



## AUSTRALIAN HANDBALL FEDERATION LIMITED

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AUSTRALIA

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### Strategic Plan 2019-2023

#### Our Vision

To establish Handball, both Indoor and Beach versions, as an Australian sport of choice. To do this by building awareness, offering increased participation opportunities in conjunction with our State/Territory Members and further enhancing playing pathways for elite representation that supports player development, wellness and increases our world standing.

#### Our Purpose

To foster and grow the sport of Handball in Australia in a sustainable, scalable manner for both participation and elite performance. To do this collaboratively with the Federation Member States/Territories and their Schools, sharing and accessing best practise and knowledge and harnessing technology and systems and industry capability for the best interests of participants and the sport at all times.



#### Overview

Handball is a sport with two disciplines – Handball (Indoor) and Beach Handball (now included in the World Games). While Handball is an Olympic sport and played in over 203 countries, many of them professionally, Australian international and domestic competition is amateur and predominately player funded. Australia is the leading nation in the Oceania region since having first represented Oceania at World Championships in 1998, though with a new pathway through Oceania and Asia since 2016. We are progressively working to improve our international standing. Handball Australia (HA) has been participating in the newer form of Beach Handball at World Championship level since 2010 for Men. Our women's Beach team debuted in 2012 claiming 8<sup>th</sup> place. Both Men and Women placed 6<sup>th</sup> at the World Games in 2017, so this is a competitive discipline for us and we are seeking to develop further.

Without the funding and the support structure many overseas nations have for their handball teams, Australian players need to self-fund the substantial part of their involvement, despite Australia's strong focus on Olympic participation generally and its solid relationship for administration and event management with the international federation. Handball is at a pivotal point in its development as stronger professionally based nations are pressing for the Oceania allocated spaces at World

Championships, with Oceania now being the only continent required to also progress through a second continental qualification for Asia. Australia needs to retain this spot in order to have access to high level competition for its development.

At development level, Handball is an inclusive sport that can be enjoyed with minimal equipment and is played as part of many school PE programs, unaligned with our organising body. Without a solid funding base, reliant on volunteers, HA and it's Member States and are struggling to meet increased requests for coaching assistance from potential participants through Schools and community organisations. Given the goal is growth through increased participation, HA is grappling with this dichotomy and working toward developing local coaching and administration strategies to support this increasing demand and to grow awareness to increase participation further. We are also looking at tailoring our competition offerings to package our sport to make it more attractive and accessible to our communities. South Australia has led the way with the pilot introduction of the social Street Handball to transition its Beach Handball players into Autumn competition in 2018.

## Our Strategy

Handball Australia works collaboratively with its State/Territories members and affiliated clubs to foster growth and development via strategic subcommittees focusing on the following principles/goals:

- Increase participation at grassroots by supporting our State Member partners and Schools through promoting, growing and developing the game to provide increased opportunities for participation
- Provide increased player and official's pathways at elite level, with sustainable player progression opportunities and increased international competitiveness
- Develop and support officials and coaches with accredited training and development pathways
- 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.

### Strategic Priority 1: Increase participation at grassroots by supporting our State Member partners and Schools through promoting, growing and developing the game to provide increased opportunities for participation



Handball Australia's participation Development Committee works in conjunction with the State/Territories' members who are the deliverers of our local competitions, Schools' competitions, junior development enrichment and community providers. With increasing demand for services and a limited volunteer base, HA is looking to connect more closely with Schools for junior development and player identification, while also liaising with Clubs to extend local competitions for all age players,

including Men, Women and more regular junior opportunities. With limited funding constraints, HA is using Social Media as an awareness building and communication tool.

Responsibilities: Development Committee/National Junior Coaching and Management

What we will do	Strategy	Measurement
<b>Work with local schools to align with State based Schools competitions</b>	Work with targeted schools for additional coaching and support and for player talent identification.	More schools participating in State based competitions
	In parallel, investigate Brisbane Handball Club junior development model for players not in Schools' catchment.	More schools' players transitioned to Club and State teams
<b>Review Schools' targeted Competition events</b>	Review National Schools' Championship first run in 2015 to extend from existing State based competitions in parallel with local Club development	More event players transitioned to regular club competition
<b>Identify and connect with schools offering Handball outside of HA</b>	Re-establish and broaden data collection research project to find schools offering Handball. Use NSW model as Case Study.	Wider distribution of Schools resources. Greater player transition into schools' competitions and then local competitions.
<b>Increase community awareness through better digital media presence</b>	Strategically align website and social media to highlight events and build the further Handball community	Increased interaction on social media pages, hits on website and increased membership figures.

**Strategic Priority 2: Provide increased player pathways at elite level, with sustainable player progression opportunities and increased international competitiveness**



HA's High Performance Committee (HPC) is working to streamline HA's elite player pathways from junior to seniors.

Responsibilities: High Performance Committee/Development Committee

Target area	Strategy	Measurement
<b>National development strategy and approach</b>	Formalise and implement 'connected' National player development programs through working with national teams' management.	Documented and improved player pathways and consistent advice for participation and retention.
<b>Underpinning support for coaching and officiating training (see Strategic Priority 3)</b>	Ensure good communication and shared coaching vision for player development and articulation pathways.  Increase in technical skills and games strategy skills making the sport more appealing for participants	Greater uniformity for players between junior and senior elite and therefore increased elite player retention.
<b>Event management – better elite competition and training opportunities</b>	Review Senior National and Australian Club Championships to better differentiate for States and players.  Investigate additional Asian participation competition opportunities	Increased elite opportunities for elite players with those at their own or higher skill level.  Higher ranking at World Championships, including lower goal difference and decrease in team technical faults

**Strategic Priority 3: Developing and supporting officials and coaches with best practice accredited training and development pathways**



The HPC and Development Committee will work in conjunction to support players, coaches and management with an identified consistent approach disseminated across the teams nationally, and with local supporting staff in each main State.

Given Handball has a long history overseas but is newer in Australia, there is always demand for the limited trained and experienced coaches and officials, even at junior levels where these roles would

normally be undertaken by parents in other more well-known sports. HA needs more qualified coaches and presenters to deliver beginning level courses to meet demands from school and club based coaches.

Responsibilities: High Performance Committee/Development Committee

Target area	Strategy	Measurement
<b>Update our Handball specific courses and qualifications to suit overarching framework</b>	<p>Review Handball specific Community Coaching, Intermediate Coaching and Intro Officiating courses. Participate with CAS updates.</p> <p>Develop streamlined Recognition (RPL) processes for Overseas trained Coaches and Officials to be recognized in Australia and gap training to familiarize and meet Australian specific requirements</p> <p>Look for overseas mentoring opportunities for our highest level Coaches and Officials</p>	<p>More standardised and qualified coaches and officials.</p> <p>Increase in technical skills and games strategy skills of players making the sport more appealing for participants.</p> <p>Increased engagement of our migrant and expert cultural groups though inclusion and RPL of their handball skills knowledge and experience</p> <p>Increased number of Referees and Officials participating at Oceania and international level</p>
<b>Equip our national and representative teams and players with additional science and psychology support</b>	<p>Seek access and alignment to SportAUS/AIS higher performance collaborative system</p>	<p>Better sports science implementation for players and removing barrier to SportAUS funding following feedback.</p>

**Strategic Priority 4: Ensuring continuing good governance principles and capability support for administration/officials**



HA will be proactive in ensuring its professionalism and achieving of best practice in terms of dynamic and innovative management and sport development practices. HA moved from being an Incorporated Association in 2018 to becoming a Company Limited to align with SportAUS best practice.

Handball Australia is the governing body for the sport of Handball in Australia, a member of the Oceania Continental Handball Federation (OCHF) and a nation member of the International Handball Federation. Handball Australia is a federated model, consisting of six State/Territory Members, who in term have Club and Individual members.

Handball Australia’s Board structure has four elected Directors, along with representative directors from each Member State/Territories and administered by a non-voting Secretary-General. There is provision for two nominated directors as specialities are required.

Responsibilities: Governance, Audit and Finance Subcommittee

Target area	Strategy	Measurement
<b>Ensure compliance currency and process of effectively addressing new/emerging risks</b>	<p>Conduct annual review of policy register and policies and develop as new policy requirements are announced.</p> <p>Main Executive/Admin skills matrix to ensure range of specialist Board expertise is available</p>	Continue compliance with AOC, SportAUS/AIS, state bodies and Sport Integrity Australia evidenced via surveys and current policy development and adoption.
<b>Assist State members to support associated Clubs</b>	Identify key information, tools and support for Clubs to ensure compliance and strong foundational structure for members.	Increased Clubs’ sustainability as well as number of Club teams local competitions, especially Juniors
<b>Build workforce capability currency for volunteer organisational stakeholders</b>	Identify benchmark similar sporting/community organisation known for high quality services as mentor.	<p>Participate in Director’s training</p> <p>Survey Directors/State disectors as benchmark and the improve</p>
<b>Improve online digital capacity</b>	<p>Implement national online registration process</p> <p>Implement national Schools’ activity database</p> <p>Review overarching Social media strategy</p>	<p>Increased accuracy with membership</p> <p>Increase clearer activity reporting</p> <p>More consistent and increased leveraging of social media</p>

**Strategic Priority 5:** Building a solid sustainable financial base for growth through leveraging Member offerings, increasing sponsorship opportunities and solid relationships with our international federation, government and related sporting organisations and venues.

Handball Australia team’s participate at state, national and international level. Handball is now at a pivotal point and needs further financial support to sustain its participation growth and to ensure its elite teams have the ability to compete competitively at international level. HA needs to be able to field its best teams at international competitions, not just the best team the players can afford at the time, and to sustain and retain players who have already made substantial investment in participation and competition experience. To do this we need to grow our financial base commercially, through membership and

externally through looking at tailored sports adaptation/offerings to attract participants (e.g. Handball SA tailed social Street Handball), as well as to qualify as a funded sport with SportAUS.

Responsibilities: HA Board/Exec/Sponsorship Committee

Target area	Strategy	Measurement
<b>Sponsorship – value in-kind and financial input</b>	Extend current sponsors, identify and woo new ones	Increased support – value in kind and financial base
	Further explore the Sports Foundation following changes in guidelines	
	Better articulate and present our marketable ‘assets’ and documentation	Increased sponsorship and revenue
<b>International Federation (IHF) relationship</b>	Work with Oceania region updating of development plan for international federation for elite pathways (in addition to beginner participation).	Endorsed and supported development plan
<b>Increase SportAUS relationship</b>	Further build relationships with SportAUS to access their elite sports science expertise and remove these as funding barriers	Attain Funded Sport status

### Summary

Australian Handball has been subsisting with the support of its dedicated and solid volunteer base since the Sydney 2000 Olympic Games with incremental improvement periods. Given the sport is a player pays model means players leave the sport while they still have much to contribute but needing to face the realities of financial stability. Australian officials and administrators are well regarded overseas and by the International Federation (having run the London 2012 Olympic Games for LOCOG) and have an opportunity and window of access to work with the international federation to build and consolidate this Olympic sport in Australia. Handball Australia needs to be able to demonstrate the support and assistance of the AOC (who we are currently working on around attendance at the 2019 ANOC Beach Games and the qualification for Tokyo2020) as well as SportAUS, as we build our participation opportunities for Australians as well as better support our members participating in the national and international sporting environment.