



It is with great excitement that we move into the next phase of the development of Volleyball Australia. The 2005-2009 plan was the result of some significant change for volleyball, particularly in the area of governance. The intent of the plan was to create a more business focussed approach to our sport and set in motion a change to an integrated national structure. Whilst this has not been fully implemented, we are hopeful that enhanced unitary behaviours will assist with the efficient delivery and growth of volleyball in Australia.

The current sporting landscape in Australia is facing uncertainty which will be guided by outcomes from the Independent Sport Panel review and the changes to the AIS structure, however Volleyball Australia remains steadfast about what we intend to achieve as we head down the road to London and beyond.

The 2009-2013 Strategic Plan has been framed around three key pillars: Business Development, Sport Development and High Performance. We aim to provide strong leadership to enhance volleyball recognising that people are our greatest asset. We have a commitment to ensuring that Volleyball Australia is a sustainable organisation and we will deliver programs and events that meet the needs of the volleyball community, promote the sport, provide revenue streams and deliver participation outcomes.

This plan is visionary, challenging and all encompassing, but relies heavily on the partnerships that we develop with member state organisations and other key stakeholders to be achieved. It also signifies some cultural change for our sport which is necessary to provide us the best possible means of delivering success at all levels.

To that end we thank you for your support in preparing the plan and look forward to working with you to bring it to fruition.



The Hon. Chris Schacht
President



W. Joan Perry
Chief Executive Officer

Volleyball Australia

Strategic Plan 2009-2013

Volleyball Australia is the peak body for the administration of the sport of volleyball in Australia. Our purpose is to provide for the conduct, promotion and administration of the sport for the mutual and collective benefit of the volleyball community.

Key Pillars of Volleyball Australia

High Performance

Deliver success in top level international beach and indoor competitions through a sustainable and well structured elite development pathway

Sport Development

Provide opportunities for individuals of all ages and abilities to participate at their desired level as a player, referee or coach and deliver an events portfolio which supports these opportunities

Business Development

Foster relationships with key stakeholders to grow, enhance and better deliver the business of volleyball in Australia

STRATEGIC PRIORITIES

Key Focus Areas

Leadership

Strong **leadership** and management of our sport will enhance the growth of Volleyball Australia

People

The culture of our sport recognises **people** as our greatest asset

Programs

Well structured **programs** that meet the needs of the volleyball community

Events

First class competitions and **events** which promote the sport, provide revenue streams and deliver participation outcomes

Sustainability

A commitment to **sustainability** will ensure the continued growth and development of our sport

High Performance

Effective partnerships with key stakeholders which enhance the potential for success in international competition

Increased number and quality of athletes and coaches reaching their potential

Co-located and integrated beach and indoor programs that portray a culture of excellence

Access to the world's best international competitions

A sustainable national events portfolio that supports the player development pathway

Publicly recognised national volleyball programs, athletes and teams

Recognition as 'One Sport'

Sport Development

Sport Development Network with a suite of nationally recognised, valued and well supported products

Well structured and approved pathways for the ongoing development of coaches and officials

Increased opportunities for people to be involved in volleyball through a comprehensive inclusive national participation framework

Extensive pool of referees, coaches and volunteers to support Volleyball Australia's events portfolio

Comprehensive portfolio of financially viable events that encourage membership growth and enhance member participation

Business Development

Best practice governance and management structures

Shared accountability for the growth of volleyball

Advocacy in national and international forums for the betterment of volleyball

A human resource framework that fosters the development of effective people

Effective systems that enhance the business operations

Provision of a broad range of high quality events and commercial opportunities

Financially viable Volleyball Australia

HIGH PERFORMANCE

High Performance

Effective partnerships with key stakeholders which enhance the potential for success in international competition

Increased number and quality of athletes and coaches reaching their potential

Co-located and integrated beach and indoor programs that portray a culture of excellence

Access to the world's best international competitions

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Publicly recognised national volleyball programs, athletes and teams

Recognition as 'One Sport'

Strategic Initiatives

Ensure strategic and technical direction of integrated national pathways for Men's and Women's Volleyball

Allocate and manage High Performance Program resources against strategic priorities

Identify and select the best people (i.e. athletes, coaches, administrators) to deliver success and support their personal and professional development

Learn from the best in elite sport and apply those learnings to Volleyball's High Performance Program

Promote a culture of excellence through innovation, information sharing, teamwork and a commitment to Australia's international success

Apply world class sports science/medicine across High Performance Program

Prepare and send Australian Teams to compete in the world's best competitions

Attract the world's best teams to train and compete in Australia

Develop a comprehensive national events strategy which provides development opportunities for elite athletes, coaches and referees

Celebrate and share information about Australian Volleyball's international success

Develop a new brand/image for Volleyball's National Teams

Desired Outcomes

Shared commitment to Volleyball's 'Olympic Medal Plan' by Volleyball Australia and its High Performance partners, particularly the Australian Sports Commission and Australian Institute of Sport

Clear, current technical direction provided to all key stakeholders in the delivery of Volleyball's national pathways

Australian Institute of Sport and Elite Development Programs feed exceptional athletes into National Teams

Best possible candidates appointed to all High Performance Program positions

People and systems that embrace positive change and can adapt quickly to emerging trends in elite sport

High Performance Program staff focussed, energised and committed to Volleyball Australia's success in international competition

Australia leads the world in the application of Sports Science Sports Medicine to volleyball

Australian Teams are competing for medals at benchmark events including World Championships and Olympic Games

International teams want to come to Australia to train and play

Quality national events are available to prospective elite athletes, coaches and referees at each stage of their development (i.e. youth, junior and senior, - Beach and Indoor)

The volleyball community knows who are Australia's 'stars of the game' and is highly motivated towards supporting its National Teams and the High Performance Program that underpins them

Volleyball's National Teams are a powerful marketing and promotional tool for corporate sponsors within and outside the sport

SPORT DEVELOPMENT

Sport Development

Sport Development Network with a suite of nationally recognised, valued and well supported products

Well structured and approved pathways for the ongoing development of coaches and officials

Increased opportunities for people to be involved in volleyball through a comprehensive inclusive national participation framework

Extensive pool of referees, coaches and volunteers to support the Volleyball Australia events portfolio

Comprehensive portfolio of financially viable events that encourage membership growth and enhance member participation

Strategic Initiatives

Manage effective stakeholder relationships

Develop full suite of accredited coach and referee courses

Provide pathways and opportunities for junior officials

Develop resources to complement course delivery structures

Utilise expert coaches to provide direction for Sport Development on coaching issues

Obtain buy-in from all states to the delivery of Spikezone

Improve National Officiating and Coaching Accreditation databases and processes

Create unified representation for and delivery of disability volleyball through Volleyball Australia

Train and track volunteers across the country

Increase the quantity and standard of referees

Develop a nationally recognised rating and points system for beach volleyball

Develop a comprehensive National Events Strategy which assists to enhance state events and provides a full range of competition opportunities and value for money for participants

Desired Outcomes

National Sport Development Network with unitary behaviours and plans

Sport Development personnel operating in each state and delivering national products

Course validation for all National Officiating Accreditation Scheme and National Coaching Accreditation Scheme courses

Structured and approved pathways for coaches and officials

Scholarship program for officials which provides an avenue for the advancement of junior referees

Unified National Coaching Accreditation Scheme Coaches and presenters resources developed by Volleyball Australia and utilised by all states

Coaches Commission established and providing valuable input to coach development across Australia

Reliable coaches and officials databases backed by detailed operational procedures

Disability sport structure which is mutually beneficial to Volleyball Australia, member states and participants and results in an increased number of individuals with a disability participating in volleyball

Extensive pool of qualified volunteers and referees for use at Volleyball Australia events

Web based national rating and points system used by all State and Volleyball Australia Beach tours for the efficient ranking of beach volleyball athletes

Quality national events are delivered by Volleyball Australia, contributing to the development pathway and working in an integrated fashion with the respective state events

BUSINESS DEVELOPMENT

Strategic Priorities

Best practice governance and management structures

Shared accountability for the growth of volleyball

Advocacy in national and international forums for the betterment of volleyball

A Human Resource framework that fosters the development of effective people

Effective systems that enhance the business operations

Provision of a broad range of high quality events and commercial opportunities

Financially viable Volleyball Australia

Strategic Initiatives

Enhance board and management reporting processes

Develop effective consultative mechanisms

Adopt a practice of open and transparent communication

Develop strong partnerships with key stakeholders

Implement best practice recruitment/retention policies and procedures

Expand services for club/association development

Develop effective Information Communication Technology systems

Expand Competition and Events Team and increase service delivery

Conduct regular review of event and competition structures

AVF events managed and delivered through integrated national events structure

Conduct Volleyball Symposium

Provide comprehensive national events and meetings calendar

Recognise significant achievements in Australian volleyball

Implement best practice financial management procedures

Enhance marketing strategies

Desired Outcome

Working as an integrated management team to achieve optimal program delivery processes

Enhanced job performance and decision making capabilities

Use of advanced technologies enhancing awareness and functionality of Volleyball Australia

Improved unitary behaviours and relationship between Volleyball Australia and Member States

Strong partnerships with key stakeholders

Meaningful international representation

Well managed staff and volunteers

Optimised human resource planning, induction, review and implementation

Member Protection Information Officers available at all National events, camps, and tours

Improved Clubs and Associations in Volleyball

A dynamic events portfolio with enhanced delivery and efficiency

Biennial national forum for the wider volleyball community

A coordinated, integrated and functioning national calendar of meetings and events

Targeted and highly valued portfolio of Annual Volleyball Awards

Volleyball Australia in strong financial position

Comprehensive marketing and sponsorship strategies delivering increased revenue and profile for Volleyball Australia