



Oceania Cycling
Confederation

Strategic Plan
2019 – 2021

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Glossary

CA:	Cycling Australia
CM:	Communications Manager
CNZ:	Cycling New Zealand
EO:	Executive Officer
Executive:	Oceania Executive Board members
IOC:	International Olympic Committee
NF:	National Federation
OCC:	Oceania Cycling Confederation
OCE:	Oceania
ONOC:	Oceania National Olympic Committees
OSFO:	Olympic Sports Federations of Oceania
PDSC:	Pacific Development Sub-Committee
PGC:	Pacific Games Council
President:	OCC President
S&DM:	Strategic and Development Manager
UCI:	Union Cycliste Internationale

Mission

To promote the development of cycling for sport and recreation in the Oceania continental region, and to represent the interests of member National Federations to the Union Cycliste Internationale.

Strategic Purpose

To be an **influencer** and **enabler** for our Members and for cycling as a sport and recreational activity at local, national, regional and international level.

To facilitate the **development** of our Members and cycling as a sport and recreational activity throughout the continent of Oceania.

Objectives

To confirm cycling as an attractive, attainable and successful sport and recreation activity within the Oceania region

To ensure the long term representational and financial viability of the Oceania Cycling Confederation

To achieve growth in:

- Constituent Membership of National Federations to the Oceania Cycling Confederation and Union Cycliste Internationale
- Participation membership across National Federations
- Participation in cycling across the Oceania continent

Value Statements

To provide leadership with integrity and independence

To develop opportunity that is inclusive and accessible

To facilitate collaboration and communication

Strategic Pillars

1. Governance
2. Organisation
3. Membership
4. Sport & Development – Established Members (Group 1)
5. Sport & Development – Emerging Members (Group 3/4)
6. Resources

Stakeholders

Primary: Cyclists, National Federation Members and Associate Members, Union Cycliste Internationale (UCI)

Secondary: Oceania National Olympic Committees (ONOC), Olympic Sports Federations of Oceania (OSFO), Pacific Games Council (PGC), governments, councils, event promoters, teams, funding organisations, sponsors

Introduction

Over the three-year period 2016 to 2018 the Oceania Cycling Confederation (OCC) Executive Board developed, adopted and implemented a Strategic Plan for the organisation. Despite the limited financial and human resources of the organisation the overwhelming majority of the goals and objectives of the Plan were achieved or with work well under way toward completion.

Some of the key achievements across our Strategic Pillars included:

Governance	A restructure of the organisation to become an incorporated body registered with ASIC in Australia and the adoption of a new, contemporary best-practice Constitution.
Organisation	Improvement of administrative capacity and effectiveness through the engagement of part-time staff and consultants covering a Company Secretary, Executive Officer, Strategic and Development Consultant, and Media and Communications Manager.
Financial	Improved management and performance of financial operations supported by the engagement of Cycling Australia Finance Team. Received increased funding from the UCI.
Membership	Affiliation with a new Member Federation (Cook Islands) and three new Associate Members (Tahiti, New Caledonia and Northern Marianas).
Group 1 Development	Expansion of the Oceania Calendar with an additional World Tour Event and two additional women's calendar events. Improved integrity of Oceania Championships through the implementation of Championship Hosting Agreements.
Group 3/4 Development	The compilation of Cycling Pacific, a development plan targeting the growth of cycling in the Pacific was adopted, developed, piloted and now in the early stages of implementation.

The OCC Executive Board present this Strategic Plan 2019 to 2021, to use the established platform to target new initiatives as well as the consolidation, leverage and expansion of recent developments and achievements.

A key objective of this Strategic Plan will be financial resource development, which will be critical for capacity building, effective implementation of initiatives, and protection of Members' assets.

Other priority objectives include growth in Membership, increasing profile and reach through enhanced and expanded communications and marketing, and continuing to roll-out development initiatives at all levels, building towards the admission of cycling into the Pacific Games.

PILLAR 1: Governance

After a comprehensive restructure of the OCCs governance and operations, the next three years are seen as a maturation and enhancement period incorporating a review, and where identified, amendment and improvement of the organisation’s Constitution, policies, risk profile and leadership capacity.

Additionally, the OCC will adopt its strategic purpose to *influence, enable and develop* – fundamental responsibilities of the organisation – which should be held against each strategic pillar to ensure alignment and that our limited resources are being optimally applied with measurable outcomes.

Objectives	Actions	Delivery	Measures	Timing
To represent best-practice governance for Continental Confederations within the UCI family	Conduct a review of OCC’s governance: <ul style="list-style-type: none"> - Review Constitution to identify gaps, anomalies - Implement a good governance checklist - Create an Operations Plan 	Executive	Constitution amendments adopted	Jan 2021
Effective, cohesive Executive operations	Draft a new Charter setting out Executive Portfolios	S&DM	Executive Portfolios Charter adopted	Jan 2020
A well-managed risk profile	Establish a Risk Register Review Insurance profile biennially	S&DM	Report tabled at Executive Report tabled	Mid 2020 Jan 2020

PILLAR 2: Organisation

With experienced personnel and robust operations in place within the limitation of fiscal resources, our priority is to ensure maximum effectiveness with focus placed on the OCC's strategic priorities. Brand, marketing and communications have been identified as critical areas for immediate review to help increase the profile, reach and impact of the OCC.

Objectives	Actions	Delivery	Measures	Timing
Develop the OCC Brand	Develop a Brand and Marketing plan for OCC to better influence and develop of our sport	Executive with S&DM, CM	Brand and Marketing Plan adopted	Jan 2020
Improved reach and effectiveness	Develop an annual Media Plan including forward strategies – to encompass content, outlets, awareness, social and traditional media effectiveness.	Executive with CM	Media Plan implemented	Nov 2019
	Report on reach & effectiveness	CM	Results reviewed	Annual
Maximise capacity of limited human resources	Regular review of funded roles, performance and priorities	Executive	Effective operations	Annual
Improved brand integrity of Oceania Championships	Develop OCE Championships logo Acquire additional collateral (physical and digital) – subject to Brand Strategy outcomes	EO S&DM	Logo adopted Visibility Increased participation in Oceania Championships Increased recognition of OCE Champions jersey	Sep 2019 Ongoing 2020 & ongoing 2020 & ongoing

PILLAR 3: Membership

After a period of successful growth in membership, and against the background of limited resources, the primary focus in the immediate future is on supporting existing Members to ensure their growth, success and sustainability. They can then form the nucleus upon which other new members can be embraced who are committed and backed by an existing active cycling community. Potential members include Samoa, Palau, Solomon Islands, PNG and Tonga. Membership growth and support will rely on development input from OCC, which in turn will require additional resources beyond what is currently available. The Pacific Development Sub Committee (PDSC) must engage directly with cycling communities, and wherever possible locally with the Pacific cycling communities.

Objectives	Actions	Delivery	Measures	Timing
Support to all Members and maintain cooperative Member interaction	Implement program of Member support & engagement through; <ul style="list-style-type: none"> - Leadership, partnership - Regional stakeholder & Govt. engagement - Prioritised allocation of development resources - Maintain OCE reps on UCI Commissions - Advocacy - Support Oceania & Pacific calendars - Support OCC AGM attendance 	Executive S&DM & All	Strong & viable Member NFs Acquired and distributed development funding Positive influence and global representation Annual face-to-face meetings & interaction with Members	Ongoing
Membership: Cycling Federation of Samoa	Support Samoa throughout UCI Member affiliation process	S&DM PDSC	Samoa Member affiliation	Sept 2019
Membership: Palau (cycling community)	Establish, encourage and support Palau throughout UCI Member affiliation process	S&DM PDSC	Palau Member affiliation	Sept 2020
Membership: the cycling community in Vanuatu	Identify potential local leaders and deliver development programs	S&DM PDSC	Vanuatu Member revitalisation	Jan 2021
Membership: Engage with Pacific cycling communities with Membership potential	Build contacts and maintain communication with Solomon Islands, Papua New Guinea, Tonga, Marshall Islands to develop cycling and organisational capacity	S&DM PDSC	Additional new Member(s)	Sept 2021

PILLAR 4: Group 1 Sport and Development

The Group 1 focus has been directed at a strong UCI calendar in Oceania and improving the profile and value of the Oceania Championships. Success to date has included the expansion of the World Tour in Oceania and new UCI calendar events in Oceania (annually sanctioned events and World Cups) along with the introduction of the Oceania Champion's jersey and the implementation of Oceania Championship Hosting Agreements. As Group 1 Members CA and CNZ have their own high performance and sport development programs, the OCC looks to these Members to consider how best the OCC can add value to their sport objectives.

Objectives	Actions	Delivery	Measures	Timing
Establish a Group 1 Plan to identify joint AUS/NZL priorities that can also provide value to Group 3 & 4 Members	CA and CNZ to determine priorities for Group 1 support, which may include: <ul style="list-style-type: none"> - International engagement - World track league participation - New disciplines e.g. BMX Freestyle; Cyclo-cross, E-cycling, para-cycling 	Group 1 Sport Mgrs; Group 1 Executive; S&DM	Plans presented, endorsed, implemented	Annual
Increase quality, attractiveness and value of Oceania Championships	Engagement strategy to improve value of Oceania Championships Complete Championship organisational guide(s) Continued safe delivery of Championships Improved communications, branding and marketing Promote HP pathway: importance and engagement	S&DM, Executive S&DM; UCI Hosts, S&DM CM All	Increased participation; Increased Championships profile Road Organisers Guide Organisers Guide all disciplines Safe conduct of all Championships	2020 Nov 2019 Sep 2020 Ongoing
Growth and prominence of Oceania Calendar	Work with promoters of 'national' events to aspire to OCE Calendar Work with UCI, NFs, governments and promoters to attract UCI events to Oceania Work with MTB & BMX in AUS & NZL to attract more off-road UCI events to Oceania Early confirmation of UCI calendar to allow optimum NF & local planning	TM; All President & Executive Executive UCI MC members	New events on Oceania Calendar World Cup / Championships in Oceania MTB & BMX UCI events on calendar Early UCI confirmation	2020 Annual 2021 2020
Development of new Olympic discipline: Freestyle BMX	Support development courses: commissaires/judges/coaching Support establishment of Oceania BMX Freestyle Championships	Executive, Group 1 Members Executive, Group 1 Members	Development courses held Inaugural Oceania Championships Annual Oceania Championship	2019 2019 Annual
Establish Satellite/Training World Cycling Centre in Oceania region	Develop business case for Oceania region Explore WCC program opportunities Scope potential host bases	UCI, Executive, S&DM	UCI Business Case for Oceania WCC Satellite/Training Centre in Oceania	2020 2022

PILLAR 5: Group 3/4 Sport and Development

Over the past three years the OCC Pacific Development Strategy *Cycling Pacific* has taken shape with the establishment of a vision for cycling in the Pacific supported by a suite of governance, membership and technical resources. With the successful development and delivery of pilot courses for Road and Mountain Bike supported by a communications plan, *Cycling Pacific* has already been impactful. However, the degree to which this can be successfully rolled-out is significantly limited by funding. Accordingly, in the first year of this Strategic Plan, 2019, the focus is on generating vital financial resources – addressed in PILLAR 6. With Road and Mountain Bike course development progressed, BMX has been identified as the priority youth-focussed discipline to most effectively promote cycling participation in the Pacific, once resources have been acquired to deliver programs.

The vision for cycling in the Pacific is a holistic one; the participation pathway has been identified by Members as critical to building cycling’s profile, and at the centre of this is the inclusion of cycling in the Pacific Games.

Objectives	Actions	Delivery	Measures	Timing
Inclusion of Cycling in the Pacific Games	Lobby 2027 bidders to include cycling in PG sport program Lobby 2021 & 2025 Mini- Pacific Games for Cycling as a demonstration sport Engage PGC Executive Establish Pacific Cycling Championships to demonstrate capacity Grow membership to underpin 6+ competitive nations	Executive S&DM	Cycling included in 2027 Pacific Games program	March 2020
Establish BMX Pacific Program	OCC & Members partner to approach UCI Solidarity funding in a collaborative manner to introduce BMX as a Pacific-wide youth focussed development initiative	S&DM Group 4 NFs	UCI Solidarity Funding acquired Implement BMX Pacific in phases	June 2019 Annual
Develop the Pacific Athlete’s Pathway	Support development of Pacific Calendar with Comms Establish the Pacific Cycling Championships Promote Pacific Calendar to CA/CNZ Promote developing Pacific riders to CA/CNZ teams, clubs & events	S&DM Pacific NFs CM Pacific NFs	Group 4 Comms plan in place MTB Pacific Champs; Road Pacific Champs; Crossover of riders Group 1><Group 4	2019+ 2019 2020 2020+
Launch other Cycling Pacific initiatives to Group 3/4	Roll-out of MTB and Road Coach & skills clinics Finalise Communications content Brand technical resources Establish Bikes2Pacific Program	S&DM	Clinics delivered Comms rolled out Packaging completed Bikes2Pacific support from UCI (BMX focus)	2020 2020 2020 2019

PILLAR 6: Finance and Resourcing

The OCC made considerable progress throughout the three-year period of the preceding Strategic Plan. However, the degree to which the organisation can realise further significant advancement is significantly limited by the Oceania continent and subsequently OCC's relative scale with currently one funding source, being the UCI. The challenge of increasing revenue through diversification will require a shift in the focus of limited human resources supported by the Executive.

Objectives	Actions	Delivery	Measures	Timing
OCC resources realigned towards revenue generation/cost saving	Reposition contracted resources fundraising Executive to address fundraising as a Standing Agenda item	Executive S&DM EO	Updated S&DM Pos'n Description agreed	Jul 2019 Ongoing
Development of a Fundraising Position Paper to provide recommendations and approach	Paper to encompass; - Register of assets - Sources of current resources - Existing & new opportunities - Risk liabilities and strengths - Build case for corporate partnership - Summary of marketing strategy; brand; presence	S&DM Executive	Paper tabled at Executive	August 2019
Immediate focus on known funding opportunities to ensure maximum chance of success	Maintenance of UCI Development and Group 3/4 Solidarity grants to ensure maximum take-up Pursue IOC Solidarity Grants through ONOC AUS Govt Pacific Sport Partnership Grants	S&DM Executive	Retain/grow existing funding New funding secured: - DFAT PSP - ONOC / IOC Solidarity	Ongoing 2020 2021
Prudent financial management to ensure best use of limited resources	Retain CA finance support Quarterly review of performance against budget Expenditure efficiency review Annual review of accounts	Executive EO/CA EO Executive/CA/EO	Operate within budget Grow member assets	Ongoing Ongoing Oct 2019 Annual