



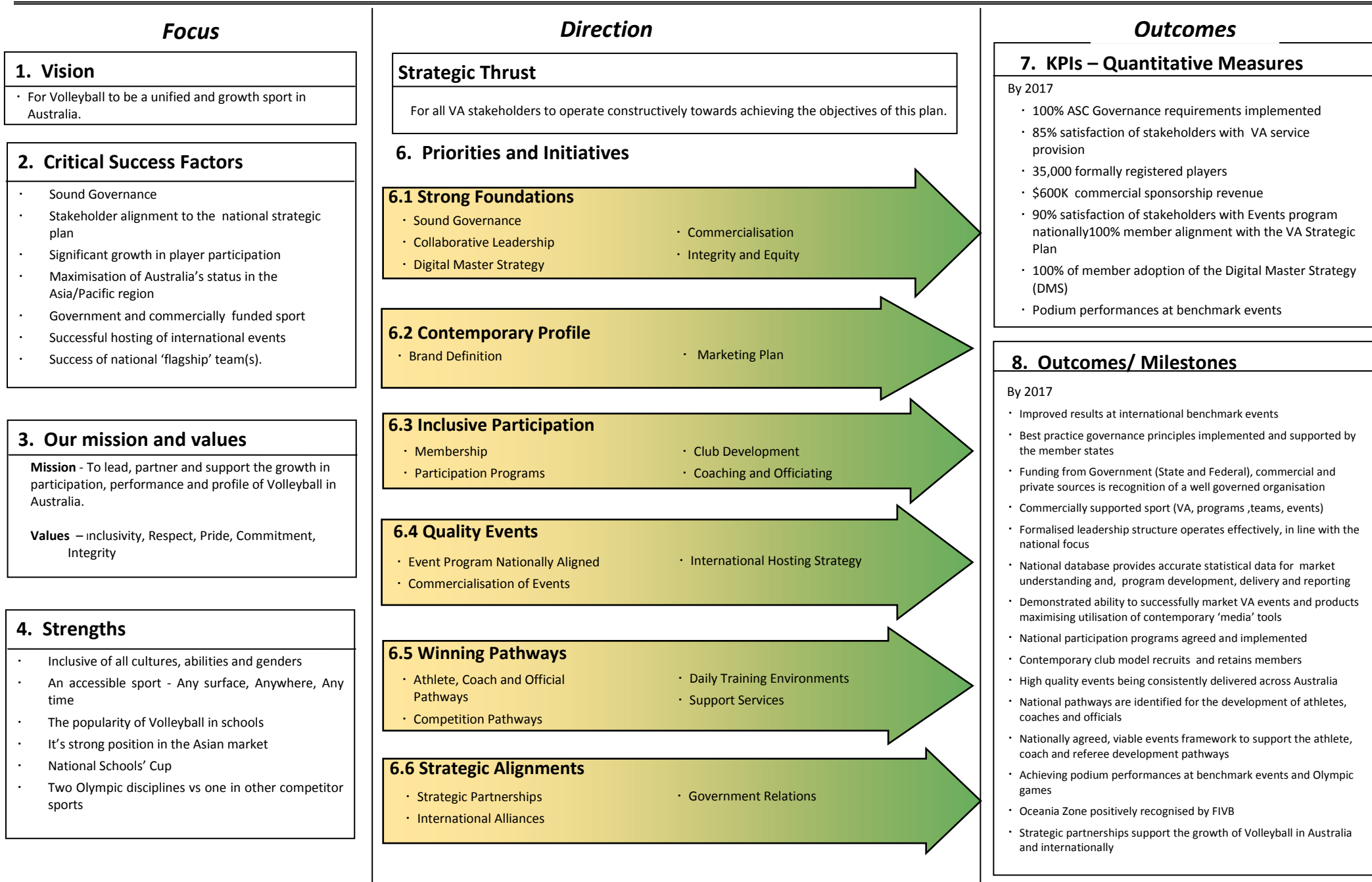
# 2013/14 – 2016/17 Strategic Plan

Prepared with assistance  
from  
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**ONE PAGE SUMMARY**

# SUMMARY OF STRATEGIC PLAN – 2014 TO 2017



**PLAN IN DETAIL**

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## 1. VISION

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For Volleyball to be a unified and growth sport in Australia.

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## 2. CRITICAL SUCCESS FACTORS

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Those factors considered critical to the success of Volleyball Australia are:

- Sound Governance
  - Stakeholder alignment to national strategic plan
  - Significant growth in player participation
  - Maximisation of Australia's status in the Asia/Pacific region
  - Government and commercially funded sport
  - Successful hosting of international events
  - Success of national 'flagship' team(s).
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## 3. MISSION and VALUES

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### *Volleyball Australia mission statement*

To lead, partner and support the growth in participation, performance and profile of Volleyball in Australia.

### *Values*

- Inclusivity
- Respect
- Pride
- Commitment
- Integrity

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## 4. STRENGTHS

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The key strengths of Volleyball in Australia are, and will continue to be:

- Inclusive of all cultures, abilities and genders
- An accessible sport - Any surface, Anywhere, Any time
- The popularity of Volleyball in schools
- It's strong position in the Asian market
- National Schools' Cup
- Two Olympic disciplines vs one in other competitor sports

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## 5. Strategic Thrust

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For all VA stakeholders to operate constructively towards achieving the objectives of this plan.

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## 6. STRATEGIC PRIORITIES AND OBJECTIVES

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Six priority areas and their objectives have been identified as critical to the success of Volleyball Australia over the next four years. They are to:

Strategic priorities	Objectives
<b>1. Strong Foundations</b>	<b>Governance</b> <ul style="list-style-type: none"><li>• Unite the sports' stakeholders to work together to grow Volleyball in Australia</li><li>• Develop Governance structures in line with the ASC's Sports Governance Principles to meet the contemporary imperatives of running the sport today and into the future</li><li>• Build the commercial acumen of the sport to further encourage government and corporate respect, confidence and investment, to ensure financial viability</li><li>• Deliver a common digital platform to provide effective membership data capture and accurate reporting of the profile of the sport</li><li>• Ensure Volleyball Australia is a proactive leader in enhancing the integrity of the sport building respect for the brand nationally</li></ul>
<b>2. Contemporary Profile</b>	<b>Branding and Marketing</b> <ul style="list-style-type: none"><li>• Create a definitive visual brand for Volleyball to deliver a contextually relevant, contemporary, recognisable sport</li><li>• Increase visibility and profile of the sport of Volleyball to attract strategic partnerships</li><li>• Produce investment demand for the brand of Volleyball in Australia to enhance revenue generation opportunities and ensure a sustainable base</li></ul>
<b>3. Inclusive Participation</b>	<b>P16 and P20 - Grass roots participation for All</b> <ul style="list-style-type: none"><li>• Support member states to deliver participation program/s which grow membership and are inclusive, safe and fun</li><li>• Develop a contemporary club model in partnership with member states which recruits and retains participants by addressing their needs</li><li>• Construct a new membership category framework for Volleyball, which captures and reflects the true participation numbers for the sport to ensure that we have a reliable profile of our position</li><li>• Recruit, train and retain quality coaches and officials to support membership growth</li></ul>

Strategic priorities	Objectives
4. Quality Events	<p><b>National and International Events</b></p> <ul style="list-style-type: none"> <li>• Deliver quality commercially supported national events, in partnership with member states and territories, to profile, support and enhance the athlete, coach and official development pathways</li> <li>• Host international events in Australia to provide the opportunities for players to play world class matches and raise the profile of Volleyball</li> </ul>
5. Winning Pathways	<p><b>Australia’s Winning Edge – ‘Digging for Gold’ M16 and M20</b></p> <ul style="list-style-type: none"> <li>• Establish national pathways for athletes, coaches and officials which increases the talent pool and optimises the development of the sport</li> <li>• Build quality daily training environments ( DTEs) for athletes and coaches to optimise development performance outcomes</li> <li>• Provide the right support services for athlete and coach development to enhance the sports capacity to achieve international success</li> <li>• Construct national and international competition pathways which provides athletes with access to appropriate quality and quantity of competition at all levels</li> </ul>
6. Strategic Alignments	<p><b>Alliances &amp; Alignments – International and Domestic</b></p> <ul style="list-style-type: none"> <li>• Foster strong relationships with Australian Governments (Federal and State) and their stakeholders to support the growth of Volleyball in Australia, Oceania and Asia</li> <li>• Forge partnerships with corporate organisations, the Australian Olympic Committee (AOC), Universities, private providers and other sports to assist VA to grow the sport in alignment with the core objectives</li> <li>• Provide leadership support to the Oceania zone to grow Volleyball and ensure VA’s and Oceania interests are represented within the AVC and the FIVB</li> <li>• Secure VA representation on the Asian Volleyball Confederation (AVC) to achieve appropriate connectivity at the FIVB level</li> </ul>

## 7. STRATEGIC PRIORITIES & KEY RESULT AREAS

The key result areas to support the priorities are listed below.

Strong Foundations	Contemporary Profile
<ul style="list-style-type: none"> <li>▪ <b>Governance</b> –implement best practice governance processes in line with the ASC Sports Governance Principles (March 2012) to administer the sport of Volleyball in Australia</li> <li>▪ <b>Collaborative Leadership</b> – define roles and responsibilities for VA’s leadership including the Board, its Commissions and management</li> <li>▪ <b>Digital Master Strategy</b> – adopt and use of a DMS across all VA member states to capture and improve the reporting of members’ information/ data</li> <li>▪ <b>Commercialisation</b>–develop a commercialisation plan for Volleyball to diversify revenue and increase income mitigating the risks associated with a reduction in any one funding source</li> <li>▪ <b>Integrity and Equity</b> – equip the sport with the best practice policy and programs to ensure the integrity of Volleyball is continually enhanced</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Brand definition</b> – define the VA brand by articulating its essential elements to achieve a common ambition for its identity in Australia</li> <li>▪ <b>Marketing Plan</b> – develop a marketing plan with a strong social media focus for Volleyball Australia to increase visibility, credibility and capability and maximise opportunities for the sport by diversifying income</li> </ul>
	<b>Quality Events</b>
<p style="text-align: center;"><b>Inclusive Participation – P16 and P20</b></p> <ul style="list-style-type: none"> <li>▪ <b>Participation Programs</b> – support member states to grow participation across age groups, abilities and environments</li> <li>▪ <b>Clubs</b> – develop a contemporary and viable national club development model and focus on the resources to recruit and retain participants</li> <li>▪ <b>Membership</b> – review VA’s participant base to develop a new membership category framework which captures all Volleyball participants</li> <li>▪ <b>Coaches and Officials</b> -provide contemporary education and training resources and opportunities to support all stages of the coaching and officiating pathway</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Nationally Aligned Event Program</b> – review the event program with the member states to deliver a competition program that aligns to the FTEM model and contributes to athlete, coach and official development at all level</li> <li>▪ <b>Commercialisation of Events</b> – source and secure commercial support for the national events portfolio to enhance delivery, reduce costs to participants and raise the profile of Volleyball</li> <li>▪ <b>International Hosting Strategy</b> – develop an international hosting strategy to position Australia with the AVC and FIVB as a viable host nation for world class events</li> </ul>
<b>Winning Pathways – AWE M16 and M20</b>	<b>Strategic Alignments</b>
<ul style="list-style-type: none"> <li>▪ <b>Athlete and Coach Pathways</b> – Develop and deliver national pathways for athletes and coaches in line with the FTEM and inclusive of talent identification strategies which increase and maximise development outcomes</li> <li>▪ <b>DTEs</b> – establish quality daily training environments for athletes and coaches to develop world class potential</li> <li>▪ <b>Support Services</b> – secure the right support services for athletes within their DTEs and whilst competing nationally and internationally to complement coaching support in developing world class potential.</li> <li>▪ <b>Competitions</b> –construct a national and international competition pathway that provides athletes, coaches and officials with access to the right quantity and quality of competitions for world class development</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Government and Stakeholder Relations</b> – build strong relations with Governments (Federal and State) and their stakeholders to increase awareness ‘of’ and support ‘for’ the contribution the sport of Volleyball makes to Australia, Oceania and Asia</li> <li>▪ <b>Partnerships</b> – determine the key relationships that will enhance Volleyballs position within the market and create WIN / WIN outcomes which optimise the sport’s performance and growth plans</li> <li>▪ <b>International Alliances</b> – have appropriate representation within Oceania and Asia to support the development of Volleyball and raise the awareness ‘of’ and support ‘from’ the FIVB</li> </ul>



Please note:

**Appendix 1 – Project Assessment**

Each of the projects listed above have undergone an ‘Effect’ and ‘Effort and Expense’ assessment. Please refer to the grid in Appendix 1 for a summary of this assessment.

**Appendix 2 – Project Flow Chart**

Each of the projects listed above have also been placed in a flow chart against the quarter of the year for completion, to allow analysis of timing compatibility in relation to available resourcing and the development of the Operational Plan.

## 8. KEY PERFORMANCE INDICATORS

Progress and success in implementing the plan will be gauged by the measures listed in the table.

Strategic Priority	Measurements	Historical				
		2012/13	2013/14	2014/15	2015/16	2016/17
<b>Strong Foundations</b>	· Progress against ASC Governance Principles	N/A	80%	90%	100%	100%
	· Member alignment with VA Strat. Plan	N/A	90%	100%	100%	100%
	· Implementation of DMS	N/A	90%	100%	100%	100%
	· Member satisfaction survey	N/A	70%	72%	75%	80%
<b>Contemporary Profile</b>	· Commercial funding	\$250K	\$400K	\$450K	\$500K	\$600
	· Reduction of ASC revenue as % of VA total revenue	N/A	TBA	TBA	TBA	TBA
	· Social Media outcomes					
	○ Facebook Likes	3000*	3225	5000	7000	10000+
	○ Twitter Followers	1000*	1200	4000	6000	8000+
○ YouTube Hits	N/A	3000	6000	9000	12000+	
· Brand Health quotient	35%	65%	70%	75%	80%	
<b>Inclusive Participation</b>	· Growth in total participation	88,837	107,669	130,563	154,025	177400
	· Increase in Full Active	13,102	18,657	24,321	29,875	35,000
	· Increase in Program Participants	28,371	32,547	37,742	44,181	50,000
	· Increase in School Delivered	8574	13,452	20,054	27,159	35,000
	· Increase in School Managed	14,803	16,251	17,552	18,807	20,000
	· Increase in Event participants	17,470	19,158	21,741	23,356	25,000
	· Increase in Disability participants	105	175	270	380	500
	· Increase in CALD participants	663	1500	2700	3750	5000
	· Increase in Indigenous participants	TBA	TBA	TBA	TBA	TBA
	· Increase in Female participants	44,298	47,544	51,698	55,872	60,000
	· Increase in total referee numbers	4106	4299	4456	4686	4959
	· Increase in total coach numbers	1538	1630	1727	1831	1941
<b>Quality Events</b>	· Participation satisfaction survey per event	N/A	70%	75%	80%	85%
	· Commercial Interest profile and outcomes survey	N/A	30%	35%	40%	50%
	· International event hosting		2	3	3	3
<b>Winning Pathways</b>	· Asian Championships – Men’s Indoor	4th	4th – 8th	NA	1st	NA
	· Asian Championships – Women’s Indoor	13th	Top 10	NA	Top 8	NA
	· Continental Cup – Men’s Beach	2nd	NA	NA	1st	1st
	· Continental Cup – Women’s Beach	1st	NA	NA	1st	1st
	· FIVB World League – Men’s Indoor	DNP	9th – 16th	Top 8	Top 4	Top 3

	<ul style="list-style-type: none"> <li>World Championships – Men’s Indoor</li> <li>World Championships – Women’s Indoor</li> <li>Olympic Ranking – Men’s Beach</li> <li>Olympic Ranking – Women’s Beach</li> <li>FIVB World Tour medals – Men’s Beach</li> <li>FIVB World Tour medals – Women’s Beach</li> <li>Olympic Games – Men’s Indoor</li> <li>Olympic Games – Men’s Beach</li> <li>Olympic Games Women’s Beach</li> </ul>	19th DNQ 28th 14th 0 0 9th DNQ 19th	Top 8 NA Top 32 Top 32 0 0 NA NA NA	NA NA Top 30 Top 30 0 0 NA NA NA	NA NA Top 20 Top 20 1 1 NA NA NA	NA NA Top 16 Top 16 2 2 Top 3 Top 3 Top3
<b>Strategic Alliances</b>	<ul style="list-style-type: none"> <li>New strategic partnerships established</li> <li>International representation</li> </ul>		2 5	2 5	2 5	2 5

\*Approximate totals only

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## 9. OUTCOMES AND MILESTONES

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By the end of 2017 it is expected that the following will have been achieved:

- Best practice ASC Sports Governance Principles implemented and supported by the member states
- Funding from Government (State and Federal), commercial and private sources is recognition of a well governed organisation
- Commercially supported sport (VA, programs ,teams, events) with reduction of ASC revenue as % of VA total revenue
- Formalised leadership structure operates effectively, in line with the national focus
- Stakeholder alignment with VA's strategic plan
- National database provides accurate statistical data for market understanding and, program development, delivery and reporting
- Demonstrated ability to successfully market VA events and products maximising utilisation of contemporary 'media' tools
- National participation programs agreed and implemented
- Contemporary club model recruits and retains members
- High quality events being consistently delivered across Australia
- National pathways are identified for the development of athletes, coaches and officials
- Nationally agreed, viable events framework to support the athlete, coach and referee development pathways
- Achieving podium performances at benchmark events and Olympic games

**Plan in detail**

## 6.1 STRONG FOUNDATIONS

### Governance & Shared Responsibility

#### Objective/s:

- Unite the sports' stakeholders to work together to grow Volleyball in Australia
- Develop Governance structures in line with the ASC Sports Governance Principles to meet the contemporary imperatives of running the sport today and into the future
- Build the commercial acumen of the sport to further encourage government and corporate respect, confidence and investment, to ensure financial viability
- Deliver a common digital platform to provide effective membership data capture and accurate reporting of the profile of the sport
- Ensure Volleyball Australia is a proactive leader in enhancing the integrity of the sport building respect for the brand nationally

Key Result Area	Strategic Initiatives	*Timeframe
6.1.1 <b>Governance</b> – Implement best practice governance processes in line with ASC Sports Governance Principles to administer the sport of Volleyball in Australia	<ul style="list-style-type: none"> <li>· Implementation and maintenance of best practice Governance procedures</li> <li>· Board skill set and selection criteria framework constructed</li> <li>· VA to move from an incorporated association to a Company Limited by Guarantee</li> <li>· Constitution reviewed</li> <li>· HR policies reviewed</li> </ul>	<b>Qtr 1-Q4, 2013/14</b>
6.1.2 <b>Collaborative Leadership</b> – Define roles and responsibilities for VA's leadership including the Board, its Commissions and management	<ul style="list-style-type: none"> <li>· Board and Commission roles and responsibilities defined</li> <li>· Communication protocols established</li> <li>· National imperatives and priorities identified</li> </ul>	<b>Qtr 3, 2013/14</b>
6.1.3 <b>Digital Master Strategy</b> – Adoption and use of a Digital Master Strategy by all VA member states to capture and improve the reporting of members' information/ data	<ul style="list-style-type: none"> <li>· Implementation of Volleyball Australia's Digital Master Strategy</li> </ul>	<b>Qtr 1-4, 2013/14</b>
6.1.4 <b>Diversified Revenue</b> – Develop a commercialisation plan for Volleyball to diversify revenue and increase income mitigating the risks associated with a reduction in any one funding source	<ul style="list-style-type: none"> <li>· Develop commercialisation plan</li> <li>· Integrate commercialisation plan into best practice financial management procedures</li> </ul>	<b>Ongoing</b>

<p><b>6.1.5 Integrity and Equity</b> – Equip the sport with the best practice policy and programs to ensure the integrity of Volleyball is continually enhanced</p>	<ul style="list-style-type: none"> <li>· Active membership of the Australian Sports Integrity Network (ASIN)</li> <li>· Current relevant policies in place to mitigate risk</li> <li>· Effective education delivery system for risk minimisation</li> <li>· Program regularly monitored and reviewed</li> </ul>	<p><b>Ongoing</b></p>
<p><b>6.1.6 Stakeholder Alignment:</b> Develop and foster relationships with Member States to collectively govern and manage Volleyball in Australia</p>	<ul style="list-style-type: none"> <li>· Adoption of National Governance Charter by VA Member States</li> <li>· Conduct a membership satisfaction survey</li> <li>· Alignment of Member States Strategic plans with VA Strategic Plan</li> <li>· Alignment of Member States Constitutions with VA Constitution</li> <li>· Regular Stakeholder meetings</li> </ul>	<p><b>Q4 2013-14</b></p>

**\*Note- Qtr 1 is July to September, Qtr 2 is October to December, Qtr 3 January to March, Qtr 4 is April to June**

***Most useful measures of success***

- Outcomes of a governance review supported by the member states
- Members’ constitutions and strategic plans aligned with Volleyball Australia
- Funding from Government (State and Federal), commercial and private is recognition of a well governed organisation
- Best practice ASC Sports Governance Principles implemented and supported by the member states
- Formalised leadership structure operates effectively, in line with the national focus
- Participation numbers are accurately captured through DMS and reported to stakeholders quarterly
- National database provides accurate statistical data for enhanced market understanding and, program development, and delivery
- Positive integrity outcomes and zero tolerance for inappropriate behaviour and actions

## 6.2 CONTEMPORARY PROFILE

### Branding and Marketing

#### Objective/s:

- Create a definitive visual brand for Volleyball to deliver a contextually relevant, contemporary, recognisable sport
- Increase visibility and profile of the sport of Volleyball to attract strategic partnerships
- Produce investment demand for the brand of Volleyball in Australia to enhance revenue generation opportunities, to ensure a sustainable base

Key Result Areas	Strategic Initiatives	Timeframe
<b>6.2.1 Brand definition</b> – Define the Volleyball Australia brand by articulating its essential elements to achieve common ambition for its identity in Australia	<ul style="list-style-type: none"> <li>· 2010 brand development report reviewed and 2013 plan developed</li> <li>· Brand essence and identity created and tested with stakeholders</li> </ul>	<b>Qtr 2, 2013/14</b>
<b>6.2.2 Marketing Plan</b> – Produce a marketing plan for Volleyball Australia to increase visibility, credibility and capability and maximise opportunities for the sport by diversifying income	<ul style="list-style-type: none"> <li>· Marketing strategy component constructed</li> <li>· Media plan prioritised</li> </ul>	<b>Qtr 2, 2013/14</b>
<b>6.2.3 Social Media Profile:</b> Effectively utilise social media and other emerging media to maximise Volleyball Australia’s profile	<ul style="list-style-type: none"> <li>· Increase the profile of Volleyball Australia through social and emerging media interaction</li> </ul>	<b>Ongoing</b>

#### Most useful measures of success

- Increased funding generated from government, commercial and private partners
- Enhanced brand health quotient including increased brand awareness, personality development and profile
- Demonstrated ability to successfully market VA events, programs and products maximising utilisation of contemporary ‘media’ tools
- Generating sufficient investment to support the delivery of high quality events



## 6.3 INCLUSIVE PARTICIPATION

### Participation Growth – P16 and P20

#### Objective/s:

- Support member states to deliver participation programs which grow membership and are inclusive, safe and fun
- Develop a contemporary club model in partnership with member states which recruits and retains participants by addressing their needs
- Construct a new membership category framework for Volleyball, which captures and reflects the true participation numbers for the sport to ensure that we have a reliable profile of our position
- Provide contemporary education and training resources and opportunities to support all stages of the coaching and officiating pathway

Key Result Area	Strategic Initiatives	Timeframe
<b>6.3.1 Participation Programs</b> – Support member states to grow participation across age groups, abilities and environments	<ul style="list-style-type: none"> <li>· Establish state sport participation officer KPIs</li> <li>· Support member states to grow school events</li> <li>· Support the D-Volleyball Commission to provide opportunities for people with disability to participate</li> <li>· Review the Spike Zone program</li> <li>· Support Sandstorm to develop the Surf Volley program</li> </ul>	<b>Qtr 2, 2014/15</b>
<b>6.3.2 Clubs</b> – Develop a contemporary and viable national club development model and focus on the resources to recruit and retain participants	<ul style="list-style-type: none"> <li>· Club structures and participant needs are reviewed</li> <li>· Develop national club development framework</li> <li>· Develop national club development pilot programs</li> </ul>	<b>Qtr 3, 2014/15</b>
<b>6.3.3 Membership</b> – Develop a new membership category framework which captures all Volleyball participants	<ul style="list-style-type: none"> <li>· Review CA's membership categories</li> <li>· Develop new membership category framework</li> <li>· Establish membership category targets</li> </ul>	<b>Qtr 4, 2015/16</b>
<b>6.3.4 Coaching and Officiating</b> – Produce contemporary coaching and officiating resources to support the sport to recruit and retain optimal coaching and officiating numbers	<ul style="list-style-type: none"> <li>· Develop contemporary coaching and officiating courses and resources</li> <li>· Develop a presenter and assessor quality assurance framework</li> <li>· Establish annual professional development programs for coaches and officials</li> </ul>	<b>Qtr 4 2013/14</b>

#### Most useful measures of success

- Participation programs are implemented
- Increase in registered members to 35,000 by 2017
- National club development framework implemented
- Membership framework reflects Volleyball's true participation numbers
- Increase in numbers of referees to 4,759 and coaches to 1,303 by 2017

## 6.4 QUALITY EVENTS

### Events

#### *Objective/s:*

- Deliver quality commercially supported national events, in partnership with member states and territories, to profile, support and enhance the athlete, coach and official development pathways.
- Host international events in Australia to provide the opportunities for players to play world class matches and raise the profile of Volleyball

Key Result Areas	Strategic Initiatives	Timeframe
<b>6.4.1 Nationally Aligned Event Program</b> – Review the event program with the member states to deliver a competition program that aligns to the FTEM model and contributes to athlete, coach and official development at all levels	<ul style="list-style-type: none"> <li>· Event review undertaken</li> <li>· Event portfolio aligned to Foundation, Talent, Elite &amp; Mastery (FTEM) model and Australia’s Winning Edge (AWE) development outcomes agreed</li> <li>· Four year events’ calendar developed</li> </ul>	<b>Qtr 2, 2013/14</b>
<b>6.4.2 Commercialisation of Events</b> – Source and secure commercial support for the national events portfolio to enhance delivery, reduce costs to participants and raise the profile of Volleyball.	<ul style="list-style-type: none"> <li>· Event asset audit conducted</li> <li>· Commercial targets researched and short listed</li> <li>· Brand alignment strategy with sales proposal developed</li> <li>· Active sales process commenced</li> </ul>	<b>Ongoing</b>
<b>6.4.3 International Hosting Strategy</b> – Develop an international hosting strategy to position Australia with the AVC and FIVB as a viable host nation for world class events	<ul style="list-style-type: none"> <li>· Feasibility studies undertaken</li> <li>· Event hosting strategy and four year plan developed</li> <li>· Event bidding undertaken with the AVC and FIVB</li> </ul>	<b>Qtr 4, 2016/17</b>

#### *Most useful measures of success*

- Nationally agreed, viable events framework to support the FTEM athlete, coach and referee development pathways
- High quality competitions being consistently delivered across Australia
- Events portfolio is commercially supported.
- International events secured and are delivered successfully and aligned to FIVB regulations

## 6.5 WINNING PATHWAYS

### Australia's Winning Edge – 'Digging for Gold' M16 and M20

#### Objective/s:

- Establish national pathways for athletes, coaches and officials which increases the talent pool and optimises the development of the sport
- Build quality daily training environments ( DTEs) for athletes and coaches to optimise development performance outcomes
- Provide the right support services for athlete and coach development to enhance the sport's capacity to achieve international success
- Construct national and international competition pathways which provide athletes with access to appropriate quality and quantity of competition at all levels.

Key Result Areas	Key Initiatives	Timeframe
6.5.1 <b>Athlete, Coach and Official Pathways</b> – Develop and deliver national pathways for athletes, coaches and officials in line with the FTEM and inclusive of talent identification strategies which increase and maximise development outcomes	<ul style="list-style-type: none"> <li>· FTEM pathway health check completed</li> <li>· VA pathways for athletes, coaches and officials against this health check developed</li> <li>· Pathways resourced and implemented in conjunction with stakeholders</li> </ul>	<b>Qtr 2-3, 2013/14</b>
6.5.2 <b>DTEs</b> – Establish quality daily training environments for athletes and coaches to develop world class potential by implement the models in the most cost effective and appropriate locations within Australia, taking into consideration the European Training Centre for international DTE opportunity	<ul style="list-style-type: none"> <li>· DTEs in line with AWE objectives and resourcing reviewed</li> <li>· DTE models for beach and indoor to deliver on AWE objectives designed</li> <li>· Stakeholder support for the models sought and consolidated</li> <li>· The European Training Centre for international DTE opportunity considered</li> </ul>	<b>Qtr 2 onward 2014/15</b>
6.5.3 <b>Support Services</b> – Secure the right support services for athletes within their DTEs and, whilst competing nationally and internationally to complement coaching support in developing world class potential.	<ul style="list-style-type: none"> <li>· Support for athlete service requirements reviewed</li> <li>· Athlete servicing model aligned to AWE objectives and resourcing developed</li> <li>· The appropriate service providers sourced</li> </ul>	<b>Qtr 2 - 3, 2013/14</b>
6.5.4 <b>Competitions</b> – Deliver a national and international competition pathway that provides athletes, coaches and officials with access to the right quantity and quality of competitions for world class development	<ul style="list-style-type: none"> <li>· Annual and quadrennial competition opportunities assessed</li> <li>· The most appropriate competitions to deliver against AWE objectives and within available resourcing identified</li> <li>· National and international competition pathway developed</li> <li>· Pathway review and reported against performance at each step of the pathway adopted</li> </ul>	<b>Ongoing</b>

#### Most useful measures of success

- Stakeholders and members agree with the Athlete & Coach pathway by signing up to the pathway delivery plans which includes deliverables to ensure athlete and coaches progress through each level aligned to AWE outcome
- 50% of Pathway plan KPI's met by NSO and respective State Associations
- Location and structure of VA DTEs create efficiencies, delivers optimum preparation environment with a 90% satisfaction rate from Coaches and Athletes

- Support service provision optimises athlete development, performance and recovery contributing to the achievement of BME performance targets with a 90% satisfaction rate from athletes and coaches
- VTAM - Qualify for 2014 World Championships & achieve a top 4 position at Asian Champs
- TABV - Top 32 Olympic Ranking for both Men's & Women's Teams
- VTAW - Top 10 at Asian Championships

## 6.6 STRATEGIC ALIGNMENTS

### Alliances & Alignments – International and Domestic

#### Objective/s:

- Foster strong relationships with Australian Governments (Federal and State) and their stakeholders to support the growth of Volleyball in Australia, Oceania and Asia
- Forge partnerships with corporate organisations, the Australian Olympic Committee (AOC), Universities, private providers and other sports to assist VA to grow the sport in alignment with its core objectives
- Provide leadership support to the Oceania zone to grow Volleyball and ensure VA's and Oceania interests are represented within the AVC and the FIVB
- Secure VA representation on the Asian Volleyball Confederation (AVC) to achieve appropriate connectivity at the FIVB level

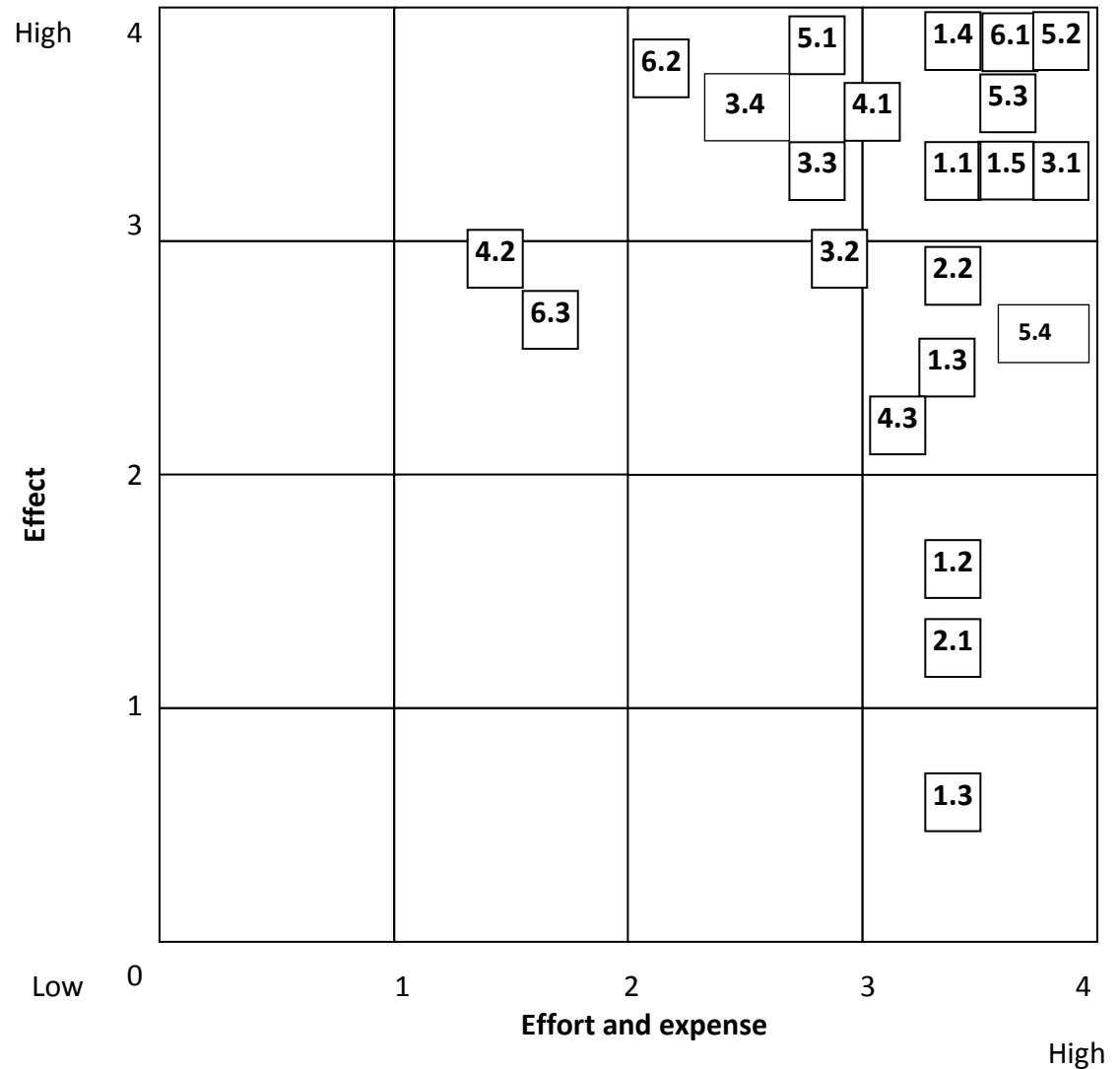
Key Result Areas	Strategic Initiatives	Timeframe
<b>6.6.1 Government and Stakeholder Relations</b> – Build strong relations with Governments (Federal and State) and their stakeholders to increase 'awareness of' and 'support for' the contribution the sport of Volleyball makes to Australia, Oceania and Asia	<ul style="list-style-type: none"> <li>• Relevant Government agencies/departments identified and opportunities for partnerships explored</li> <li>• Strong relationship with the ASC fostered</li> </ul>	Ongoing
<b>6.6.2 Partnerships</b> – Determine the key relationships that will enhance Volleyballs position within the market and create WIN / WIN outcomes which optimise the sports performance and growth plans	Develop strategic partnerships	Ongoing
<b>6.6.3 International Alliances</b> – Secure appropriate representation on international bodies/committees to support the development of Volleyball in Australia, Oceania and Asia raising the awareness of and support from the FIVB	Identify ,develop and nominate suitably qualified and experienced Australians for International bodies/committees as positions arise	Ongoing

#### Most useful measures of success

- VA establishes strong Government and stakeholder relations to support the growth of the sport
- Strategic partnerships with public and private sector organisations support VA to deliver on its objectives
- Australia, Oceania and Asia are strong contributors to the development of Volleyball within the region with the right level of support from the FIVB.

## APPENDIX 1 – STRATEGIC INITIATIVE ASSESSMENT

- 1.1 Governance
- 1.2 Collaborative Leadership
- 1.3 Digital Master Strategy
- 1.4 Diversified Revenue
- 1.5 Integrity and Equity
  
- 2.1 Brand Definition Project
- 2.2 Marketing Plan
  
- 3.1 Participation Programs
- 3.2 Clubs
- 3.3 Membership
- 3.4 Coaches and Officials
  
- 4.1 Nationally Aligned Event Program
- 4.2 Commercialisation of Events
- 4.3 International Hosting Strategy
  
- 5.1 Athlete, Coach and Official Pathways
- 5.2 Daily Training Environments
- 5.3 Support Services
- 5.4 Competitions
  
- 6.1 Government and Stakeholder Relations
- 6.2 Strategic Partnerships
- 6.3 International Alliances



## APPENDIX 2 –PROJECT FLOW CHART

The shaded areas are the completion quarters for each project.

	Qtr 1 July to Sept. 2013	Qtr 2 Oct. to Dec. 2013	Qtr 3 Jan. to March 2014	Qtr 4 April to June 2014	Qtr 1 July to Sept. 2014	Qtr 2 Oct. to Dec. 2014	Qtr 3 Jan. to March 2015	Qtr 4 April to June 2015	Qtr 1 July to Sept. 2015	Qtr 2 Oct. to Dec. 2015	Qtr 3 Jan. to March 2016	Qtr 4 April to June 2016	Qtr 1 July to Sept. 2016	Qtr 2 Oct. to Dec. 2016
1.1. Governance														
1.2 Collaborative Leadership														
1.3 DMS														
1.4 Diversifies revenue														
1.5 Integrity and Equity														
1.6 Stakeholder Alignment														
2.1 Brand Definition Project														
2.2 Marketing Plan														
2.3 Social Media Profile														
3.1 Participation Program														
3.2 Clubs														
3.3 Membership														
3.4 Coaches and Officials														
4.1 Nationally Aligned Event Program														
4.2 Commercialisation of events														
4.3. International Hosting														
5.1 Athlete, Coach and Official Pathways														

5.2 Daily training environment														
5.3 Support services														
5.4 Competitions														
6.1 Government and Stakeholder Relations														
6.2 Strategic Partnerships														
6.3 International Alliance Strat														

**Note:** 1<sup>st</sup> & 2<sup>nd</sup> quarters for 2017 will be added during project review phases in 2014 and 2015



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**NOTES:**

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