



Building a sustainable long-term future for Volleyball in England

Strategy 2024

FINAL VERSION

Version 8 – 18th November 2014

1	Where we want to be by 2024
2	Strategy to achieve this
A	Governance
B	Performance
C	Participation
D	Commercial
E	Membership
F	Events
3	Overview of strategic priorities 2024
4	Milestones and planning for action

Volleyball England: where we want to be by 2024

Where we are today (2014)

Where we want to be by 2024

Participation

- Volleyball is a relatively small sport in England
 - 30,300 over 16s playing weekly (APS, April 2014)
 - 74,200 over 16s playing monthly (APS, April 2014)
- Volleyball often played as a second sport
- 450 volleyball clubs
- Regular (weekly) players are a mix of men and women, but largest single segment is young & male

- **A truly “vibrant” sport - played, watched or talked about by everyone**
- **Firmly embedded in schools and in at least 2-3 other major population segments**
- **Access for all**

Performance

- GB World Rankings (GB) 20-40 for Indoor & Beach; inside top 10 for Sitting
- England Beach World Rankings 125th for Men and 403rd for Women; England Junior European Rankings 28th for Men and 31st for Women
- No European/world medals won

- **Robust talent ID and development systems and structures in place, generating a sustainable pipeline of talent across all disciplines**
- **Senior and Junior Indoor Volleyball teams qualifying for European Championship finals and established in World Championship qualification**
- **Olympic Beach Volleyball qualification and established top 20 world ranked teams**
- **Junior Beach European finalists and final stages in FIVB World tournaments**
- **2024 Paralympic Games medallists and within top 3 ranked in Europe**

Commercial & events

- No integrated, sustainable commercial/membership strategy
- No top end, integrated events programme

- **A robust membership scheme allowing financial independence**
- **Commercial relationships that maximise profile & coverage of the sport**
- **An events programme that generates income and improves performance**

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Current governance structure and why it is not sustainable

Current set up, 2014

- Separate British and Home Country National Governing Bodies (NGBs)
- Home Countries operate independently on all of participation, performance, events, commercial, but with some limited integration on elite performance and top events
- Good best practice sharing and communication at GB level
- International affiliation via Home Countries for most competitions, but GB for Olympics and Paralympics

Key issues with current set up

- British Volleyball Federation have no UK Sport funding and no paid staff, this dramatically reduces the possibility of having senior GB teams in all three disciplines for both genders
- Having strong GB teams would have a positive impact on volleyball in England in terms of increasing the visibility of the sport, having role models and there being a clear pathway for talented juniors – this would also benefit participation
- There is duplication of resources across Home Countries around staffing, office functions and volleyball programmes
- Ultimately, there is no scope for major evolution

Overview of options for change by 2024

Option	Description
1	Remain as separate Home Country & GB NGBs
2	Retain separate Home Country NGBs but with Volleyball England taking on current GB responsibilities
3	Create GB body responsible for GB teams, as well as delivery in England
4	Single, fully integrated GB NGB (with no Home Country NGBs)

Option 2: Retain separate Home Country NGBs but with Volleyball England taking on current GB responsibilities

- **Rationale:**

- This option is the least risky strategy for Volleyball England
- There is the least compromise for participation figures in England because there is no remit to support it in other Home Countries and also the same respected NGB will still be working with Sport England
- There has been previous success following this model with the GB Sitting Volleyball programme and management of the limited post-2012 Women's Beach Volleyball funding
- It may be more readily adopted by other Home Country NGBs as they still keep their role

- **Issues to resolve:**

- Further scoping work looking at the responsibility of the nominated Home Country NGB and the nomination process
- Undertaking of a comprehensive cost-benefit analysis to ensure that the benefits of a GB team for the sport outweighs the demand placed on the nominated Home Country NGB
- Gaining external agreement from British Volleyball Federation and other Home Country NGBs
- Gaining internal agreement from Board and members

Key milestones and actions needed - Governance

Detailed proposal: Formulate a more detailed proposal detailing the role and responsibilities of Volleyball England for GB programmes and the consequential role and responsibilities of the British Volleyball Federation Board. This should include aspects such as the bidding process, timescales for agreement constitutional changes, financial agreements, staff time allocation, proposals to generate further funding etc.

Cost benefit analysis: Using the detailed proposal, conduct a cost-benefit analysis to confirm the decision. This should include both insight from previous expenditure and research based predictions for the positive impact GB teams will have on volleyball in England. This should be evidence based as much as possible.

Propose to Board: Make a formal proposal to the Board that going forward the sport retains separate Home Country NGBs but Volleyball England is nominated as responsible for GB. Undertake any further work needed to address any aspects raised.

External discussions: Formally propose the change to the British Volleyball Federation Board and gain their approval. Also have discussions with UK Sport, Sport England and the other Home Country NGBs to gain their support.

Actioning proposal: Ensure Volleyball England has a strong case and undertake bidding process. Once successfully completed, inform the volleyball and wider sports community about the positive impacts the change in governance will have for the sport. Begin to implement the detailed proposals.

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Assessment of current vs. desired position - Performance strategy (1/4)

	Current position (2014)	Desired position (2024)
Talent identification	<ul style="list-style-type: none"> No national protocols for talent profiling; “profile” currently means tall and theory untested Talent Identification (Talent ID) ad hoc and on an informal basis; primarily through word of mouth and recommendations amongst coaches No dedicated Talent ID workforce; currently done by volunteer national squad coaches at local level but not a formal part of their job description 	<ul style="list-style-type: none"> Fully developed, evidence-based talent profiles, applied nationally, and reviewed annually by internal working group Talent ID “confirmation & development” programme producing athletes of desired profile with support of national partners National Talent ID leader in place to manage nationwide (volunteer) Talent ID workforce, supported by education programme
Talent pathway	<ul style="list-style-type: none"> Inconsistent data capture with no centralised database – online ‘talent tracker system’ not being used Unclear entry and exit routes and no clear pathway Recommendations for daily and monthly training environments but uncertainty over who is adhering to this Minimal education around camps for athletes, coaches and parents Frequent calendar clashes between age-group competitions and national squad training weekends 	<ul style="list-style-type: none"> Bespoke user-friendly online tracking resource used by all involved in the talent pathway Developed entry and exit routes within a clear pathway Operating standards for all high performance centres, including a world leading support network and robust reviews National high performance education programme for athletes, coaches and parents with a strong workforce and partnerships Development and elite squads for each age group competing at appropriate events

SOURCE: Output of Volleyball England Performance Gap Analysis (April 2014)

Assessment of current vs. desired position - Performance strategy (2/4)

	Current position (2014)	Desired position (2024)
High performance centre	<ul style="list-style-type: none"> • Restricted access to the National Volleyball Centre with no priority • Basic accommodation with occasional priority • Good court space, but no priority for usage • Workforce and facilities to host European junior events • Limited sport science support 	<ul style="list-style-type: none"> • Readily accessible High Performance Centre with wrap-around support • High quality appropriate accommodation • High quality readily available training facilities • International standard competition facilities that are regularly in use • Network of funded sport science specialists
High performance culture	<ul style="list-style-type: none"> • Variable understanding of and desire for a high performance culture • No formalised standards • Volleyball England have a vision but it has not been widely communicated and agreed • Inconsistent support for personal development for coaches and support staff 	<ul style="list-style-type: none"> • High performance culture embedded and evidenced across the academies, coaches and athletes • Standards are followed, reviewed and positively evolving • An embedded vision and philosophy that pushes the sport forward and is lead by Volleyball England • Full training and development plans in place, including a formal review process, for all staff

Assessment of current vs. desired position - Performance strategy (3/4)

	Current position (2014)	Desired position (2024)
Coach identification	<ul style="list-style-type: none"> Coaches are currently recruited on the bases of what they have done No current mapping of where coaches are coming from 	<ul style="list-style-type: none"> All positions have job descriptions, core competency profiles, formal interview and review processes Well-communicated and defined process for attracting / targeting people into elite coaching
Coaching pathway	<ul style="list-style-type: none"> The current formal courses and resources are under review Any mentoring in formal and ad-hoc There are defined roles for head and assistant coaches Pathways exist, but they are not fit for purpose 	<ul style="list-style-type: none"> Courses and resources in place that are a combination of formal courses, online resources, generic Continued Professional Development (CPD) and bespoke CPD for all coaches All coaches have a mentor from within or outside the sport There are clear and well-communicated job opportunities for all existing and future talent coaches There is an easily understood pathway, reflecting the needs of talented coaches

Assessment of current vs. desired position - Performance strategy (4/4)

Current position (2014)

Desired position (2024)

Sports science resource

- Minimal and inconsistent application of sports science
- Inconsistent use of sports science across Academy network
- Inconsistent use of practitioners
- No standard protocols or processes
- Knowledge of research but limited application



- **A comprehensive and innovative understanding and application of volleyball-specific sports science**
- **Formalised 'best in class' model for use of sports science in academies**
- **Practitioners recruited against robust criteria and allocated to squads**
- **Consistent protocols and processes in place, fully communicated and adhered to**
- **Close links to organisations undertaking leading research which can be utilised**

Competition (domestic & international)

- No England Senior or Development volleyball squad due to lack of funding
- A National League structure that is performance focussed around the top division
- Some competitions for talented young players, but a lack of regional consistency
- Domestic sitting volleyball Grand Prix Series
- Some understanding of international competitions and the qualification routes etc
- Some rationale between which competitions teams enter
- Some performance plans in place
- Limited preparation schedules for international competitions
- Basic event strategy but run at financial loss



- **England Senior and Development squads for all disciplines**
- **A product is created around the teams and leagues to make it marketable**
- **Appropriate level and frequency of age-group competitions (aligned to Long Term Athlete Development model)**
- **More regular domestic competition structure for sitting volleyball**
- **Full understanding of available competitions and rationale for entry, with knowledge of how best to improve our world ranking**
- **Teams entering correct competitions to allow performance targets to be achieved**
- **Long and short-term performance plans with thorough reviews**
- **High level individual support for athletes pre, during and post competition**
- **Comprehensive events strategy with detailed performance rationale for hosting each event, events make a profit**

Emerging strategies – Performance

- ❑ Talent ID strategy to evolve and focus on two key areas:
 - ❑ Athlete Profile project is an essential component and the starting point to drive our overall Talent ID strategy
 - ❑ Tracking of all athletes who enter the England Talent Pathway will be critical to informing the success or failure of the pathway and how it operates, as well as deliver against our Sport England targets
- ❑ Development of our Talented Coaches (finding resource in the absence of Volleyball England being eligible for any structured/funded programmes), in line with the athlete development
- ❑ Extension of the England Talent Pathway is essential to get the most from the investment we are making in our cadet and junior athletes
- ❑ Striving to raise the bar and operate a high performance culture both internally and externally is the key driver to success of all of the above

Key milestones and actions needed - Performance

Short-term milestones and actions (1-2 years):

- Commence the Athlete Profile project, this should be the key focus of the Talent Manager
- Development of Senior Academies, which will be the start of supporting the extension of the England Talent Pathway
- Ensure Performance and Events/competitions strategies are aligned
- Athlete Tracking Project underway and needs to be the priority for the Talent Pathways Officer and Academies Lead
- Solutions to be sought for resourcing the development of our Talented Coaches
- Review potential and resource required to commence a Young Senior programme to support the extension of the England Talent Pathway
- Work with Commercial team to understand their strategy and priorities and how that will support Performance



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Current participation trends in Volleyball in England

Active People Interactive – your analysis

Your selection:

Dataset

Age 16+

Measure

At least once a week

Time periods

All years

Sport

Volleyball

Geography

England

Demographics

Whole population (16+)

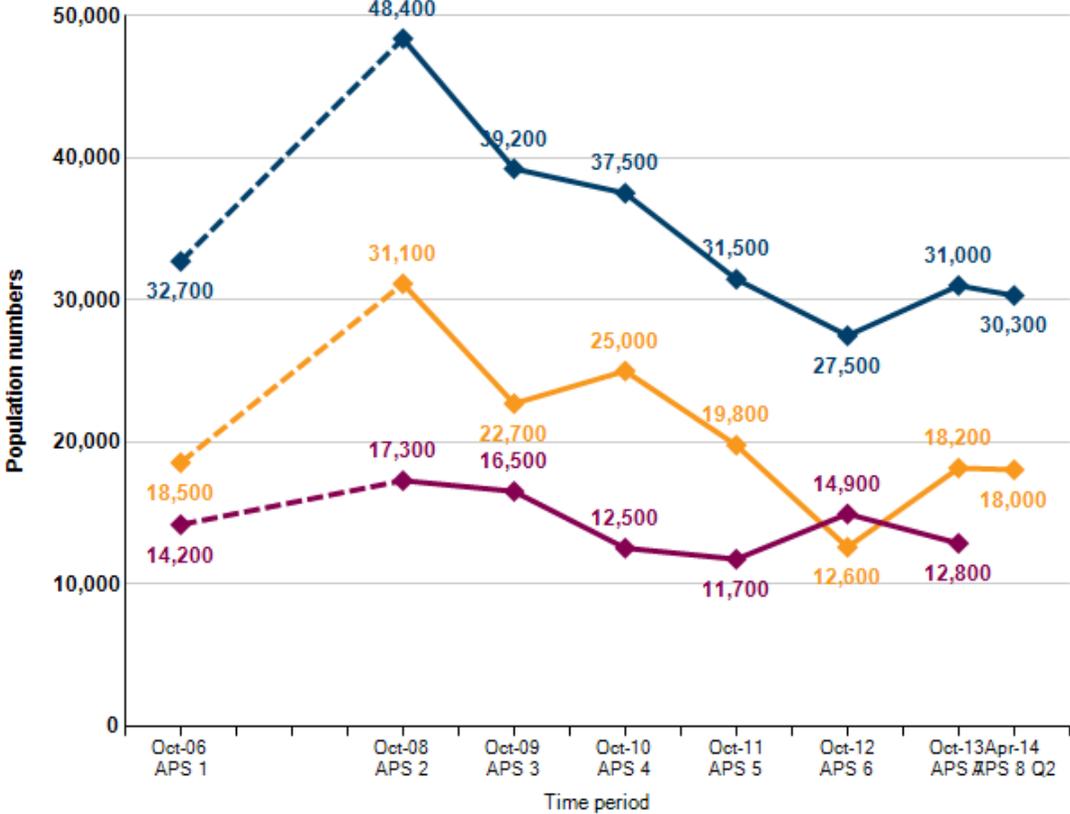
Male

Female

Whole population (16+)

Male

Female



SOURCE: Active People Survey (APS) Interactive Tool (July 2014)

Breakdown of current participation by segment

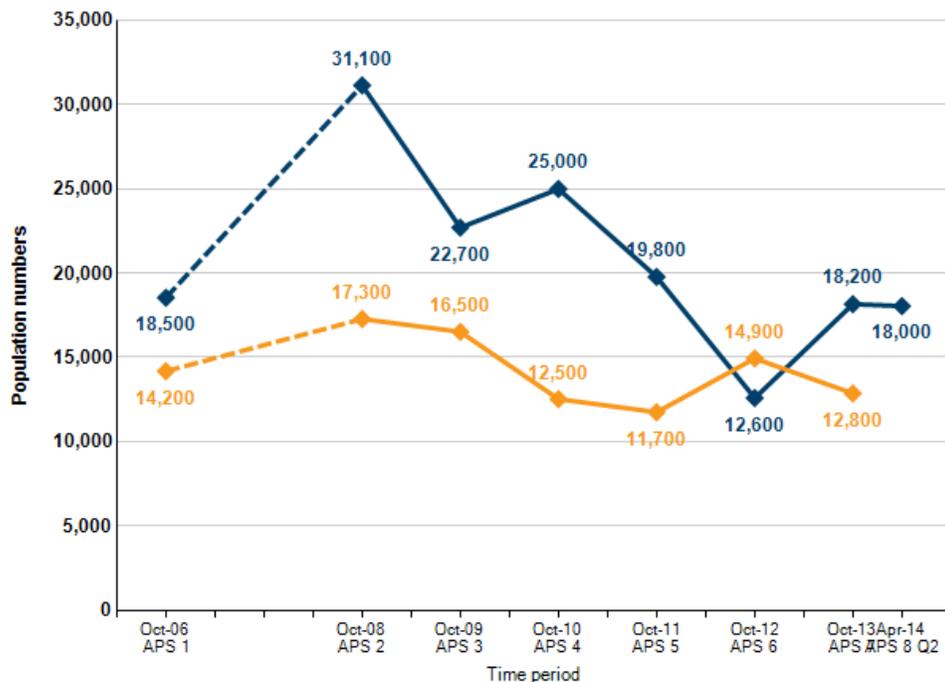
Male & Female 16+ Participation

Active People Interactive
– your analysis



Your selection:

- Dataset: All years
- Age: 16+
- Measure: At least once a week
- Time periods: All years
- Sport: Volleyball
- Geography: England
- Demographics: Male, Female



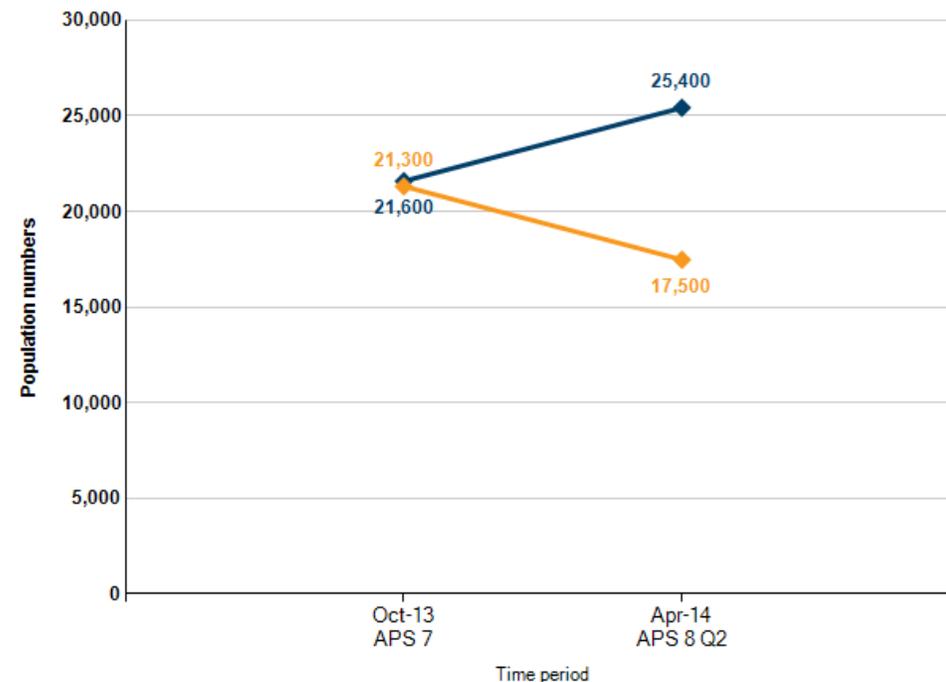
Male & Female 14+ Participation (APS 7 Onwards Only)

Active People Interactive
– your analysis



Your selection:

- Dataset: All years
- Age: 14+
- Measure: At least once a week
- Time periods: All years
- Sport: Volleyball
- Geography: England
- Demographics: Male, Female

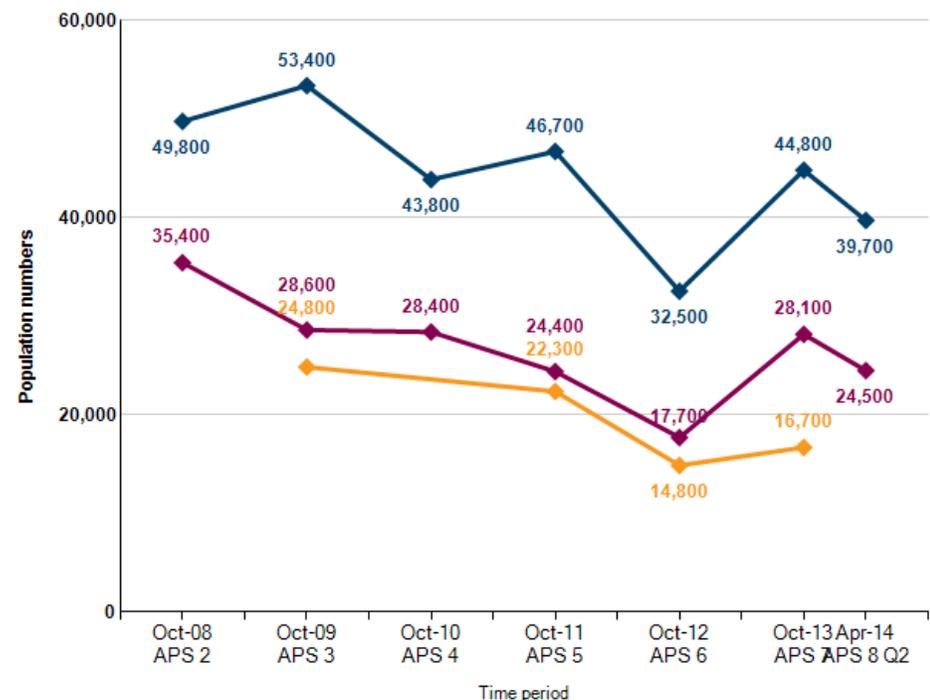


Breakdown of current participation by segment

Overall Latent Demand in the 16+ Population

Active People Interactive – your analysis

Your selection:
 Dataset
 Age 16+
 Measure
 Overall latent demand
 Time periods
 All years
 Sport
 Volleyball
 Geography
 England
 Demographics
 Whole population (16+)
 Male
 Female



Overall Latent Demand in the 14+ Population (APS 7 Onwards Only)

Active People Interactive – your analysis

Your selection:
 Dataset
 Age 14+
 Measure
 Overall latent demand
 Time periods
 All years
 Sport
 Volleyball
 Geography
 England
 Demographics
 Whole population (14+)
 Male
 Female



Macro factors with potential to influence volleyball participation

Factors with likely positive influence on participation

- England population projected to rise to 56m by 2024, a rise of 3m or 5.7% from 2012¹
- 60% of growth expected to be from migration &/or higher birth rate of migrants. Will help mitigate aging population¹. Migration led by working age people from European Union¹ (where volleyball is a major sport)– potential for high volleyball experience/interest
- Gross Domestic Product growth projections of 3-3.5% per annum for medium term²
- Growing political pressure on Sport England & NGB's to increase participation, with potential for two changes of government & strategy/policy implications by 2024
- Based on current programmes and projected population growth weekly APS participation should surpass 40,000 by 2024
- Primary School population expected to rise by 17% by 2022³ and Secondary School population expected to rise by 11% by 2022³. Also Primary Schools sport premium could increase participation due to higher responsibility placed on Head Teachers. The growing obesity crisis could see an increased emphasis on sport in schools
- All 16 to 18 year olds must undertake part-time education or training by 2015

Factors with likely negative influence on participation

- Potential funding reductions for sport by future governments as they seek to continue to reduce National debt and/or balance their budget
- Percentage of 16-18 year-olds in education fell from 68.6% to 67.2% from 2011 to 2012¹
- Changes to A-Level & GCSE assessment removing course work, coupled with the general removal/de-emphasis of PE in the curriculum, has the potential to decrease sports participation and physical activity at secondary school
- Higher Education (HE) population fallen by 160k to 2.34m since peak in 2010⁴
- Rise in tuition fees & changes to student visa rules & enforcement cited for fall – only Chinese & South American student numbers increasing⁴
- Percentage of adult population living alone has nearly doubled to 16% since 1973¹ - implications for socialising and inter-gender activities
- Rising Euro-scepticism – could result in the UK leaving the European Union or gaining rights to restrict migration – impact on volleyball clubs

Potential target segments representing high opportunity for growth

	Est. size of demographic segment (m)	Est. number playing volleyball today (000)	Rationale as to why there is an opportunity – e.g., growth trends, evidence of needs, etc.
Primary pupils - age 5-11 years	4.2 million (16,784 schools)	No measurement tool available (11% of School Games area engaged)	<ul style="list-style-type: none"> • Un tapped and growing market • Very under-developed route to market • Potentially more funding available
Secondary pupils - age 11-16	2.8 million (3281 schools)	No measurement tool available (48% of School Games area engaged)	<ul style="list-style-type: none"> • Growing market • More potential for developing route to market
Still in education - age 16-24	FE: 0.86 million SS: 0.43 million HE: 2.34 million (94 institutions)	FE: 120 colleges playing some form; 58 BCS/VE affiliated SS: No data HE: 84 BUCS/VE affiliated	<ul style="list-style-type: none"> • Recent historical growth – programmes have made an impact and there is still latent demand • More potential for developing route to market in FE • Could further develop beach and sitting volleyball
Men aged 18-24 (in education or not)	3.0 Million	0.24%	<ul style="list-style-type: none"> • Sport England Market Segmentation Data: High Latent Demand – Jamie 18-25 • Growing media coverage to why maintaining a healthy lifestyle is important • Currently have a large number of 18-25 playing volleyball - ready market to target with new products
Recreational women/mothers	2.9 Million	15.9K weekly; 27.4K want to (APS7)	<ul style="list-style-type: none"> • Sport England Market Segmentation Data: High Latent Demand – Chloe & Leanne 18-25 • Growing media coverage to why maintaining a healthy lifestyle is important • Potential funding available to fund physical activity in this segment

Key: Further Education (FE), Secondary Schools (SS), Higher Education (HE), British Colleges Sport (BCS), British Universities and Colleges Sport (BUCS)

Potential target segments representing high opportunity for growth (cont.)

	Est. size of demographic segment (m)	Est. number playing volleyball today (000)	Rationale as to why there is an opportunity – e.g., growth trends, evidence of needs, etc.
People with a disability	<ul style="list-style-type: none"> • 9.4 million disabled people in England • 18% of the population • Prevalence of disability rises with age – around 1 in 20 children are disabled, compared to around 1 in 5 working age adults, and almost 1 in 2 people over state pension age 	<ul style="list-style-type: none"> • 61 players with a disability playing sitting volleyball in 2013/14 • Potentially more playing other forms of the game 	<ul style="list-style-type: none"> • Currently our only offer for people with a disability is traditional sitting volleyball and that is only suited to a limited range of disabilities – other formats may open up the sport to a wider group of disabled people. • We have the potential to show the inclusive nature of volleyball to a range of disability groups

Strategies for success in growing each target segment – 1/3

KEY STRATEGIES REQUIRED:	Primary – aged 5 - 11	Secondary – aged 11 - 16	Still in education - age 16-24	Summary for each component
Programmes (products, competitions, etc.)	Key Stage 1 <ul style="list-style-type: none"> Physical Literacy Framework Key Stage 2 <ul style="list-style-type: none"> Let's Play Volleyball (LPV) Online resources LPV resources (including sitting) Teacher and leader training School Games competition 	Key Stage 3 & 4 <ul style="list-style-type: none"> LPV Online resources LPV delivery resource LPV Sitting resource Teacher and leader training School Games competition Volleyball England schools competition 	FE <ul style="list-style-type: none"> Peer lead delivery resource Activator training Recreational/ Association Of Colleges (AOC) competition HE <ul style="list-style-type: none"> Higher Education Volleyball Officer (HEVO) Programme Inter mural/ Recreation/ BUCS competition 	 <ul style="list-style-type: none"> Clear and specific resource in place Suitable workforce training support Links to suitable competition
People (coaches, officials, volunteers , etc.)	<ul style="list-style-type: none"> Young Leaders Teachers Volunteers 	<ul style="list-style-type: none"> Young Leaders Teachers Coaches Volunteers 	<ul style="list-style-type: none"> Go Spike Student Activators College Sport Maker HEVOs Coaches 	 <ul style="list-style-type: none"> Upskilling of teachers to deliver in schools Increase numbers of right workforce in right environment
Places (venues, facilities)	<ul style="list-style-type: none"> School halls Playing fields Playgrounds Classrooms 	<ul style="list-style-type: none"> Sports Halls Beach Courts Grass pitches 	<ul style="list-style-type: none"> FE & HE Institutions Leisure Centres Community volleyball clubs Outdoor spaces/Beach Courts 	 <ul style="list-style-type: none"> Sessions suitable to take place in a number of venue spaces Develop of suitable facilities for level of delivery
Partnerships (clubs, schools, community, etc.)	<ul style="list-style-type: none"> Teachers Schools Accredited volleyball clubs County Sports Partnerships School Games Organisers Youth Sport Trust 	<ul style="list-style-type: none"> Teachers Schools Accredited volleyball clubs County Sports Partnerships School Games Organisers Youth Sport Trust/ Sport England 	<ul style="list-style-type: none"> FE & HE Institutions Volleyball clubs County Sports Partnerships AOC/BUCS/Sport England 	 <ul style="list-style-type: none"> Build sustainable and effective school/FE/HE club links
Promotions (marketing, communications)	<ul style="list-style-type: none"> Equipment resource to allow volleyball to be played anywhere School registration/ membership Schools e-newsletter 	<ul style="list-style-type: none"> School registration/ membership Schools e-newsletter School days at competitions 	<ul style="list-style-type: none"> Social Media – Social Media strategy FE/HE registration/ membership 	 <ul style="list-style-type: none"> Direct specific communication and promotions Greater use of case studies of good practice

Strategies for success in growing each target segment – 2/3

KEY STRATEGIES REQUIRED:	Men aged 18-24 (in education or not)	Recreational women 18 – 25/26-45	Mothers – 3 Types – Me Time Mum/Family Mum/Empty Nester	Summary for each component
Programmes (products, competitions, etc.)	<ul style="list-style-type: none"> Go Spike Activator Course 4v4 Leagues Workplace Challenge Leagues Transition into club volleyball 	<ul style="list-style-type: none"> Go Spike Activator Course 4v4 Leagues Workplace Challenge Leagues 	<ul style="list-style-type: none"> Go Spike Activator Course Informal social sessions, linked to child care provision Opportunity for competitions available but only through session demand, focus on social, enjoyable sessions 	 <p>Dependent on a suite of Activator resources being flexible for all market demands.</p>
People (coaches, officials, volunteers , etc.)	<ul style="list-style-type: none"> Go Spike Activators Coaches - Back to Coaching Programme Volunteer/Activator League Administrators 	<ul style="list-style-type: none"> Go Spike Activators Coaches - Back to Coaching Programme Volunteer/Activator League Administrators 	<ul style="list-style-type: none"> Go Spike Activators Coaches - Back to Coaching Programme 	 <p>Dependent on sufficient numbers of well trained, suitably deployed Activators. Strategy of workforce and deployment required to be in place.</p>
Places (venues, facilities)	<ul style="list-style-type: none"> Community volleyball clubs Leisure Centres Educational Institutions Community Centres Outdoor spaces/Beach Courts Leisure Centres 	<ul style="list-style-type: none"> Community volleyball clubs Leisure Centres Educational Institutions Community Centres Outdoor spaces/Beach Courts Leisure Centres 	<ul style="list-style-type: none"> Leisure Centres Community volleyball clubs Educational Institutions Community Centres Outdoor spaces/Beach Courts 	 <p>A Go Spike session can take place in a number of venue formats, therefore leaving the opportunity for sessions to take place in many different outlets.</p>
Partnerships (clubs, schools, community, etc.)	<ul style="list-style-type: none"> Community volleyball clubs Street Games & Other 3rd Party Deliverers Educational Institutions Local Authorities 	<ul style="list-style-type: none"> Community volleyball clubs Educational Institutions Local Authorities Establishing a strong local club network 	<ul style="list-style-type: none"> Leisure Centres Community volleyball clubs Local Authorities Establishing a strong local club network 	 <p>Building sustainable and effective relationships with Leisure providers will be key to the roll out of Activator sessions, along with external providers such as Street Games. Embedding the Activator sessions in the wider volleyball network.</p>
Promotions (marketing, communications)	<ul style="list-style-type: none"> Social Media – Social Media strategy Club/Leisure Centre specific marketing 	<ul style="list-style-type: none"> Social Media – Social Media strategy Club/Leisure Centre specific marketing 	<ul style="list-style-type: none"> Social Media – Social Media strategy Club/Leisure Centre specific marketing 	 <p>Promotions through all channels to be underpinned by an all encompassing marketing strategy</p>

Strategies for success in growing each target segment – 3/3

KEY STRATEGIES REQUIRED:

People with a disability

Programmes (products, competitions, etc.)

- Sitting Volleyball Workshop – an introduction to delivering basic sitting volleyball activity
- Within every other programme explicit non-tokenistic references of how the activities could be adapted for those with a range of disabilities
- Competitions run to meet emerging demand

People (coaches, officials, volunteers , etc.)

- Leaders and teachers aware of the inclusive nature of volleyball
- Coach education to ensure they are aware of how adaptations can be made

Places (venues, facilities)

- Accessible venues

Partnerships (clubs, schools, community, etc.)

- Offering volleyball in different environments
- Bringing volleyball to existing groups
- Work with external organisations that have expertise in different disabilities, e.g. what offers people would want

Promotions (marketing, communications)

- Utilise English Federation of Disability Sport research e.g. some groups are not looking for 'disability' sport
- Promote the inclusive nature of volleyball

Emerging strategies – Participation

Primary and Secondary Schools

- Volleyball to be embedded in the Physical Literacy framework for Key Stage 1
- Volleyball to be offered in 60% of Key Stage 2 PE provision and delivered at 50% of School Games Level 3 activity (or equivalent)
- Volleyball to be offered by 70% of state secondary schools and delivered in 60% of School Games Level 3 activity (or equivalent)
- Develop appropriate programmes & products, with suitable training options
- Key issues
 - Engagement strategy for Primary and Secondary Schools
 - Engagement strategy for PE teacher training institutions

Junior Development Clubs

- Development of 250 Accredited junior volleyball clubs/ sections
- Clubs to have a dedicated junior coordinator to liaise with school activity
- Clubs to link with minimum of 2 secondary and 5 primary schools

Emerging strategies – Participation

Higher and Further Education

- Volleyball played in at least 66% of all FE colleges
- Volleyball played in at least 75% of all HE Institutions
- HEVO's in at least 80% of all universities and professional Volleyball Development Officer in at 10 to 20 universities

Adult Participation

- Using unique selling points of inclusiveness, mixed gender, ability and social aspects to position volleyball in top 5 of national summer based recreational sports played
- 500 Go Spike Affiliated sessions taking place each week
- 250 Go Spike Activators Delivering Go Spike each week
- Long term Adult Participation Strategy and Operational Plan required to ensure all encompassing development of 16+ participation in volleyball and stimulate 20% growth in both volleyball club member numbers and the total number of volleyball clubs

People with a disability

- Integrated into the other programmes when appropriate, supplemented by outreach work
- Coach, teacher and activator education is key
- Targeted marketing and recruitment

Key milestones and actions needed – Participation (1/2)

Short-term milestones and actions (1-2 years):

Primary Schools

- Review current offer including insight study and recommendations
- Develop appropriate programmes & products, with suitable training options

Secondary Schools

- Review current offer including insight study and recommendations
- Develop appropriate programmes & products, with suitable training options

Junior Development Clubs

- Assessing the needs of clubs and whether Volley123 is still fit for purpose
- Develop appropriate offers to support the creation of junior sections within adult-only clubs
- Formalise the role of 'Junior Coordinator'
- Support for school-club links



Key milestones and actions needed – Participation (2/2)

Short-term milestones and actions (1-2 years):

Higher and Further Education

- Develop the HEVO programme to be recognised as the leading NGB engagement programme in universities
- To ensure sustainability link to Workforce Department, link to sports development departments at institutions, produce supporting guidance for delivery
- Expand support to FE by launching Student Activators and providing support for course delivery

Adult Participation

- Activators in leisure centres

People with a disability

- Utilise external insight to improve our route to market for people with a disability
- Develop robust plans to implement sitting volleyball across all programmes to maximize the participation of people with a disability



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Current commercial situation for Volleyball England

	Current situation (2014)
Brand positioning/ image	<ul style="list-style-type: none">• Rebrand in 2010• Invigorating, Supportive, Sociable, Adaptable• Competitive, Integrated, International, Safe• Professional, Energised, Fresh, Impartial
Commercial programmes (sponsorships, partnerships, suppliers)	<ul style="list-style-type: none">• itsu• Kettering Arena• Holiday Inn Express
Revenues generated	<ul style="list-style-type: none">• Total commercial revenue generated in 2014-2015 from all sources, approximately £30,000

- What are the big assets that we currently have?**
- Volleyball England Beach Tour (VEBT)
 - Go Spike
 - Let's Play Volleyball
 - GB sitting volleyball
 - National Competitions
 - Apparel / branding
 - Events / Annual Awards Evening
 - National Squads

Key goals of a long-term commercial strategy for Volleyball England

Emerging strategic priorities Volleyball England, 2014-2024

To have a comprehensive and diverse commercial portfolio, that generates secure and recurring revenue to support all functions and the strategic priorities for Participation and Performance, via:

- An integrated, UK-wide brand and sponsorship, partnership and suppliership portfolio for the sport, centred on the target participant groups identified earlier (schoolchildren, students, recreational adult women)
- A competitions and major events calendar that forms part of the sponsorship portfolio and contributes to overall income through entry fees, ticket sales and other event specific revenue streams
- Television rights and/or subscription revenue that at least covers production costs
- An integrated licensing, merchandise and promotions programme across all Volleyball England brands and trademarks
- First class membership scheme that both generates revenues and develops deep long-term relationships with customers
- Outstanding external funding support resources to help clubs in achieving greater financial sustainability and increase and upskill coaches and referees
- A comprehensive suite of courses, programmes and awards that are fully self-funded
- A range of profitable technology based products and services for volleyball that enhance and complement the communications and marketing strategies
- A Volleyball England owned and managed high performance and events centre that operates at a profit
- A range of fundraising programmes generating a recurring revenue for the Volleyball England Foundation
- Development of a long-term strategic relationship with at least one marketing and sponsorship agency to assist with lead generation and securing deals
- Investigate establishing a Marketing and Commercial Advisory Board

Industry Positioning Goal

Volleyball England to be recognised as the leading mid-sized National Governing Body in terms of commercial strategy, revenue generated, relationships developed and programmes rolled out.

Top-line assessment of commercial options 2024 – 1/2

Commercial levers:	Top-line description	Benefits (revenues, image, participation...)	Possible barriers
<p>Major sponsor</p>	<ul style="list-style-type: none"> • Organisation/sport wide sponsor • Covers all aspects of sport • One brand dominates commercial relationships 	<ul style="list-style-type: none"> • Significant long-term financial security • Immediate change in perception of us as an organisation • Major activation opportunities to drive activity results 	<ul style="list-style-type: none"> • Small target base of potential sponsors • Commitment from all areas of organisation to activate sponsorship • Lack of existing relationships & contacts
<p>Team sponsor</p>	<ul style="list-style-type: none"> • Single sponsor for all national squads, or • Selection of sponsors for various squads 	<ul style="list-style-type: none"> • Cost savings and rev. generation • Higher visibility of sport via resurrection of squads • Squads become marketing vehicles • Major activation opportunities 	<ul style="list-style-type: none"> • No funded & fully active senior national squads • Low level of international competition for indoor and beach squads • Lack of existing relationships & contacts
<p>VEBT sponsor</p>	<ul style="list-style-type: none"> • Naming rights or major sponsor of Tour • Range of 2nd & 3rd tier sponsors 	<ul style="list-style-type: none"> • Cost savings and rev. generation • Higher visibility of sport • Major activation opportunities 	<ul style="list-style-type: none"> • Low level of attendance & main stream media coverage • Lack of existing relationships & contacts
<p>Event/Ops sponsor</p>	<ul style="list-style-type: none"> • Go Spike • Let's Play Volleyball • Competitions – Cup / National Volleyball League (NVL) • HEVO's 	<ul style="list-style-type: none"> • Cost savings and rev. generation • Higher quality resources & events • Higher levels of participation & engagement for all programmes • Partner with other NGB's 	<ul style="list-style-type: none"> • Low level of attendance & main stream media coverage • Lack of existing relationships & contacts • Grassroots programmes narrows pool of potential partners

Top-line assessment of commercial options, 2024 – 2/2

Commercial levers:	Top-line description	Benefits (revenues, image, participation...)	Possible barriers
National Volleyball Centre sponsor	<ul style="list-style-type: none"> Naming rights to centre Branding & in venue product placement 	<ul style="list-style-type: none"> Substantial revenue stream Partnership with major brand Significant change in image/perception 	<ul style="list-style-type: none"> Likely high price tag Small target base of potential sponsors &/or donors
Suppliership	<ul style="list-style-type: none"> Apparel & footwear Balls Equipment Beverages Hotels 	<ul style="list-style-type: none"> £15K saving/licensing rev./branding £3K saving/£5K licensing rev. Licensing rev./service to clubs & venues £5K saving/branding £10-20K saving/branding 	<ul style="list-style-type: none"> FIVB homologation regs Few suppliers, small budget Lack of influence over venues Lack of profile & consumer reach Small budget (little leverage)
Programme / product income	<ul style="list-style-type: none"> Workforce – Coaching & Refereeing Licensing & Merchandise Membership Promotions Participation Events 	<ul style="list-style-type: none"> £60K saving – resources & course staging £4K rev. pa £50K rev. pa £10K rev. pa £10K rev. pa 	<ul style="list-style-type: none"> Difficult sell Appropriate partners/products AGM Approval Staffing - sales & execution
Consumer trade show	<ul style="list-style-type: none"> Trade show, exhibition & conference E.g. Triathlon Show; Ski & Snowboard Show Partner with select indoor sports – basketball, handball, badminton etc. 	<ul style="list-style-type: none"> Public profile enhancement Club & player engagement Potential new rev. streams 	<ul style="list-style-type: none"> Agreement from NGB's to partner Securing event manager Marketing & advertising to volleyball community

Emerging strategies – Commercial

- Identify and concentrate on properties with highest appeal and greatest chance to secure partners in order to quickly develop a family of commercial partners
- Ensure all programmes operate on break-even or profit basis and support relationships to maximise cost savings and activation benefits
- Look for relationships that maximise profile and coverage of the sport rather than just pure financial gain
- Engage and partner with significant marketing/sponsorship agency

Key milestones and actions needed - Commercial

Short-term milestones and actions (1-2 years):

- Internal audit of current commercial relationships
- Review all relationships with relevant teams to ensure maximising value
- Upskill Board, Commissions and staff on commercial goals & vision
- Productise all properties, including suite of benefits
- Complete detailed Commercial Strategy
- Investigate agency market, develop & launch tender document for agency services
- Appoint agency



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Current membership situation, 2014

	Current membership scheme (2014)
Goals	<ul style="list-style-type: none"> • Achieve for 2014-2015 a minimum of 454 affiliated clubs. • Create an individual registration programme based on improving data analysis & securing extra revenue
Number of members (clubs & individual)	<ul style="list-style-type: none"> • 454 Clubs • 3,596 Members includes - 818 Coaches, 495 Referees, 1,683 National League Players and rising, VEBT players 600. Data does not include 345 Colleges, 91 Universities and unknown recreational, local and county players
Affiliation process	<ul style="list-style-type: none"> • Email reminder sent in July to Clubs, Referees and Coaches to renew • Renewal takes place either via Volleyball England Website, or paper form
Offering	<ul style="list-style-type: none"> • Public Liability Insurance • Head Office Support – Membership, Funding, Club Development & Welfare • 3-Touch • International Hotels Discount

Case for change

Strategic – Less reliance on Sport England funding

Operational – Communication

Commercial – More sponsors and partners

Key goals of a long-term membership strategy for Volleyball England

- Membership revenue becoming a major income stream outside of Sport England funding.
- By 2024 having 15,000 to 20,000 paid up registrants of Volleyball England across all membership types (Go Spike, local, regional, NVL, VEBT, coaches and referees).
- Being recognised as having the best-in-class membership benefits package and membership services for small-medium NGBs. Best-in-class includes: having an exciting and interactive package which provides value for money (being unable to purchase benefits anywhere cheaper than provided by the package), excellent communications, is no burden to the user, has a 95% renewal rate for Membership (knowing why the 5% does not renew) and finally having that VIP experience.
- Communication and interaction with members that allows member-led enhancements to programmes.

Options for a sustainable long-term approach to membership

	OPTION 1: <i>Go Spike</i>	OPTION 2: <i>Player (NVL to local league)</i>	OPTION 3: <i>Coach and Referee</i>
Goals	<ul style="list-style-type: none"> • 4,000 members 	<ul style="list-style-type: none"> • 12,000 total members 	<ul style="list-style-type: none"> • 4,000 members
Target members	<ul style="list-style-type: none"> • Recreational players – community/HE/FE/beach • Workplace league players • 3rd Party leagues players • Leisure centre participants 	<ul style="list-style-type: none"> • NVL / VEBT / Sitting Volleyball Grand Prix players • Regional & local league players • BUCS & BCS players 	<ul style="list-style-type: none"> • Certified coaches & referees • Tutors • Certified activators • Teachers
Affiliation process	<ul style="list-style-type: none"> • Affiliation via Go Spike or Volleyball England Website 	<ul style="list-style-type: none"> • Affiliation via Volleyball England Website • Club sec, or individual renews their membership via website 	<ul style="list-style-type: none"> • Email reminder sent in July to Referees & Coaches to renew • Renew via Volleyball England Website
Offering to member	<ul style="list-style-type: none"> • Promo Go Spike (3rd parties) • Go Spike sponsor • Industry leading loyalty scheme reflecting the recreational participant & volleyball habits • Offer discount beach court entry for a Go Spike member 	<ul style="list-style-type: none"> • Option 1 + • Insurance – Full cover (Health, Travel & Medical Screenings etc) • Grants for facility development • Volleyball England shop – allowing purchase of equipment at significant discounts • Medical Screenings 	<ul style="list-style-type: none"> • Option 2 + • Free DBS Checks • Dedicated coaching app • Datavolley for free • Enhanced club coaching conference • Discounted CPD • Fully functioning communication network/CRM system

Evaluation of membership options

	OPTION 1: <i>Go Spike</i>	OPTION 2: <i>Player (NVL to local league)</i>	OPTION 3: <i>Coach and Referee</i>
Benefits to Volleyball England	<ul style="list-style-type: none"> • Increased Revenue • Commercially attractive • Improved communications • Know & ability to connect with unseen market • Track participant 	<ul style="list-style-type: none"> • Increased Revenue • Commercially attractive • Improved communications • Targeted/specific benefits • Development of Programmes 	<ul style="list-style-type: none"> • Having the workforce to delivery programmes • SWOT/Gap analysis of workforce • Increased Revenue
Concerns/ barriers	<ul style="list-style-type: none"> • How do we connect & engage? • How do we motivate to join? • Lack of profile/PR opportunities via national teams and media • Poor climate/facilities could drive down numbers 	<ul style="list-style-type: none"> • Lack of fully integrated CRM and email system • Players willing to pay for local league registration? • How do we motivate everyone to join • Economic Climate 	<ul style="list-style-type: none"> • Do people renew in Year 2? • Post qualification – incentive to renew Membership? • Level 1 – qualification to add to CV? • Economic Climate
Requirements for success	<ul style="list-style-type: none"> • Integrated CRM & flexible IT infrastructure • Engagement with 3rd parties • Engagement with marketing/advertising agents 	<ul style="list-style-type: none"> • Integrated CRM & flexible IT infrastructure • Buy in from key stakeholders i.e. Regions, Clubs • Best-in-class Membership 	<ul style="list-style-type: none"> • Integrated CRM & flexible IT infrastructure • Coach/Referee tracker • Targeted Coach/Referee Benefits • Specific “Teacher” offering either via activator course or alternative method

Emerging strategies – Membership

- Identify if Individual Registration is still a viable option - if not look to an alternative solution e.g. player registration details mandatory (as per existing Articles of Association) with an option of a voluntary membership package
- Improved Communications via a comprehensive strategy, establishing what the user wants and providing a best-in-class membership
- Revenue from Membership to be a major income stream outside of Sport England funding - subsequently Volleyball England is more in control of its own destiny, improve communications with our membership family
- Integrated CRM & flexible IT infrastructure

Key milestones and actions needed - Membership

Short-term milestones and actions (1-2 years):

- Review AGM minutes from the 26th of July – Vote for Individual Registration was not passed, however largest number of votes (126) was cast in 2014 and the motion was in 73/53 in favour
- Decision on whether to pursue Individual Registration as it currently stands. If not, to ensure existing player registration regulations (as per Articles of Association) with a potential voluntary membership
- Meet with Fluid to ascertain if system changes can be made to make registration process as easy as possible - long term IT needs to be discussed to include integrated IT system and website
- Review of current benefits, signed contracts with suppliers and development of new benefits
- Member Survey to sent
- Go Spike Membership to be launched
- New membership products for teachers, activator pilots etc.
- Engagement with internal Volleyball England colleagues i.e. Workforce to discuss plans on targeting lapsed coaches etc.



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Overview of current events/competition structure and why not sufficient

Current Volleyball England event structure (top-line description)

International Events – hosted on a fairly ad hoc basis and include WPV Continental Cup (2011), NEVZA U17 Championships (2013, 2014, 2015), CEV U19 Men's 1st Round (2014) & CEV Beach Volleyball Continental Cup 1st Round (2014)

National Cup and Shield - all clubs affiliated to Volleyball England are eligible to enter a team and teams that lose in the first 2 rounds are entered into the Shield (men's and women's)

Volleyball England Beach Tour (VEBT) - premier event for beach players staged at 5 locations (men's and women's and Juniors)

Sitting Volleyball Grand Prix – a domestic competitive outlet for eligible athletes and for others with an interest in the sport (mixed)

Student Competitions – indoor and beach cup competitions for affiliated University and Colleges (men's and women's)

Junior Competitions – indoor National U15 Championships, National U16 Championships, National U18 Championships, U18 Grand Prix and Inter-Regionals and U18 Junior VEBT (boys and girls)

National Volleyball League - the League comprises of Super 8s, Division 1, Division 2 and Division 3 (all men's and women's, made up of 15 sections)

Key issues with current structure

- A lack of strategic direction and cross departmental input
- The quantity of events makes it difficult to make any dramatic improvements to quality, given the current staffing structure
- Difficult to manage increased expectations for media output
- Targets are very event focussed which makes it difficult to deliver specific outcomes around performance and development
- Junior competitions are only targeted at the elite end which does not encourage a broad participation base - there is no linkage with lower level School Games
- Unable to provide support to teams and clubs to enter events (e.g. funding advice) because of lack of capacity
- Due to the number of events, there are calendar clashes between adults/U18s, indoor/beach, NVL/students etc
- The National Volleyball Centre has limitations and may not meet the requirements to host major events
- International Transfers are an administrative burden to all stakeholders
- Current programmes have increased putting a strain on capacity to deliver and also more pressure on staff and volunteers
- Workforce is not sufficient to meet the demands of more competitions

Key goals of a long-term Events/Competition strategy for Volleyball England

- All events meet strategic outcomes for performance or participation
- Major events self-funding, and ideally making profit for the organisation
- Appropriate resources/finances to deliver high quality World Class events
- More outsourcing of event delivery, with volunteers and external partners being empowered to deliver and work undertaken on building event management capacity
- Cup Finals and Super 8 Finals at iconic venues, such as the Copper Box
- All major events receiving TV coverage or live streaming
- Attract non-traditional audiences to watch the sport and have positive experiences and engagement
- Hosting and delivering international events which will attract significant commercial revenue

Options for new events/competition structure

Options for new event types:

	Discipline	Competitors	Top-line description
National Volleyball League	<ul style="list-style-type: none"> Indoor 	<ul style="list-style-type: none"> Local leagues, regional leagues and feeding into the NVL and the Super 8s 	<ul style="list-style-type: none"> A joined up league with a clear pathway from grassroots to the top of the league (pyramid structure) A national identity created “Volleyball family”
Super League	<ul style="list-style-type: none"> Indoor Beach Sitting 	<ul style="list-style-type: none"> Top teams in NVL Clubs to have junior, beach and sitting teams to be eligible 	<ul style="list-style-type: none"> Semi-Professional franchised model Centres of excellence attached to franchise with links to talent identification and feeders into the performance pathway at every stage Centres linked to universities and investment zones
Beach Volleyball World Series	<ul style="list-style-type: none"> Beach 	<ul style="list-style-type: none"> Elite Team GB wildcard spots to generate interest and raise the profile of beach athletes 	<ul style="list-style-type: none"> Top 16 pairs for men and women to play in a competition at a top indoor venues (O2, NIA, Wembley arena) Event to go around to other cities in the UK and then maybe the world (UFC ATP tour model) Big prize fund and 4 days of competition
Major FIVB, CEV, WPV & PVE events	<ul style="list-style-type: none"> Indoor Beach Sitting 	<ul style="list-style-type: none"> One off events / invitationals including Hubert Jerzy Wagner Memorial Tournament Appropriate Zonal, European & World events & championships, for indoor, beach and sitting volleyball across age group and senior levels. Specific targeted events to be confirmed upon completion of Competitions Review and development of Major Events Strategy 	
Sitting Volleyball	<ul style="list-style-type: none"> Sitting 	<ul style="list-style-type: none"> Performance focused semi-pro super league Grand Prix series for participation Military events 	<ul style="list-style-type: none"> Commercial sponsored league – teams named after companies and company offered staff sitting volleyball activity and links with GB players – income will allow teams to bring in 1 or 2 overseas players Military specific events linked to Recovery Centres

Evaluation of new events/competition structure

Options for new event types:

Benefits (e.g., elite performance, image/profile, commercial, etc...)

Potential barriers & how to overcome them

National Volleyball League

- A clear pathway for all players to compete and buy in to the sport
- Talented athletes being identified and attached to feeder clubs and or national/regional programmes
- Naming rights for the league or divisions nationally and locally
- Income from player registration from regional leagues

- If regional and local leagues come under the jurisdiction of Volleyball England there will be staffing implications
- Difficulties gaining sponsorship

Super League

- Profile of volleyball raised by semi-professional elite division
- Revenue generated from ticket sales and merchandise
- Potentially attract international players
- Naming rights for the league and the franchises
- Each match can be televised with a partner

- How many existing clubs have capacity?
- Teams would need agreements around facilities
- Logistics of relegation / promotion
- Need to offer right package of support

Beach Volleyball World Series...

- Athletes becoming household names, driving activity and participation
- Host cities paying for the rights to host
- Sponsorship, ticket sales, merchandise, corporate packages
- Global TV rights

- Raising necessary funds and interest from partners
- Attracting players
- Ensuring sanctioned by FIVB

Major FIVB, CEV, WPV & PVE events (as per strategy)

- Events selected for performance benefits / potentially easier qualifying routes
- Potential to raise image and profile of sport
- Potential to attract commercial partners

- Still need to win bids
- Level of support from UK Sport not confirmed
- Commercial partners cannot conflict with IF ones
- Funding bids to FIVB and CEV and other agencies / bodies

Sitting Volleyball

- Separate events for elite and participation raises level of elite players
- Cement place and reputation at world level
- Commercial opportunities

- Sourcing companies
- Ensuring a wide participation base
- Seek opportunities such as National Paralympic Day and Invictus Games

Recommended strategies for Events 2014–24

Emerging strategies – Events

- Develop a portfolio of high quality domestic and international events
- Ensure there are tangible and deliverable elite and participation outcomes for each event
- Form commercial and delivery partnerships
- All major events should be held in flag-ship venues, with smaller events being held in quality venues
- A highly skilled voluntary and sub-contracted workforce able to lead on the delivery of world leading events

Key milestones and actions needed - Events

Short-term milestones and actions (1-2 years):

- Review current competitions with all stakeholders to ensure they meet organisational objectives by the end of 2015 financial year with a view for implementation of a new competition structure for the 2015/2016 season
- Produce a Major Events Strategy with an outline of outcomes for hosting
- Ensure all events are aligned with the commercial strategy and assets are appealing to potential investors
- Work with workforce to identify gaps and to develop/increase workforce for all disciplines
- Engage with venues to look at the possibility of hosting major or national events for the 2015/16 season and beyond



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These proposals combine to give ten long-term strategic priorities – 1/2

Overview of strategic priorities Volleyball England, 2014-2024

Participation

1. Embed **volleyball in schools and higher education** (from primary school up)
 - Develop the schools' offer through insight and confirm if sitting volleyball is the most appropriate introduction
 - Offered in at least 60% of KS2 PE lessons and 70% of secondary schools and delivered in at least over 50% of Level 3 School Games
 - 250 accredited junior volleyball clubs / sections, each having a link to at least 2 secondary and 5 primary schools
 - Played in at least 66% of FE institutions and 75% of HE institutions, with HEVOs in place in at least 80% of universities
2. Continue to **increase recreational adult participation**
 - In top 5 summer recreational sports
 - 500 Go Spike affiliated weekly sessions
 - 20% growth in club members, via well-run, sustainable, affiliated clubs
3. Develop routes to market for **athletes with a disability** to play all forms of volleyball
 - Ensure that sitting volleyball is the inclusive sport of choice in education

Performance

4. Develop a best-in-class **Talent Identification** programme and **Talent Tracking** system
5. Create a fully integrated **Talent Pathway** to senior international level (across all 3 disciplines), supported by:
 - A full continuum of elite national competition (“top to bottom pyramid”)
 - A world-class coach development structure
 - A national performance centre with top class facilities/support and upgraded training facilities across the Academy network

These proposals combine to give ten long-term strategic priorities – 2/2

Emerging strategic priorities Volleyball England, 2014-2024

Cross-cutting enablers

6. Volleyball England to take on current **GB responsibilities**, with all Home Country NGBs to be retained
7. Create an integrated top to bottom **event** structure which contains a portfolio of high quality domestic and international events
 - All events to have tangible elite and participation outcomes, with links to local clubs where appropriate
 - Commercial and delivery partnerships to be formed, including a highly skilled voluntary and sub-contracted workforce
 - Major events to be held in flag-ship venues
8. Increase and diversify **commercial income and support in kind** (to support the strategic priorities for Participation and Performance) through:
 - Focusing on attributes with greatest commercial appeal
 - Engendering relationships that maximise the profile of the sport
 - Engage with a marketing / sponsorship agency
 - In turn, supporting clubs to increase and diversify their commercial income
9. Develop a best-in-class **membership scheme** that both generates significant revenue and develops deep long-term relationships with members
 - Identify if Individual Registration is still a viable option, and if not consider alternative solutions
10. An appropriate **workforce** developed to support growth of volleyball and improve performance
 - Workforce includes coaches, activators, referees, other officials, volunteers, commissions, club committee members and Head Office staff

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Summary of milestones and actions needed

Short-term milestones and actions (1-2 years):

- Propose a strong case for Volleyball England to take on GB responsibilities (Governance)
- Develop a best-in-class Talent Identification programme and Talent Tracking system (Performance)
- Review current offer for young people and develop as appropriate, including school-club links (Participation)
- Launch Activator course (Participation)
- Complete detailed Commercial Strategy and appoint an agency (Commercial)
- Ascertain if Individual Registration is still a viable option, and if not consider alternative (Membership)

Medium-term milestones and actions (2-7 years):

- Volleyball England to undertake GB responsibilities (Governance)
- Extend the England Talent Pathway (Performance)
- Utilise insight to improve our offer to schools (Participation)
- Provide a best-in-class membership (Membership)
- Event delivery partnerships to be formed, including a highly skilled voluntary and sub-contracted workforce (Events)

Long-term milestones and actions (7-10 years):

- Diverse commercial income to support the strategic priorities for Participation and Performance (Commercial)
- Revenue from Membership in the first or second funding stream outside of Sport England funding (Membership)
- Major events to be held in flag-ship venues (Events)

Appendix 1 - Abbreviations

APS	Active People Survey
AOC	Association Of Colleges
CEV	European Volleyball Confederation
CPD	Continued Professional Development
FIVB	International Volleyball Federation
FE	Further Education
HE	Higher Education
HEVO	Higher Education Volleyball Officer
LPV	Let's Play Volleyball
NEVZA	Northern European Volleyball Zonal Association
NGB	National Governing Body
NVL	National Volleyball League
PVE	Para Volley Europe
SS	Secondary School
Talent ID	Talent Identification
VEBT	Volleyball England Beach Tour
WPV	World ParaVolley

Appendix 2 - Stakeholders

<p>Volleyball Community</p> <ul style="list-style-type: none"> Players Hall of Fame HEVOs / SHEVOs Coaches Referees / officials Commissions Regions / Counties Clubs Schools / colleges / universities NEVZA / CEV / FIVB / PVE / WPV 	<p>National Stakeholders</p> <ul style="list-style-type: none"> Sport England, UK Sport British Olympic Association, British Paralympic Association Youth Sport Trust, Child Protection in Sport Unit English Federation of Disability Sport Department for Culture, Media and Sport Department for Education and Skills Sports Coach UK, UK Active, Street Games Women’s Sport and Fitness Foundation, Sporting Equals, Premier League 4 Sport Association of Colleges, British Universities and Colleges Sport
<p>Partners</p> <ul style="list-style-type: none"> Loughborough College Sport LeAF Elite Athlete Academy ITSU DBA Holiday Inn Express Kettering Maroon Print Kit Locker SportSet Kettering Borough Council Gerfloor 	<p>Local Stakeholders</p> <ul style="list-style-type: none"> All County Sport Partnerships County / city / borough sport and leisure teams Regional Academies HEVO Universities Directors of Sport