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GAME

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PLAN

— 2020–2030 —

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INTRODUCTION: PURPOSE, VISION, STRATEGIC PRIORITIES, GUIDING PRINCIPLES, VALUES.

At Volleyball England, our **purpose** is to lead the growth and improvement of all disciplines of volleyball in England.

Through connecting the sport at all levels and leveraging its strengths, our **vision** is to ensure that everyone in the sport feels a sense of belonging.

To deliver our purpose and **mission**, our strategy places our members firmly at the heart of everything we do.



OUR **THREE** PRIORITIES:



VOLLEYBALL FOR LIFE

We aim to better understand, articulate and promote the opportunities that volleyball provides for anyone, at any stage of their life.



GET. KEEP. GROW.

We will look to strengthen the English volleyball club structure by working hand in hand with clubs to help them achieve their ambitions.



AN ACE SERVICE

We will work collaboratively to deliver and continuously improve the products and services that most benefit our clubs and the wider volleyball community, while also ensuring they provide healthy revenue streams that enable reinvestment in the sport.





TO HELP US TO ACHIEVE OUR PURPOSE, WE WILL ADOPT **FIVE CORE GUIDING PRINCIPLES.**

These represent ways of working that will influence every decision we make in pursuit of these strategic priorities. As an organisation, these guiding principles commit us to act as follows:

- 1 Our people, diversity and inclusion will be at the heart of everything we do, influencing every decision we make and the way in which we conduct ourselves.
- 2 We will act decisively and transparently, having listened to our customers and stakeholders and made best use of all the evidence and insights available to us.
- 3 We will embrace a culture of continuous improvement, constructively challenging the status quo at all times.
- 4 As a modern and progressive organisation, we will look to incorporate new ideas and technology into everything we do.
- 5 We will operate on a commercially sustainable basis, delivering financially viable products and services. We will spend our time and money wisely, investing in quality over quantity.

And finally, underpinning all of this, we have our **five values**; **connected, innovative, inclusive, respectful** and **open**.

These are not just our organisational values. We believe that these are the values which should characterise every single volleyball-related relationship or interaction across our entire community; something that transcends geography, competition, ability or disciplines.





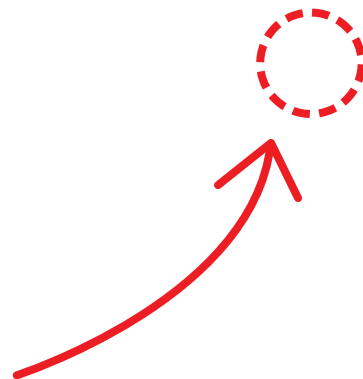
INTRODUCTION: TIMESCALE, INSIGHTS AND FLEXIBILITY

In terms of a **timescale**, we believe this to be a necessarily long-term strategy; something to be pursued over the course of the next ten years.

However, we will continually revisit the metrics against which we expect our success to be gauged. This will allow us, on a rolling two-year basis, to further refine our activities and direct our resources in pursuit of our overall purpose.

Although we have chosen to focus on strengthening the core structure of the English volleyball pyramid, we retain a commitment to **performance development** towards the top of the pyramid. We will continue to support athlete development through performance pathways, providing aspiring athletes with ways of reaching their potential.

Our long-term ambition remains to see our national teams competing and being successful on the world stage. This is an ambition we still care about deeply.





INSIGHTS AND FLEXIBILITY

Our previous strategy was set to run until 2021. However, recent developments, most notably the shifting landscape for how NGBs are funded, have prompted us to revisit our strategy a year early. With our new strategy, we intend to adopt a more fluid and flexible approach to how we achieve our strategic goals, reflecting how we will be guided by the evidence of what is working in our sport. Our data and insights strategy and activities will therefore be a key aspect of our planning and development in the future.

To achieve our strategic ambitions and to continuously improve the service we offer, we must increase the amount of insights available to us. We intend to gather much more data over the coming years, with the intention of improving the sport by targeting areas of most need.

It is primarily for this reason that we intend to pursue a rolling operational plan. It is an acknowledgement that we cannot put in place targets and metrics for things we don't yet understand well enough. In reality, this means making gradual, iterative progress towards our long-term goals, allowing the latest data and insights to guide our actions in the short-term.





VOLLEYBALL FOR LIFE: We aim to better understand, articulate and promote the opportunities that volleyball provides for anyone, at any stage of their life.

We believe that volleyball is an activity for life; an inclusive sport, open to all, regardless of talent, gender, age or ethnicity. We want to be able to better demonstrate the various opportunities that are available to people through the sport, making their engagement with volleyball a lifelong experience.

To achieve this, we need to develop detailed data and insights in order to articulate the opportunities present within a 'volleyball for life' pathway. We will address the points at which people are lost from the sport and work to understand the barriers to participation, whether as players, officials, coaches or volunteers. We will then work with clubs to help break down those barriers to entry and to retain more people within the sport.



WE AIM TO:

- develop and articulate the ‘volleyball for life’ pathway for junior and adult players, coaches, officials and volunteers;
- gain a better understanding of how participants engage with our sport, especially when they enter and leave it and why;
- use this understanding to create interventions aimed at reducing the number of people lost to the sport (or not fully engaged with it) or to encourage greater participation; and
- ramp up our data and insight activity to support this work, especially in identifying where our subsequent interventions should be targeted.

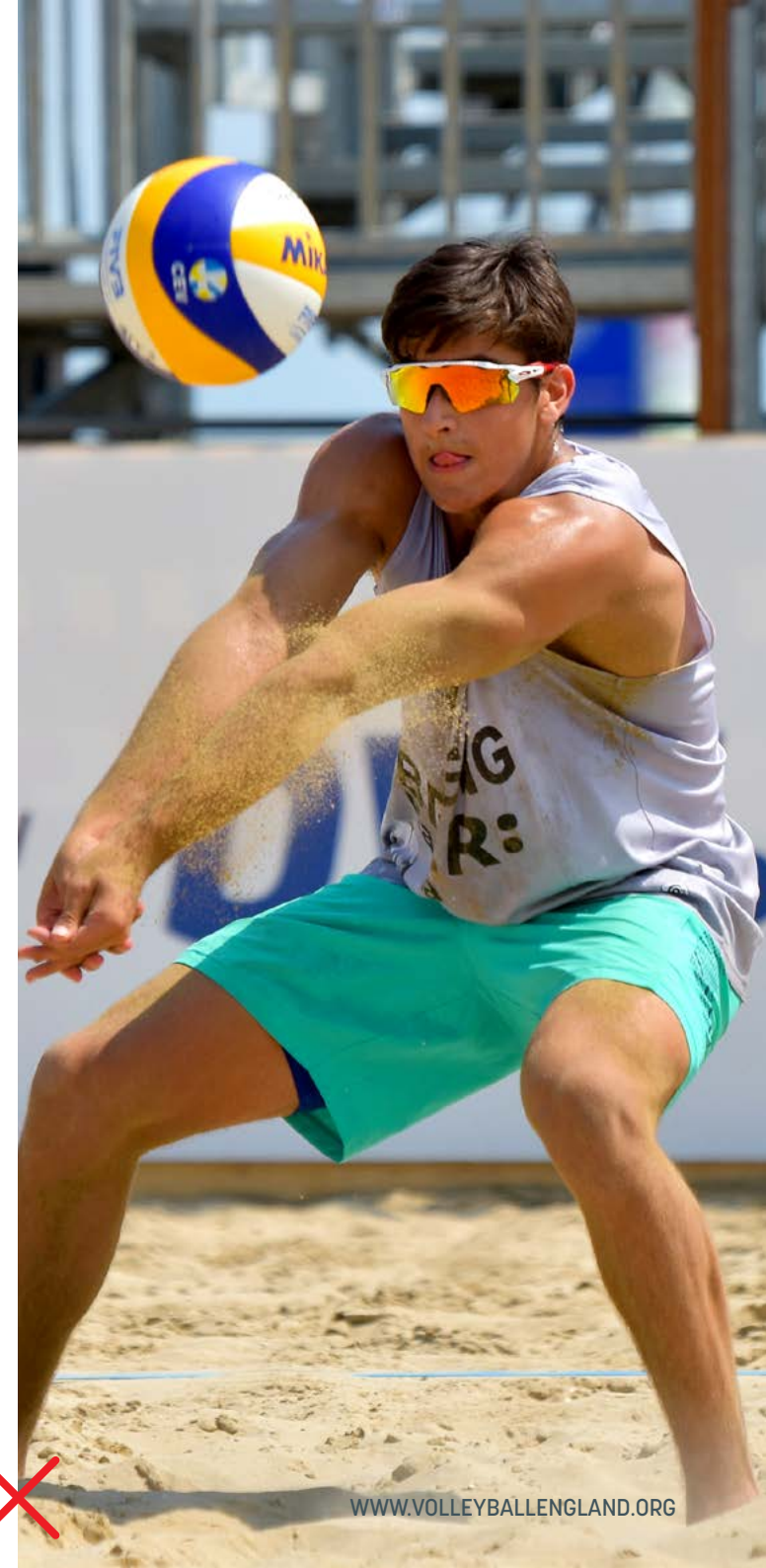
THE RATIONALE:

Our goal here is to gain a more detailed, data-driven understanding of the state of our sport and how we might best aim to grow it.

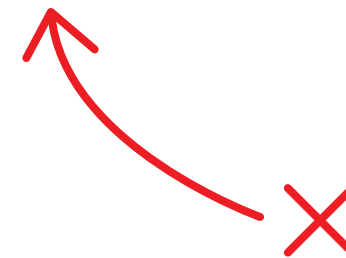
While we are always looking for ways of enticing new players into the sport, much of the thinking here is driven by the desire to address the ‘leakage points’ (that all sports have) which see people lost to the sport. This could be during the transition from education to working life, players becoming parents, players recovering from injuries or players retiring and feeling they no longer have any useful role to play. These are all leakage points that can potentially damage volleyball’s growth.

The same could be said of the issues (as yet unknown) that seem to prevent many people from actively coaching or officiating, despite having secured their qualifications. Again, these are issues that have a detrimental effect on the volleyball community as a whole.

We want to understand why these issues occur and the behaviours we may need to change or influence if we are to address these issues. There is a strong link between this work and our second strategic priority, in that success here should help our clubs to find and retain the players and volunteers they need to keep improving and growing.



GET. KEEP. GROW!



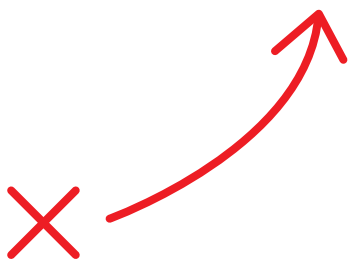
GET, KEEP, GROW: We will look to strengthen the English volleyball club structure by working hand in hand with clubs to help them achieve their ambitions.

Our club structure is the backbone of our sport; the place where volleyball is delivered. We will strengthen that structure by challenging, inspiring and supporting clubs to be better. We want to understand clubs' ambitions in relation to all three of our sport's disciplines, helping them make the incremental improvements needed to keep developing.

By providing appropriate tools and resources and by sharing knowledge and good practice, we will inspire clubs to deliver more volleyball, better and with greater efficiency. We will challenge clubs to get new members, to keep existing members and to grow their club. In helping those clubs who wish to be supported in delivering their ambitions, we will strengthen the 'volleyball for life' pathway and make our clubs more sustainable.

WE AIM TO:

- provide clubs of all sizes with the inspiration, advice and resources they need to develop their club; to 'get, keep and grow';
- be the drivers of continuous improvement and act as a conduit for good practice, communicating the best ideas from across the volleyball community to challenge clubs to be the best version of themselves;
- develop and embed a growth mindset, both within our organisation and across our sport; and
- act as advocates and commercial negotiators on our clubs' behalf, lobbying strongly on the issues that matter most to our sport.



THE RATIONALE:

We have to remember that Volleyball England does not - and cannot - 'deliver' volleyball in this country, in its totality. Clubs do that. Clubs are the conduit through which players, coaches, officials and volunteers engage with the sport. Clubs are where junior athletes take their first steps on a talent pathway which could lead to the pinnacle of our sport. Clubs are where volunteers - so crucial to the long-term health of our sport - expend their time and energy to improve other people's experience of volleyball.

For this reason, a robust and resilient club eco-system is essential if our sport is to thrive across all of its disciplines. Our intention here is to support and strengthen our sport at the point where it is most needed; at the point where it is delivered.

Our goal is to complete the transition of the Volleyball England Hub into the knowledge sharing resource it was always intended to be. This means helping information, ideas,

advice and case studies flow from one point in the community to another, rather than being held in the middle. This will require greater communication with clubs and a concerted effort to compile a substantial bank of resources that clubs at any stage of their development will find of use.

This is about engendering a culture of continuous improvement across our sport; showcasing the best in class, celebrating clubs' successes and challenging others to follow suit.

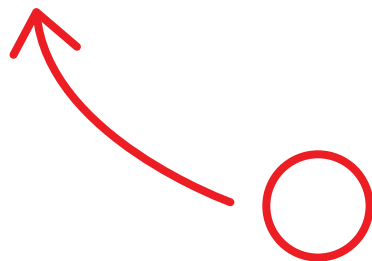
While we will look to provide support where support is needed, we will also still act as advocates and leaders, where our clubs most need it. We will take our steer from the club base as to how and where we should focus our efforts. Facilities providers, equipment suppliers, local authorities and insurers, for example, are just some of the bodies we will now engage with more proactively, looking for concessions and arrangements that benefit all our clubs.



WHAT IS A CLUB?

Not every volleyballing entity in this country thinks of itself as a club, yet we happily use the word as a catch-all term to describe where volleyball activity takes place. Even the smallest, single team outfit, playing the most casual or recreational form of volleyball will exhibit some of the characteristics of our country's largest clubs. Someone to book court time and organise fixtures; someone to collect fees; someone to pass information around the players; someone to keep an eye out for new recruits.

From the smallest team (who might not see themselves as a club) to the largest club (who may see themselves as more of a business), this is where our sport comes to life. Large or small, rich or poor and regardless of how they might describe themselves, we see every such entity as part of a club eco-system that deserves all the support we can give it.





AN ACE SERVICE

AN ACE SERVICE: We will work collaboratively to deliver and continuously improve the products and services that most benefit our clubs and the wider volleyball community, while also ensuring they provide healthy revenue streams that enable reinvestment in the sport.

If we are to achieve the ambitions outlined within our other two strategic priorities, it is essential that we have a portfolio of quality products and services, developed in collaboration with the volleyball community and directly aligned to what it needs. It is also important that these products and services can generate healthy revenue streams, from inside the sport but also beyond, providing vital funds that can be reinvested into new programmes of activity. Achieving all this requires us to create a culture of research and development, of commerciality and of continuous improvement.

WE AIM TO:

- provide the volleyball community with the products and services (everything from competitions and events to training and guidance) that it wants and needs;
- gain a better understanding of the value our customers perceive in the products and services we currently offer, the quality of the customer experience and the gaps in the market that exist where we could do more; and
- innovate and improve accordingly, creating a connected, commercially viable suite of high-quality products and services which deliver an improved customer experience, as well as a financial return to be ploughed back into the sport.

THE RATIONALE:

The thinking behind this priority is closely aligned to the guiding principle of operating more like a business, working on a commercially sustainable basis, delivering financially viable products and services.

However, this is not simply about taking a hard-nosed approach to driving down costs and hiking up prices. This is about better understanding what our customers actually value, improving on those points and addressing (or removing) the aspects of our offer that can damage our customer satisfaction. It's about paying more attention to the design and delivery of new products and services, created in direct response to what clubs tell us they want, as well as looking to generate more revenue from outside of our membership base.

We must also never lose sight of how interconnected so many of our products are (officiating qualifications and the NVL being a prime example), meaning that changes made in one area can quickly have a knock-on effect, affecting revenue streams or customer satisfaction elsewhere.

There's a dual purpose to this strategic priority. On the one hand, in light of the current funding situation, we do need to generate more income of our own. However, we need to do so by providing the high-quality products which reinforce the 'volleyball for life' journey and help clubs to 'get, keep and grow'. This is not income for income's sake.



**VOLLEYBALL ENGLAND FOUNDATION.
VOLUNTEERS. PLAYERS. COACHES.
OFFICIALS. BEACH VOLLEYBALL.
THE BOARD. **CLUBS**. VOLLEYBALL. THE HUB.
VOLLEYBALL ASSOCIATIONS. SITTING
VOLLEYBALL. THE ENGLAND TEAM.
SPONSORS. PARTNERS. SUPPORTERS.**