



PLAY TOGETHER

STRATEGIC PLAN 2025-2028



Volleyball
AUSTRALIA

INTRODUCTION

Volleyball Australia is proud to present Play Together, the GROW phase 2025-2027 Strategic Plan for Volleyball in Australia.

The 2025-2028 Strategic Plan is the product of an energised national discussion that started in the community and our boardrooms, moved through our Play Together Workshops, and led to the clear priorities now set before us.

Along that journey, we considered lessons from the pandemic, celebrated the remarkable increase in participation, and evaluated every idea against the twin goals of Paris 2024 and hosting the Games in Brisbane 2032. We have seen what is possible: record schools-cup entries, performances on the world stage, and membership that has continued to grow since 2019.

However, our consultations also made it clear that there is still work to be done in streamlining services to ensure every dollar reaches the court, integrating technology that connects fans in real-time, and creating seamless pathways for athletes to connect with clubs across all disciplines and abilities. This plan, therefore, grounds our

organisation's capabilities in a shared-services model, assigns community growth to Play Volley, and links high performance to data-driven, athlete-centred pathways. Sustainability and inclusivity run through each pillar, reflecting our duty to steward volleyball responsibly, environmentally, financially and culturally. By aligning national ambition with local innovation, we commit to a single goal: making volleyball the most welcoming, innovative, and successful sport in Australia. I thank our Member Associations, volunteers, coaches, officials, partners, and staff whose insights and resilience shaped this plan, and I acknowledge the Australian Sports Commission and AIS for their ongoing support. Together, we have the momentum to turn strategy into a lasting legacy.

Thank you for your ongoing support of our sport.



Craig Carracher
President



THE PROCESS

Through late 2024 and early 2025 the Volleyball Australia Board, together with member associations, state leaders and community voices, ran a fresh round of "Plan to Win" workshops to chart our progression into the GROW phase of the Strategic Plan.

A nationwide assessment of performance in the Foundation Phase created our baseline insights, then focused stakeholder sessions distilled aspirations into draft initiatives. These were tested and refined in a National Stakeholder forum where final strategies, actions and success measures were agreed. Post-Paris reflections and the new Win Well High-Performance Strategy sharpened competitive targets and wellbeing commitments.

The Board and members will continue to recalibrate priorities annually, ensuring the sport's collective effort stays aligned and agile.

WHAT WE HAVE ACHIEVED

108,452

PROGRAM PARTICIPANTS

46,075

ACTIVE MEMBERS

9,020

OFFICIALS

4,230

COACHES

65,056

BROADCAST AUDIENCE

1.5M

SOCIAL MEDIA REACH

\$3.8M

GOVERNMENT GRANTS

\$1.23M

PARTNERSHIPS

\$11.9M

ANNUAL TURNOVER

\$15.3M

NATIONAL ECONOMY

TEAM ENTRIES AT EVENTS

MIKA

90

YOUTH CHAMPS

514

SCHOOLS CUP

446

BEACH TOUR

137

JUNIOR BEACH

204

YOUTH BEACH

226

SCHOOLS BEACH

26

BEACH
VOLLEYROOS

43

VOLLEYROOS

56

INDOOR
VOLLEYROOS

256

NATIONAL PERFORMANCE
PROGRAM

WHAT WE ASPIRE TO ACHIEVE BY 2028



100% EMPLOYMENT HERO ADOPTION AND NATIONAL HR MANAGER IN POST

15% REDUCTION IN HR / FINANCE OPERATING COST ACROSS THE NETWORK

+25% GROWTH IN DIVERSIFIED, NON-GRANT REVENUE (COMMERCIAL, DIGITAL, SHARED-SERVICE FEES)

THREE CONSECUTIVE YEARS OF OPERATING SURPLUS IN THE PERIOD



+35% INCREASE IN PLAY VOLLEY DIGITAL REACH / ENGAGEMENT

AVERAGE 10% P.A. GROWTH IN ACTIVE MEMBERSHIP, REACHING $\approx$ 80K REGISTERED PARTICIPANTS

THREE NATIONAL MEDIA PARTNERSHIPS SECURED DELIVERING $\geq$ 1 MILLION IMPRESSIONS PER YEAR

MAINTAIN $\geq$ 50% GENDER PARITY AND +25% NET GROWTH IN ACCREDITED COACHES & OFFICIALS



95% DATA ACCURACY IN ATHLETE-TRACKING SYSTEM AND 80% PATHWAY RETENTION

BEACH VOLLEYBALL – OLYMPIC MEDAL (LA 2028)

ASIAN CHAMPIONSHIPS PODIUMS: BEACH M/W GOLD, INDOOR MEN WIN, WOMEN TOP-3

SITTING VOLLEYBALL – QUALIFY FOR LA 2028 PARALYMPICS

30% GRADUATION RATE FROM ACADEMY LEVEL TO VOLLEYROOS/ PROFESSIONAL CONTRACTS

100% NATIONAL-SQUAD ATHLETES ENGAGED IN WIN-WELL WELLBEING PROGRAM



OUR VALUES

FUN
INTEGRITY
FAIRNESS
RESPECT
EXCELLENCE
DIVERSITY

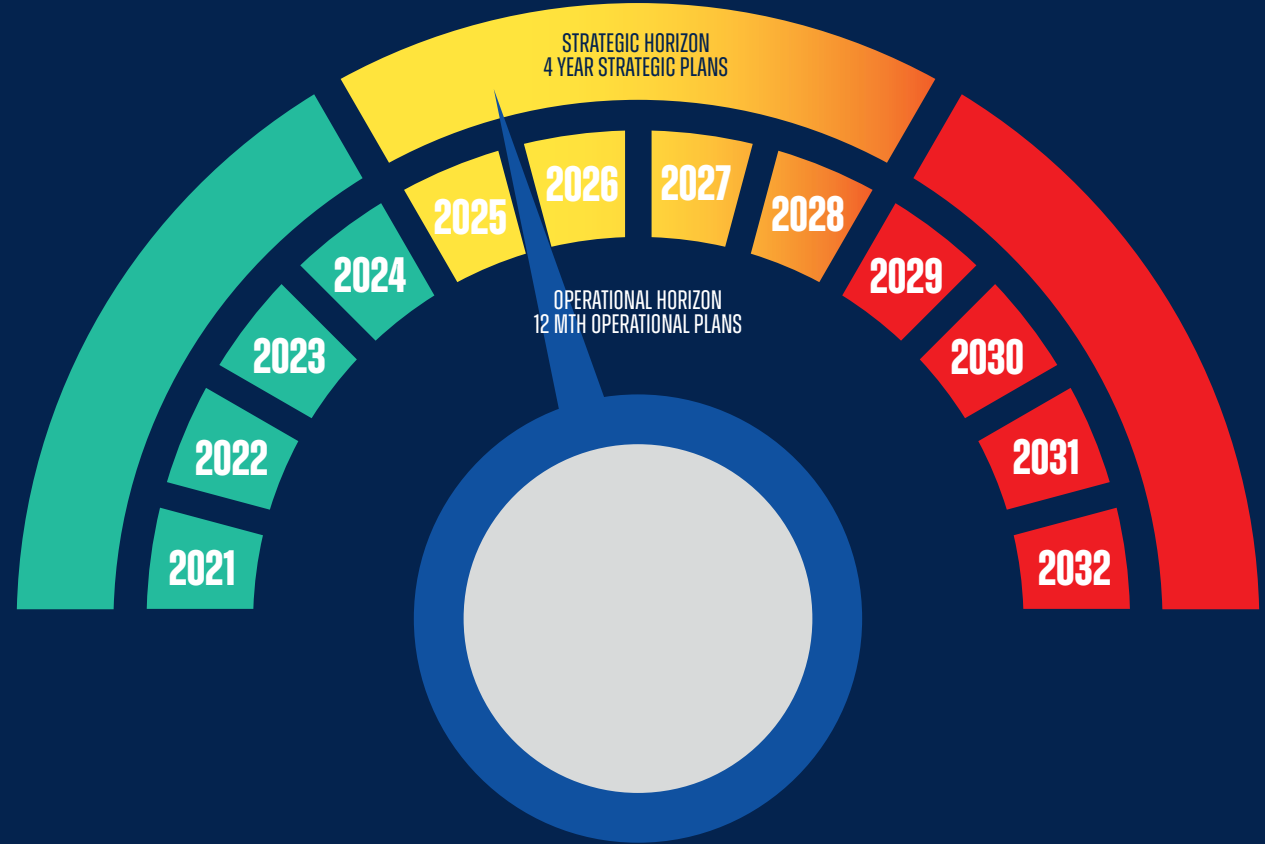
OUR MISSION

VOLLEYBALL IN AUSTRALIA IS A SIGNIFICANT OLYMPIC AND PARALYMPIC SPORT THAT IS COMMITTED TO INSPIRING THE LOVE OF THE GAME, FOSTERING PARTICIPATION AND EXCELLENCE FOR THE BENEFIT OF ALL.



PLAY TOGETHER TOWARDS BRISBANE 2032

INSPIRE THE NEXT GENERATION



2021- 2024 FOUNDATION

By 2024 build on a bold & refreshed sport accessible to all using innovative thinking and the foundations of a sustainable business model.

2025- 2028 GROW

By 2028 growth in people playing, engaged and connected to volleyball in more ways. We will have events, clubs, coaches and multi-sports centres promoting flexible, fun variations of volleyball.

2029- 2032 PERFORM

By Brisbane 2032 the next generation of indoor and beach volleyballers will be ready to perform, underpinned by a collaborative volleyball business we will create the platform for sustainable success on and off the court.

OUR VISION

01 ORGANISATIONAL CAPABILITY

As a **FOUNDATION** for success, create a platform for Volleyball in Australia to be a solid and sustainable sport capable of delivering its vision.

02 SPORT COMMUNITY

Connect the community with volleyball through programs, events and more accessible versions of the game that are **INCLUSIVE & FUN** to play.

03 PERFORMANCE & PATHWAYS

Plan and implement an integrated pathway producing athletes capable of delivering **SUSTAINABLE SUCCESS** at the highest levels of international competition.

VOLLEYBALL IN AUSTRALIA IS
STRUCTURED, RESOURCED &
POSITIONED FOR SUSTAINABLE
GROWTH THROUGH INTEGRATION
ACROSS OUR VOLLEYBALL
COMMUNITY



OUR PLAN

In 2019 prior to the commencement of the COVID 19 Pandemic the Volleyball Australia Board along with its stakeholders undertook a series of strategic workshops to identify and plan how the sport will progress. The methodology used throughout reflected the 'Plan to Win' strategic format established by Roger Martin and is summarised on this page with the aspirations for the sport of volleyball.

01 ORGANISATIONAL CAPABILITY

1. HOW WILL WE SUCCEED?

- Adopting an operating model which allows the sport to prosper and exploit innovation, marketing and revenue streams.
- Supporting different products and communities which will provide the base for the sport and its Pathways aspirations.
- Development of an Integrated Beach and Indoor Program leveraging the interdependence and ability of athletes to transfer between the two disciplines of volleyball.

2. WHAT WILL BE OUR CAPABILITIES?

- Strong National competitions.
- Talent ID and recruitment programs to grow talent pipeline.
- Aligned financial resources across the system to support a network of academies.
- A high performing coach system.
- A National Advisory Group to guide the exploration and development of a new financial model.
- Dedicated resources delivering effective Marketing, Communications and Commercial outcomes.
- A national focus on participation supporting the development of clubs as well as commercial and NFP multi-sport centres delivering volleyball.

02 SPORT COMMUNITY

03 PERFORMANCE & PATHWAYS

3. WHAT SYSTEMS ARE NEEDED TO SUPPORT SUCCESS?

- Systems that can track growth in: coaches, athletes, schools, academies, overseas Colleges and Leagues.
- Broader policy development to encompass whole of sport approach and inclusion.
- A national system of people driving take-up of participation supporting the development of clubs and multi-sport centres delivering volleyball.

4. WHERE WILL WE FOCUS?

- Recognition and Respect through agreed unity of purpose with role clarity and commitment to open and transparent Communication.
- Increasing opportunities for the Australian population to play volleyball.
- A High-Performance system with improved pathways for athletes.

5. WHAT ARE OUR GOALS?

- To create a platform which enables Volleyball to operate as a solid, commercially sustainable sport.
- To have consistent and sustainable podium results for senior and junior international competitions.
- Create a bold and refreshed sport through a unique approach all can benefit from.
- Increase the number of people who are connected and engaged with volleyball.

01 ORGANISATIONAL CAPABILITY

As a **FOUNDATION** for success, create the platform for Volleyball in Australia to be a solid and sustainable sport capable of delivering its vision.

01 ORGANISATIONAL CAPABILITY

Create a bold and refreshed sport through a unique approach all can benefit from. This approach will include a systems engagement strategy with a costed, multi-year operations plan to deliver a multi-year financial result true to this plan.

STRATEGIES	INITIATIVES	MEASURES OF SUCCESS
1.1 Create a marketing and promotions strategy based on clear and concise messaging with centrally aligned storytelling.	1.1.1 Implement a hub and spoke model for marketing and communications. 1.1.2 To develop a plan to invest in dedicated resources to deliver effective marketing ,communications and commercial outcomes.	Establish the sport marketing and commercialisation plan connected with member states delivering a national sport message by 2026 Measure and adjust the plan annually.
1.2 Develop a National Shared Services Model with centralised HR, finance, and IT support to standardise processes across all member bodies.	1.2.1 Develop in partnership with the member States a Sport Charter to guide the roles and responsibilities in how Volleyball will succeed together. 1.2.2 Develop an aligned and respectful communication strategy amongst the Volleyball system based on shared insights. 1.2.3 Implement Employment Hero and appoint a National HR Manager to oversee shared HR services, providing unified HR and administrative support.	Review and re-establish the National Participation Charter by 2028 Establish the Sport Marketing and Communications Plan connected with member states delivering a national sport message by 2028. Review an audit across the member states to identify shared service needs by 2028. Achieve 100% adoption of Employment Hero by all member bodies by Q4 2025, with 90% satisfaction rate in HR processes by Q2 2028. Understanding cost savings in shared services by Q4 2026.
1.3 Identify expertise and encourage innovative thinking and empower success within the framework.	1.3.1 In partnership with a participation data provider and using current data build a data pool shared by all stakeholders providing clear strategic understanding of the opportunities for growth at the grassroots level.	Contract capability to collect and establish an insights data pool by 2028.
1.4 Create consumer centric experiences that attract and retain participants.	1.4.1 As part of the review of products offered across volleyball create a consumer centric development model to ensure all volleyball experiences are considering the needs of the players and connect with them physically and digitally.	Use the consumer research to inform the development of a Sport Digital Strategy and Roadmap by 2026 that informs customer journey choices.
1.5 Implement an operating model that allows the sport to prosper and exploit innovation, marketing and revenue streams which are currently unattainable through: The creation of outcomes focussed working groups formed to identify better operational models. Establish a costed forward planning cycle that maintains a focus on multi-year financial viability.	1.5.1 Establish a new governance framework and investment model for We are Volleyball that is enabled to support the re-investment of funds as well as the management of project development in a manner that is sustainable for all stakeholders. 1.5.2 In order to achieve the types of transformation required, build the following systems: Project management tools or a collective platform to guide the change process. Broader policy development to encompass whole of sport approach Methodology for the sport to explore and analyse change options. 1.5.3 Establish a National Advisory Group to guide the exploration and development of a transitional model.	Build upon the establishment of the National Participation Charter and adapt agreed projects to meet the sports needs with annual reviews.
1.6 Through careful and aligned partnerships Volleyball Australia with the Member States build the financial sustainability of the sport.	1.6.1 Create commercially driven models to support the operation and development of all activities across the sport. 1.6.2 Partner with brands to leverage the value of volleyball events and operations across the system. 1.6.3 Ensure the re-investment of funds from 'We are Volleyball' create greater opportunities for the sport.	At least maintain the current levels of government grants across the strategic period. Where appropriate, identify new government grant schemes that align with the sports' needs. Increase the diversity of revenue at the national level. Increase the annual turnover of Volleyball Australia 25% by 2028.

02 SPORT COMMUNITY

Connect the community with volleyball through programs, events and more accessible versions of the game that are **INCLUSIVE & FUN** to play.

Increase the number of people who are connected and engaged with volleyball through more accessible versions of the game, which are flexible, fun and easily supported by clubs, coaches and multi-sports centres who ensure programs are successful.

STRATEGIES	INITIATIVES	MEASURES OF SUCCESS
2.1 Strengthening the suite of mass participation events creating positive experiences and strong pathway connections.	2.1.1 Implement a membership model that captures and engages more people. 2.1.2 Build a shared service model to support event teams across the nation to create events which provide positive experiences and leverages the assets across volleyball.	Implementation of a 'whole of events' sustainability profile maintaining financial sustainability and growth by 2026.
2.2 Creating new relationships with commercial and NFP multi-sport centres delivering volleyball products.	2.2.1 Build a program model that engages commercial and NFP multi-sport centres in a B2B relationship.	Integration of PlayVolley as a model adopted by 3rd parties by 2028.
2.3 Strengthening the club base with the introduction of social competition products.	2.3.1 Develop a National Venues Strategy informed by data to assist Member States leverage opportunities to grow the club system. 2.3.2 Through The National Participation Charter and other funding opportunities available introduce a refreshed product portfolio supported nationally aimed at growth initiatives.	8% growth per annum of active registered members nationally by 2028.
2.4 Developing new programs designed and implemented with best-in-class content.	2.4.1 Review all programs currently offered across the sport and develop the Sport Delivery Framework to create alignment and efficiencies for all Member States. 2.4.2 Capture new opportunities like ParaVolley to further broaden the base of the sport.	Inclusive product offerings embedded into club and school programs that offer inclusive opportunities for participants to play, Sitting Volleyball and Standing Beach Volleyball.
2.5 Connecting the volleyball community and sharing stories of success by expanding community engagement through digital platforms that enhance data accessibility and promote event participation.	2.5.1 Implement a digital strategy in partnership with the members that enables the sport to connect with the community and fans. 2.5.2 Implement a national brand strategy, secure media partnerships, and host community events to enhance volleyball's visibility.	Costed digital strategy and implementation road map by 2027 Achieve a 35% increase in brand reach and visibility by Q4 2026, with partnerships secured with 3 media outlets by Q2 2026.
2.6 Providing accessible online education to improve how the sport is delivered by the community through developing our coaches, officials and delivery volunteers.	2.6.1 Build a sustainable Learning Management System accessible to all stakeholders to increase the accessibility, engagement and management of training across the sport. 2.6.2 Complete the redesign, development, and activation of national education programs for coaches and officials.	Achieve gender parity in coaching and officiating by 2028 Build upon the new LMS and deliver whole of sport education subjects by 2028.
2.7 Develop a consistent national brand strategy and form media partnerships to increase visibility and support local engagement.	2.7.1 Create a national come and play marketing campaign with consistent branding and value propositions for the sport. 2.7.2 Establish national brand partnerships and expanded community events.	250,000 engaged social media consumers by 2024. 30% increase in social media engagement and participation rates by 2026.
2.8 Driving a collaborative model to provide support and development for clubs to become sustainable and grow where possible.	2.8.1 Deliver a national club development program in partnership with the Member States where stakeholders at the grassroots and state levels can share and learn. 2.8.2 Develop a collaborative model to provide support and development for clubs to become sustainable and grow.	Conduct annual club development conference in partnership with Member States by 2028.
2.9 Driving participation in the school system as a positive exposure to the sport in the first instance then as a competitive option for those who have chosen more.	2.9.1 Review the Sporting Schools model delivery system in volleyball with the aim of creating capacity to grow the participation and financial sustainability of the Volleyball sporting schools model.	Implement PlayVolley delivery into Sporting Schools, targeting Primary School delivery.
2.10 Open up volleyball to more participants as well as ensuring the sports delivery environment is a welcoming and safe one	2.10.1 In partnership with the Member States and agencies such as Sport Integrity Australia develop whole of sport Inclusion Policies to guide safe and inclusive delivery of volleyball	Implement an updated Volleyball Inclusion Policy and delivery framework

03 PERFORMANCE & PATHWAYS

Plan and implement an integrated pathway producing athletes capable of delivering **SUSTAINABLE SUCCESS** at the highest levels of international competition.

We will support a talented pool of performance-ready athletes through an integrated strategy that leverages the ability of athletes to transfer between disciplines, focusing resources, infrastructure, and talent.

STRATEGIES	INITIATIVES	MEASURES OF SUCCESS
International Strategies 3.1 To support the Volleyball High Performance System with a culture of winning, create a department with a world leading performance model for sustainable success.	3.1.1 Develop a culture of winning amongst the staff, coaches and athletes focussed on collective and individual goals. 3.1.2 Based on the culture of winning, create an environment of critical support to ensure all decisions are aligned to these goals. 3.1.3 Engage personnel who know and understand the performance requirements of being internationally successful to lead the system and make its progress accountable. 3.1.4 Objectively build the systems and processes required to facilitate success.	Beach Volleyball 2025 - Podium Women's and Quarter-Final for Men's FIVB World Championships. 2027 - Gold Medal Women's and Quarter-Final Men's FIVB World Championships. 2028 - Qualify full quota Women's and Men's team, Gold Medal Women's and Medal Men's Los Angeles 2028 Olympic Games.
3.2 Develop a compelling narrative for athletes, parents and governments that ATTRACTs athletes and coaches to the program and increase the size and quality of the talent pool, SELECT the right athletes and coaches at the right time.	3.2.1 Develop a talent identification and transfer initiative that focusses on both athletes and coaches. 3.2.2 Develop and promote a comprehensive high-performance plan that considers and promotes the aspiration for success in 2032.	Indoor Volleyball 2025 - Top 2 Men's Asian Volleyball Challenge Cup, Top 6 Women's Asian Volleyball Challenge Cup. 2026 - Top 4 Men's Asian Volleyball Championships, Top 8 Women's Asian Volleyball Championships, Win Men's Volleyball Challenge Cup, Top 4 Women's Asian Volleyball Challenge Cup. 2027 - Top 32 Men's FIVB World Championships, Top 3 Women's Asian Volleyball Challenge Cup. 2028 - Top 12 Men's Los Angeles 2028 Olympic Games, Top 2 Men's Asian Championships, Top 6 Women's Asian Championships, Top 3 Women's Asian Volleyball Challenge Cup.
3.3 Implement programs to DEVELOP resilience and integrated skills of our athletes and coaches.	3.3.1 Implement an individualised case management approach for athletes and professional development program for national team coaches. 3.3.2 Design and implement an athlete wellbeing and engagement program in partnership with the AIS and NIN.	Sitting Volleyball 2025 - Top 4 ParaVolley Asia Oceania Zonal Champs, Top 8 World Cup Tournament. 2026 - Top 16 Men's Top 16 Women's World Championships, Top 4 at various International Invitational Tournaments. 2027 - Top 3 ParaVolley Asia Oceania Zonal Champs, Top 8 World Cup Tournament. 2028 - Win Final Paralympic Qualification Tournament, Top 8 Men's Top 8 Women's Los Angeles 2028 Olympic Games.
3.4 RETAIN athletes and coaches by developing strategies to ensure they choose volleyball as a pathway for longer.	3.4.1 Create long term sport and career development plans for athletes. 3.4.2 Provide athlete pathway and career development opportunities for both athletes and coaches.	Emerging Elite Development By 2028, our Junior and youth programs systematically underpin the projected senior performance indicators across beach and indoor. 50 athletes in centralised and decentralised academies.
Domestic Strategies 3.5 ATTRACT the best performing athletes at the elite development level by creating environments which will prepare and engage them. Use data-driven systems to monitor and support athlete pathways, enhancing retention and promoting talent development.	3.5.1 Implement holistic programs for athletes at state and national level. 3.5.1 Implement an inspirational program of training and competition that inspires and retains athletes.	
3.6 DEVELOP integrated programs at the state and national levels to provide an appropriate environment for emerging elite athletes and coaches.	3.6.1 Develop integrated talent pathway programs in states that link with the AVA and involve Programs, Institutes/Academies. 3.6.2 Plan and implement a program of national talent ID and development camps within and in collaboration with each State.	
3.7 Create a strong national beach tour and host international events that attract Australian and international athletes and provides a competitive environment for emerging elite athletes to progress through to SELECTION on national teams.	3.7.1 Create a 6-event beach tour that includes multiyear partnerships with local/state governments and business. 3.7.2 Bid for targeted international event to host in Australia.	
3.8 Support athletes to identify and achieve entry to international leagues and pathway colleges to RETAIN year on year growth.	3.8.1 Establish an informed advisory and referral service for athletes and their families. 3.8.2 Establish a communications network that maintains contact with player who are overseas.	



2024 NATIONAL PARTICIPATION CHARTER

Working **TOGETHER** to ensure volleyball
in Australia is more **SUCCESSFUL.**



NATIONALLY AGREED PRIORITIES

Between 2021 and 2023 the volleyball system came together to identify and collectively invest in priorities which would have a significant impact on participation across the sport. The culmination of the collaboration was the establishment of the **National Participation Charter** (the Charter) and investment program launched in 2023.

The initiatives align within the Charter included:

Redesign and adoption of a renewed junior entry level product (Play Volley)

2.2 Creating new relationships with commercial and NFP multi-sport centres delivering volleyball products.

2.4 Developing new programs designed and implemented with best-in-class content.

2.9 Driving participation in the school system as a positive exposure to the sport in the first instance then as a competitive option for those who have chosen more.

Develop and build a renewed and expanded learning and education system

2.6 Providing accessible online education to improve how the sport is delivered by the community through developing our coaches, officials and delivery volunteers.

Identification and integration of shared services opportunities

1.2 Develop a National Shared Services Model with centralised HR, finance, and IT support to standardise processes across all member bodies

1.5 Implement an operating model that allows the sport to prosper and exploit innovation, marketing and revenue streams which are currently unattainable through:

The creation of outcomes focussed working groups formed to identify better operational models.

Establish a costed forward planning cycle that maintains a focus on multi-year financial viability

1.6 Through careful and aligned partnerships Volleyball Australia with the Member States build the financial sustainability of the sport



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