

VOLLEYBALL NEW ZEALAND  
POIREWA AOTEAROA



2022-2030

# MAHERE RAUTAKI STRATEGIC PLAN



2022-2030

# MAHERE RAUTAKI / STRATEGIC PLAN



## HE MIHI

### NAU MAI – WELCOME

Tākiri ko te ata, kōrihi ko te manu, ko te manu korori, he manu kororā, kōrerotia mai nō tuawhakarere, haere rā e te pō, nau mai te ao.

*As the horizon is broken, awaken to the call of the sentinels (birds) of the dawn, they call all about us, reminding us of our ancestral home, farewell the night and welcome the light of a new day.*

E ngā mana, e ngā reo, e ngā karangaranga maha, me ngā whānau whānui o te motu, ko Pōirewa Aotearoa e mihi kau atu ana.

*To all authorities, all voices, our many affiliations and to our wider whānau of Aotearoa, greetings to you all, from Volleyball New Zealand.*

I ngā mate ū ua o te wā, kua wehe atu ki te pō nui, ki te pō roa, kua wheturangitia ki te korowai o Ranginui, hāere, hāere, e rere atu rā. Āpiti hono tātai hono rātou kua wehe ki te pō, tātou e ngā mata ora ki te ao, ki te whaiao marama.

*To those who have passed, taken from our hearts to the great place of rest and departed spirits, to adorn the cloak of Ranginui, depart and rise. We acknowledge those that have departed, and now turn to the living, to brought into light and awakened to the world of enlightenment.*

Toi tū te mana, toi tū te whenua, toi tū te Pōirewa Aotearoa nei, tēnā ānō tātou kātoa.

*Let mana be upheld, let the land be maintained, and hence may we as Volleyball New Zealand be sustained. Greetings to you all.*

## HE WHAKAPAPA / BACKGROUND

From late 2020, Volleyball New Zealand have consulted with and sought out a range of groups of people to review and assess the current strategic position of Volleyball New Zealand and Volleyball in New Zealand. Groups include Associations, Clubs, Schools, Sport New Zealand, High Performance Sport New Zealand, School Sport NZ, Community Groups, Māori, Pasifika, Youth and Individuals within and outside of the sporting system.

The process of Stakeholder consultation has included face to face focus groups and on-line surveys with several hundred participants representing all aspects of our sport responding. This process of engagement has been highly valuable to both describe the current state of Volleyball New Zealand and Volleyball in New Zealand and to inform priorities for Volleyball New Zealand's strategy moving forward.

### STRENGTHEN AND ADAPT REPORT 2020

## THE CONSULTATION PROCESS



The Volleyball NZ Board has used the information arising from the consultation to produce a 2022-2030 Mahere Rautaki/Strategic Plan. Other inputs included Sport New Zealand's priorities of Māori, Pasifika and Female, which are acknowledged as important outcome areas for Volleyball New Zealand. Two projects, Te Hāerenga / Shaping the Strategy and Ō Mua / Where to from here have been identified as key starting points to support implementation of the Plan and are included in the 2022 Volleyball NZ Operational Plan. The annual operational plans will continue to be designed to deliver on the annual performance indicators and the overarching outcomes described in the 2022-2030 Mahere Rautaki/Strategic Plan.





# TE HĀERENGA / SHAPING THE STRATEGY

## KEY THEMES FOR VOLLEYBALL NEW ZEALAND



### NGĀ TUMU

Translated as “foundation”, the term TUMU traditionally described a “base, post, pole, or stake” that were purposed as a mooring for waka (canoe). These terms are foundational values that ‘ground’ our pillars and keep our strategy ‘safe and steady’. Additionally the word PIRINGA, is defined as (noun) shelter, hiding place, haven, refuge; (noun) connection, link, association, relationship. As a composite noun these are being employed to depict that VNZ provides a location that offers “shelter” and a “haven” for our stakeholders and constituents, and also as a way to encourage and foster our “connections, partnerships, and relationships”.

#### TE PIRINGA KŌRERO / OUR STORY

The past, present and future story of volleyball unites our community and inspires New Zealanders.

#### TE PIRINGA WHARE / OUR PEOPLE

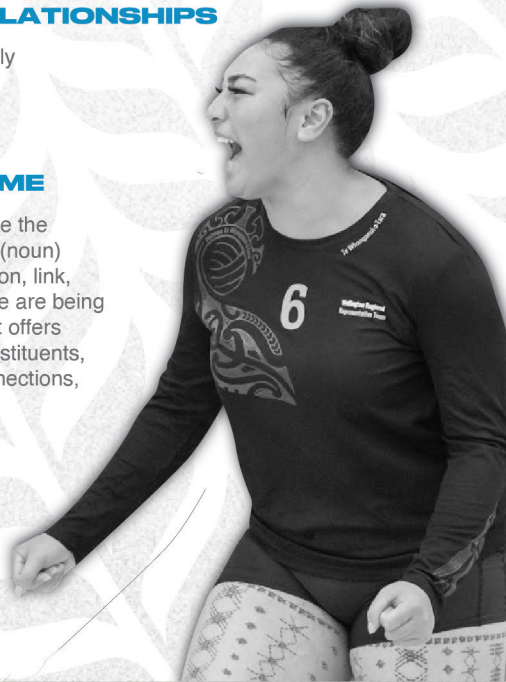
The whole of volleyball workforce is diverse, capable, sustainable and supports our strategic pillars.

#### TE PIRINGA TANGATA / OUR RELATIONSHIPS

The volleyball ecosystem is characterised by mutually beneficial relationships that accelerate the realisation of volleyball’s growth potential.

#### TE PIRINGA POIREWA / OUR GAME

All New Zealanders can participate in and experience the ihihi of volleyball. The word PIRINGA, is defined as (noun) shelter, hiding place, haven, refuge; (noun) connection, link, association, relationship. As a composite noun these are being employed to depict that VNZ provides a location that offers “shelter” and a “haven” for our stakeholders and constituents, and also as a way to encourage and foster our “connections, partnerships, and relationships”.



#### TE IHIHI / UNIQUENESS

Volleyball is a dynamic and non-contact sport which brings thrill and excitement to every game. Participation is intergenerational, inclusive of gender and ability, and characterised by diverse ethnicities, reflecting the truly global footprint of the game. People experience a sense of wellbeing and community when they play volleyball because the whole team can celebrate and connect with every point. These are the signature strengths of volleyball.

#### TE WHAKAAWEAWE / IMPACT

Volleyball brings many benefits, supporting the health and wellbeing of the volleyball whānau, connecting communities, developing the character and leadership potential of our people, and playing a part in environmental sustainability. Tangible benefits arise from volleyball in the play and active recreation spaces, alongside that of the traditional sport setting. Promoting equity of access, experience and outcomes is essential for the whole volleyball whānau to thrive. Maximising these benefits will increase the contribution that volleyball can make to the wider sports sector contribution to social, economic, environmental and wellbeing impacts.

#### TE TIRITI O WAITANGI

Poirewa Aotearoa endeavours to honour and uphold Te Tiriti o Waitangi. We seek to demonstrate authentic commitment through transformative actions, practices and leadership that reflect a deep understanding and awareness of the place and relevance of Te Tiriti o Waitangi in the Aotearoa New Zealand sporting landscape. This includes high prominence of Te Reo and kōrero, tikanga, kaupapa and kawa. As a national sporting organisation we aspire to leading our sport on this journey, including ensuring our delivery partners reflect our Te Tiriti priorities.

#### TE KŌTUITUI / RELATIONSHIP-LED

Relationships are the basis on which the volleyball community shares ownership of our sport and moves away from a traditionally structured sports hierarchy. Relationships also provide the resilience and flexibility needed to adapt to societal challenges. Our values are people focused and will drive these connections between all volleyball stakeholders. In this respect, we acknowledge the importance of cultural reciprocity to support a participatory environment that enables the whole volleyball whānau to thrive.

#### TE WHAKATIPU RAWA / RESOURCE GENERATION

To achieve our bold strategic plan, Poirewa Aotearoa will need to grow significantly. However, the current and future challenges of generating financial resources are significant, meaning financial strategy must continue to evolve. We also acknowledge that operational excellence is an embedded part of the value chain that can return resource and benefit to members.





## DELIVERY FRAMEWORK

The delivery of quality volleyball opportunities throughout the ecosystem relies heavily on successful collaborations of people, organisations or groups. Under the Community Centric Model, VNZ is committed to an approach which puts the community at the centre and the national body is just one of many enablers of activity working together.

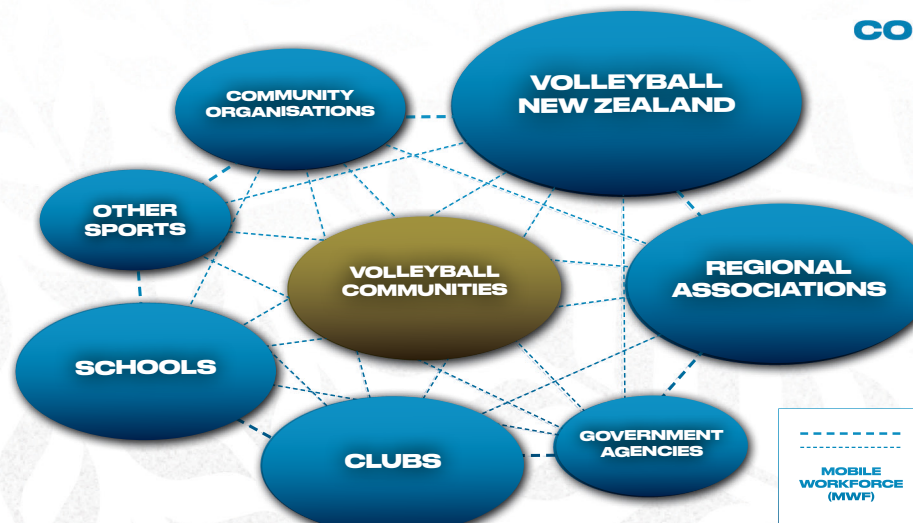
The purpose of Volleyball New Zealand under the new strategic plan is to connect and inspire people through the ihihi the sport of volleyball brings to every community.

Volleyball is a dynamic, non-contact sport that unites people. It is intergenerational, combining genders and ethnicities, all able to play together. The system which delivers our game must reflect the nature in which the game is played.

The new model has come from an engagement process which included eight Focus Groups from within our Associations, Athletes, Māori and Pasifika groups, Community sport stakeholders and Schools while wider consultation via on-line surveys and one on one interviews were also conducted covering all aspects of our sport.

As a result, the Community Centric Model has been co-designed from the outset and concepts have been tested for relevance, accuracy and completeness with the project Working Group as well as an overseeing Steering Group. Both groups included stakeholders with an intimate understanding of volleyball, and the wider sport and recreation environment.

As a critical part of the Strategic Plan implementation, VNZ is committed to developing a roadmap for the transition into the new model. This will include a full review of the current Delivery Framework led by external consultants in 2022.



## COMMUNITY CENTRIC MODEL

- Relationships and clear understanding of roles and responsibilities is critical
- VNZ will continue to empower and support regions and local communities to lead and deliver
- The system is mobile, accessible, and responsive to needs and opportunities
- Focus is high on the quality of experience for participants
- Opportunities for innovation are embraced
- Performance and community outcomes are resourced

## VNZ ROLES AND RESPONSIBILITIES

- Develop and promote the visibility, image and branding of the game
- Promote and support participant wellbeing and safety
- Lead workforce development
- Support and assist in the implementation of good governance in the volleyball network
- Develop capability across the game, including the support for referees, coaches, and volunteers in our sport
- Provide a functional and aligned delivery framework to continue to grow and sustain the game in Aotearoa
- Establish partnerships, plans and strategies within and across the game to support the volleyball community
- Fund appropriate operations to support the sustainable growth and development of volleyball
- Lead, develop and deliver well-supported national competitions and national development pathways
- Provide national teams and supporting national programmes
- Provide national insights and information which supports evidence-based decisions
- Set, promote and enforce the relevant regulations and rules for volleyball in New Zealand
- Connect New Zealand to international volleyball organisations and national sports organisations
- Operate in accordance with, and respect of, the Te Tiriti o Waitangi principles
- Live the VNZ values



# OUR STRATEGIC FRAMEWORK



## MISSION, VISION, STRATEGIC OUTCOMES, VALUES

### TE PAE TATA / MISSION

Unlocking the ihiihi of volleyball for all  
"ihiihi: (noun) *thrill, excitement, exhilaration, passion, elation*"

### TE PAE TĀWHITI / VISION

Whānau thriving through volleyball

### NGĀ UARA / OUR VALUES

Manaakitanga – we give, we care, we respect  
Mahi Tahi - we listen, we connect, we inspire.  
He Tangata – we embrace diversity, we promote equity.

## WHAT DO WE WANT TO ACHIEVE? STRATEGIC OUTCOMES

### NGĀ POU / OUR PILLARS

#### 1. ENABLE ALL FORMS OF PLAY

Outcome: Volleyball has transformed into a multi-code sport, recreation and play activity at community through to national level, with a significant footprint on the sporting landscape.

#### 3. PROVIDE LEADERSHIP AND DEVELOP CAPABILITY

Outcome: Volleyball has strong leadership across Aotearoa with increased capability to develop and grow the sport.

#### 2. ACHIEVE INTERNATIONAL SUCCESS

Outcome: New Zealand is respected on the international stage and national teams are a source of pride and achieve targeted international success.

#### 4. HAUORA / WELLBEING

Outcome: All participants experience a strong sense of hauora from playing volleyball.





# NGĀ POU / OUR PILLARS



## POU TAHI / PILLAR 1

Enable All Forms of Play

### OUTCOME:

Volleyball has transformed into a multi-code sport, recreation and play activity at community through to national level, with a significant footprint on the sporting landscape.

### STRATEGIC GOALS:

- Retention of current and increase new rangatahi playing and having quality experiences across beach, grass and indoor volleyball
- Participation trend increases across tamariki, rangatahi and adult categories
- Delivery partners experiencing growth in participants including volunteers, coaches and referees

### WE WILL KNOW WE ARE SUCCESSFUL BY:

- VNZ establishing a network of innovative participation formats (for formal and informal play) and playing spaces, positioning volleyball as an accessible game with low barriers to entry
- VNZ continually optimising the competition calendar, ensuring integration across volleyball codes and the delivery network and meeting changing participant needs
- VNZ will leverage volleyball's strong history of gender equality, strengthen volleyball's position as sport of choice for females and champion female participation in all aspects of the game
- VNZ will partner with Māori and Pasifika communities, promoting cultural reciprocity and establishing common ground to co-create volleyball opportunities

### MEASURES:

- Increase in School Sport NZ participation data
- Trending increase in participation data across all levels and categories including in volunteer, coach, athlete
- Quality provision of experiences provided
- Quality relationships with partners to enable increased volleyball access and participation





# NGĀ POU / OUR PILLARS



## POU RUA / PILLAR 2

New Zealand is valued and respected on the world stage achieving international success

### OUTCOME:

New Zealand volleyball teams are a source of pride and achieve targeted international success.

### STRATEGIC GOALS:

- Both genders winning beach volleyball medals at the Commonwealth Games and a top 16 result at the Olympic Games
- Achieving an indoor volleyball Continental Ranking inside the top 12 for Men and 10 for Women
- Junior teams access consistent opportunities to international competition and development
- New Zealand coaches, referees and leaders access international development opportunities and are involved in international programmes

### WE WILL KNOW WE ARE SUCCESSFUL BY:

- VNZ leading development for talented athletes to perform on the international stage
- VNZ providing quality coach and referee development opportunities for national and international events
- Implementation of performance plans and targets for all international teams
- Targeted resources and support provided by VNZ to achieve strategic outcomes
- High Performance Plan and Athlete Leadership Group at the centre of decision-making process

### MEASURES:

- Medals at the 2022, 2026 and 2030 Commonwealth Games Beach Volleyball events, top 16 at the 2024 or 2028 Olympic Games
- FIVB Asian Continental Indoor Ranking in 2026 and 2030, top 12 for men and top 10 for women
- Increase in international referees, coaches and leaders with experience, accreditation and representation





# NGĀ POU / OUR PILLARS



## POU TORU / PILLAR 3

Leadership and Capability is built across the volleyball ecosystem

### OUTCOME:

Volleyball has strong leadership across Aotearoa with increased capability to develop and grow the sport.

#### STRATEGIC GOALS:

- VNZ's Delivery System structure is aligned and fit for purpose to evolve the sport
- Volleyball has a talented and capable workforce and pool of volunteers, ensuring barriers to access and participation are reduced
- VNZ provides commercial and business support into the volleyball community
- Visibility of volleyball increases
- Volleyball keeps pace with diversity representation across the game

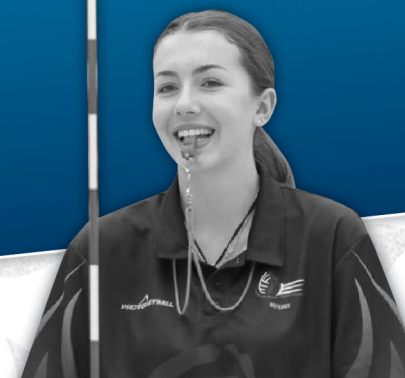


#### WE WILL KNOW WE ARE SUCCESSFUL BY:

- VNZ provides leadership in capability development and continually improves learning and development opportunities
- VNZ optimises resources, in particular diversifying revenue streams, matching resources to strategy, leveraging technology (for business operations and participant experience), and developing governance and management capability.
- VNZ builds commercial relevance and relationships that benefit community and performance volleyball
- VNZ's delivery framework transitions into a community-centric and aligned ecosystem, underpinned by strong relationships that are resilient and able to embrace new opportunities in a changing environment where VNZ will continue to empower and support regions and local communities to lead and deliver
- VNZ invests in visibility of the game and communication of volleyball's brand and content, ensuring our communications platform meets the needs of changing media preferences of participants, partners and the public

#### MEASURES:

- Revenue increases and cost efficiencies within the volleyball ecosystem
- Governance, leadership and capability development programmes are implemented and are highly valued by VNZ members
- Delivery Framework model in place, aligned improving relations evolving the sport growing participation quality of their experience and quantity
- Increased investment and resourcing to support growth in social media / media visibility





# NGĀ POU / OUR PILLARS



## POU WHA / PILLAR 4

Hauora / Wellbeing

### OUTCOME:

All participants experience a strong sense of hauora from playing volleyball.

#### STRATEGIC GOALS:

- Volleyball increases physical, mental and social wellbeing for participants, including Tangata Whenua and Pasifika
- Athletes in High Performance environments rate wellbeing support as a strength of VNZ
- VNZ strengthens the volleyball culture by living the values of manākitanga and mahi tahi, embracing differences in the volleyball community and promoting social inclusion and equity
- VNZ demonstrates commitment to Te Tiriti o Waitangi through te Tiriti-led decision making and partnerships, protecting the natural environment and high prominence of te reo and kōrero, tikanga, kaupapa and kawa in all activities
- VNZ advocates for volleyball and its contribution to and impact on the sport and health sector

#### WE WILL KNOW WE ARE SUCCESSFUL BY:

- VNZ advocate and role model an environment of safety and inclusion at all events across all levels of participation and development with connect back to Te Whare tapa wha
- VNZ develops a workforce and volunteers that provide best practice to create safe and inclusive environments
- Identifying external partners to support and enhance ongoing participant hauora/wellbeing that is beyond our capability
- Safe, fun, inclusive environment

#### MEASURES

- Insights and feedback from participants or whanau indicate VNZ are creating positive environments and there was evidence of Te Whare Tapa Wha in practice
- Increase of confidence and capability of providers in implementing a safe and inclusive environment
- Increase of relationships with external partners to provide support, development and opportunities for overall participant wellbeing





# GLOSSARY



## IGNITERS

Igniters are the people who help develop a passion and love for Volleyball, and who provide a quality experience for participants. In the majority of settings, these Igniters are coaches and at times referees.

## ACTIVATOR

A person that builds meaningful relationships often with local Pasifika, Māori and other ethnic organisations and people invested in volleyball. Working with a range of partners to build new co-created local community partnerships co-designing opportunities / events / programmes / trainings / capability development sessions / workshops to meet identified local needs. Commonly used in conjunction with Volleyfest or local community programmes.

## ENABLER

Enablers assist in enabling opportunities, preventing barriers and in relation to volleyball can be a person, an entity or organisation, government agency, a group of people – school/club or region.

Enabling factors such as social environment, motivation, attitudes and performance accomplishment through to health and well being are also enablers to volleyball participation.

## REGIONAL ASSOCIATION

As per VNZ constitution, one per region as determined by the Board and is incorporated. Strong partnership and relationship with VNZ to grow and develop Volleyball across New Zealand. VNZ leads nationally, Association's provide leadership and development opportunities at a regional level.

Provides a constitution, maintains a register of its members and operates in the best interests of VNZ and Volleyball. Provides other information to VNZ as requested including but not limited to membership data, strategic plan and agreements.

Provides representative teams to VNZ events.

### TE WHARE TAPA WHĀ

Te Whare Tapa Whā is a Māori perspective of wellbeing that is well known in health, education and sporting contexts. The model describes the inter-relationship of four concepts that are helpful in comprehending individual wellbeing – Taha Tinana, Taha Wairua, Taha Hinengaro, Taha Whānau. Poirewa Aotearoa aims to account for Hauora prioritisation across the totality of participant journeys and acknowledges that Volleyball experiences can positively influence each of the dimensions of Te Whare Tapa Whā as holistic determinants of engagement and wellbeing.



**Taha Tinana**  
Physical wellbeing

The capacity to achieve and maintain good physical health is required for optimal development. Our physical 'being' supports our metaphysical essence and shelters us from the external environment.

"Tāngata tū, tāngata ora"  
Active people are a flourishing people.



**Taha Whānau**  
Family and community

The capacity to belong, to care and to share, and acknowledge that as individuals we are part of wider social systems. Whānau provides us with the strength to be who we are. This is the link to our ancestors, our ties with the past, the present and the future.

"He waka eke noa"  
We are all in this together.



**Taha Hinengaro**  
Mental and emotional health

The capacity to communicate, to think and to feel. The mind and body are inseparable, consequently, thoughts, feelings and emotions are integral components of the body and soul.

"He oranga ngākau, he pikinga waiora"  
Positive feelings within you enhances wellbeing.



**Taha Wairua**  
Spirituality and sense of self

The capacity to comprehend that the spiritual essence of a person is their life force and helps to explain our relationship between the physical and metaphysical realities. It assist in defining who we are, where we have come from and where we are going.

"Mauria te pono"  
Believe in yourself.



**VOLLEYBALL NEW ZEALAND**  
**POIREWA AOTEAROA**

