



STRATEGIC PLAN

2025 – 2028 & BEYOND



TABLE OF CONTENTS

Message from the OAA Council	3
Introduction: Our Vision, Mission and Values	4-7
Oceania Athletics Association Structure	8-9
Oceania Athletics Stakeholders	10
Key Pillars and Objectives of the Strategic Plan	11-12
Sustainability	13
Participation	14
People	15
Fans	16
Partnerships	17
Summary	18



MESSAGE FROM THE OAA COUNCIL

Welcome to the Oceania Athletics Association Strategic Plan covering the period from 2025 to 2028 and beyond. This plan serves as a roadmap for our Association, guiding us towards achieving our mission and realizing our vision. It outlines our strategic goals, the initiatives we will undertake, and the resources required to ensure our success.

Off the back of a successful Olympic Games in Paris, it is now time for us to continue to build on the momentum as we head to Los Angeles, and then the Brisbane 2032 Olympic Games in our region.

It is an exciting time for our sport to implement our mission to “Grow”, “Inspire” and “Lead” our Member Federations and their athletes, coaches and officials, the media, our fans, our partners, and all those who help deliver every day.

As a key delivery arm of World Athletics, we have aligned our Strategic Plan to reflect the World Athletics Strategic Plan. It has been developed with this in mind, but we are also conscious that our plan needs to be tailored for the needs of the Oceania region.

athletics

In an ever-changing environment, it is crucial to have a clear and focused strategy. This plan is the result of comprehensive analysis and collaborative efforts, reflecting our commitment to excellence and innovation. By aligning our actions with our strategic objectives, we aim to enhance our impact, drive growth, and create sustainable value for our stakeholders.

We invite you to explore this document and join us on our journey towards a brighter future. Regular reviews of the Plan and reports to the OAA Council will ensure a continuing commitment to the Plan’s vision.

INTRODUCTION

Oceania Athletics Association is one of six (6) Area Associations of World Athletics dedicated to making Athletics accessible to all people in every community in the Oceania Region. Whilst Athletics is already an enormously popular sport globally; we believe that everything we do should capitalise on this extraordinary opportunity to grow the sport to the next level of popularity and engagement.

The Oceania Athletics Association (OAA) stands at a pivotal moment in its journey, ready to embrace new challenges and opportunities within the dynamic landscape of athletics. This Strategic Plan outlines our vision for the future of the sport across the Oceania region, emphasising our commitment to fostering a vibrant, inclusive, and best-performing athletics community.

As we strive to enhance participation, people, fans and partnerships, we recognise the diverse cultures and unique contexts of our Member Federations. Our mission is to create pathways for everyone involved in athletics of all backgrounds, empowering them to reach their full potential while promoting the values of respect, inclusion, excellence, integrity and leadership. Through collaboration with our Member Federations, partners, and stakeholders, we aim to build a strong foundation for sustainable growth in athletics.

As we enter a new Olympic cycle, it is essential the Association revisit our goals and plan the necessary activities and focuses for the years leading into the Brisbane Olympic Games 2032 and beyond. We are mindful of the challenges within some of our Member Federation's (MF's), which has the potential to impede the achievement of several KPI's contained within this document. We also recognise the available resources and circumstances of our MF's span and enormous spectrum.

This Strategic Plan will be revisited regularly by Council as we seek to monitor, measure and, where required, refine our plans and actions. We encourage all Member Federations to adopt a governance approach that sees it plan, activate, and review its performance with appropriate and expected transparency.

The Oceania Athletics Association seeks to adopt modern practices and policies across all its activities to be a role model for its twenty (20) Member Federations and three (3) Associate Members. We recognise we are the leader and creative director for Athletics in Oceania, and it is our task to guide our Member Federations into the future. We are also the critical conduit between our Federations and World Athletics.

This Strategic Plan serves not only as a guide for our initiatives but also as an invitation for all members of the athletics community to join us in this journey. Together, we will work to elevate the profile of athletics in Oceania, ensuring it thrives for generations to come.

A wide-angle photograph of a large stadium during an athletics event. The stadium is filled with spectators, and the blue running track is visible in the foreground. The text "OUR VISION" is overlaid in white capital letters.

OUR VISION

**“Athletics as the
premier sport in
Oceania”**



OUR MISSION

GROW

Grow the sport of Athletics and make it relevant in people's lives and in the lives of their communities

INSPIRE

Create appealing and accessible competitions, events and activities so our talented athletes can entertain and inspire

LEAD

Be the best example of a well governed sports federation taking brave leadership decisions and valuing partnerships that deliver athletics around Oceania and beyond

OUR VALUES

RESPECT

The way we treat everyone ensuring we are always open, honest, considerate, and maintain the governing principles of our sport

INCLUSION

We value equity, inclusion, culture, and dignity for all.

EXCELLENCE

To always be the best that we can be in our thinking and execution

INTEGRITY

Our actions speak louder than our words in our consistent and uncompromising adherence to moral and ethical principles in everything we do



OCEANIA ATHLETICS ASSOCIATION STRUCTURE

COUNCIL 2023 -2027	PRESIDENT MR ROBIN SAPONG EUGENIO (NMI) VICE PRESIDENT MRS CÉCILE GILROY (PYF) COUNCIL MR MATTHEW MAHON (AUS) COUNCIL DAME VALERIE ADAMS (NZL) COUNCIL MR ALBERT MILLER (FIJ) COUNCIL MR TREVOR SPITTLE (NZL) COUNCIL MR TIMOTHY ROGERS (NFI) COUNCIL MS PEORIA KOSHIBA (PLW) EX-OFFICIO MRS ANNETTE PURVIS (NZL) EX-OFFICIO LORD SEBASTIAN COE (GBR)
COMMISSIONS & COMMITTEES	ATHLETE COMMISSION DAME VALERIE ADAMS (NZL) DEVELOPMENT COMMISSION MR ALBERT MILLER (FIJ) COMPETITION COMMISSION MR TREVOR SPITTLE (NZL) MASTERS COMMISSION MR TIM ROGERS (NFI) AUDIT, FINANCE & RISK COMMITTEE MR TREVOR SPITTLE (NZL) COACHES ADVISORY PANEL MS MAKELESI BULIKIOBO (FIJ)
STAFF	EXECUTIVE DIRECTOR MS YVONNE MULLINS COMPETITION MANAGER MR TOM O'SHAUGHNESSY DEVELOPMENT MANAGER MRS REGAN KAMA MEDIA & COMMUNICATIONS MS CASEY SIMS

MEMBER FEDERATIONS	
ASA	AMERICAN SAMOA
AUS	AUSTRALIA
COK	COOK ISLANDS
FJI	FII
FSM	FEDERATED STATES OF MICRONESIA
GUM	GUAM
KIR	KIRIBATI
MHL	MARSHALL ISLANDS
NRU	NAURU
NZL	NEW ZEALAND
NFI	NORFOLK ISLAND
NMI	NORTHERN MARIANA ISLANDS
PNG	PAPUA NEW GUINEA
PLW	PALAU
PYF	FRENCH POLYNESIA
SAM	SAMOA
SOL	SOLOMON ISLANDS
TGA	TONGA
TUV	TUVALU
VAN	VANUATU
ASSOCIATE MEMBERS	
NCL	NEW CALEDONIA
NIU	NIE
W&F	WALLIS AND FUTUNA



OCEANIA ATHLETICS ASSOCIATION STAKEHOLDERS & PARTNERS

The OAA Strategic Plan has identified seven (7) priority stakeholder and partner groups, all of whom are fundamental to delivering the OAA Plan.

Athletes

Are our Number 1 asset and, as such, need to be supported, promoted, protected by clear rules and behaviour, inspired to compete, rewarded and supported with the platforms and tools to engage directly with fans and partners. Creating more competition and earning opportunities for our athletes remains a priority in our desire to make a career in Athletics an attractive, professional choice.

Member Federations

There may be significant diversity across our twenty (20) Member Federations and three (3) Associate Member Federations, but every one of them has the ability to deliver growth in our sport, either at elite or community level. As an Area Association we need to enable our Member Federations to be the best they can be as they seek to meet their own strategic objectives at whichever focus they are best suited to.

Key Influencers

Sitting within our sport are athletes, coaches, athlete representatives, shoe manufacturers, stadium project (track surface) developers and equipment manufacturers, event organisers and hosting bodies as well as national, regional and local authorities who develop and promote grassroots participation in athletics and have enormous influence over key elements of the sport. We need to ensure these groups are aware of their value and influence and understand the collective power and benefits that working together will deliver on their own strategic ambitions as we grow the sport.

Partners

Without whom we would not be able to realise our vision, so we must find ways to help them align with our vision, support our strategy and activate extensively, whether they provide funds, supply us with services, broadcast our sport, organise events at any level or partner with us in campaigns. These include but are not limited to the Oceania National Olympic Committee, National Olympic Committees, national and local governments, Oceania Paralympic Committee, Pacific Games Council, Organisation of Sports Federations of Oceania, University Alliance.

Media

Who amplify our events, our athletes and the way we conduct our sport. Critical friends at worst and avid champions of the sport at best, they need to have access to all of us, to help tell our stories as well as we can.

Fans

Who participate in our sport, who watch our sport, who follow our athletes and who motivate their families, their friends, their communities and their governments to support healthy and fitter lifestyles. We need to mobilize this group, inspire them to participate, excite them to watch and bring them together in platforms and forums where they feel they belong and choose to connect to our sport.

World Athletics

World Athletics supports a range of initiatives and programs aimed at advancing athletics in the Oceania region. Through event organisation, leadership and governance, and providing technical support and resources, this partnership significantly enhances the quality and reach of athletics in Oceania, nurturing talent and promoting the sport throughout the area.

OBJECTIVES OF THE STRATEGIC PLAN 2025 – 2028 & Beyond

More Participation: Develop current competitions and explore innovative ways to engage the community through competitions and technology.

More People: Continue to deliver and facilitate a broad range of development and education pathways and opportunities throughout the Area.

More Fans: Reaching new audiences and targeting those already participating in Athletics.

More Partnerships: Increase and strengthen our partnerships can be achieved for the sport and its participants.

Sustainability: Strengthen and grow the sport of Athletics across Oceania by providing strong, clear, consistent leadership.



STRATEGIC PILLARS

MORE
PARTICIPATION



MORE
PEOPLE



MORE
FANS



MORE
PARTNERSHIPS



SUSTAINABILITY

FOUNDATION PILLAR: SUSTAINABILITY

Objective: Strengthen and grow the sport of Athletics across Oceania by providing strong, clear, consistent leadership

- Create a sustainable and impactful legacy for Brisbane 2032 that aligns with the OAA's mission and values.
 - Ensure appropriate cash reserves are retained in the annual budget for the Area Association, by creating new income sources.
 - Continue to advance the governance practices of the organisation, ensuring gender equity across all areas of the sport.
 - Implement and support Safeguarding Policy and Safeguarding measures.
 - Support the Commissions' four (4) year plans to fulfil their role that provide advice and recommendations to Council that contribute the perspectives of athletics in Oceania to the Association in fulfilling their objectives and to ensure collaboration between all Commissions.
 - Create targeted recruitment to assist in identifying and enabling succession planning.
 - Assist Member Federations in conversations with Governments and other stakeholders.
 - OAA to lead the way in promoting environmental sustainability while enhancing the athletic experience through sustainable practices.
- KPIs:**
- On an annual basis, achieve 90% MF participation for Brisbane 2032 planning activities.
 - Retain cash reserves (cash and cash equivalents) covering at least twelve (12) months of operating expenses. Achieve a surplus in each of the years leading up to 2028 and beyond and identify new income sources.
 - Conduct at least one (1) professional development opportunity per year for Council/Commission Members and Staff, respecting the 50% gender balance participation.
 - Conduct at least one (1) Safeguarding training activity for Council/Commission Members, Staff and Member Federations annually. Achieve a 100% compliance of MFs implementing Safeguarding policies, including appointment of Safeguarding Officers for the Area and every MF.
 - Ensure Commission recommendations are considered by the OAA Council and include at least two (2) collaborative projects annually.
 - Establish a succession plan for the Association.
 - Facilitate or support government activities for every year of the Strategic Plan, including sport in the school curriculum a priority for Health Departments, through an MOU with relevant Government Departments.
 - Create and implement a climate action and sustainability plan.

PILLAR 1: MORE PARTICIPATION

Objective: Develop current competitions and explore innovative ways to engage the community through competitions and technology.

- Stage high quality all-inclusive Area Championships with robust communication plans, showcasing the region's athletes.
- Continue to promote and support the inclusive Continental Tour for One Day Meetings, exploring opportunities for more MFs to be involved in hosting Continental Tour Meets leading into Brisbane 2032.
- Form relationships with government at the most senior level to promote the provision of a facility plan in all major population centres.
- Continue to support the investment of MF personnel resources in National Championships.
- Ensure the retention of high standard of referees across the region.
- Assist MFs Support their Athletes/Coaches to attend and access High Performance Training and Competitions both in country and out of country.
- Ensure Member Federations produce a transparent Selection Policy that is available to all stakeholders.

KPIs:

- All Area Championships events are conducted for all, ensuring 90% of MF's participation.
- Support a minimum of four (4) Continental Tour One-Day meetings annually in the Oceania Area, with at least one (1) maintaining Gold Level Status and one (1) at Silver Level Status.
- Ensure there is always at least one (1) Certified Athletics Facility in each region, with a long-term aim of one in each Member Federation.
- Increase number of Member Federations National Championships on the Global Calendar.
- Maintain a minimum of 70% of referees certified by World Athletics' standards at OAA Events.
- Increase number of athletes and MFs having athletes compete on World Tours.
- Ensure that 100% of Member Federations have a publicly accessible Selection Policy by the end of 2025 and conduct annual reviews of the policies.

PILLAR 2: MORE PEOPLE

Objective: Continue to deliver and facilitate a broad range of opportunities to develop our people throughout the region.

- Deliver programmes and activities on behalf of World Athletics through the Area Development Centre, including Leadership for All, Governance, Wellbeing, Safeguarding, Anti-doping, Nutrition, Being Active and Inclusion.
- Support the roll out, delivery and ongoing monitoring of the Kids Athletics' program that is accessible to all Member Federations.
- Review, evaluate, advise, and provide ongoing support on the education and certification programs for athletes, coaches, referees, and administrators.
- Advise on the establishment of new development initiatives that will contribute to retention and growth in participation across all age groups and across all forms of the sport, including Master's and Para Athletics.
- Assist Member Federations in the application, management, monitoring and evaluation and reporting for all funding opportunities including Grant for Growth, Member Federation Grant, and Olympic Solidarity.
- Promote and use World Athletics e-learning platform and educational opportunities.
- Maintain an Area Coaches Association and the activities that will promote and reflect the views of coaches within the structures of OAA and within the Member Federations.

KPIs:

- Deliver programmes and activities on behalf of World Athletics through the Area Development Centre, including Leadership for All, Governance, Wellbeing, Safeguarding, Anti-doping, Nutrition, Being Active and Inclusion.
- Support the roll out, delivery and ongoing monitoring of the Kids Athletics' program that is accessible to all Member Federations.
- Review, evaluate, advise, and provide ongoing support on the education and certification programs for athletes, coaches, referees, and administrators.
- Advise on the establishment of new development initiatives that will contribute to retention and growth in participation across all age groups and across all forms of the sport, including Master's and Para Athletics.
- Assist Member Federations in the application, management, monitoring and evaluation and reporting for all funding opportunities including Grant for Growth, Member Federation Grant, and Olympic Solidarity.
- Promote and use World Athletics e-learning platform and educational opportunities.
- Maintain an Area Coaches Association and the activities that will promote and reflect the views of coaches within the structures of OAA and within the Member Federations.

PILLAR 3: MORE FANS

Objective: Reaching new Audiences and targeting those already participating in Athletics.

- | | |
|--|--|
| <ul style="list-style-type: none">○ Ensuring strong visibility of brand across the Oceania Athletics' identity.○ Develop an Annual Plan to deliver content and promote events across the Oceania Platforms, growing the quantity and quality of direct fan relationships.○ Promote the sport of Athletics by adopting and delivering Oceania Athletics, Member Federation and World Athletics' campaigns, i.e. Kids' Athletics, Gender Day, etc.○ Engage local stars/heroes/athletes across our sport to promote Athletics.○ Ensure there are robust communications plan for the key OAA events (Area Championships, Regional Championships).○ Continue research at Area level to collect insights and information from both fans and non-fans.○ Monitoring of Member Federation media platforms and if required education, for the safe use of media in the promotion of athletics.○ Build relationships with media to enhance distribution of athletics media to fans.○ Area led innovation seminars with a fan-centric mindset. | <p>KPIs:</p> <ul style="list-style-type: none">• Increase social media engagement metrics (likes, shares, comments) by 20% each year.• Implement communication plans with a minimum of three (3) communication channels per event.• Develop annual media and communications strategy which includes at least two (2) pieces of content per week across platforms.• Adopt minimum one (1) World Athletics campaign per annum (e.g. Kid's Athletics).• Feature at least three (3) athletes per quarter in promotional content.• Create a comprehensive communication's plan for Area Events. e.g. Area Championships, Regional Championships, Continental Tour.• Collect fan and non-data and have mechanism in place to share the data with MF's.• Create and deliver a media education program to enhance MF content creation, and media capacity.• Establish partnerships with at least one (1) local media outlet in each Member Federation. |
|--|--|

PILLAR 4: PARTNERSHIPS

Objective: Increase and strengthen our partnerships so better outcomes can be achieved for the sport and its participants.

- Maintain and continue to build relationships with key stakeholders to promote the sport of Athletics across Oceania
 - Continue to liaise with key stakeholders such as, but not limited to: WA, Athletes, Members Sports, Commercial Partners, Athlete Alumni, Other WA Areas, MF's, ONOC, PGC, IOC, OPC, IPC, WPA, NOCs, OSFO, OSEP, Masters' Groups and Governments to promote and grow athletics in the Area
 - Continue to liaise with Olympic Solidarity through World Athletics to identify funding opportunities for Member Federations
- Seek and establish relationships with key stakeholders that result in increased activities and funding opportunities
 - Partnerships add value to any activities conducted by OAA or MFs.
 - Strong partnerships lead to more funding
 - Develop relationships with potential partners such as - Universities, NGOs, NOCs, NPCs.
 - Increase capacity to conduct programmes by recruiting university students to undertake OAA internships
- Inclusion
 - Encourage MFs to develop a relationship with National and International Disability Organisations if they have not already done so
 - Develop and maintain inclusive programs, activities, and competitions for the community with disabilities
 - Inclusion of Refugees and Masters in all facets of the sport of Athletics
- Assist MFs with funding applications and reports
 - Evaluate applications and assist with any reporting where required
 - Encourage MFs to take ownership of their reporting and applications
 - Encourage Member Federation involvement with Government Ministries & NGOs
- Advise on the identification of new opportunities to strengthen Oceania Athletics Association's key relationships and partnerships including with other organisations, institutions, and government agencies

KPIs:

- Continue to develop and nurture relationships with key stakeholders such as, but not limited to: WA, Athletes, Members Sports, Commercial Partners, Athlete Alumni, Other WA Areas, MF's, ONOC, PGC, IOC, OPC, IPC, WPA, NOCs, OSFO, OSEP, Para, Masters' Groups and Governments to promote and grow athletics in the Area.
- Develop relationships with potential partners such as - Universities, NGOs, NOCs, NPCs.
- Increase capacity to conduct programmes by recruiting university students to undertake OAA internships.
- Develop and maintain inclusive programs, activities, and competitions for the community for Para athletes, Refugees and Masters Athletes.
- Evaluate MF applications and assist with any reporting where required.
- Advise on the identification of new opportunities to strengthen Oceania Athletics Association's key relationships and partnerships including with other organisations, institutions, and government agencies.

SUMMARY

As we reflect, we are proud to present the Oceania Athletics Association's Strategic Plan, which outlines our strategic priorities and achievements. The past few years has been marked by significant progress and exciting developments in our mission to promote athletics across the region.

We have seen a remarkable increase in participation across all age groups, thanks to our grassroots programs and community outreach initiatives. Our elite athletes have excelled on the international stage, with several notable performances and medals across junior, open and masters age groups. We successfully hosted several major events, including Area Championships and international meets, setting new standards for organization and athlete experience. This Strategic Plan is designed to demonstrate to all key stakeholders and members of the Oceania Athletics community the desired direction in which Oceania Athletics wants to go, and which actions are needed.

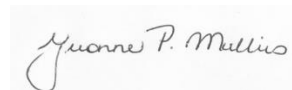
The Oceania Athletics Association's Strategic Plan serves as a roadmap for the future of Athletics in the Pacific. By prioritising more participation, more people, more fans and more partnerships, we are committed to fostering a vibrant and inclusive athletics community. Our collaborative approach, engaging member federations and local stakeholders, will ensure that we harness the diverse talent and passion within Oceania.

As the governing body for Athletics in the Oceania Area, the Oceania Athletics Association (OAA), through the OAA Council, will monitor the progress of implementation of the Plan actions, most importantly assessing whether the KPIs of each action have been met within the specified delivery timeframe and taking remedial action as appropriate.

The Plan is a 'live' document, and under the review of the OAA Council is likely to evolve over its timeframe to 2028 and beyond. To keep the Plan, and more specifically its objectives and actions, at the forefront of the minds of the sport's stakeholders, OAA and the Member Federations will formally update on progress towards achieving actions appropriate on an annual basis.

As we embark on this journey, we recognise success will require dedication, innovation, and adaptability. By continually assessing our progress and embracing feedback, we aim to create a sustainable environment where athletes can thrive, communities can unite, and the spirit of athletics can flourish. Together, we will elevate the profile of athletics in Oceania, inspiring future generations and achieving excellence on the global stage. Our vision remains steadfast: to inspire and develop athletic talent across Oceania, fostering a culture of excellence and inclusivity. By building on our achievements and setting ambitious goals, we aim to inspire the next generation of athletes and ensure the long-term growth and success of Athletics in the region.

Thank you for your continued support and dedication to our shared mission. Together, we will continue to elevate athletics in Oceania to new heights.





124 VARSITY PARADE
VARSITY LAKES, QLD 4227

info@oceaniaathletics.com
www.athletics-oceania.com