

2020-23

STRATEGIC PLAN.



HANDBALL.

A SPORT OF CHOICE. A SPORT OF GROWTH.
A SPORT FOR ALL VICTORIANS.

OUR SPORT.

Team sports don't come much more thrilling than handball. Played indoors or on the beach, it's fast and furious combining high-scores, athletic excellence, and inclusivity – to deliver a sport that offers fun for everyone!

Handball (indoor) is played on a 40m x 20m court with a goal at either end, by two teams of seven who pass a ball using their hands with the aim of throwing it into the goal of the other team. It was first played in Scandinavia and Germany on outdoor courts at the end of the 19th Century and while handball is an Olympic sport that's played in over 200 countries (many of them professionally), Australian competition is amateur and mostly player funded. In spite of this amateur status, Australia is regarded as the leading nation in Oceania Region, first competing at the World Championships in 1998.

Beach handball is played by teams of four on a small court in the sand, delivering an all-action format of the sport. It is a rapidly developing sport, with Australia first competing at the World Championships in 2010. Both the men's and women's teams placed 6th at the World Championships in 2017 highlighting beach handball as a real strength for Australia. It has developed into a highly competitive sport, now part of the Youth Olympics and in future possibly the Summer Olympics.

Handball is an extremely inclusive sport, not limited to age, gender, cultural background or physical traits. Wheelchair handball is a good example, providing an opportunity for people with a disability and able bodied players to compete together. The sport is easily modified to be enjoyed with minimal equipment, leading to it being included in many school physical education curriculums. However, with limited resources at all levels due to its amateur status, handball associations across Australia are struggling to capitalise on increased interest from partners (schools, universities etc.).



HANDBALL VIC

Handball VIC Incorporated (Handball VIC) is the governing body for the sport of handball in Victoria. We are a state member of Handball Australia, constituent body of the Victorian Olympic Council, member association of the Sports Federation of Victoria (VicSport), and recognised by Sport and Recreation Victoria (SRV) as the designated association responsible for the development of handball within Victoria, from community participation to high performance levels. We pride ourselves on being a vibrant not-for-profit organisation that successfully delivers handball competitions and events; supports the development of our member clubs; provides seminars and coaching and referee accreditation; and organises school development programs and competitions. In 2019, Handball VIC had 87 registered members across three clubs: Melbourne Handball Club, St Kilda Handball Club and Darebin City Wheelchair Handball Club.

HANDBALL AUSTRALIA

The Australian Handball Federation (Handball Australia) is Australia's governing body for the sport. Handball Australia is a nation member of the International Handball Federation (IHF), a member of the Oceania Continental Handball Federation (OCHF) and a member of the Commonwealth Handball Association (currently not active). Within Australia, Handball Australia is recognised by the Australian Olympic Committee (AOC) and the Australian Sports Commission (ASC). Handball Australia is a federated model, consisting of six state/territory member associations.

INTERNATIONAL HANDBALL FEDERATION

The International Handball Federation (IHF) is the world administrative and controlling body for handball. IHF was founded in 1946 to oversee handball's major international tournaments, notably the IHF World Men's Handball Championship, which commenced in 1938, and the IHF World Women's Handball Championship, which commenced in 1957. Headquartered in Basel, its membership now comprises 209 national federations. Each member country must also be a member of one of the six regional confederations (i.e. Australia in the OCHF).

OUR RECENT HISTORY.

The below overview of key activities during the period 2014 to 2018 outlines where our organisation has been, and provided valuable insights to assist with setting our future path. We are currently experiencing a decline in membership numbers, development programs, and income generation but Handball VIC is moving in the right direction with ongoing board quota improvements, diversification of income sources and an improving social media presence. Underpinning this is ongoing Victorian success by our members in national titles and a historic high in national team representation.

		2014	2015	2016	2017	2018	TREND	
BOARD QUOTA	% Female	60%	33.3%	33.3%	62.5%	66%		
	Female	3	2	2	5	6		
	Male	2	4	4	3	3		
CLUBS	Total	4	4	4	5	5		
	Female	-	2	3	3	3		
	Male	-	3	4	4	5		
	Comments	MHC, SKHC, VUHC, MUHC	Deakin/MOB in VU out	MOB out South in	Darebin w/chair in	South out		
MEMBERSHIP	Total	92	219	248	207	128		
	Indoor Seniors	71	136	176	135	101		
	Indoor U18	1	0	1	1	1		
	Beach	17	23	71	71	26		
	Other	3	60	0	0	0		
COMPETITION	Indoor League	Women	2 teams	np	np	3 teams	2 teams	
		Men	2 teams	np	np	4 teams	3 teams	
	Indoor Nationals	Women	1 st	1 st	1 st	2 nd	2 nd	
		Men	1 st	3 rd	2 nd	2 nd	2 nd	
	AOCC	Host	-	-	VIC	VIC	VIC	
		VIC teams	-	-	4	4	3	
		Women	-	-	1 st	3 rd	2 nd	
		Men	-	-	3 rd	3 rd	np	
	Beach Nationals	VIC teams	-	7	11	11	9	
		Men	1 st +2 nd	1 st	1 st	1 st	2 nd +3 rd	
		Women	3 rd	np	3 rd	3 rd	np	
	VIC in National Teams	Mixed	np	np	3 rd	3 rd	3 rd	
		Total	-	10	9	12	19	
		Male	-	8	7	8	9	
		Female	-	2	2	4	10	
VIC/SA social tournament		-	Yes	Yes	Yes	Yes		
DEVELOPMENT	Referee Course	Conducted	-	No	Yes	Yes	No	
		Attendees	-	-	40	15	-	
	Schools	Schools	-	10	15	15	10	
		Students	-	8,000	12,000	12,000	7,000	
	School champs	Held	-	-	No	Yes	No	
		Schools	-	-	-	7	-	
		Teams	-	-	-	13	-	
	ACHPER conference	Presented	-	-	Yes	Yes	Yes	
		Attendees	-	-	25	25	23	
	Victorian Teachers Games		-	-	Mixed	No	No	
Australian University Games		-	Mixed	Mixed	Mixed	Mixed		
SOCIAL MEDIA	Indoor Facebook likes	93	423	723	879	961		
	Beach Facebook likes	200	496	868	929	963		
FINANCE	Income		\$21,337	\$22,278	\$42,783	\$50,158	\$37,103	
	Expenditure		\$24,190	\$26,336	\$37,717	\$48,272	\$39,977	
	Surplus / Deficit		-\$2,854	-\$4,059	+\$5,065	+\$1,886	-\$2,873	
	Net Assets		\$17,398	\$13,340	\$18,405	\$20,412	\$17,539	
	Key income items	Membership (incl. rep team fees)	58%	87%	72%	84%	66%	
		Fundraising / sponsorship	9%	5%	0%	0%	0%	
		Grants	0%	0%	14%	12%	32%	
	Key expense items	Admin (incl. rep team payments)	48%	57%	59%	56%	48%	
Court hire		27%	15%	15%	24%	32%		
National affiliation		19%	0%	24%	12%	12%		

OUR FUTURE.

OUR VISION

HANDBALL. A sport of choice. A sport of growth. A sport for all Victorians.

OUR PURPOSE

We provide an inclusive, enjoyable and affordable platform for the community to enjoy the fast, fun and athletic sport that is handball. We do this by enacting strong leadership, advocacy, development and administration of the sport at all levels throughout Victoria.

OUR VALUES



INTEGRITY

we stay true to our purpose, displaying fairness and honesty in everything we do



COMMITMENT

we are dedicated to the development of our sport



ACCOUNTABLE

we own our decisions and actions



TEAMWORK

we collaborate with our members and partners to achieve our mission



RESPECT

we encourage a diverse and inclusive community and opportunities for all

OUR FOCUS AREAS



PARTICIPATION AND PATHWAYS

to improve participation offerings
to secure suitable facilities
to strengthen participant pathways
to increase school engagement



PROMOTION AND PEOPLE-POWER

to increase exposure
to develop an attractive brand
to support and grow volunteer base



PARTNERSHIPS AND PERFORMANCE

to model best practice governance
to improve financial sustainability
to foster partnerships

OUR PARTNERS.

We recognise our outcomes can only be achieved through strong collaboration with partners such as Handball Australia, the Victorian Olympic Council, the Victorian Government (Sport and Recreation Victoria) and VicSport. We recognise our shared ambition, commit to investing in these relationships and further aligning to their key priorities as explored below.

PARTNER PRIORITIES



HANDBALL AUSTRALIA
STRATEGIC PLAN
2019-23

Handball Australia's Strategic Plan 2019-23 outlines the following strategic priorities:

1. Increase participation at grassroots by supporting our State Member partners and Schools through promoting, growing and developing the game to provide increased opportunities
2. Provide increased player and official's pathways at elite level, with sustainable player progression opportunities and increased international competitiveness
3. Develop and support officials and coaches with accredited training and development
4. Ensure continuing good governance principles and capability support for its administration

Build a solid sustainable financial base for growth through leveraging Member offerings, increasing sponsorship opportunities and continuing solid relationships with our international federation, government and related sporting organisations and venues



VICTORIAN OLYMPIC
COUNCIL ANNUAL
REPORT 2018

The Victorian Olympic Council's most recent annual report outlines a vision of 'the VOC represents the Olympic movement throughout Victoria. We create opportunities to share in the ideals and aspirations of the Olympic athlete through participation in Olympic experiences, education programs, volunteering and fundraising activities in support of the Australian Olympic team.' They enact this by delivering on the following key areas:

1. Fundraising
2. Olympians
3. Education
4. Governance, legacy and stakeholder engagement



ACTIVE VICTORIA
2017-21

Active Victoria is the Victorian Government's plan for sport and recreation based on six strategic directions:

1. Meeting demand
2. Broader and more inclusive participation
3. Additional focus on active recreation
4. Building system resilience and capacity
5. Connecting investment in events, high performance and infrastructure
6. Working together for shared outcomes



FAIR PLAY CODE

The Victorian Government's Fair Play Code outlines expected standards of behaviour for every person involved in sport and recreation in Victoria. It is based on the following set of guiding principles:

1. Integrity
2. Respect
3. Responsibility
4. Fairness
5. Safety



CHANGE OUR GAME
INITIATIVE

The independent Inquiry into Women and Girls in Sport and Active Recreation reported 9 recommendations that the Victorian Government accepted, and is taking action on through the 'Change Our Game' initiative:

1. Drive commitment through an Ambassadors of Change program
2. Engage and empower by connecting Ambassadors to women and girls
3. Mandate gender balance and good governance principles
4. Reform recruitment practices and processes for leadership positions
5. Enhance participation choice and improve how opportunities are marketed
6. Deliver female-friendly built environments and equitable facility usage policies
7. Build an enabling environment through education and training
8. Showcase the pathways and opportunities through role models
9. Increase the profile of women in sports media



VICTORIAN SPORTS
ANTI-DOPING POLICY
+
HANDBALL AUSTRALIA
ANTI-DOPING POLICY

The Victorian Sports Anti-Doping Policy requires both the state government and sports organisations to support compliance with the expectations and standards expressed within the World Anti-Doping Code. Victorian sports organisations are expected to progressively adapt the national anti-doping policies of their sport and to ensure, where appropriate, that the rules and practices of their organisation, their members and affiliates conform to the provisions of the Code.

Similarly, Handball Australia's Anti-Doping Policy was adopted in accordance with tasks under the World Anti-Doping Code, the Australian Sports Anti-Doping Authority Act 2006, and the Australian Sports Anti-Doping Authority Regulations 2006. All member associations are expected to adhere to the policy.



VICSPORT STRATEGIC
PLAN 2017-20

VicSport's Strategic Plan 2017-20 outlines a vision for 'more Victorians enjoying the benefits of sport' supported by the following strategic priorities:

1. Participation
2. Industry
3. Safe, fair and inclusive
4. Advocacy



OUR PLAN.

Handball VIC has been following the strategic plan of Handball Australia in the past due to the absence of an individual state-based plan for handball in Victoria. While the strategic priorities of our partners will continue to guide our efforts, it has been recognised that to grow and develop the sport in Victoria, a specific Handball VIC strategic plan is required. Handball VIC acknowledges the funding support received from the Victorian Government to assist with its preparation.

PURPOSE

Our strategic plan aims to set the foundation for the activity required to drive the sport over the coming years. It will guide our decision-making, program development, and resource allocation so that handball progresses to be recognised as a successful mainstream sport in Victoria.

The plan has been established in consultation with our stakeholders and has been structured to be a holistic plan for handball in Victoria. It is designed to be flexible enough to be able to adapt as needed to the new challenges we anticipate facing, but strong enough to ensure our focus remains on our overall goals.

PROCESS

The development of our strategic plan has been a process of reviewing our past performance, identifying our strengths and weaknesses, confirming our core values, and engaging with our stakeholders to determine our future priorities.

This has been informed by data collected from a variety of sources, including responses to a survey made available to the entire Victorian handball community, outcomes of a targeted stakeholder planning workshop, financial records, our annual reports, and consultation with our national body and other state and territory handball colleagues. After an examination of the information available, we identified three pillars that form the foundations upon which our strategic plan is built.

PROGRESS

Examples of some implementation actions are outlined for each key objective and strategic priority and are intended to serve as a highlight for some of what we aim to accomplish in each aspect of the plan to 2023. An annual operational plan will be developed to support the delivery of our strategic plan and will act as a day-to-day guide on how we are delivering on our goals.



Handball VIC has adopted the Sport Australia approach to effective strategic planning, that “the planning process should be seen as a continual process rather than compiling documents that once finished remain on the shelf untouched. The organisation’s strategic and operational plans should be documents that are referred to regularly, and reviewed and changed at various times in the future as internal and external influences change and various objectives are achieved.”

Although strategic plans are developed for four or more years and operational plans for one year, there is a cyclical nature to planning. The strategic and operational plans are documents that should be evaluated regularly against each other to ensure they remain relevant. Good plans are dynamic by nature and not etched in stone, as a lot can change over four years.

Therefore, an annual review of the operational plan will be undertaken and will feed back into the strategy formulation on an annual basis, rather than once every four years, to ensure the strategic priorities for the organisation are current, and to check if change is required.

FOCUS AREA 1.

PARTICIPATION AND PATHWAYS

For too long, handball has not had the facilities, nor human and financial resources to invest in developing organisational capability to organise and implement programs that raise awareness, showcase the sport and provide an avenue for people to play handball. Victorian handball players have been mostly European expats (many students) who previously played handball. Though they brought with them experience and skill, these players have often left the country again and skills do not stay or develop in Victoria. Almost a whole new handball community needs to be recruited every year.

There has always been an element of attractiveness in participating in a small sport with national, international and Olympic possibilities. The prospects of State representation at the very least are higher than in many other sports. We acknowledge that increasing overall participation may decrease representation possibilities, however believe we should capitalise on our Olympic status to attract top level athletes from other sports to improve participation numbers and the overall quality of existing competitions. Conversely, a concerted effort in increasing mass participation and the size of the existing beach and club competition by those new to the sport may result in an initial reduction in playing standards.

The education sector provides an opportunity to introduce and retain a whole new generation of players, teachers, leaders and coaches. Notwithstanding the various attempts at engaging the school sector, we have been unsuccessful at creating a pipeline of players that lasts through the years. Children are missing out from exploring an exciting team sport and it is especially unfortunate when we have had to turn away enquiries from parents and schools seeking opportunities for their interested children to play. We know that handball is a regular component in many school's physical education curriculum, and believe that a concerted effort on developing resources and a development structure can support pathways from physical literacy to school competition, junior skill development programs and local club engagement.

Universities will commonly have a range of sporting facilities on campus, including indoor/outdoor courts, and student associations provide assistance in the administration and management of clubs in recognition of the transient nature of student members. This sector provides a unique opportunity to facilitate the creation of clubs in an engaged market, of whom many are likely to be international students who have past engagement with handball, readily accessible facilities and established sporting competitions. With some support, every university in Victoria could establish a handball club.

But we also know that consumers have less time to spend on sport yet have a greater range of options than ever before. Participation trends show that people are looking for more fun and fitness with less competition, with participation rates in traditional organised sport declining. Sports are being challenged to capture the interest of diverse audiences with many modifying products to meet new consumer needs. Since handball is still a relatively young sport in Australia, the goal of recruitment must reduce the barriers to entry that new participants face. A modified version of handball that appeals to the masses may bridge the gap between interested Victorians and serious players. Smaller team numbers, adapted to common court sizes (basketball/netball), non-contact, alternative locations (outdoor courts) and a focus on providing casual, fun and more social options may provide a product that can be more easily rolled out at an entry-level.

KEY OBJECTIVES	STRATEGIC PRIORITIES	EXAMPLE ACTIONS	OUTCOMES
TO IMPROVE PARTICIPATION OFFERINGS	Investment in sport development	<ul style="list-style-type: none"> Actively participate in Handball Australia's 'Participation Development Committee' Work towards the investment in a Sport Development Officer position, possibly via grants/sponsorship funding Utilise online registration to accurately capture participant numbers 	<ul style="list-style-type: none"> A fun, safe and quality handball environment for people of all ages and ability
	Develop a modified version of handball	<ul style="list-style-type: none"> Review sporting rules to develop a simplified, small-sided version of handball that can be played in different formats and venues Align beach handball with the modified version, creating a clear participation pathway (modified/social>beach>indoor) Trial an outdoor (non-beach) version in Spring as an introductory/pathway option into the Summer beach competition 	<ul style="list-style-type: none"> Increase in the number of participants and members
TO SECURE SUITABLE FACILITIES	Secure a home for handball	<ul style="list-style-type: none"> Identify partners (i.e. indoor hockey, floorball) that could appropriately share a multipurpose facility Develop business case for multipurpose facility as long-term home Seek government and other partner (i.e. universities) support 	<ul style="list-style-type: none"> Achieve sufficient, fit for purpose facilities to meet existing and future demand
	Improve the geographical spread of venues	<ul style="list-style-type: none"> Identify key geographical areas to target utilising universities existing locations and catchments to focus regional growth Develop a database of halls in geographical areas of focus for clubs/universities to access 	<ul style="list-style-type: none"> Improve regional spread of venues

KEY OBJECTIVES	STRATEGIC PRIORITIES	EXAMPLE ACTIONS	OUTCOMES
TO STRENGTHEN PARTICIPANT PATHWAYS	Establish university partnerships to cultivate a competitive club system	<ul style="list-style-type: none"> Identify key geographical areas to target utilising universities existing locations and catchments to focus regional growth Support university participation in University Games and other events through coaching, training and officiating activities Transition university event teams into sustainable clubs with regular training and participation in Victorian Handball League 	<ul style="list-style-type: none"> Every university has a club Every university is represented at the University games Increase in the number of clubs Improve regional spread of clubs Ongoing success at state and national levels Continuously produce national athletes, coaches and officials
	Strengthen the existing beach and club competition structure	<ul style="list-style-type: none"> Consider a compacted season with a two-tier focus – social/introductory and competition Create an annual calendar that promotes alignment between events/competitions (i.e. school championships and Vic Handball League open days) Establish satellite clubs, linked to existing clubs, in specific regional growth areas (i.e. City of Casey) Consider alternative schedules i.e. fortnightly/monthly competition days to enable satellite clubs to participate in semi-regular competition without the requirement for weekly travel to central competition venue 	
	Support the elite athlete and official talent acquisition pipeline	<ul style="list-style-type: none"> Explore the merits of a talented athlete transition program (e.g. alternative option for national level sport for AFL non-draftees) Document and promote the pathway system so talented players, coaches and officials can progress to the highest possible level 	
TO INCREASE SCHOOL ENGAGEMENT	Supply schools with resources and strategies to assist with implementation of handball	<ul style="list-style-type: none"> Develop a ‘Teaching Handball 101’ resource that adapts existing IHF and EHF resources to align to the Australian Physical Literacy Framework to assist development of children in handball Deliver introduction to handball course at schools Explore establishment as a Sporting Schools partner Promote resources through regular attendance at ACHPER events 	<ul style="list-style-type: none"> Handball is promoted as an activity that will help teach and develop core physical competencies Handball delivered in curriculum of all schools Increased number of clinics delivered More schools participating in clinics More schools/teams participating in competitions Increase in junior member numbers
	Align with and add-value to existing competitions, focusing on the Southern Metropolitan growth region and Southern Independent Schools (SIS) program	<ul style="list-style-type: none"> Participate in Handball Australia’s data collection research project to identify and connect with schools offering handball Establish partnerships with School Sport Victoria (SSV), Independent Schools Victoria (ISV) and the Catholic Education Commission of Victoria (CECV) Send volunteers out to schools for coaching, umpiring, support and player identification Formalise an annual program of promotional clinics to schools not currently engaged Establish a state-wide championship Launch handball as a sport offered at the Victorian Teachers Games 	
	Establish a junior player pathway program (school -> program -> local club)	<ul style="list-style-type: none"> Establish training/skill development program in the Southern Metropolitan region as priority Continue discussions with YMCA Casey as a venue Develop a calendar of regular training/events Support establishment of satellite club 	
	Form junior state representative squads	<ul style="list-style-type: none"> Utilise school competitions as talent id opportunities Investigate alignment of SSV’s TeamVic 	

FOCUS AREA 2.

PROMOTION AND PEOPLE-POWER

Handball operates in a sporting landscape which is already over serviced. Many of the potential members that we target may already play several other sports. But team sports don't come much more high speed and thrilling than handball, it's fast, it's fun, it's high scoring and it can be played indoors or on the beach. To become a significant sport in Victoria, we must significantly increase our media exposure, build better brand awareness and sell the great asset that we already own – our sport. We should focus specifically on building on the attributes of handball that appeal to the younger demographic, and investing in digital media to take it to the next generation in their domain. We need to modernise our marketing and communication competencies, and drive interest and attractiveness with up-to-date content to athletes, fans and sponsors. A bonus for handball in 2020 is the Tokyo Olympics and the strong publicity generated by having games broadcast on television to audiences across the State. We must embrace the spotlight and adequately resource promotional activities during this time to ensure we capitalise on the increased exposure.

Given handball has a long history overseas but is relatively 'new' in Australia, there is ongoing demand for the limited trained and experienced coaches and officials, even at junior levels where the roles would normally be undertaken by parents in other more 'mainstream' sports. We need more qualified coaches and officials to meet demands from partners (e.g. schools) to deliver entry level programs, while supporting an improved technical level of our existing competitions. Handball VIC survives with the support of its dedicated volunteer base, but given the participant pays model and an overall lack of human resources, players and volunteers often leave the sport while they still have much to contribute. Workforce development plays a central role in supporting the successful delivery of our ambitious strategy. To grow handball successfully it is important that all individuals involved in the sport are happy, supported and valued. Continual development of the workforce is of paramount importance to provide stability, adaptability and creativity.

KEY OBJECTIVES	STRATEGIC PRIORITIES	EXAMPLE ACTIONS	OUTCOMES
TO INCREASE EXPOSURE	Develop a marketing strategy	<ul style="list-style-type: none"> Identify and/or recruit a Board member for specific communications/media role Establish a media/journalism student internship to assist with implementation 	<ul style="list-style-type: none"> Increase in Facebook likes Increase in website hits Increase in online enquiries
	Use our digital channels as a driving force	<ul style="list-style-type: none"> Determine digital strategy for consistent messaging Utilise sponsored advertising to target new interest 	
	Develop a professional public facing resource hub	<ul style="list-style-type: none"> Review existing website content Publish clear information that outlines 'how' to play (about the sport, rules) 'where' to play (clubs, venues, competitions) and 'who' to contact (HV, clubs) 	
TO DEVELOP AN ATTRACTIVE BRAND	Promote Victorian handball success	<ul style="list-style-type: none"> Promote Victorian involvement in representative team activities and programs Create athlete features to publish on social media and website 	<ul style="list-style-type: none"> Increased recognition of Victoria as the leading handball state Increase in media articles and coverage
	Align programming, competition and event structure to capitalise on Olympic interest	<ul style="list-style-type: none"> Develop an annual events calendar Strategically position events to maximise exposure Determine a hierarchy of importance of events Sell a logical story of events to media outlets Invest in content creation teams at events 	
TO SUPPORT AND GROW THE VOLUNTEER BASE	Develop resources to support coaches and officials	<ul style="list-style-type: none"> Redevelop handball coaching and officiating course Deliver coaching and officiating course annually Support Handball Australia to develop a streamlined recognition of prior learning (RPL) process for overseas trained coaches Identify overseas mentoring opportunities Develop a Coach Code of Behaviour and Team Selection Policy 	<ul style="list-style-type: none"> More standardised and qualified coaches and officials Increase in technical skills improving the sports appeal for participants
	Improve the skills, confidence and technical capabilities of the handball community	<ul style="list-style-type: none"> Support members to attend relevant training and accreditation courses Seek grants and sponsorship to support development 	
	Establish university internship program	<ul style="list-style-type: none"> Advertise and recruit for sport marketing/management and sport development/coaching internships to assist with implementation of initiatives with limited financial impact Explore partnerships with strong handball universities to establish endorsed internships/placements 	<ul style="list-style-type: none"> Additional human resources for program delivery

FOCUS AREA 3.

PARTNERSHIPS AND PERFORMANCE

We want to establish financial self-sufficiency and reduce reliance on membership income as our key source of revenue in order to evolve the organisation and build our capacity to undertake strategic investment in multi-year initiatives and optimise resources to focus on growth opportunities. We acknowledge that the current low profile of handball will restrict our capacity to attract sponsorship, however the upcoming Olympics and increased exposure it brings provides an opportunity to strategically market Handball VIC and the prestige of being an Olympic sport. This in conjunction with our additional focus on promotional efforts and increased participant offerings will increase our corporate interest.

We will support this by creating sustained operational and competitive excellence by improving organisational infrastructure, policies and procedures, and governance practices to build a resilient organisation with enhanced capability and capacity to improve current activities. But we recognise these outcomes can only be achieved through strong collaboration with our members, funders and community partners. We will commit to investing in and strengthening these relationships for mutually beneficial outcomes.

KEY OBJECTIVES	STRATEGIC PRIORITIES	EXAMPLE ACTIONS	OUTCOMES
TO MODEL BEST PRACTICE GOVERNANCE	Adopt standard performance monitoring framework	<ul style="list-style-type: none"> - Develop annual operational plan for implementation of the organisations Strategic Plan - Publish Annual Report on annual operational plan outcomes and organisational activities - Include policy review as part of Annual Report 	<ul style="list-style-type: none"> - Improved organisational governance - Increased outcome reporting - Meet governing body compliance requirements
	Create an effective governance structure with improved efficiency and clear protocols	<ul style="list-style-type: none"> - Develop and endorse organisational protocols/templates - Develop position descriptions and expectations for all Board roles - Immediately seek to fill all board of director positions as they become vacant - Aim to recruit skills-based Board members to assist with organisational governance 	
	Ensure compliance with Handball Australia, Australian Olympic Committee (AOC), Sport Australia, and Sport and Recreation Victoria regulations and recommendations	<ul style="list-style-type: none"> - Develop policies that adhere to the Fair Play Code - Implement an Inclusion Policy, including a focus on Disability, Trans and Gender Diverse Inclusion, Anti-Homophobia and Anti-Racism. - Ensure 40% female representation on Board - Alignment to Child Safe Standards by developing and endorsing a Child Safe Sport Framework inclusive of: <ul style="list-style-type: none"> - Commitment Statement - Member Protection Policy - Code of Conduct - Recruitment Policy - Induction and Training Policy - Reporting Policy and Incident Report Forms 	
TO IMPROVE FINANCIAL SECURITY	Increase and diversification of revenue streams	<ul style="list-style-type: none"> - Identify marketable assets and develop sponsorship prospectus - Explore Sport Australia endorsed 'Play for Purpose' and 'Australian Sports Foundation' schemes - Establish corporate sponsorship programs that support the State, National and Olympic endeavours of Victorian handball athletes (i.e. event, athlete sponsorship) - Consider partnering with Australian Corporate Games to include handball in sports offered, increasing exposure to corporate community 	<ul style="list-style-type: none"> - Increased sponsorship revenue - Keep handball affordable
TO FOSTER PARTNERSHIPS	Continue to build upon positive relationship with Sport and Recreation Victoria	<ul style="list-style-type: none"> - Adhere to all regulations and recommendations inclusive of 40% female board quota, anti-doping, women in sport, and fair play code initiatives 	<ul style="list-style-type: none"> - Attain funded sport status
	Enhance relationship and alignment with Handball Australia	<ul style="list-style-type: none"> - Actively participate in relevant sub-committees, working groups and other initiatives - Assist in implementation of national online registration process and school activity database - Partner in the delivery of events and competitions to further develop the sport both locally and nationally 	<ul style="list-style-type: none"> - Consistent approach to the development of handball



APPENDIX 1.

STAKEHOLDER SURVEY SUMMARY

A general stakeholder survey was conducted in October 2019 to provide input and ideas into the development of the strategic plan from the wider Handball community in Victoria. The survey was emailed out to all current HV members, and widely circulated on HV social media channels for all interested parties to participate.

28 responses to the survey were received including current and former players, administrators, volunteers, officials, referees and coaches. The majority of respondents were current or former players, had been involved in the sport for 3-5 years, aged between 21-55 years, and were more likely to be male.

Growing player numbers, competition, facilities, sponsorship, and marketing were the highest ranked priorities that respondents felt HV should focus on, with the most important outcomes of a new strategic plan being direction and alignment that ultimately delivers growth in participation.

Respondent Details

RESPONDENTS		CURRENT INVOLVEMENT		PREVIOUS INVOLVEMENT		LENGTH OF INVOLVEMENT	
Number	28	Coach	21%	Coach	4%	Less than 1 year	18%
Male	61%	Player	86%	Player	86%	1-2 years	11%
Female	39%	Official	14%	Official	14%	3-5 years	43%
Age range	21-55	Administrator	11%	Administrator	21%	6-9 years	7%
Ave. age	33	Volunteer	36%	Volunteer	25%	10+ years	21%
		Parent	0%	Parent	4%	No longer/ Not involved	4%
		Other	11%	Other	11%		

Strategic Views

QUESTION	WHAT IS THE PURPOSE OF HV?	WHAT ARE THE BIGGEST CHALLENGES FACING HV?	WHAT OPPORTUNITIES EXIST FOR HV?	WHAT IS THE MOST IMPORTANT OUTCOME OF THE PLAN?
COMMON THEMES	<ul style="list-style-type: none"> - Growth and development of players and clubs - Administer the competitions - Promote the sport 	<ul style="list-style-type: none"> - Players - Promotion - Facilities - Finance (resources to grow game and high player cost) 	<ul style="list-style-type: none"> - Schools / uni - Social / modified version of game - Beach handball - 2020 Olympics - Promotion / social media 	<ul style="list-style-type: none"> - Specific direction - Alignment and ownership - More teams and players

Performance and Priorities

AREA	CURRENT PERFORMANCE RATING				TOP 5 PRIORITIES THAT HV SHOULD FOCUS ON	
	Top response		Second response		Score*	Ranking
GOVERNANCE (OUR BOARD)	Good	39%	Average	21%	16	=9 th
VOLUNTEER INVOLVEMENT	Could be better	36%	Good	25%	27	6 th
GROWING PLAYER NUMBERS	Not good at all	54%	Could be better	39%	96	1 st
COMPETITION	Not good at all	50%	Could be better	32%	49	2 nd
FINANCIAL POSITION	Don't know	36%	Could be better	29%	10	10 th
FACILITIES	Could be better	43%	Not good at all	29%	41	3 rd
SOCIAL/COMMUNITY ACTIVITIES	Could be better	29%	Good	29%	17	8 th
OUR COACHES	Good	50%	Average	25%	25	7 th
OUR OFFICIALS / REFEREES	Could be better	39%	Average	29%	16	=9 th
SPONSORSHIP	Not good at all	64%	Could be better	18%	34	4 th
MARKETING	Not good at all	43%	Could be better	43%	29	5 th
COMMUNICATION	Could be better	39%	Average	29%	16	=9 th

* achieved by weighting responses i.e. first priority is 5 points, second is 4 points and so on, to factor in both quantity and importance rating

APPENDIX 2.

STAKEHOLDER WORKSHOP SUMMARY

The session was attended by 15 individuals, representing key stakeholder groups across both beach and indoor handball. This included current and former players (including national and state level representatives), current and former Handball Victoria officials, current and former club officials, referees and coaches. Attendees were randomly separated into four smaller syndicates, with members interchanging for each of the tasks. A general stakeholder survey was also conducted in the weeks preceding the workshop to provide valuable ideas and act as prompts for discussion at the workshop.

Agenda

PROJECT:	Handball Victoria Strategic Plan	DATE:	Wednesday 13 November 2019
PURPOSE:	Stakeholder Workshop	TIME:	5:50pm - 8.45pm
FACILITATED BY:	Simon Leisure Consulting	VENUE:	George Harris Room, Carlton Football Club
ITEM OF BUSINESS		START	FINISH
Dinner		5.50	6.10
1. Session Overview/ Introductions			
<ul style="list-style-type: none"> • SLC provide outline of the format of the workshop • Round the room for brief introductions 		6.10	6.20
2. Vision & Mission for Handball Victoria			
<ul style="list-style-type: none"> • Syndicates to identify possible Vision for Handball Vic for the next 5 years • Syndicates to identify possible Mission for Handball Vic for the next 5 years • Share options to whole group • Group consensus for a preferred option 		6.20	7.00
3. Key challenges & opportunities facing Handball Victoria			
<ul style="list-style-type: none"> • Syndicates to review survey responses • Add additional items • Share new challenges and opportunities identified to whole group 		7.00	7.20
4. Key areas of focus for the Strategic Plan			
<ul style="list-style-type: none"> • Syndicates to review ratings of performance of Handball Vic from the survey • Identify 5 key areas of focus • Share syndicate responses to whole group 		7.20	7.40
Break		7.40	7.50
5. Expanding the selected key areas of focus			
<ul style="list-style-type: none"> • Whole group task • Obtain consensus for the 5 key areas of focus • Identify any immediate outcomes and tasks to be included 		7.50	8.20
6. Session Summary & Next Steps		8.20	8.30
Workshop close		8:30	8:45

Outcomes

Vision & Mission (task 1)

The workshop tasks began with some 'blue-sky' thinking to kick start creativity and the idea generation process. Each syndicate was asked to identify possible vision and mission statements with the following guidance in mind:

- a vision statement is the anchor point of any strategic plan, outlines what an organisation would like to ultimately achieve and gives purpose to the existence of the organisation (short, simple, specific).
- a mission statement describes what an organisation wants to do now, why it exists, what its overall goal is, what product or service it provides, its primary customers, and its geographical region (1-3 sentences).

Group discussion identified the following common themes from each syndicate's response:

- awareness and promotion
- the provision of resources and information
- schools and universities

Challenges & Opportunities (task 2)

Each syndicate was then asked to review the survey responses and determine what they felt the key challenges and opportunities facing Handball Victoria are. The following outlines a consolidation of responses:

CHALLENGES	OPPORTUNITIES
Volunteers (6)	Juniors (3)
Facilities (3)	Resources (3)
Funding (3)	Exhibitions (3)
Awareness (2)	Social / modified / intro version of sport (3)
Players (2)	2020 Olympics (2)
Education sector (2)	Universities (2)
Equipment (1)	Branding and social media (2)
Competition (1)	Pathways (1)
National body support (1)	Home for handball (1)

(#) represents how many times each item was nominated

Identifying Key Focus Areas (task 3)

Each syndicate was asked to discuss what they thought should be the key areas of focus for Handball Victoria going forward, and subsequently to identify their syndicate's top 5. The following outlines a consolidation of responses:

FOCUS AREA	
Education sector (5)	Resources and information (2)
Promotion / awareness / exhibitions / media (5)	Facilities (1)
Training and skill development of players/officials (2)	Funding (1)
Beach / social / modified / intro version of sport (2)	Volunteers (1)

Expanding on Key Focus Areas (task 4)

Simon Leisure Consulting utilised the short break period to synthesize and consolidate the key focus areas from the previous task into 5 themed key focus areas. A whole group discussion was facilitated to obtain consensus that these areas should underpin the Strategic Plan. The following table outlines a consolidation of the discussion:

FOCUS AREA & SUB-SECTIONS	OUTCOMES / TASKS / GENERAL COMMENTS
Growing participation <ul style="list-style-type: none"> • Schools • Universities • Beach • Modified • Pathways 	Set a goal # of participants in the sport annually <ul style="list-style-type: none"> • Handball in curriculum of all schools • Every university has a club • Partner with beachside Councils • Identify modified version to 'bridge the gap' • Define participant pathways
Increasing awareness <ul style="list-style-type: none"> • Promotion / exhibitions • Social media • 2020 Olympics 	Focus on gaining exposure in as many ways possible <ul style="list-style-type: none"> • Leverage other sports, events and athletes • Identify board member for comms/media • Capitalise on handball being in the spotlight
Building capacity <ul style="list-style-type: none"> • Information and resources • Training/accreditation 	Be an enabler <ul style="list-style-type: none"> • Develop a public facing resource hub • Support existing and future volunteers
Facilities <ul style="list-style-type: none"> • Home of handball • School / universities 	Form a sustainable link between senior/junior sites <ul style="list-style-type: none"> • Seniors are based centrally (travellers, expats) • Junior market is in the suburbs (e.g. Casey)
Governance and finance <ul style="list-style-type: none"> • Good governance • Financial security 	Aim for best-practice standards <ul style="list-style-type: none"> • Develop policies & board succession planning • Source sponsorship and grant opportunities

IMAGES

Vision
For European Handball to be known & played at every school in Victoria.

Mission
Handball Victoria supports the growth of handball in schools & universities through providing access to information and resources. We strive to increase the public awareness of the sport through educational sessions & marketing materials, exhibition games, and other initiatives, such as tournaments, at provide an informational pathway to existing clubs & training structures.

TASK 1

VISION:
GROW, DEVELOP AND PROMOTE HANDBALL AND BEACH HANDBALL

MISSION:
* HV TO PROVIDE OPPORTUNITIES TO CLUBS, SCHOOLS, UNI.
* INCREASING AWARENESS

VISION: ✓ By 2023 Victorians will know about HB.
✓ HB will be the best alternative sport in the
✓ To be known as an [athletic] Olympic Sport
✓ To have the best organisational structure in HB, such as Juniors, Seniors, beginners, experienced players & availability of venues across the Metropolitan Area.

Mission:
✓ Start a Junior club
✓ Start partnership with Universities, schools
✓ To have steady tournaments scheduled in certain terms.
✓ Recruitment of volunteers and up skill them.

"Handball"
Possibly "Team Handball"

Task 1

VISION

Achieve: • ↑ players → ↑ comps.
• ↑ aware ness.
• Every school has handball on an option
• home of handball?
• handball village/hub?
• All Victorians know about handball
• there are options for children & adults to participate.

Example: []

• sponsored / financially sustainable.

MISSION

- high performing players
- tournaments

HV provides opportunities & resources for social / competitive participation for adults & students in beach / indoor. HV acts as a central players to provide national & inter national opportunities by facilitating local, reg & player improvement. HV promotes handball as a sport to be via multiple channels.

KEY CHALLENGES + OPPS

LACK OF: COACH EQUIPMENT VOLUNTEERS COMPETITIONS FUNDING PARTNERSHIP

COME AND TRY WITH BIGGER EVENTS

BEACH → GIVE OPPORTUNITIES → RISE VISION → ACCESSIBILITY

UNIVERSITIES → POOL OF PEOPLE → FACILITIES → EXISTING COMPS → RESOURCES

GROW NUMBER OF CLUBS SOCIAL COMPETITION

TASK 2

*KEY CHALLENGES:
↳ FACILITIES
↳ HELPING HANDS / OFFICIALS / PLAYERS
↳ PARTNERSHIPS / RELATIONSHIPS WITH SCHOOLS UNI, COUNCILS
↳ FUNDING OPPORTUNITIES / SPONSORSHIP

*KEY OPPORTUNITIES:
↳ 2020 OLYMPICS (ex: SCREENING)
↳ JUNIOR / CLUBS NATIONALS
↳ USE BEACH AS A WAY TO ↑ AWARENESS ↑ ATTRACTIVE
↳ UNI, ↳ SOCIAL MEDIA

Challenges
Lack of venues
Lack of volunteers (at a board / coach / officiator level)
Lack of awareness

Opportunities
Junior development → Lesson plans → Resource packages → Information / workshops system
Universities → Public information structure → Club information packages.
* Modified "social" version for social tournament? Arnold Sports Festival

Task 2

CHALLENGES	OPPORTUNITIES
1. RECRUITMENT & RETENTION OF PLAYERS	1. HANDBALL IN SCHOOLS TARGETTED EFFORT
2. LACK OF AWARENESS	2. SHOW CASING THE SPORT - OLYMPICS
3. FACILITIES	3. FIND A HOME FOR HANDBALL
4. SKILLS, PEOPLE AVAILABILITY	4. COMMUNICATE & CONNECT TO EXPERIENCED PEOPLE
5. SPONSORSHIP	
6. CLUBS, TEAMS, PLAYERS	

KEY AREAS OF FOCUS

1. GROW # OF SKILLED COACHES/OFFICIALS/VOLUNTEERS
2. BUILD PARTNERSHIPS & NETWORK WITH SCHOOLS & UNIS TO BUILD THEIR CAPABILITY
3. BUILD AWARENESS OF WHAT HANDBALL IS & WHAT THE OPPORTUNITIES ARE NATIONALLY & INTERNATIONALLY
4. PLAYERS - MORE!
5. STRUCTURE/PATHWAYS TO SUPPORT PLAYERS-CLUBS/~~LEAD~~ COMPETITION

KEY AREAS OF FOCUS

1. EDUCATION \leftarrow JUNIORS CLASSES \leftarrow YOUTH
2. SKILL TO TRAIN \leftarrow OFFICIAL PLAYERS COACHES
3. DIGITAL MEDIA - ADV
4. FUNDING \leftarrow GOVT. FUNDING / SPONSORSHIP
5. Exhibition MATCHES \leftarrow AWARENESS 2020-OLYMP.

KEY AREAS OF FOCUS

- 1) SCHOOL DEVELOPMENT + COMPETITION (JUNIORS)
- 2) UNI PARTNERSHIPS (ADULTS)
- 3) BEACH
- 4) PROMOTION
- 5) VOLUNTEERS

KEY AREAS:

- ① HV. ABILITY TO PROVIDE RESOURCE INFRASTRUCTURE
- ② SOCIAL INTRO PATHWAY
- ③ JUNIORS/UNI'S
- ④ AWARENESS \rightarrow EXHIBITION
- ⑤ FACILITIES (SUITABLE)

Task 3

BUILDING CAPACITY

- INFO
- RESOURCES
- VOLUNTEERS
- TRAINING/ACCREDITATION

INCREASE AWARENESS

- 2020 OLYMPICS
- SOCIAL MEDIA
- PROMO
- EXHIBITIONS

EXPOSURE

- LEVERAGE OTHER SPORTS, EVENTS ATHLETES

GROWING PARTICIPATION

- SCHOOLS = IN CURRICULUM OF ALL
- UNI = ALL HAVE A CLUB
- BEACH = PARTNER WITH COUNCILS
- MODIFIED = BRIDGE TO ABOVE

OF PARTICIPANTS

PATHWAYS

(DEFWETHEM)

CLUB/NATIONAL CHAMPIONS

GOVERNANCE + FINANCE

SUCCESSION PLANNING

GRANTS

SPONSORSHIP

POLICIES = GOOD GOVERNANCE

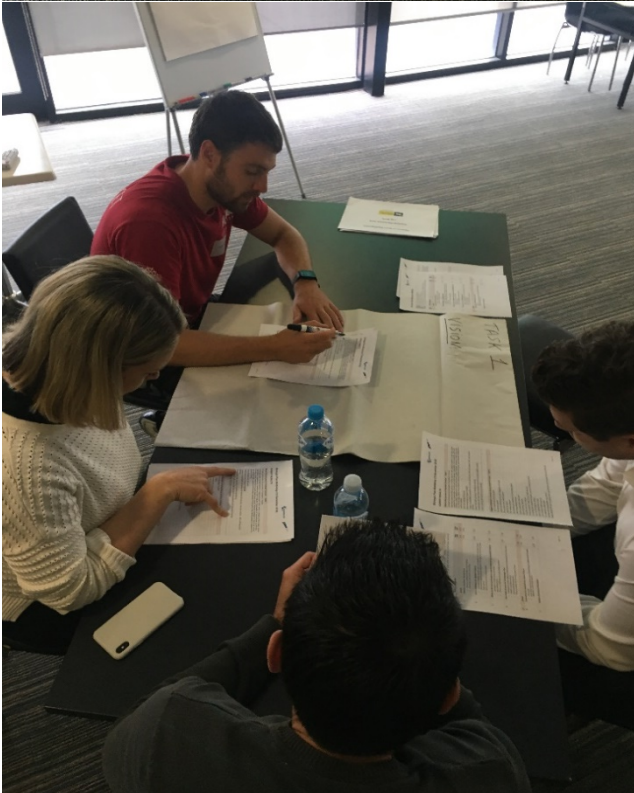
FACILITIES

SENIORS = CENTRAL

JNR POTENTIAL = SUBURBS \leftarrow LINK

Task 4

Attendees



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