



**Oceania
Sport**

Oceania Sport STRATEGIC AND OPERATIONAL PLAN

2025-2028



Oceania Sport

Our Vision and Mission

- Our vision is to be the leading advocate for inclusive collaboration across all sports in Oceania
- Our mission is To Lead, Sustain, Develop and Advocate an enabling environment that assists our members to enhance the role of sport.

We operate with:

INTEGRITY - modelling high levels of honesty, accountability, transparency and ethical behaviour creating an environment of mutual trust and respect.

LEADERSHIP - as the peak body representing sport to key decision-making bodies, empowering all stakeholders to improve outcomes for athletes and lift the profile of sport and its benefits.

INCLUSION - embracing diversity and inclusivity, providing accessible and equitable opportunities, appreciating cultures of our region.

COLLABORATION - providing a co-operative network and advocacy service to build a united voice for the community of sport.

Pillar 1: Advocacy

OBJECTIVE 1.1 Represent the Needs of Members to External Organisations and Governments Responsible EC Member: Yvonne

KPI	ACTIVITY	TIMEFRAME	RESPONSIBILITY	MEASURES OF SUCCESS (KPIs)
1.1a)	Ensure Oceania Sport is actively represented on key regional sporting organisations & representatives report back to membership		Oceania Sport Exec	<ul style="list-style-type: none"> Oceania Sport represented on key organisations (ONOC, PGC and their associated commissions) Representatives have reported back to members
1.1b)	Consider Oceania Sport's plan for involvement at the multisport continental and regional games		Oceania Sport Exec	<ul style="list-style-type: none"> Plan developed for Oceania Sport's involvement in the relevant multisport continental and regional games including a focus on athlete well-being
1.1c)	Formalise relationships (Partnership Agreements) with ONOC & PGC & connect to existing education & technical services & other resources		Oceania Sport Exec	<ul style="list-style-type: none"> Partnership Agreements signed with ONOC & PGC. Regular meetings held with ONOC/PGC and their associated commissions S4 meetings re-established – Oceania Sport, ONOC, PGC, CGF Updates from Oceania Sport/OSEP Education Commission representatives provided to the Oceania Sport Board
1.1d)	Offer position on continental and regional bodies to present at relevant Oceania Sport meetings		Oceania Sport Exec	<ul style="list-style-type: none"> Invitations to all continental and regional bodies sent to present at Oceania Sport meetings/assemblies as is required
1.1e)	Investigate Oceania Sport involvement in Brisbane 2032		Oceania Sport Exec	<ul style="list-style-type: none"> Oceania Sport has been involved in relevant Brisbane 2032 programs

Pillar 1: Advocacy

Objective 1.2 Uphold and promote the importance of sport to the Sustainable Development Goals
Responsible EC Member: Edwina & Rhonda

KPI	ACTIVITY	TIMEFRAME	RESPONSIBILITY	MEASURES OF SUCCESS (KPIs)
1.2 a)	Investigate the role of Oceania Sport in promoting the SDGs with the relevant NGOs		Oceania Sport Exec	<ul style="list-style-type: none">• Oceania Sport has identified opportunities for sports to partner with NGOs in relevant SDGs• Representation on SportsMatters (Ryan) maintained
1.2 b)	Identify Key Stakeholders in the wellbeing, safeguarding and inclusion space & build relationships with them.		Oceania Sport Exec	<ul style="list-style-type: none">• Key Stakeholders in the wellbeing, safeguarding and inclusion space identified and Oceania Sport has collaborated and sought to deliver successful projects.

Pillar 2: Stakeholder Engagement

Objective 2.1 Communicate, review and update Stakeholder Engagement Plan to understand and reflect the needs of Members and Stakeholders and to provide guidance

Responsible EC Member: Chet

KPI	ACTIVITY	TIMEFRAME	RESPONSIBILITY	MEASURES OF SUCCESS (KPIs)
2.1 a)	Maintain membership, identify potential new RF members and develop a plan to grow Oceania Sport's membership		SE	<ul style="list-style-type: none"> Regular member engagement completed by EC Potential new RF members identified and engaged
2.1 b)	Survey members, publish results of annual survey & advocate for the needs identified to relevant organisations		SE	<ul style="list-style-type: none"> Annual survey conducted; results published Identified needs conveyed to relevant organisations
2.1 c)	Plan for regular engagement by Oceania Sport with members, in person, print and online, encourage increased engagement from the membership		SE	<ul style="list-style-type: none"> Engagement plan updated List of topics developed for Networking Member Forums Networking Member Forum Conducted annually Oceania Sport WhatsApp Chat Group created as a method of regular communication Annual Report submitted yearly Measure of member engagement determined and implemented Member engagement increased by 10% annually Social media following & engagement increased by 15% annually
2.1 d)	Publish regular newsletter, social media posts, and maintain website including stories of the success and achievement of Oceania athletes and officials		SE	<ul style="list-style-type: none"> Quarterly newsletter published Newsletter content received from 60% of members over each 12-month period (4 publications) At least 8 social media posts published per month Member sports' calendar upgraded and maintained regularly on Oceania Sport website Stories published about successful athletes (including OAF scholarship holders) Services, courses, resources & links related to education & technical training promoted on website, social media & in newsletters
2.1 e)	Engage with regional and global sport organisations and bodies		SE	<ul style="list-style-type: none"> Annual Engagement with other global and continental sport organisations commenced Communication maintained with ONOC Athletes' Commission Opportunity for Oceania Sport Athlete representative to take ex-officio position on ONOC Athletes Commission investigated

Pillar 3: Governance & Leadership

Objective 3.1 Provide Leadership for Sport through Modelling Good Governance

Responsible EC Member: Helen S

KPI	ACTIVITY	TIMEFRAME	RESPONSIBILITY	MEASURES OF SUCCESS (KPIs)
3.1 a)	Ensure that the constitution & policies are fit for purpose		G&L	<ul style="list-style-type: none"> Constitution reviewed (including diversity considerations) – completed. Plan developed to review policies at least every 3 years. 3 policies developed by 2025
3.1 b)	Identify needs & develop relevant policy templates for the use of member sports			<ul style="list-style-type: none"> Needs identified & additional policies & templates published on website.
3.1 c)	Hold meetings alongside ONOC, PGC		Oceania Sport Exec	<ul style="list-style-type: none"> Meetings held alongside ONOC, PGC
3.1 d)	Develop & implement an Operational Plan in alignment with the Strategic Plan & reviewed annually		G&L	<ul style="list-style-type: none"> Operational plan developed and reviewed annually
3.1 e)	Report against Operational Plan & progress against KPIs, including budget & audited accounts, at AGM		G&L	<ul style="list-style-type: none"> Progress against Operational Plan and KPIs delivered at AGM
3.1 f)	Promote the <i>Athletes' Voice</i>		G&L & Exec	<ul style="list-style-type: none"> Athlete rep & para-athlete rep included on WGs, in consultation with EC athlete representative Forum held to support members to incorporate athlete representation in governing their sports

Pillar 3: Governance & Leadership

Objective 3.2 Plan to Reflect the Region's Diversity in Oceania Sport's Leadership and Activities

Responsible EC Member: Makiroa & Rhonda

KPI	ACTIVITY	TIMEFRAME	RESPONSIBILITY	MEASURES OF SUCCESS (KPIs)
3.2 a)	Develop an equity, diversity and inclusion plan for Oceania Sport's leadership and activities, including succession planning		G&L	<ul style="list-style-type: none">Diversity plan developed for Oceania Sport's leadership and activities, including succession planning -diversity plan completed
3.2 b)	Within the constitutional review, consider change to ensure diverse representation (eg. region and gender)		G&L	<ul style="list-style-type: none">Plan developed to review policies at least every 3 yearsConstitutional review completedConstitutional changes considered for approval in 2025
3.2 c)	Ensure equity of voice, including for athletes, providing opportunities for members to participate and engage		Oceania Sport Exec	<ul style="list-style-type: none">Member sports allocated across EC membersThree members contacted by an EC member each month to engage and offer supportAthletes invited to attend relevant forums

Pillar 4: Capacity & Sustainability

Objective 4.1 Secure revenue to ensure Oceania Sport's long term sustainability through formalised partnerships

Responsible EC Member: Amanda & Chet

KPI	ACTIVITY	TIMEFRAME	RESPONSIBILITY	MEASURES OF SUCCESS (KPIs)
4.1 a)	Explore opportunities for commercial and government partnerships / grants / funding		Oceania Sport Exec C&S	<ul style="list-style-type: none"> • Best practice sponsorship and grant writing resources identified • Sponsorship proposal template developed to seek benefits for Oceania Sport • Oceania Sport proposal for funding outside of ONOC developed • DGR status secured through collaboration with OAF
4.1 b)	Review membership fees regularly, ensuring service/benefit for fee		Oceania Sport Exec	<ul style="list-style-type: none"> • 3-year forecast budget established
4.1 c)	Identify organisations with aligned values and goals to establish strategic funding partnerships		Oceania Sport Exec	<ul style="list-style-type: none"> • List of potential strategic partners developed with inputs from WGs • Meeting held with DFAT/TeamUp to investigate alignment • Meeting held with universities to investigate alignment
4.1 d)	Commercialisation of Oceania Sport programs		Oceania Sport Exec G&L	<ul style="list-style-type: none"> • Ensured ownership of Wellbeing IP • Sought funding opportunities for delivery of Oceania Sport properties
4.1 e)	Secure human resources to engage with our members to assist them to achieve their objectives		Oceania Sport Exec G&L	<ul style="list-style-type: none"> • Opportunity to collaborate with the OAF identified to share resources • Full-time human resource appointed • Opportunities to appoint intern/s is investigated to deliver projects and activities

Pillar 4: Capacity & Sustainability

Objective 4.2 Support members to manage threats to their sustainability

Responsible EC Member: Ryan

KPI	ACTIVITY	TIMEFRAME	RESPONSIBILITY	MEASURES OF SUCCESS (KPIs)
4.2 a)	Provide support to regional federations to develop national federations		C&S	<ul style="list-style-type: none"> WhatsApp Chat Group established for all regional and national federations FAQs published on website “Ask Oceania Sport a question” button set up on website Identify case studies to promote on website
4.2 b)	Explore opportunities for commercial partnerships / grants / funding to benefit sporting teams & individual athletes		C&S	<ul style="list-style-type: none"> Best practice sponsorship and grant writing resources of member federations identified and approval sought to share with Oceania Sport membership Sponsorship proposal template developed to seek benefits for sporting teams and individual athletes Available IOC Olympic Solidarity Grants promoted.
4.2 c)	Facilitate collaboration and communities of practice amongst members		C&S	<ul style="list-style-type: none"> Key learnings / case studies of member successes published on website and social media Information sought from members FAQs published on website including how to advocate for inclusion on Games programs
4.2 d)	Seek to re-establish the Oceania Sport Marketplace alongside Oceania Sport & ONOC AGAs.		Oceania Sport Exec C&S	<ul style="list-style-type: none"> Regional Federations met with NOCs & other stakeholders at Marketplace.

Pillar 4: Capacity & Sustainability

Objective 4.3 Establish a Workforce for Oceania Sport that can Deliver on Meeting Strategic Objectives and Projects

Responsible EC Member: Helen M

KPI	ACTIVITY	TIMEFRAME	RESPONSIBILITY	MEASURES OF SUCCESS (KPIs)
4.3 a)	Review workforce requirements as the ONOC MoU comes into place		Oceania Sport Exec G&L	<ul style="list-style-type: none">• Workforce structure established, potentially including interns, volunteers, Australian Volunteers Abroad, university students, working groups outside of EC• Full-time staff member employed
4.3 b)	Reach out to our member sports for workforce support to achieve strategic objectives		G&L	<ul style="list-style-type: none">• Workforce structure established, potentially including interns, volunteers, working groups outside of EC
4.3 c)	Review and Maintain Working Groups of the EC (delegate / distribute leadership)		Oceania Sport Exec G&L	<ul style="list-style-type: none">• Relevant working groups established for 4 year term• Terms of Reference for WGs reviewed
4.3 d)	Maintain a succession planning strategy		Oceania Sport Exec G&L	<ul style="list-style-type: none">• Succession planning strategy regularly reviewed

Pillar 4: Capacity & Sustainability

Objective 4.4 Support RFs to develop the sports community pathways from grassroots to the elite and beyond

Responsible EC Member: Makiroa & Yvonne

KPI	ACTIVITY	TIMEFRAME	RESPONSIBILITY	MEASURES OF SUCCESS (KPIs)
4.4 a)	Seek funding opportunities for education and training of coaches and TOs for RFs		C&S	<ul style="list-style-type: none">Funding secured for education and training of TOs and coaches
4.4 b)	Provide wellbeing education for members		C&S	<ul style="list-style-type: none">Athlete wellbeing forums conductedAthlete wellbeing support and education provided at MultiSport continental and regionals Games
4.4 c)	Promote opportunities for athletes		C&S	<ul style="list-style-type: none">Partnership with OAF for athlete opportunities is continuedRegular information and annual reports provided to Member Federations on OAF opportunitiesSupport projects to assist with improving athlete performance standards leading up to Brisbane2032Advocated for the number of inclusive sports to increaseSports supported to advocate for their participation in Pacific/Mini Pacific Games.