

OSFO Operational Plan 2017 to 2021

KPI 1: Governance & Leadership

KPI	OBJECTIVE	STRATEGY	TIMEFRAME	RESPONSIBILITY	MEASURE OF SUCCESS
1.1	Develop & report against Operational Plan	Develop Operational Plan Prepare report against Operational Plan	OSFO Annual Assembly	Secretary General	Plan developed & progress reported to Annual Assembly. ACHIEVED YES
1.2	Report against budget & prepare accounts for audit	Prepare annual budget. Prepare accounts for audit. Report against budget in accounts.	OSFO Annual Assembly	Secretary General	Budget established. Audited accounts & performance against budget presented to Annual Assembly. ACHIEVED YES
1.3	Prepare Annual Report	Prepare report on OSFO activities. Seek sport reports from members.	ONOC Annual Assembly	Executive	Annual Report prepared & included in ONOC Annual Report. ACHIEVED YES
1.4	Identify & adapt relevant policies & procedures -Financial -Child Safe -Member requirements (eg criteria, constitution, incorporated association, proof of identity) -Media -Volunteers -Operating procedures	Identify relevant policies & procedures. Adapt policies & procedures to suit OSFO's needs. Develop set of good governance policies & procedures templates for Member Sports.	OSFO Annual Assembly 2018	Executive	OSFO Policies & Procedures drafted & presented for ratification to Annual Assembly. Set of good governance policies & procedures templates made available for Member Sports. ACHIEVED IN PROGRESS
1.5	Review policies & procedures	Review policies & procedures & prepare proposed amendments, if necessary. Prepare proposal for relevant Annual Assembly.	OSFO Annual Assembly	Executive	OSFO Policies & Procedures reviewed & any changes proposed to members at Annual Assembly. ACHIEVED IN PROGRESS
1.6	Apply policies & procedures appropriately	Check relevant policies & procedures before finalising decisions.	Ongoing	Executive	Policies & procedures are applied as appropriate. ACHIEVED IN PROGRESS
1.7	Represent OSFO on relevant Oceania organisations	Maintain or seek representation on relevant bodies. Report on OSFO activities or proposals to relevant meetings.	Ongoing	Executive	OSFO represented actively on PGC, ONOC, OSEP, Oceania University Sport & other relevant bodies. ACHIEVED YES
1.8	Publish relevant OSFO documents on website	Identify relevant documents. Create page for OSFO documents on website. Upload documents to website.	March 31st, 2018	Secretary General	Constitution, Annual Reports, Policies & Procedures etc published & discoverable on website. ACHIEVED YES
1.9	Develop clear roles & responsibilities for Executive & staff	Identify gaps. Establish strong leadership (train executive or co-opt skills).	??	Executive	Roles & responsibilities published on website. Executive trained as required or others co-opted. ACHIEVED IN PROGRESS

KPI 2: Advocacy

KPI	OBJECTIVE	STRATEGY	TIMEFRAME	RESPONSIBILITY	MEASURE OF SUCCESS
2.1	Organise OSFO Trade Fair in conjunction with ONOC General Assembly	Liaise with ONOC personnel to agree on date, times & venue. Promote the opportunity to members, stakeholders & NOCs. Provide advice & support, if necessary, to member sports.	ONOC & OSFO Annual Assemblies & associated meetings	Secretary General or Admin Officer	Trade Fair is held & well-attended by Sports & NOCs & other stakeholders. Measure by: how many attend, who attends, is there anyone new? ACHIEVED YES
2.2	Engage with relevant external organisations & government agencies	Complete stakeholder analysis. Communicate with relevant organisations & agencies (such as Gov't/DFAT) about OSFO's role & activities. Actively participate in relevant meetings & events e.g. reports & presentations. Identify opportunities for member sports to engage with these bodies (eg PSP & similar) & possible sponsors. Advocate for RSFs to access Olympic Solidarity funds (eg ONOC Development Grant). Identify collective bargaining opportunities for members. Support submission process for Pacific Sport Compass. Continue working with ONOC & PGC to develop a truly Regional Games. Assist in lobbying local governments to include sport, facilities & equipment in budgets. Work with ONOC on this message.	Ongoing	Executive & member sports	OSFO represented on PGC, ONOC, OSEP, Oceania University Sport, CGF & other relevant bodies, attends relevant meetings & engages in regular communications with these bodies. Opportunities for members are identified & communicated. Submission process for Pacific Sport Compass supported under Regional Policy Priorities. The role & value of OSFO is well understood amongst sport organisations in Oceania. ACHIEVED IN PROGRESS
2.3	Support appropriate inclusive education, health & well-being programs in Oceania	Seek information about programs – carry out environmental scan Engage with program organisers/ coordinators. Promote opportunities to members. Be conduit to RSOs of programs/ resources available. Seek additional opportunities that may enhance existing programs. Work with ONOC/OSEP to assist NOCs improve governance. Advocate for continuation & expansion of PSP & similar. Promote importance of sport to health & well-being agencies.	Ongoing	Executive & member sports	OSFO & its members are involved with relevant programs e.g. Play True Play Safe, Be a Leader, Oceania RADO, Voices of the Athletes, OSEP, Dual Career, Athlete Career Program etc. ACHIEVED YES
2.4	Foster & strengthen partnerships on behalf of member sports to key Oceania sports-related organisations	Survey members to identify interest in building relationships. Where appropriate, assist sports to meet with organisations & personnel. Assist with promotional campaign to attract participants & new member federations.	Ongoing	Executive & member sports	Possible partnerships are identified, formed & fostered between sports & relevant organisations e.g. ONOC, OSEP, DFAT, CGF etc. Collaboration takes place amongst sports for mutual benefit. Promotional campaign is carried out on regular basis. ACHIEVED IN PROGRESS

KPI 3: Stakeholder Engagement

KPI	OBJECTIVE	STRATEGY	TIMEFRAME	RESPONSIBILITY	MEASURE OF SUCCESS
3.1	Provide regular email newsletter to OSFO members & stakeholders	Develop newsletter template (1 page, Mail Chimp). Seek input (articles, copy) from members & stakeholders. Compile newsletter to publish & circulate. Appoint admin officer to assist with communications.	Template by 31 Dec 2017. Newsletter monthly (bi-monthly?)	Secretary General	Quarterly` newsletter emailed to members, stakeholders & relevant organisations (eg ONOC, PGC, PSP, Uni Sport, IOC). Compile email, newsletter metrics. Admin officer identified & appointed. ACHIEVED YES
3.2	Regularly update OSFO website with newsletters & other information of interest	Seek input from members, stakeholders & key sport organisations. Prepare copy & upload to website Share good news stories via social media & other digital channels. Share strategies regarding recovery from COVID-19.	Ongoing	Executive member responsible for Communication	Newsletters uploaded to website. News, calendar items, articles of interest published on website. ACHIEVED YES
3.3	Develop a stakeholder engagement plan	Brainstorm plan with Executive. Present draft to members at Annual Assembly. Finalise Plan & circulate to members. Develop Regional Conference around 'Healthy Sport' as part of OSFO AGM or separately. Meet regularly with members using electronic means.	30 June 2018	Executive	Stakeholder engagement plan completed & implemented on ongoing basis. ACHIEVED YES
3.4	Survey members regarding their needs & provide guidance as required	Develop survey. Circulate survey 2 months before next AGM. Compile results. Include key points in Operational Plan.	Annual Assembly	Executive	Survey/questionnaire developed; circulated & results compiled. Key points included into Operational Plan. ACHIEVED YES
3.5	Develop & maintain an annual calendar of member activities	Develop template for website calendar. Collect information re events from members, stakeholders & key sport organisations. Compile & publish calendar monthly.	Ongoing	Secretary General	Online calendar compiled & updated monthly, including Oceania events, Regional events, Oceania Courses, development activities. ACHIEVED YES
3.6	Promote use of PosEdge athlete resilience journal to sports, NOCs & other relevant organisations	Promote holistic approach to athlete development & training, linking sport to valuable life lessons off the field. Promote the PosEdge journal on website. Promote the PosEdge journal in newsletter. Provide workshops during events & meetings. Develop & promote HOPE Leaders program.	Ongoing	Executive & member sports	PosEdge journal is used by sports, NOCs & other relevant organisations. HOPE Leaders program is launched & implemented, with strong take-up by member sports. ACHIEVED IN PROGRESS

KPI 4: Organisational Capacity & Sustainability

KPI	OBJECTIVE	STRATEGY	TIMEFRAME	RESPONSIBILITY	MEASURE OF SUCCESS
4.1	Secure revenue for annual operations	Collect annual membership fees (\$400) Review annually, add CPI annually. Seek grant from IOC. Brainstorm ideas for raising revenue. Seek to make term of ONOC/IOC grant 4 years. Apply for PSP funding. Investigate co-share funding (eg FISU Oceania Development Manager, Oceania Foundation). Establish Intern Program (Pacific Islands and/or AUS/NZL).	Annual Assembly	Executive	Fees reviewed & adjusted annually. Revenue secured annually. ACHIEVED YES
4.2	Formalise Memoranda of Understanding with key partners	Identify & negotiate with potential partners. Draft appropriate MoUs. Finalise & sign MoUs.	30 June 2018	Executive	MoUs signed with appropriate partners (eg ONOC/IOC, Sport Matters - Pacific Compass, FISU Oceania, OSEP, PGC). ACHIEVED IN PROGRESS
4.3	Engage professional staff to achieve objectives of Strategic & Operational Plans	Review budget. Draft Position Description/s. Appoint officer/s.	30 June 2018	Executive	Staff engaged for agreed term. Register for ABN, ensure ATO compliance) ACHIEVED YES – STAFF ENGAGED ABN/ATO IMPLICATIONS UNDER REVIEW