



## Strategic Plan 2015-2018

### **OCC Mission:**

Promote the development of cycling in the Oceania continental region and to represent the interests of member National Federations to the UCI

### **OCC Key Objectives:**

Establish cycling as an attractive and attainable sport and recreation activity within the Oceania region  
Ensure the long term representational and financial viability of the Oceania Cycling Confederation (OCC)  
Growth in constituent membership of OCC. Growth in participation membership of National Federations (NF)

### **Value Statements:**

To provide leadership with integrity and independence  
To develop opportunity that is inclusive and accessible  
To engender communication and collaboration

### **Stakeholders:**

Cyclists, NFs (members and potential members), UCI, ONOC, OSFO, Governments, event promoters, funding organisations

**Priority Area 1: GOVERNANCE**

Goals	Strategy / Activity	Stakeholders	Resources	Measure/Outcome	Timing	Priority
Ensure appropriate Incorporation structure of organisation	<input type="checkbox"/> Review options for incorporation in AUS – report to Executive. <input type="checkbox"/> Promulgate recommendations to Members <input type="checkbox"/> Table at General Assembly for final determination	NFs / Members UCI	Independent Legal advice: \$7.5k	Incorporation status agreed and registered	1 <sup>st</sup> Qtr 2016	A
Review and Update Constitution to ensure contemporary best practice standards	<input type="checkbox"/> Conduct review of OCC Constitution <input type="checkbox"/> Promulgate recommendations to Members <input type="checkbox"/> Table at General Assembly for determination <input type="checkbox"/> Identify and implement clear roles and responsibilities for OCC Executive	NFs / Members UCI	Legal advice ( <i>Cost included in above</i> )	New Constitution adopted	1 <sup>st</sup> Qtr 2016	A
Reinforce the integrity of cycling in Oceania	<input type="checkbox"/> Provide support and communication with UCI on Doping and Integrity issues <input type="checkbox"/> Ensure standards maintained for OCC calendar events and championships	Member NFs, UCI, athletes, NADOs, promoters	\$Xk budget Incorporated in event costs	Number of AAFs (non AAFs) OCC Event Guide developed & implemented	All times  2 <sup>nd</sup> Qtr 2016	A

**Priority Area 2: ORGANISATION**

Goals	Strategy / Activity	Stakeholders	Resources	Measure/Outcome	Timing	Priority
Improve administrative capability	<input type="checkbox"/> Engage part-time Executive Officer <input type="checkbox"/> Engage strategic and development planning consultant	OCC Executive Member NFs	Share service with NF (CA). Development budget.	EO position engaged	2015	A
				Consultant engaged	1 <sup>st</sup> Qtr 2016	A
Improve Communications capacity & effectiveness - Revamp website - Comms/P-R	<input type="checkbox"/> Engage project manager to oversee site development <input type="checkbox"/> Identify casual or retainer contract for digital media and communications services	Impacts on all	\$5k site development \$5k Comms/P-R role	New website launched	2 <sup>nd</sup> Qtr 2016	B
				P-R role contracted	3 <sup>rd</sup> Qtr 2016	B

**Priority Area 3: FINANCE and RESOURCING**

Goals	Strategy / Activity	Stakeholders	Resources	Measure/Outcome	Timing	Priority
<p>Attract resources to deliver development initiatives to Pacific NFs:</p> <p>- Capacity to quickly respond to funding and grant opportunities</p> <p>- OCC reputation as sound results-based program manager</p>	<input type="checkbox"/> Source & Identify Grant Opportunities and deadlines – UCI, Government, etc	<p>Member NFs Governments UCI</p>	<p>OCC Exec Consultant</p>	Funding framework established	2 <sup>nd</sup> Qtr 2016	A
	<input type="checkbox"/> Establish funding application framework			Inventory of Funding Opportunities	2 <sup>nd</sup> Qtr 2016 and Ongoing	A
	<input type="checkbox"/> Identify project funding priorities within Development Plan			Resourcing Strategy Plan	3 <sup>rd</sup> Qtr 2016	A
	<input type="checkbox"/> Develop Fundraising Strategy document			Successful funding applications		B
	<input type="checkbox"/> Realistic goals; timely reporting/acquittal					
<p>Transparent and prudent management of OCC finances</p>	<input type="checkbox"/> Operate in surplus and in accord with budgets <input type="checkbox"/> Conduct annual review of accounts <input type="checkbox"/> Report to members & authorities as required	Member NFs	OCC Exec/staff Accnt /Auditor	Annual accounts review completed and reported Growth in member resources	Annually	B
<p>Corporate partner to assist in resourcing whole-of-Pacific development initiative</p>	<input type="checkbox"/> Create development program aimed at broad participation based implementation throughout Oceania region <input type="checkbox"/> Incorporate innovative communications opportunities to attract corporate with existing or potential Pacific business expansion <input type="checkbox"/> Ensure UCI, and where possible, Government support to enhance attraction to corporates <input type="checkbox"/> Market the package. Implement	<p>Member NF's UCI Government(s) Corporate sector</p>	<p>Consultants: - management - development - marketing</p>	<p>Corporate Partner engaged</p>	<p>Development 4<sup>th</sup> Qtr 2016</p> <p>Market 1<sup>st</sup> Qtr 2017</p>	B

**Priority Area 4: MEMBERSHIP and ENGAGEMENT**

Goals	Strategy / Activity	Stakeholders	Resources	Measure/Outcome	Timing	Priority
Increase NF Membership	<input type="checkbox"/> Engage potential new NFs <input type="checkbox"/> Articulate the 'case for membership' <input type="checkbox"/> Implement development initiatives	New NFs	OCC Exec	1 new member NF / year	2016-2018	B
Increased Member engagement: - Regular scheduled Meetings between OCC and Member NFs - Maximum regional representation on global scale	<input type="checkbox"/> Communication protocols between OCC & NF <input type="checkbox"/> Ensure UCI sharing platform within region <input type="checkbox"/> Seek UCI assistance on NF Congress Attendance <input type="checkbox"/> Proactive and constructive collaboration between Tier 1 and Tier 2 member NFs. <input type="checkbox"/> 'Home soil' meetings with NFs <input type="checkbox"/> Absorb NF issues into development plan, where practical <input type="checkbox"/> Implement development initiatives	Member NFs	OCC Exec Travel budget	Increased 2-way engagement with Member NFs	2016-2018	B

Priority Area 5: SPORT

Goals	Strategy / Activity	Stakeholders	Resources	Measure/Outcome	Timing	Priority
<p>(a) ELITE</p> <p>Robust &amp; viable Oceania Continental Calendar across all disciplines</p> <p>Oceania Championships a valued asset of OCC</p> <p>World Tour event representation in Oceania</p> <p>Maximum opportunity for athlete development and international qualification</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Work with promoters to achieve best event ranking and scheduling to support event sustainability</li> <li><input type="checkbox"/> Provide critical facilitation &amp; representation to UCI to maintain integrity of OC Calendar, World Tour events and World Cups / Champs in region</li> <li><input type="checkbox"/> Focus on integrity, status and sustainability of Oceania Championships</li> <li><input type="checkbox"/> Explore inter-continental events</li> <li><input type="checkbox"/> Ensure pathway coordination with NF national calendars</li> <li><input type="checkbox"/> Develop a Coordinated Plan to promote programs for recruitment &amp; training of officials &amp; volunteers – elite &amp; emerging.</li> </ul>	<p>Member NFs UCI, Promoters, Athletes</p>	<p>OCC Exec/staff NF Officials Promoters</p>	<p>Expanded and sustained Oceania Calendar</p> <p>Successful and sustained OC Championships</p> <p>UCI World Tour / Cups / Champs annually contested in Oceania</p> <p>Oceania NFs/athletes at top of world results and rankings</p> <p>Increase in accredited commissaries &amp; trained race/event personnel</p>	<p>Immediate and ongoing</p>	<p>A</p>
<p>(b) EMERGING</p> <p>Growth of Competitive Cycling in Pacific Island NFs</p> <p>Development pathway for talented Pacific cyclists</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify and facilitate promotion of appropriate competitive disciplines for Pacific region</li> <li><input type="checkbox"/> Identify facilities needs and support with cost effective strategies to stage competition</li> <li><input type="checkbox"/> Re-establish cycling in the Pacific Games</li> <li><input type="checkbox"/> Explore Oceania Continental 'B' Champs</li> <li><input type="checkbox"/> Coordinate NF national calendars to dovetail into Continental Pacific event(s)</li> <li><input type="checkbox"/> Representation to UCI to support Pacific calendar development</li> <li><input type="checkbox"/> Incorporate Coaching and Officiating training in Development plan</li> <li><input type="checkbox"/> Facilitate opportunities for emerging/talented Pacific athletes with NZL &amp; AUS clubs/teams</li> </ul>	<p>Member NFs UCI, Pacific Governments,</p>	<p>Assisted by OCC Exec, staff Development Consultant</p> <p>Pacific NFs</p>	<p>Structured competition in place</p> <p>Cycling in Pacific in major Games / Championship</p> <p>Coordinated Pacific Calendar</p> <p>Pacific UCI calendar event</p> <p>New accredited Pacific coaches &amp; officials</p> <p>Pacific cyclist assisted to compete in NZL/AUS</p>	<p>Commence 2017</p> <p>2019</p> <p>2018</p> <p>2020</p> <p>2017/2018</p> <p>2018</p>	<p>A</p> <p>A</p> <p>A</p> <p>B</p> <p>A</p> <p>B</p>

Priority Area 6: DEVELOPMENT

Goals	Strategy / Activity	Stakeholders	Resources	Measure/Outcome	Timing	Priority
Establish cycling as a primary participation option in the Pacific for recreation, health & fitness, transport and sport	<input type="checkbox"/> Compile a scoping study and situation audit of Cycling in the Pacific	Member NFs UCI, Governments, Current cyclists, Promoters, Corporates	Consultant  OCC Exec Consultant Member NFs	Scoping and Audit completed	1 <sup>st</sup> Qtr 2016	A
	<input type="checkbox"/> Development Plan – encompassing all critical elements of capacity building to create an environment to facilitate growth of cycling participation, which will include but not be limited to: <ul style="list-style-type: none"> <li>- Administration and governance</li> <li>- Coaching and skills development</li> <li>- Participation programs (adapted)</li> <li>- Inclusion – women / para</li> <li>- Facilities and equipment</li> <li>- Courses, riding environment</li> <li>- Event management</li> <li>- Officiating and safety management</li> <li>- Promotion, marketing, comms</li> <li>- Budget &amp; funding requirements</li> <li>- Government RTA/LTA engagement</li> <li>- Sport pathway</li> </ul>			Development Plan adopted	2 <sup>nd</sup> Qtr 2016	A
	<input type="checkbox"/> Source funding and key personnel to implement plan and deliver programs <ul style="list-style-type: none"> <li>- Funding: UCI, Olympic Solidarity, Governments</li> <li>- Personnel: UCI, CA, CNZ</li> </ul>			Planning phase	2 <sup>nd</sup> half 2016	A
	<input type="checkbox"/> Monitor club and school/junior development programs in CA and CNZ to provide growth and opportunities for a coordinated and integrated pathway throughout the region			Development and participation initiatives implemented	2017	A
				Growth in membership and participation throughout Oceania		B