



# **Australian Volleyball Federation**

## **Strategic Plan (2002-2005)**

**(Updated July 2003)**

***GOAL - to foster the sport of volleyball as a human endeavour***

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## Introduction:

### **VOLLEYBALL AUSTRALIA - OVERVIEW 1996 - 2001**

This Strategic Plan sets the goals and objectives of the Australian Volleyball community for the next 4 years. It has been developed following a period of great on court success for Volleyball, culminating in an Olympic Gold Medal (Beach) in Sydney, 2000.

It also follows a period in which the Australian Volleyball Federation found itself under great financial and organisational pressure. Losses following the 1999 Men's World League, a large turnover of staff, including 4 General Managers, the lack of an ongoing Strategic Plan (the last plan finished in 1996) and the expectation of the looming Olympics, all combined to destabilise the Federation to the point where its ongoing viability was in question.

This document is the result of an extensive planning process undertaken by a broad cross section of those involved in the sport of Volleyball. They have included:-

- AVF staff including National Elite Program and National Coaching staff
- State staff
- AVF Commissions
- Australian Sports Commission
- ASC appointed Planning Consultants
- Volleyball stakeholders through Strategic and Structural Review

The AVF Strategic and Structural Review, undertaken and delivered in 2000, provided a detailed analysis of the various elements of the Federations structure, and its operations. This report was the basis for change in 2001, to both the Leadership & Management and financial base of the AVF. (Dissolution of the AVF Council, adoption of a new Constitution, amended Charter and Membership Levy).

With a great deal of determination and effort by all levels of the Volleyball Community, and key financial assistance from both the Australian Sports Commission and the Australian Olympic Council, the Federation has stabilised to the point where it is now able to confidently plan for the future, and to build on both the outstanding success of the Sydney Olympics and the dedication of the broader Volleyball Community.

The strategic plan which follows, combined with a new Constitution, revised Charter of Agreement and National Membership Levy, will be the basis for Volleyball Australia achieving its goals in both the near and long term. Some key elements of our new strategic plan are:

- The greater use of technology
- Enhanced participation programs and playing opportunities
- Formal relationships with other volleyball providers
- Broader targeting of exceptional athletes

We are ***"BUILDING 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 participants. 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.

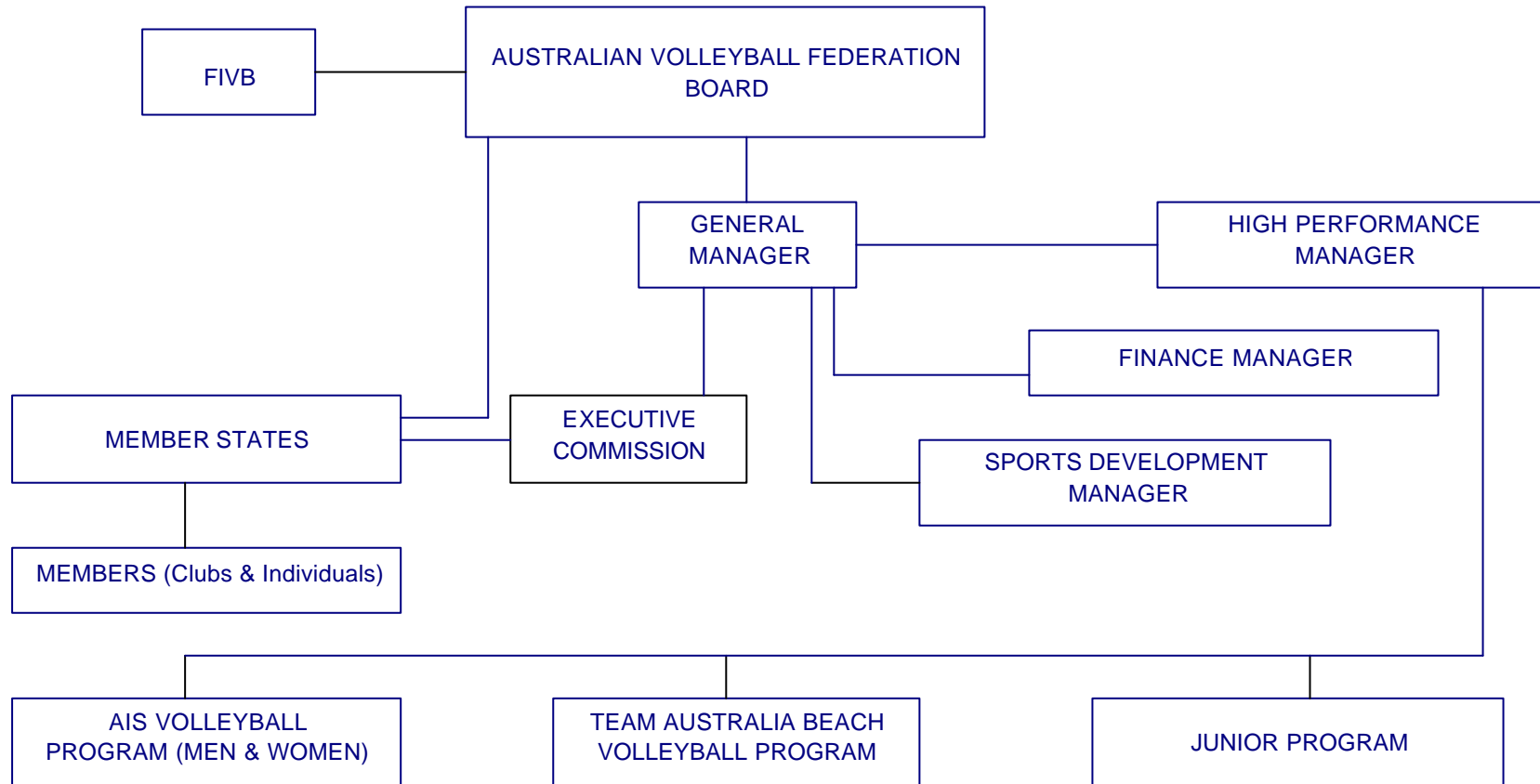
## **Our Mission**

Volleyball Australia 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
- Volleyball Officials and Coaches
- Individual members
- Athletes
- Schools
- 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
- Sponsors

## 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

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 focus. These have been given the term 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 2002</i>	<i>Desired Status in 2005</i>
<b>Leadership &amp; Management</b>	<b>The structure comprises State Volleyball Associations linked to the AVF via a Charter</b>	<b>A cohesive national structure able to deliver national and international objectives</b>
<b>Sport Development</b>	<b>No national development plan for volleyball. The number of registered players is 15,000</b>	<b>A national development plan based on best practice models. Increase of registered players to 50,000</b>
<b>Communication</b>	<b>Ad hoc communication within the volleyball community</b>	<b>A national framework for communication at all levels</b>
<b>High Performance</b>	<b>National teams competitive at International level. Pathway to elite not co-ordinated or clear</b>	<b>A sustainable high performance program. Qualification for Olympics and World Championships.</b>
<b>Competitions &amp; Events</b>	<b>Delivering expected outcomes, beach comps increasing</b>	<b>Deliver high profile, financially viable events for participants &amp; spectators</b>

## Key Business Area: Leadership & Management

### GOAL

- Provide Leadership & Management to develop the sport in Australia
- Enhance financial and operational sustainability
- Expand role and influence in International Volleyball forums and competitions

### STRATEGIES

The Goals will be advanced through:

- A National Governance Structure
- Standardisation of management information systems,
- Identifying and developing opportunities, particularly revenue streams
- Regular review of Strategic and Operational Plans, Charter and Constitutions
- Representation at FIVB, AVC, Oceania Zone and AOC
- Retention of expertise
- National guidelines on issues affecting Volleyball
- Being responsible for the Olympic Charter in Australia

### Measures of Success

- Adoption by community of National structure
- Delivery of National systems and guidelines
- Expanded revenue systems
- Ongoing review process
- Adoption of National and Member State Strategic and Operational plans
- Regular attendance at relevant International volleyball forums
- Appointment of AVF nominees to FIVB and AVC positions
- Increase in registration of Commercial providers
- Implementation of a strategy to retain expertise



## Key Business Area: Sport Development

### GOAL

- Increase the involvement of the broader community in Volleyball
- Develop Volleyball in Australia in an effective and efficient framework

### STRATEGY

The Goals will be advanced through:

- A National Participation Program (Discover Volleyball)
- Club Development initiatives
- Database of volleyball opportunities
- Coach accreditation systems
- Referees accreditation systems
- Volunteer Involvement policy
- Programs with Govt and Non-Govt initiatives

### Measures of Success

- National registrations of 50,000 members
- Clubs, Member States and AVF registered with Active Australia
- Volleyball Schools linked with Active Australia Schools Network
- National databases completed and updated
- Coach accreditation system developed
- Referee accreditation system developed
- Increased volunteer involvement
- Park Volley opportunities available in Members States
- Participation in Govt and Non-Govt initiatives

## Key Business Area: Communication

### GOAL

- **Develop a culture of open and dynamic communication throughout volleyball and with the broader community**

### STRATEGY

**This Goal will be advanced through:**

- **A communication framework**
- **AVF Commissions and stakeholder networks**
- **A comprehensive and interactive national website**
- **A National Marketing & Promotion strategy**
- **A Media Database**

### Measures of Success

- **Implementation of a communication strategy**
- **Established AVF Commissions**
- **Annual calendar of meetings of Commissions & stakeholder networks**
- **National website linked to appropriate volleyball sites**
- **Catalogue of available volleyball resources**
- **Implementation of a National Marketing strategy**
- **National Media Database**

## Key Business Area: High Performance

### GOAL

- A sustainable structure and pathway to maximize development of High Performance athletes
- Achieve World Championship and Olympic Qualification

### STRATEGY

The Goals will be advanced through:

- A national talent identification scheme
- A network of national training centres
- AVC/FIVB and other events that will strategically enhance VTA
- Regular communication with HP networks

### Measures of Success

- National TID program in all Member States
- National training centres in all Member States
- Successful hosting of world event(s)
- Regular network forums
- Established world rankings
  - Indoor Men Top 5
  - Indoor Women Top 10
  - Beach Men Top 5
  - Beach Women Top 3

## Key Business Area: Competitions & Events

### GOAL

- Create high quality National Competition opportunities
- Deliver high quality events

### STRATEGY

The Goals will be advanced through:

- Event Manuals
- Event Commissions
- A database of experienced event personnel
- A National Calendar
- Licensing & Sanction policy for events
- National teams participation in International matches across Australia

### Measures of Success

- Event manuals documented
- Event Commissions established
- Retention and expansion of Event Personnel
- National Event Calendar
- Increased media coverage
- Sanction/Licensing of external volleyball opportunities
- Bi-annual review of National Competition structure
- VTA matches v International teams regularly in Member States

## Support for the Strategic Plan – Charter Agreements

