
<td>(until AGM)</td>
<td></td>
</tr>
<tr>
<td>Liz Savage</td>
<td>Non-Executive Director, Company Advisor</td>
<td>Elected 7 November 2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(two-year term)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Directors have been in office since the start of the financial year to the date of this report unless
otherwise stated. Terms finish at the AGM.
Directors' Report

30 June 2017

b Meetings of Directors

During the financial year, 11 meetings of directors (excluding committees of directors) were held. Attendances by each director during the year were as follows:

<table>
<thead>
<tr>
<th>Directors' Meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eligible to attend</td>
</tr>
<tr>
<td>---------------------</td>
</tr>
<tr>
<td>Ben Houston</td>
</tr>
<tr>
<td>Mike Allan</td>
</tr>
<tr>
<td>Michelle Cooper</td>
</tr>
<tr>
<td>Stuart Corbishley</td>
</tr>
<tr>
<td>Sarah Crowley</td>
</tr>
<tr>
<td>Nicole Donegan</td>
</tr>
<tr>
<td>Michael Maroney</td>
</tr>
<tr>
<td>Liz Savage</td>
</tr>
</tbody>
</table>

No indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been an officer or auditor of the Company.

Company Secretary

The following person held the position of Company Secretary at the end of the financial year:

Miles Stewart, Chief Executive Officer, Triathlon Australia

5. Options

a No options granted or outstanding

No options over issued shares or interests in the Company or a controlled entity were granted during or since the end of the financial year and there were no options outstanding at the date of this report.
6. Proceedings on Behalf of Company

a Leave or proceedings

The Group was not a party to any proceedings during the year.

7. Sign off details

Signed in accordance with a resolution of the Board of Directors:

Ben Houston
President
Triathlon Australia Limited
15 August 2017
Directors' Declaration

The directors of the Company declare that:

1. The financial statements and notes, as set out on pages 11 to 36, are in accordance with the Corporations Act 2001:
   
   (a) comply with Accounting Standards; and
   
   (b) give a true and fair view of the financial position as at 30 June 2017 and of the performance for the year ended on that date of the Company.

2. In the directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

[Signature]

Ben Houston
President
Triathlon Australia Limited
15 August 2017
## Triathlon Australia Limited

ABN 67 007 356 907

### Statement of Comprehensive Income

For the Year Ended 30 June 2017

<table>
<thead>
<tr>
<th>Note</th>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,15</td>
<td>Revenue</td>
<td>5,051,442</td>
<td>5,862,609</td>
</tr>
<tr>
<td></td>
<td>Project Activity Expenses</td>
<td>(665,845)</td>
<td>(984,635)</td>
</tr>
<tr>
<td></td>
<td>Employee benefits and contractors expenses</td>
<td>(2,061,161)</td>
<td>(2,107,124)</td>
</tr>
<tr>
<td>3</td>
<td>Depreciation of plant and equipment</td>
<td>(15,697)</td>
<td>(15,456)</td>
</tr>
<tr>
<td></td>
<td>Rent</td>
<td>(52,464)</td>
<td>(70,682)</td>
</tr>
<tr>
<td></td>
<td>Grants to other Organisations</td>
<td>(134,420)</td>
<td>(163,631)</td>
</tr>
<tr>
<td></td>
<td>Insurance expenses</td>
<td>(386,516)</td>
<td>(330,377)</td>
</tr>
<tr>
<td></td>
<td>Travel and accommodation expenses</td>
<td>(1,029,500)</td>
<td>(1,509,186)</td>
</tr>
<tr>
<td></td>
<td>Marketing and Communications</td>
<td>(255,844)</td>
<td>(192,520)</td>
</tr>
<tr>
<td></td>
<td>Office &amp; Occupancy</td>
<td>(133,819)</td>
<td>(131,976)</td>
</tr>
<tr>
<td></td>
<td>Other expenses</td>
<td>(126,806)</td>
<td>(308,360)</td>
</tr>
</tbody>
</table>

**Operating Profit before income tax**

189,370  
48,662

**Provision for income tax**

-  
-

**Profit attributable to members**

189,370  
48,662

**Other comprehensive income**

-  
-

**Total comprehensive income for the year**

189,370  
48,662

**Total comprehensive income for the year attributable to members**

189,370  
48,662
### Statement of Financial Position as at 30 June 2017

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>4</td>
<td>1,607,656</td>
</tr>
<tr>
<td>Investments - Term Deposits</td>
<td>5</td>
<td>682,931</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>6</td>
<td>1,509,178</td>
</tr>
<tr>
<td>Inventory</td>
<td>7</td>
<td>-</td>
</tr>
<tr>
<td>Prepayments and Deposits</td>
<td>8</td>
<td>502,016</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td></td>
<td>4,301,781</td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>10</td>
<td>34,834</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td></td>
<td>34,834</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td>4,336,615</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities</strong></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>11</td>
<td>3,193,076</td>
</tr>
<tr>
<td>Provisions</td>
<td>12</td>
<td>109,634</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td></td>
<td>3,302,710</td>
</tr>
<tr>
<td><strong>Non Current liabilities</strong></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Provisions</td>
<td>12</td>
<td>7,536</td>
</tr>
<tr>
<td><strong>Total Non Current Liabilities</strong></td>
<td></td>
<td>7,536</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td></td>
<td>3,310,246</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET ASSETS</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td>1,026,369</td>
</tr>
<tr>
<td>Distributable reserve</td>
<td></td>
<td>1,026,369</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td></td>
<td>1,026,369</td>
</tr>
</tbody>
</table>
## Statement of Changes in Equity

For the Year Ended 30 June 2017

### 2017

<table>
<thead>
<tr>
<th></th>
<th>Retained Earnings</th>
<th>Total $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 July 2016</td>
<td></td>
<td>836,999</td>
</tr>
<tr>
<td>Transfer to State organisations</td>
<td>Note 21</td>
<td>-</td>
</tr>
<tr>
<td>Profit attributable to members</td>
<td></td>
<td>189,370</td>
</tr>
<tr>
<td><strong>Balance at 30 June 2017</strong></td>
<td></td>
<td>1,026,369</td>
</tr>
</tbody>
</table>

### 2016

<table>
<thead>
<tr>
<th></th>
<th>Retained Earnings</th>
<th>Total $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 July 2015</td>
<td></td>
<td>788,337</td>
</tr>
<tr>
<td>Transfer to State organisations</td>
<td>Note 21</td>
<td>-</td>
</tr>
<tr>
<td>Profit attributable to members</td>
<td></td>
<td>48,662</td>
</tr>
<tr>
<td><strong>Balance at 30 June 2016</strong></td>
<td></td>
<td>836,999</td>
</tr>
</tbody>
</table>
# Cash Flow Statement

For the Year Ended 30 June 2017

<table>
<thead>
<tr>
<th>Note</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Cash from operating activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts from customers</td>
<td>5,664,770</td>
<td>5,654,572</td>
</tr>
<tr>
<td>Payments to suppliers and employees</td>
<td>(4,592,076)</td>
<td>(5,859,245)</td>
</tr>
<tr>
<td>Interest received</td>
<td>29,603</td>
<td>34,455</td>
</tr>
<tr>
<td><strong>Net cash provided by (used in) operating activities</strong></td>
<td>17</td>
<td>1,102,297</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquisition of property, plant and equipment (net)</td>
<td>(40,221)</td>
<td>(12,395)</td>
</tr>
<tr>
<td>Receipts on sale of property, plant and equipment</td>
<td>18,457</td>
<td>-</td>
</tr>
<tr>
<td>Investment in term deposits</td>
<td>-</td>
<td>(64)</td>
</tr>
<tr>
<td>Other cash items from investing activities</td>
<td>(166,001)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net cash provided by (used in) investing activities</strong></td>
<td>(187,765)</td>
<td>(12,459)</td>
</tr>
<tr>
<td><strong>Cash flows from Financing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer to State organisations</td>
<td>21</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net cash provided by (used in) Financing activities</strong></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net increase (decreases) in cash held</strong></td>
<td>914,532</td>
<td>(189,046)</td>
</tr>
<tr>
<td>Cash at beginning of financial year</td>
<td>693,124</td>
<td>882,170</td>
</tr>
<tr>
<td><strong>Cash at end of financial year</strong></td>
<td>1,607,656</td>
<td>693,124</td>
</tr>
</tbody>
</table>
1 Statement of Significant Accounting Policies

(a) General information

The financial statements are general purpose financial statements that have been prepared in accordance with Accounting Standards (including Australian Accounting Interpretations) and the Corporations Act 2001.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless otherwise stated.

The financial statements cover the economic entity of Triathlon Australia Limited as an individual economic entity. Triathlon Australia Limited is a Company limited by guarantee, incorporated and domiciled in Australia.

The financial statements of Triathlon Australian Limited (the Company) for the year ended 30 June 2017 were authorised for issue in accordance with the resolution of the directors on the 15 August 2017.

The following is a summary of the material accounting policies adopted by the Company in the preparation of the financial report. The accounting policies have been consistently applied, unless otherwise stated.

(b) Basis of Preparation

Reporting Basis and Conventions

The financial statements have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

(c) Comparative Figures

Where required by accounting standards comparative figures have been adjusted to conform to changes in presentation for the current financial year.

(d) Inventories

Inventories are measured at the lower of cost, net realisable value or current replacement cost. Inventories acquired at no cost, or for nominal consideration are valued at the current replacement cost as at the date of acquisition.
Notes to the Financial Statements
For the Year Ended 30 June 2017

(e) Property, Plant and Equipment
Each class of property, plant and equipment is carried at cost or fair values as indicated, less, where applicable, accumulated depreciation and impairment losses.

Plant and equipment
Plant and equipment are measured on the cost basis less depreciation and impairment losses.

The carrying amount of plant and equipment is reviewed annually by directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the asset’s employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

Depreciation
The depreciable amount of all fixed assets, excluding freehold land, is depreciated on a straight-line basis over the asset’s useful life to the Company commencing from the time the asset is held ready for use.

The depreciation rates used for each class of depreciable assets are:

<table>
<thead>
<tr>
<th>Class of Fixed Asset</th>
<th>Depreciation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plant and equipment</td>
<td>20 –33%</td>
</tr>
</tbody>
</table>

The assets’ residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Asset classes carrying amount is written down immediately to its recoverable amount if the asset’s carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the statement of comprehensive income. When revalued assets are sold, amounts included in the revaluation reserve relating to that asset are transferred to retained earnings.

(f) Cash and Cash Equivalents
Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within short-term borrowings in current liabilities on the statement of financial position. Term deposits with maturity of more than three months have been shown as investments.
(g) Employee Benefits
Provision is made for the Company’s liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs. Employee benefits payable later than one year have been measured at present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may not satisfy vesting requirements. Those cash outflows are discounted using market yields on national government bonds with terms to maturity that match the expected timing of cash flows.

Contributions are made by the entity to an employee superannuation fund and are charged as expenses when incurred.

(h) Financial Instruments
Initial recognition and measurement

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions of the instrument. For financial assets, this is equivalent to the date that the entity commits itself to either purchase or sell the asset (i.e. trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transactions costs except where the instrument is classified ‘at fair value through profit or loss’ in which case transaction costs are expensed to profit or loss immediately. Financial instruments are classified and measured as set out below.

Derecognition
Financial assets are derecognised where the contractual rights to receipt of cash flows expires or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expire. The difference between the carrying value of the financial liability, which is extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

Classification and subsequent measurement
Finance instruments are subsequently measured at fair value, amortised cost using the effective interest rate method, or cost. Fair value represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

(i) Financial assets at fair value through profit or loss

Financial assets are classified at ‘fair value through profit or loss’ when they are held for trading for the purpose of short term profit taking, or where they are derivatives not held for hedging purposes, or when they are designated as such to avoid an accounting mismatch or to enable performance evaluation where a group of financial assets is managed by key management personnel on a fair value basis in accordance with a documented risk management or investment strategy. Such assets are subsequently measured at fair value with changes in carrying value being included in profit or loss.
Notes to the Financial Statements
For the Year Ended 30 June 2017

(ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Loans and receivables are included in current assets, except for those which are not expected to mature within 12 months after the end of the reporting period, which are classified as non-current assets.

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets that have fixed maturities and fixed or determinable payments, and it is the entity’s intention to hold these investments to maturity. They are subsequently measured at amortised cost. Held to maturity investments are included in non-current assets, except for those which are not expected to mature within 12 months after the end of the reporting period. If during the period the company sold or reclassified more than an insignificant amount of the held-to-maturity investments before maturity, the entire held-to-maturity investment would be tainted and reclassified as available-for-sale.

(iv) Available-for-sale financial assets

Available-for-sale financial assets are non-derivative financial assets that are either not capable of being classified into other categories of financial assets due to their nature, or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments. Available-for-sale financial assets are included in non-current assets, except for those which are expected to be disposed of within 12 months after the end of the reporting period.

(v) Financial liabilities

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Fair value

Fair value is determined based on current bid prices for all quoted investments. Valuation techniques are applied to determine the fair value for all unlisted securities, including recent arm’s length transactions, reference to similar instruments and option pricing models.

Impairment

At the end of each reporting period, the entity assesses whether there is objective evidence that a financial instrument has been impaired. In the case of available-for-sale financial instruments, a prolonged decline in the value of the instrument is considered to determine whether impairment has arisen. Impairment losses are recognised in the statement of comprehensive income.

(i) Provisions

Provisions are recognised when the Company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.
Notes to the Financial Statements
For the Year Ended 30 June 2017

(j) Contributions
Triathlon Australia Limited receives non-reciprocal contributions from the government and other parties for no or a nominal value. These contributions are recognised at the fair value on the date of acquisition upon which time an asset is taken up in the balance sheet and revenue in the income statement.

(k) Revenue
Revenue from the sale of goods is recognised upon the delivery of goods to customers.

Grant revenue is recognised in the statement of comprehensive income when the entity obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the entity and the amount of the grant can be measured reliably.

If conditions are attached to the grant which must be satisfied before it is eligible to receive the contribution, the recognition of the grant as revenue will be deferred until those conditions are satisfied.

When grant revenue is received whereby the entity incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the statement of financial position as a liability until the service has been delivered to the contributor, otherwise the grant is recognised as income on receipt.

Interest revenue is recognised using the effective interest rate method, which for floating rate financial assets is the rate inherent in the instrument.

Revenue from the rendering of services is recognised upon the delivery of the service to the customers.

(l) Intangibles

Software
Software is recorded at cost. Software has a finite life and is carried at cost less any accumulated amortisation and impairment losses. It has an estimated useful life of between one and two years. It is assessed annually for impairment.

(m) Economic Dependence
Triathlon Australia Limited is dependent on the Australian Sports Commission for a significant part of its revenue used to fund the High Performance and Sport Development programs. At the date of this report the Board of Directors has no reason to believe the Australian Sports Commission will not continue to support Triathlon Australia Limited.

(n) Goods and Services Tax (GST)
Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

Cash flows are presented in the cash flow statement on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.
(o) **Rounding of Amounts**

The Company has applied the relief available to it under ASIC Class Order 98/100 and accordingly, amounts in the financial report and directors' report have been rounded off to the nearest $1.

(p) **Impairment of Assets**

At each reporting date, the Company reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the statement of comprehensive income.

Where the future economic benefits of the asset are not primarily dependent upon the asset's ability to generate net cash inflows and when the entity would, if deprived of the asset, replace its remaining future economic benefits, value in use is determined as the depreciated replacement cost of an asset.

Where it is not possible to estimate the recoverable amount of an asset's class, the entity estimates the recoverable amount of the cash-generating unit to which the class of assets belong.

Where an impairment loss on a revalued asset is identified, this is debited against the revaluation reserve in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

(q) **Classification of leases in financial statements of lessees**

Leases of fixed assets, where substantially all the benefits and risks incidental to the ownership of the asset, but not the legal ownership, are transferred to the entity are classified as finance leases. Finance leases are capitalised, recording an asset and a liability equal to the present value of the minimum lease payments, including any residual values. Leased assets are depreciated on a straight-line basis over their estimated useful lives where it is likely that the entity will obtain ownership of the asset. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Lease payments for operating leases, where substantially all of the risks and benefits remain with the lessor, are charged as expenses on a straight-line basis over the lease term.

(r) **Critical accounting estimates and judgments**

The directors evaluate estimates and judgments incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Company.
Key Estimates

Impairment
The Company assesses impairment at each reporting date by evaluation of conditions and events specific to the Company that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

(s) Income Tax
No provision for income tax has been raised as the entity is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997.
## Notes to the Financial Statements

### For the Year Ended 30 June 2017

#### 2 Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsorship</td>
<td>263,775</td>
<td>139,288</td>
</tr>
<tr>
<td>Affiliation &amp; Membership fees</td>
<td>1,275,769</td>
<td>1,258,842</td>
</tr>
<tr>
<td>Interest received</td>
<td>29,603</td>
<td>34,455</td>
</tr>
<tr>
<td>Athlete levies received and expended</td>
<td>501,424</td>
<td>562,221</td>
</tr>
<tr>
<td>Events</td>
<td>130,459</td>
<td>542,362</td>
</tr>
<tr>
<td>Other</td>
<td>147,133</td>
<td>117,507</td>
</tr>
</tbody>
</table>

\[
\text{Total Revenue} = 2,348,163 + 2,654,674 = 5,051,442 + 5,862,609
\]

#### 3 Depreciation and Amortisation

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation of plant and equipment</td>
<td>15,697</td>
<td>15,456</td>
</tr>
</tbody>
</table>

#### 4 Cash and Cash Equivalents

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash on hand</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Cash at bank</td>
<td>1,607,156</td>
<td>692,624</td>
</tr>
</tbody>
</table>

\[
\text{Total Cash and Cash Equivalents} = 1,607,156 + 692,624 = 1,607,656 + 693,124
\]
Reconciliation of Cash

Cash at the end of the financial year as shown in the cash flow statement is reconciled to items in the balance sheet as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>1,607,656</td>
<td>693,124</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,607,656</td>
<td>693,124</td>
</tr>
</tbody>
</table>

5 Investments

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Term Deposits</td>
<td>682,931</td>
<td>682,931</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>682,931</td>
<td>682,931</td>
</tr>
</tbody>
</table>

6 Trade and Other Receivables

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade receivables</td>
<td>1,363,998</td>
<td>1,547,946</td>
</tr>
<tr>
<td>Other Receivables</td>
<td>68,153</td>
<td>65,900</td>
</tr>
<tr>
<td>Other Receivables - Accrued</td>
<td>87,627</td>
<td>72,786</td>
</tr>
<tr>
<td>Provision for impairment of receivables</td>
<td>(10,000)</td>
<td>(10,000)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,509,178</td>
<td>1,676,632</td>
</tr>
</tbody>
</table>

7 Inventory

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventory</td>
<td>32,015</td>
<td>36,168</td>
</tr>
<tr>
<td>Provision for Stock write off</td>
<td>(32,015)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-</td>
<td>36,168</td>
</tr>
</tbody>
</table>
Credit Risk — Trade and Other Receivables

The company does not have any material credit risk exposure to any single receivable or group of receivables.

The following table details the company's trade and other receivables exposed to credit risk (prior to collateral and other credit enhancements) with ageing analysis and impairment provided for thereon.

Amounts are considered as ‘past due’ when the debt has not been settled within the terms and conditions agreed between the company and the customer or counter party to the transaction.

Receivables that are past due are assessed for impairment by ascertaining solvency of the debtors and are provided for where there are specific circumstances indicating that the debt may not be fully repaid to the company.

The balances of receivables that remain within initial trade terms (as detailed in the table) are considered to be of high credit quality, or have already been impaired.
# Notes to the Financial Statements

For the Year Ended 30 June 2017

## Past due but not impaired

<table>
<thead>
<tr>
<th>Gross amount</th>
<th>Past due and impaired</th>
<th>(days overdue)</th>
<th>Within initial trade terms</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&lt; 30</td>
<td>31–60</td>
<td>61–90</td>
</tr>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and term receivables</td>
<td>1,363,398</td>
<td>-</td>
<td>12,741</td>
</tr>
<tr>
<td>Other receivables</td>
<td>66,624</td>
<td>-</td>
<td>15,998</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,430,022</td>
<td>-</td>
<td>28,739</td>
</tr>
</tbody>
</table>

| 2016                          |                       |                |                           |                          |
| Trade and term receivables    | 1,547,946             | -              | 8,362                     | 4,583                    | 5,525                     | 14,278                    | 1,515,198                 |
| Other receivables             | 64,563                | -              | 6,249                     | 23,104                   | 16,518                    | 9,258                     | 9,434                     |
| **Total**                     | 1,612,509             | -              | 14,611                    | 27,687                   | 22,043                    | 23,536                    | **1,524,632**             |
Triathlon Australia Limited  
ABN 67 007 356 907  
Notes to the Financial Statements  
For the Year Ended 30 June 2017

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepayments and Deposits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deposits</td>
<td>25,525</td>
<td>15,125</td>
</tr>
<tr>
<td>Prepayments</td>
<td>476,491</td>
<td>627,759</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>502,016</td>
<td>642,884</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Assets</th>
<th></th>
<th></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Property Plant and Equipment</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plant and equipment at cost</td>
<td>$81,550</td>
<td>$74,721</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>(46,716)</td>
<td>(49,476)</td>
</tr>
<tr>
<td><strong>Total property, plant and equipment</strong></td>
<td>34,834</td>
<td>25,245</td>
</tr>
</tbody>
</table>

(a) Movements in Carrying Amounts

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Plant and Equipment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at the beginning of year</td>
<td>25,245</td>
<td>25,245</td>
</tr>
<tr>
<td>Additions</td>
<td>25,286</td>
<td>25,286</td>
</tr>
<tr>
<td>Depreciation</td>
<td>(15,697)</td>
<td>(15,697)</td>
</tr>
<tr>
<td><strong>Carrying amount at 30 June 2017</strong></td>
<td>34,834</td>
<td>34,834</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Plant and Equipment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at the beginning of year</td>
<td>23,281</td>
<td>23,281</td>
</tr>
<tr>
<td>Additions</td>
<td>17,420</td>
<td>17,420</td>
</tr>
<tr>
<td>Depreciation</td>
<td>(15,456)</td>
<td>(15,456)</td>
</tr>
<tr>
<td><strong>Carrying amount at 30 June 2016</strong></td>
<td>25,245</td>
<td>25,245</td>
</tr>
</tbody>
</table>
11 Trade and Other Payables

Current:
- Trade payables 624,113 597,521
- Unearned revenues 2,441,769 2,065,233
- Sundry creditors and accrued expenses 95,037 78,182
- GST/PAYG/Super payables 32,157 55,330
- Other payables - 8,835

Total Trade and Other Payables 3,193,076 2,805,101

12 Provisions

Current:
- Employee benefits 109,634 92,347

Non Current:
- Employee benefits 7,536 22,538

Total Provisions 109,634 92,347

13 Related Party Transactions

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

14 Auditors' Remuneration

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payments during reporting periods for prior year audits</td>
<td>14,200</td>
<td>14,500</td>
</tr>
<tr>
<td>Reversal of Accruals for 2016 Financial year audit</td>
<td>(14,500)</td>
<td>-</td>
</tr>
<tr>
<td>Accruals for 2017 Financial year audit (change in Accounting process)</td>
<td>14,500</td>
<td>14,550</td>
</tr>
<tr>
<td>Auditing and reviewing the financial report</td>
<td>14,200</td>
<td>29,050</td>
</tr>
</tbody>
</table>

15 Segment Reporting

The Company operates predominately in one business and geographical segment being administration of the sport of triathlon in Australia.

The following schedule is a summary of internal business segments.
# Triathlon Australia Limited

**ABN 67 007 356 907**

**Notes to the Financial Statements**

**For the Year Ended 30 June 2017**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td><strong>Support, Admin &amp; Membership</strong></td>
<td><strong>Events</strong></td>
</tr>
<tr>
<td>Commercial Income</td>
<td>$140,127</td>
<td>$0</td>
</tr>
<tr>
<td>Events Income</td>
<td>-$1,882</td>
<td>$128,355</td>
</tr>
<tr>
<td>Grants Revenue</td>
<td>$89,799</td>
<td>$0</td>
</tr>
<tr>
<td>Income from Investment Activities</td>
<td>$29,603</td>
<td>$0</td>
</tr>
<tr>
<td>Membership &amp; Affiliation Income</td>
<td>$1,275,769</td>
<td>$0</td>
</tr>
<tr>
<td>Other Contribution Income</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Sundry Income</td>
<td>$57,358</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$1,590,774</td>
<td>$128,355</td>
</tr>
<tr>
<td><strong>Less Operating Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants To Other Organisations</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Marketing &amp; Communications</td>
<td>$110,813</td>
<td>$600</td>
</tr>
<tr>
<td>Office &amp; Occupancy</td>
<td>$172,474</td>
<td>$2,400</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>$238,635</td>
<td>$0</td>
</tr>
<tr>
<td>Project Activities</td>
<td>$79,390</td>
<td>$14,029</td>
</tr>
<tr>
<td>Staffing and Contractors</td>
<td>$781,382</td>
<td>$4,670</td>
</tr>
<tr>
<td>Travel &amp; Accommodation</td>
<td>$150,945</td>
<td>$4,750</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>$1,533,639</td>
<td>$26,449</td>
</tr>
<tr>
<td>Extraordinary Item</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Net Surplus (Deficit)</strong></td>
<td>$57,134</td>
<td>$101,906</td>
</tr>
</tbody>
</table>
Triathlon Australia Limited
ABN 67 007 356 907

Notes to the Financial Statements
For the Year Ended 30 June 2017

16 Capital and Leasing Commitments

(a) Operating Lease Commitments

Future operating lease rentals not provided for in the financial statements and payable:

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payable - minimum lease payments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- not later than 12 months</td>
<td>94,164</td>
<td>60,400</td>
</tr>
<tr>
<td>- between 12 months and 5 years</td>
<td>101,664</td>
<td>91,500</td>
</tr>
<tr>
<td>Total</td>
<td>195,828</td>
<td>151,900</td>
</tr>
</tbody>
</table>

17 Cash Flow Information

(a) Reconciliation of Cash flow from Operations with Profit after Income Tax

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit after income tax</td>
<td>189,370</td>
<td>48,662</td>
</tr>
</tbody>
</table>

Non cash flows

- Depreciation and amortisation: 15,697 15,456
- Profit on sale of fixed assets: 182 -

Changes in assets and liabilities

- (Increase)/decrease in trade and other receivables: 167,455 (485,033)
- (Increase)/decrease in other assets: (8,181) (17,483)
- (Increase)/decrease in prepayments: 140,868 (118,100)
- (Increase)/decrease in Inventory: 36,168 11,374
- Increase/(decrease) in trade and other payables: 387,975 357,732
- Increase/(decrease) in provisions: (15,002) (1,654)

(914,532) (189,046)
18 Financial Instruments

(a) Financial Risk Management

The entity’s financial instruments consist mainly of deposits with banks, local money market instruments, short-term investments, accounts receivable and payable.

The entity does not have any derivative instruments at 30 June 2017.

The totals for each category of financial instruments, measured in accordance with AASB 139 as detailed in the accounting policies to these financial statements, are as follows:

<table>
<thead>
<tr>
<th>Note</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Financial Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>4</td>
<td>1,607,656</td>
</tr>
<tr>
<td>Financial assets at fair value through profit or loss</td>
<td></td>
<td></td>
</tr>
<tr>
<td>— Held for trading</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Held-to-maturity investments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>— Government and fixed interest securities</td>
<td>5</td>
<td>682,931</td>
</tr>
<tr>
<td>Loans and receivables Available-for-sale financial assets</td>
<td>6</td>
<td>1,509,178</td>
</tr>
<tr>
<td>— Shares in listed corporations</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Financial Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3,799,765</td>
<td>3,052,688</td>
</tr>
<tr>
<td>Financial Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial liabilities at amortised cost</td>
<td></td>
<td></td>
</tr>
<tr>
<td>— Trade and other payables</td>
<td>11</td>
<td>3,193,076</td>
</tr>
<tr>
<td>— Borrowings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Financial Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3,193,076</td>
<td>2,805,101</td>
</tr>
</tbody>
</table>

Treasury Risk Management

A finance committee consisting of senior committee members meet on a regular basis to analyse financial risk exposure and to evaluate treasury management strategies in the context of the most recent economic conditions and forecasts.

Financial Risk Exposures and Management

The main risks the entity is exposed to through its financial instruments are interest rate risk, liquidity risk and credit risk.

Interest rate risk

Interest rate risk is managed with a mixture of fixed and floating rate debt. At 30 June 2017 there is no fixed rate debt.
Foreign currency risk
The entity is not exposed to fluctuations in foreign currencies.

Liquidity risk
The entity manages liquidity risk by monitoring forecast cash flows and ensuring that adequate unutilised borrowing facilities are maintained.

Financial liability and financial asset maturity analysis

<table>
<thead>
<tr>
<th>Note</th>
<th>Financial liabilities due for payment</th>
<th>Total contractual cash flow</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Note</td>
<td>Within 1 Year</td>
</tr>
<tr>
<td></td>
<td>Lease Liabilities</td>
<td>$94,164</td>
</tr>
<tr>
<td></td>
<td>Trade and other payables (excluding estimated annual leave and deferred income)</td>
<td>$751,307</td>
</tr>
<tr>
<td></td>
<td>Total expected outflows</td>
<td>$845,471</td>
</tr>
</tbody>
</table>

Financial assets — cash flows realisable

<table>
<thead>
<tr>
<th>Note</th>
<th>Total anticipated inflows</th>
<th>Net (outflow)/inflow on financial instruments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1,607,656</td>
<td>$693,124</td>
</tr>
<tr>
<td></td>
<td>$1,519,178</td>
<td>$1,686,633</td>
</tr>
<tr>
<td></td>
<td>$682,931</td>
<td>$682,931</td>
</tr>
<tr>
<td></td>
<td>$3,809,765</td>
<td>$3,062,688</td>
</tr>
<tr>
<td></td>
<td>$2,964,294</td>
<td>$2,262,420</td>
</tr>
</tbody>
</table>
Triathlon Australia Limited
ABN 67 007 356 907
Notes to the Financial Statements
For the Year Ended 30 June 2017

Credit risk
The maximum exposure to credit risk, excluding the value of any collateral or other security, at balance date to recognised financial assets, is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. The entity does not have any material credit risk exposure to any single receivable or group of receivables under financial instruments entered into by the entity.

There are no material amounts of collateral held as security at 30 June 2017.

Credit risk is managed by the entity and reviewed regularly by the finance committee. It arises from exposures to customers as well as through deposits with financial institutions.

The entity monitors the credit risk by actively assessing the rating quality and liquidity of counterparties:
— Only banks and financial institutions with an ‘A’ rating are utilised.
— Only accredited fund managers linked to ‘A’ rated financial institutions are used.
— The credit standing of counterparties is reviewed monthly for liquidity and credit risk.

The trade receivables balances at 30 June 2017 and 30 June 2016 do not include any counterparties with external credit ratings. Customers are assessed for credit worthiness using the criteria detailed above.

Price risk
The entity is not exposed to any material commodity price risk.
## 18 Financial Instruments continued

### (b) Financial Instruments Composition and Maturity Analysis

The table below reflects the undiscounted contractual settlement terms for financial instruments of a fixed period of maturity, as well as management’s expectations of the settlement period for all other financial instruments. As such, the amounts may not reconcile to the balance sheet.

<table>
<thead>
<tr>
<th>Weighted Average Effective Interest Rate</th>
<th>Floating Interest Rate</th>
<th>Non-interest Bearing</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Assets:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>0.62%</td>
<td>1,607,656</td>
<td>693,124</td>
</tr>
<tr>
<td>Investments – Term Deposits</td>
<td>2.69%</td>
<td>682,931</td>
<td>682,931</td>
</tr>
<tr>
<td>Receivables</td>
<td></td>
<td>1,519,178</td>
<td>1,686,632</td>
</tr>
<tr>
<td><strong>Total Financial Assets</strong></td>
<td></td>
<td>2,290,587</td>
<td>1,376,055</td>
</tr>
<tr>
<td>Financial Liabilities:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and sundry payables</td>
<td></td>
<td>-</td>
<td>3,193,076</td>
</tr>
<tr>
<td><strong>Total Financial Liabilities</strong></td>
<td></td>
<td>-</td>
<td>3,193,076</td>
</tr>
</tbody>
</table>
Trade and sundry payables are expected to be paid as follows:

Trade payables of $624,113 are all less than 3 months (2016 Trade payables of $597,521 with payable in less than 3 months of $593,508).

Sundry payables of $236,828 are all payable in less than 3 months (2016: $234,694).

(c) Net Fair Values

The net fair values of listed investments have been valued at the quoted market bid price at balance date adjusted for transaction costs expected to be incurred. For other assets and other liabilities the net fair value approximates their carrying values. No financial assets or financial liabilities are readily traded on organised markets in standardised form other than listed investments. Financial assets where the carrying amount exceeds net fair values have not been written down as the consolidated group intends to hold these assets to maturity.

The aggregate net fair values and carrying amounts of financial assets and financial liabilities are disclosed in the balance sheet and in the notes to the financial statements.

Triathlon Australia Limited has no non-current borrowings.

Sensitivity Analysis

The entity performed a sensitivity analysis relating to its exposure to interest rate risk at balance date. This sensitivity analysis demonstrates that there is an immaterial effect on current year results and equity which could result from a change in this risk, with the primary impact being on the quantum of interest earned from interest bearing investments. It is calculated that the impact on earnings and equity of an interest rate increase or decrease of 2% is $39,306 (2016: $27,500).

This sensitivity analysis has been performed on the assumption that all other variables remain unchanged.

No sensitivity analysis has been performed for foreign exchange risk, as the entity is not exposed to fluctuations in foreign exchange.
19 Capital Management

Management controls the capital of the entity to ensure that adequate cash flows are generated to fund its mentoring programs and that returns from investments are maximised. The finance committee ensures that the overall risk management strategy is in line with this objective.

The finance committee operates under policies approved by the board of directors. Risk management policies are approved and reviewed by the board on a regular basis. These include credit risk policies and future cash flow requirements.

The entity’s capital consists of financial liabilities, supported by financial assets.

Management effectively manage the entity’s capital by assessing the entity’s financial risks and responding to changes in these risks and in the market. These responses may include the consideration of debt levels.

There have been no changes to the strategy adopted by management to control the capital of the entity since previous year.

The gearing ratios for the years ended 30 June 2017 and 30 June 2016 are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>3,193,076</td>
<td>2,805,101</td>
</tr>
<tr>
<td>Total</td>
<td>3,193,076</td>
<td>2,805,101</td>
</tr>
<tr>
<td>Less cash and cash equivalents (including term deposits)</td>
<td>2,290,587</td>
<td>1,376,055</td>
</tr>
<tr>
<td>Net debt</td>
<td>902,489</td>
<td>1,429,046</td>
</tr>
<tr>
<td><strong>Total equity (reserves + retained earnings)</strong></td>
<td>1,026,369</td>
<td>836,999</td>
</tr>
</tbody>
</table>

Gearing ratio  N/A  N/A
20 Key Management Personnel Compensation

The key management personnel include Directors as disclosed in the Director’s report together with the Chief Executive Officer and Senior Staff. During the year, Directors didn’t receive remuneration. The Company’s Key Management Personnel were compensated as follows:

<table>
<thead>
<tr>
<th>Remuneration Band</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100,000-$149,999</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>$150,000 +</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total Key Management Personnel</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short Term Employee Benefits</td>
<td>683,780</td>
<td>620,142</td>
</tr>
<tr>
<td>Post-Employment Benefits</td>
<td>54,400</td>
<td>56,506</td>
</tr>
<tr>
<td>Total</td>
<td>738,180</td>
<td>676,648</td>
</tr>
</tbody>
</table>

21 Transfer to States:

During the year, no transfer has been made to state organizations. The Company made no transfer to state organizations from retained earnings in 2016 (previous year).

22 Company Details

Registered office

The registered office and principal place of business of the Company is:

Triathlon Australia Limited  
Suite 504,  
64-76 Kippax Street  
SURRY HILLS NSW  2010

23 Members’ Guarantee

The entity is incorporated under the Corporations Act 2001 and is an entity limited by guarantee. If the entity is wound up, the constitution states that each member is required to contribute a maximum of $1 each towards meeting any outstanding amounts and other obligations of the entity. At 30 June 2017 the number of members was 20,401 (2016: number of members was 21,818).
Triathlon Australia Limited
ABN 67 007 356 907

Auditors Independence Declaration under Section 307C of the Corporations Act 2001

I declare that, to the best of my knowledge and belief, in relation to the audit of the financial year ended 30 June 2017, there have been:

(i) no contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit, and

(ii) no contraventions of any applicable code of professional conduct in relation to the audit.

[Signature]

Greg Thompson
Auditor
HURSTVILLE

Date: 15 August, 2017