

Special Olympics Australia Strategic Objectives 2021-2026

OUR MISSION

Our mission is to provide inclusive training and competition in a variety of sports for children and adults with intellectual disabilities enabling opportunities to develop physical fitness, demonstrate courage, experience joy, improve wellbeing, and participate in a sharing of gifts, skills and friendship with the community.

OUR STRATEGIC PRIORITIES



VIABLE BUSINESS

- Funding longevity
- Programme scalability
- Clear communication pathways



QUALITY EXPERIENCE

- Elevate the athlete experience
- Support our volunteers
- Value our partners



EXPAND ENGAGEMENT

- Grow athlete and volunteer numbers
- Expand partnerships
- Build brand



INCLUSIVE LEADERSHIP

- Demonstrate an inclusive culture
- Develop athlete leaders
- Empower state committees

Special Olympics South Australia Strategic Development Plan

(July 2021 – June 2022)



Special Olympics South Australia State committee have created a strategic development plan for the period July 2021- June 2022 which directly aligns to the national priorities and objectives set out by Special Olympics Australia.

The plan covers a range of objectives and so has been categorised into the following sections:

Sport

Athlete

Volunteer

Junior & Schools

Memberships & Registrations

Communication, Promotion & Support

Administration

Financial, Fundraising & Corporate

Special Olympics South Australia Strategic Development Plan (July 2021 – December 2022)

SPORT

Category	Activity	Outcome (Qualitative)	Outcome (KPI/ Quantitative)	Strategic Plan links	Key Contacts
Interclub competitions	Establishing a 2022 Interclub competition (4 competitions within calendar year) for Sports that SA receive a NG quota for. (Athletics, Basketball, Bowling (Tenpin), Soccer, Swimming, Tennis)	To provide ongoing competition opportunities for both our existing club sessions as well as integrating newly registered affiliates. Create a consistent, transparent competition pathway that aligns to national procedure	24 SA based interclub competitions to be arranged in 2022	Elevate the Athletes experience Program scalability Build Brand	State Committee Sports Rep State Sport Coordinators State Coordinator Clubs & Affiliates
Interclub event	To develop an interclub event (min of 1 competition within calendar year) where appropriate for sports that SA provide but do not receive a current NG quota for or that aren't in the NG currently) (examples include but not limited to Bocce, Competitive Cheer, Cricket, Dancesport, Equestrian, Golf, Gymnastics, Netball, Powerlifting, Table Tennis)	To get additional SO competition in new sports taking place in SA for sports that are seeing a growth in both affiliates and overall participation. This will allow us to build the interclub competition from this structure.	3+ sports to provide an interclub sport event in 2022	Elevate the Athletes experience Program scalability Build Brand	State Committee Sports Rep State Sport Coordinators State Coordinator Clubs & Affiliates
Affiliation program	To successfully add a range of affiliate programs in each of our geographical locations in which are 3 existing clubs currently operate in.	To offer more opportunities for individuals to get involved with Special Olympics and increase the footprint that Special Olympics has here in SA.	20+ additional weekly opportunities available across SA through a successful affiliate program Affiliates to be from at least 5+ sports which is recognised by SOA and received full endorsement from NSO/SSO.	Elevate the Athletes experience Program scalability Value our Partners Expand Partnerships Grow Athlete and volunteer numbers Build Brand	State Committee Sports Rep State Sport Coordinators Community Sport clubs/ organisations State Sport Coordinators NSO's/SSO's

SA based partnership agreements/MOU	To create partnership agreements/MOU with the relevant SA SSO's or SA based sport organisations	To develop collaborative working relationships with external stakeholders, increase profile and gain support (e.g. coach education courses, promotion, venue access).	5+ partnership agreements/ MOU's in place	Program Scalability Value our Partners Build Brand Expand Partnerships	State Committee Sports Rep SOA National Partnership Manager State Sport Coordinators NSO's/SSO's SA based sport organisations
Sport Specific Objectives	To create realistic Sport Specific objectives across each SOSA recognised sport.	To work directly with state sport coordinators and sport specific coaches on what they can achieve for SOSA in 2022 and set relevant objectives	An overview objective to be shared with SOSA committee (and SOA Head of Sport)	Support our Volunteers Value our Partners Program Scalability	State Committee Sports Rep Club Committees Sport Rep State Sport Coordinators Sports Coaches

ATHLETE

Category	Activity	Outcome (Qualitative)	Outcome (KPI/ Quantitative)	Strategic Plan links	Key Contacts
Healthy Athlete Program (HAP)	To establish and launch the Healthy Athlete Program in SA	To provide free health screenings and health education by health professionals to our registered athletes in a relaxed environment. This will include the ability to fulfil the medical exam requirements as comply with the athlete registration criteria.	To have 1 event per annum whereby athletes can attend and obtain a free medical screening as part of a wider SOSA event (e.g. engagement/registration day or state games).	Elevate the Athletes experience Program Scalability Demonstrate an Inclusive Culture Empower State Committees Value our Partners	State Committee (led by Health rep) SOA Operations Manager State Committee (assisted by membership rep) Athletes & Families State Coordinator

Athlete Leader	To create a State based Athlete Leader program for new athletes	To allow all registered athletes the opportunity to enrol onto the new Athlete Leader course	8 – 12 new participants approximately to be signed up	Elevate the Athletes experience Program Scalability Demonstrate an Inclusive Culture Develop Athlete Leaders	State Committee (led by vice chair) State Coordinator Athlete Leader State Coordinator Athletes Clubs Volunteers
Athlete Leader	For the established Athlete Leaders to promote and become peer mentors, assistant coaches etc.	To provide positive next steps for those Athlete leaders whilst creating capacity for a new athlete leader group to have the opportunity to start their athlete leader journey's	8 Athlete Leaders to be offered a new volunteer role within SOSA based on their desired interests and skillset. 1 graduation event Ensure existing Athlete Leaders gain recognition at an event.	Elevate the Athletes experience Program Scalability Demonstrate an Inclusive Culture Develop Athlete Leaders	State Committee (led by vice chair) State Coordinator Athlete Leader State Coordinator Athletes Clubs Volunteers
Athlete Rep	To appoint 2 Athlete representatives onto the State Committee	To ensure that as a State Committee we gain regular insight from an Athlete's perspective on what matters to them and how we can best support our Athletes.	1 or 2 Athlete reps appointed (reps may be rotated)	Elevate the Athletes experience Demonstrate an Inclusive Culture Develop Athlete Leaders	State Committee (all) Athlete Leaders Club committees Club coaches Athlete Leader State Coordinator

VOLUNTEER

Category	Activity	Outcome (Qualitative)	Outcome (KPI/Quantitative)	Strategic Plan links	Key Contacts
SOA Learn	For more of our volunteers to use the SOA learn resources that are available.	Providing flexible, free and relevant training modules to increase subject knowledge and guidance supporting SO athletes in both a sport and non-sport-based environment.	<p>Current position:</p> <p>45 users in SA have enrolled onto SOA Learn</p> <p>42 new users since January 2021</p> <p>104 sessions/modules have been completed</p> <p>Objective:</p> <p>75 users in SA to enrol onto SOA learn</p> <p>30 additional new users</p> <p>175 sessions/modules have been completed</p>	<p>Support our volunteers</p> <p>Elevate the Athletes experience</p> <p>Demonstrate an Inclusive Culture</p> <p>Develop Athlete Leaders</p>	<p>State Committee</p> <p>All SA based registered volunteers</p> <p>Athlete Leaders</p> <p>State Coordinator</p> <p>SOA National Sports Partnerships Manager</p>
Coach Bursary Scheme	To create a SOSA sports coach bursary scheme whereby SA sport-based volunteers could apply for a partial subsidy in order to gain additional sports-based qualifications or help with renewal/reaccrediting existing qualifications.	To have an allocated annual amount (to be determined by the State Committee) to support our volunteer workforce. This would allow us to increase, retrain and retain qualified sport volunteers thus increasing overall capacity within the state.	<p>Current number of qualified sport coaches on SOMS = 9 as at 18 May 21</p> <p>Objective:</p> <p>20+ applications received</p> <p>15+ volunteers gained a partial coaching bursary</p> <p>Qualified coaches on SOMS 25+</p>	<p>Support our volunteers</p> <p>Elevate the Athletes experience</p> <p>Demonstrate an Inclusive Culture</p> <p>Program Scalability</p> <p>Grow athlete and volunteer numbers</p>	<p>State Committee</p> <p>Coach bursary panel</p> <p>(State Sport, State Membership, State Vice Chair + possibly Club Sport Reps)</p> <p>State Sport coordinators</p> <p>Sport volunteers</p> <p>State Coordinator</p> <p>Club committees</p>

Volunteer CPD days	For SOSA state committee to host volunteer CPD days	To having ongoing opportunity whereby all volunteers are invited to. This will be a mixture of training,	2 volunteer CPD days per annum KPI's 35+ volunteers per event	Support our volunteers Elevate the Athletes experience Demonstrate an inclusive culture Clear communication pathways	State Committee State Coordinator All SA volunteers
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JUNIOR AND SCHOOLS

Category	Activity	Outcome (Qualitative)	Outcome (KPI/ Quantitative)	Strategic Plan links	Key Contacts
Young Athlete Program	To deliver a successful SA based Young Athlete Program in partnership with Gymnastics SA	To bring gymnastics into a range of SA schools/childcare venues so that young athletes can receive a positive adaptive sport experience within their familiar environment	15 schools/childcare facilities across SA 250 young athletes to have access to the program	Program Scalability Value our Partners Build Brand Expand Partnerships Grow Athlete and volunteer numbers	SOA Young Athlete Manager Gymnastics SA Childcare & Schools State Coordinator
Young Athlete Program	To provide local community gymnastics opportunities to Young Athletes by identifying fully accredited local gymnastics clubs who can become a SOA affiliate and deliver junior gymnastics offer.	To introduce a new community sport offer here in SA which will allow those involved with the young athlete program to have the opportunity to create a regular physical activity habit within their local communities.	3 Gymnastics clubs (who hold full accreditation through Gymnastics SA)	Program Scalability Value our Partners Build Brand Expand Partnerships Grow Athlete and Volunteer numbers	SOA Young Athlete Manager Gymnastics SA Childcare & Schools State Coordinator

<p>Schools</p>	<p>To deliver Junior festivals as per national rollout</p>	<p>To create junior participation opportunities in locations where community sport exit routes are available.</p>	<p>2 x junior festivals to be delivered (1 x Mount Barker & 1 x Adelaide).</p> <p>50+ pupils per event</p> <p>5-10% junior school pupils join SOA club program or affiliate offer. Tracked via central enquiry process (hand out at events).</p>	<p>Grow Athlete and Volunteer numbers</p> <p>Develop an inclusive culture</p> <p>Build the brand</p>	<p>SOA Games Director</p> <p>SOA Sports Administrator</p> <p>SOA Schools Team</p> <p>State Committee</p> <p>Local Schools</p>
<p>School Sport competitions</p>	<p>To work with School Sports SA with the intention to incorporate an inclusive school sport competition across a number of SOSA recognised sports. Linking into insight through sporting schools' program to understand current uptake in schools across various sports in SA</p>	<p>For us to ensure that the school sport offer here in SA has a comprehensive program for those with ID to participate in.</p>	<p>School Sport SA offer 4 inclusive events currently (2021)</p> <p>8 inclusive school sport competitions provided annually with SOSA attendance/presence (2022)</p> <p>KPIS Estimated 800-1200 participants annually</p>	<p>Grow Athlete and Volunteer numbers</p> <p>Develop an inclusive culture</p> <p>Build the brand</p> <p>Expand Partnerships</p>	<p>School Sports SA</p> <p>Paralympics SA (potential partner)</p> <p>State Committee</p> <p>Sport Coordinators</p> <p>State Coordinator</p>

MEMBERSHIP AND REGISTRATIONS

Category	Activity	Outcome (Qualitative)	Outcome (KPI/ Quantitative)	Strategic Plan links	Key Contacts
Volunteer Memberships	To increase the number of registered volunteers in SA with a full SOMS profile	To ensure that we build the volunteer workforce. Only volunteers who hold the minimal operating requirements will be considered appropriate to represent our clubs, athletes and SOA within SA.	15% increase of the number of volunteers registered, WWCC and NPC complete on SOMS	Empower State Committees Program Scalability Support our Volunteers Elevate the athletes experience	State Membership Officer Volunteers Club Membership Officers
Athlete Memberships	To continue to increase the number of athletes registered in SA	To support clubs/programs/ affiliates where possible to increase capacity and accommodate new members.	Date and number of registered athletes in SA are as follows: 12/2020 Reg.Athletes = 156 05/2021 Reg.Athletes = 244 09/2021: Reg. Athletes = 273 Objective: 12/2022 Reg.Athletes = 320	Program Scalability Grow Athlete and Volunteer numbers Develop an inclusive culture Build the brand	State Committee Sport Coordinators & Coaches All SA volunteers Club Committees External partners including Charities, Schools, Support Services etc.
Maintaining & improving standards	To maintain clear and consistent guidance around minimal operating expectations	To continue to outline to volunteers, clubs, athletes and families the very clear and to uphold standards and expectations. Return to Sport approval, Non-compliant volunteers become inactive/unused volunteers. Only eligible volunteers and athletes to access events.	To increase the number of volunteer and athletes fully compliant: Current position 18/5/2021: Number of volunteers fully compliant = 55 Number of athletes fully compliant = 126 Objective: Number of volunteers fully compliant = 85 Number of athletes fully compliant = 200	Elevate the athletes experience Program Scalability Clear Communication Pathways	State Membership Officer Club Membership Officer State & Club Committees SOA Database Manager State Coordinator Sport Coordinators & Coaches Volunteers, Athletes & Families

COMMUNICATION, PROMOTION AND SUPPORT

Category	Activity	Outcome (Qualitative)	Outcome (KPI/ Quantitative)	Strategic Plan links	Key Contacts
E-Newsletter	For SOSA to produce and circulate regular State based E-Newsletters for our volunteers, athletes and families	To provide an additional communication avenue and to highlight key updates in a concise manner	8 E-Newsletter editions per year	Empower State Committees Clear Communication pathways	State Committee (led by Communications Rep) State and Club committees Athletes, families and volunteers
Social Media	To increase the Social media following/presence on the SOSA Facebook page	To increase the number of posts, engagement and interactions with members in a monitored manner and providing more diverse content for our 'followers'.	25% increase in the number of 'likes' and 'follows' the page has Current position: May 2021 – 2,133 Likes May 2021 – 2,226 Follows Objectives: Jan 2022 – 2,237 Likes Jan 2022 – 2,343 Follows	Clear Communication Pathways Empower State Committees Demonstrate an inclusive culture Build the Brand	State Committee (led by Communications Rep). State Committee Athletes, Volunteers & Families
SOSA 2022 Calendars	To produce SOSA calendars which provides a full overview of things taking place in 2022	To provide everyone involved with early notification of dates and be fully aware of what is going on.	To produce 3 SOSA specific calendars for 2022 for: Inter-club competitions Athlete Leaders Events	Clear Communication Pathways Build the Brand Elevate the Athletes Experience	State Committee Club Committee State Sport Coordinators Athlete State Leadership Coordinator

<p>SOSA Sport Sessions</p>	<p>To produce marketing material and actively promote the full range of sessions taking place across SA</p>	<p>To allow us to share with external organisations to increase participation, better inform families of what's taking place</p>	<p>To produce marketing leaflets (PDF & JNG/JPG format required)</p>	<p>Clear Communication Pathways Build the Brand Value our Partners</p>	<p>State Coordinator SOA Communications team SOA Clubs SOA Affiliate programs</p>
<p>SOSA Organisational Chart</p>	<p>To produce a SOSA organisational chart document</p>	<p>This will provide a clear indication to all members of those involved at SOSA</p>	<p>1 document to be produced</p>	<p>Clear Communication Pathways Support our Volunteers Empower State Committees</p>	<p>State Committee</p>
<p>Supporting Documentation for Sport Programs</p>	<p>To provide a number of documents which supports good practice</p>	<p>Documents could include (but not limited too). Athlete summary sheets (to ensure every session has full contact information, Emergency contacts, medical information, media consent knowledge etc readily available). Incident/accident forms Venue and Sport specific risk assessments Attendance register Sign in/Sign out sheet</p>	<p>5 SOSA template documents to be provided Used at 12 current weekly core club sessions + affiliate programs where appropriate</p>	<p>Support our Volunteers Elevate the Athletes Experience Clear Communication Pathways</p>	<p>State Committee (led by Sports Rep) SOA Head of Sport SOA Operations Manager Clubs committees State Sport Coordinators and coaching teams</p>

ADMINISTRATION

Category	Activity	Outcome (Qualitative)	Outcome (KPI/ Quantitative)	Strategic Plan links	Key Contacts
Centrally Managing State Games Athlete entries	To create both a manual and online State Games registration process for 2021 State Games	This will allow us to identify the % of those who have opted to use an online platform to register	1 x online URL portal with online registration form and payment options – automatically enters key details into spreadsheet	Empower State Committees Support our volunteers. Clear Communication Pathways	SOSA Admin Assistant Team SOA Communications Team State Coordinator SOA Games Director SOA Sports Administration Officer Athletes
Recording of KPI's in SA	To improve SOSA State committee understanding of the actual level of participation taking place in SA through having a centralised record of attendances.	This will allow SA as a state to submit more accurate KPI data and have quantitative data to review.	Data collected/recorded for: 12 Core club sessions & affiliates submitting ¼ program session attendances Athlete Leader, interclub comps, state games, YAP, HAP, Sporting Schools, etc	Clear Communication pathways Support our Volunteers Empower State Committees	Admin Assistant State Sport Coordinators Club Committees SOA Sport Administrator State Coordinator

FINANCIAL, FUNDRAISING AND CORPORATE

Category	Activity	Outcome (Qualitative)	Outcome (KPI/ Quantitative)	Strategic Plan links	Key Contacts
Fundraising events	To create, promote and deliver fundraising events in SA	To provide ongoing opportunities to generate much needed income and have ongoing events to liaise and invite key stakeholders	2 x SOSA fundraising events per year	Support our Volunteers Value our Partners Build the Brand Funding longevity Expand Partnerships	SOA Fundraising events manager State Committee (led by chair) Businesses, Corporates, Sponsors and Partners SA National Board Rep
Setting a SOSA budget	To create a budget plan for the forthcoming financial year based on SOSA current finances (exclude state games budget).	To provide a clear allocation of funds based on SOSA priorities and objectives	1 x SOSA budget to be adopted and agreed by relevant voting members	Program Scalability Funding Longevity Clear Communication Pathway Elevating the Athlete's Experience Support our Volunteers Empower State Committees	State Committee (led by Chair) SOA Finance team
Additional State Sponsorship	To attract and secure new sponsorship partners and seek additional funding from existing partners for state-based activity	To provide ongoing opportunities to generate much needed income and have ongoing events to liaise and invite key stakeholders	A minimal of 1 additional sponsorship partnership agreement	Funding Longevity Program Scalability Expand Partnerships Build the Brand	State Committee (led by Chair) SOA Fundraising Officer Businesses NFP and corporate organisations
LETR Funding proposal	To produce a project plan and obtain approval from LETR for the use of LETR SA donation (\$8k) for the upcoming financial year	To have approval from LETR that they are happy with the way in which SOSA intend to spend the donation	1 x project plan to be approved by LETR at May SOSA State Committee meeting	Expand Partnership Develop Athlete Leaders Program Scalability Value our Partners	State Committee (led by vice chair) State Coordinator Athlete Leader State Coordinator LETR

GLOSSARY OF ACRONYMS

Acronym	Description
ADE	Adelaide (club)
BAR	Barker (club)
CPD	Continual Professional Development
HAP	Healthy Athlete Program
KPI	Key Performance Indicators
LETR	Law Enforcement Torch Run
MOU	Memorandum of Understanding
NFP	Not-For-Profit
NSO	National Sport Organisation
SA	South Australia
SO	Special Olympics
SOA	Special Olympics Australia
SOMS	Special Olympics Management System
SOSA	Special Olympics South Australia
SPE	Spencer (club)
SSO	State Sport Organisation
YAP	Young Athlete Program