

VOLLEYBALL
QUEENSLAND

Strategic Plan 2026–2029



**Volleyball
Queensland**





Message from the President and CEO

Volleyball is a sport that brings people together. On the court and around it, in our clubs, in schools and communities, across the length and breadth of this extraordinary state – volleyball has a unique power to connect us, challenge us and change us.

That belief sits at the heart of everything Volleyball Queensland does, and it sits at the heart of this plan.

The 2026–2029 Strategic Plan represents a new chapter for our sport in Queensland. It has been shaped by the many voices that represent our community – players, coaches, officials, volunteers, club administrators, parents, partners and supporters – who gave their time, their ideas and their passion to help us build on everything that makes this sport great. We are deeply grateful to every one of them, and to the many stakeholders, partners and affiliates who have walked alongside us through this process.

We are under no illusions about the scale of the opportunity or the work ahead. Queensland is one of Australia’s most geographically and culturally diverse states and reaching every community that deserves a place in our sport requires ambition, resources and genuine partnership. We are building an organisation that is stronger, more capable and more connected than ever before – and we are doing it with a clear sense of purpose.

We are also acutely aware of the moment we are in. With Brisbane 2032 on the horizon, volleyball in Queensland has a once-in-a-generation opportunity to grow our sport, elevate our profile and leave a lasting legacy for the communities we serve. This plan positions us to seize that opportunity – not just for elite athletes, but for every Queenslanders who has a connection to this sport, or who is simply waiting to discover one.

We exist to empower Queenslanders through the connection, wellbeing and growth that volleyball offers. Our vision is a volleyball community where Queenslanders can connect and thrive on and around the court, and across Queensland.

This plan is how we bring that vision to life.

This is not VQ’s plan. It is our community’s plan. And together, we will deliver it.



Boris Georgieff
President



Gillian O'Mara
CEO

The Plan

Volleyball Queensland's 2026–2029 Strategic Plan is more than a roadmap: it is a shared promise. A promise that every player, coach, official, volunteer, parent and supporter matters. A promise that every region, from our busiest cities to our most remote communities, deserves the chance to feel the power and joy of volleyball. And a promise that we will move forward not as separate clubs or affiliates, but as one united Queensland volleyball community.

We exist to empower Queenslanders through the connection, wellbeing and growth that volleyball offers – and that belief is woven into every page of this plan. That means strengthening the ties that bind our community, supporting our affiliates with the tools and guidance they need to thrive, and creating clear, exciting pathways that keep young people in the game. It means fighting for better facilities, forging partnerships that open new doors, and ensuring that every Queenslanders has a place in this sport.

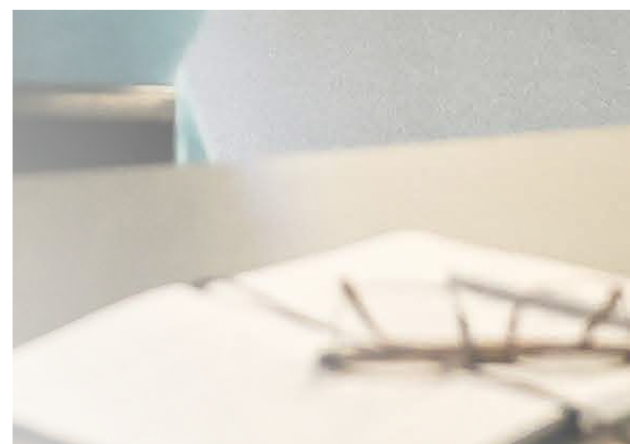
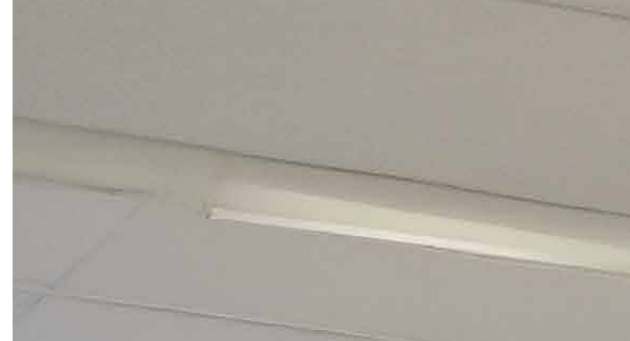
Sustainability and inclusion shape every decision we make. We will champion safe environments, celebrate our athletes and volunteers, embrace innovation and uphold the values that define our way of working. Together, we will create experiences that ignite passion, build confidence and positively impact lives.

Our vision is a volleyball community where Queenslanders can connect and thrive on and around the court.

This plan is how we get there. We are stronger together.

We are moving forward together.

We will shape the future of volleyball in Queensland, together.



STRATEGIC OVERVIEW: WHAT WE STAND FOR

OUR PURPOSE

We exist to empower Queenslanders through the connection, wellbeing and growth that volleyball offers.

OUR VISION

A volleyball community where Queenslanders can connect and thrive on and around the court.

OUR VALUES



WE PUT PEOPLE FIRST
by building a connected, caring community

We put people first – in every decision, every conversation and every room we walk into. Our sport thrives when everyone feels they belong, and we know we go further together than apart. This means everyone – regardless of who they are or where they’re from – feels safe, welcome and valued in our community.



WE ARE GENUINE
by acting with integrity, passion and authenticity

We show up as ourselves – honest, passionate and accountable. We say what we mean, own our mistakes, and bring genuine enthusiasm to this sport and the people in it. Integrity isn’t a policy for us; it’s just how we operate.



WE ARE TENACIOUS
by leading purposeful change and uplifting standards

We take on what’s hard, drive change that matters, and hold ourselves and our sport to high standards. We don’t give up when things get tough – because tenacity isn’t stubbornness, it’s knowing what we’re here to do and not stopping until we get there.



WE ARE COMMITTED TO BEING OUR BEST
by advancing and evolving our sport

We’re always working to be better – for ourselves and for every person in our community who makes this sport what it is. We stay curious, share what we know, and never stop looking for ways to move volleyball in Queensland forward.



STRATEGIC OVERVIEW: HOW WE EXECUTE

STRATEGIC PILLARS

<p>PILLAR</p> <p>1</p>		<p>Statewide Engagement & Community Building</p>
<p>PILLAR</p> <p>2</p>		<p>Facilities & Places to Play</p>
<p>PILLAR</p> <p>3</p>		<p>Sustainability</p>
<p>PILLAR</p> <p>4</p>		<p>Sport for Development</p>

STRATEGIC ENABLERS



- Strong governance and organisational capability
- Technology, data and digital systems
- Facilities and infrastructure advocacy
- Stakeholder engagement and partnerships
- Sustainable and resilient workforce
- Financial sustainability and commercial capability
- Brand development, marketing and promotion
- Rural, regional & remote engagement and development



PILLAR

1

Statewide Engagement & Community Building

FOCUS

Building a connected volleyball community across Queensland through strong relationships, capable people and clear pathways

STRATEGIC PRIORITIES

- › **Define and deliver to our community:** Understand and articulate who we serve across player, coach, official, volunteer, administrator and spectator segments
- › **Strengthen VQ's organisational capacity:** Build team capabilities, systems and resources to deliver statewide impact
- › **Develop and maintain a comprehensive affiliate support toolkit:** Create and maintain practical resources for club governance, operations and growth
- › **Deepen affiliate partnerships:** Establish clear points of contact at VQ to support affiliates and maintain regular engagement
- › **Bridge schools-to-club transition:** Strengthen pathways and improve player retention from school programs into club volleyball

HOW SUCCESS WILL BE MEASURED

- › Programs and services demonstrably shaped around a clear understanding our community's needs
- › Organisational capability framework developed and staffing plan implemented
- › Year-on-year improvement in affiliate satisfaction with VQ support and services
- › Sustained growth in the number of schools with active club pathway connections



PILLAR

2

Facilities & Places to Play

FOCUS

Expanding access to quality volleyball facilities across Queensland

STRATEGIC PRIORITIES

- › **Champion volleyball infrastructure development:** Partner with government, Volleyball Australia and our affiliates to advocate for facility investment statewide, capitalising on Brisbane 2032 legacy and community infrastructure initiatives
- › **Build cross-sector facility partnerships:** Collaborate with schools, councils, other sports and venue operators to increase court access and ensure affordability
- › **Leverage relationships to expand access to facilities:** Build strong partnerships and communication with venue owners, councils, venue operators and affiliates to unlock court availability and reduce barriers to access and cost
- › **Support local facility development opportunities:** Provide support and advocacy for club infrastructure projects and funding opportunities

HOW SUCCESS WILL BE MEASURED

- › Total capital investment in volleyball facilities secured through VQ advocacy
- › Measurable growth in the number of active formal facility partnerships
- › Number of clubs and schools supported with facility funding applications and development proposals



PILLAR

3

Sustainability

FOCUS

Building financial, workforce and organisational sustainability to support long-term growth

STRATEGIC PRIORITIES

- › **Build a sustainable workforce model:** Develop attraction, development, recognition and retention strategies for volunteers, coaches and officials
- › **Diversify revenue streams:** Grow commercial partnerships, event income and grant funding
- › **Strengthen competition and event sustainability:** Continuously evaluate and adapt our competition portfolio to balance participant needs, pathway development and event quality with delivery capacity
- › **Embed robust governance frameworks:** Strengthen policies, compliance systems and organisational capability
- › **Champion integrity and safe sport:** Uphold child safety standards, effective complaints handling, ethical sport practices and the physical and psychosocial safety of everyone in our community
- › **Demonstrate social responsibility:** Integrate environmental, social and governance considerations (ESG) into decision-making
- › **Advance digital infrastructure across the volleyball community:** Elevate our technology platforms and enhance member experience through digital tools and systems

HOW SUCCESS WILL BE MEASURED

- › Workforce strategy implemented, with year-on-year growth across active volunteers, coaches and officials and measurable reduction in employee turnover
- › Progressive revenue growth from non-membership sources
- › Year-on-year improvement in participant satisfaction scores across competitions and events
- › Governance review completed and priority recommendations implemented
- › Safe sport standards and integrity practices are consistently upheld across all affiliated clubs
- › VQ ESG Framework developed and integrated into organisational planning and decision-making
- › Every member benefits from a modern, connected digital experience – built on systems that work for our community today and are designed to evolve with our sport



PILLAR

4

Sport for
Development

FOCUS

Creating inclusive, accessible and inspiring volleyball experiences that develop people and communities

STRATEGIC PRIORITIES

- › **Define and champion our volleyball culture:** Articulate and embed the values and mindset that inspire innovation, growth and excellence across our community
- › **Maintain safe and welcoming environments:** Embed child safeguarding, wellbeing support and inclusive practices across all programs
- › **Expand inclusive and adaptive volleyball:** Remove participation barriers and grow programs for diverse communities, including sitting volleyball, para-athlete development and reverse inclusion opportunities
- › **Celebrate and promote our athletes:** Leverage representative players and the Queensland Pirates brand to inspire participation and elevate volleyball's profile
- › **Strengthen development pathways:** Ensure clear, connected progressions for participants at all levels from grassroots to high performance

HOW SUCCESS WILL BE MEASURED

- › Annual survey tracking staff and community awareness of, and alignment with, VQ values
- › Year-on-year growth in participation across inclusive and adaptive volleyball programs
- › Ongoing growth in brand awareness of the Queensland Pirates – and more people inspired to play because of them
- › Athlete pathway framework developed and embedded across the Queensland volleyball community
- › Securing new and non-traditional funding to expand volleyball's reach across Queensland

VOLLEYBALL QUEENSLAND STRATEGY ON A PAGE



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STRATEGIC PILLARS AND PRIORITIES

1 Statewide Engagement & Community Building

- › Define and deliver to our community
- › Strengthen VQ's organisational capacity
- › Develop and maintain a comprehensive affiliate support toolkit
- › Deepen affiliate partnerships
- › Bridge schools-to-club transition

2 Facilities & Places to Play

- › Champion volleyball infrastructure development
- › Build cross-sector facility partnerships
- › Leverage relationships to expand access to facilities
- › Support local facility development opportunities

3 Sustainability

- › Build a sustainable workforce model
- › Diversify revenue streams
- › Embed robust governance frameworks
- › Champion integrity and safe sport
- › Demonstrate social responsibility
- › Advance digital infrastructure across the volleyball community

4 Sport for Development

- › Define and champion our volleyball culture
- › Maintain safe and welcoming environments
- › Expand inclusive and adaptive volleyball
- › Celebrate and promote our athletes
- › Strengthen development pathways

STRATEGIC ENABLERS



- › Strong governance and organisational capability
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- › Financial sustainability and commercial capability
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Thank you

Volleyball Queensland sincerely thanks everyone who contributed their ideas, feedback and expertise throughout this strategic planning process. Your passion for this sport and the people in it has helped shape something we are all proud of – a plan that empowers every Queenslanders through the connection, wellbeing and growth that volleyball offers.

Together, we will build a volleyball community where Queenslanders can connect and thrive on and around the court, right across our state.

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