

**OCEANIA TRIATHLON UNION BUSINESS PLAN – January – December 2016 (Sport Development) Plus other important information**

**Oceania ACTIVITY AND SPORT DEVELOPMENT PROJECTS**

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| **Strategic Focus 1:** Increased participation within Oceania | **Outcome:** To increase the level of triathlon participation through strengthening our sport across all sectors |
| Identified Targets | Target 1: 10% increase in participation at Oceania triathlon Union events  Target 2: Increased membership, volunteers, technical officials and coaches involved in triathlon  Target 3: Oceania to be recognized as a best practice regional development model  Target 4: Volunteers  Target 5: Communication (improved communication) to all stake holders  Target 6: Governance  Target 7: National Federations |

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|  |  |  | **Timeline** |  |
| **Key Priority Areas** | **What will this look like?** | **Performance Outcome** | **2016 – 2017** | **Who** |
| Provide and partner innovative opportunities which encourage active participation along with more events both within island and established Oceania National Federations | * **Outcome 1** - Events (increase)  1. Oceania signature 2. Islands partner events 3. Regional/World Class professional events  * **Outcome 2** Oceania – “More young people participating in triathlon via “having a go” through clubs and organized triathlon events * **Outcome 3** – “An increase in the number of adults participating in triathlon via NF’s, clubs and organized events” * School events (increase)  1. Primary 2. Intermediate 3. Secondary school 4. Regional / National school hosting 5. Australian and New Zealand secondary School racing | * Signature event evaluation and recommendations  1. WTS, World Cups and Oceania Continental Cup events 2. Develop further the Oceania brand at island Nation events  * Increase in delivery of partner events i.e. The Oceania Triathlon Union and an Oceania NF – Minimum of 4 x more partner events: 2016 Tahiti & Fiji continuing with Continental Cup events * 2 partner events introduced in the coming year i.e. Kids and/or Women’s only events * Have a go concept/teams participation, family involvement * Support delivery of national secondary school triathlon’s * Develop Partnerships where possible in regional events strategy ( demonstrate that triathlon is a global sport leader) be recognized as a leading Oceania sport * Continue relationship with Oceania Olympic Committees, South Pacific Games and Common Wealth Games |  |  |
| Encourage and support more Community and Regional triathlon initiatives | * Organizational capability * Develop a priority plan / delivery * Targeted federations – current / future * KPI’s | * Sign off on plans with all participating federations (final support plan). Subject to the scope of detail e.g. define and describe key stakeholders interest , objectives, issues and desires * Establish organic sharing environment with triathlon (targeted and non-targeted) – min 3 * Establish links between National Federation / Oceania Triathlon Union, connect via video conferencing, Skype Social Media, Face Book and Email * Encourage where possible the use of Skype conferencing |  |  |
| Develop pathways for coaches, technical officials and athletes  Para Triathlon  Assist in the recruitment and recognition of those that support the delivery of triathlon within our Oceania region  New Initiative in 2016 | * Expand Coach pathway / plan * Official pathway / plan * Athlete pathway * Coach mentoring * Increase quality / quantity of grass roots coaching   the ITU On line Coaching program   * Increase quality / quantity of school coaching via have a go school triathlon events * Team Oceania   Encourage participation in Para triathlon target market NZ /Australia  **Outcome 4** – “An increase in the number and quality of volunteers  Introduce a Volunteer/Official campaign   * Volunteer/Official of each event * Volunteer/Official card * Volunteer/Official of the Year * Volunteer/Official recruitment / retention | * Host a camp for selected development athletes in Kinloch NZ to race. The development of a “Team Oceania” concept * Deliver a Team Oceania camp in conjunction in March Australia partnering with Asia development athletes and Coaches * Technical Official/ event organizers seminar Level 2 to hosted in Australia * Encourage the creation of more participation type event opportunities for island communities –pathways * Follow up on activity re the on-line coach mentoring program as introduced in Edmonton 2014 * Assist via an athlete travel subsidy (team Oceania) for athletes to participate in Island Continental cup events   Actively promote Para triathlon throughout the region now an Olympic sport opportunity for athletes with a physical disability   * Commence a program administered via Oceania identifying a volunteer and official of the month to start 1st January 2016 * Increased social media and web site activity * Post monthly Oceania meetings general report on Executive Board discussions/activity |  |  |
| Support talented Oceania athletes to succeed on the world stage. This will be achieved via –  Communication  Governance | Development   1. Talent development plan sign off 2. Calendar developed 3. Partnerships 4. Added investment opportunities 5. Increase regional “expertise” 6. Alignment with ITU coaching pathway 7. Alignment with ITU technical pathway   Top up scheme   1. Consistent active promotion 2. Well established – delivery   **Outcome 5:** - Better and more professional activity when communicating with ITU and all Oceania Stakeholders. No longer than a 48 hour turn around with all email/phone enquiries  **Outcome 6:** - Continue to provide sound Governance as per our founding agreement set by the 2012 incoming Oceania triathlon Council  Continue to use our collective “Executive Board “strengths and deep understanding of triathlon. Continue to share our knowledge and experience in particular with our Island neighbors  Find and seek solutions when challenged regardless of the challenge  **Outcome 7**:- Add one more National federation to Oceania within the 2016 calendar year  Retention of current Oceania member federations | Number of Oceania camps   1. In consultation with the ITU and ultimately agreed to 2. Opportunities considered and developed between island Nations and Australia and New Zealand 3. As events and programs grow opportunities for additional funding to support programs 4. Ongoing 5. As via ITU Sport Development coaching pathway 6. As via ITU Sport Development Technical pathway 7. Developed promotion plan via web site along with consistent communication 8. Build on work to date, bring consistency to our overall vision of being the number one ITU Regional confederation e.g. encompassing all aspects of our regional delivery  * Monitor improved communication strategy via Stakeholder input both positive and negative. Enable development of a robust and comprehensive plan to address findings re communication (high priority). Keep web site updated, encourage Face Book and social media activity * Internally as the elected executive council representing Oceania continue to challenge decisions with transparency and objective thinking. Strive to bring balanced governance structure to Oceania e.g. strength of TA and TNZ compared to small Island Nations * Challenge current operational activity e .g. can a program be delivered better? * Is the current process efficient and cost effective? * How many will benefit from such an activity/location/nation? * Re visit the standing and position of Norfolk Island as an ITU Oceania NF |  |  |

**INTERNATIONAL OLYMIPIC COMMITTEE**

**INTERNATIONAL TRIATHLON UNION**

* President Marisol Casado (Spain)
* Secretary General Loreen Barnett (Canada)
* First Vice President Sarah Springman (Great Britain)
* Vice President Bill Walker (Australia)
* Vice President Antonio Alvarez (Mexico)
* Executive Board Member Debbie Alexander (South Africa)
* Executive Board Member Ria Damgren Nilsson (Sweden)
* Executive Board Member Shin Otsuka (Japan)
* Executive Board Member Barry Siff (United States)
* African Regional Representative Ahmed Nasser (Egypt)
* European Regional Representative Renato Bertrandi (Italy)
* Oceanian Regional Representative Terry Sheldrake (NZ)
* Asian Regional Representative Justin Park (Korea)
* Pan-American Regional Representative Carlos Froes (Brazil)
* Athlete Representative Jessica Harrison (France)
* Honorary President Les McDonald (Canada)

**Oceania Triathlon Union**

Oceania Affiliated Member federations

Cook Islands Triathlon Federation Cook Islands - Federation Tahiti de Triathlon Tahiti - Fiji Triathlon Federation Fiji.- Guam Triathlon Federation Guam, New Caledonia Triathlon Federation New Caledonia, Palau Triathlon Federation Palau - Papua New Guinea Triathlon Association Papua New Guinea –Tonga, Friendly Islands Triathlon Association Tonga, Triathlon Australia - Triathlon New Zealand New Zealand, Triathlon Solomon Islands - Triathlon Samoa

**Oceania elected council members**

President Terry Sheldrake (NZ)

Vice President Peter Hedge (Australia)

Council member (Andrew Pene Fiji resigned)

Administrator – Karen Murphy (NZ)

Oceania council appointed key support personnel

* Coaching &Team Oceania – Peter Clifford (Australia)
* Common Wealth Games Liaison – David Ferrier (Australia)
* South Pacific Games Liaison – Jacqui Kenny (Australia)
* Technical Liaison – Ross Capill (NZ Chair), Jacqui Kenny (Australia), Stephen Damien (PNG)
* ITU Contracted Sport Development – Terry Sheldrake (NZ)

**Oceania program delivery activity 2016**

* On agreement of 2016 Business Plan with ITU early January via coaching advisor seek nominations via Oceania federations for - Team Oceania
* Instigate the on-line coaching program –Bring in facilitators so that more can participate in this program
* Support for our Island Nation /Australia-New Zealand Club connections e.g. donations of equipment from members
* Host Oceania Annual congress in conjunction with ITU congress Madrid 2016
* Partnership Oceania/ Asia Region level 3 TO course (Asia)
* Host Level 2 event organisers and technical course in conjunction with TA
* Attendance at World Cup and WTS events held with Oceania via Oceania executive
* Longer term Targeting Youth Olympic Games (Buenos Aires)
* Secure a second race for team Oceania (within Australia) to participate at
* March team Oceania camp in conjunction with Asia Triathlon Union
* Increase awareness and participation via Web site and social media across and within Oceania
* Continue presenting Oceania medals to all Oceania Elite and Age Group events
* Oceania branding on display at all Oceania events 100% along with Executive Board representation where possible

**2016 Oceania event calendar**

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| --- | --- | --- | --- | --- |
| Date | Event | Distance | Location | Type |
| February 14 | OTU C/Cup Sprint Elite/U23 | Sprint | Kinloch NZ | Continental Cup Sprint 750/20/5 |
| Feb 20-21 | Devonport Triathlon | Standard Distance | Devonport TAS Australia | Continental Cup |
|  | Oceania Para triathlon Championships |  | TAS Devonport Australia |  |
| February 28 | OTU C/Cup Eliminator Elite/U23 | Super Sprint | Takapuna NZ | C/Cup Eliminator 300/10.2/2.8 (heats and Finals) |
| March 5 | Wollongong Triathlon | Sprint Distance | Wollongong NSW Australia | Continental Cup |
| March 13 | Mooloolaba World Cup | Sprint Distance | Mooloolaba Australia | World Cup |
| March 19 | Oceania Champs Elite/U23 | Standard | Gisborne NZ | Continental Champs  1500/40/10 |
| March 19 | Oceania Junior Champs |  | Gisborne NZ | Continental Junior Champs 750/20/5 |
| March 20 | Oceania Junior Mixed Relay |  | Gisborne NZ | Junior mixed relay 300/8/2 (exact distances TBC) |
| April 3 | New Plymouth World Cup | Sprint Distance | New Plymouth NZ | World Cup |
| April 9/10 | Gold Coast WTS | Standard Distance | Gold Coast Australia | WTS Event |
| April 23-24 | Penrith | Sprint Distance | Penrith NSW Australia | Continental Championships |
| May 26-29 | Fiji | Sprint Distance | Nadi Fiji | Continental Cup |
| October TBC | Tahiti | Sprint Distance | Papeete Tahiti | Continental Cup |

**Technical:** Contribution from Chair of Oceania technical Liaison Ross Capill

Our Technical Advisory Group has continued to provide support to the Oceania Board and to Technical Officials and LOC’s in the delivery of events over the past season.  Sitting members Ross Capill (NZL -Chair) and Jacqui Kenny (AUS) were joined this year by Stephen Damien (PNG).  Stephen replaced Joe Au Ramsaea (SOL).

As in previous years the Oceania TAG consulted with representatives of the ITU Technical Committee in making the senior appointments to Oceania events.  Particularly pleasing was that we were able this year to appoint a number of Level Two technical officials to Technical Delegate or Assistant technical Delegate roles for the first time.  This is a direct outcome of a successful level two official’s course the previous season. Undertaking these roles is an important step in the development of these officials.

The big challenge for Oceania is to identify appropriate education and development opportunities for officials in the smaller Oceania NFs.  An ITU Level One course was held in Tahiti earlier this year and the new technical officials will have an opportunity to officiate at an Oceania Cup race in late October.  Conversely at the Oceania Cup race in Fiji earlier this year we had a couple of officials who had completed an ITU level one course and qualified as a level one official but the reality is that their skills were well below that I would expect of a trained official.  This is not intended as a reflection on those officials but rather is a factor of them lacking experience at ITU races.  The events they would typically officiate in the Islands are conducted far differently to an ITU sanctioned race and any future training and development needs to take this into account.

That said, the Commonwealth Games will be held in our area in 2018 and I believe we should have as objective that there will be officials from Commonwealth countries within Oceania (other than Australia and New Zealand) who are qualified for nomination to the event.  To achieve this we need to identify individuals who can be developed and mentored to attain the necessary standard.  This is likely to require some level of financial investment as it will be difficult for officials to gain the necessary experience without international travel.

**Coaching/Athlete Development:** Contribution from Peter Clifford Team Oceania Coach advisor

This year the big move forward in athlete and coach development has been the establishment of Team OTU. The driving force behind this team is to streamline resources towards identifying coaches and athletes and keeping them "on the radar" to assist their development.

Team OTU had a successful camp at the Fiji Continental Cup in June 2015 where we had 12 athletes and 3 coaches from 3 national federations in attendance. At this camp we were also able to talk to all other federations about our plans as the OTU Congress was also held at this event.

Our plans for 2016 are to again have a camp and Continental Cup race opportunity in the first half of 2016. We will also allocate an amount to support selected athletes and coaches that have developed well in the previous 12 months.

The aim being to give them some time in an international training program as well as be given another race opportunity.

**South Pacific Games:** Contribution from Jacqui Kenny SPG Liaison

The 2015 Pacific Games Triathlon broke new ground in terms of what was possible and what was delivered. Critical to this success was the shared vision between the Games Organising Committee, the Pacific Games Council and the Oceania Triathlon Union.

To continue the improvement in event delivery, technical official development and athlete performance standards, funding is needed. The Pacific Games Council is looking likely to move triathlon to a compulsory sport in future Games and allow suitably qualified Australian and New Zealand athletes to participate.

The OTU would expect Australia and New Zealand to put forward either developing Junior Elite athletes or aspiring National Elites with appropriate performance levels that would enhance the event and lift the competition standards.

The 2016 business plan needs to include budgeting for:

1. Technical official development – in particular those that have officiated in the 2015 Pacific Games.
2. Junior athlete development – to build towards a higher level of performance in the region.
3. Creation of a qualification pathway for the Commonwealth Games that includes the Pacific Games.

**General further regional challenges include:**

* Getting ITU events into islands e.g. technical officials to ITU events so that they continue to hold their technical qualification
* Expectation “at times” of what we can/cannot support financially as the Oceania Triathlon Union
* Geographical region is expensive to move around, some Island nations have very limited weekly flights in and out of. Is it feasible and appropriate, should courses continue to be held in the islands nations or more within Australia/New Zealand
* Small region in numbers compared to other four continents
* Strength of governance across all island nations
* Funding
* Lack of resources’ within the island nations
* Lack of facilities within island nations
* Consideration of our approach to how we best manage delivery
* Reluctance or little feed- back when requesting information ideas from NFs
* Cost of anti-doping fees across the region
* Historical challenge of “team sports” within all Island nations e.g. very few participate in individual sports due to this historical issue along with the cost of basic triathlon equipment
* Island nations events fronted predominantly by x pats e.g. not the local or indigenous community

**Olympic Solidarity Funding:** The Oceania National Olympic Confederation has written to all Oceania sports outlining the criteria in regard to the allocation of Solidarity funding.

This statement from the ONOC includes important information for us potentially how it will affect our overarching business plan moving forward.

The following remains important to our Oceania Business plan as we commence a new financial year 2016.

* International Federations (and their Oceania Continental representatives) are responsible for the development of their sport. Olympic Solidarity funding may only be provided, at ONOC’s discretion, to those sports with current strategic plans, with wide representation in the Oceania region and with demonstrated good governance.
* Olympic Solidarity funding to Regional Sports Federations is not an automatic entitlement but is based on how a Federation can contribute to achieve outcomes as desired by the ONOC Executive Board and membership.
* Regional Sports Federations are accountable for performance.

Taking into consideration the overall lack of significant improvements at the international level since the 2000 Olympic Games, despite massive investments of Olympic Solidarity funds, the Executive Board adopted a set of criteria to determine (a) whether a Continental Association is eligible for funding and (b) to what level funding will be provided.

**Three tiers of funding have been agreed:**

**Tier One:** Elite / High Performance: up to US$50,000.00 per annum

Programmes targeting the development of elite athletes and high performance standards

**Tier Two:** Sports Development: up to US$30,000.00 per annum

Programmes targeting the development of sport at the national and regional level

**Tier Three:** Sport for Development: up to US$20,000.00 per annum

Programmes targeting development of sport at the national level, with an emphasis on community sport

To be eligible for any funding under these proposed three tiers, a sport must satisfy these basic requirements:

* Have been on the programme of the 2012 Olympic Games
* Be on the programme of the 2016 Olympic Games
* Be on the programme of the 2018 Youth Olympic Games
* Stay as a compulsory sport on the South Pacific Games schedule
* Hold regular Oceania Championships
* Have a 4 year strategic plan, calendar of events and evidence of funding support from its International Federation

**In order to be considered for Tier Three Funding, a sport must also demonstrate:**

* Involvement in the Oceania Sport Education Programme
* Existence of national sports development officers in one or more NOCs
* That it has active national federations in over 25% of ONOC membership
* Have one (or more) regional development officers
* Ability to provide detailed programme and financial report, plus annual audited accounts
* WADA compliance

**In order to be considered for Tier Two Funding, a sport must also demonstrate:**

* Involvement in the Oceania Sport Education Programme
* Existence of national sports development officers in one or more NOCs
* Successful performances of their athletes at the Pacific Mini Games and / or Pacific Games
* That it has active national federations in over 50% of ONOC membership
* Existence of national sports development officers in one or more NOCs
* Have one (or more) regional development officers
* Ability to provide detailed programme and financial report, plus annual audited accounts
* WADA compliance

**In order to be considered for Tier One Funding, a sport must also demonstrate:**

* A history of having athletes qualify on merit for previous editions of the Olympic Games since 2000
* A history of qualifying athletes on merit for the World Championships or International Team Events.
* A history of having athletes participate in the Inaugural Youth Olympic Games in 2010
* Its ability to qualify athletes on merit for the 2016 Olympic Games
* That it operates a regional training centre/academy programme, or has a partnership with an IF - recognised high performance centre.
* That it has active national federations in over 75% of ONOC membership
* Existence of national sports development officers in one or more NOCs
* Have one (or more) regional development officers
* Ability to provide detailed programme and financial report, plus annual audited accounts
* **WADA compliance**

**Funding Restrictions**

The following expenses cannot be covered from ONOC Funding:

* Regional Sports Federation overheads and general office running costs (e.g. rental of buildings, administrative salaries, per diems/allowances, IT equipment, statutory meetings such as annual Federation meetings, celebrations)
* Construction, refurbishment or maintenance of sports infrastructure/facilities
* Substantial expenditure towards equipment (e.g. sports equipment, t-shirts, etc.)
* Apart from the points listed above, ONOC reserves the right to refuse any items which it may judge as not relevant/not eligible

**Revised Oceania Event Criteria as agreed with ITU 1st November 2015**

**Introduction:**

Following the Oceania Triathlon Union congress in Fiji, the OTU Executive Board has given much consideration and thought to issues raised by member nations with regard to rules for hosting Continental events. Most of this discussion was based around prize money, ITU Sanction fee and drug testing. Now after lengthy consideration and discussion with ITU officials the Oceania Triathlon Union Executive Board is now presenting the changes and revised criteria to all Oceania National federations hosting Oceania Continental Cups or Continental Premium and Championship races effective 1st November 2015.

**Important:** This is the agreed ITU/OTU criteria for the 2016 Oceania Race season. A review of the revised criteria and all events will be undertaken post the upcoming season between ITU/OTU and the NF’s who have hosted our 2015/16 Oceania Continental Cup/Premium and Championship Events.  
  
**Currency**

The currency for all Oceania events as of 1st November 2015 will be in Australian dollars. Based on the current exchange rate, there is a difference of approximately 20% between the US Dollar and the Australian Dollar. This will represent a 20% saving to the event LOCs on the Technical Services Fee (see below) and Prize Money (before taking account of reduced minimum requirements as also discussed below). More importantly it will provide greater certainty as to the actual cost of an event for an event organiser based in Oceania.

**Oceania Bank Account**

To facilitate the management of the Oceania budget it is proposed a bank account be established in Australia and will be managed by the Oceania Executive Board. It is initially intended this account facilitate Oceania Prize money, Technical Service transactions and some Drug testing only.

Please note the proposal is that our primary Oceania account will still be held in Vancouver and administered by ITU Vancouver (Adrienne) yet as we establish the necessary controls and procedures this may transition to this committee if considered appropriate by the ITU Board.

**Technical Services Fee**

The present USD1, 500 “Sanction fee” has been changed to AUD1, 500.

This is to better reflect the purpose of this fee which is to cover the direct expenses associated with Oceania providing quality Technical Officials at all Oceania Continental Cup, Premium Cup and Championship events. In particular, ITU policy is that the appointed Technical Delegate will not be from the host country and this fee is primarily to cover the travel costs that this implies.

**Prize Money**

That the present amount across all Oceania events of USD10, 000 prize money is changed to a stepped amount and in Australian currency

* A minimum of AUD5,000 for a Continental Cup event
* A minimum of AUD6,000 for a Continental Cup Sprint Championship
* A minimum of AUD10, 000 for a Continental Championship, Standard Distance event or Premium Continental Cup event.

**Notes to above:**

1. Any Oceania event organiser is welcome to offer more than the minimum amount should they wish to at any event
2. Distribution of prize money remains as per ITU rules Note that the depth of payments and the proportions awarded to each place vary depending on the amount of the prize pool.
3. Prize money is not the only consideration when it comes to allocating Continental Cup and Championship events, therefore it does not necessarily follow that those offering large prize pools will automatically be allocated Continental Cup and Championship events.
4. Event organisers should note that they will be expected to deliver the event in accordance with the standards and guidelines for Continental Events and in compliance with ITU rules. The specifics of these can be discussed on a case by case basis but will, at a minimum, include the availability of a suitable athlete briefing venue and facilities, provision on site of an athlete lounge, a transition area that complies with ITU requirements in relation to size and flow and a course which is safe and fair and which complies with ITU requirements in regard to allowable tolerances around distances for each discipline. The LOC is also responsible for the provision of water quality testing and event insurance cover.

**Championship Races:** In consultation with the Oceania Triathlon Union Executive it is hoped that Triathlon Australia and Triathlon New Zealand will continue to rotate the Continental Championship Races between each country as has been the case in recent years

**Drug Testing:** Following further discussion between OTU Executive Board members and in consultation with the ITU Director of Anti-doping Leslie Buchanan, it has been agreed to modify the drug testing requirements of Oceania events to better reflect the number of athletes participating in Oceania Continental events. From November 1st, 2015 the breakdown will be as follows:   
For Continental Standard Course championships there is a requirement for the LOC to fund the testing of six athletes (three male and three females).For all other Oceania events the number of tests which the LOC is required to fund will vary depending on number of entries as follows:

* If there are 70 or more athletes in total entered then the full quota of six tests is to be funded by the LOC
* If there are fewer than 70 but more than 59  athletes entered then five tests must be funded by the LOC
* If there are fewer than 60 but more than 39 athletes entered then four tests must be funded by the LOC
* If there are fewer than 40 athletes entered then three tests must be funded by the LOC

Note that the above refers only to the number of tests that the LOC will be required to fund. In addition to these tests either OTU or ITU may elect to fund additional tests.

One month prior to each event, the Chairperson of the Oceania Technical Advisory Group will confirm to the LOC the number of tests that the LOC will be required to fund. This will be based on the number of athletes on the ITU start list at that time. At the same time, any additional tests to be funded by OTU or ITU will also be advised.

* It is acknowledged that the number of entries could change up or down during the last month prior to the race but the LOC reasonably needs to understand what their costs will be at that time and also will need to confirm arrangements with the TD who in turn will liaise with the Drug Testing agency.
* As always, information about the number of tests to be undertaken is to be kept confidential and among as small a group as possible (ideally) just the TD and the person organising the tests with the Drug Testing Agency.

**General Comment:** The above outlined detail for 2016 forms the basis of the Oceania Sport Development submission to ITU for consideration via ITU staff and the Executive Board.

In addition within this document are the agreed revised criteria for all hosting of Oceania events e.g. Anti-doping requirements.

With the continued ITU financial support we at the Oceania Triathlon Union believe that we can continue to maximise the ITU’s investment into our region, we look forward to your response in due course.

Should you require any further detail then please contact me at your convenience.

**Terry Sheldrake**

**President Oceania Triathlon Union**