

## Queensland Volleyball Association Strategic plan 2005-2020

The following table details the strategic objectives that were identified by the Board of the QVA at a strategic planning meeting in October 2004. This document reflects the outcomes of that strategic planning meeting.

Business Unit	Desired Outcome	Performance Indicator	Strategy
1.Participation	1.1 Increase in the number of Spiker Sports competitions under management.	Increased number of competitions conducted annually.	Target existing under serviced or "gap" areas in the market.
	1.2 Achieve wide recognition of Spikezone as a brand and as a recognised program that delivers quality outcomes.	Public awareness of the brand. Recognition within the industry for the quality of service delivered. Increase the number of players in the program annually.	Further develop relationships with schools and commercial providers as partners in the delivery of the program. Maintain up to date high quality resources.
	1.3 Regular delivery of youth aged competitions across Queensland.	Regular competitions running in all major centres. (eg: Brisbane, Gold Coast, Townsville, Sunshine Coast, Toowoomba, etc.)	Establish seasonal structure for delivery of indoor and beach models. Begin delivery in Brisbane and regionalise once fine tuned.
	1.4 To ensure that Volleyball opportunities are available for people in all communities.	Accessibility to the sport for all Queenslanders. Triennial Assessment of geographical coverage of programs with respect to population bases.	Continued spread of Spikezone, and Spiker Sports competition models.
	1.5 Strong interactive relationship with schools and the school system.	Promotion and development of Volleyball as a recognised program in schools. Representation of schools in volleyball decision making processes. Alignment of programs, policies and practices between the QVA and school volleyball.	Build on the Spikezone program with a high school program. Develop a closer working relationship with the school sport system. Engage the School Sport system in the QVA decision making process, inclusion on commissions etc.
	1.6 To have in place clearly defined development pathways for referees and administrators.	An increase in the number of recognised (accredited) referees and administrators and the existence of a	Work closely with the national body in the implementation of the development system and provide add on services to

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		clearly recognisable and operational referee and administration education and development system.	this to suit the Queensland market. Provide development opportunities beyond the core training programs by way of seminars and other educational resources.
	1.7 To have in place an effective volunteer development and servicing structure/program.	To increase the number of new volunteers in the sport and to maintain existing volunteers in the sport. To be able to measure the number of volunteers involved in the sport each year.	Seek assistance from volunteer involvement specialist groups and other sporting groups as a reference for the development of an appropriate structure and measurement procedures. Eg: volunteers database
2.Marketing	2.1 To continually increase media exposure of the sport.	By 2020 to have a dedicated digital broadcast presented for Volleyball. To achieve regular print and electronic media coverage for events.	Build closer relationships with media agencies. Develop marketable personalities in the sport, players that can be viewed as “role models” for the children. Maintain high quality competitions.
	2.2 To have an organisational brand with a strong and recognisable identity to the wider community.	To have a brand that is recognised by over 70% of volleyball players and 25% of the wider Queensland community.	Update current company name and logo and push our brand actively on all occasions.
	2.3 To develop the “Spiker Sports” brand as the number one marketable brand for participation level volleyball across Australia.	Take up of the branding of “Spiker Sports” by a majority of Queensland commercial centres and by additional centres in each state.	Deliver as part of a benefits package to attract existing commercial memberships to the QVA. Utilise branding when establishing new competitions in green field sites.
	2.4 To host an international event in Queensland every two years.	International events hosted every two years on average.	Seek out rights to conduct existing competitions from the FIVB and develop new international competitions that may be more relevant to our

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			geographical zone.
3.Elite / Representative	3.1 Develop a winning culture and attitude amongst the elite level Queensland Volleyball community.	The existence of a winning an attitude that is focussed on achieving excellence.	Set high targets, educate coaches and players to a higher level, reward the achievement of excellence, and establish a player mentor system.
	3.2 Have a clearly identified pathway for an athlete to follow from junior beginner levels through the representative stages to National representation.	Publication of a pathway and identification of athletes that have followed the steps in the pathway.	Establish or confirm status of competitions in the pathway structure. Develop competitions and training programs to fill any existing voids.
	3.3 To be recognised as the organisation developing the best coaches in Australia.	The highest representation of coaches in National team programs measured against other states.	Establish an education and mentoring program that goes beyond the basic stages of accreditation programs. Encouragement and provision of opportunities for professional development.
	3.4 To be recognised as the organisation developing the best referees in Australia.	The highest representation at National and International events hosted in Australia when measured against other states.	Establish an education and mentoring program that goes beyond the basic stages of accreditation programs. Encouragement and provision of opportunities for professional development.
	3.5 To be the number one state in Australia in Indoor and Beach Volleyball.	The highest number of National Championship victories at all levels of the sport when measured against other states.	Utilisation of a combination of best practice, higher quality coaching, and the development of a winning culture in the state programs.

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	3.6 To be recognised as the state that provides the highest proportion of state representation in national team programs.	To have the highest number of players representing national teams when measured against other states.	Develop higher quality athletes through better coaching. Select athletes for state teams with a focus of developing them for national teams.
4.Commercial	4.1 Secure quality business partners that share a common goal of developing the business of the sport.	Annual improvement in the financial return received from partnership arrangements.	Seek out new partners in the form of business development partners, sponsorship, facility provision and event promotion.
	4.2 Secure additional income generating venues or competitions under management.	Suitable venues or competitions secured.	Actively seek opportunities to secure new facilities and competitions under management. Target areas that are geographically under serviced.
	4.3 Secure a social club base for Queensland Volleyball.	The existence of a social club base for Volleyball in Queensland.	Build financial security with a long term focus on attaining a social venue of significance for the sport. Once financial security is attained assessment of suitable facilities should be undertaken.
	4.4 Improved relationship management with suppliers and deliverers of the sport.	Improved and more interactive relationships with suppliers and deliverers of the sport, such as school sport, commercial centres, state government, councils and Volleyball Australia.	Establish co-operative plans for the integrated delivery of quality volleyball services with each of the partners.
	4.5 Develop new markets for the provision of QVA services. (This may include some sport specific activities such as park volleyball, disability volleyball, rebound volleyball, new formats of the game,	Identifiable new products and services are offered to participants. Some initial suggestions include the delivery of disability based games, vertically challenged competitions, and park	Continually assess our market place for new initiatives, develop products based on market desires rather than expecting the market to desire whatever we provide.

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	vertically challenged, and other non-volleyball activities such as event management, corporate days etc.)	volleyball.	
5.Governance	5.1 A constitution that reflects and the ongoing future practices of the organisation and allows for the development of the QVA.	Delivery of a revised constitution that allows growth and reflects current and expected future activities of the QVA.	Revise the existing constitution and present a constitution to the annual general meeting for approval.
	5.2 The existence of a Board of Directors with an appropriate skill set.	Improved skills base across all Board members.	Target board members with specifically required skill sets. Implement a Board member development program.
	5.3 A revised Board and supporting structure to reflect a broader focus of the organisation.	Delivery of an effective, efficient and representative organisational structure.	Implement a new board structure including new appointment methods to allow for the targeting of individual members with specific skill sets. Implement an underpinning support structure for the Board that is representative of the participation, elite and commercial aspects of the sport.
	5.4 Effective communication with all sectors of the sport.	Delivery of a quality communication system incorporating all stakeholders and embracing current and future technology.	Implement regular external and internal communications procedures. Embrace new communication technology as it becomes available.
	5.5 Existence of a professional business focussed service delivery culture at all levels of the organisation.	Services delivered are measured as national best practice by the stakeholders. Presentation of the organisation engenders integrity and quality.	Implement a staff development program Continually assess performance against international best practices. Maintaining currency with up to date equipment and procedures.

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	5.6 Financial growth for security and independence.	Significant assets base developed to secure financial future. Continual growth in financial returns from investment in the sport.	Establish a benchmark profit figure annually, minimum figure to be 7.5%. Develop the base of income generating activities outside the traditional membership sources.