

Australian Volleyball Federation

Strategic Plan (2005-2009)



GOAL - To foster the sport of volleyball as a human endeavour

Volleyball Australia Strategic Plan (2005-2009)
"A Shared Vision for the Future"

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Introduction:

VOLLEYBALL AUSTRALIA - OVERVIEW 2001-2005

This Strategic Plan sets out the goals and objectives of the Australian Volleyball community for the next 4 years, up to and including the Beijing Olympic Games.

The previous plan saw the Australian Volleyball Federation (AVF) work hard to build on the Olympic Gold success of Sydney 2000 even though the organisation had limited staff and was working through some difficult financial constraints.

This period saw a number of key decisions made by the Volleyball community to build for the future. These included;

- Dissolution of the AVF Council
- Introduction of a National Membership Levy
- Adoption of a new Constitution, incl. structure and make-up of the AVF Board

These changes set an agenda for a more business-focussed approach to our sport and to set in motion a change to an integrated national structure for the efficient delivery and growth of Volleyball in Australia.

This document follows a national workshop in 2004 which brought a broad cross section of those involved in the sport together to generate a shared vision for Volleyball. They included:-

- AVF staff including National Coaching staff;
- Member State Presidents & staff;
- AVF Commission members;
- Australian Sports Commission; and
- Other Volleyball stakeholders.

The Strategic Plan which follows will be the basis for the AVF achieving its goals in both the near and long term. Some key elements of our new strategic plan are:

- Building on relationships with sponsors, media & government agencies;
- The use of technology to achieve an edge;
- National "Sport for Life" participation programs;
- Inclusion of all volleyball providers; and
- Co-ordinated targeting of exceptional athletes.

We have a "*SHARED VISION FOR THE FUTURE*"

The AVF's VISION

The Federation's stated Vision is "To foster the sport of volleyball as a human endeavour".

Volleyball is a participant-oriented sport which provides a quality experience to all involved. It is participated in throughout a person's lifetime and provides everyone with the opportunity to be involved. The sport is based on strong values of community teamwork and communication and plays an important role in the education process. It includes all groups and individuals who wish to be partners in its delivery system and is oriented toward the achievement of excellence appropriate to the abilities and desires of its participants.

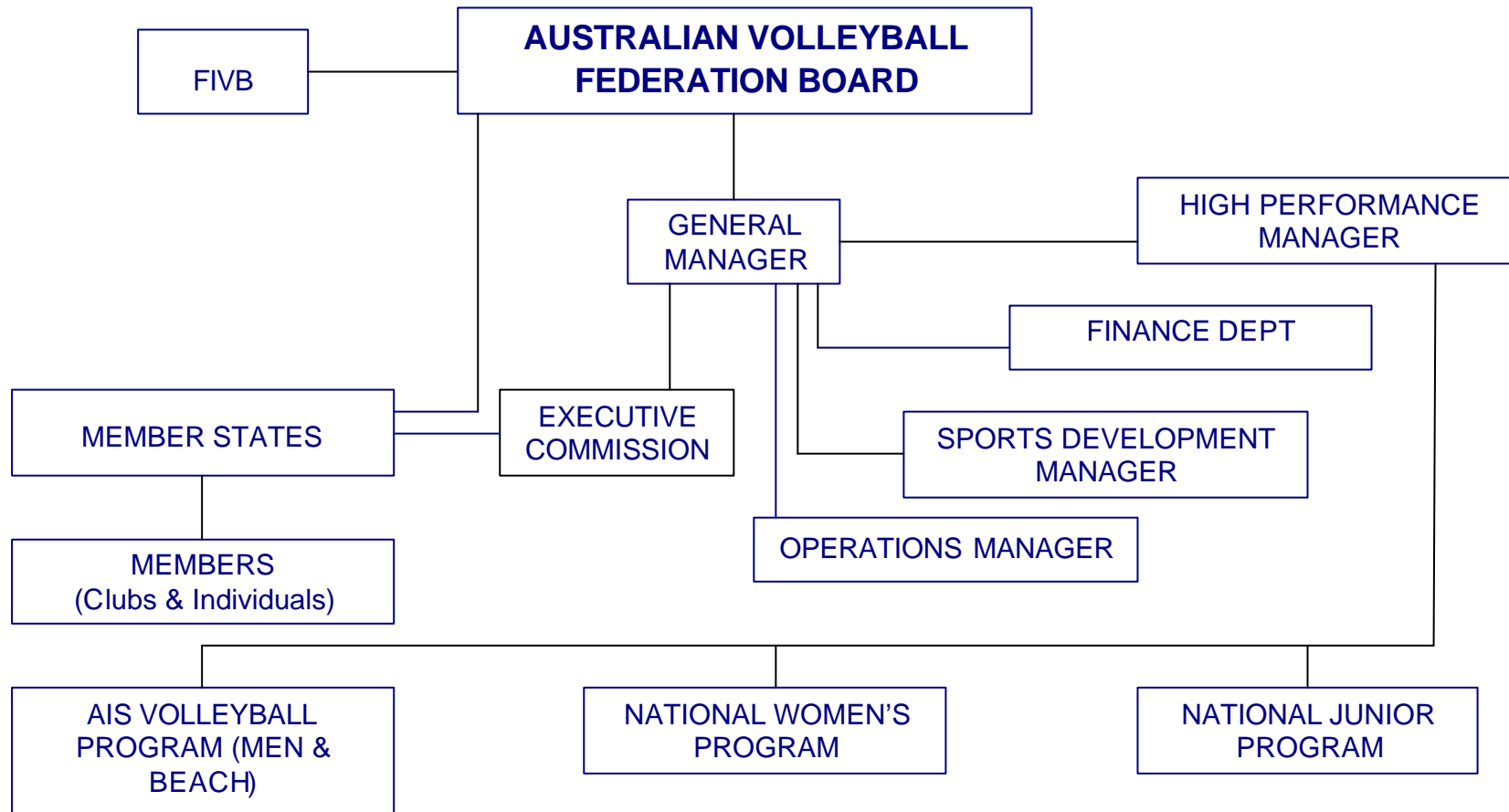
Our Mission

The Australian Volleyball Federation shall promote and develop the sport of Volleyball as a human endeavour to all who wish to participate. This shall be achieved through the development of partnerships, the offering of educational opportunities, the provision of leadership and by ensuring that every participant is able to pursue excellence appropriate to their abilities and desires.

Our Stakeholders and/or Clients

- State Volleyball Associations (Member States)
- Clubs and Associations
- Schools
- Sponsors
- Media
- Volleyball Officials and Coaches
- Individual Members
- Athletes
- Community
- Australian Sports Commission / Australian Institute of Sport
- Australian Olympic Committee
- Federation Internationale de Volleyball (FIVB)
- Asian Volleyball Confederation (AVC)
- Oceania Zone of the AVC

Diagrammatical representation of the sport of Volleyball in Australia



The AVF's Planning Process

A logical sequential planning process is required so that a plan can be easily understood. This plan seeks to identify the essential areas of influence of the AVF, what objectives it has in those areas, how it plans to achieve those objectives and how it may be able to measure whether those objectives have been achieved. This has been done according to the following framework:

Key Business Areas of AVF



Key Business Areas of AVF

In the course of considering what outcomes AVF needs to achieve over the course of this Plan, AVF's operations have been divided into several areas of influence or areas of strategic priority. These have been termed Key Business Areas (or KBAs) and they are:

1. Leadership & Management
2. Sport Development
3. Communication
4. High Performance
5. Competitions & Events

Overall direction of Volleyball in Australia

<i>KBA</i>	<i>Current Status in 2005</i>	<i>Desired Status in 2009</i>
Leadership & Management	The structure comprises Member State Volleyball Associations linked to the AVF via a Charter.	A cohesive national structure able to deliver national and international objectives.
Sport Development	Introduction of some national participation programs.	A full national participation program for all ages for all participants (including coaches, referees & officials)
Communication	Improved communication through national website.	A national framework for communication at all levels. Comprehensive stakeholder understanding.
High Performance	National Teams competitive at International level. Athlete development pathway enhanced.	Qualification for Olympics and World Championships. A sustainable high performance program.
Competitions & Events	Improved National Competition structure with increased media exposure.	Deliver high profile, financially viable events for participants, spectators and media

KEY BUSINESS AREA: LEADERSHIP & MANAGEMENT**GOALS:**

1. Provide strong leadership;
2. Provide management to develop the sport in Australia;
3. Enhance financial and operational sustainability; and
4. Expand role and influence in International Volleyball forums and competitions

CATEGORY	STRATEGIC PRIORITIES	KEY PERFORMANCE INDICATORS
1. Strong Leadership	1.1 Foster good governance 1.2 Provide management to develop the sport 1.3 An integrated national structure	<ul style="list-style-type: none"> • Regular review of Strategic/Operational Plans, Charter and Constitution • Retention of expertise within Volleyball. • Deliver an integrated national structure
2. Operations	2.1 Ensure sustainable operational performance	<ul style="list-style-type: none"> • Achieve performance targets in annual operational plan
3. Financial Management	3.1 Identify & develop new and existing revenue sources 3.2 Provide good financial management practices 3.3 Standardisation of management and financial information systems	<ul style="list-style-type: none"> • Increase current levels of annual revenue • Delivery of National systems and guidelines
4. Role & Influence	4.1 Expand role and influence in International Volleyball forums and competitions 4.2 Representation at FIVB, AVC, Oceania Zone and AOC	<ul style="list-style-type: none"> • Appointment of AVF nominees to FIVB/AVC positions • Promote the Olympic and FIVB ideals
5. Risk Management	5.1 Adopt strategies to manage identified risks	<ul style="list-style-type: none"> • Compliance with Risk Management Policy

KEY BUSINESS AREA: SPORT DEVELOPMENT**GOALS:**

- 1 Increase the involvement of the community in Volleyball; and
- 2 Develop Volleyball in Australia in an effective and efficient framework

CATEGORY	STRATEGIC PRIORITIES	KEY PERFORMANCE INDICATORS
1. National Participation Program (Discover Volleyball-branded initiatives)	1.1 Development, implementation and delivery of national participation programs. 1.2 National database of participation opportunities created and maintained	<ul style="list-style-type: none"> • Delivery of Spikezone program in all member States. • Roll-out of High School program in Queensland. • Database available on AVF website.
2. Coach Education & Development Program	2.1 A fully developed Coach Education & Development Program, including a full suite of NCAS training programs.	<ul style="list-style-type: none"> • NCAS Training Programs endorsed at Levels 1, 2 and 3. • Presenters & Assessors structure implemented and training underway.
3. Referee Education & Development Program	3.1 A fully developed Coach Education & Development Program, including a full suite of NCAS training programs.	<ul style="list-style-type: none"> • NOAS Training Programs endorsed at Levels 1, 2 and 3 for both Volleyball and Beach Volleyball. • Presenters & Assessors structure implemented and training underway.
4. Club Development	4.1 Clubs, schools and associations engage in development initiatives	<ul style="list-style-type: none"> • Initiatives to improve club structure developed on an ongoing basis and implemented by clubs, schools and associations.
5. Volunteer Management Program	5.1 Volunteer Management Program developed and implemented at all levels	<ul style="list-style-type: none"> • Program for recruiting, recognising and rewarding volunteers developed and implemented
6. Targeted Programs	6.1 Targeted Program opportunities are accessed and delivered	<ul style="list-style-type: none"> • Complete delivery of Junior Sport Policy Action Plan • Develop Project CONNECT Action Plan • Commence delivery of Project CONNECT Action Plan
7. Member Protection Management	7.1 Effective management of Member Protection in Volleyball	<ul style="list-style-type: none"> • Volleyball delivers a safe and supportive environment for its members

KEY BUSINESS AREA: COMMUNICATION**GOAL:**

- 1 Develop a culture of open and dynamic communication.

CATEGORY	STRATEGIC PRIORITIES	KEY PERFORMANCE INDICATORS
1. Stakeholder Relations	1.1 Enhance relationships with key stakeholders 1.2 Build new membership categories 1.3 AVF Commission and stakeholder networks 1.4 A national marketing/promotion strategy	<ul style="list-style-type: none"> • National registration of 50,000 members • Increase in registration of Commercial venues • Annual calendar of stakeholders meetings • Increase in brand awareness
2. Communication	2.1 Develop a culture of open and dynamic communication 2.2 Promote the sport 2.3 A communication framework 2.4 A comprehensive and interactive national website 2.5 A media database	<ul style="list-style-type: none"> • Catalogue of volleyball opportunities available on National website • Growth in member communications • Implementation of a communication strategy • Increase usage of the AVF website • Increase in media exposure in all mediums

KEY BUSINESS AREA: HIGH PERFORMANCE**GOALS:**

- 1 Maximise the development (i.e. number and quality) of elite athletes and coaches through clear pathways and a robust and sustainable High Performance Program (HPP) structure; and
- 2 Achieve continued success in international competitions, particularly Asian Championships (AC), World Championships (WC) and Olympic Games (OG).

CATEGORY	STRATEGIC PRIORITIES	KEY PERFORMANCE INDICATORS
1. National Teams	1.1 Ensure the continued success of senior National Teams in international competition.	<ul style="list-style-type: none"> • International success achieved: <u>Men's</u> – Top 2 in Asia and qualify for WC and OG; <u>Women's</u> – Top 5 in AC; <u>Beach – Men's</u> – Top 7 in WC and OG; and <u>Beach – Women's</u> – Top 3 in WC and OG.
2. High Performance (HP) Management	2.1 Provide effective leadership and an integrated management structure for the HPP.	<ul style="list-style-type: none"> • Clear pathways for athletes, coaches and officials established and implemented. • National accountability framework (i.e. for people and programs at all levels) developed and implemented.
3. National Junior Program	3.1 Develop the next generation of elite Australian athletes.	<ul style="list-style-type: none"> • Network of state-based intensive training centres established and maintained. • Youth and Junior National Teams competed successfully in Asian Championships, WC Qualification Tournaments and WCs (Indoor and Beach).
4. HP Coaches/Officials	4.1 Develop a pool of elite coaches and officials.	<ul style="list-style-type: none"> • Annual calendar of elite development opportunities (i.e. workshops, camps and competitions) developed and delivered.
5. Anti-Doping	5.1 Ensure Volleyball in Australia remains drug-free.	<ul style="list-style-type: none"> • No anti-doping rule violations for Volleyball. • Full compliance with regulations imposed by national and international anti-doping organisations achieved.
6. Sports Science/Medicine	6.1 Enhance case management of athletes through use of sports science/medicine, particularly information and/or communication technology.	<ul style="list-style-type: none"> • All National Squad athletes receiving appropriate levels of servicing. • Coaches, service providers and administrators fully aware of athletes' status

KEY BUSINESS AREA: COMPETITIONS & EVENTS**GOALS:**

- 1 Create accessible National Competition opportunities; and
- 2 Deliver high quality events.

CATEGORY	STRATEGIC PRIORITIES	KEY PERFORMANCE INDICATORS
1. International events	1.1 Host FIVB/AVC and other events 1.2 National teams participate in International matches across Australia	<ul style="list-style-type: none"> • International matches regularly in Member States • International events covered on various media outlets
2. National Competition	2.1 A national events calendar 2.2 Regular review of competition structure 2.3 Support of experienced event personnel	<ul style="list-style-type: none"> • Implementation of event commission & manuals • Bi-annual review of competition structure • Retention and expansion of event personnel • Increased participant satisfaction with national competition program • Increased knowledge of national events calendar