



## STRATEGIC DEVELOPMENT PLAN

**2018-2022**

### Background

Volleyball Ballarat was established in the early 1970s as one of the first regional Victorian Associations. Over the last 4 decades, the Association has fluctuated in membership, capacity, financial status and direction. It has been overly reliant on individuals or a small groups to guide and run the sport and has set no long term objectives or growth targets. This document sets out a pathway for sustainable future development and direction.

### Our Vision and Mission

#### *Vision Statement:*

'More people participating in volleyball more often in Ballarat'

#### *Mission Statement:*

Volleyball Ballarat actively promotes, administers and provides safe, inclusive and quality experiences for all people involved in volleyball and strives to deliver sustainable growth in participation and pathways.

### Key Strategic Objectives of Volleyball Ballarat

<p><b>Participation</b></p> <p>Increase participation through the development and delivery of programs from grassroots to high performance.</p>	<p><b>Profile</b></p> <p>Promote the sport effectively to create a high level of engagement both on the off the court.</p>
<p><b>Pathways</b></p> <p>Create accessible pathways for players, coaches, and officials to achieve excellence according to their desires and abilities.</p>	<p><b>Sustainability</b></p> <p>Provide a stable and viable association through effective business practices and sound financial management.</p>

## Strategic Priority 1: PARTICIPATION

**Increase participation through the development and delivery of programs from grassroots to high performance.**

- 1.1 VB will continue to retain existing members while striving to increase numbers through the improved delivery of multiple senior competition options
- 1.2 Increase the number of Secondary school aged junior athletes involved in both competition and training
- 1.3 Increase the number of Secondary school aged junior athletes involved in both competition and training
- 1.4 Establish primary aged Spikezone participation opportunities
- 1.5 Ensure the Association has the capacity to deliver Sporting Schools programs as requested
- 1.6 Consistently field senior and junior men's and women's representative teams in regional and state competitions

*1.1 VB will continue to retain existing members while striving to increase numbers through the improved delivery of multiple senior competition options*

Priority	Strategy	Success Factors	Timeframe
1.1.1	Continue to provide accessible and affordable competition	- Maintain current membership levels (6-7 teams)	2018
1.1.2	Target corporate and school staff for future competitions	- Increased teams in Monday night competition (8-10 teams) - 12 teams	2019 2020
1.1.3	Continue to build relationship with ACU and FedUni students	- Teams competing regularly in our main competition from both Unis	2020
1.1.4	Provide a two tiered competition To cater for ability levels	- A grade and mixed social competitions (min 6 teams each) - 10 teams each	2020 2022
1.1.5	Create a separate women's competition night	- Minimum 4 women's teams competing	2020

*1.2 Increase the number of Secondary school aged junior athletes involved in both competition and training*

Priority	Strategy	Success Factors	Timeframe
1.2.1	Continue current training sessions and promote to BAS athletes	- 4 new athletes at training - 8 new athletes at training	2018 2019
1.2.2	Provide coaching to all BAS volleyball athletes	- VB run coaching clinic at the start of each BAS competition - VB members coach / assistant coach a team at each BAS school	2019 2021

		- VB run weekly training session for BAS athletes only	2022
1.2.3	Offer free coaching qualifications to Secondary teachers through locally held RADO / VVI courses	- Level 2 qualified coaches in 3 schools - 5 schools - 8 schools	2019 2020 2022
1.2.4	VB host a regional one day Secondary Schools Cup competition	- 4 schools competing - 6 schools competing - 8 schools competing	2020 2021 2022

### 1.3 Establish primary aged Spikezone participation opportunities

Priority	Strategy	Success Factors	Timeframe
1.3.1	Host a sample spikezone session at local primary schools	- 4 schools trialling in Ballarat West - 8 schools trialling in 2 clusters - all Ballarat Primary schools	2019 2020 2022
1.3.2	Weekly centrally hosted spikezone session(s) held for any primary aged student	- 12 participants - 20 participants - 50 participants	2020 2021 2022

### 1.4 Ensure the Association has the capacity to deliver Sporting Schools programs as requested

Priority	Strategy	Success Factors	Timeframe
1.4.1	RADO trains VB members to deliver quality experience	- VB has 2 members delivering SS - VB has 4 members delivering SS - VB has 8 members delivering SS - VB has 10 members delivering SS	2018 2019 2020 2021
1.4.2	RADO trains Kelly Sports coaches to deliver quality experience	- RADO runs 2 sessions a year for local Kelly Sports coaches - Kelly Sports coaches have Level 2 coaching accreditation	2019 2020
1.4.3	VB develops enough resources to approach school to apply for volleyball	- VB / Kelly Sports have 6 schools - VB / Kelly Sports have 10 schools - VB / Kelly Sports have 12 schools - VB / Kelly Sports have 15 schools	2019 2020 2021 2022

1.5 Consistently field senior and junior men’s and women’s representative teams in regional and state competitions

Priority	Strategy	Success Factors	Timeframe
1.5.1	VB have a senior men’s team competing regularly in tournaments each year	<ul style="list-style-type: none"> <li>- Maintain Division 1 representation in Country Championship</li> <li>- Enter Division 2 team for Country Championships</li> <li>- Enter a VB team in own tournament + 1-2 other country series tournaments</li> </ul>	2018 2020 2018
1.5.2	VB have a senior men’s team competing regularly in tournaments each year	<ul style="list-style-type: none"> <li>- VB have a senior women’s team in Division 2 at Country Championships</li> <li>- Enter Division 1 at Country Championships</li> <li>- Enter a VB team in own tournament + 1-2 other country series tournaments</li> </ul>	2019 2021 2019
1.5.3	VB have junior girls team regularly competing in tournaments	<ul style="list-style-type: none"> <li>- Junior girls compete at own tournament</li> <li>- Junior girls competing own tournament + 2 others</li> <li>- Junior girls competing at Country Championships</li> </ul>	2018 2019 2019
1.5.4	VB have junior boys team regularly competing in tournaments	<ul style="list-style-type: none"> <li>- Junior boys compete at own tournament</li> <li>- Junior boys competing own tournament + 2 others</li> <li>- Junior boys competing at Country Championships</li> </ul>	2020 2021 2021

**Strategic Priority 2: PATHWAYS**

**Create accessible pathways for players, coaches, and officials to achieve excellence according to their desires and abilities.**

- 2.1 Create a tiered domestic competition structure for members to progress through as players, umpires or coaches
- 2.2 Provide targeted training opportunities for players and coaches seeking to improve
- 2.3 Facilitate the entry of representative teams into regional and state tournaments
- 2.4 Maintain existing pathway through Phantoms for individuals at all levels to access VVL competition as players, coaches and match officials
- 2.5 Establish a relationship with the WestVic Academy of Sport for potential elite junior athletes

*2.1 Create a tiered domestic competition structure for members to progress through as players, umpires or coaches*

Priority	Strategy	Success Factors	Timeframe
2.1.1	VB have tiered playing options from juniors to seniors and players can access more than one competition if they wish	- Students can progress from BAS Junior competition to senior competition	2019
		- Junior competition exists outside of BAS	2020
		- Players can compete in either/or Mixed Social / A Grade	2020
		- VB has at least 12 VVL players representing Western Phantoms	2020
2.1.2	Referees have established pathway to different levels of competition and are remunerated	- At least 6 Level 1 qualified referees to umpire all mixed social games & play for free	2019
		- 8 Referees paid to umpire junior competition including Schools Cups	2020
		- 8 Referees are qualified and paid to umpire A Grade matches	2020
		- 4 Referees are qualified to umpire regional tournaments including Country Championships	2020
		- 2 referees qualified to umpire VVL Matches at Reserves level or below	2021
		- 1 referee qualified to referee VVL matches at Honours level	2022
2.1.3	VB has a clear coaching pathway with senior mentor coaches assisting development	- VB has 10 Foundation coaches	2019
		- VB has 6 Level 2 coaches	2019/20
		- VB has 2 Level 3 coaches	2020
			2019

		<ul style="list-style-type: none"> <li>- VB has established junior coaching opportunities with BAS schools</li> <li>- Social / A Grade Teams can choose to book trainings with a designated coach</li> <li>- VB have at least 2 coaches at VVL level with Western Phantoms</li> </ul>	<p>2020</p> <p>2020</p>
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*2.2 Provide targeted training opportunities for players and coaches seeking to improve*

Priority	Strategy	Success Factors	Timeframe
2.2.1	VB hosts confirmed and consistent training sessions	- 1 junior training & 1 open training	2018/19
2.2.2	VB offer differentiated training opportunities	<ul style="list-style-type: none"> <li>- 2 junior trainings (girls &amp; boys)</li> <li>- 3 senior trainings (beginner / intermediate / elite)</li> </ul>	2020
	School based training opportunities available for students and coaches	<ul style="list-style-type: none"> <li>- 2 programs per week</li> <li>- 4 programs per week</li> </ul>	<p>2019</p> <p>2020</p>

*2.3 Facilitate the entry of representative teams into regional and state tournaments*

Priority	Strategy	Success Factors	Timeframe
2.2.1	VB ensure affiliation with VVI to provide competition access	- VB affiliated each year with increasing membership numbers	Ongoing
2.2.2	VB is financially sound enough to pay representative team entry fees	<ul style="list-style-type: none"> <li>- VB to budget team entries for Country Championships</li> <li>- VB to budget entry fees into junior tournaments</li> <li>- VB to budget for 3 tournament entries per year per representative team</li> </ul>	<p>ongoing</p> <p>2019</p> <p>2020</p>
	VB to provide coaches and referees to support tournament entries	<ul style="list-style-type: none"> <li>- Minimum level 2 coach and Level 1 referee for each junior team entered</li> <li>- Level 3 coach and Level 2 referee for each senior team entered</li> </ul>	<p>2019</p> <p>2020</p>
	VB to attract Rep team sponsor	- Senior men's team sponsor for Country Championships	2019

		- Senior men's and women's sponsor for 3 teams at Country Championships	2020
		- Major sponsor for all senior and junior representative teams	2021

*2.4 Maintain existing pathway through Phantoms for individuals at all levels to access VVL competition as players, coaches and match officials*

Priority	Strategy	Success Factors	Timeframe
2.4.1	VB to continue to support Western Phantoms with Resources	<ul style="list-style-type: none"> <li>- VB to budget training venue costs for Western Phantoms once a month</li> <li>- VB to provide home playing venue option once per year</li> <li>- VB to subsidise WP website costs</li> <li>- VB to encourage members to attend trials and play VVL each year</li> <li>- VB to encourage coaches and referees to be involved in WP</li> </ul>	Ongoing 2020 Ongoing Ongoing Ongoing

### Strategic Priority 3: PROFILE

**Promote the sport effectively to create a high level of engagement both on the off the court.**

- 3.1 Maintain and improve reach and quality of online presence
- 3.2 Develop a social media strategy to engage current and potential members
- 3.3 Establish relationships with traditional media sources to ensure regular publication of material
- 3.4 Ensure a presence within the school community so volleyball is seen as a genuine participation option

#### *3.1 Maintain and improve reach and quality of online presence*

Priority	Strategy	Success Factors	Timeframe
3.1.1	Continue to improve and update website	- google analytics - dedicated committee member for website maintenance	2019 2019

#### *3.2 Develop a social media strategy to engage current and potential members*

Priority	Strategy	Success Factors	Timeframe
3.2.1	Increase Social Media presence	- dedicated committee member for different social media accounts - Provide training and social media education for committee members	2020 2019

#### *3.3 Establish relationships with traditional media sources to ensure regular publication of material*

Priority	Strategy	Success Factors	Timeframe
3.3.1	- Work with BB to establish local media connections	- Local reporters periodically publish articles on VB and Western Phantoms - Weekly VB results published - Weekly WP VVL results published	2019 2019 2019

#### *3.4 Ensure a presence within the school community so volleyball is seen as a genuine participation option*

Priority	Strategy	Success Factors	Timeframe
3.4.1	- VB to offer support to BAS schools already competing in Volleyball	- Facilitate training opportunities - Provide access to coaches - Provide referees for competition	2019 2020 2020
3.4.2	- Host training and competition opportunities for all local schools	- Provide open training options - Offer coaches to afterschool sport programs outside of BAS schools - Facilitate local "Schools Cup"	2019 2020 2020



**Strategic Priority 4: SUSTAINABILITY**

**Provide a stable and viable association through effective business practices and sound financial management.**

- 4.1 Ensure the Association has enough funds to invest in development opportunities
- 4.2 Develop a diverse group of administrators to ensure...
- 4.3 Establish a consistent pathway for junior athletes to enter the sport and develop within it
- 4.4 Maintain positive working relationships with other local organisations, regional associations and Volleyball Victoria

*4.1 Ensure the Association has enough funds to invest in development opportunities*

Priority	Strategy	Success Factors	Timeframe
4.1.1	Increase membership income	- Increase members on a yearly basis - set membership and playing fees and appropriate levels based on ongoing costs	Ongoing
4.1.2	Ensure success of annual Skins Tournament	- Ensure a minimum of 24 competing teams each year - Attract more sponsors to subsidise prize money - Lock in venue availability and cost as early as possible on an ongoing basis	Ongoing 2019 2019
4.1.3	Attract sponsor(s) for varying parts of the organisation	- Competition Sponsor - Tournament Sponsor - Representative teams sponsor	2020 2019 2020

*4.2 Develop a diverse group of administrators to ensure continued growth and knowledge retention*

Priority	Strategy	Success Factors	Timeframe
4.2.1	Expand and promote general committee positions	- Increase committee members to 8 - Increase regularity of meetings - Ensure age spread of committee members	2019
4.2.2	Create sub committees to facilitate specific aspects of the program	- Develop committees for: Senior competitions Junior competitions Representative Teams Tournament Development	

4.2.3	Provide education and training for committee members	- Access training for various roles within the committee from VVI and local sports governing bodies	
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*4.3 Establish a consistent pathway for junior athletes to enter the sport and develop within it*

Priority	Strategy	Success Factors	Timeframe
4.3.1	Provide entry points into the sport that are accessible to all ages and abilities	<ul style="list-style-type: none"> <li>- Primary Schools strategy</li> <li>- Secondary Schools strategy</li> <li>- Junior Representative teams</li> <li>- Western Phantoms teams</li> <li>- West Vic Academy of Sport partnership</li> <li>- State Junior team trials and selections</li> </ul>	

*4.4 Maintain positive working relationships with other local organisations, regional associations and Volleyball Victoria*

Priority	Strategy	Success Factors	Timeframe
4.4.1		<ul style="list-style-type: none"> <li>- Western Phantoms</li> <li>- VVI Affiliation</li> <li>- Regional tournament entries</li> <li>- Junior / Academy series</li> </ul>	