



Olympic Sports Federations of Oceania (OSFO)

Draft Strategic Plan 2010-2014

Developed by Sport Business Partners - in conjunction with the Australian Sports Commission and OSFO Executive

March 2010



OUTLINE

Our Vision

Mission Statement

Our Values

Our Core Goals for 2010-14

Key Pillars and Activities 2010-2014

Governance and Leadership

Marketing and Communication

Business and Finance

Member Services

Appendix: About OSFO





OUR VISION, MISSION STATEMENT AND VALUES



Our Vision

"To create an environment that assists our members to enhance the role of sport in communities in the Oceania region."

"Our technical sport expertise will be highly regarded and our united voice will be relevant, effective and influential in the region."

Mission Statement

Be a collective voice for Oceania Sport across key technical and development issues and represent the common interests of Oceania Sport to increase sport participation and performance

Build and foster relationships with ONOC, NOCs, Pacific Games Council, governments, other key stakeholders and potential funders to harness the potential of sport in the region

We will have a sustainable and strong revenue base and be efficient with our resources

We will have best practice principles across our administration and delivery of services

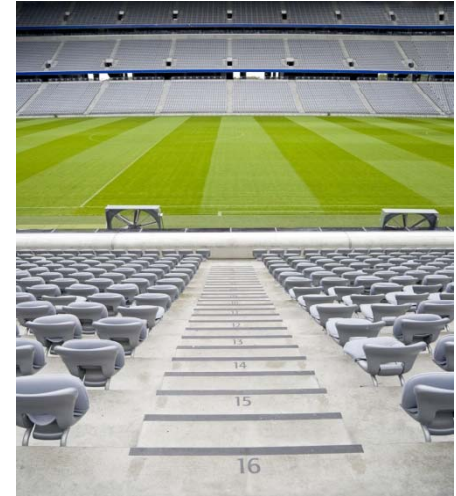
Provide an advocacy role in promoting sport and its importance across society, community and in terms of health and well being

Sharing our expertise and knowledge and being a resource for Sport

Have respect for diverse cultures, religions and people in Oceania

Our Values

- **Respect** - Respect the role of all our members and stakeholders – including ONOC, NOCs, Pacific Games Council, IOC, ASC
- **Inclusive** - Open to a wide range of religion, cultures and people from diverse backgrounds
- **Transparent** - Being open with our decision making and processes with Executive, members, partners and other stakeholders
- **Innovative** - Operate with a best practice and continual improvement mandate
- **Honesty, Integrity and Fairness** - Committed to the basis and ethos of all sport and unbiased in our decision making
- **Proactive, Professional and Productive** - Respond to our members and stakeholders in a timely manner and commit to achieving key outcomes for our members. We must be constantly aware of the major issues in sport in the region

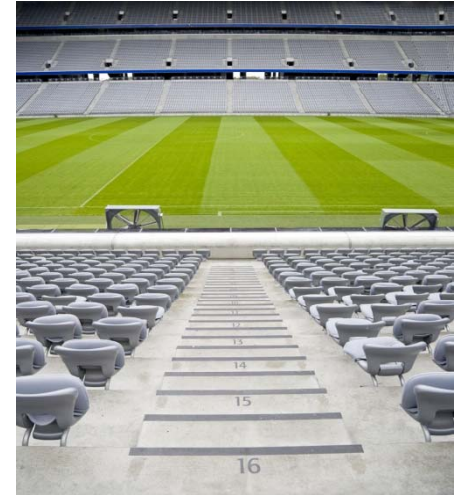




CORE GOALS, THE PILLARS AND KEY STRATEGIC ACTIVITIES

Our Core Goals for 2010-2014

- *Increase our income to a minimum of \$50k for next 12 months – growing to \$250k by 2014*
- *We will have a membership base that is healthy, engaged, involved and growing (40-45 members by 2011)*
- *We will conduct an Annual review and strategy roadmap – and will have demonstrated achievement across key areas*
- *We will be healthy and respected by other organizations in the region*
- *We will have Full-time employees (1 by 2011, 2 plus by 2014)*
- *We will seek to have new blood and personnel on the Board for 2011*



Pillar One – Governance and Leadership

By 2014 we will have...	In 2010-11
<ul style="list-style-type: none"> ➤ A defined role in the region that is respected by our members and other stakeholders ➤ Full time administration – minimum of 2 staff. ➤ Annual constitutional and strategic reviews – accompanied by an operational plan ➤ New Executive members with specific roles and responsibilities ➤ Well established sub-committees ➤ Quarterly meetings of Executive ➤ Developed a code of conduct for our Executive 	<p>For 2010...</p> <ul style="list-style-type: none"> ➤ Review the constitution ➤ Obtain incorporation ➤ Present the strategic plan to our members ➤ Set up two sub-committees with some non-executive personnel (Governance or finance) – Part 2011 <p>For 2011...</p> <ul style="list-style-type: none"> ➤ Continue our representation on OSEP, ONOC and Pacific Games Committees. ➤ Defined the role of Executive and developed a code of conduct ➤ Have three Executive meetings outside of Assembly

Pillar Two – Marketing and Communication

By 2014 we will have...	In 2010-11
<ul style="list-style-type: none"> ➤ Regular and effective communication with members and stakeholders (such as monthly briefings or newsletters) ➤ A website that has increased visibility for members and stakeholders ➤ On-line renewal ➤ A series of partnerships with diverse organizations (such as UNDP, SPARC, ASC, IOC, SportAccord, ASGA and appropriate governments) ➤ Annual surveys of members and their needs ➤ A 'brand' with its own position and status in the region 	<p><i>For 2010...</i></p> <ul style="list-style-type: none"> ➤ Review the website and its content - update profiles ➤ Upload (new) strategic plan on website ➤ Upload a draft event calendar on website ➤ Conduct a brand and name review ➤ Develop a series of marketing/brand initiatives that communicate who we are <p><i>For 2011...</i></p> <ul style="list-style-type: none"> ➤ Clarify our product and service portfolio ➤ Develop a standard OSFO presentation/kit ➤ Complete four external presentations to new audiences on OSFO

Pillar Three – Business and Finance

By 2014 we will have...	In 2010-11
<ul style="list-style-type: none"> ➤ Planning and reporting processes in place ➤ Financial stability and revenue from a diverse range of organizations (\$250k) ➤ At least two full time staff and a functioning office ➤ Independent auditing annually ➤ Annual business/strategic planning aligned with KPIs ➤ Formalised MOUs with key partners ➤ Two international partners 	<p><i>For 2010...</i></p> <ul style="list-style-type: none"> ➤ Renew and confirm IOC Administration Grant via ONOC ➤ Identify two new funding partners who could work with us ➤ Circulate a discussion paper on the merits of a regional collective purchasing group ➤ Completed MOUs with ONOC and Pacific Games Council (by March 2011) <p><i>For 2011...</i></p> <ul style="list-style-type: none"> ➤ Open discussions with two other partners who can help us in our mission

Pillar Four – Member Services

By 2014 we will have...	In 2010-11
<ul style="list-style-type: none"> ➤ In conjunction with ASC, ONOC and other partners have a web based repository of policies and constitutions from our members (similar to club development website) ➤ Annual co-ordinated events calendar (worked with members to reduce conflict of events) ➤ Strategies in place for identification of members ➤ Annual activity plan for OSFO (includes all events, meetings, workshops etc) ➤ A program to assist some of our Oceania Sports Federations with negotiations on International Fees ➤ Benchmark funding arrangements in the region ➤ Developed relevant resources for members ➤ Conducted four successful webinars 	<p><i>For 2010...</i></p> <ul style="list-style-type: none"> ➤ Survey members – on our role and services ➤ Conduct a full needs analysis of members ➤ Draft 2010 events calendar ➤ Review opportunity for development of multi-sport event (co-branded with PGC) ➤ Explore trade show commercialisation <p><i>For 2011...</i></p> <ul style="list-style-type: none"> ➤ Develop a member recruitment strategy ➤ Review a series of potential products – insurance, travel and accommodation ➤ Complete eligibility review in relation to Pacific Games Council ➤ Review member expertise that exists in our member base



APPENDIX – ABOUT OSFO

About OSFO

Some background about OSFO...

Where we started and today...

For many years ONOC included Regional Federations in their annual assembly to promote a cooperative approach to development of sport in the Oceania region. This was a successful initiative and gave rise to the forming of OSFO, the Olympic Sports Federations of Oceania as an outcome of the 2002 meeting in PNG. Since then OSFO has worked to increase its identity, profile and role at these meetings. Officially, the Olympic Sports Federations of Oceania was established in Brisbane in March 2005. At a meeting attended by 20 regional sports federations, it was decided that an official body should be formed to represent the interests of members in the region. A constitution was passed, membership criteria established and a commitment made to meet annually during the ONOC assembly. In 2006 the 2nd annual OSFO Assembly was held in Nadi, Fiji and successful Assemblies have been held every year since in the region.

OSFO today...

- Has 34 members and \$7,000 in income and \$35,000 in grants
- Is a volunteer based Executive and organisation (one person receives a small honorarium)
- Is an 'umbrella body' for sport but not yet a deliverer
- Is often asked to speak at – or be engaged with ONOC, Pacific Games Council and Assembly, OSEP and to the Secretary General IOC

The product offer of our organisation is...

1. To be a representative organisation of regional and national Sports Federations in Oceania. We will represent the views of our members on topical key issues to the other regional stakeholders in sport.
2. To provide knowledge and IP for members by exchanging technical and practical sports knowledge, ideas, best practices and resources.
3. We hold regional technical, administrative and event based expertise and experience for use by our member federations and sports.

THANK YOU



***We create and inspire high performance
sport businesses, people and partnerships.***

