



VOLLEYBALL NEW ZEALAND
POIREWA AOTEAROA



National Partner Strengthen and Adapt Plan Submission

Submission to **Sport New Zealand** Ihi Aotearoa

Presented by **Volleyball New Zealand** Poirewa Aotearoa

October 2020. Commercial in Confidence

VOLLEYBALL NEW ZEALAND
POIREWA AOTEAROA



Engā mana, e ngā reo, e ngā rau rangatira mā, tēnā kōutou kātoa

Greetings to all those who bear authority.

Tenei te mihi atu ki a koutou kua ūhia nei mātou e te korowai o tō atawhai

We acknowledge your support, for you have cloaked us in your care.

He waka hourua, he waka eke noa tatou

Like a waka with two hulls we are bound by a common purpose.

Tēnā āno tātou kātoa

Greetings Again



Purpose: To connect and inspire people through the **ihiihi** that the dynamic sport of Volleyball brings to every community

ihiihi: (noun) thrill, excitement, exhilaration, passion, elation.

This is our invitation to our communities to experience the invigoration, thrill, excitement, exhilaration, passion, elation of Volleyball.

'Ihiihi' embraces the reimagination of our shared vision.

National Partner Strengthen and Adapt Plan Submission

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Executive Summary

Thank you, Sport New Zealand, for the opportunity to submit for support to develop our Volleyball New Zealand (VNZ) **Strengthen & Adapt Change Plan**.

Purpose:

To connect and inspire people through the **ihiihi** that the dynamic sport of Volleyball brings to every community.

Volleyball is a dynamic, non-contact sport that brings people together. It is intergenerational, combining genders and ethnicities, all able to play together. People experience a sense of wellbeing through connection, celebration and community when they play. These are the **signature strengths** of volleyball.

Process:

Stakeholder Consultation: The **process** of Stakeholder Consultation has been a success in and of itself, creating an unexpected **legacy** of the Strengthen and Adapt programme.

We have conducted eight Focus Groups from within our **Associations, athletes, Māori and Pasifika groups, community sport stakeholders, and schools** and consulted widely via on-line surveys with several hundred of our participants covering all aspects of our sport. This process of engagement has been highly valued by all participants and has set an expectation of, and a commitment to, **regular ongoing engagement with our communities**.

Concept Co-creation and Testing: As concepts have been introduced, we have taken great care to ensure they have been **fully tested for relevance, accuracy & completeness** with the Working Group over multiple sessions, and separately, tested by the S&A Steering Group. Both groups included stakeholders with an intimate understanding of volleyball, and the wider sport and recreation environment.

Current State:

Participation:

Whilst largely under resourced and under the radar, volleyball represents a significant footprint within the New Zealand sporting and community landscape, with **over 45,000 participants** nationally.

Association data submitted to Sport NZ via Sport NZ Categories 2019 / 2020, Only including Association or VNZ led competitions

Age	2019 / 2020	F	M
0-12	19,702	13,135	6,567
13-18	13,527	9,018	4,509
19+	11,520	7,680	3,840

- Most 'formal' volleyball is played in schools, with the Secondary Schools Competition being the largest participation forum with 18,520 participants in the most recent 12 months period (School Sport NZ census data).
- Volleyball is the **second fastest growing sport within secondary schools**.

- Volleyball is **second largest secondary school sport for girls** (behind netball) and the 5th largest secondary school sport overall.
- A high percentage of registered players cease playing 'formally' after 19 years old (when they have left school).
- There are 51 volleyball clubs supporting 4,462 registered players.
- Various VNZ events, festivals and beach competitions attract up to 2,000 participants each
- The engagement process has shone a spotlight on vast numbers of participants active in 'outside the system' opportunities, such as church-based Pasifika events, Filipino tournaments, and other social events around the country.

Our stakeholder engagement has also highlighted some '**brutal facts**': The **high number of Māori & Pasifika & Asian participants** already enjoying our sport but **not enabled to sign up** to a club or formal programmes; **women outnumber men 2:1** across all spectrums of the sport but this is **not reflected in coach and referee recruitment and development**, and that our organisational **structure doesn't accommodate the vast majority of social, casual & community volleyball players** who require a 'different kind of service and support' from Volleyball NZ.

Key Themes from our Consultation Process:

These themes represent the 'gaps' that have been identified in our system.

Accessibility & Visibility	More opportunities to play, lower cost of entry, modified versions of the sport, spaces and places, having the sport in front of people more
Igniters	Invest in our key 'igniters' to grow the sport; Coaches, Development staff, volunteers, community leaders and referees
Diversity of offerings	Increase our understanding of different groups of participants, to be able to cater to their needs
Partnerships	Thinking strategically and innovatively around who we can partner with to achieve outcomes.

Strengthen and Adapt Initiatives: Our Transformational Journey

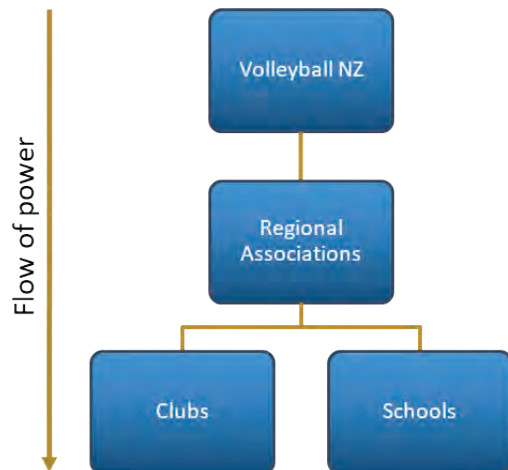
Our Strengthen & Adapt Change Plan sets out to transform volleyball in this country across who we are, what we do and how we do it, delivered in a sustainable, fit for purpose & future-proofed way.

Community Engagement Has Generated Our Guiding Principles

Going beyond a sport	We use Volleyball as a vehicle to wider benefits, supporting the health and wellbeing of New Zealanders, connecting communities, developing the character and leadership potential of our diverse population, and playing a part in environmental sustainability. We also recognise the tangible benefits of Volleyball in the play and active recreation spaces, alongside that of the traditional sport setting.
Sharing ownership and outcomes	We work with communities and key partners to take collective responsibility for volleyball in Aotearoa, fostering relationships to ensure local ownership and innovation, and delivering mutually beneficial outcomes for everyone.
Empowering people	We value, support, and engage with players, coaches, referees, volunteers, administrators, supporters, and stakeholders in whatever settings they participate in. We are committed to diversity and inclusion by championing outcomes for females, Māori and Pasifika.
Putting communities at the heart of what we do	We follow a locally led, needs-driven approach, flipping the traditional sports model by emphasising partnerships and working alongside local communities to understand and meet their needs. The voice of the participant, athlete and communities is central to our culture and decision-making.
Our Te Tiriti o Waitangi led aspirations	We will be guided by the principles embedded in Te Tiriti o Waitangi/the Treaty of Waitangi to advance our Māori agenda and grow our competence, capacity and capability.
Targeting investment	Finite resources demand that we invest in a strategically driven and responsive way. The drivers, process, and decisions for targeting investment are transparent and clear for our communities to understand.

Community Engagement Has Transformed Our Understanding of How Volleyball NZ Can Best Engage with Stakeholders

FROM HERE



Traditional sports model

- NSO led
- NSO ownership or association ownership
- High Performance drivers
- Dependence on schools and clubs for delivery
- Requiring our communities to come to us
- Erring towards rigid, less mobile delivery
- Emphasis on performing

TO THERE



New community centric model

- Relationships are critical
- Shared ownership
- Emphasis on both performance and community
- Responsive to needs and opportunities
- Highly mobile and out there, taking the sport to the people
- Flexible and creative delivery in new ways and new settings
- Emphasis on a quality experience

Our Strengthen & Adapt Transformation Programme

Initiative 1: Transformation of the culture within Volleyball in NZ

VNZ are purposefully aiming to transition from a traditional streamlined, hierarchical sports model to a more **connected community centred model**. VNZ's authority remains in areas where central leadership is required. However, this model spreads the workloads, **divesting control and delivery & recognising those who are already reaching or are best placed** to reach those parts and areas of volleyball we currently cannot reach or service as well.

This represents a **cultural shift in how Volleyball is delivered**, and we know cultural shifts **take time and effort to embed**. This project is a discrete piece of cultural change planning, utilising an expert in this space, to help us create a **cultural change implementation plan**.

Initiative 2: Mobile Workforce (MWF)

We are proposing a **totally diversified and mobile delivery model** that **allows our stakeholders and communities more flexibility** to do things their way, in a manner & environment that **respects their own cultures and reasons for participating** in the sport.

The Mobile Workforce is a **needs based, locally led** partnership approach to increasing the accessibility of Volleyball to communities around NZ. The Mobile Workforce would initially work with Volleyball Associations to identify the needs specific to that geographic area, and additionally, identify pockets of opportunities to amplify informal (outside of Association/school/club structures) volleyball participation. They would then work with:

1. Existing 'volleyball partners' (Associations, Clubs, Schools)
2. Other partners (RSTs, schools, faith based organisations, marae, and other sport and recreation providers such as YMCA, and aligned codes including Touch, Netball, Basketball, Surf Life Saving)
3. New **co-created local community partnerships** where they will best enable those identified needs to be met.



Initiative 3: Igniters

The presence of 'Igniters' is one of the four key themes that has come through our consultation and planning over the past three months. **Igniters** are the people who help develop a passion and love for volleyball, and who provide a quality experience for participants. In most settings, these **Igniters** are coaches and at times, referees. This initiative has two arms;

1. A project to **attract, develop and retain more quality female and Pacific coaches and referees**
2. A project **to enhance the experience of participants through** developing better coaches and deliverers of Rangatahi sport through a **cross-code shared resource** called a **Quality Experience Creator**

Initiative 4: Digital 'Play Volleyball' platform

Accessibility to venues and facilities to play volleyball was identified as one of the biggest issues currently facing volleyball in NZ. This includes indoor facilities, grass spaces and beaches. This project will help us **unlock more outdoor facilities** for our communities to access by **creating more courts/nets for play and informal Volleyball based outdoors in local parks and beaches**, and people will **access these through a digital platform** (Check this link for more information on this idea from Denmark: <https://www.hubbster.dk/solution>).

In doing this, we will create better **relationships with local authorities** and schools who often are the controllers of indoor facilities, and this will help us to access more indoor facilities as well. Linked to this, we will develop a Beach Centre Development process aimed at **scaling up the success** seen in a small number of local authorities around the country where **Lawn Bowls venues have been converted into Beach Volleyball Centres**.

Summary:

The above four Strengthen and Adapt Change projects are explained in more detail in the appendices. Specific outcomes, budgets, and the impact on the current state of volleyball is summarised for each project. These projects will collectively serve to transform the way Volleyball is delivered and experienced. From a centralised delivery model to one where **communities are at the heart of everything we do**, the impact being a step change in participation and all communities able to experience the ihihi that volleyball brings.

Our community is ready for this once in a generation transformation. Let's act now, and act boldly, together.



Toni-Maree Carnie

Chief Executive Volleyball New Zealand



Lucy Pomeroy

Chair Volleyball New Zealand

Part A: Volleyball Today



Our Current State and Reality

Volleyball New Zealand has been administering & overseeing the sport since 1967 (53 years).

While there are 14 active Associations, 51 clubs, and most secondary schools supporting and delivering volleyball to **45,000 participants throughout the country**, we know **we do not capture the vast number participating in social volleyball** through friends, whanau, churches and diverse ethnic communities.

- Most volleyball is played in schools, with the Secondary Schools Competition being the largest participation forum with 18,520 participants in the most recent 12 months period.
- Volleyball is the **second fastest growing sport within secondary schools**.
- Volleyball is **2nd largest secondary school sport for girls** and the 5th largest secondary school sport.
- A large percentage of registered players cease playing 'formally' after 19 years old (when they have left school).
- There are 14 RSOs across NZ supporting:
 - Over 11,000 adult members
 - Over 18,000 secondary school participants
 - Over 11,000 KiwiVolley Participants
- There are 51 volleyball clubs across the 14 RSOs
- Various VNZ events, festivals and beach competitions attract up to 2,000 participants each.

Volleyball NZ's current structure

Association	Number of affiliated clubs
Northland Volleyball	1
North Harbour Volleyball	2
Manukau Auckland Volleyball	17
Waikato Volleyball	2
Volleyball Bay of Plenty	6
Volleyball Hawke's Bay	4
Manawatu Volleyball (about to become a reality, currently unincorporated)	3
Taranaki Volleyball	3
Wellington Volleyball	7
Tasman Volleyball	3
Canterbury Volleyball	3
Aoraki (in progress with Alignment)	
Otago Volleyball	1
Southland Volleyball	1

Current Participation in Volleyball

Data from Regional Associations only including Association or VNZ led competitions, submitted to Sport NZ June 2020

	Total this year	F	M
Adult RSO Membership	11,520	7,680	3,870
Beach Volleyball Adult Competition (beach Series)	1,006	670	335
Beach Volleyball School Competition	1,975	1,317	658
Beach Volleyball Social Competition	959	639	320
College Sport Competition	3,680	2,454	1,226
Volleyball Festivals	1508	1,005	503
Kiwi Volley	11,173	7,449	3,724
Primary Schools Competition (regional)	3,325	2,217	1,108
Secondary Schools Competition	14,213	9,475	4,738
Senior Club Competitions	4,462	2,975	1,487

Membership by Sport NZ Categories 2019 / 2020

Age	2019 / 2020	F	M
0-12	19,702	13,135	6,567
13-18	13,527	9,018	4,509
19+	11,520	7,680	3,840

School Sport NZ Census data:

Discipline	2019 / 2020	F	M
Beach	885	547	388
Indoor	17,635	11,694	5,941

Volleyball New Zealand's structure is similar to most NSOs: -a volunteer Board, a National Office that is a top-down structure, and limited resources are heavily geared towards providing volleyball competitions across all age groups, attracting young participants through hybrid versions of the game & developing talent, referees, coaches & finding the appropriate resources to allow us to carry out our Business-As-Usual.

Our Associations along through their passionate volunteers do a tremendous job administering volleyball locally, with limited resources. Volleyball NZ relies heavily on their goodwill & ability to help us deliver to our bigger picture set of goals and ambitions. Thus, we work as closely as possible in partnership with our larger Associations whilst supporting those smaller ones that make up our family.

All stakeholders are stretched supporting and developing a healthy, sustainable schools and club based model; attracting, developing & retaining coaches, referees and administrators; and producing a High Performance Pathway that allows talent to progress towards international success on the various world stages.



The Process We Have Followed

There were three key phases contributing to our Process

1. Focus Groups, Surveys and Individual Conversations:

Designed to gather feedback and insights from varied groups of people either with experience in Volleyball, or with an interest to see Volleyball grow. The focus groups were dialogue-led to generate future-focused ideas related to a priority topic, with those ideas being presented to the steering group and working group.

In total we conducted 8 focus groups, which garnered survey responses from just over 500 individuals representing various stakeholder groups; as well as numerous 1:1 conversations with key individuals. These were conducted virtually and allowed us to obtain an unbiased representation of community needs, representative of gender, culture, geographical spread, community, Associations and schools.

Our Pacific Island stakeholders in South Auckland held a face-to-face focus group.

The Insights gathered from this process have been captured and documented, and in our opinion are a true representation of the opportunities for Volleyball in New Zealand.

2. Working Group & Steering Group:

These two groups interacted closely, with the steering group providing thought leadership, and oversight to the ideas that were being generated.

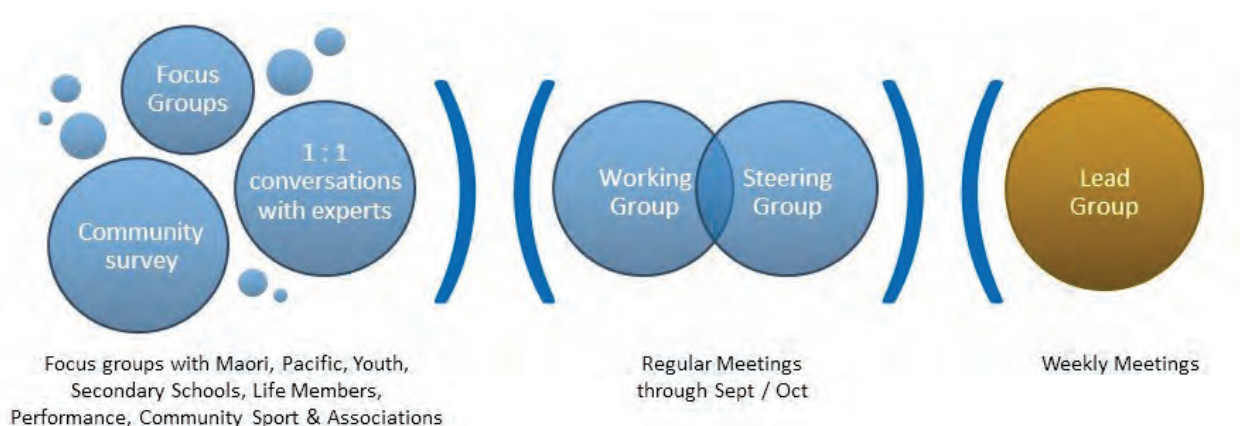
The working group acted as our 'idea tester' and 'idea amplifier', helping answer questions like 'Are we on the right track with this thinking?; Does this align to what you're hearing locally?; How could we further evolve this idea?'

3. Lead Group:

This comprised Toni-Maree Carnie, Dave Keelty, Dianne Williams and Lucy Pomeroy. This team managed the process and helped build out the detail and rigor of the ideas in the plan.

These three elements interacted with each other through the process, with check-in's back to the focus groups, and feedback/feed forward between the steering group and the working group. Some focus group members also sat in on working group meetings to contribute.

The consultation process



The Board of Volleyball New Zealand have taken a keen oversight of this process and have formally reviewed the outputs of the three phases throughout the past three months.

A Special thanks to the Steering Group

The Steering Group below has been especially engaged in this process and has ensured the submission we are able to submit to SNZ is robust & truly transformation.

This group has challenged itself to reconvene every year to check in on the progress of our transformation and keep the Lead Group & Project teams on track & accountable.

- **Lucy Pomeroy**, Volleyball NZ Chairperson, former NZ Volleyball team member and captain
- **Toni-Maree Carnie**, Volleyball NZ Chief Executive
- **Dave Keelty**, Volleyball NZ Development Manager
- **Sila Auvaa**, Volleyball NZ Board Member
- **Gilbert Enoka**, Volleyball NZ Patron, former NZ Volleyball team member and captain, mental skills manager for All Blacks
- **Dianne Williams**, Advisor to Volleyball NZ through Strengthen and Adapt process
- **Bevan Erueti**, Senior Lecturer - Health Promotion/Associate Dean – Maori, Massey University
- **Claire Stewart**, General Manager People and Transformation, Fletcher Construction, former NZ Volleyball team member and captain.
- **Maria Clarke** - Principal, Maria Clarke Lawyers



Research and Consultation (Insights)

In preparation for this submission Volleyball NZ conducted a series of focus groups and also went out to our wider communities to seek input from them on their motives for participation and what they get (and want to get) from the sport and those who help them on their volleyball journey.

In total we surveyed over 500 individuals from across our spectrum of stakeholders & hosted 8 separate focus groups.

Below are some of the headlines from our research.

1. Accessibility & Visibility is lacking across all areas of Volleyball

"Success is all NZers having the opportunity to participate and having more eyeballs on the game."

(Focus Group Participant)

This was the most frequent issue or barrier being identified by all of the focus groups. Volleyball needs to be more accessible and visible, at all levels of the sport. This means more opportunities to play volleyball, spaces and places to play locally, making the cost of entry as low as possible, and creating different versions of the sport to engage with more people.

Participants far wanting more visibility for the sport across all levels from more dedicated and targeted social media activity as through to more top level volleyball being broadcast so people can learn about it and get inspired and excited by it.

Priorities for VNZ to focus on	% that say this is important	% that named It one of their top three most important
Increasing the exposure of volleyball	86%	42%
Creating more spaces for people to play	80%	35%

2. People are the number 1 key to Volleyball's success

"Invest in key people at all levels to grow the sport."

(Focus Group Participant)

A huge number of comments from the focus groups indicated the quality and inspirational people who have been involved in the sport for a long time, and how they in turn have inspired and connected others. This is a key strength of our sport. Also highlighted was the importance of Igniters, people who ignite the passion for the sport in others, generally as coaches, but performing other roles as well.

Our future plans will focus on developing a large workforce of mobile Igniters, who can fulfil a number of important communication & sport delivery roles whilst continuing to inspire the next generations.

Priorities for VNZ to focus on	% that say this is important	% that named It one of their top three most important
Developing more coaches	85%	53%
Developing more referees	80%	24%

3. Volleyball participants have a wide and diverse range of Motivators and Needs

"Work with Pacific Churches, or local Iwi groups. They know their communities and will help create programmes that meet their needs."

(Focus Group Participant)

The focus groups confirmed the need for Volleyball NZ to be able to better understand the many different participants we have and to then offer different products/services that meet the needs of those unique participants. Many play Volleyball for fun and social reasons and that is enough for them, and these participants are not captured within our system in any way. However, others play to push themselves and go as far as they can in our sport. There are of course lots of participants in between those two ends of the spectrum, including referees, coaches and administrators.

Our future challenge is to better understand these groups and provide a quality experience for all of them.

4. Developing Partnerships will be critical to delivering Volleyball in the future

"Volleyball builds a lot of life-skills. Wellbeing, career paths, quality of life, friendships. Who else can you work with to drive that?"

(Focus Group Participant)

Many focus group participants volunteered the idea of the importance of Partnerships, and the new opportunities different partnerships may provide Volleyball NZ.

Volleyball NZ doesn't have the resources to achieve all that is required, so prioritising & developing partnerships will help with our ability to deliver to our strategic priorities. Exploring and developing new and different partnerships may help us to be more successful, as well as helping to unlock different funding sources to aid with our sustainability.

5. Volleyball appeals to all Ethnicities



A great strength of our sport is its global appeal. Volleyball has the ability to bring cultures together in a way few New Zealand sports can.

It appears however that many of these communities currently are enjoying their volleyball playing within their own locally organised, community centric groups outside of our Volleyball NZ framework (examples include the Filipino Community, Volleyball played in Pacific Island Churches and Maraes & locally run 'tournaments held in parks & reserves).

Thus it is clear that participation numbers far exceed those we are capturing through our clubs & schools registrations, and we know that a key opportunity is to add value to these local innovations through. Examples of support these groups want is referee development, coach development, access to better facilities so they can scale and replicate opportunities, and awareness to the performance pathway of Volleyball in New Zealand.

6. Volleyball is enjoyed in a wide variety of settings

Outside of formal settings volleyball is enjoyed socially in parks, beaches, reserves and other community venues. These fall outside of our current scope of engagement.

These people are in love with the sport, 84% saying it is their number one sport.

A key opportunity is to support these 'pods of participation' through a decentralised, mobile support model; that keeps them in control, but allows us to help & communicate with them, recognising that they are all volleyball players who are gaining health, fitness and enjoyment through the sport. We can also scale up these 'pods' through enhancing access to Volleyball equipment in their setting.

7. Volleyball is the perfect community sport

Participation Settings of Respondents

It's a great team game	78%
It's a great way to stay fit and active	67%
It's a social sport	57%
It can be played indoors, so no weather worries	54%
It keeps people connected with friends and family	52%
It's awesome to play outside in the sun	38%
You can showcase power and skill	36%
Pathways to international competition are there	34%
It's easy to play	27%
It's non-contact	16%
It's cheap	10%
All of the above	18%

Volleyball really is the perfect community sport providing a social, team environment where fun and fitness are key outcomes of every playing occasion.

The results have led us to conclude that a transformational model for Volleyball NZ needs a much greater focus on the Social motivators for participation (health, fun, friends & family, having an awesome time).

Day to day involvement with clubs & schools & a High Performance programme is also an important part of our role, but more attention and emphasis needs to be put towards those not currently well served by our organisation.

8. Volleyball NZ is already focusing on many of the area's participants require in order to enjoy their volleyball Experience

Important factors in order to have a great experience when playing Volleyball	% of people that say this is important
Improving (at playing, coaching or refereeing)	93%
Good quality coaches	90%
Good quality facilities	89%
Interacting with friends and family	88%
Being in 'the action'	81%
Good quality referees	77%
Winning	57%
Being able to interact with other genders	50%
An environment that isn't too competitive	21%

Helping provide more and better-quality coaches and referees is already a priority Business As Usual function of VNZ. Our Future model is prioritising partnerships to help find and make available more facilities.

These key insights, along with hundreds of other tips, suggestions and 'light bulb moments' have provided us with the rigor & evidence to help us to better articulate our opportunities and have helped us to shape our Strengthen & Adapt Change Plan which is explained and outlined later in this submission.



We are committed to conducting more in depth research and consultation (it will also form an ongoing part of how we operate), but we now have clarity around our reality & how we are perceived by our stakeholders, as well as a much better understanding of the gaps between where we are currently as an organisation and where we intend to be.

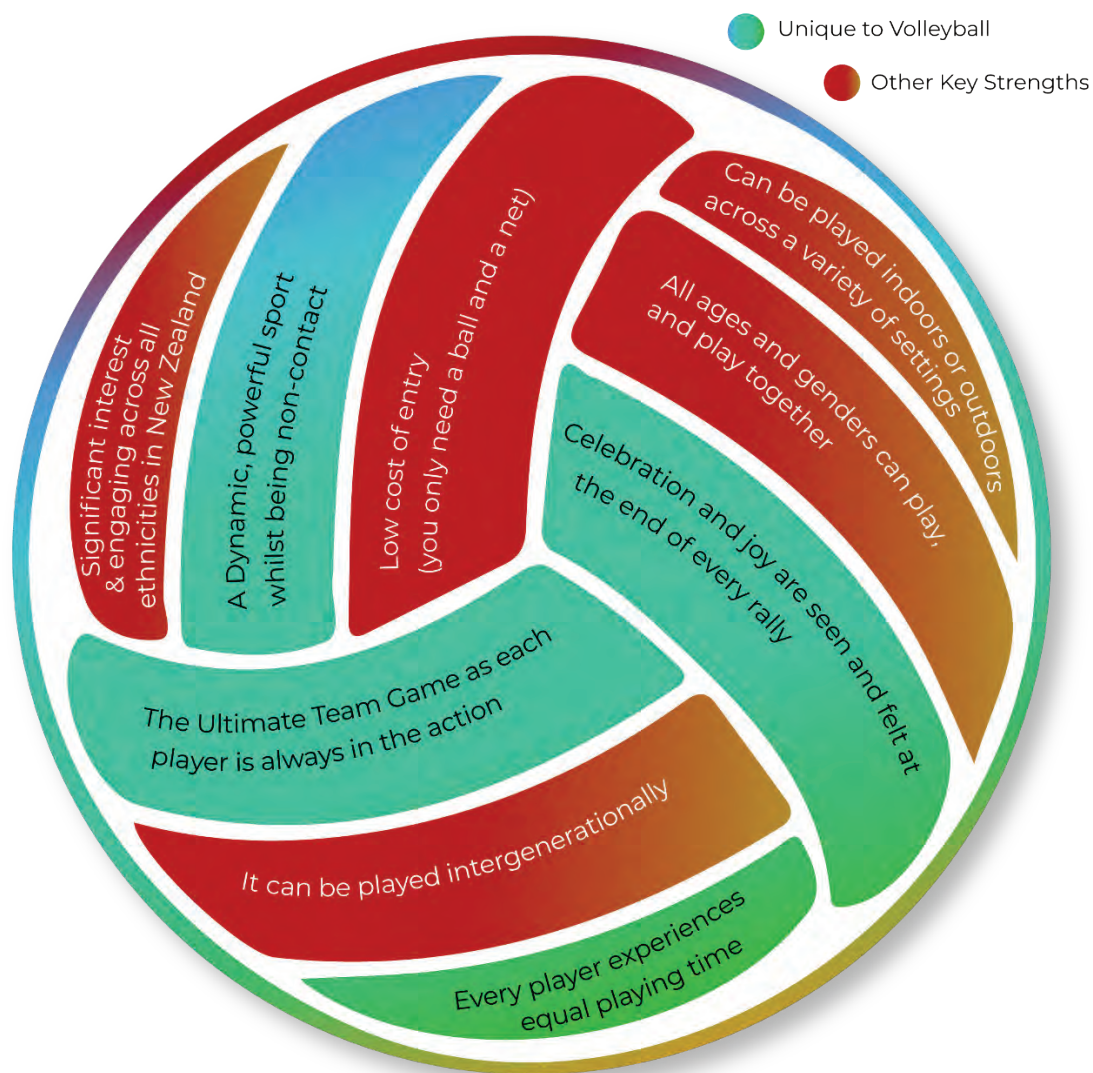


What Makes Volleyball Unique and Special?

The signature strengths of volleyball

The sport of Volleyball is special. It is a game and a sport. Volleyball can be enjoyed by all ages, across all communities and all genders can play together

Volleyball enjoys a number of unique attributes, the most significant being the high levels of celebration and joy experienced at the end of every point. No sport is better positioned to support social connection, wellbeing and enjoyment, to as many New Zealanders.



Part B: The Transformation of Volleyball



The Purpose of Volleyball in New Zealand

To connect and inspire people through the ihihi that the dynamic sport of Volleyball brings to every community

Volleyball is a dynamic non-contact sport with participation that is intergenerational, inclusive of any gender or ability, and played by a wide range of ethnicities. People experience a sense of wellbeing, celebration and community when they play volleyball, and these are the signature strengths of volleyball.



The Guiding Principles of Volleyball New Zealand

Guiding Principles

These Guiding Principles have evolved from our in-depth engagement with volleyball communities throughout New Zealand. This **new** set of Principles will be applied to our planning, projects and how we deliver volleyball experiences within our communities as we strive to achieve our purpose.

New Principles

Going beyond a sport	We use Volleyball as a vehicle to wider benefits, supporting the health and wellbeing of New Zealanders, connecting communities, developing the character and leadership potential of our diverse population, and playing a part in environmental sustainability. We also recognise the tangible benefits of Volleyball in the play and active recreation spaces, alongside that of the traditional sport setting.
Sharing ownership and outcomes	We work with communities and key partners to take collective responsibility for volleyball in Aotearoa, fostering relationships to ensure local ownership and innovation, and delivering mutually beneficial outcomes for everyone.
Empowering people	We value, support, and engage with players, coaches, referees, volunteers, administrators, supporters, and stakeholders in whatever settings they participate in. We are committed to diversity and inclusion by championing outcomes for females, Māori and Pasifika.
Putting communities at the heart of what we do	We follow a locally led, needs-driven approach, flipping the traditional sports model by emphasising partnerships and working alongside local communities to understand and meet their needs. The voice of the participant, athlete and communities is central to our culture and decision-making.
Our Te Tiriti o Waitangi led aspirations	We will be guided by the principles embedded in Te Tiriti o Waitangi/the Treaty of Waitangi to advance our Māori agenda and grow our competence, capacity and capability.
Targeting investment	Finite resources demand that we invest in a strategically driven and responsive way. The drivers, process, and decisions for targeting investment are transparent and clear for our communities to understand.

Our Future State – Volleyball Transformed

Our proposed Future State for the delivery of volleyball in New Zealand is truly transformational.

1. Our Reason for Being

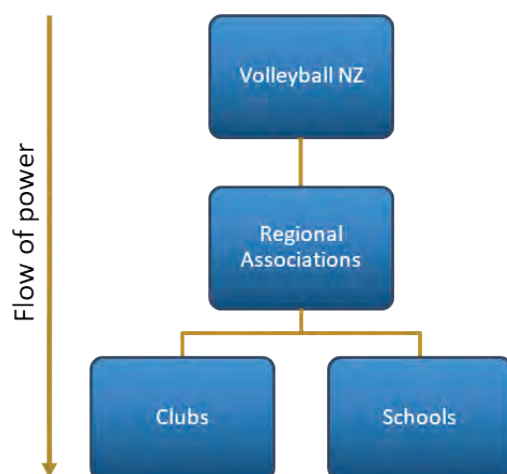
Volleyball New Zealand has never in the past formalised our Purpose, or the Purpose of Volleyball in New Zealand; so having been charged with considering these things as a part of this exercise we have been able to clarify what we are about and our reasons for existence.

To achieve our purpose, it is our intention to transition from a traditional hierarchical model to one that puts our volleyball communities at the very heart of everything we do.

This model will allow us to:

- Co-create and co-invest with those best placed to do so
- Establish a flexible delivery model that can be decentralised away from our Auckland headquarters
- Recognise, celebrate and empower those best placed to help deliver to our purpose and the needs of our communities
- Establish partnerships (including with Councils & other sports) to support and multiply already existing programmes that are succeeding in the community
- Better reach & communication with those many thousands of social & casual participants that fall outside of our current system
- Ensure that we continue our journey to fulfil our diversity and inclusion aspirations in a more relevant way
- Manage our resources more effectively and sustainably, whilst allowing us to keep supporting and growing those areas of the sport that truly fall to the NSO. For example: governance, recruiting, retaining & developing officials & coaches; national events, systems, policies and processes, insights, leadership – culture, values, principles and Te Tiriti o Waitangi and our High-Performance programmes.

FROM HERE



Traditional sports model

- NSO led
- NSO ownership or association ownership
- High Performance drivers
- Dependence on schools and clubs for delivery
- Requiring our communities to come to us
- Erring towards rigid, less mobile delivery
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TO HERE



New community centric model

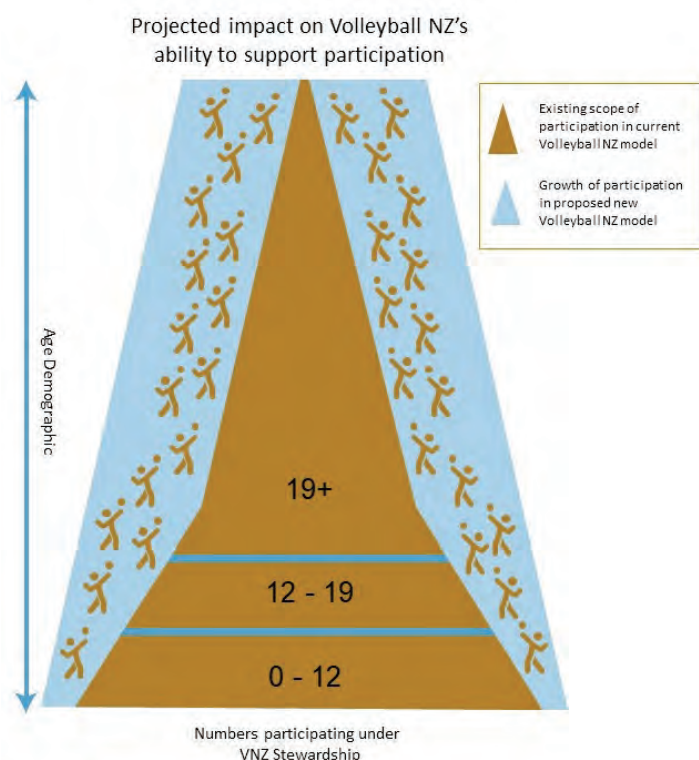
- Relationships are critical
- Shared ownership
- Emphasis on both performance and community
- Responsive to needs and opportunities
- Highly mobile and out there, taking the sport to the people
- Flexible and creative delivery in new ways and new settings
- Emphasis on a quality experience

Our research and consultation tells us that such a transformation will best meet the expectations and requirements of not only our current membership, but also those of those wider groups of participants that until now we have been unable to properly reach or serve (see the figure to the right).

Such a model will also foster new partnerships and potentially help us tap into new funding partners and revenue streams not currently open to approach from our organisation.

All future actions and decisions will be filtered through our adopted set of Guiding Principles to ensure that we remain true to our Purpose and any change we make is in a context that suits how we will behave and deliver into the future.

We have contracts and sponsorship agreements in existence, and responsibilities to events, competitions and High Performance. Commitment to other parts of our business needs to be continued.



2. Our Projects

The opportunity to be supported to introduce new volleyball services and deliverables is the easiest way we can physically & noticeably grow participation and transform our sport.

The Projects below are each represented separately in the Appendices in PART 3 of this document

- a. Transformation of the culture of Volleyball in New Zealand
- b. Mobile Workforce
- c. Igniters
- d. Digital 'Play Volleyball' platform

None of these Projects would have been able to be given dedicated emphasis by VNZ without the support and funding from SNZ. Each in turn is critical and together will be transformational for Volleyball in New Zealand. Collectively they will reshape what VNZ is able to do across NZ and the shape and scope of volleyball in New Zealand.

Each Project has been filtered through the lens of our Guiding Principles and carefully selected to ensure:

- There is a balance across community needs
- A logic to when they ought to be commenced
- They are the priorities in terms of greatest need/impact and our limited resources
- The ability to ensure alternative funding source and revenue streams once funding support concludes
- That ultimately, they all work together to the benefit of all of volleyball participants

We see that each and every one of these Projects can be embedded and fully operational within 3 years (2024) given the support of SNZ.

So, the Future State of Volleyball will be truly transformational.

We are ready now and excited by the challenge.



What We Need to Do

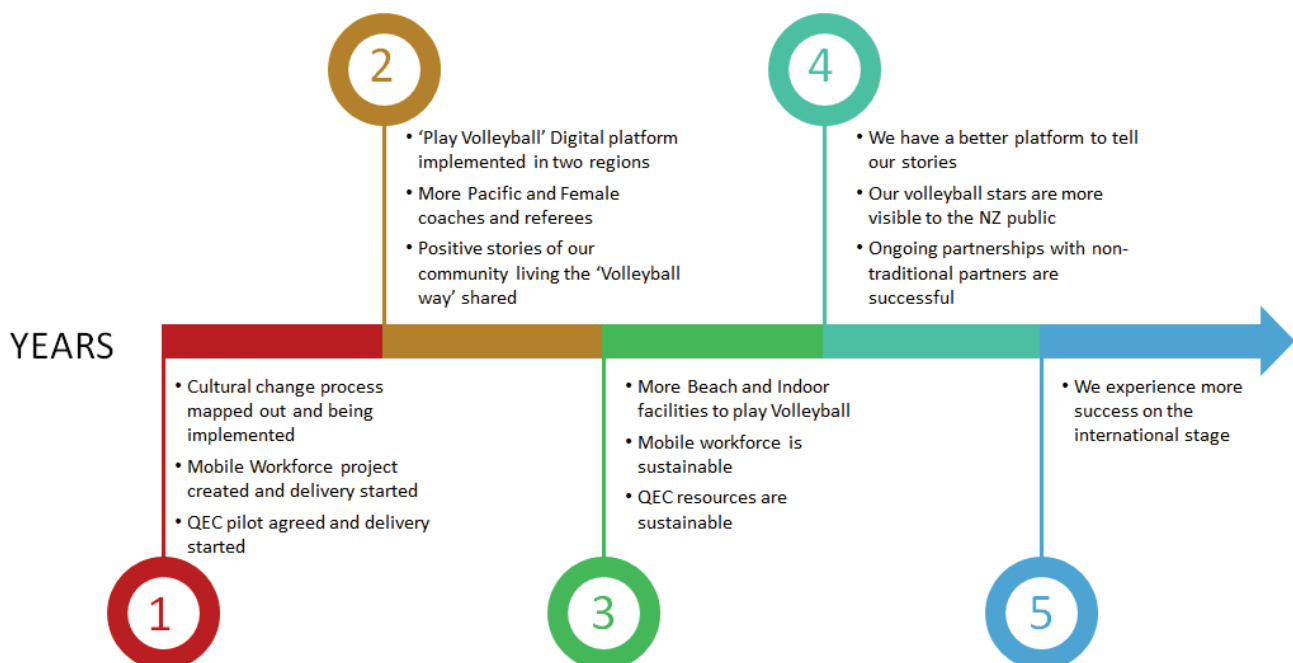
Initially our work will involve prioritising and planning on the best way to go about this vast project. We will engage with a cultural change expert, to better understand how we can align our wider network under the 'Volleyball way', and the best way to socialise these concepts.

We can then confidently move into implementation and creating dialogue with our partners and associations around the new VNZ Way, what it means and why it's important. This will take a significant amount of time, will need to be reinforced with constant and consistent communication. Under this umbrella project, we will achieve the outcomes of the other projects proposed in this document; Our Mobile Workforce, Quality Experience Creators, Female and Maori & Pasifika Coaches and Referees and our Digital Play Volleyball platform.

We recognise both our existing commitments to the sport & our stakeholders, and our limited people and capital resources; so, there will a significant element of Business-As-Usual included in how we set about transforming Volleyball New Zealand.

Timing and Delivery

This is our estimated critical path of delivery, in terms of the projects outlined in this submission and other key business as usual projects over the next five years. For a more detailed delivery timeline please see the appendices where each project is outlined in detail.



Part C: Appendices



Appendix A - Transformation of the culture of Volleyball in New Zealand

Please supply a separate response for each project or initiative seeking financial support from Sport New Zealand.

1. National Partner Name:

Volleyball New Zealand

2. Project or Initiative Name:

Transformation of Volleyball Culture

3. Project Summary:

Provide a short summary of the project.

We are purposefully aiming to transition from a traditional streamlined, hierarchical sports model to a more complex, dispersed sport and rec delivery model with NZ communities at the centre. VNZ's authority remains in areas where central leadership is required, including performance teams, national events, governance. However, our role could look very different across multiple local contexts, ranging from supporter, to facilitator, to partner or to leader as appropriate. This model spreads the workloads, divesting control and delivery & recognising those who are already (or are best placed) to reach those parts and areas of Volleyball we currently cannot reach or service as well.

This represents a cultural shift in how Volleyball is delivered, and we know cultural shifts take time and effort to embed. This project is a discrete piece of cultural change planning, utilising an expert in this space, to help us create a cultural change implementation plan.

4. Alignment:

How does the project sit within your wider Strengthen and Adapt Plan? How does the project sit within your Strategic context? How does this project align with the objectives and outcomes of Sport New Zealand?

It is the umbrella under which all our other projects fit, and they won't be as successful as they could be if we deliver them in the current 'culture' in which Volleyball operates.

S & A themes: Igniter's, Partnerships, Diversity of Offerings and Accessibility/Visibility to Volleyball

- To partner with other organisations and local authorities, to engage more with Maori and Pasifika communities, to better value and support our coaches, referees and volunteers, we need to shift the cultural lens under which we operate. We are shifting our sport and the way it operates from being:

- Less around national ownership, to more community ownership
- Reactive and directive to being responsive to local needs
- Focusing on quantity to focusing on developing quality experiences in everything we do
- From rigidity in how our sport is delivered to more creative and flexible delivery models.
- Internally focused, looking within Volleyball to an expanded view of potential partners.

Strategic Plan Pillar – Our People and Operational Excellence: We have identified within these Pillars, goals around better engagement and communication with our stakeholders, and better support to key people within our system. This project directly aligns to us being able to better achieve those goals

Sport NZ alignment – transformational change: How we do go about achieving transformation is just as important as what we do. This process will be transformational for Volleyball NZ, in that we will have a plan for how we can create better alignment, clarity and trust within our delivery system.

5. Effect / Impact:

What is the transformation that this project will achieve or contribute to and the associated impact?
 What does success look like? What are both the short- and long-term outcomes you expect?
 How will you measure this?

The end state of this project will be a shared cultural connection across all those who can shape, influence or advance Volleyball. It will comprise a set of cultural priorities, and filter for decision-making to unite all those involved in Volleyball in NZ, enabling trust to flourish across the system. This is particularly important, as Volleyball shifts from a traditional streamlined delivery approach to a diversified shared ownership approach.

The guiding principles that will underpin this ‘cultural transformation’ are:

- Going beyond A sport
- Sharing ownership and outcomes
- Empowering People
- Putting our communities at the heart of what we do
- Our Te Tiriti led aspirations
- Targeting investment

Success in this project will be:

- Shared agreement on what our guiding principles mean between all our delivery partners
- Our communities will feel more connected to Volleyball NZ
- A shared language between everyone in the Volleyball system
- Volleyball NZ will control less, with ownership and accountability held by partners and local communities

The outcomes we would expect to see are:

- An increase in partnerships with other external organisations, measured through partnership agreements
- More positive feedback in any survey or form of gathering insights around the quality of experience and support people get (players, coaches, referees, volunteers etc), measured through VOP and other surveys
- Word of mouth and feedback to VNZ and our delivery partners will be positive regarding the culture of Volleyball, measured through formal surveys and feedback mechanisms, as well as word of mouth feedback
- Volunteer retention will increase, or at least stay steady, measured through coaching/volunteer surveys.
- More engagement with Maori and Pacific groups, measured through official partnership agreements

6. Outputs:

What does the work involve? What will you do and how will you do it? Consider scope of the initiative.

- Engage with a culture change expert to better understand how we can create unifying Volleyball culture across the Volleyball network.
- Create a plan for how that change can be implemented
- The result of that will be moving into implementation and creating dialogue with our partners and associations around the culture of Volleyball in NZ, what it means and why it's important.

7. Timing and delivery:

What do you expect to deliver when? List the deliverables planned to be completed by quarter. Include subsequent years if the planned timeframe is more than one year.

Quarter 1 2021

Engage with cultural change expert to map out change plan

Quarter 2 2021

Test cultural transformation programme with key associations and other partners, and refine as needed

Draft plan for cultural change

Quarter 3 2021

Present draft plan to VNZ board for sign off and approval

Road show with VNZ staff around NZ to discuss this new 'Volleyball way' in local communities and regions

Quarter 4 2021

Initiate implementation of plan

8. Ongoing Sustainability and Funding:

What are the ongoing costs of the project and how will you maintain the project beyond initial investment support? Will the project lead to a reduction in overall costs to your business or network, or increased revenues?

Initial investment: Supporting VNZ to engage with a cultural change expert, and the work associated with that regarding scoping up and planning for the implementation of the cultural change.

Ongoing costs: There will be limited costs, as this project will become part of what VNZ does, and the costs will be part of the annual operating budgets. Because of that, ongoing sustainability will be embedded through VNZ and 'what we do'.

Sustainability: We believe this project will lead to a reduction in overall costs as we will see more staff and volunteer retention, less complaints or issues that need to be resolved, leading to more time being able to be spent on proactive pieces of work. There will be more trust between Volleyball NZ and our associations and partners, which again will lead to more proactive work, and less time wasted on issues that aren't there anymore or are easier to solve.

9. Implementation:

Is the Project Implementation ready? Subject to funding, when could the project begin? Are all the key next steps or decisions made and the stakeholders necessary for successful implementation engaged and supportive?

The project is currently at the planning phase. With support from an expert, and some more time framing the Volleyball way, we will be ready to implement. The implementation will be a long process however, outside the scope of this project. We need to plan for how this will be presented and communicated to our associations, as they will be critical in how successful this project is. So, it's better for us to take our time initially and get the planning and framing right, before jumping into implementation too quickly.

10. Stakeholders:

To what extent does this project or initiative require stakeholder support?

We need to plan for how this will be presented and communicated to our existing system, as they will be critical in how successful this project is. The project requires their support, as well as other partners we will engage with. Having said that, we have done extensive consultation with our community over the past three months, and the guiding principles that will underpin the VNZ way being proposed in this project have come from the community consultation we have done, so there is already some support, and an appetite for this from our community. This support gives us confidence that we will embed this cultural shift, and it becomes part of what we do, and we are. The legacy this project will leave is one that helps Volleyball transform.

What stakeholder engagement has taken place or is required to ensure the success of this project or initiative?

Stakeholder	Primary interest	Engagement
Our Associations	Seeing Volleyball continue to grow and develop Growing the image that Volleyball is a sport for all	Significant engagement through 2020. We have had regular conversations with our associations prior to S & A planning beginning, and then again through our consultation within our S & A planning.
Schools and Clubs	Seeing Volleyball continue to grow and develop Growing the image that Volleyball is a sport for all	Significant engagement through 2020. We have had regular conversations with our associations prior to S & A planning beginning, and then again through our consultation within our S & A planning.
VNZ Board	Seeing Volleyball continue to grow and develop	Significant engagement. They are pushing for this piece of work to begin

	Growing the image that Volleyball is a sport for all	
Non traditional partners	Partnering to achieve mutual outcomes around participation, access and better sporting experiences	We need to engage with these partners as we start to work with them, and ensure there is alignment between our culture and purpose, and theirs.

11. Funding or other support:

Why is Sport New Zealand investment required to implement this project or initiative? What other funding options have you considered?

We know that making change of this order and significance is complex, resource intensive and challenging. It will involve cultural, structural, strategic, and operational change and will likely stretch and test the capability of Volleyball NZ. We don't have the expertise or financial resource to set this project up initially, and make sure it's framed in a way that will enhance the likelihood of success. We are asking for Sport NZ to support this project because of the magnitude of change that it can have across our system. We have explored this already prior to the Strengthen and Adapt planning beginning, and Sport NZ were willing to support us in this project.

12. Cost:

What is the planned budget for the life of the initiative?

	Year 1	Year 2	Year 3	
Expenses				
Cultural Change expert	\$25,000			
Iwi relationship build & expertise	\$5,000			
Association/partner testing	\$10,000			
Roadshow	\$7,000			
Review		\$4,000	\$4,000	
Total	\$47,000.00	\$4,000.00	\$4,000.00	\$55,000.00
SNZ Contribution	\$47,000	\$4,000	\$4,000	\$55,000

Appendix B - Mobile Workforce

Please supply a separate response for each project or initiative seeking financial support from Sport New Zealand.

1. National Partner Name:

Volleyball New Zealand

2. Project or Initiative Name:

Mobile Workforce

3. Project Summary:

Provide a short summary of the project.

Promote connections between volleyball providers, existing sports sector infrastructure and local community networks to enable more opportunities to play summarises the objective of the Mobile Workforce.

The Mobile Workforce is a **needs based, locally led, decentralised** partnership approach to increasing the accessibility of volleyball to communities around NZ. The Mobile Workforce would initially work alongside Volleyball Associations to identify the local community needs specific to that geographic area, and additionally, identify opportunities to amplify informal (outside of Association/school/club structures) volleyball participation. They would then work with:

1. existing 'volleyball partners' (Associations, Clubs, Schools)
 2. Other partners (RSTs, schools, faith based organisations, marae, and other sport and recreation providers such as YMCA, and aligned codes including Touch, Netball, Basketball, Surf Life Saving)
 3. New co-created local community partnerships where required
- to meet those identified needs.

4. Alignment:

How does the project sit within your wider Strengthen and Adapt Plan? How does the project sit within your Strategic context? How does this project align with the objectives and outcomes of Sport New Zealand?

This project is critical to our overall Strengthen and Adapt plan; issues that currently face volleyball in New Zealand identified by our consultation through this process are outlined below, as well as how the project aligns to the VNZ strategic plan and the Sport NZ priorities;

S & A consultation: Limited access to and visibility of volleyball and Volleyball NZ Strategic Pillar 'Growing the Game'

The Mobile Workforce function will be to work with local stakeholders to create better opportunities for more people to play volleyball (accessibility), as well as developing the

capability of key people in the community (Igniters) so they can continue to provide quality volleyball experiences.

The first goal in our strategic plan is access, in particular 'to promote connections between volleyball providers and existing sports sector infrastructure to enable more opportunities to play'. This will be a primary role of the mobile workforce.

Another goal under our 'Growing the Game' Pillar is diversity. The mobile workforce will play a pivotal role in engaging with a wider range of ethnic groups, ages and genders of participants to provide them with quality volleyball experiences. There will be expertise within the mobile workforce directly related to cultural intelligence and inclusiveness.

S & A consultation: Igniter's and Strategic Pillar 'Our People'

We need more 'Igniters' in our system, and the capacity to develop and value them all. The Mobile Workforce will mean more paid people within the volleyball system, which is desperately needed. It also means we have more resource from a capability building perspective, as this mobile workforce can work with key people locally to develop and empower them.

S & A consultation: Diversity of offerings to meet diverse needs and populations - The Mobile Workforce will work with local communities, and our existing partners to facilitate and develop a variety of opportunities that suit them.

Locally led: The mobile workforce isn't a one size fits all approach, it's a co-created approach. The workforce will work with local leaders, co-constructing experiences and opportunities to suit the local community to ensure results meet their needs, are usable, sustainable and provide a quality volleyball experience.

Sport NZ priority Women & girls: The mobile workforce will have specific KPIs to engage with and provide quality opportunities for women and girls.

Sport NZ priority Diversity and Inclusion: The mobile workforce will have specific KPIs to engage with and provide quality opportunities for Maori, Pacific and other ethnicities that are relevant to local communities.

Sport NZ priority Balance is Better: All projects the mobile workforce supports locally will be aligned under the balance is better approach, and if there isn't alignment, they will work with local people to help them understand and engage with the approach

Sport NZ priority Participant Voice: Our goal is to have a mature participant voice system embedded within all levels of our system in the next four years, and for insights to become embedded in our decision-making processes. The Mobile Workforce will be critical in achieving this goal.

Sport NZ's priority Everybody Active: This concept serves this well, through ensuring as many people as possible have an opportunity to enjoy social, active recreation through such informal volleyball play.

Sport NZ S & A Criteria: This will help us be able to drive increased participation through quality experiences; address historical inequities, and inclusion and diversity gaps in the system; and become more fit for purpose and future proofed.

5. Effect / Impact:

What is the transformation that this project will achieve or contribute to and the associated impact?
 What does success look like? What are both the short- and long-term outcomes you expect?
 How will you measure this?

There are a number of ways this project will transform volleyball in New Zealand:

Igniters: One of the overwhelming themes that has emerged through our strengthen and adapt planning is the importance of having more Igniters in Volleyball. These Igniters are paid staff, coaches, referees, community leaders, volunteers and administrators. Having a larger pool of Igniters around New Zealand will help us achieve our purpose, as we know this will have an impact on having Volleyball accessible to more, and their experience will be a quality one. This workforce will help us achieve more Igniters in two ways:

1. The workforce are in themselves, more paid staff into the Volleyball system
2. They will work with other critical people in local communities to upskill them and help them become Igniters.

Partnerships: The mobile workforce team would be key to identifying, in collaboration with the local community leads, parties in the local community who would form a mutually beneficial partnership with volleyball as a vehicle to other outcomes. Our focus groups have identified Churches, Marae, social and health agencies, plus Netball, Touch, Basketball and Surf Lifesaving as key partnership groups to work with in driving participation as an end in itself, but in addition, positive social impacts along the lines of that achieved by Touch NZ working with Police to reduce alcohol related harm in their communities. It's important to note, the mobile workforce are not limited to connecting with the formal structures (club, association, VNZ) and would connect with any groups/people/schools to support growth in volleyball. This project would allow us to expand our 'traditional' partners, transforming the volleyball system from rigid and hierarchical to being more flexible, agile and based on insights at a local level.

Delivery model: The delivery model of volleyball will become more responsive and creative. The mobile workforce will support communities to create experiences that their communities want (see the Locally Led alignment above). Widening our scope of who we can partner with also means we can meet the needs to local communities more effectively.

Volleyball outside of the system: Focus groups undertaken by VNZ identified a number of successful and well attended competitions which exist outside of the association and regional competition model. As examples, organised church based tournaments like Pacific Island Island vs Island competitions, the 7th day adventist annual event and a well organized Filipino volleyball tournament. Numbers of participants are in the vicinity of 2000 at these types of events.

People organising these groups are interested in participating in skill development – coaching, refereeing, game skills, event management – and would welcome support from formal volleyball organisations (VNZ, associations, clubs) to increase the capability at all levels through these events. Additionally, with support from these organisations there is the opportunity to increase the number and frequency of such tournaments happening around the country. This project will help the people leading these events to develop them to become even better experiences for those who participate. This will have the additional benefit of these participants being able to see a transition into more formal volleyball (if they want to engage there) and more accessibility to the Volleyball NZ performance pathway.

Success

Success in this project will be:

- We will have more reach into diverse communities around NZ. Our mobile workforce will be measuring who they are engaging with, and who is showing an interest in volleyball. There will be regular reporting mechanisms to feed this information back to Volleyball NZ and regional partners.
- We will see more igniters in communities around New Zealand. Our mobile workforce will develop the capability of community leaders, coaches, referees and other volunteers. We will measure the quality of the support given by our mobile workforce, and the number of people willing to engage.
- Mechanisms for the participant voice are embedded, effective, and in practice across the volleyball system.
- From the work of the Mobile Workforce, and the participant voice mechanisms, the number and quality of volleyball offerings will increase, as we will have a better understanding of what our community wants from their experience.
- We will have more feedback loops from the community back to Volleyball NZ, and therefore our ability to deliver opportunities that people want to engage with will be enhanced.
- Our delivery partners are engaging with the insights and feedback processes, because they see the value in what that approach brings to them
- Long term, in each part of New Zealand, we will see a wide, diverse range of stakeholders working together to provide quality volleyball opportunities for their community. Each part of New Zealand will have access to the ihihi of Volleyball, as currently that is not the case.

6. Outputs:

What does the work involve? What will you do and how will you do it? Consider scope of the initiative.

Initially the work involves further scoping of the project. This will include:

- Holding workshops with our associations to better understand all of the volleyball that happens in their regions. This will be done through virtual workshops.
- Scoping exercise to map out a range of potential partners around New Zealand, so we can get a better idea of who we can partner with in various parts of the country.
- Undertaking some form of survey or Market Research to better understand the informal volleyball space. This will involve working with Sport NZ to create the best way to gather this information.

There will be work to embed the Mobile Workforce into our adapted structure:

- Induction and on-boarding process created for the Mobile Workforce, looking at co-design, insights, balance is better and other key approaches that underpin these roles
- Confirm where the Mobile Workforce will be based as a first pilot of this project, and work with local partners to set it up to succeed. This will be the local RST, schools, clubs, Volleyball Association plus other relevant partners. We will work with the willing initially
- We will develop a communication strategy so our current volleyball community understands this project, and how it fits. This will include some in person forums as well as online communication

- Create some guidelines/processes for how the Mobile Workforce will integrate locally, and communication channels and roles/responsibilities

Once the Mobile Workforce is in place, we will:

- Co-design a range of locally led, co-designed programmes that can be used around New Zealand
- Create ongoing training of the Mobile Workforce, which will be done by Volleyball NZ and external partners. This will be ongoing and form part of their roles.
- Have a better understanding of Maori and Pacific engagement in Volleyball, and the be able to adapt or create programmes that suit those population groups

There will also be a piece of work looking at creating a systemic approach to gathering insights and participant voice:

- Create a working group with participants from Sport NZ, associations and any other organisation to develop a process and tools that can be used across NZ for gathering insights and participant voice
- Undertaking the VOP survey with secondary schools

7. Timing and delivery:

What do you expect to deliver when? List the deliverables planned to be completed by quarter. Include subsequent years if the planned timeframe is more than one year.

Quarter 1 2020

Conduct VOP survey

Conduct survey around informal volleyball space

Partner scoping exercise to map out potential local partners

In person forum(s) to communicate to associations and other partners this project

Job descriptions and logistics of employment for these roles developed, and onboarding/training process developed

First wave of mobile workforce employed (two regions of NZ)

Quarter 2 2020

First wave of mobile workforce employed (two regions). Mobile workforce inducted work begins

Hold workshops with associations to understand all volleyball in their region, with the Mobile Workforce in attendance

Quarter 3 2020

Develop participant voice and insight process/tool

Local insights and partners begin to be developed

Quarter 4 2020

2020 review held, and plan for next wave of mobile workforce to be employed in two other areas

Quarter 1 2021

Second wave of mobile workforce employed (two regions of NZ)

8. Ongoing Sustainability and Funding:

What are the ongoing costs of the project and how will you maintain the project beyond initial investment support? Will the project lead to a reduction in overall costs to your business or network, or increased revenues?

Ongoing Costs:

There will be initial costs in setting up the surveys, and in creating the process/tools and training associated with developing a participant voice feedback mechanism.

The ongoing costs for this project will be the continued workforce costs across regions to implement opportunities for quality volleyball experiences.

Sustainability:

After 2 years, there needs to be significant traction in local communities to generate the ongoing funding for these projects. Part of the project leads role will be work up how this project can be funded long term. Significant data will be able to be provided to potential funders and sponsors detailing the number of people participating through the quality opportunities and the positive local community outcomes from quality experiences. We envisage the ongoing funding will come from user pays programmes, and events/pay to play competitions will be a natural product of the provision of more volleyball. This will enable additional income streams within the community to continue to fund people in roles or further services related to quality volleyball opportunities. As well as this, we believe this project will gain some funding from community trusts and councils, but this can't be relied on.

This project will see an increase in revenue across the local community volleyball and sports ecosystem. In the medium term, the community (be it community members or providers such as council or funders such as council and community trusts) will be positively impacted by more people financially contributing to quality volleyball experiences and opportunities.

The participant voice aspect of this project will lead to increased revenues, as we will have a better understanding of what people want when they play volleyball, and can therefore provide opportunities that people are more likely to engage with, so income will go back into the volleyball system.

This project will bring about a reduction in costs where the infrastructure and set up costs are overseen by the NSO and reduces each region providing their own full administrative resource.

9. Implementation:

Is the Project Implementation ready? Subject to funding, when could the project begin? Are all the key next steps or decisions made and the stakeholders necessary for successful implementation engaged and supportive?

The project is ready for implementation, in that, as already outlined, this is a need that has been identified by all stakeholders through our consultation. The phased approach to rolling the project out will give us a chance to finetune and tweak the process in areas of New Zealand that are in more need for this support immediately. This will give us time to advocate for the project in a couple of parts of NZ that may need some more time to understand and engage with the idea.

10. Stakeholders:

To what extent does this project or initiative require stakeholder support?

Our existing stakeholders are important to us, and we need to continue to work with them through this project. However, our current stakeholders (clubs, associations) are limited in their capacity to develop volleyball in their regions due to a lack of resource. So this project will support them by providing more resource, in terms of people who can work with them. However, if our existing stakeholders don't see a need locally, or can't deliver on a need locally, then the mobile workforce can work with other partners to deliver on that. This means we are less reliant on clubs and associations to deliver volleyball, whichh creates more opportunity and flexibility in our system.

What stakeholder engagement has taken place or is required to ensure the success of this project or initiative?

Stakeholder	Primary interest	Engagement
Associations	<p>Increasing opportunities for their community to play Volleyball</p> <p>Growing their membership base</p> <p>Increasing revenue to allow them to grow</p>	We have had significant engagement with them. Their feedback through this S & A planning has shown the need for more support and resource at a local level, so they are supportive of this project
Pacific, Maori and other population groups delivering Volleyball participants and organisations	<p>Improving what they can provide to their people, from facilities to better support to referees and coaches</p> <p>Better health outcomes for their people</p>	We have engaged with them through this process, but we need to continue to engage with them. They have indicated, where their volleyball offerings are out of the traditional system, they want support to improve what they offer. We need to explore this more.

Other sport/recreation organisations, including private providers	Removing duplication and cost with the delivery system More people engaging with their offerings	We have started to engage with these organisations on a number of ideas through the S & A process. The Mobile Workforce can compliment these ideas and extend on them, as well as allowing for other novel ideas to develop local sport. We will continue to engage with these organisations through this process.
Outside agencies connect to sport, like health and community organisations	Better outcomes (health and wellbeing) for their communities and members	We have started to engage with these organisations on a number of ideas through the last year. The Mobile Workforce can compliment these ideas and extend on them, building partnerships to further our reach, as well as allowing for other novel ideas to develop local sport. We will continue to engage with these organisations through this process.

11. Funding or other support:

Why is Sport New Zealand investment required to implement this project or initiative? What other funding options have you considered?

We have been significantly under resourced and under funded through our existence. Despite being the 2nd largest female sport (at secondary school) and the fifth largest in total, we do not receive the same level of funding that other sports receive from Sport NZ. This lack of funding has lead to the issues we are currently trying to solve through this piece of work; increasing accessibility, creating better opportunities and developing Igniters around the country. If Strengthen and Adapt funding is around addressing historical inequities, then funding Volleyball NZ to deliver this project, and our other projects, is a must.

We currently don't have the financial capacity to fund this on our own. However, we believe we need this project to give us a boost over the upcoming three years to give us the ability to create a programme that can attract ongoing funding from a number of sources. The strengthen and adapt funding is a catalyst for Volleyball New Zealand to increase the amount of people working in the sport, to grow it's scope, make it more accessbile and empower local people. This project is critical to our transformational change, and without the strengthen and adapt funding, we couldn't deliver this project.

12. Cost:

What is the planned budget for the life of the initiative?

Expense	2020/21	2021/2022	2022/23	Total
Project Lead (x2)	\$220,400	\$220,400	\$137,750	\$578,550
Project Activator (x8)	\$279,733	\$730,733	\$460,134	\$1,470,600
Team Costs	\$45,000	\$100,000	\$55,000	\$200,000
Review and Insights	\$10,000	\$10,000	\$10,000	\$30,000
Total expenses	\$555,133	\$1,061,133	\$662,884	\$2,279,150
Income				
User Pays	\$5,000	\$20,000	50,000	
Sponsors	\$10,000	\$20,000	30,000	
Events income	\$25,000	\$60,000	\$60,000	
Total Income	\$40,000.00	\$100,000.00	\$140,000.00	\$280,000.00
SNZ Contribution	\$515,133.00	\$961,133.00	\$522,884.00	\$1,999,150.00

Appendix C - Igniters

Please supply a separate response for each project or initiative seeking financial support from Sport New Zealand.

1. National Partner Name:

Volleyball New Zealand

2. Project or Initiative Name:

Igniters

3. Project Summary:

Provide a short summary of the project.

The presence of '**Igniters**' is one of the four key themes that has come through our consultation and planning over the past three months. **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. This overarching project has two arms;

1. A project to develop more quality female and pacific coaches and referees
2. A project to enhance the experience of participants through developing better coaches and deliverers of Rangatahi sport through a cross-code shared resource called a Quality Experience Creator

4. Alignment:

How does the project sit within your wider Strengthen and Adapt Plan? How does the project sit within your Strategic context? How does this project align with the objectives and outcomes of Sport New Zealand?

S&A: Igniters theme - Feedback from our community through a strengthen and adapt survey asked, 'what are the most important factors for you in order to have a quality Volleyball experience?' Of the eight options, Quality of coaching was ranked 2nd in that question, and the quality of the referees was 3rd, so both sit in the top half of the priorities

S&A: Partnerships theme - Partnerships was also key, and this project has links with partners from outside the traditional Volleyball system, who we will work with to improve our coaching and referee development space. One part of this project is a shared 'Quality Experience Creator' resource that will work across potentially Netball, Rugby League, Touch Rugby and Volleyball targeting Rangatahi, their coaches, referees, and deliverers of Rangatahi sport to create better experiences.

S&A/Sport NZ: Diversity and Inclusion - A number of our projects (Mobile workforce, Marketing our Sport) have a focus on engaging with previously **under-represented groups of participants** (females, Maori and Pacific), and in our consultation with these groups, it was identified that seeing people 'like them' in coaching and refereeing roles would create more awareness and a willingness to step into those roles and a 'can do', 'can be me' attitude.

This project will develop holistic development programmes and resources that are designed to encourage women and Pacific people to step into coaching and refereeing roles. Volleyball is the second largest female sport at secondary school level in NZ, but that popularity is not mirrored in

secondary school female coaches. The majority are still male. The intention is to turn that trend around.

Sport NZ: Balance is Better - The overarching philosophy that will underpin the resources and programmes we use to develop more referees and coaches is Balance is Better. Volleyball NZ are committed to this approach, and our coaches and referees will be upskilled and understand how their roles link into Balance is Better.

5. Effect / Impact:

What is the transformation that this project will achieve or contribute to and the associated impact?
What does success look like? What are both the short- and long-term outcomes you expect?
How will you measure this?

Female and Pacific coaching/referee project

This project will help Volleyball NZ provide engagement and value to potential **female and Pacific coaches and referees**, as well as promoting these roles as a legitimate avenue for under-represented groups of people to stay involved in Volleyball. Our research so far indicates this programme needs to focus more broadly than tactical and technical Volleyball or sport specific skills. It needs **to focus on the importance and development of culture, values, character, leadership skills, and interpersonal skills, as that is part of the gap identified**. Therefore, the impact of this programme will be in a large number of female and Pacific coaches and referees stepping into these roles as they feel confident in their ability, and in their fit.

Success will look like:

- More female coaches and referees feeling confident to step into those roles, measured through coach registrations at events, leagues and development opportunities
- More Maori and Pasifika coaches and referees feeling confident to step into those roles, measured through coach registrations at events, leagues and development opportunities
- All coaches and referees feeling valued and supported, with enhanced access to development opportunities. This will be measured through our existing annual coaches survey.
- Coach and referee development programmes delivered in new settings that are more culturally significant for other ethnic groups, for example, churches and marae.
- Multi-lingual coaching and referee resources developed and implemented to further engage our Maori and Pacific communities.

Quality Experience Creator project

This will also allow Volleyball NZ to gather insights, educate and raise awareness of what a **quality experience looks like for the different types of Rangatahi** who want to participate in sport, which will in turn allow us to **create better experiences that will see more Rangatahi continue to engage in sport**. Two or more national sports partnering together to achieve the same outcomes is transformational and can be a blueprint for other projects like this in the sport system.

Success will look like:

- Changing the perceptions, attitudes and behaviours of key stakeholders that support and deliver the sporting experience for Rangatahi to be aligned with Balance is Better
- Increased teacher engagement in sport
- Coaches of Rangatahi retention rates increase as they will feel more supported
- Increase participation across the two sports involved (Volleyball and Netball)

- Increased motivation to participate in sport across Rangatahi in the project
- Rangatahi have increased confidence to participate in sporting and leadership opportunities (coaching, volunteering, officiating, youth boards, youth forums)
- Rangatahi have increased satisfaction in their sporting experience
- Participants transfer and stay engaged in sport in a number of roles/ways
- Sports directors/coordinators understand the NSO's strategies and resources
- Increased understanding of the barriers and enablers for Rangatahi over the years at Secondary School
- Improved relationships/partnerships with schools and the wider sports system in Volleyball and Netball

This will be measured through various surveys, focus groups and participation data through the lifecycle of this pilot project

6. Outputs:

What does the work involve? What will you do and how will you do it? Consider scope of the initiative.

Outputs in the Female and Pacific coaching/referee project will look like:

- A project scope document created with Sport NZ Sport Development team to map out what the coach and referee development support will look like for female and Pacific groups. Gaining a better understanding of what these target groups need to help them feel more confident and to engage is important for this project to be successful.
- Engage with other key partners and experts in the design process, who can help us develop coach and referee development resources in Maori and Pacific languages
- Development of both a female and Pacific holistic coaching and refereeing programme, that can be tested with those communities. This will be built collaboratively by coaches and referees from those target groups, using a co-design process.
- A coach/referee developer course will be delivered targeting those demographic groups, so we have a larger workforce of female and pacific coach and referee developers.

Outputs in the Quality Experience Creator project will look like:

- Two Pilots scoped up to be delivered, beginning in 2021
- QEC role and job description established and appointed
- Identify resources from each NSO that will support the programme i.e. Youth Leadership programmes, Women and Girls project resources
- KPIs for the role confirmed and agreed with all partners
- A partnership plan agreed between Sport NZ, School Sport NZ, Volleyball NZ and other sport partners, ensuring clarity of roles and responsibilities of each stakeholder
- Engage with other key partners in the design process to develop each pilot, as we know each pilot will look slightly different due to each region being slightly different (NSO, Sport NZ, SSNZ, RSO, Schools, Rangatahi).
- Create a professional development process for the QEC roles
- Sport NZ's Balance is Better, and Netball NZ ACC Player Welfare and Injury Prevention systems embedded
- A youth forum/Youth Advisory Group set up for each pilot

7. Timing and delivery:

What do you expect to deliver when? List the deliverables planned to be completed by quarter. Include subsequent years if the planned timeframe is more than one year.

Female and Pacific coaching/referee project

Quarter 2 2021

Project scope document created, with research included around best practice support for female and Pacific coaches/referees

Quarter 3 2021

Coach Developer/referee developer course planned with planning group who can ensure best practice design principles are in place to engage females and Pacific people and programme co-designed with Developers

Quarter 4 2021

Coach Developer/Referee developer courses delivered

Quarter 1 2022

Design Female and Pacific coach and referee development programmes designed with coach/referee developers who have been trained

Quarter 2 2022

Coach and referee programmes delivered to female and Pacific communities
Programmes reviewed and amended for further delivery

Quality Experience Creator project

Quarter 1 2021

Pilot projects scoped and agreed, along with all necessary partnership plans, position descriptions and consultation completed

Quarter 2 2021

KPIs agreed and QEC roles advertised

Quarter 3 2021

Project delivery begins in both pilots, with regular monitoring and evaluation

Quarter 4 2021- Quarter 2 2022

Monitoring and evaluation in an agile manner, with regular engagement with all project partners. Sport NZ will be critical in this

Quarter 3 2022

First year review completed with all major partners (Volleyball, other national sports, Sport NZ and School Sport NZ)

Quarter 4 2022-Quarter 3 2023

Project delivery and regular monitoring and evaluation

Quarter 3 2023

Second year review completed with all four major partners (Netball, Volleyball, Sport NZ and School Sport NZ)

Quarter 4 2023 - Quarter 3 2024
Project delivery and regular monitoring and evaluation

Quarter 3 2024
Third year review completed with all four major partners (Netball, Volleyball, Sport NZ and School Sport NZ)

8. Ongoing Sustainability and Funding:

What are the ongoing costs of the project and how will you maintain the project beyond initial investment support? Will the project lead to a reduction in overall costs to your business or network, or increased revenues?

Female and Pacific coaching/referee project

Initial Costs: Design of the programmes (coach/referee development programmes, coach/referee developer course).

Ongoing costs: Ongoing costs will be limited, and will be covered by user pays system, where coaches and referees going through the programmes can subsidise the cost of the courses.

Sustainability: This project will lead to a reduction in overall costs to VNZ, as there will be an increase in the pool of coaches and referees. This means we will be relying less on the 'same' people, which in turn will help us retain those people as igniters for longer. This will then reduce the long-term cost of more training and development of newer coaches and referees.

Quality Experience Creator project

Ongoing Costs: Salaries for QEC roles, as well as in the evaluation of the project. As the project is designed as a long term project, we don't have clarity right now on how we will maintain the ongoing funding of the project, but that question will be embedded in the monitoring and evaluation of the project, as we know it is a question that needs answering. As the project is looking at the sport system widely, there will be potentially funding to be accessed through the education system, or other non-traditional funding mechanisms, such as ACC as we can align key messaging through the QEC roles to their KPI's.

Sustainability: We believe the project will lead to an increase in revenue, as the primary outcome will see an increase in participants as they are having a quality experience each time they play Volleyball and the other sports involved in the project. A better experience will lead to more people staying in the sport, and more people coming to each sport. The increase in revenue will come from payment for competitions, events and other participation opportunities.

9. Implementation:

Is the Project Implementation ready? Subject to funding, when could the project begin? Are all the key next steps or decisions made and the stakeholders necessary for successful implementation engaged and supportive?

Stakeholder Support: Female and Pacific coaching/referee project

Our pacific community are ready for more pacific centric coach development and referee development support and resource. This was clear from our consultation with that community group.

Stakeholder Support: Quality Experience Creator

The QEC project is ready for final planning and implementation, as this project is one that we have already started to scope up. Partnerships was a key theme from our strengthen and adapt consultation, so this highlights some of our existing Volleyball community is ready for this, and they will support it. We have had conversations with the other sports highlighted in this document and they are ready to plan and deliver the pilots.

10. Stakeholders:

To what extent does this project or initiative require stakeholder support?

Female and Pacific coaching project

As mentioned above, support is evident from consultation with our pacific community. They are ready and willing to help this project begin. Co-design with female and pacific coaches/referees will ensure it is engaging and successful. We need to engage with the Ministry for Pacific Peoples and Iwi organisations to gather their support.

QEC project

We have already engaged with School Sport NZ, Sport NZ and the other national sports outlined in this document and all four want to see it proceed and be piloted. Further conversations with other partners will be critical to the project, including RSTs, schools and RSOs in the targeted pilot areas.

What stakeholder engagement has taken place or is required to ensure the success of this project or initiative?

Stakeholder	Primary interest	Engagement
Sport NZ	<p>Interest in seeing Rangatahi participation rates maintain or increase</p> <p>Interest in seeing balance is better embedded through the Sport system</p> <p>Interest in seeing more female and pacific coaches and referees</p>	<p>Presented the concept of the QEC to the Sport Development team, with Netball NZ. They were very supportive of the concept and wanted to see it developed through S & A funding</p> <p>We need to engage with the coaching team in the development of the coaching and refereeing programme</p>

School Sport NZ	Interest in seeing Rangatahi participation rates maintain or increase	Presented the concept of the QEC to the CE and staff. They were very supportive of the concept and felt it would make an impact in the Rangatahi space.
Netball NZ, Touch NZ, NZ Rugby League, Basketball NZ	Collaborating to have a better impact on Rangatahi participating in our sports	All four are supporting the project and including in their S & A submissions
RST's and other local partners like YMCA, or other recreation organisations	Interest in seeing Rangatahi participation rates maintain or increase	We need to engage with them through the QEC project to ascertain how they can align and support
Ministry for Pacific Peoples	Seeing more Pacific people having a quality experience in sport Seeing increased health outcomes for Pacific people	We need to engage with them to see if they can support the Pacific coach development programme, and resource development through that
Existing female coaches and referees	Seeing more female coaches and referees stepping into those roles	We need to engage with them to help in the codesign of these programmes and resources
Our associations	Having more coaches and referees to access Seeing more rangatahi interested and participating in Volleyball Seeing more existing Volleyball participants stay in the sport	Our associations have identified a lack of coaches and a lack of quality coaches already, so they will support this project

11. Funding or other support:

Why is Sport New Zealand investment required to implement this project or initiative? What other funding options have you considered?

For Volleyball to grow in New Zealand, development of coaches and referees is critical. We believe Sport NZ investment is required for the QEC project as a pilot. The funding will help in creating a shared set of insights and feedback, that can be used to source other funding for the project long term if it's successful.

The QEC model has been presented to School Sport NZ, who have expressed their support for a pilot, so they could be a potential partner to support the project financially long term if it's successful.

We will look to engage with the Ministry for Pacific Peoples, and Iwi based organisations to fund the development of Maori and Pacific coaching and referee resources, and support in the development of the development programmes.

12. Cost:

What is the planned budget for the life of the initiative?

Expenses	2020/2021	2021/2022	2022/2023	Total
QEC Lead	\$16,000.00	\$37,000.00	\$37,000.00	
Quality Experience Creator	\$59,000.00	\$80,000.00	\$80,000.00	
Coach Developer Lead	\$66,000.00			
Resource development	\$25,000.00			
Review Coach Developer	\$2,000.00			
Delivery Development Course	\$10,000.00			
Sport Equipment	\$35,000.00	\$35,000.00		
	\$213,000.00	\$152,000.00	\$117,000.00	\$482,000.00
Sport NZ Contribution	\$213,000.00	\$152,000.00	\$117,000.00	\$482,000.00

Appendix D - Digital Play Volleyball Platform

Project Seeking Financial Support

Please supply a separate response for each project or initiative seeking financial support from Sport New Zealand.

1. National Partner Name:

Volleyball New Zealand

2. Project or Initiative Name:

Digital 'Play Volleyball' platform

3. Project Summary:

Provide a short summary of the project.

Accessibility to venues and facilities to play Volleyball was identified as one of the biggest issues currently facing Volleyball in NZ. This includes indoor facilities, grass spaces and beaches. This project will help us unlock more outdoor facilities for our communities to access by creating more courts/nets for play and informal Volleyball based outdoors in local parks and beaches, and people will access these through a digital platform (Check this link for more information on this idea from Denmark: <https://www.hubbster.dk/solution>).

In doing this, we will create better relationships with local authorities and schools who often are the controllers of indoor facilities, and this will help us to access more indoor facilities as well. Linked to this, we will develop a Beach Centre Development process, as we are seeing success in a few different local authorities around the country allowing for unused Lawn Bowl venues to be converted into Beach Volleyball Centres. This is a process that can be replicated in other sites and create more Beach Volleyball facilities for community use.

4. Alignment:

How does the project sit within your wider Strengthen and Adapt Plan? How does the project sit within your Strategic context? How does this project align with the objectives and outcomes of Sport New Zealand?

S & A theme – Accessibility & Visibility - Accessibility to Volleyball venues and facilities was the most common theme to come back from our community consultation over the past two months. For us to transform Volleyball and be able to drive increased participation through creating quality experiences, we need spaces for our communities to play the game.

Strategic Pillar: Growing the Game - Promoting connections between Volleyball providers and existing sports sector infrastructure to enable more opportunities to play is a key objective of our Strategic Plan.

Sport NZ: Everybody Active - This project aligns to Sport NZ's purpose of Everybody Active, as this project will help us ensure as many people as possible have an opportunity to enjoy social, active recreation, play and organised forms of Volleyball in facilities that are local to them.

Sport NZ: Locally led- The relationship aspect of this project aligns to this approach, as it's about working in partnership with stakeholders in communities to create or access more facilities for Volleyball to be played.

Sport NZ: Diversity and Inclusion - This project will also be critical in helping get more Maori and Pacific Island people playing Volleyball. We know the way this group interact with Volleyball is primarily informally, on grass, with Whanau/Fono and friends. It is used as a way of connecting as a community. By creating more outdoor areas to play Volleyball for this community, we will see more informal participation from Maori and Pacific Islanders. This was backed up by our consultation with both population groups.

5. Effect / Impact:

What is the transformation that this project will achieve or contribute to and the associated impact?
What does success look like? What are both the short- and long-term outcomes you expect?
How will you measure this?

Success for this project is easy to visualise. It will bring our sport to more people. We will see a Volleyball net in parks and beaches in every community, and families and groups of friends enjoying the game of Volleyball in settings that are close to home. This will create more visibility of our sport to the general public. This will help us create an environment where people are able to have Volleyball as a choice that's easy for them to play, just like kicking a ball in the park is now for football/rugby fans now.

Success will also be in seeing more interaction with local authorities in the planning and consultation phases of new facilities. Volleyball will be considered as a key partner in the development of indoor and beach facilities for communities.

Short term outcomes:

- A digital system to enhance accessibility to Volleyball, using previously underutilised parks and beaches for play and recreation
- A better understanding of the local authority landscape, and how decisions are made developing and enhancing indoor facilities, as well as how we can support permanent outdoor net systems being installed into parks and beaches
- A refined process that can be replicated nationwide in converting existing old facilities (Bowls clubs, Tennis clubs etc) into Beach Volleyball Centres

Long term outcomes:

- Strong partnerships with local authorities, either with Volleyball NZ or our local delivery partner so Volleyball is considered for all new indoor facilities, and whenever beach centres have the potential to be developed, Volleyball is considered as the next solution for that space.
- More Volleyball nets outdoors in communities around New Zealand for people to use and play on, both on grass and on the beach and in Beach Centres.
- More indoor facilities around New Zealand that Volleyball can be played in
- An increase in participation into structured Volleyball, as the outdoor facilities being developed can be used to deliver social events and competitions. This will lead to people being in the game longer, paying participation fees and ultimately generating income into Volleyball.

6. Outputs:

What does the work involve? What will you do and how will you do it? Consider scope of the initiative.

The initial work will be:

- Researching an outdoor net system that is cheap but durable, and that can be sourced in NZ and can be installed on grass and on the beach
- Developing a digital platform and process for people to book onto community courts, and access a ball, so that is less of a barrier
- Developing a 'pitch' that sells to local authorities and schools the benefit that Volleyball can bring to communities by having more facilities across different settings
- Engaging with targeted local authorities around the country that are a priority for us in terms of limited facilities, both indoors and outdoors. Initially this would include Auckland, Wellington, and Tauranga (and the wider Bay of Plenty) before extending nationally. This will help in creating a picture of the current landscape and how decisions are made
- Developing a process based on existing beach centres that have been developed, that can be turned into a resource that's easy to understand and use
- Developing case studies from the existing developments that highlight the benefits a Beach Centre can bring to people

7. Timing and delivery:

What do you expect to deliver when? List the deliverables planned to be completed by quarter. Include subsequent years if the planned timeframe is more than one year.

Quarter 1 2021

Research is completed on an outdoor net-based system that can be installed easily
 Connect with the Hubbster team, or with similar organisations, to scope how that software and idea can be replicated in New Zealand
 Scoping exercise to confirm which regions suffer the most from a lack of facilities
 Develop our 'pitch' that sells the benefit of Volleyball and why more community facilities are needed
 Research with local authorities to understand their goals and priorities
 Connect with local stakeholders to begin relationship building with local authorities

Quarter 2 2021

A pilot is confirmed with one local authority, where we have developed a digital process for people to book onto outdoor courts and access a ball is developed ready for trial. This pilot would see a number of nets installed (10+) across the region.
 Develop case studies from the existing Beach Centre developments
 Build the Beach Centre process that can be standardised by bringing key community drivers from past developments together to create and agree process

Quarter 3 2021

Begin connecting with second local authority to implement the second pilot

Quarter 1 2022

Evaluate pilots and take findings to further fine tune the process
 Scale the project so that other local authorities and schools can engage with us to use it

8. Ongoing Sustainability and Funding:

What are the ongoing costs of the project and how will you maintain the project beyond initial investment support? Will the project lead to a reduction in overall costs to your business or network, or increased revenues?

Initial costs: Developing the digital solution for booking courts and balls, as well as purchasing the net systems, balls and ball storage solutions.

There will also be costs in the people focused on building relationships with local authorities.

Ongoing sustainability: We will look to find a sponsor or other funding long term to cover the costs of the installation of the net systems at local parks and beaches. The project will lead to increased revenues in that our communities will have more facilities available to deliver programmes and events, which they can generate income from. The digital solution can also become an income generator for Volleyball NZ, both in people using the service and in selling a database of people who engage with the app.

9. Implementation:

Is the Project Implementation ready? Subject to funding, when could the project begin? Are all the key next steps or decisions made and the stakeholders necessary for successful implementation engaged and supportive?

The implementation isn't ready yet, as Volleyball NZ doesn't have the staff to prioritise this piece of work yet. If we can secure funding for this, we will be ready to implement.

Our associations and our wider community are ready to support this project, as they have identified a lack of facilities as a big barrier for them and want to see changes in this space. We know from a limited case study, that when nets are left up on Mt Maunganui main beach, people use them regularly. The support is there once we have implemented this project.

Local authorities at this stage are probably not ready to support, or this piece of work would be happening already. This also outlines the importance of relationship building with them as the first step in this project.

10. Stakeholders:

To what extent does this project or initiative require stakeholder support?

It requires support from local authorities, which we need to build. Once there are more facilities open and available for the public to access, we will look to local Volleyball organisations to support their use by promoting the facilities and delivering activations and programmes using them. We will also need to engage with the associations and local authorities who have already set up Beach Centres as we work to develop the Beach Centre Development process document. As we have supported these developments, this engagement will be straightforward.

What stakeholder engagement has taken place or is required to ensure the success of this project or initiative?

Stakeholder	Primary interest	Engagement
Local authorities	Providing opportunities and facilities for their constituencies to be active and healthy	We need to engage with them in this project. This is a fundamental first step
Schools	Improving facilities for their school body	We need to engage with them in this project. This is less of a priority than local authorities initially, but will be important long term
Associations	Having more facilities in their region, indoor and outdoor, to play Volleyball	We have had significant engagement with them, and we know there is support for this project as it's a critical need for them. We will engage with those associations who have already developed Beach Centres to pull together the process for others to use
Software platform provider	Generating income for themselves Potentially, seeing their software solution allow for more people to be physically active	We need to engage with them to help create the software. This is a fundamental first step

11. Funding or other support:

Why is Sport New Zealand investment required to implement this project or initiative? What other funding options have you considered?

VNZ does not currently have the financial or people resources to dedicate to this project in addition to BAU.

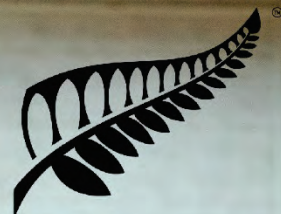
We will explore sponsorship as a critical part of this project, particularly in the capital expenditure piece of this, as the facilities will be able to be seen and recognised in communities around New Zealand.

12. Cost:

What is the planned budget for the life of the initiative?

Digital PlayVolley

	2020/2021	2021/2022	2022/2023	
Expenses				
Digital System	\$50,000			
Case studies and research	\$5,000	\$5,000	\$5,000	
Project Lead	\$50,000	\$20,000	\$20,000	
Equipment	\$50,000	\$50,000	\$10,000	
TOTAL	\$155,000.00	\$75,000.00	\$35,000.00	\$265,000.00
Income				
App advertising income		\$10,000	\$10,000	
Sponsors / Council grants		\$20,000	\$20,000	
Transaction cost fee	\$500	\$1,000	\$2,000	
Total	\$500.00	\$31,000.00	\$32,000.00	\$63,500.00
SNZ Contribution	2020/2021	2021/2022	2022/2023	
	\$154,500	\$44,000	\$3,000	\$201,500



**SPORT
NEW ZEALAND
IHI AOTEAROA**



**VOLLEYBALL NEW ZEALAND
POIREWA AOTEAROA**

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