



# Volleyball Delivery Model Project

Recommendations Report  
March 2023





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# Section 1

## Project Overview





## Project Background

### Strengthen & Adapt

In May 2020, the New Zealand Government announced funding in the form of a Recovery Package to assist play, active recreation and sport organisations to deal with the impacts of COVID-19. Sport NZ formulated an approach to assist National Partners to make the best use of the Recovery Package, which included the **Strengthen and Adapt Programme** aimed at helping the sector rebuild in the medium term and consider what changes might be required to help sports to operate successfully in the post-pandemic future.

Volleyball New Zealand (VNZ) was selected by Sport NZ to be in Wave One of the programme based on its current size of participation, alignment to Sport NZ's 2020-2024 Strategic Plan, and the potential of volleyball to help reach target participation groups and a significant number of new participants.

### Volleyball Delivery Framework

A key element of the Strengthen and Adapt programme was extensive consultation between VNZ and the wider volleyball community. During this consultation, the question 'How can we ensure our delivery framework is flexible and robust?' was asked to a range of stakeholder groups. The answers to this question led to the development of a high-level concept of a 'connected Community-Centred model' that would enable the sport to facilitate improved connections between a broader range of stakeholder groups. This proposed change to the delivery framework aims to be transformational for volleyball in New Zealand, creating opportunities for a more inclusive network, maximising resources for the ultimate benefit of the participants and the community.

The transformation to a Community-Centred model formed the basis of one of four initiatives contained in the Strengthen and Adapt Plan (Transformation of the Culture within Volleyball in NZ).

Since publishing the concept in the Strengthen and Adapt Plan, there had been some communication on what the new Community-Centred model might look like in practice, but further engagement with Associations was needed to obtain further detail on what is currently working well in the current delivery framework, and what areas have room for improvement. Roles and responsibilities could also be better defined to ensure the entire volleyball community has clarity and understanding of a potential new delivery framework and the exciting opportunities it presents.



# Project Methodology

External consultants, Hitchcock Tong Consulting (HTC), were engaged by VNZ to gain input from Associations and VNZ on what an ideal delivery model for volleyball looks like.

Using input from the volleyball community in conjunction with their in-depth understanding of the sport sector in New Zealand, HTC has made recommendations on specific aspects volleyball could implement to help achieve an improved delivery model for volleyball.

HTC and VNZ defined the final scope and produced a project plan that included key activities, deliverables, target timelines milestones. The project plan was approved in August 2022. The information below shows a summary of the project methodology.



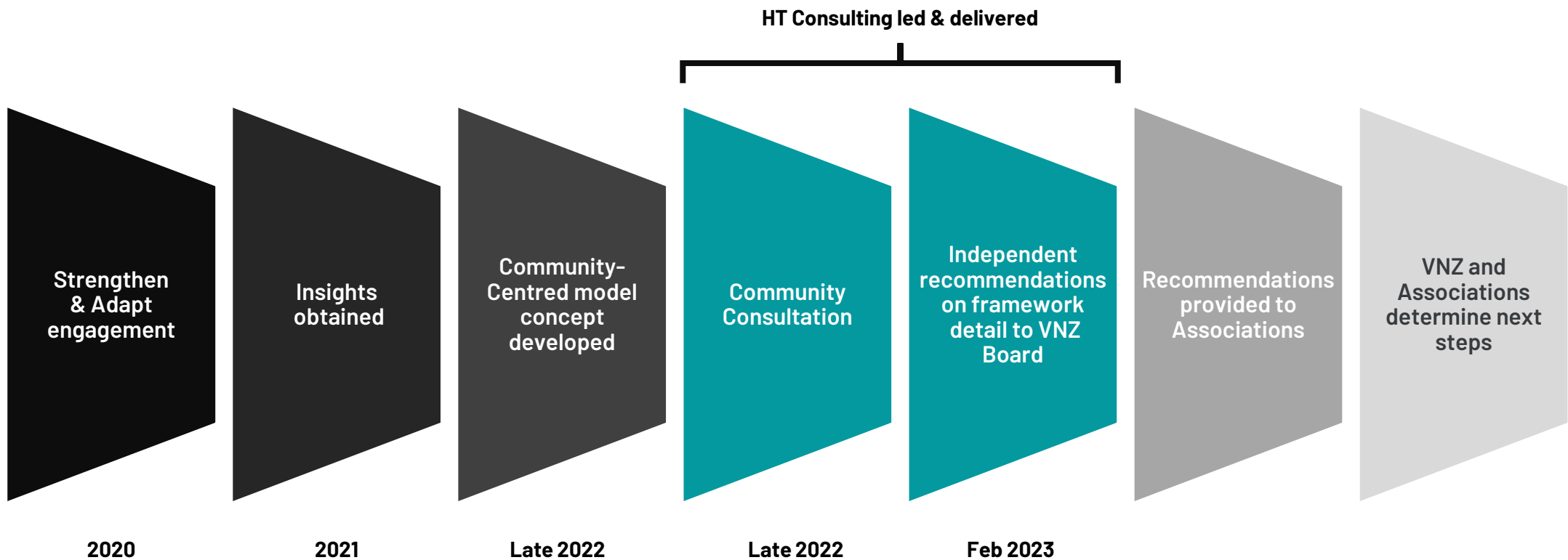
# The Wider Delivery Model Project Process

## Where we are at in the process?

The process to move to a new delivery model is complex and must take into consideration the needs for change and the impact of any change on the current and future volleyball delivery network. A change by evolution rather than revolution stands much better odds of success however, key to embedding a way of doing things is the concept of taking all parties ‘on the journey’ together. The independent recommendations contained in this report need to be viewed as a solid foundation from which lasting change can be made in partnership with the wider volleyball community. Any perception of change being made ‘to’ organisations rather than ‘with’ them is also likely to undermine trust and slow progress.

The recommendations made in Section 2 of this document are aimed to inform VNZ on the best way forward to achieve delivery model change. Sharing the consultation insights and recommendations with Associations would be a valuable exercise to help progress the project in a unified manner.

The diagram below shows the evolution of the wider project to date.







## Change Process

Any change to the delivery model will have significant impacts for all volleyball deliverers. It is important to note that system & structure are only one component of the change process.

The following statement is fundamental to this project and these recommendations for change:

***“System change without a corresponding behavioral and cultural change is essentially wasted effort”***

*He aha te mea nui? He tangata. He tangata. He tangata  
What is the most important thing? It is people, it is people, it is people.*



HTC have been tasked by VNZ to focus on the first element of the change process (system change) and provide recommendations to improve the volleyball delivery model.

HTC makes further recommendations in Section 2 of this report that provides input to behaviour and cultural change (Recommendation 3).

## Consultation Overview

HTC engaged with Volleyball Associations and VNZ to develop a clear understanding of the key issues facing volleyball and obtain input on what elements an ideal improved future delivery system should contain. This included virtual meetings, phone calls, and HTC ensured an open-door policy for any and all feedback and input from the volleyball community.

### Consultation Sessions:

- **Northern Zone – 15<sup>th</sup> November 2022**
  - Northland
  - North Harbour
  - Waitakere, East, and Central Auckland
  - Manukau, Auckland
- **Midlands Zone – 16<sup>th</sup> November 2022**
  - Bay of Plenty
  - Waikato
- **Central Zone – 17<sup>th</sup> November 2022**
  - Hawke's Bay
  - Manawatu
  - Taranaki
  - Wellington
- **Southern Zone – 29<sup>th</sup> November 2022**
  - Tasman
  - Canterbury
  - Aoraki
  - Otago
  - Southland
- **Volleyball New Zealand – 18<sup>th</sup> November 2022**
  - With CEO & General Manager



Full meeting notes can be found in the appendices.





## Collective Consultation Themes - Opportunities

All organisations and individuals reported high levels of demand for Volleyball experiences and growth in participation

Recognition and acceptance that some level of change is needed to improve the Volleyball delivery system in New Zealand

There is a consistent message from Associations that VNZ should and needs to be stronger in its leadership role for the sport

There is an opportunity for the sport of volleyball if it can shift the current negative perceptions to a positive and aligned sport for all

Some Ethnic and Religious groups are passionately involved in volleyball delivery – what is the value proposition to get these groups 'into the tent'?

There needs to be greater clarity of roles, responsibilities and expectations for all deliverers

Volleyball is a truly global sport and has the power to bring different cultures together. Through organised groups in local communities, it offers an opportunity for people of all backgrounds to come together and enjoy the game – something not easily replicated by other New Zealand sports.

Volleyball is quickly becoming one of the most popular sports in secondary schools. With girls particularly embracing it, volleyball has become second only to netball as a top choice in girls' sports and breaks into the list of overall five largest school sporting programs nationwide.





## Collective Consultation Themes - Challenges

All organisations reported stretch and strain on their ability to meet demand for volleyball experiences for people in their community

There is a lack of supply, resource or capability in nearly all areas involved in the delivery of volleyball but most specifically in facilities, strategy, funding access, and coaching

There is a lack of trust and partnership between several Associations and VNZ perpetuating an 'us vs them' culture

With a range of organisations in size, scope, capability and capacity, there is inconsistent delivery of volleyball across New Zealand that negatively impacts participants

Some Associations feel disconnected from a range of operational & strategic decisions made by VNZ

There is a lack of clarity of roles, responsibilities, structure and accountability. Therefore, volleyball delivery in New Zealand is loose, inconsistent and prone to conflict

There is frustration between Associations and VNZ on perceived engagement, support and providing value both ways in the relationship

Associations find it difficult to recruit and retain good people (paid staff)

There is significant drop-off of players at the conclusion of secondary school

Events are increasing in popularity but not clear on strategic purpose of some events

This project is large and complex - to be successful it is critical that time is taken to appropriately engage and collaborate with stakeholders through the process

These challenges are not unique to volleyball or VNZ and can be seen occurring in many NSOs in New Zealand. It is important to note that many of these challenges arise due to the large and diverse scope of VNZ and the limited amount of resource they have to service the growing volleyball community.



## Collective Consultation Themes – Key considerations for improving the volleyball delivery model

1. Closer collaboration, and better relationships between VNZ and Associations and across the wider volleyball community. Working together to improve the delivery of volleyball in every community in New Zealand. Greater collaboration across regions – greater partnerships between Associations and VNZ.
2. Being clear on purpose, roles and responsibilities through the pathway to ensure the volleyball community is connected and in alignment for the good of volleyball in New Zealand.
3. Focus on growing grassroots – building the participation base through a strong development, coaching, events/competitions, and performance pathway that addresses key transition points.
4. Competitions and Events – Reduced number of events delivered by VNZ, review the Competition Calendar to ensure clarity of purpose for every event, explore a 5-year horizon for the event calendar
5. Increased capability and capacity at a community and regional level – ensure resources are available for people and organisations to meet the delivery demands of participants. Looking at opportunities to be innovative in accessing the resources needed for the delivery of volleyball across communities and how this can be sustainable for the future.
6. Embracing technology – Improved technology platform to capture insights and run competitions.
7. Ensuring the performance pathway is attractive – Encouraging older age groups to keep playing, linking into the US university scholarships. Requires increased and ongoing investment of money / resource / time. Standards would improve if players could get into teams on merit rather than based on their ability to pay fees.



## Current State: New Zealand Sport Sector: Summary of recent Sport NZ paper – Incorporated Societies in Sport and Recreation in Aotearoa New Zealand

National Sports Organisations (NSOs) still rely on outdated federal structures despite significant changes in the world of sports. The federal model offers benefits such as member ownership and voice, but it can also be cumbersome and resistant to change. As the sport sector evolves, there is a growing need to reconsider the most effective structure for addressing 21st-century challenges.

Recent research suggests that new drivers are necessary for success in the changing sport and recreation landscape. The sport sector has been exploring innovative approaches to delivery, partnerships, and membership structures, while grappling with the challenge of balancing volunteer involvement and ownership rights. As the sector continues to grow and professionalise, it is essential to reevaluate and adapt current models to better suit the needs of a complex world and a range of diverse participants.

**“ Today we find ourselves with political systems based on 18th century philosophy, run with 19th century administrations, built on 20th century technologies, attempting to confront 21st century challenges ”**

The society that formed federal structures in sports has changed dramatically, New Zealand is becoming more urban, diverse, and digital. While federal structures have had success and remain central to performance pathways, their relevance in today's world is a complex question. As organisations grapple with the future, it's essential to explore alternative cooperative options and consider different types of entities for federal structures to adapt to the evolving landscape.

In the sport sector, change processes often take "twice as long as anticipated and cost three times as much." This has led to frustration among sector leaders who struggle with slow decision-making and the high consensus required for significant change within federal groupings of incorporated societies. While some progress has been made, many efforts at structural change within NSOs have been time-consuming, expensive, and focused on the wrong issues.

Given the challenges, focusing on mutual outcomes, collaboration and alignment with high-level plans may be a more logical and effective approach. The new Incorporated Societies Act provides an opportunity to reassess governance roles across federation layers. **It is crucial to review regional layers within codes and analyse participation, performance gains, and the integration of professional and community games.** If vertical distribution structures are hindering effective change and using resources inefficiently, their future must be scrutinised. With advances in technology, it is time to consider alternatives to the traditional structures for delivering sports in a country of five million people.

Federal models in sports are effective when they provide clear benefits to their members. Most sports organisations, however, are not positioned to distribute funds to regions or clubs, which often leads to debates around benefits and levies. Incorporated societies may not be the ideal model for sport and recreation, but they are the best option available among current legal structures. While incorporated societies offer ownership and social cohesion benefits, not all members are interested in the responsibilities of ownership.

Many participants simply want to engage in sports without the obligations of ownership, similar to gym members who have rights and privileges laid out in membership agreements. This growing disinterest in ownership suggests a deep problem within the traditional structure of sport and recreation, and it presents an opportunity for meaningful discussion on alternative structures that better serve the needs and preferences of today's participants.

As with any transformational change, there is no one answer. Solutions must be contextual, flexible, and consider factors like equality of access, local autonomy, and strong participant focus. Success for contemporary not-for-profit organisations is driven by an obsession with impact, working in partnership with others, and leveraging funds. Ultimately, the focus should be on delivering meaningful experiences to participants in a digital and time-poor world where traditional approaches may no longer yield desired results.



## Volleyball Today

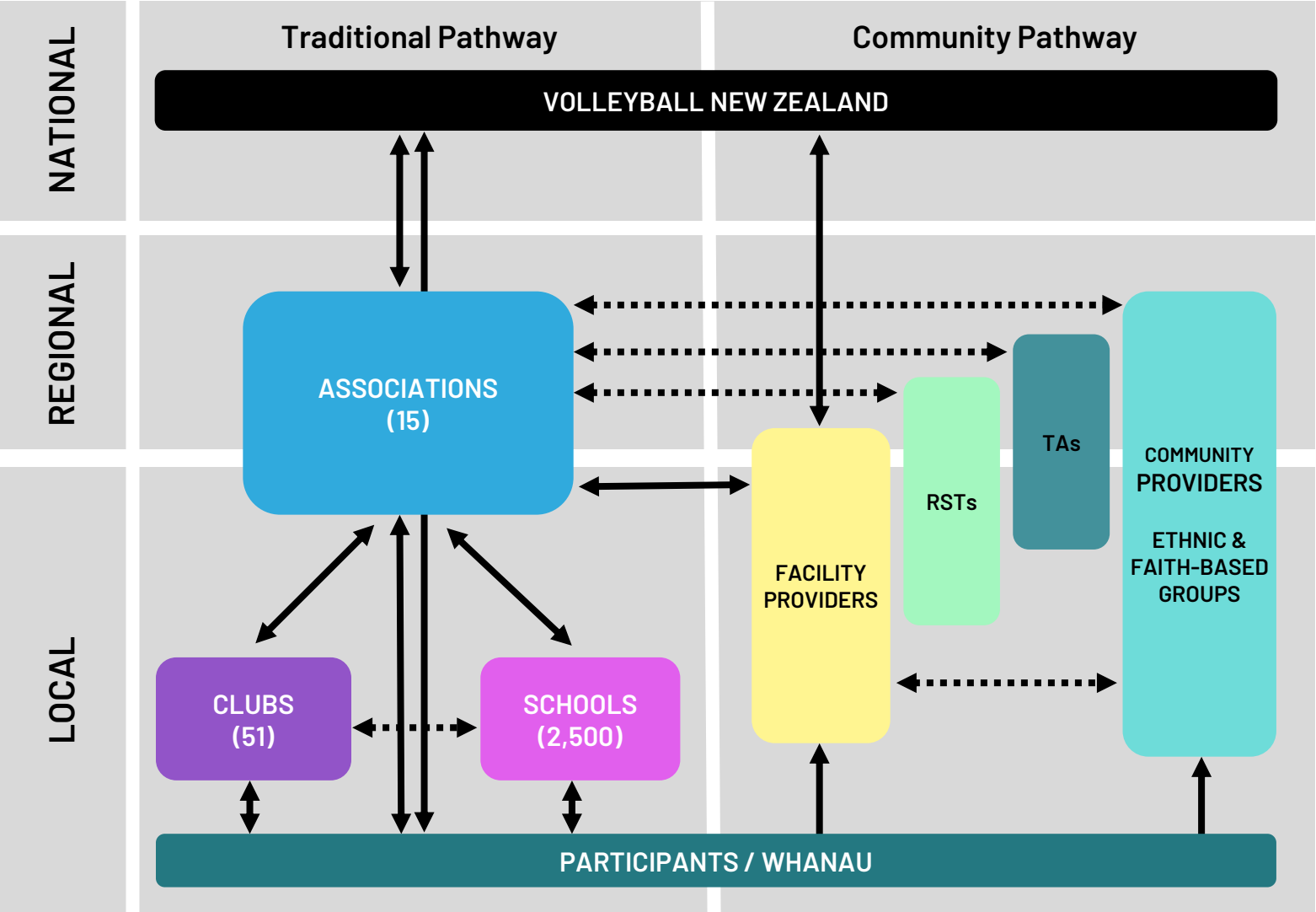
Although the current model is achieving some great outcomes in sections of the volleyball community – it is not consistent across New Zealand. The delivery model is fragmented, under resourced, and some sections of the community (especially ethnic and faith-based deliverers) do not have a voice or representation at governance or operational levels. The Association network has only 14 FTE spread across 15 organisations, with 7 of the 15 having no paid staff at all.

Volleyball is already the 5<sup>th</sup> largest secondary school sport and the second fastest growing sport within secondary schools\*. National rates of participation are also growing, climbing 27% between 2018 and 2020. There is an exciting opportunity to recognise and welcome a broader range of deliverers to enhance alignment, effectiveness and collective positive impact in all volleyball communities.

<b>System / Structure</b>	<ul style="list-style-type: none"> <li>• 1 NSO, 4 Zones, 15 Associations, 51 clubs, secondary schools, independent providers and ethnic/faith-based groups</li> </ul>
<b>Constitutional / Membership Structure to NSO</b>	<ul style="list-style-type: none"> <li>• Associations (with member clubs and secondary schools)</li> <li>• Two layers of governance (VNZ and Associations)</li> </ul>
<b>Roles &amp; Responsibilities for NSO</b>	<p>VNZ is the leadership organisation for volleyball in New Zealand. This involves developing &amp; delivering the national strategy for volleyball in New Zealand covering:</p> <ul style="list-style-type: none"> <li>• Promote and support participant wellbeing and safety</li> <li>• Lead workforce development</li> <li>• Support and assist in the implementation of good governance in the volleyball network</li> <li>• Develop capability across the game, including the support for referees, coaches, and volunteers in our sport</li> <li>• Provide a functional and aligned delivery framework to continue to grow and sustain the game in New Zealand</li> <li>• Establish partnerships, plans and strategies within and across the game to support the volleyball community</li> <li>• Fund appropriate operations to support the sustainable growth and development of volleyball</li> <li>• Lead, develop and deliver well-supported national competitions and national development pathways</li> <li>• Provide national teams and supporting national programmes</li> <li>• Provide national insights and information which supports evidence-based decisions</li> <li>• Set, promote and enforce the relevant regulations and rules for volleyball in New Zealand</li> <li>• Connect New Zealand to international volleyball organisations and national sports organisations</li> <li>• Operate in accordance with, and respect of, the Te Tiriti o Waitangi principles</li> </ul>
<b>Roles &amp; Responsibilities for Member Organisations</b>	<ul style="list-style-type: none"> <li>• Associations are the organisations responsible for delivering volleyball in their community / region.</li> <li>• This can mean many different things depending on the location, resourcing and capability of the people and the Association.</li> <li>• There are no clearly defined roles and responsibilities outlined for Associations in the current system and little to no accountability for performance.</li> <li>• Where possible Associations can support national strategies including supporting and delivering VNZ national programmes and initiatives.</li> </ul>
<b>Roles &amp; Responsibilities for Schools, community providers, or other groups</b>	<ul style="list-style-type: none"> <li>• There are no prescribed roles and responsibilities for Schools, community providers or ethnic/faith-based groups in the current structure</li> </ul>

\* As stated in the Volleyball Strengthen and Adapt Plan 2021

Volleyball Today - System Structure



→ Solid Arrow indicates strong & consistent connection.

...→ Dashed Arrow indicates connection in some instances, but not consistent across NZ







### Desired Future State from Community Consultation

The information below contains a summary of all Association responses to the question – What would an awesome Volleyball delivery system look like?

#### Facilities

- More places to play
- Better quality spaces with greater access

#### Profile

- Celebrate current successes
- Regular communication from VNZ
- Flexible delivery system that is open to change

#### Financial

- A better financially secure and sustainable system that can cope with the demand / number of employees
- National advocacy by VNZ to funders
- Managing the cost of competing in HP for athletes

#### Player development/High Performance

- Nationwide – establish the international programme
- U17 – travelling around the country – build the pathway – right experiences at the right time
- No real programme for the Men’s and Women’s team – they need re-establishment
- NVL has been good – but not the same as the national programme
- Keeping young people in their local settings
- Smaller national squads
- More programmes that are geared towards South Island Associations/players

#### Playing opportunities

- Church competitions, Ethnic Leagues
- Aligned and transparent delivery system - VNZ right through to schools
- Provide early opportunities for participation - target Tamariki
- Stronger / Nationwide delivery of the Kiwi Volley programme (currently only a few Associations delivering)
- Better competitive pathway that appeals to all parties

#### National Body

- Stronger support to Associations by VNZ
- A clear Regional strategy
- Paired back national body
- Better value add from VNZ
- Reduced scope of VNZ - invest more into Associations

#### Associations

- Increasing the number of paid staff in Associations
- Financially self-sufficient Associations - increased number of employees
- Associations more involved in national decision making

#### Clubs

- Strong transition from school volleyball to club volleyball
- Players and officials really well looked after - transition from schools to clubs
- Encourage & welcome players into clubs

## High Level Volleyball Current State looking to Volleyball Future State

Before improving the volleyball system, it is essential to evaluate the current status and determine the underlying factors that need attention. Then, collaborative efforts should be made with the volleyball community to design a desired future state. The initial phase of this process involved consulting with the volleyball community, and the findings are presented below.

### Current State:

#### Positives:

- Strong demand for volleyball experiences and growth in participation across New Zealand
- Pockets of excellence being achieved at some levels of the current structure/system
- Real desire from the community for positive change to the volleyball structure and system in New Zealand

#### Issues:

- Resources are stretched and individuals and organisations are strained
- Disconnection between individuals, organisations and delivery
- Lack of partnership and trust across parts of the system
- Lack of role clarity and accountability
- Lack of coordination & alignment – the current system is fractured
- Inconsistent capability & delivery
- Current structure & system is outdated and has grown organically and therefore hasn't been designed for effectiveness or alignment
- In some instances personalities & politics take the focus away from what is best for volleyball and for participants
- Operational challenges – calendar, pathway, development, data etc.



### Future State:

- Volleyball in New Zealand is participant centred and focused
- Volleyball is well resourced across New Zealand to provide quality experiences to participants
- Volleyball is accessible, affordable, inclusive & respects and celebrates diversity
- Clear roles, responsibilities and expectations are in place that have real accountability at all levels
- A coordinated and aligned structure for all organisations & individuals
- Volleyball New Zealand leads the sport collaboratively across the volleyball community to achieve a clear national strategy
- Support at regional level – organisations and individuals delivering volleyball to the community are supported to be effective, professional, and positive in delivering a consistent high quality volleyball experience to all participants
- Strong pathways for all components of volleyball that enable community, club, regional and national delivery of connected initiatives, programmes, and events
- High level influencing, advocacy and coordination – especially in regard to facility development and availability





Problem Statement

VNZ has indicated a shift in focus from a traditional, top-down sports delivery model to one that emphasises meaningful connection within and across communities. Although VNZ’s national leadership will remain in place of certain areas, a new model allows for increased alignment and empowers communities who are better suited to reach volleyball networks in places where resources may be limited or unable to provide adequate services. To help ensure a greater clarity of the purpose behind the change in delivery model the following problem statement has been developed:

The growth of volleyball is hindered and restricted by the lack of connection, capability and capacity of the volleyball delivery network.

In reviewing and discussing the current state, and clearly articulating the ‘problem’ we seek to solve, we have identified the following key themes:

Issues 	Cause 	Effect
Volleyball organisations find it difficult to consistently meet the demand for volleyball experiences in their community.	Insufficient and inconsistent capability, capacity and resourcing to ensure all parts of the volleyball community can be serviced equitably.	The volleyball experience for participants is different depending on who you are, where you live, your socio-economic status and what you can access. Therefore, there is a <b>missed opportunity for maximising growth</b> in the sport.
Volleyball lacks the resources it needs to effectively deliver in the community, especially in terms of funding, facilities and coaching.	Volleyball has historically struggled to obtain a proportionate level of charity gaming funding / other funding due to broad and varied participation methods, and lack of cohesion and collaboration in presenting a compelling case for investment to potential funders.	Volleyball deliverers (organisations and individuals) regularly have to do ‘more with less’ resulting in limited participation opportunities compared to demand. This also has the effect of <b>inconsistent participation experiences</b> .
There are many different organisations that provide volleyball to the community, but they are often misaligned, largely disconnected from RSO/NSO and have varying levels of delivery.	‘Organic’ growth of volleyball through ethnic and faith-based communities that are operating outside of the ‘traditional’ structure.	Inconsistent delivery of volleyball depending on the community and <b>lack of understanding of who is participating</b> which impacts the ability to connect, record and support participants.
There is a lack of clarity of roles, responsibilities, structure and accountability across the volleyball community.	The evolution and change in volleyball from a solely club-based system to that which includes regional associations, coupled with an under funded NSO has meant a lack of role clarity and support for leadership and delivery.	<b>Unnecessary replication of effort and confusion.</b> In some cases, non-delivery of key functions regionally or in the community.
There is frustration between Associations and VNZ on perceived engagement, support, trust and providing value both ways in the relationship.	A lack of role clarity, role responsibility, behaviour expectations limiting the ability to create a positive and high performing culture.	Lack of connection and alignment between Associations and VNZ resulting in <b>inefficiencies in delivery and higher than necessary staff turnover or volunteer burnout in some Associations</b> .



## The aim of an improved volleyball delivery model

For all volleyball deliverers to be capable, connected and supported to best fulfil the needs of participants

### Success Outcomes of an Improved Volleyball Delivery Model:

1. Greater collaboration between all volleyball deliverers
2. Improved quality and consistency of volleyball delivery
3. Increased recruitment and retention of volleyball participants



## Section 2

### Recommendations





## Recommendations Overview

HTC has formulated recommendations to the Board of VNZ aimed at addressing the problem statement detailed in Section 1 of this report:

***The growth of volleyball is hindered and restricted by the lack of connection, capability and capacity of the volleyball delivery network.***

HTC recommendations include:

1. **Shift to a Participant-Centred model**
2. **Build the national kaitiaki and regional kaitiaki system**

These recommendations are designed to move away from the confusion caused by the community-centred model terminology and replace this with a participant-centred model.

The participant-centred model shares some of the intention and benefits of the community-centred model but provides the structure and necessary hierarchy that is critical to the success of a sport delivery model. It is critical that this is done in partnership with the wider volleyball community.







## Recommendation 1: Shift to a Participant-Centred Model

- The community-centred model detailed in the Strengthen and Adapt Plan has merit in terms of describing an approach that ensures the wider volleyball community is better engaged, and this approach should be embraced and further developed.
- A delivery model that centers on participants will provide greater information on roles, responsibilities, accountabilities or how relationships need to function to best support the delivery of quality volleyball experiences.
- The participant-centred model is similar to the traditional sports model and current state, but with enhancements to better reflect the wrap around support and service for participants and the different layers of relationships between organisations that are engaged with participants.
- The participant-centred model accurately shows the relationship with participants as they continue in volleyball and move through the levels to compete at regional and then national levels.
- Wider community groups (faith-based and ethnic groups) are formally recognised in the delivery model as part of the local community.
- Quality volleyball experiences are critical at every level of the participant centred model for the sport to be successful.
- Communities should be connected in sport delivery, but the connection requires structure and hierarchy to ensure minimum standards of delivery along with alignment to the connected wider community (regional and national).

### Desired Outcome

*The shift to a participant-centred model is easier to explain to Associations and stakeholders as they can see where they fit and their roles and responsibilities can be clearly articulated within an overarching structure.*

## Recommendation 2: Build the national kaitiaki and regional kaitiaki system

- Currently there is a large variance of capability and capacity at a regional (or Association) level that creates inconsistency in the level of delivery.
- Review the roles and responsibilities of all Volleyball organisations (VNZ, Zones, Associations, & Clubs) and possibly merge/rationalise the number of regional associations to ensure those that are in place have the capability, capacity and resource to fulfill an agreed minimum standard of service.
- Associations need to be able to deliver national and regional strategy, achieve scale of impact in the community, and maintain financial sustainability
- Ethnic and faith-based groups given the opportunity to engage with Associations and VNZ as part of community volleyball advisory groups
- VNZ to focus majority of its resources and support into Associations. Associations would be asked to continue to support clubs and ethnic/faith-based groups in the delivery of national initiatives & programmes where appropriate & needed
- VNZ to reduce its delivery of community events, focusing its efforts on development and performance events and programmes

### Desired Outcome

*Volleyball in Aotearoa has strong national and regional kaitiaki to enable, empower and support the delivery of high equality experiences in the community.*





## Delivery Model Design Criteria

The design of any system comprises a range of interdependent elements that collectively shape delivery and performance. The design criteria captures what is required for success. Ultimately it is necessary to consider a system design balancing the different elements and perspectives to find a model that best achieves the intended improvements to the volleyball delivery system.

Design Criteria	Description	Criteria Questions for Assessing Model Recommendations
<b>Participant &amp; stakeholder focus</b>	<ul style="list-style-type: none"> <li>Empowers, supports and facilitates participant engagement in the system</li> <li>Meets the changing needs of volleyball communities</li> <li>Builds and supports the capability of all entities to understand and best serve participants</li> </ul>	<ul style="list-style-type: none"> <li>Does the model put participants first? Is the participant at the forefront?</li> <li>How does the model better meet the needs of the market?</li> </ul>
<b>Effective &amp; aligned performance</b>	<ul style="list-style-type: none"> <li>Provides levers to facilitate accountability and compliance with co-designed &amp; mutually agreed standards</li> <li>Provides clear roles, responsibilities, processes and pathways which minimise confusion, complexity and duplication</li> <li>Enables and empowers leadership at all levels of the volleyball system to best meet the needs of participants</li> </ul>	<ul style="list-style-type: none"> <li>Is there improved accountability in the model at all levels?</li> <li>Does the model provide clear roles &amp; responsibilities?</li> <li>How do pathways for all in the volleyball community work?</li> </ul>
<b>Culture &amp; values fit</b>	<ul style="list-style-type: none"> <li>Ensures an inclusive approach that values the voice of participants and stakeholders</li> <li>Promotes behaviors that reflect the guiding principles and values of the volleyball system</li> <li>Celebrates diversity and provides a connection for all kiwis to volleyball opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Is the model inclusive and provide a place for all people &amp; organisations?</li> <li>Can the model promote and ensure better behavior across the system?</li> <li>Are there negative impacts for stakeholders?</li> </ul>
<b>Financially &amp; operationally viable</b>	<ul style="list-style-type: none"> <li>Potential to be resourced and funded to be effective &amp; efficient system</li> <li>Manageable scale of change to be fully established in two years</li> <li>Future proofed to adapt over a longer time horizon without requiring further structural or system change and re-design</li> </ul>	<ul style="list-style-type: none"> <li>Is the model achievable and cost effective to establish?</li> <li>Can the model flex to enable continuous change?</li> </ul>

Using the Nga Tumu (foundations) detailed in the Mahere Ruataki (Strategic Plan) 2022 – 2030

## Application of participant-centred model against design criteria

*'HTC recommend that the volleyball community adopt a new Participant-Centred model that builds a national kaitiaki and regional kaitiaki system'*

### Participant & stakeholder focus

- Greater alignment of competitions & development opportunities clarifies pathways & creates better experiences for participants
- By increasing collaboration with schools, community providers and ethnic and faith-based organisations, the new model will provide a broader range of opportunities for more participants
- More organisations inside of the volleyball system as opposed to operating outside of it and in isolation

### Effective & aligned performance

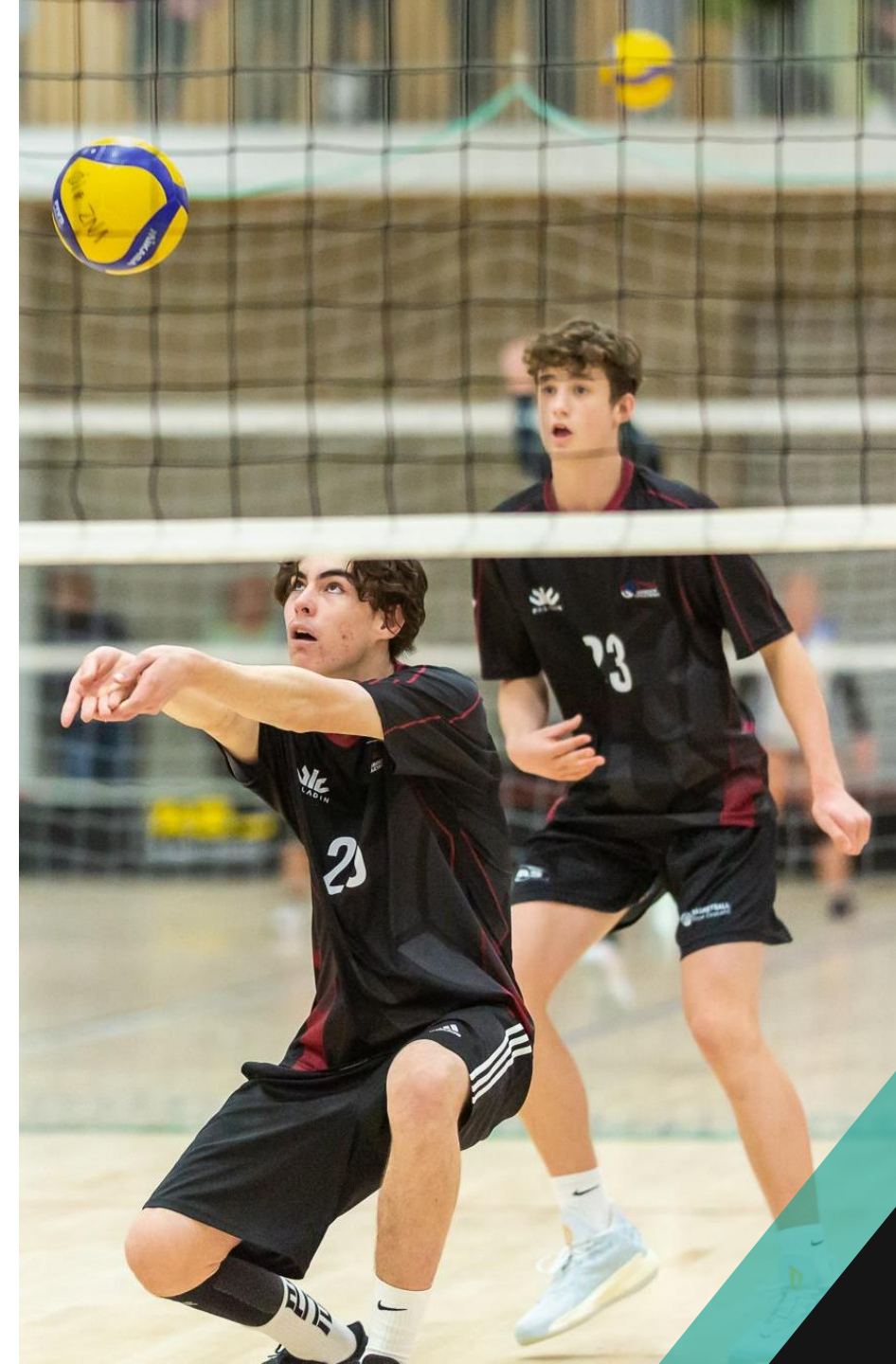
- Greater accountability for all volleyball organisations through agreed roles and responsibilities
- Better distinction between community and development/performance volleyball pathways and how they are delivered
- Kaitiaki system promotes meaningful leadership both nationally and regionally to empower better performance

### Culture & values fit

- Better enables closer collaboration between Associations & VNZ through agreed expectations and clear roles and responsibilities.
- This model provides an opportunity for community providers and other delivery organisations such as ethnic and faith-based providers to be part of the system

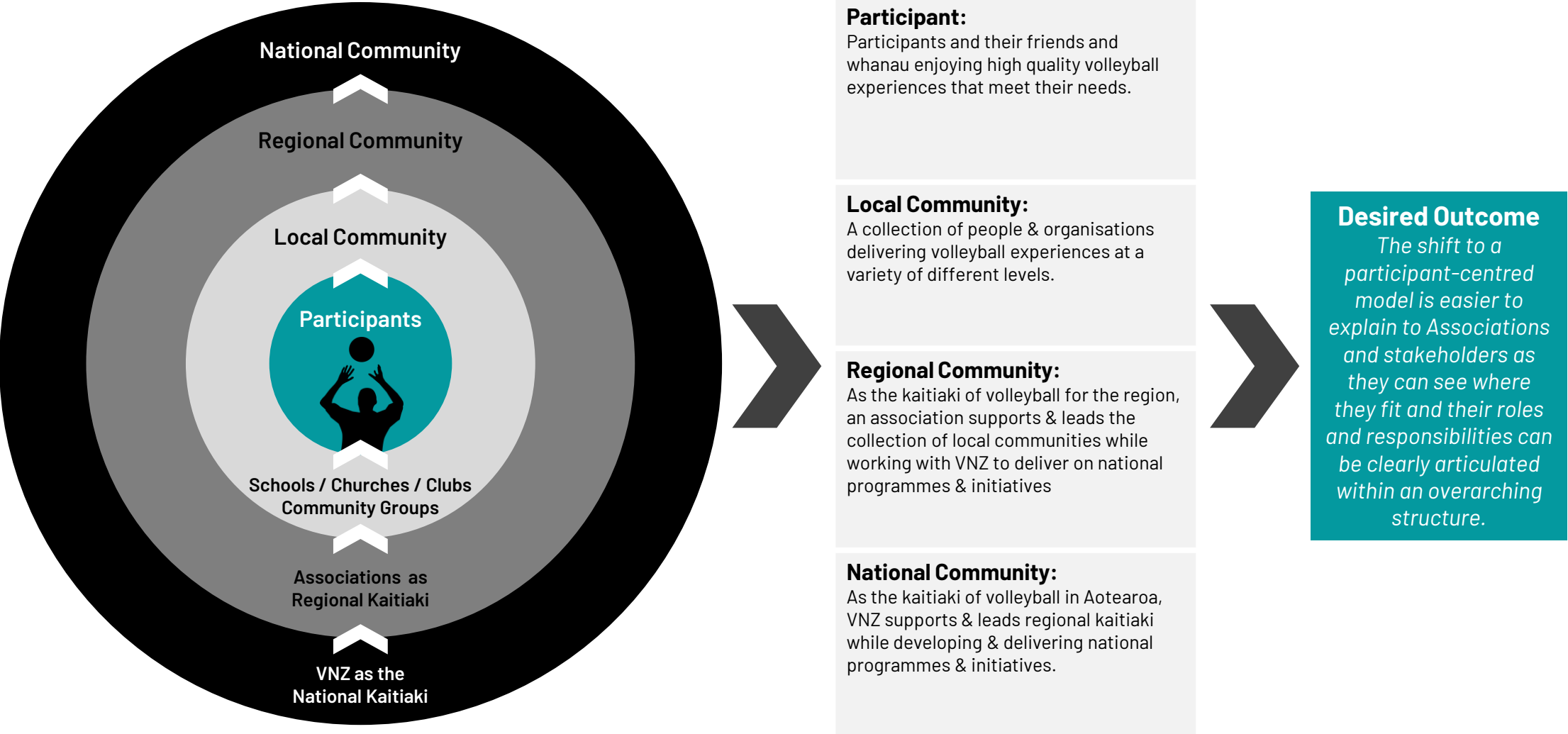
### Financially & operationally viable

- Moderate to low cost to implement and manage
- No creation of new organisations (
- No creation of new layer of zone organisations





Visual depiction of the Participant-Centred Model



## Suggested Next Steps in the Change Process

HTC believe it is critical for Volleyball New Zealand and its members to work together to consider and decide on next steps. Following the publishing of these recommendations, Associations and the wider volleyball community will want to understand what happens next and the plan forward. Below is a possible high level phased approach to the holistic change process.

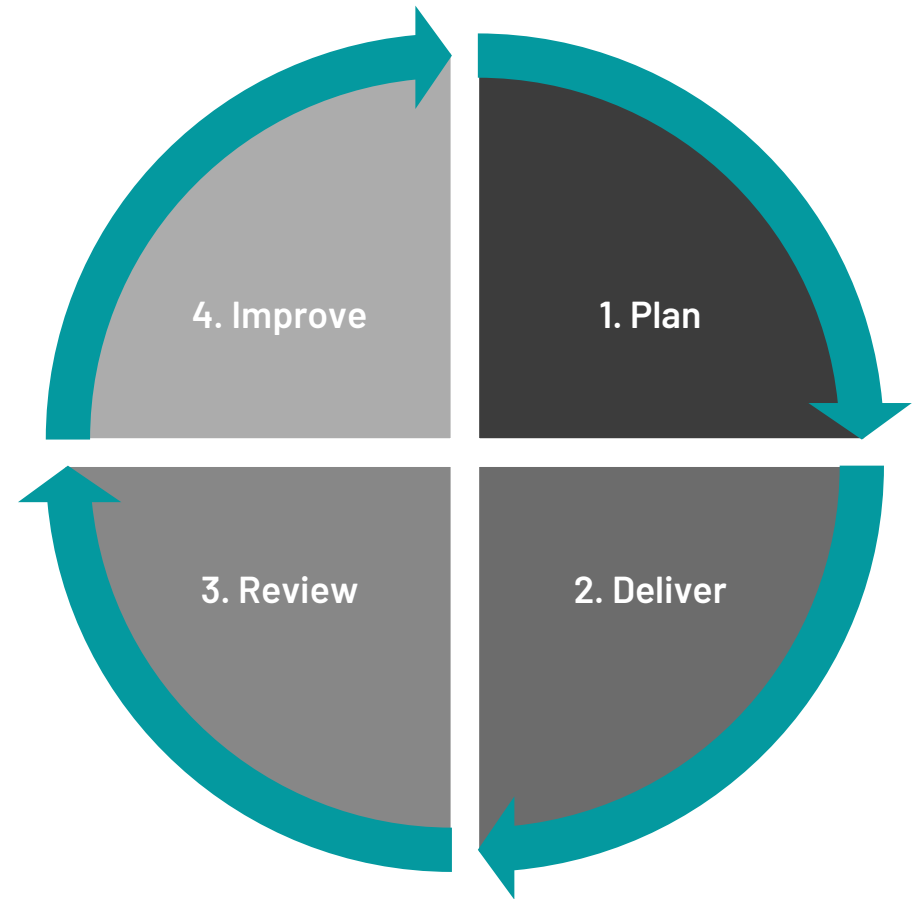
It is important to note that HTC has been engaged to deliver the first phase in this complex change process and that appropriate time and resource will be required to progress through all phases of the change process and beyond to ensure the best chance of success.





## Looking Forward

The HTC recommendations are future focused and provide a significant opportunity to flex and adapt with the changing nature of society and sport. This has been informed by the Sport New Zealand Futures Work and its application to the volleyball community. As with any cycle of continuous improvement, HTC recommends that the volleyball community review the impact of any system change in at least five year milestones.





# Section 3

## Appendices

Throughout this project HTC has created, collected and utilised a number of key documents and resources to inform stakeholder groups and to develop its recommendations.

The majority of these documents are provided in the Appendices as there is a wealth of information and insights that show the thinking behind this report and could also be useful to Volleyball New Zealand in other contexts.

Please note that the information in this section is in working form and is not designed or intended for publication to the wider community without final review.





# **Roles & Responsibilities**

**Volleyball NZ assessment**

	COMMUNITY SPORT					
ITEM	WHAT	NSO	ASSOC	CLUB	OTH. PROV	VNZ comments
Participation Programmes	Licensing (if applicable)	Y	N/A	N	N	Example...
	Sponsorship	Y	Y	Y		
	Development	Y	Y			
	Marketing strategy	Y				
	Promotion to public	Y	Y			
	Promotion to Assoc./Independent provider	Y	Y		Y	
	Education	Y	Y	Y	Y	
	Delivery	Y	Y	Y	Y	
	Registrations of coaches and clubs	Y	Y			
	School links and promotion		Y	Y	Y	
	Delivery in schools		Y	Y	Y	KiwiVolley experiences, Volleyfest,
	Monitoring and evaluation of progs & tools/resources	Y	Y	Y	Y	Inconsistent and using different products
Coach Development	Licensing (if applicable)					
	Framework Development	Y				VNZ National Coach / Ref development framework continued evolving
	Education development	Y	Y			
	Administration and coach registration management	Y	Y	Y		
	Strategy leadership	Y	Y	Y		
	Promotion of opportunities, standards and policies	Y	Y			
	Education delivery	Y	Y			
	Recruitment of Developers	Y	Y			
	Calendar planning and coordination	Y	Y			
	Venue booking	Y	Y	Y		
	Monitoring and evaluation of development opportunities	Y	Y	Y		
	HP coach development	Y				
	Coach forums	Y	Y			
	Development of minority coaching groups - females/young coaches/ inclusion specialists etc.	Y	Y	Y	Y	
	Vetting	Y	Y	Y	Y	
	Appointment/recruitment	Y	Y	Y		
	Appointment/recruitment support	Y	Y	Y	Y	
	Develop volunteer coach programmes	Y	Y	Y	Y	
	Encourage volunteer coach development	Y	Y	Y		
	Run volunteer coach development	Y	Y	Y		
	Appoint coaches for association teams		Y			
	Other??					




	COMMUNITY SPORT					
ITEM	WHAT	NSO	ASSOC	CLUB	OTH. PROV	VNZ comments
Club Capability	Development of support projects	Y	Y		Y	
	Promotion of opportunities		Y	Y	Y	
	Workshop delivery		Y		Y	
	1-1 support		Y		Y	
	Forums	Y	Y		Y	
	Conferences	Y	Y		Y	
	Toolkit Development (best practice templates case studies)	Y			Y	
	Support use of Toolkit (planned and ad hoc support)	Y			Y	
	Create Accredited Club framework					Development of this and associated resourcing of it is a potential area of focus moving forwards
	Promote Accredited Club framework					
	Administer Accredited Club framework					
	Volunteers		Y	Y	Y	
Events & tournaments	Calendar planning	Y	Y			
	Event sanctioning	Y				
	Promotion to public	Y	Y	Y	Y	
	Officials’ education	Y	Y			
	Deliverer education	Y	Y			
	Parent education	Y	Y	Y	Y	
	Player pathway development	Y	Y			
	Monitoring and evaluation of tournaments/events	Y	Y			Regional Club Zone Competition linked to national event varies in structure, standard and quality
	Develop and define regional tournaments/events	Y	Y			Competition Pathway review to commence shortly
	Deliver regional tournaments	Y	Y			Currently VNZ is involved here, potentially more than it should be in the future in some cases (Schools)
	Promote and support players for regional tournaments		Y			
	Deliver national tournaments	Y				Competition Pathway review to commence shortly
	Host national tournaments	Y				
	Promote and support players for national tournaments	Y	Y	Y		
	Selection of rep players (Senior and Junior)	Y	Y			
	Develop and deliver local tournaments		Y	Y	Y	
	Organise leagues		Y	Y	Y	
	Schools Tournaments	Y	Y	Y	Y	As above
	Multisport national/international events (e.g. World Masters Games)	Y			Y	

HIGH PERFORMANCE						
ITEM	WHAT	NSO	ASSOC	CLUB	OTH. PROV	VNZ comments
Players	Developing players	Y				
	Developing programmes	Y				
	Delivering programmes	Y				
	Selecting teams	Y				
	Selecting targeted athletes	Y				
	Player education	Y				
	Parent education					
Systems	Develop performance system and pathway	Y				
	Support performance system and pathway	Y				
Coaches	Education	Y				
	Selecting traveling coaches	Y				

GENERAL						
ITEM	WHAT	NSO	ASSOC	CLUB	OTH. PROV	VNZ comments
Facilities	National facilities framework developed	Y				Nothing sport specific. Part of the coming SNZ process for indoor/aquatic
	Local facilities strategy (including mid & long-term capacity and capability)		Y			
	Facilities are managed effectively - local operations plan/maintenance plan	NA	NA			
	Facility capability, development, and branding	NA	NA			
	Club/Facility collaboration	NA				
	Provide and manage facilities	NA	NA			
	Ensure facility is funded		NA			
Policies	National policy development	Y			Y	Varied delivery of this function – some are in place and fit for purpose, other areas have gaps or funnel to Board currently.
	National policy implementation/delivery	Y			Y	As above
Strategy	Develop strategy and planning framework	Y				Refreshed Strategic Plan a vehicle for improvement of this area
	Develop local strategy	Y	Y			
	Develop local operational plans	Y	Y			

ITEM						
Marketing	Development of national marketing strategy	Y				Not currently resourced to deliver effectively
	Develop and execute national promotions	Y				Not currently resourced to deliver effectively
	Execute local promotions as per national promotion strategy	Y				Not currently resourced to deliver effectively
Relationships	Relationship with Government, funders, sponsors, partners	Y	Y		Y	Challenging to deliver with quality in current resourcing and structure in the game
Funding	Manage national funders	Y				As above
	Manage local funders	Y	Y			
	Support funding process	Y	Y	Y	Y	
Tools and Resources	Develop tools to aid clubs, coaches, associations and venues	Y			Y	
Affiliates	Relationship management	Y				Numbers and volume of connections required mean quality of relationships is variable
	Day to day working with affiliates	Y				As above
	Affiliate support	Y				
Relationships	Manage TLA's / Councils	Y				
	Support TLA management	Y				
	Sport New Zealand	Y				
	FIVB	Y				
	National Federations	Y				
	RST's	Y	Y			
	Other facilities/facility owners	Y	Y			
	Independent providers/facilities	Y	Y	Y	Y	
Local initiatives	Develop local initiatives	Y	Y			
	Deliver local initiatives		Y	Y	Y	
Reporting	Report participation information to Volleyball NZ		Y	Y	Y	Consistency and quality of data a large area of focus needing improvement
Support	In person/online/phone support for all stakeholders	Y				





# **Association Service Delivery Matrix**

Volleyball Association		# Players	# paid empl.	\$ Viability & stability	Clubs? Y/N	Coach dev.	Referee dev.	Dev. progs	School delivery	Leagues	Rep. progs	Comments
1	Northland	876	.5		2	2	2			2	IPC Age	Volleyfest through the summer generates great participation numbers in collaboration with other codes and community organisations across the region. Developing young leaders through the Volleyfest to support local delivery. Key community members support local social leagues in smaller community. Works to keep everything at little to no cost to provide for the community that may not be able to afford to participate otherwise.
2	Harbour	4384	2.5	Received good funding through tu manawa recently	3	1	1		KiwiVolley		IPC Age and Open	Engaging well in the primary/intermediate schools with kiwivolley opportunities (unaware if this is true to the VNZ resources or modified). Beach Centre available for revenue generation through development programmes and competitions.
3	Manukau - Auckland	441	0		24					1	IPC Age and Open	MAVA clubs deliver the majority of the leagues available to the community for participation. They have in the past had a development officer but not for over 12 months now. Our understanding is they have funding for a development and admin role, but have not seen anything advertised for these roles. James Summer (Auckland All Stars) provides a large amount of community activation, coach and referee development, has a strong relationship with CLM community sport and has a contract with VNZ, was a part of the MAVA board, but no longer, there is tension between MAVA and James. Numbers could be larger with James included.
4	Waitakere, East, Central Auckland	300	0		10						IPC Age and Open	WECA is only in its second year and we are working to support them with their capability build, we have secured some funding for them for a position, and are working through further funding proposals to increase the reach and support it can have in its community.
5	Waikato	11262	1	Strong relationship with Trust Waikato/Sport Waikato	3	2	2	Age Group Academy	KiwiVolley	2	IPC Age and Open	Waikato has had a great impact into the secondary school space for a number of years with their development officer, they are looking to expand their capability, VNZ is supporting them through appointing a Operations Manager by supporting the creation of the role and supporting with funding applications.
6	Bay of Plenty	6501	3.5		5	1	1	Beach and indoor youth oportunties	KiwiVolley lead by Tauranga Volleyball		IPC age and open	BOP is invested in growing their capability, have recently appointed a general manger and secured funding for a community activator to engage with volleyfest and kiwi volley deliveries in to the wider communities of the region.
7	Taranaki	221	0		3						IPC Age group	Taranaki acknowledges it is a development region and focuses its opportunities for participation into the youth space, a very passionate volunteer drives a lot of what happens in the Taranaki community but does not always see eye to eye with other members of the community.
8	Hawkes Bay / Poverty Bay	1998	1.5		5	0	1		KiwiVolley		IPC Age and Open	The operations manager is working part-time along with another part-time competitions manager is currently looking at appointing a development person to reengage with the community for kiwivolley and other opportunities. Lots of potential here in the Hawkes Bay community, beginning to reconnect with the Gisborne community as the region does encompasses that area, but they have not historically done this very well as it is still geographically a long way from one another.
9	Manawatu	2869	1.5		3	2			KiwiVolley	1	IPC Age and Open	Manawatu is in its 3 <sup>rd</sup> year of establishment, and are still finding their feet, they have passionate and capable staff who connect well into the community to provide development opportunities.
10	Wellington	4540	0		3		2				IPC Age and Open	Wellington relies heavily on its volunteer board members, who coach, plan, and deliver volleyball throughout their community, and more often they not cover a large amount of participation costs for their players. There is a lot of potential for further articipation and membership opportunity in the wellington region.
11	Tasman	5789	2.5	Good relationships with local sponsors	10	2	1	Pipeline Development	KiwiVolley	4	IPC Age and Open	Tasman has a good business model where they leverage their leagues, tournaments and development programmes to cover the cost of contracted staff, and apply for funding to cover the cost of venue hire/equipment replacement.
12	Canterbury	6426	1		10	2	2	Sentinal Beach and Indoor		4	IPC Age and Open	Canterbury staff member provides a lot for the community, and would like to do more, but is working above his capacity, there are key members of the board/community who are providing opportunities. Members of VNZ Pasifika Leadership Group started the Canterbury Pasifika Volleyball Association at the beginning of the year, providing opportunities to the Pasific community, they have reached out to CVA to connect and collaborate but this is still to occur.
13	Aoraki	560	0							1		Aoraki is the smallest affiliated RA and provides a small social league but the main membership is for secondary school students, they do not participate in any major VNZ events, have only begun paying affiliation fees since 21.
14	Otago	1630	0		4	1	1			2	IPC Age and open	Otago is currently working through the final stages of appointing an operational manager.
15	Southland	722	0					Youth development		3	IPC Open	Volley South are providing a number of participation opportunities across the region, and looks to connect in smaller localized development for youth participants. Volley South, have in the past constitution stated they are the RA and the sole club provider for the volley south region. This was challenged and amended, but to date no new clubs have established to play in VNZ or Zone competitions.





# **Research Materials**

## Research Materials

The following documents were reviewed as part of the research and assess stage of the project to provide vital background and context.

Document
Strengthen & Adapt Workshop(s) & Related Notes
Strengthen & Adapt Information Pack
Volleyball New Zealand Annual Reports 2021, 2020, 2019
Volleyball New Zealand Strengthen & Adapt Plan/Submission
Mahere Rautake - Volleyball New Zealand Strategic Plan 2022 - 2030
Constitutions - Volleyball New Zealand and selected Associations
Growing a Cornerstone Sport - Report of the Independent Working Group For The Review of Swimming New Zealand
Netball Delivery Review
Badminton New Zealand Independent Review
Organisational change in seven selected sports
Understanding organisational change in sports organisations





# **Association Consultation Presentation**

## Background:

In 2020 volleyball was selected to be part of wave one of the Strengthen and Adapt programme (S&A). A key element of the S&A programme was extensive consultation between Volleyball New Zealand and the wider volleyball community.

During this consultation the question 'How can we ensure our delivery model is flexible and robust?' was asked to a range of stakeholder groups.

The answers to this question led to the development of a high-level concept of a 'connected Community-Centred model' that would enable the sport to facilitate improved connections between a broader range of stakeholder groups. This proposed change to the delivery model would be transformational for volleyball in New Zealand, **creating opportunities for a more inclusive system, maximising resources for the ultimate benefit of the participants and the community.**

The transformation to a **Community-Centred model** formed the basis of one of four initiatives contained in the Strengthen and Adapt Plan (Transformation of the Culture within Volleyball in NZ).

Since publishing the concept in the Strengthen and Adapt Plan, there has been some communication on what the new model might look like in practice, but further engagement with Associations is needed to obtain further detail on what is currently working well and what areas need to be improved.

It will also be important to establish clear establish roles and responsibilities to ensure the entire volleyball community has clarity and understanding of a potential new model and the exciting opportunities it presents.

## Project outcomes:

- The volleyball community understand the process by which a new community centred model will be recommended and understands the opportunities the new model will present to individuals and volleyball organisations
- The volleyball community are engaged in meaningful consultation to gain input into what the proposed new connected community centred model might look like (the detail of what the model looks like in practice, how it is different to current state and the impacts of the change)
- HT Consulting produce recommendations on the connected community centred delivery model using key insights gained from stakeholder consultation. Recommendations to include:
  - System Structure
  - Key Concepts
  - Roles
  - Responsibilities
  - Benefits by Stakeholder Groups
  - Implementation process options



## Intended outcomes of the consultation session:

1. Detailing which organisation does what for volleyball in each community/region (roles & responsibilities)
2. Understanding the strengths/opportunities and weaknesses/challenges of Associations
3. Considering and capturing what an ideal volleyball delivery system looks like
4. Listing some possible changes that could improve volleyball in New Zealand (future solutions)
5. Any other items Associations would like to cover off or discuss in relation to the project

# The Volleyball System



# Which organisations do what in the volleyball community?

Area	Association	Schools	Clubs	Independent Providers	VNZ
<b>Comps / Leagues / Tournaments</b> <ul style="list-style-type: none"><li>School Leagues</li><li>Events</li><li>Club / Business House Comps</li></ul>					
<b>Development (coaches/off./vols)</b> <ul style="list-style-type: none"><li>Recruitment</li><li>Course Delivery</li><li>Programmes</li></ul>					
<b>Performance</b> <ul style="list-style-type: none"><li>Rep Teams</li><li>Development Training</li><li>Squads</li></ul>					
<b>Member Service &amp; Support</b> <ul style="list-style-type: none"><li>Database</li><li>IT</li><li>Admin</li></ul>					
<b>Other Stuff</b>					



## Current State:

Group work on strengths / opportunities

Group work on weaknesses / challenges



**What would an awesome future  
volleyball system look like??**

**Local, regional, national?**



## Future State

WHAT ARE THE TOP 5 CONSIDERATIONS CRITICAL TO IMPROVING THE  
DELIVERY OF VOLLEYBALL:

1.	
2.	
3.	
4.	
5.	



Date	Action
16 October (AGM session)	HT Consulting introduction, detail the process, explain consultation
Late November	Consultation – sessions with Associations and VNZ (online, mid-week evening timings) Recording what's working and what's not for both VNZ and Associations
15 December	Summary of consultation themes sent to Associations
February	Connected community centred delivery model recommendations developed by HT Consulting using consultation insights
March	Volleyball NZ to socialise the recommendation and gain feedback from Associations to determine next steps



# **Association Consultation Outputs by Zone**

## Volleyball Association Consultation Themes - Northern



**Attendees -** Arvid Ditchburn, Richard Casutt, Adam Watson (Harbour), Lilian Tauafiafi-Viliamu (WECA), Grant Harrison (Northland), Nancy Palelei, Tui Tuilaepa (MAVA)

### Which organisations do what in the Volleyball community? (information provided via email after consultation session):

Area	Association	Schools	Clubs	Independent Providers
Comps/Leagues / Tournaments <ul style="list-style-type: none"> <li>School Leagues</li> <li>Events</li> <li>Club / Bus. House</li> </ul>	<b>NH</b> - Run majority / but some in conjunction with college sport Sec School leagues / super league Zone leagues / Facilities – beach is run at NH facility Indoor events are spread out – top schools AUT campus, college sport based out of the BT netball centre Home and away Lack indoor facilities on the Shore	<b>NH</b> - Schools enter through us. College sport league – enter through college sport College Sport can be difficult Most of the schools willing to stay with NH rather than CS. <b>WECA</b> – no school leagues, but we are in a few schools. Club – works with CS to run leagues	N/A	<b>NH</b> –Some are really awesome and starting to work with them. <b>WECA</b> – Not much engagement – they do their own thing. Not many in NH due to the facility limitations. Fijian / Indian Leagues / Dragon club Battle for court time, Different communities Facilities limitations. No control over what they are doing / how are they doing it. Would rather they did it in their own area.
Development (coaches/off./vols) <ul style="list-style-type: none"> <li>Recruitment</li> <li>Course Delivery</li> <li>Programmes</li> </ul>	<b>NH</b> - Run own dev programmes Based at beach volleyball venue Some people a little bit resistant to this – as they've been involved for a long time. Would like to build this into rep coaching and this links. Development based out of the beach facility, our NH coach development that links in with their criteria. Lack of coaches – many of our coaches are students / Y13. Lack age / experience / maturity <b>WECA</b> – trying to programme the development of the officials / write a framework. Space to deliver and people unclear on expectations. Knowing the benefits and responsibilities. Like the way that NH do it – keeping them involved.	Schools that connect into student coaching. Creates a cycle to stay in the game and give back. Student coaches U15 IPC – student coaches with the older coaches as mentors.	N/A	N/A



## Volleyball Association Consultation Themes - Northern

Which organisations do what in the Volleyball community? (information provided via email after consultation session):

Area	Association	Schools	Clubs	Independent Providers
Performance <ul style="list-style-type: none"> <li>Rep Teams</li> <li>Development</li> <li>Training</li> <li>Squads</li> </ul>	<p><b>WECA</b> - doesn't have this, based on the experience in the Association. Imbalance between this - coaching / supporting. Enters into competition</p> <p>No mana in being referee / official, coaching - very player centric - very difficult to entice people. To get people to do this.</p> <p>EOI for Rep teams - it's basically who will volunteer - just who ever you get.</p> <p><b>NH</b> - send teams to all IPC events / competitions. Seniors is biggest - 2 teams. 2 teams U15/U17/U19. Others more restricted due to player available. Beach not selected - open to all</p> <p>Campaigns for each events - trials and coaches established. 2 trainings a week for indoor / 1 day a week for beach.</p> <p>Issue in finding coaches. A lot connected to schools - so don't have time</p>	N/A	N/A	<p>College opportunities having a massive impact - especially in the womens game. Scholarships / div 1 universities. Don't need to be amazing - need good grades. More and more getting through (NH).</p> <p>Not a pathway that is pushed / or accessed in WECA.</p> <p>Interested to hear how other Associations (NH) do it.</p> <p>Rob - former US volleyball player / now working with a US recruiting.</p>
Member Service & Support <ul style="list-style-type: none"> <li>Database</li> <li>IT</li> <li>Admin</li> </ul>	No information provided	No information provided	No information provided	No information provided

## Volleyball Association Consultation Themes - Northern



### Strengths & Opportunities

- Participation numbers across all levels – still can be bigger.
- Diversity across the board – huge range of ethnicities. Growing numbers across the community.
- Successful in the HP space in results – IPC and with athletes representing NZ.
- Established and high-level coaches
- New – opportunity to get it right the first time and learn from others. New initiatives.
- Attracting a lot of people – keen to be involved
- No baggage
- Opportunity to grow Grass Volleyball



### Weaknesses & Threats

- Coaches – big time / lack of coaches – ability and number (students ok). But need expertise at that next level
- Structure that we feed into – limits us and puts a lot of players off who want to be in that semi-pro place. Pieced together – doesn't seem to align. IPC – is it a product people want? NVL – is it too long? What's the opportunity that sits below the competitive level.
- Timing and structure of the season (dictated by VNZ and CS).
- Facilities – timing / use / partnerships
- Women's game – converting outside of school volleyball
- Converting school participation into outside school.
- Winter – competing for facilities.
- Facilities stop us from growing
- Pacific – boys choosing between volleyball / rugby / RL
- Can't see an immediate benefit for continuing to play
- No opportunity for people not on that performance pathway.
- Why would Pacific boys play when they don't have a volleyball pathway
- There's no clear pathway – they don't see people the same as them in this space
- Cost of competing – paying for indoor facilities versus outdoor sports
- Lack of a clear pathway weakens Associations
- Very hard to distinguish boundary lines for Auckland
- Lack of paid resource in Associations
- College Sport often treat all sports the same – volleyball is different. More pressure around facilities

## Volleyball Association Consultation Themes - Northern



### What would an awesome Volleyball system look like? (surmised from general discussion)

- Better facilities - what is working overseas that we can learn from?
- Paired back national body
- 10 - 12 paid staff in Associations
- Stronger Kiwi Volley programme (currently only a few Associations delivering)
- Better competitive pathway that appeals to all parties
- Provide early opportunities for participation - target Tamariki
- Church competition? Ethnic Leagues?
- Better value add from VNZ
- Stronger Associations
- Regional strategy
- Flexible delivery system that is open to change



### The top considerations critical to improving the delivery of volleyball (surmised from general discussion)

1. Better relationship between VNZ and Associations
2. VNZ to improve communication and transparency
3. Reduced number of events delivered by VNZ
4. Increased resources for Associations



## Volleyball Association Consultation Themes - Midlands



**Attendees** - Stewart Henderson (BOP), Robyn Polley (Waikato)

**Which organisations do what in the Volleyball community? (information provided via email after consultation session):**

Area	Association	Schools	Clubs	Independent Providers
Comps/Leagues / Tournaments <ul style="list-style-type: none"> <li>School Leagues</li> <li>Events</li> <li>Club / Bus. House</li> </ul>	Organise: Social and competitive Beach leagues Secondary schools (indoor and beach)	Enter teams in secondary school leagues	Volleyball Tauranga organises local leagues in summer and winter: Kiwi Volley, 4 a side	N/A
Development (coaches/off./vols) <ul style="list-style-type: none"> <li>Recruitment</li> <li>Course Delivery</li> <li>Programmes</li> </ul>	Delivers coach development in partnership with Sport BOP (coachforce)	Provide school coaches and referees for local competitions	N/A	N/A
Performance <ul style="list-style-type: none"> <li>Rep Teams</li> <li>Development Training</li> <li>Squads</li> </ul>	Selects and sends teams to Inter-Provincial Championships	Top teams qualify through to NI Junior and NZSS Nationals	Tauranga, Phoenix, Rotorua, Whakatane provide rep teams for club champs	N/A
Member Service & Support <ul style="list-style-type: none"> <li>Database</li> <li>IT</li> <li>Admin</li> </ul>	VBOP have a paid part-time secretary/treasurer	All schools have sports departments providing administration support	Tauranga & Phoenix have secretary/treasurer	N/A



## Volleyball Association Consultation Themes - Midlands



### Strengths & Opportunities

- 227 teams across BOP
- School volleyball
- Strong interest – lots of demand
- Tu Manawa – taking volleyball to central and eastern bays. They don't have the volleyball that the west has.
- Opportunity for better organised competitions and leagues outside of western bays
- Spread the excellent work of the west through to central / east
- Lots of growth / big participation numbers
- So much demand – especially socially – new nights etc.
- No contact
- Great social game
- Ultimate team
- Parents like the sport
- Great culture



### Weaknesses & Threats

- Transition from schools and losing players to uni.
- Strengthen the club teams in Tauranga and Whakatane
- Need strengthen input from Rotorua and Whakatane
- Need the stimulus of outside teams/ variety of teams coming in to play and vice versa
- BOP is a huge region – difficult to service whole region
- Strong relationship with Kiribati – but they are independent.
- Indian community – need to foster some of the different groups that are out there
- Aware of the different communities – try to establish links
- Finances always a worry – employees – GM / Coach Force / Activator / Finance person that's part time
- No one knows where to go to get equipment. Leadership in this area would be great

## Volleyball Association Consultation Themes - Midlands



### What would an awesome Volleyball system look like? (surmised from general discussion)

- Got to come from the Schools / Strong in the Schools
- Players and officials well looked after - transition from schools to clubs
- Encourage & welcome players into clubs
- Keep playing and continue to support volleyball
- Coaching against coaches that you used to coach
- Nationwide - establish the international programme
- U17 - travelling around the country - build the pathway - right experiences at the right time
- Managing the cost of competing in HP for athletes
- No real programme for the Men's and Women's team - they need re-establishment
- NVL has been good - but not the same as the national programme - silver fern
- A better financially secure and sustainable system that can cope with the demand / number of employees



### The top considerations critical to improving the delivery of volleyball (surmised from general discussion)

1. Coaching - to deliver competitions - you need teams that can play and enjoy it. Getting the good level of volleyball to play this.
2. Competitions - opportunities for kids that are run professionally and done well.
3. Facilities - having the stadiums and enough court space to meet the demand and the growth demand.
4. Encouraging that age group to keep playing (follow the Australian model). May need to put some money / resource / time / oomph into this space. Linking into the US university scholarships
5. The whole financial pieces - players having to pay their own way to represent NZ. It would improve delivery if they could get into teams on merit - not what they can pay \$\$\$



## Volleyball Association Consultation Themes - Central



**Attendees:** Thelma Vilo (Hawkes-Poverty Bays), Louis Jayasuriya (Manawatu), Phil Gayton (Taranaki), Andrew Vok (Wellington)

**Which organisations do what in the Volleyball community? (information provided via email after consultation session):**

Area	Association	Schools	Clubs	Independent Providers
<p>Comps/Leagues / Tournaments</p> <ul style="list-style-type: none"> <li>School Leagues</li> <li>Events</li> <li>Club / Bus. House</li> </ul>	<p><b>T</b> – pre-covid ran the Club Champs (Spotswood / Stratford / Hawera).  <b>HP</b> – No other clubs run leagues – but in discussion – using more courts – building a club / elite league  <b>M</b> – run one off tournaments – Open events in a range of age groups / levels</p>	<p><b>T</b> – coordinates junior and senior regionals  No facilities for weekly competition – plus geographic nature challenges  <b>HB</b> – runs secondary school weekly – senior (T1) and junior (T4). Room to expand  <b>HP</b> – runs the open tournaments and the seeding, kiwi volleyball (yr 5-8) and Intermediate superleague  <b>M</b> – Kiwi volley league (yr 4-6) through the term – weekly  Taking over the secondary school volleyball league, Premier school league for those going to nationals (6-8 teams – good step up).</p>	<p><b>T</b> – Spotswood club runs a 6/8 team beach comp  3 clubs run their own social leagues on Sunday nights (adults)  Intermediate and Sec Schs league (run by Spotswood Club). Huge growth in the number of teams.  Run a North Taranaki Yr 7&amp;8 tournament.  Taranaki Yr 7&amp;8 tournament – first time since 1980s.  <b>HP</b> – Napier Volleyball club runs social league on Monday night  No other clubs run leagues – but in discussion – using more courts – building a club / elite league  <b>M</b> – don't have many clubs, Massey most established. Club played up there at Massey.</p>	<p><b>HP</b> – have a lot of plans on connecting with church groups and other groups.  Palmerston North are a business not so much a club</p>

## Volleyball Association Consultation Themes – Central

Which organisations do what in the Volleyball community? (information provided via email after consultation session):

Area	Association	Schools	Clubs	Independent Providers
Development (coaches/off./vols) <ul style="list-style-type: none"> <li>Recruitment</li> <li>Course Delivery</li> <li>Programmes</li> </ul>	<p><b>HP</b> – Have an academy that are running their own development stuff. Don't have a development officer – but is planning to</p> <p><b>M</b> – have part time development officer – who does everything. Running KV and doing coach development</p> <p>Athletes that didn't make the IPC team – opportunities for them. Kings &amp; Queens Team</p> <p>Coach Developer sessions with IPC coaches. VNZ Coach Developer training. Focus to get into schools.</p> <p>Tu Manuwa funding access</p> <p>More upskilled coaches leading to better athlete development</p> <p><b>T</b> – looking at this area for the future. Have to go out of the province to do anything. Need to bring people in or people have to go out – dollar situation.</p>	Provide school coaches and referees for local competitions	N/A	N/A
Performance <ul style="list-style-type: none"> <li>Rep Teams</li> <li>Development Training</li> <li>Squads</li> </ul>	<p><b>T</b> – Run the IPC – four teams. Decision not to send Open Team – focusing on the development of the age group athletes. Open players can play club champs</p>	No information provided	No information provided	No information provided



## Volleyball Association Consultation Themes - Central

Which organisations do what in the Volleyball community? (information provided via email after consultation session):

Area	Association	Schools	Clubs	Independent Providers
Performance <ul style="list-style-type: none"> <li>Rep Teams</li> <li>Development Training</li> <li>Squads</li> </ul>	<b>T</b> - Run the IPC – four teams. Decision not to send Open Team – focusing on the development of the age group athletes. Open players can play club champs	No information provided	No information provided	No information provided
Member Service & Support <ul style="list-style-type: none"> <li>Database</li> <li>IT</li> <li>Admin</li> </ul>	<b>HP</b> – have an admin person. 2 paid staff (full time Op Manager / Game Developer is part time).	No information provided	No information provided	No information provided



## Volleyball Association Consultation Themes - Central



### Strengths & Opportunities

- HP - Interest and resource there
- Continue to do IPC teams at the age group levels (VNZ drop the Open grade and introduce 15s)
- IPC Age Groups - have a Div 1 and Div 2 - 8/6 teams by right - provincial teams would make up the Div 2 and could play up to Div. Good close games and better competition.
- Council looking at a huge development in the race course centre - \$100m indoor and outdoor - 26/27 to open with a 19 court set. Design stage.
- Extra 12 courts and new facility. Struggle was venue space. Big strength - IPC will be in HB in Kings Birthday
- M - we're new - have the momentum, don't have too tired people - yet.
- Sec schs nationals - keen to keep it. Massive event
- Really established social league through PN. Over 100 school teams and 60 social teams - pumping. Lots of social volley going.
- T - continue with the club run leagues and growing these. Good representative in their geographic area promoting these with their resources.
- Need leadership from VNZ in the system to bring together people and support best practice. Has happened in the past...



### Weaknesses & Threats

- HP - Misalignment of different groups
- Top high school players leave town and go to university - drop off. Not many high-level players - more social players - then leads to difficulty in getting high caliber coaches
- Coaches that have school teams - limited time to coach for Volley Taranaki teams
- Huge lack of indoor facilities in the province - so indoor codes really struggle
- New facilities - need to be to spec to be able to have volleyball
- Struggling to find the Ops Person - the right person to fulfil the role and execute what they need to do. VNZ are supportive.
- Volunteers - not many people out there willing to help and give up their time. Still need people to give up their time. Always the same people.
- T - funding to get paid personnel
- M - being able to pay our staff. Can get some funding, but never enough to cover it all, always needing to top this up.
- Sustainability of income
- Volleyball people - strong personalities - navigating this and trying to keep everyone happy. People having their own territory.
- Volunteers, it's the same person all the time - coaching across everything, on committees and boards and it's a handful of people doing everything. More people in - more sustainability. Creating a positive culture - people wanting to put up their hand.

## Volleyball Association Consultation Themes - Central



### What would an awesome Volleyball system look like? (surmised from general discussion)

- Strong transition from school volleyball to club volleyball
- Encourage & welcome players into clubs
- Nationwide delivery of the KiwiVolley programme
- Fully funded rep programme
- Aligned and transparent delivery system - VNZ right through to schools
- Financially self-sufficient Associations - increased number of employees
- Reduced scope of VNZ - invest more into Associations



### The top considerations critical to improving the delivery of volleyball (surmised from general discussion)

1. Better unity - if we can all work together then we can improve the delivery of volleyball. Would be good to have more collaboration across regions - working together and partnering with VNZ - regions can create funding and get some income. VNZ running events. Catalyst for developing and supporting regions.
2. Centralised funding - VNZ secure funding and then distribute to the regions. Even a half FTE position would make a huge difference. Need to be aspirational to get money flowing down - VNZ need getting stuff done and Associations can do this
3. Focus on growing grassroots - building the big base
4. Volleyball pathway - something to look up to. Create things for our young people to aspire to. A pathway that is accessible to all players. Role models - don't have any at the moment.
5. Support for transitioning players - Secondary School to Uni. Converting secondary school players into lifelong volleyball players. Knowing where to go. VNZ able to assist into scholarships in the US. A lot of scholarships available - great opportunity. Massive over in the States.



## Volleyball Association Consultation Themes – Southern



**Attendees:** Pam Brodie (Tasman), George Williams (Canterbury), David Hines, Dallas (Aoraki), Yuki Watanabe (Otago), Donna Milne (Southland)

### Which organisations do what in the Volleyball community? (information provided via email after consultation session):

Area	Association	Schools	Clubs	Independent Providers
Comps/Leagues / Tournaments <ul style="list-style-type: none"> <li>School Leagues</li> <li>Events</li> <li>Club / Bus. House</li> </ul>	C - Holiday programs, Kiwivolley, Sentinel indoor, WinterVolley, Sentinel beach, social and competitive indoor competitions	C - Weekly school league delivery in conjunction with school sport Canterbury	C - Indoor: almost exclusively provided by clubs	No information provided
Development (coaches/off./vols) <ul style="list-style-type: none"> <li>Recruitment</li> <li>Course Delivery</li> <li>Programmes</li> </ul>	C - has an introduction to coaching course that runs about 4 times a year and occasional other opportunities	C - informal development on an ad hoc basis	C - informal development on an ad hoc basis	No information provided
Performance <ul style="list-style-type: none"> <li>Rep Teams</li> <li>Development Training</li> <li>Squads</li> </ul>	C - Age-group and adult indoor teams are selected, coached and managed by CVA. Only age-group beach teams are run this way. Adult beach has no representative events.	C - Schools do most of the development of this age group (not surprisingly). The quantity and quality of programs is entirely dependent on volunteer hours put in by teachers, parents or other volunteers.	No information provided	No information provided
Member Service & Support <ul style="list-style-type: none"> <li>Database</li> <li>IT</li> <li>Admin</li> </ul>	No information provided	No information provided	No information provided	No information provided





## Volleyball Association Consultation Themes - Southern



### Strengths & Opportunities

#### Canterbury

- Plenty of people paying to play
- Well established calendar of competitions and events
- Small enough to innovate, but big enough to create atmosphere/have a “culture” of volleyball
- A strong core of knowledgeable, experienced volunteers make decision making and planning easier
- Zero commercial partnerships
- A home for beach volleyball
- Single digital system for all volleyball
- New venues opening

#### South

- Strong female participation, particularly for senior school students (Years 11-13)
- High diversity amongst participants, and high representation from Māori, Asian, and Pacific Island people.
- The recent recovery around participation numbers, and trending increase is positive
- The diverse range of participants shows there is clearly a reach into high deprivation areas
- The use of the beach facility to increase physical activity opportunities for lower participating communities
- Take the competition to the participants. There has been some discussion of this with grass volleyball, but are there other possibilities, such as taking competitions out into the region to remove barriers and further build on strong participation



### Weaknesses & Threats

#### Canterbury

- Limited governance knowledge and structure
- A few people doing a lot
- People with skills and knowledge are not sharing it widely
- Limited ability to reach all of those who want to play
- Direction and structure of volleyball in New Zealand, especially re VNZ
- Significant changes in the funding landscape
- Including trans-gender athletes

## Volleyball Association Consultation Themes - Southern



### What would an awesome Volleyball system look like? (surmised from general discussion)

- A strong relationship between VNZ and Associations
- Celebrating current successes
- National advocacy by VNZ to funders
- Stronger support to Associations by VNZ
- Associations more involved in national decision making
- Regular communication from VNZ
- More programmes that are geared towards South Island Associations/players
- Keeping young people in their local settings
- Smaller national squads



### The top considerations critical to improving the delivery of volleyball (surmised from general discussion)

1. VNZ to cede some control to Associations - esp. delivery of events and local delivery
2. Competition review (develop clarity of purpose for every event, 5-year horizon)
3. Baseline funding from VNZ to Associations to improve delivery
4. Improved technology platform to capture insights and run competitions





# **Consultation Meeting with Volleyball NZ**

## **Summary**





## Volleyball NZ Consultation: Meeting 18 November 2022

Attendees: Toni-Maree Carnie, Steve Upfold – Volleyball NZ  
Joe Hitchcock, Jamie Tong – HT Consulting

What is the community centred model trying to fix?

- Operating structure needs to better align with how communities are participating
- Set up the NSO/RSO delivery framework to best enable delivery of strategy

What are the proposed transformational areas?

- Consistent roles and responsibilities and expectations (NSO, RSOs, Clubs)
- Strong relationship between VNZ and Regions
- A clear understanding of what good/great looks like
- How can community and commercial aspects be considered in the recommendations?
- Affiliation model?
- How to establish a model that has both the sport/competitive pathway and the social/community and the historic club angle – these three pieces covered off.

What are the current pain points in the system?

- Too many organisations, some delivering some not
- Small picture – volleyball is still set up in a traditional way – and this is not how it is played.
- Tension between Associations and Club system – where it has come from and where it now is
- Almost as if there are two parallels – sport system and community system
- Issue with people (traditional people especially) building their kingdom in volleyball and not being inclusive.
- There is a mismatch of huge number of people playing/wanting to play and the tiny number of people/resource delivering / leading the game

What is currently working?

- Strong pathways
- Development programmes developed

What are the key aspects to VNZ through this process?

- Want to build a value proposition – trust with Associations, so they get the big picture
- Associations ready to support the system model recommendations when presented





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