

Gymnastics Federation of Fiji Strategy 2016 - 2020



The Gymnastics
Federation of Fiji

Vision Statement: **Gymnastics for every body**

Our Mission

Gymnastics – positively changing lives through fundamental movement, promoting lifelong health and wellbeing for all communities and abilities.

2020 Performance Indicators / Aspiration

- National Championships conducted as a major event offering international invitations to the Oceania and Asia Region
- 2,500 affiliated athlete members

Strategic Priorities

01 Engage & Enthuse

02 Enable

03 Excel

04 Endure

Performance Measurement

- 30% of schools involved in gymnastics
- 2,500 affiliated athlete members

- 50 accredited coaches
- 12 venues covering all districts

- Athletes competing internationally in the Oceania region
- Gymsports offered at clubs in Fiji are: GfA, MAG, WAG, ACR, RG & AER
- National Championships conducted as a major event offering international invitations to the Oceania and Asian region

- GFF recognised by FASANOC & FNCS as a leader in sport governance
- GFF is accepted into the Pacific Sport partnerships Program
- GFF applies for minimum two grants & is successful in at least one per year

Strategic Initiatives

1.1 Build the Gymnastics profile

1.2 Develop and implement a school engagement strategy

2.1 Grow the capacity and capability of the workforce

2.2 Grow the capacity and capability of the clubs

3.1 Develop pathways and programs for all sports that lead to a competition infrastructure

4.1 Build financial capabilities of the organisation to achieve the strategic direction

4.2 Build the capability of the board and the organisation

4.3 Build and enhance stakeholder relationships

Core Values

Leadership

Accountability

Support

Excellence

Inspiration

01 Engage and Enthuse

We will raise awareness and heighten perceived value of the sport of gymnastics in schools and communities of Fiji.

2016 – 2020 GOALS / KPIs

- 30% of schools involved in gymnastics
- 2,500 affiliated athlete members
- Gymsports offered at clubs in Fiji are: GfA, MAG, WAG, ACR, RG & AER

TRANSFORMATIONAL STRATEGY

Advocate fundamental movement as an essential life skill for a child's development and position Gymnastics as the primary provider of fundamental movement programs in communities.

2016 OUTCOMES

- GFF website established
- GFF Facebook page established
- One additional partnership developed with a tertiary organisation in the delivery of gymnastics
- 2 teacher education workshops conducted with FNU
- Introduction of Aerobics Gymnastics in clubs

2016 Strategic Initiatives/Projects

1.1 Build the Gymnastics profile

- Establish a GFF website
- Establish a GFF Facebook Page to release regular updates to the community
- Support clubs to expand existing programs

1.2 Develop and implement a school engagement strategy

- Work with The Ministry of Education and Fiji National Sport Commission to promote gymnastics in schools and villages
- Establish ongoing relationships with tertiary institutions offering teaching courses to present information/resources & opportunities to students

02 Enable

We will improve the capability of Gymnastics providers to deliver quality services and experiences to participants.

2016 – 2020 GOALS / KPIs

- 50 accredited coaches
- 12 venues covering all districts

TRANSFORMATIONAL STRATEGY

Build the workforce capabilities for Gymnastics with enhanced education opportunities and by embracing new technologies that supports the workforce needs.

2016 OUTCOMES

- 5 active affiliated clubs
- 30 accredited coaches
- Quarterly newsletter released

2016 Strategic Initiatives/Projects

2.1 Grow the capacity and capability of the workforce

- Develop a mentor system for current coaches
- Develop a long term mentoring strategy
- Conduct continuous coach development opportunities

2.2 Grow the capacity and capability of the clubs

- Actively market to teachers at in-services workshops to undertake coaching courses
- Continue to build the number of coaches & judges by conducting free courses for all disciplines

03 Excel

We will provide competition opportunities within Fiji and Oceania.

2016 – 2020 GOALS / KPIs

- Athletes competing internationally in the Oceania region
- National Championships conducted as a major event offering international invitations to the Oceania and Asian region

TRANSFORMATIONAL STRATEGY

Enhance and improve clubs delivery of all gymnsport programs through clearly defined pathways to events and programs for athletes and coaches.

2016 OUTCOMES

- Fiji Gymnastics Championships conducted
- National Clinic conducted

2016 Strategic Initiatives/Projects

3.1 Develop pathways and programs for all sports that lead to a competition infrastructure

- Develop an event strategy
- Build on the 2015 competition
- Offer a National Clinic for coaches and athletes

04 Endure

We will build a sustainable business model to ensure the long-term future for The Gymnastics Federation of Fiji

2016 – 2020 GOALS / KPIs

- GFF recognised by FASANOC & FNCS as a leader in sport governance
- Partner with Gymnastics Australian on any grant opportunities
- GFF applies for minimum two grants & is successful in at least one per year

TRANSFORMATIONAL STRATEGY

Develop and build an organisation that maximises efficiencies via clearly articulated roles and responsibilities and delivers financial capability through diverse income sources.

2016 OUTCOMES

- GFF officially recognised by FIG
- Policies Developed:
 - Member Protection
 - Financial Delegations
 - Grievance, Discipline & Appeals
 - Child Protection
 - Inclusion
 - Privacy
- Risk Management Framework developed
- Risk Register and calendar of review developed for all policies

2016 Strategic Initiatives/Projects

4.1 Build financial capabilities of the organisation to achieve the strategic direction

- Develop Board Governance & other policies
- Develop a Risk Management Framework across the organisation
- Establish a register and calendar of review for all policies with all documents receiving board review once every two years

4.2 Build the capability of the board and the organisation

4.3 Build and enhance stakeholder relationships

SW
OT

FAVOURABLE

UNFAVOURABLE

INTERNAL

Strengths

Club: New clubs, passionate people
 Education: Education framework (GA), people with prior knowledge
 Membership: Rapid increase in numbers, increase in coaches
 Products: Fundamental movement product – Nursery Of All Sport!
 Communication: Competitions & events will promulgate media attention, have received some media attention already
 Promotion: Competitions & events will promulgate media attention, have received some media attention already
 Management: GA management support
 Programs: Various gymnsports on offer GfA/MAG/WAG/ACR/AER/RG
 Events: Ability to hold interclub competitions with 3 clubs, one event already conducted
 Governance: Constitution, board, GA support, strategic plan
 Financial:

Weaknesses

Club: Limited resources – equipment, space & facilities
 Education: Lack of professional development opportunities for current coaches
 Membership: Do not capitalise on the increase in membership numbers
 Products: No Facebook or website, email not the direct source of communication
 Communication: Lack of knowledge of what gymnastics is in the community, lack of promotion of the sport – media attention
 Promotion: No dedicated Development Officer
 Management: Only 4 Board members
 Programs: No financial income, no financial policies
 Events:
 Governance:
 Financial:

EXTERNAL

Opportunities

Government: Secure funding from FNSC, align to Ministers of Sport & Health
 Political: Membership of FASANOC
 Legal: Implementation of Child Protection Policy leading the way
 Technological: Modern communication – Facebook/website/email, target market uses modern technology, internet is accessible, gymnastics is a visual sport
 Social & Ethical: Good governance, gymnastics is for all abilities, health benefits, ability to attract multicultural audience, attract & cater for kindergarten market
 Commercial: Attracting sponsorship, conduct events – financial gain & promotion of gymnastics, showcasing gymnastics through displays etc.
 Environmental: Travel to villages to provide gymnastics, can leverage off Rio Olympics

Threats

Government: Not being able to deliver on funding agreements,
 Political: Instability of government
 Legal: Child protection issues, lack of knowledge around technology & copyright
 Technological: Incorrect communication & messaging
 Social & Ethical: Lack of accountability - corruption
 Commercial: Other sports
 Environmental: Lack of transport, difficulty with extracurricular activities due to bus transport limitations, clubs cannot cater with increased numbers

Risk Assessment

	IDENTIFIED RISK	RISK MANAGEMENT STRATEGY
CLUBS	<ul style="list-style-type: none"> • Financial viability • Size & Facilities • Health & safety • Reliance on too few and specific people • Small ratio – supervision • Lack of equipment • Cannot cope with increased membership • Time opportunities 	<ul style="list-style-type: none"> - Provide ongoing support to clubs, education, resources - Explore alternative venues, modify programs to suit spaces - Preventative training provided, practices monitored - Recruit & train more personnel frequently / regularly - Promote programs that allow for larger ratios - Apply for FIG Foundation donated equipment & freight grant - Continued recruitment & training of personnel, venues - Explore times outside of traditional peak periods
MANAGEMENT	<ul style="list-style-type: none"> • Policies not in place • Policies not reviewed regularly • Lack of resources / funding • Meet FIG, FASANOC, FNSC Governance Standards • Annual budget not effectively managed / Lack of financial accountability • Strategic targets not achieved • No Development Officer • Lack of reliability & commitment of people resources • Lack of confidence in the people involved 	<ul style="list-style-type: none"> - GA to assist in policy development 2016 - Policies reviewed annually prior to AGM - Budgets allocated as per identified priority strategic areas - Plan for implementation of standards with GA assistance - Quarterly financial reporting, reforecasting and regular review by Finance & Audit Committee - Targets revised, realistic targets set in future, planning - Seek FNSC/AVID support & funding, recruit SDO - Provide incentives & support to promote reliability & commitment - Provide training & support to improve confidence
MEMBERSHIP - Athletes - Coaching - Officiating	<ul style="list-style-type: none"> • No membership structure • No ability to capture membership numbers & details 	<ul style="list-style-type: none"> - Establish membership structure, implement process - Establish access to GA membership database to record details
EDUCATION	<ul style="list-style-type: none"> • Lack of professional development opportunities • Invest in education of officials and they leave 	<ul style="list-style-type: none"> - Utilise online opportunities, schedule annual conference - Provide incentives to stay, educate more , reduce cost to clubs
COMMUNICATION / INFORMATION	<ul style="list-style-type: none"> • Miscommunication • Deadlines for legal and MoU not met 	<ul style="list-style-type: none"> - Management to proofread & approve all communications - Commitment to meet deadlines from all, consequences of failure to meet deadlines
COMMERCIAL - Promotion - Products - Events	<ul style="list-style-type: none"> • Lack of education of the gymnastics programs that can be offered • Lack of commercial revenue and sponsorship • No marketing or promotion of the events • Gymnasts are not competition ready 	<ul style="list-style-type: none"> - Produce flyers, seek media attention, educate within first - Volunteer recruited to seek sponsorship - Develop a marketing plan, recruit marketing volunteer - Utilise GA coaches & judges remotely to provide feedback