Improving the organisation to deliver the growth strategy for Volleyball

Findings and Recommendations
Full Report

11 May, 2013
Contents

1. Project Aims and Approach

2. Situation for Volleyball in England and Volleyball England

3. Diagnosis and Recommendations

4. Next Steps
Project Context

Context

- A 4-year strategy has been created to grow participation in the different forms of the sport
- However you need to add to this – looking ahead to 2022 (10-year horizon) as well as create short term strategic priorities and actions
- You aim to create a more effective and efficient governing body to deliver this strategy with high performing Board, Leadership and staff
- You potentially need to realign teams to deliver the right offers, to the right people, in the right places; with the tools best suited to promoting the sport
- You also need to manage costs in order to demonstrate value for money

Sport England has funded this work in order to ensure there is a rigorous and thorough process to identify practical recommendations for improvement that build on the changes made in recent years

Source: Volleyball England; Portas
Rigorous and thorough process to identify practical recommendations for improvement

**Key questions**
- Is the strategy for increased participation clear?
- Are leaders and staff aligned with the strategy?
- Is the detail sufficient for effective delivery?
- Does VE have the right functions and processes in place?
- What are the skills and resources required for delivery?
- What governance and organisational structure is needed?

### Strategy led Process and Approach

- Strategic priorities
- Functions and processes
- Roles, capabilities, and mindsets
- Organisational structure

**Results**
- Clear strategy for reversing the decline in participation
- Detailed plan to enable delivery by VE and stakeholders
- Leaders and staff aligned with strategy
- Skills, talent and culture fit for purpose
- Organisational structure aligned with strategy
- Extra funding attracted, including £500k from Sport England
- Effective and efficient working relationships with key partners including Sport England

**Source:** Portas

---

**Key questions**
- Is the strategy for increased participation clear?
- Are leaders and staff aligned with the strategy?
- Is the detail sufficient for effective delivery?
- Does VE have the right functions and processes in place?
- What are the skills and resources required for delivery?
- What governance and organisational structure is needed?

**Results**
- Clear strategy for reversing the decline in participation
- Detailed plan to enable delivery by VE and stakeholders
- Leaders and staff aligned with strategy
- Skills, talent and culture fit for purpose
- Organisational structure aligned with strategy
- Extra funding attracted, including £500k from Sport England
- Effective and efficient working relationships with key partners including Sport England

**Source:** Portas
1. Project Aims and Approach

2. Situation for Volleyball in England and Volleyball England

3. Diagnosis and Recommendations

4. Next Steps
Volleyball now has the opportunity to build on the significant changes made in the last 5 years

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer led “Hobby” sport</td>
<td>Professional led, Volunteer supported “Hobby” sport</td>
<td>Professionally run sport</td>
</tr>
</tbody>
</table>

- **• 3 separate disciplines – no long term strategy for development**
- **• Volunteer based governance, Board and leadership structure**
- **• Volunteer development of local clubs and activities**
- **• Little infrastructure or assets**
- **• Good local leagues; few international competitions**
- **• ‘Amateur club’ approaches and behaviours**

- **• Short term strategy for all forms of the game focused on Sport England funding application**
- **• Professional/executive increased; major changes to Board membership; role of Commissions changed**
- **• Funded regional delivery ‘coaching’ focused team**
- **• New Head office; National Volleyball Centre (unique in Europe)**
- **• International competitions; test events; Olympics**
- **• ‘Start-up business’ approaches and behaviours**

- **• Long term strategy focused on driving participation and ultimately performance**
- **• Expert based Board and Commission structure in support of Executive**
- **• Regional development focused team**
- **• Exploit existing assets and partner with others to leverage new infrastructure**
- **• Build local leagues and competitions and increase international presence**
- **• ‘Best in class professional business’ approaches, skills and behaviours**

Source: Volleyball England; Portas
There is an urgency to make these changes due to the many pressures on Volleyball.
There is alignment on the need for change and on the key areas of change

“What is the one thing we need to change?”

**Vision**
- Clear vision bought-into by all
- Prioritise and focus
- Clarity of objectives and expectations
- Clear focus and vision

**People Development**
- Performance management
- Consistent review against objectives and expectations
- Clear staff development pathway
- Complete professional development for all levels of staff
- Top down effective management, lead by example

**Marketing, PR and Comms**
- Get marketing up to date – e.g., the magazine, communicate with individuals
- Weekly recognition in national media

**Governance and Org structure**
- Commissions become “Advisory Boards” not “authorising bodies”
- Not to be governed by volunteers
- Change the Board structure to corporate (strategy focus) and specific specialities as sports Boards

**Insights**
- Base all decisions on rigorous evaluation and research – don’t make assumptions
- Carry out a deep dive of our market-place to establish needs and wants – re-strategise

**Infrastructure and Tactical Ideas**
- Pilot volleyball in more primary schools
- Volleyball equipment in every facility
- A major event with 1m people playing volleyball in one day
- Televise an international competition

Source: Interviews; Workshops with VE staff
VE has a good level of ‘organisational health’ but must address some critical barriers to better performance – self diagnosis

### Good things to leverage

<table>
<thead>
<tr>
<th>Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Good Knowledge/Experience of Volleyball</td>
</tr>
<tr>
<td>• Baseline skills (interpersonal)</td>
</tr>
<tr>
<td>• Being reactive</td>
</tr>
<tr>
<td>• Developing new ideas</td>
</tr>
<tr>
<td>• Event Management</td>
</tr>
</tbody>
</table>

**Roles and responsibilities**

| Developing Partnerships/relationships |
| Local workforce – paid and voluntary |

**Systems and Processes**

| Talent ID |

**Mindsets and behaviours**

| Passion and enthusiasm |
| Attracting graduates |
| Dedication and motivation |
| Adaptable/Flexible |
| Non-hierarchical and able to challenge |
| Innovative development of product and sport |

### Barriers to overcome

<table>
<thead>
<tr>
<th>Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Making assumptions “they know what I mean”</td>
</tr>
<tr>
<td>• The Board is not strategic</td>
</tr>
<tr>
<td>• Recruitment (inexperienced juniors)</td>
</tr>
</tbody>
</table>

**Roles and responsibilities**

| Role clarity lacking |
| Lack of focus |
| Poor Commissions |

**Systems and Processes**

| Cumbersome data management |
| Performance Management (business/performance, lack of feedback) |
| Low pay |
| Communication is not working and takes ages |

**Mindsets and behaviours**

| Turnover of quality staff (low salaries, poor image) |
| Job security lacking |

Source: Workshops with VE staff - “What are we good at and what barriers do we need to overcome?”
Volleyball England’s “Market”

- **Interested but inactive**
  - “I don’t play but might”
  - 22,200

- **Interested and sporty**
  - “I play another sport”
  - 15,900

- **Occasional players**
  - “I play occasionally”
  - 33,300

- **Regular players**
  - “I play every week”
  - 40,600

Played once in the last year
480,000*

Source: Sport England APS Trends in Your Sport – Understanding the market potential for volleyball Jan 2012 April 2011; Portas
* Data based on the larger sample in Taking Part Survey Year 7
The high level situation for participation in Volleyball is clear...

- Participation has declined from 48,400 weekly players in 2009 to 31,000 in 2013
- Participation in all forms of the sport is declining
- Male and adult participation is driving the decline
- The “marketplace” overall is also declining, standing at 112,000 in 2011
- Participation varies over the year, peaking from April to July
- Only 35% of “occasional” players (in the last year) have also played in the last month
- Most regular weekly players are young, male and sporty
- The most “easily encouraged to play” group is young women with young children
- Regular players like to complete, new players want fun

...but in-depth insights are lacking

- How can ‘Go-Spike’ achieve its target of 10,100 vs. the current 5000?
- How can the selection and development of hot-spots be continually refined?

Source: Sport England Active People Survey, TS survey SE, etc.
Go Spike has not met its target for increasing participation

Performance
- In the 18 month period July 2011 to December 2012, 5000 new regular players were recruited vs. target 10,100
- 46.5% registered individuals heard of Go Spike through the Internet but site traffic is only 27k visits over an 18 month period

Investment
- Go Spike directly cost £33.5k in 2011/12 financial year
- Assuming at least 20% of Field Team and 5% of Head Office time (source: staff workshops) is spent on Go Spike the additional staff cost is at least £100k per year
- This indicates the acquisition cost of at least £40 for each new regular player recruited through Go Spike

Key questions
- How to dramatically improve the efficiency and effectiveness of the programme?
- Will Go Spike increase its reach and effectiveness for the same level of funding?
- Could the money be better invested in other ways to increase participation?

Source: Go Spike! 18 month review July 2011-Dec 2012; Volleyball England financial data 2012/13F
Regular participation is declining across all forms of volleyball

- A total of **435,700** people played volleyball at least once between April 2011-March 2012
- However, the average number of regular (playing once a week or more) participants declined sharply from 2009 to 2012 – from **48,400** to **31,000**

Key downward trends centre on male and adult participation

- While men have traditionally made up the majority of regular (1x per week or more) players, their participation has declined sharply over recent years.

- The number of participants in the sport also drops off sharply after the age of 25, with regular (1x monthly) players decreasing from 0.42% of 16–25 year olds to just 0.09% of people over the age of 26.

- Similarly, the difference between weekly and monthly players has changed over time, with less decrease in monthly than weekly players.

Source: Sport England, Active People Survey, Oct 2012 – sample size 163,400
Regular participants divide into two groups

- Although many regular participants play volleyball at least once a month, the number of people doing so only 1-2 times per month is fairly high compared to those playing weekly.
- The number of loyal players who take part in volleyball twice a week or more is also fairly high, suggesting a mixed core of regular players alongside a range of occasional players.

Source: Sport England, Trends in Your Sport; Understanding the market potential for volleyball; Jan 2012
The market for potential volleyball participation is also declining

- The overall volleyball market is the total actual plus the total potential market for volleyball.
- It includes those playing volleyball regularly, very occasionally, those interested in volleyball but playing other sports, and those interested in volleyball but playing no sport.
- The overall market for volleyball has declined at a similar rate to the drop in average once a week participation: -16% or 112,000 people.
- The dip in regular participation is also reflected in drops in occasional participation and the numbers of people expressing an interest in playing volleyball.


<table>
<thead>
<tr>
<th>Participation Category</th>
<th>Change since 2007 – 2008</th>
<th>April 2010 – April 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average once a week participation</td>
<td>-16.1%</td>
<td>40,600</td>
</tr>
<tr>
<td>People playing no sport, but interested in volleyball</td>
<td>-22.4%</td>
<td>22,200</td>
</tr>
<tr>
<td>Participants in another sport but interested in volleyball</td>
<td>-13.6%</td>
<td>15,900</td>
</tr>
<tr>
<td>‘Occasional’ participants</td>
<td>-12.1%</td>
<td>33,300</td>
</tr>
<tr>
<td>Average total marketplace</td>
<td>-16%</td>
<td>112,000</td>
</tr>
</tbody>
</table>

Source: Sport England, Trends in Your Sport
Participation trends vary widely by season

- Participation in the sport **varies by season**, however, with **April-October** seeing the highest incidences of participation every year

- The **low volume** of people having played volleyball in the period **April to July 2012** may have been due to high **rainfall** over this time, suggesting **outdoor** players are the key factor in this summertime increase

- The **rise** in players from **July to October 2012** could also show a higher level in interest in the sport due to the **Olympics** or through Volleyball England’s **Go Spike** campaign which encouraged people to try out volleyball

Source: Sport England, Active People Survey, Oct 2012 – sample size 163,400
Only 35% of volleyball players in the past year report having played in the last month

- This suggests a high number of people playing as a **one-off** or for **recreation** in an **informal** setting.
- Picture is similar for weekly vs. monthly players.

Source: Sport England, Trends in Your Sport; Understanding the market potential for volleyball; Jan 2012
The most regular volleyball players are predominantly young, male and sporty

- Sport England’s market segmentation data shows the 5 largest volleyball playing groups to be:
  - **Settling Down Males**: sporty male professionals, buying a house and settling down with partner (9% of all adults, 18% of all men)
  - **Sports team Lads**: Young blokes enjoying football, pints and pool (5% of all adults; 11% of adult men)
  - **Supportive Singles**: Young busy mums and their supportive college mates (4% of all adults; 8% of adult women)
  - **Competitive Male Urbanites**: Male, recent graduates, with a ‘work-hard, play-hard’ attitude (5% of all adults; 10% of adult men)
  - **Comfortable Mid-Life Males**: Mid-life professional, sporty males with older children and more time for themselves (9% of all adults; 18% of adult men)

The majority of volleyball players are multi-sport participants

- **Female 18–25** year old participation is high, but when careers, children and other responsibilities come into play this drops significantly
- **Men** play more when they are young (18–25) and have fewer responsibilities. Unlike women, though, their participation does not necessarily end then as the need to **socialise** and keep **active** keeps player levels among 26–45 year olds relatively **high**

Source: Sport England, Trends in Your Sport; Understanding the market potential for volleyball; Jan 2012
Regular player satisfaction is reasonably stable over time, but remains slightly below the UK average.

Satisfaction among volleyball players

![Graph showing satisfaction among volleyball players over time.]

Reasons why people stop playing

Not having enough time due to work and other commitments, as well as not having a club nearby are the biggest reasons regulars stop playing volleyball.

Current players also complain about a lack of amateur competition and school participation:

“I wish they offered competitions for amateurs as well, that would get more people into it”
(Female participant, age 29)

“...volleyball needs to be introduced to more schools as an alternative to mainstream sports such as football”
(Male club member, age 54)

Source: Sport England, Trends in Your Sport; Understanding the market potential for volleyball; Jan 2012; Ipsos Mori Volleyball Satisfaction Survey
## Potential players interested in the sport are more likely to be young and female

Sport England’s market segmentation data shows the 5 largest groups interested in taking up volleyball to be:

<table>
<thead>
<tr>
<th>Segment</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Supportive Singles</strong></td>
<td>Young busy mums and their supportive college mates (4% of all adults; 8% of adult women)</td>
</tr>
<tr>
<td><strong>Fitness Class Friends</strong></td>
<td>Young image-conscious females keeping fit and trim (5% of all adults; 9% of adult women)</td>
</tr>
<tr>
<td><strong>Settling Down Males</strong></td>
<td>Sporty male professionals, buying a house and settling down with partner (9% of all adults; 18% of adult men)</td>
</tr>
<tr>
<td><strong>Sports Team Lads</strong></td>
<td>Young blokes enjoying football, pints and pool (5% of all adults; 11% of adult men)</td>
</tr>
<tr>
<td><strong>Stretched Single Mums</strong></td>
<td>Single mums with financial pressures, childcare issues and little time for pleasure (4% of all adults; 7% of adult women)</td>
</tr>
</tbody>
</table>

- This data shows that **settling down males** and **sports team lads** – the two biggest participant groups – still have **untapped potential** players
- Major groups that could be **easily encouraged** to play volleyball are **young women** in their **late teens and early twenties**, who want to **keep fit, socialise** and who may have young **children**

Source: Sport England, Trends in Your Sport; Understanding the market potential for volleyball; Jan 2012
Regular players like to compete while new players want fun

Among **14–22 year olds** there is a clear split in what regular players and occasional or interested potential players want from the sport.

<table>
<thead>
<tr>
<th>Regular players</th>
<th>Occasional/ interested potential players</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular players want <strong>competition, coaching, and to improve their skills</strong>. They enjoy sport and being active but take the game <em>seriously,</em> and want a <strong>clean, safe, professional</strong> environment to play in.</td>
<td>Occasional and interested players want to take part in sport to be <strong>active, keep fit</strong> and, above all, to <strong>socialise</strong>. They are not interested in competition and want <strong>short, fun sessions</strong>.</td>
</tr>
</tbody>
</table>

**Case study: new player profiles**
- Volleyball England’s **Go Spike** campaign aimed to attract **10,100** new people to playing volleyball in the 18 months to March 2013.
- **Few** of the participants attracted **currently** played volleyball, but the **majority** (75.3%) had played before – mainly at **school**, on **holiday** or a **couple of times a year**.
- The average **age** of participants was **25**.
- The male (46%) – female (54%) split was quite equal.
- Many of the new participants already took part in **one or more** sports.

Are the biggest opportunities to improve overall satisfaction ease of participating and coaching?

Average score by respondents*

Source: Satisfaction with the quality of the sporting experience survey (SQSE 4) Results for Volleyball: Trends 2009–2012 July 2012; Base: Overall (550); General Participants (198); Club Members (310); Talent Pool (42)

NB: Subset responding to survey are already engaged and playing. We lack insight on latent demand.
VE is very reliant on Sport England funding and this is likely to continue for the foreseeable future

Sources of £2.25m income for Volleyball England in 2012/13

Income Sources

- 65% Commercial
- 18% Members and Players
- 12% Other Funding/Grants
- 5% Sport England

Next 4 years 2013–17 Sport England WSP funding:
- Remains majority source
- £5.1m through to 2017
- Comprising £4.6m, plus another £500K conditional funding

Source: Volleyball England2012/13 Accounts; Sport England announcement 16 December 2012; Portas
Break-down of the £2.25m income to VE in 2012/13

### Sport England (£1.462m = 65%) £’000
- Whole Sport Plan Grant: 1318
- Sport England "governance funding": 32
- Sport England "consultancy funding": 24
- Junior Sitting Development: 61
- Change 4 Life: 15
- Premier League 4 Sport: 11

### Player and Members (£266k = 12%) £’000
- Club and Block affiliation: 26
- Competition income (mainly NVL): 100
- Coach course fees: 57
- Coach registration: 15
- Ref registration/courses and pack: 13
- Beach player fees: 24
- Cadets: 23
- Go Spike: 4
- National LPV Festival income (Y+S): 5

### Other grants/funding (£410k = 18%) £’000
- CDC partner funding: 91
- "Recruit into Coaching": 12
- Club England Satellite Academies: 66
- Beach Development income: 16
- International Rep Income: 31
- International Development Funding (Y+S): 15
- UK Schools Games and London School Games: 17
- Performance Women: 9
- Performance Men: 26
- Young Officials Project: 27
- BVF sitting: 61
- Donations and grants for sitting: 38

### Commercial (£113k = 5%) £’000
- Olympic/Paralympic tickets: 46
- Kit sales: 7
- Sponsorship: 23
- Misc and other (approx): 37

Source: Volleyball England 2012/13 Accounts; Portas
1. Project Aims and Approach
2. Situation for Volleyball in England and Volleyball England
3. Diagnosis and Recommendations
4. Next Steps
Three areas diagnosed with key opportunities and issues

1. The existing Strategy focuses on Sport England’s 4 year funding and does not address all the key priorities nor provide enough clarity and depth for VE to achieve significant and sustainable increases in participation over the next 10 years.

2. Despite good recent changes, the Governance and Leadership model at times hinders rather than helps the ability of VE to achieve its goals.

3. The ability of the Organisation to deliver consistently high performance in particular suffers from a few critical areas of weakness.

These are all interlinked and need to be considered and addressed together.

Source: Portas
Three areas with recommendations to make a step-change in performance

1. Agree and align on a new 12 year vision, strategic priorities and road-map for grass-roots participation and elite performance

2. Improve the Governance and Leadership across Volleyball England including changes to the Board and Commissions

3. Transform VE to create a high performing organisation

Initiatives are already underway to make improvements but there needs to be a boost in some critical areas and a ruthless focus on what will drive participation

Source: Interviews and discussions with VE Board, Commission Presidents, Head Office staff and CDCs; team workshops; Portas
## 1. Agree and align on a 12 year vision, strategic priorities and roadmap

<table>
<thead>
<tr>
<th>Diagnosis</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Neither the Whole Sport Plan nor other existing strategic plans provide sufficient clarity and detail to drive consistent action across VE, and the overall direction is not bought into by all stakeholders</td>
<td>• Create 12-year vision, strategic priorities and roadmap for grass-roots participation and elite performance</td>
</tr>
<tr>
<td>b. The marketing strategy (including membership and PR) is not sufficiently focussed on driving up participation, with all activities aligned with that aim</td>
<td>• Complete a Marketing and Customer engagement strategy</td>
</tr>
<tr>
<td>c. The coaching strategy does not sufficiently engage volunteer coaches, nor build needs-based coaching skills</td>
<td>• Ensure the reviews of Coaching and Competitions prioritise investment in the areas most likely to drive up participation</td>
</tr>
<tr>
<td>d. The competitions must focus on driving up participation, the financial position and impact on participation is now informing the current review</td>
<td>• Create a long term Commercial strategy</td>
</tr>
<tr>
<td>e. A commercial revenue review* has concluded that VE currently has few valuable – however a longer-term commercial strategy overall is absent</td>
<td>• Ensure the strategy for grassroots support and development is informed by an analysis of latent demand</td>
</tr>
<tr>
<td>f. The strategy for growing grass-roots participation through hot-spots is not being driven by consumer insight into the latent demand</td>
<td>• Ensure a consistent delivery model to prioritise activity that will drive participation</td>
</tr>
</tbody>
</table>

* Generate

Source: Portas

These strategies need to be based on rigorous, fact based research and insights, with a ruthless focus on what will drive participation, and ensuring stakeholder alignment
Agree and align on a new 10-year vision

- #1 mixed team sport
- Favourite second sport
- Entry into the Olympics in all forms of the sport
- One of best run sports governing bodies

“...must be based on our USP”

“...needs to include all areas of Volleyball”

“...both participation and elite”

“Need to be aspirational”

Source: VE Staff Interviews and Workshops; Portas
Create 12-year roadmap and transformation to achieve our Vision

- Focused strategy to improve participation
- New Governance and leadership model
- Improved capacity and functional capabilities in key areas
- Further transformation of individual and team capabilities, mindsets and behaviours
- Additional commercial funds
- Club network significantly stronger
- Continuous innovation to grow participation
- Effective delivery through established talent pathways
- #1 mixed team sport
- Favourite second sport
- Entry into the Olympics in all forms of the sport
- One of best run sports governing bodies

2013-14

- Focused time and resources
- Training and development
- Technology and systems
- Partnerships

Source: Volleyball England; Portas
Immediate strategic priorities for Volleyball to increase participation – putting customers at the heart of the strategy

- **Product**
  - Refine the current *Product* and infrastructure to make it accessible, exciting and more broadly appealing (Formats, Competitions, Leagues, Events)

- **Participants**
  - Identify target *Participants*, reach and engage them through better integration of the most relevant media channels and tools

- **Partnerships**
  - Establish new and improve existing *Partnerships* that help build and promote Volleyball

- **Professionalise**
  - Professionalise the way Volleyball is managed – e.g., CRM, field operations, marketing

Source: Portas analysis
Identify and understand current and desired target groups to determine growth opportunities

Quantitative and qualitative consumer research is required to (i) identify, size, and prioritise target consumer groups, (ii) understand their product and channel preferences

Source: Portas
Run selected research to ensure key decisions are fact-based – examples of market research

<table>
<thead>
<tr>
<th>Examples of subjects to explore</th>
<th>Methodology, tools</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Desk research</strong></td>
<td></td>
</tr>
<tr>
<td>• Evolution in the interest/demand for the sport, split by market</td>
<td>• Google Trends</td>
</tr>
<tr>
<td>• Type of content getting the most interest (split desktop, mobile), type of content with most virility</td>
<td>• Facebook</td>
</tr>
<tr>
<td>• Fan journey</td>
<td>• Clickstream data</td>
</tr>
</tbody>
</table>

| **Qualitative**                |                    |
| • Product preferences, strengths and weaknesses of current format (split between current fans, former fans, potential new fans, etc.) | • Google Analytics |
| • Meaning of Rally for me, place of Rally in the automotive sports world | • CRM data |

| **Quantitative**               |                    |
| • Media and lifestyle habits and preferences | • Focus groups |
| • Testing different concepts/ideas for evolving the sport | • In-depth one-on-ones (e.g., ZMET) |
|                                | • Surveys          |
|                                | • Concept tests    |

Source: Portas
A strategic and structured approach is required to improve the relationship with the Volleyball customer and increase participation.

A. Mission

Expand and deepen relationships with existing and new Volleyball players

B. Objectives

Inspire
Mobilise
Deliver

C. Strategies

Identity
Product
Experience

Customer segmentation
Rewarding engagement
Communication channels

Media partners
Commercial partners
Delivery partners

D. Operations

CRM and database management
Marketing and communications
Pricing and promotion
Competition and League management
Event delivery

Source: Portas analysis
## Operational best practices support the participant relationship

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CRM and data management</strong></td>
<td>• Poor quality of data and insight generation</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Marketing and communications</strong></td>
<td>• Traditional campaigns focused on outdoor media and digital media outlets. Poor media coverage with sporadic news and features</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Pricing and promotion</strong></td>
<td>• Inconsistent pricing and policy, and promotions by Clubs and Partners that can devalue the product</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Competition and League</strong></td>
<td>• Poorly understood structure</td>
</tr>
<tr>
<td></td>
<td>• Not focused on delivering participation</td>
</tr>
<tr>
<td><strong>Event delivery</strong></td>
<td>• Inconsistent delivery and quality of customer service and entertainment</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Portas analysis
What does success look like?

• There is a clearly defined customer-led multi-channel marcoms strategy (including digital) with well considered goals
• Segmented marketing tailored to the individual's customer journey
• Systems and processes are comprehensive and of a standard that can generate high quality marketing material across all communication channels and platforms
• Website, intranet, match day programme, etc. are high quality with appropriate content
• Internal and external communications are well-thought-through, well-coordinated, intelligent, and high-quality
• There is excellent local promotion of the sport and high awareness of Volleyball activities
• The latest communications technology, CRM tools and social networking media are used to foster relationships with members and participants using a modern marketing mix
NASCAR Case Study: a worrying decline

- NASCAR’s primary audience has traditionally been young, white males from America's south.
- As this demographic has aged and the recession hit, NASCAR witnessed a decline in followers and, as a result, diminishing interest from sponsors from 2007 onwards.

**TV audience for season opener 2006**

- 2006: 19.4M
- 2011: 15.6M
- 2012: 13.7M

**Ticket revenue 2007-2012**

- 2007-2012: 38%

Sources: Financial Times, New York Times, NASCAR.com
## NASCAR: Research-led transformation (1/4)

In 2009, NASCAR began its 5-year plan to ‘re-launch’ the product and brand

### New ad agency led extensive research to identify 5 core goals:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> To build the star power of drivers</td>
<td><strong>2</strong> To better reach and engage young people and women</td>
</tr>
</tbody>
</table>
| - New advertising campaign in 2013, featuring drivers talking to the camera about the skills and emotions of their sport | - At events and on TV, NASCAR rules are explained for new viewers  
- NASCAR has invested in a user-friendly website and social media platforms to engage with younger fans  
- Website and promotional spotlight on Danica Patrick who, in 2013, was the first woman to secure poll position in a Sprint Cup race |

“The campaign was created to excite existing fans while engaging with new audiences, and is representative of where NASCAR is headed as a sport”

– Kim Brink, NASCAR, Vice President, Marketing

Sources: Financial Times, New York Times, NASCAR.com
NASCAR: Research-led transformation (2/4)

3. To attract a multicultural – especially Hispanic – fan base

- NASCAR signed a broadcasting deal with Fox Sports and Spanish-language Fox Deportes (15 races)
- Four of the six new adverts are airing in Spanish and English
- NASCAR opened a new Facebook and Twitter page in Spanish ‘Nascar.comenespanol’

4. To improve the racetrack experience for fans

- To increase appeal of the sport, NASCAR changed the rules to allow Generation 6 cars onto the track, increasing speed and agility

Sources: Financial Times, New York Times, NASCAR.com
NASCAR: Research-led transformation (3/4)

To own a cohesive digital and social media strategy

- **Trackpass RaceView**: a live streaming application available to paying subscribers through their computer.
- **Viewers can**
  - Access a virtual representation of all NASCAR races and championships
  - Customise their screen including: a choice of driver audio, driver and pit information and statistics
  - Real-time data and charts

Sprint Mobile app offers audio commentary, driver audio, real-time stats, telemetry data and leader-boards live during races

Virtual live (and not “real live”) does not impact TV rights (NASCAR has kept digital rights)

**FantasyLive13** is fantasy league giving out prizes to best teams

**Streak to the Finish** is a new game sponsored by Quaker State – the petroleum company – and allows players to choose one driver per Sprint Cup race they

Sources: NASCAR.com
NASCAR’s Facebook and Twitter pages advertise races, dialogue with drivers and sponsors, share photos and news and engage with fans – although the two do not interact.

NASCAR on Facebook shares exclusive photos with fans.

On Twitter NASCAR posts news, interacts with drivers, sponsors and fans, encourages fans to tweet drivers and starts debates about fantasy teams.

Results
Fox paid 33% more for the rights to televise the first nine NASCAR races of 2013 than in 2012, and lucrative deals for the rest of the year are being negotiated with ESPN and Turner TV.
Put customers at the heart of the marketing strategy

What does good look like?

**Consumer**
- Detailed fact-based insights on the demographic and psychographic profile of our target customers

**Content**
- High quality, relevant raw material captured and packaged effectively to engage target audience

**Channel**
- Combination of channels (TV; print; digital; in-person) to maximise return on investment

**Calendar**
- Well-timed marketing campaigns vis-à-vis external and internal events to maximise impact

**Communication**
- High-quality, consistent execution and swift, appropriate responses to the unexpected

Sources: Portas
The VE staff identified the need to focus on 3 key consumer groups

Q. What are the most important consumer groups to drive participation?

Young players
- Primary School Pupils
- Young, school-age, females (13–16 years)
- Club juniors
- College and University Students

Clubs and Groups
- Currently engaged club players (retain)
- Recreational Groups (existing social groupings)

Casual players
- Occasional players who have tried volleyball before
- Flexible casual members

Sources: Workshops with VE staff
Segment members and market to each according to needs and interests

**VE provides:**
- Inspiring stories
- Community

**Fans**
- Potential from future sponsors

**Clubs**
- Facility access support
- PR/press packs
- Local partnership support
- Competitions

**Players**
- Information
- Offers
- Playing support

**Revenue?**
- Affiliation fee
- Competition entry fees

**Potential insights**
- Consumer insights
- Talent ID

**Impact of engagement**
- Recruit and retain regular players
- Play more regularly

**Potential insights**
- Latent demand
- Talent ID

**Online community is vital**
**Player database is vital**

Source: Portas
Build wider understanding of the support VE provides for members and maximise return on investment

Financial picture for “membership”

<table>
<thead>
<tr>
<th>Member Income</th>
<th>Member Affiliation Services</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Club affiliation</td>
<td>Insurance</td>
<td>£12.3k</td>
</tr>
<tr>
<td>Block affiliation</td>
<td>Affiliation packs</td>
<td>£1.2k</td>
</tr>
<tr>
<td>Referee registration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coach registration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cadets</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>£13.5k</strong></td>
</tr>
<tr>
<td><strong>Member Income</strong></td>
<td></td>
<td><strong>£75.2k</strong></td>
</tr>
</tbody>
</table>

Other examples of direct expenditure on members

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Club &amp; Membership Dev Officer</td>
<td>£1.8k</td>
</tr>
<tr>
<td>Club of the year awards/dinner</td>
<td>£6.4k</td>
</tr>
<tr>
<td>Club grants</td>
<td>£13.5k</td>
</tr>
<tr>
<td>Festival grants</td>
<td>£3.5k</td>
</tr>
<tr>
<td>Referees development</td>
<td>£3.5k</td>
</tr>
<tr>
<td>Annual referees conference</td>
<td>£2.6k</td>
</tr>
<tr>
<td>Grants for clubs (Sitting)</td>
<td>£12k</td>
</tr>
<tr>
<td>UKCC</td>
<td>£5.8k</td>
</tr>
<tr>
<td>Club England Enhanced Environment</td>
<td>£8.5k</td>
</tr>
<tr>
<td>Cadets funding (net)</td>
<td>£10.7k</td>
</tr>
<tr>
<td>Part of CDC funding</td>
<td>Part of £265k</td>
</tr>
<tr>
<td>Head Office staff time</td>
<td>?</td>
</tr>
</tbody>
</table>

Source: Volleyball England; Portas
Target communication and PR to improve image and awareness of volleyball, in turn driving participation.

Engagement with Volleyball

Participation

Head Office engage national press and support Clubs/CDCs with local press

RIGHT STORIES AND RIGHT PLATFORMS

CONTENT

Stars

Competitions

Grass roots

Source: Portas
Is the VE magazine an effective or efficient method of communication to members?

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subscriptions</td>
<td>Direct Production</td>
</tr>
<tr>
<td>£56</td>
<td>£22k</td>
</tr>
<tr>
<td>Advertising</td>
<td>Staff cost</td>
</tr>
<tr>
<td>£0</td>
<td>£?</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>Total</strong></td>
</tr>
<tr>
<td><strong>£56</strong></td>
<td><strong>£22k+</strong></td>
</tr>
</tbody>
</table>

Circulation = 3,000  
Publication frequency = quarterly  
More customer research is required  

Sources: VE Financial data and information
Ensure the coaching strategy is needs-led

• Develop a coaching strategy to retain (and affiliate) newly qualified coaches beyond year 1

• Prepare coaching materials and provide training for coaches beyond UKCC courses to be more flexible in needs-based coaching styles - to drive up participation in specific target groups

• Reduce the focus of paid field staff directly on coaching but build up coach support and development

Sources: Coaching Commission; VE Staff Interviews and Workshops; Portas
Ensure competitions strategy drives participation

- Strategic decisions should be made about which competitions should generate revenue or subsidised to drive up participation
- Calendar of competitions should be fundamentally reviewed to create a structure and pyramid for the sport that is understood by all
- Competitions should directly support talent pathways
- Priorities identified include:
  - Stop running the Regional Championships Trophy
  - Move National League 3rd tier delivery out to the regions to reduce costs, but keep central administration. Focus on driving up participation
  - Revamp the Super 8 to focus on performance pathways and the profile of the sport
  - Improve the U18 competitions related to the academies to deliver the WSP outputs
  - Analyse and improve the other competitions more widely, including the calendar overall

Source: Competitions Advisory Board; Portas
Consider which competitions should generate revenue or be subsidised to drive up participation

<table>
<thead>
<tr>
<th>Competition</th>
<th>Financial Position 2012/13, £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Super 8s</td>
<td>-8000</td>
</tr>
<tr>
<td>National Volleyball League</td>
<td>-2850</td>
</tr>
<tr>
<td>National Cup</td>
<td>-11000</td>
</tr>
<tr>
<td>Under 16/18</td>
<td>-5000</td>
</tr>
<tr>
<td>Under 15</td>
<td>-3500</td>
</tr>
<tr>
<td>Student Cup</td>
<td>-11000</td>
</tr>
<tr>
<td>Sitting Volleyball Grand Prix</td>
<td>-5000</td>
</tr>
<tr>
<td>Inter Regional Championships</td>
<td>-2000</td>
</tr>
<tr>
<td>Regional Champions Trophy</td>
<td>-2000</td>
</tr>
<tr>
<td>Tournaments</td>
<td>0</td>
</tr>
</tbody>
</table>

Ensure conscious revenue vs. subsidy decision-making

Source: VE Financial Information; Portas
Relentlessly refer back to the purpose of each competition

P = Primary objective
S = Secondary objective

<table>
<thead>
<tr>
<th>Competition</th>
<th>Participation</th>
<th>Performance</th>
<th>Commercial</th>
<th>Development</th>
<th>Promotion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Super 8s</td>
<td></td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>National Volleyball League</td>
<td>P</td>
<td>S</td>
<td>P</td>
<td>P</td>
<td>S</td>
</tr>
<tr>
<td>National Cup</td>
<td>P</td>
<td></td>
<td>S</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>Under 16/18</td>
<td>S</td>
<td>P</td>
<td></td>
<td>P</td>
<td>S</td>
</tr>
<tr>
<td>Under 15</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td>Student Cup</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td>Sitting Volleyball Grand Prix</td>
<td>P</td>
<td></td>
<td>P</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inter Regional Championships</td>
<td>S</td>
<td>S</td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td>Regional Champions Trophy</td>
<td>S</td>
<td></td>
<td></td>
<td></td>
<td>P</td>
</tr>
<tr>
<td>Tournaments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Competitions review to date; VE Financial Information 2012/13; VE Staff Interviews and Workshops; Portas
Ruthlessly focus grassroots support and local partnerships on increasing participation

• Ensure geographical focus is decided based on analysis of latent demand

• Identify the key partnership groups and stakeholders who will be instrumental in driving up and sustaining participation in hot-spot areas and target customer groups

• Engage them in consultation to determine their needs

• Identify the resources and skills to meet these needs (CDC, Commissions, other volunteers)
## 2. Improve the Governance and Leadership across Volleyball England

<table>
<thead>
<tr>
<th>Diagnosis</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Leadership skills and capabilities on the Board and Executive are not consistently matched with strategic priorities and organisational need</td>
<td>• Re-establish best practice Governance principles for the Board, code of conduct and good Board practices</td>
</tr>
<tr>
<td>b. Whilst some Commissions carry out important delivery support roles, the purpose and activities of many is poorly understood, poorly attended and badly managed and as a result are creating barriers to improvement rather than helping</td>
<td>• Create 4 new Advisory Boards</td>
</tr>
<tr>
<td>c. A lack of appreciation and trust leads to poor communication and interpersonal behaviours</td>
<td>• Transition from current Commissions to drive efficiency and trust between paid staff and volunteers</td>
</tr>
</tbody>
</table>

To leverage the latent talent, dedication and commitment that exists throughout the sport; effective and efficient decision-making and improved communication is vital

Source: Portas
## Apply key governance principles for Volleyball England

<table>
<thead>
<tr>
<th>Principles</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Division of execution (administration) and control (Board of Directors)</strong></td>
<td>• Create professional monitoring mechanisms for management decisions in accordance with best practices of sports bodies and corporations</td>
</tr>
<tr>
<td><strong>Board of Directors</strong> that includes members from various backgrounds and various competencies</td>
<td>• Create a highly dedicated and experienced Board (x10) to monitor and support top management, being able to provide high-quality expert inputs</td>
</tr>
<tr>
<td><strong>Creation of Advisory Boards</strong> to work on core topics</td>
<td>• Create specific ‘sub boards’ to address critical issues, uniting the most qualified individuals from inside and outside Volleyball</td>
</tr>
<tr>
<td><strong>Introduction of independent members to the Board and Advisory Boards</strong></td>
<td>• Bring expert knowledge (e.g., PR, marketing, fundraising) and “outside view” to the board, and create additional control mechanism</td>
</tr>
<tr>
<td><strong>Term limits</strong></td>
<td>• Min. 3 on Board</td>
</tr>
<tr>
<td></td>
<td>• Energise and refresh the board and catalyse continuous change (8 year max tenure)</td>
</tr>
</tbody>
</table>

Source: 2013-7 Governance Action Plan; Portas
Agree a code of conduct for VE Board members

Board members must...

• ... Act in the **interest of Volleyball as a whole**, and never as representatives of particular interests related to any sub-group

• ... Refrain from exercising any **personal influence on VE management** and the organisation

• ... Treat the **CEO as the central point of contact** to the organisation

• ... Not communicate **personal opinions** about the performance of any part of VE or about divergences with other members of the Board

• ... Maintain **complete confidentiality** about sensitive issues discussed at the Board or other VE entities

• ... Ensure **adequate personal preparation** for each Board meeting

• ... Aim to **attend all Board meeting** (minimum 60%)

• ... Exercise **ethical behaviour**

• ... Refrain from any activities that involve **personal economic interests** that could create a conflict of interest

Source: 2013-7 Governance Action Plan; Portas
Implement good Board practices for VE

• **Annual performance review** (Collectively, Individually)

• **Adequate preparation of board meetings**
  – Clear agenda and list of decisions to be taken at meeting
  – Agenda, discussion and background documents sent 48 hrs before

• **Focus on taking key decisions and delegation of anything else**
  – Focus on agreeing and setting policy and strategic direction
  – Important topics that lack clarity should be delegated to Advisory Boards or Executive for analysis and returned with proposal for decision to the Board
  – Administration topics should be delegated to Executive staff

• **Work closely with CEO**
  – Ensure constant alignment with CEO and avoid parallel discussions
  – Consider CEO having voting rights on the Board to promote greater cohesion
  – Provide guidance and advice

• **Be efficient and results-oriented**
  – Nominate secretary and “timekeeper”
  – Set clear and ambitious objectives for the year, and review if they are delivered upon

Source: 2013-7 Governance Action Plan; Portas
# Create four new Advisory Boards

<table>
<thead>
<tr>
<th>Description</th>
<th>Strategy and Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ensure all VE spend and time investment is aligned with strategic priorities</td>
<td></td>
</tr>
<tr>
<td>• Scrutinise financial analyses to inform investment decisions</td>
<td></td>
</tr>
<tr>
<td>• Manage succession planning for Executive and Board</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Technical (Sports Group)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Maintain rules and regulations</td>
<td></td>
</tr>
<tr>
<td>• Maintain standards for coaching and refereeing</td>
<td></td>
</tr>
<tr>
<td>• Oversee elite player development</td>
<td></td>
</tr>
<tr>
<td>• Continually review talent pathways</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Marketing and Commercial</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Recommend best practices to develop customer Insights (including CRM)</td>
<td></td>
</tr>
<tr>
<td>• Input to and approve the commercial strategy</td>
<td></td>
</tr>
<tr>
<td>• Input to and approve the membership strategy</td>
<td></td>
</tr>
<tr>
<td>• Make connections that facilitate commercial opportunities</td>
<td></td>
</tr>
<tr>
<td>• Review impact of marketing spend to ensure maximum return</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Infrastructure and Clubs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Review insight generated by VAMs and others</td>
<td></td>
</tr>
<tr>
<td>• Maintain key relationships with clubs and other partners</td>
<td></td>
</tr>
<tr>
<td>• Identify major opportunities to drive up participation through clubs</td>
<td></td>
</tr>
<tr>
<td>• Develop Competitions strategy</td>
<td></td>
</tr>
</tbody>
</table>

- **Set up as Board appointees and avoid major governance changes**

Source: Portas
Change the role and ways of working of the Commissions to drive efficiency and trust between paid staff and volunteers

**From**

- Lack of buy-in to VE vision and strategy
- Lack of mutual trust and respect for Executive team; check and balance on ‘the office’ – “us” vs. “them”
- Working on delivery of topics in silos and internal campaigning that doesn’t align with strategic priorities
- Unclear roles creates ambiguity, inefficiency and miscommunication

**To**

- Fully aligned and supportive of the VE strategy
- Volunteers and paid-staff working together in support of VE strategy – “we”
- Better leverage of skills, experiences and connections against strategic priorities
- Clear distinction between advisory vs. scrutiny vs. delivery functions

**Improve mindsets and behaviours and retain skills, functions and experience that are required to support the VE strategy**
<table>
<thead>
<tr>
<th>Commission</th>
<th>Role according to Terms of Reference</th>
<th>Key delivery function to maintain?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitions</td>
<td>“deliver all national level indoor competitions and events”</td>
<td>Delivery moved into VE. Other functions moved into new Infrastructure and Clubs Advisory Board.</td>
</tr>
<tr>
<td>Coaches</td>
<td>“provide opportunities for coaches to access high quality education activities at all levels of the coaching pathway”</td>
<td>Delivery (including performance coaches) to remain with Commission. Other strategic and policy functions moved into new Technical Advisory Board</td>
</tr>
<tr>
<td>Referees</td>
<td>“oversee the education, development, selection and appointment of referees/officials for all forms of volleyball at domestic and international levels”</td>
<td>Delivery to remain with Commission. Other strategic and policy functions moved into new Technical Advisory Board</td>
</tr>
<tr>
<td>Regional</td>
<td>“provide recommendations and solutions to resolve any challenges with operational matters concerning the implementation of the Delivery Plan, specifically affecting Local Delivery”.... “on approval of the Board initiate working groups to take an in-depth look at issues not easily resolved”</td>
<td>Function moved into new Infrastructure and Clubs Advisory Board</td>
</tr>
<tr>
<td>School and Youth</td>
<td>“provide the best possible support, guidance and advice to members of Volleyball England’s professional staff towards the 2009–10 objectives of the 2009–13 Strategic Plan”</td>
<td>Function moved into new Infrastructure and Clubs Advisory Board</td>
</tr>
<tr>
<td>Performance</td>
<td>“oversee the development of all players within the national team structure for all disciplines of volleyball – i.e. sitting, beach and indoor”... “develop performance national team coaches”</td>
<td>Function moved into new Technical Advisory Board</td>
</tr>
</tbody>
</table>

**Need to transform how we get expertise into the sport, continue the momentum of change, and carefully mitigate risk of loss of valuable volunteers in the transition**

Source: Portas
The case for change for the Commissions – BACKUP

- We used to do all the work before the professionals took over
- We have a tendency to get involved in the operations because things are not getting done
- We jump from topic to topic
- We can’t get an answer out of the Executive Team

- The senior staff should use voluntary people more
- We’re busy but not achieving our outcomes
- We are much closer to the grass roots than the office
- There is no collaboration

- Everything is off-loaded onto volunteers and the volunteers are falling away
- The scale and complexity of work for volunteers has gone up exponentially
- There are too many people taking sides with too much time wasted on internal campaigning

Source: Portas
The cost of running the Commissions is at least £14k p.a. – BACKUP

<table>
<thead>
<tr>
<th>Commission</th>
<th>Referees</th>
<th>Regional</th>
<th>Youth and Schools</th>
<th>Beach</th>
<th>Coaches</th>
<th>Competitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin</td>
<td>£400</td>
<td></td>
<td></td>
<td>£160</td>
<td>£650</td>
<td></td>
</tr>
<tr>
<td>Meetings</td>
<td>£2900</td>
<td></td>
<td></td>
<td></td>
<td>£600</td>
<td>£250</td>
</tr>
<tr>
<td>Expenses</td>
<td>£2000</td>
<td>£1000</td>
<td></td>
<td>£400</td>
<td>£100</td>
<td>£6000*</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>£5300</strong></td>
<td><strong>£1000</strong></td>
<td><strong>£0</strong></td>
<td><strong>£560</strong></td>
<td><strong>£1350</strong></td>
<td><strong>£6250</strong></td>
</tr>
</tbody>
</table>

* inc: President, Competitions Manager, Members and Tournament Officer Expenses – arguably not all Commission costs

Source: Volleyball England 2012/13 financial figures
## 3. Transform VE to create a high performing organisation

### Diagnosis

- **a.** Strategic Leadership skills are lacking across the organisation and good general management practices are not being consistently deployed
- **b.** Lack of clarity on roles and responsibilities lead to slow, ineffective decision-making and waste.
- **c.** Decision-making, especially in marketing, does not draw on customer/market insights (incl. input from field team) to identify the customer segments, their needs, how best to meet them and deliver increased participation.
- **d.** Grass roots development is not having full impact due to a lack of focus, ineffective use of field team resource and insufficient skills to support clubs and other stakeholders.
- **e.** Performance is not being managed effectively both at the business and personal level – whilst some systems exist, they are being inconsistently used; expectations are unclear and there is little consequence management.
- **f.** Communications and engagement are poorly managed within VE and with stakeholders, 50% of time is spent in meetings or emailing, with over half of this time wasted.

### Recommendations

- **Move to a new Executive structure with 3 functions and the right expertise**
- **Address skill-gaps in leadership and people management and ensure continuous professional development for all VE staff**
- **Prioritise development of consumer insights**
- **Transform field team roles and responsibilities to be development-led**
- **Implement performance management with clear expectations and consequences**
- **Address issues of poor engagement through a change programme focusing on mindsets and behaviours**

- There are no major structural issues to address
- Building skills and improving mindsets and capabilities in these areas will make a step change improvement

---

**Source:** Portas
New Key functions in Head Office

BOARD

CEO

(1) BUSINESS
- HR (including talent management)
- Finance (including analysis to inform cross-subsidies, funding applications)
- IT/Technology
- Legal

(2) PARTICIPATION
- Consumer Insights
- Participation
- Marketing/PR
- Membership/Comms
- Competitions
- Club/Other Sports/Partners liaison*
- Commercial**

(3) TECHNICAL
- Talent
- Performance
- Coaching
- Refereeing
- Elite competitions

FIELD TEAM
- Consumer Insights
- Partnerships and Club development
- Leverage volunteers through better linkages and systems with Head Office structure

---

* Can report directly to CEO
** Included in this function only until VE has potential to generate significant revenue
# Participation Director

<table>
<thead>
<tr>
<th>Responsible to</th>
<th>Direct Reports</th>
<th>Job Purpose</th>
</tr>
</thead>
</table>
| CEO            | Consumer Insights Analyst  
Marketing/PR/Commercial Manager  
Membership Manager  
Competitions Manager  
Club Relationship Manager | To develop and lead Volleyball England’s delivery of increased participation in volleyball |

<table>
<thead>
<tr>
<th>Experience and Expertise</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| • Track record of delivering measureable uplift in sports participation  
• Significant experience and expertise in sport development  
• Passion for and ideally experience in volleyball, with an understanding of Volleyball England and other stakeholders in the sport  
• Experience of using marketing, PR and membership programmes to drive up participation  
• Experience developing clubs, coaches and referees in communities  
• Ability to mobilise and motivate head office, field teams and volunteers to work as a team to deliver increased participation  
• Expertise in using consumer insights to prioritise activity and spend  
• Computer skills, including operation of Windows systems and PowerPoint  
• Knowledge of competition delivery  
• Self starter with excellent leadership abilities  
• Willingness to travel extensively within the UK | • Generate Consumer Insights and use to drive prioritisation of activity by Head Office, Field Teams and Volunteers to drive up participation  
• Ensure participation initiatives including Go Spike deliver maximum participation uplift for spend in current and future hot-spots  
• Develop marketing and PR strategy and build capacity within VE to increase awareness and brand of volleyball, and in turn participation  
• Implement individual registration and build member relations across the entire VE community (clubs, coaches, referees, players) to encourage and facilitate participation  
• Implement newly developed competition strategy and manage performance to ensure maximum impact on participation (and talent development)  
• Liaise closely with clubs, partners, other sports and other stakeholders concerned with participation infrastructure to enable uplift in participation  
• Oversee development of commercial strategy in close consultation with Advisory Board and main Board  
• Set and monitor budgets |
Technical Director

<table>
<thead>
<tr>
<th>Responsible to</th>
<th>Direct Reports</th>
<th>Job Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>Talent Pathways Manager</td>
<td>To manage all technical aspects of the sport in order to support delivery of the Volleyball England strategy</td>
</tr>
<tr>
<td></td>
<td>Coaching Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Refereeing &amp; Elite competitions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manager</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experience and Expertise</th>
<th>Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Significant experience and expertise in elite sport delivery</td>
<td>• Develop and roll-out coaching training and need-led flexible techniques to drive participation and retention of new players into the talent pathway</td>
</tr>
<tr>
<td>• Experience in volleyball</td>
<td>• Build refereeing capacity</td>
</tr>
<tr>
<td>• Relationships with international bodies and stakeholders in volleyball</td>
<td>• Liaise closely with clubs, partners, other sports and other stakeholders concerned with participation infrastructure to enable uplift in participation</td>
</tr>
<tr>
<td>• Ability to mobilise and motivate head office, field teams and volunteers to work as a team to deliver</td>
<td>• Prioritise investment in equipment and facilities to build technical infrastructure of the sport</td>
</tr>
</tbody>
</table>
## Business Director

<table>
<thead>
<tr>
<th>Responsible to</th>
<th>Direct Reports</th>
<th>Job Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>HR Manager, Finance Manager, IT/Technology Manager, Legal Manager</td>
<td>To manage internal processes and systems to support delivery of Volleyball England’s strategy</td>
</tr>
</tbody>
</table>

### Experience and Expertise

<table>
<thead>
<tr>
<th>Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Analyse finances and model scenarios in order to inform strategic decisions and day-to-day prioritisation of activity</td>
</tr>
<tr>
<td>• Design and implement talent management strategy to develop and retain a healthy effective workforce</td>
</tr>
<tr>
<td>• Manage legal team to ensure NGB responsibilities fulfilled according to statute (child protection, rule updates)</td>
</tr>
<tr>
<td>• Support CEO with board management including agenda setting and routine updates</td>
</tr>
</tbody>
</table>

- Skills in financial modelling and analysis to drive strategy and on-going performance management
- Experience in Talent Management including succession planning and professional development
- Ability to design and manage IT projects
- Understanding of volleyball and sports landscape
- Experience working closely with Boards
- Understanding of legal issues in sport, ideally specifically in volleyball
## All Director roles on SMT

<table>
<thead>
<tr>
<th>General Responsibilities</th>
<th>Behaviours</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Mange department of paid staff within Volleyball England</td>
<td>• Role-model transformation behaviour</td>
</tr>
<tr>
<td>• Report to the CEO and Board regularly on progress against agreed outcomes</td>
<td>• Build trust-based relationships with Non-executive Board and other volunteers across volleyball in England</td>
</tr>
<tr>
<td>• Develop strategy and present to CEO and Board for approval</td>
<td>• Work closely as a member of the SMT to</td>
</tr>
<tr>
<td>• Recruit, manage, appraise and develop full and part-time staff</td>
<td>• Have clear accountability for delivery of functional responsibilities</td>
</tr>
<tr>
<td></td>
<td>• Develop staff within department by implementing performance management and continuous professional development</td>
</tr>
</tbody>
</table>
Build a new Consumer Insights capability within the participation team as a priority and draw on external expertise

Key tasks for Consumer Insights function

- Determine the right questions to address
- Ensure the information is intelligently interpreted
- Help to formulate strategy based on evidence based research internally sourced and commissioned
- Mine existing data better and get clear understanding of what we do know
- Do primary survey of latent demand in hot-spot area
- Engage more regularly with Sport England Insights team and draw on their expertise
- Build capability to generate actionable insights across VE
- Leverage external expertise in critical areas

Cannot build sufficient capacity to conduct all activities in-house so look to partner and collaborate
Some key areas require more attention in the new structure

Use of Staff time in Head Office (excluding communications which is 50%)

<table>
<thead>
<tr>
<th>Area to increase</th>
<th>What is needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sports Development</td>
<td>More strategic thinking</td>
</tr>
<tr>
<td>Strategy</td>
<td></td>
</tr>
<tr>
<td>Participation</td>
<td>More Go Spike, support for HEVOs etc.</td>
</tr>
<tr>
<td>Marketing</td>
<td>Actionable insights</td>
</tr>
<tr>
<td>Performance Management</td>
<td>Clear objectives, appraisals, consequences</td>
</tr>
<tr>
<td>Back-Office</td>
<td>People development</td>
</tr>
</tbody>
</table>

Source: VE staff workshops
VE staff are aligned with the need for change in these key areas

Q. What are the organisational focus areas to “make a step change in participation”

Customer insights and engagement
• Insights and Research
• Marketing and Communications
• Visibility and PR
• Customer Service

Partnerships and Club Development
• Long Term Relationships with Schools
• Higher/Further Education Partnerships
• Relationships with Partners (Local Authorities, CSPs, Private Companies)
• Engagement to Develop Clubs
• Pathways facilitation (talent recognition)

Source: VE staff workshops
## Current use of time by CDCs

<table>
<thead>
<tr>
<th>Use of Time, %</th>
<th>CDC self-estimates</th>
<th>(Head Office Estimates)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Club Support</td>
<td></td>
<td>Av</td>
</tr>
<tr>
<td>Children/Young People Coaching</td>
<td></td>
<td>9%</td>
</tr>
<tr>
<td>Competitions</td>
<td></td>
<td>26%</td>
</tr>
<tr>
<td>Events</td>
<td></td>
<td>5%</td>
</tr>
<tr>
<td>Finding and Developing Volunteers</td>
<td></td>
<td>6%</td>
</tr>
<tr>
<td>Developing and Promoting</td>
<td></td>
<td>10%</td>
</tr>
<tr>
<td>Accessing Funding</td>
<td></td>
<td>10%</td>
</tr>
<tr>
<td>Go Spike (design, delivery, evaluation)</td>
<td></td>
<td>8%</td>
</tr>
<tr>
<td>Talent ID</td>
<td></td>
<td>23%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3%</td>
</tr>
</tbody>
</table>

Source: VE staff workshops
Connections between Board and Executive staff

**Board**

- Agree and set strategy for Volleyball England
- All Board Directors should either have responsibility for, or be involved in, one of the Advisory Boards

**Advisory Boards**

- Strategy and Finance
- Technical (Sports Board)
- Marketing and Commercial
- Infrastructure and Clubs

**Executive SMT CEO**

- Business
- Technical
- Participation

- Work with Advisory Boards to make recommendations to the Board on Strategy
- Deliver Volleyball England Strategy with support of Commissions as required
- Each of the heads of department will be on one or more of the Advisory Boards

Source: Portas
Refocus the field team to better build and leverage grassroots delivery capacity and capability

**From Coaching-led executional focus**

- Personal Coaching
- Local coverage of clubs and interaction with stakeholders
- Executing campaigns – e.g., Go Spike, 4Play4
- Managing local events and competitions

**To Development-led strategic focus**

- Support and develop Coaches
- Area coverage, with focus on the ‘hot-spots’
- Monitoring and managing overall strategy
- Club development, partnership building

Source: Portas
New field team staff roles

New field team roles and responsibilities

- **Develop** area strategy and plan for Participation growth in line with overall strategic priorities
- **Manage** implementation of the overall plan to raise participation regionally
- **Monitor and measure** progress against plan
- **Generate insight** to provide recommendations to update the strategy and plan
- **Interact** closely with Head Office and Volunteer network – be “the eyes on the ground”
- **Engage and support** existing and new ‘clubs’ and associations to grow

Ensure field team staff have key skills and systems in place to deliver an increase in participation locally

Source: Portas
Ensure field team staff have key skills and systems in place to deliver an increase in participation locally

Requirements

- System of collecting and sharing data and insights from the field
- Training in data collection
- Best practice forums and systems to share knowledge and build skills
- Performance Management including specific objectives to raise participation in target areas and customer segments

Source: Portas
Put in place individual performance management and targeted skill building across Volleyball England

Set direction and priorities

1. Establish clear and consistent metrics, targets, accountabilities
2. Create realistic budgets and plans
3. Track performance effectively
4. Hold robust performance dialogues
5. Ensure rewards, consequences and actions

Execute and manage performance

Measure delivery of objectives

Source: Portas
Transform skills, mindsets and behaviours to create a performance culture at VE

<table>
<thead>
<tr>
<th>Professionalism</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>... customer centric, quality control, right first time on time</td>
<td>Delivery of quality Board papers on time</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communication</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>... responsive, proactive, considerate, clear</td>
<td>Email protocols</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Decision making</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>... fact based, rigorous, analytical</td>
<td>Customer research</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Management</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>... business skills, people development, time management</td>
<td>Staff appraisals</td>
</tr>
</tbody>
</table>

‘Best in class professional business’ approaches, skills and behaviours through a facilitated change programme

Source: Portas
Improve the effectiveness and efficiency of communications as a key part of building trust

- Staff estimated spending a total of 50% of their week in meetings and on email communications
- Staff felt half of this time was wasted time

Use of Staff time in Head Office

- Meetings 25%
- Email Communications 25%
- Everything Else 50%

Source: Workshops with VE staff
Sustain the momentum to deliver organisational transformation

Organisational Performance

Sustained, Continuous Improvement

Sustained, Continuous Improvement

Governance, structure, roles

Skills, mindset and capabilities

2005 2008 2013 2018 2023

Stability  Step change  Sustainability

Source: Portas
Contents

1. Project Aims and Approach
2. Situation for Volleyball in England and Volleyball England
3. Diagnosis and Recommendations
4. Next Steps
Next steps – immediate focus

Share findings and recommendations with Board and Sport England and refine as required

Determine implications for constitutional/HR changes

Carry out consultation with key stakeholders

Implement quick win and ‘no regret’ recommendations

Create 2026 Volleyball strategy

Extensive consultation and understanding is required to make these changes work and stick

Source: Portas
Extensive consultation and understanding is required to make these changes work and stick

70% of change failures are due to organisational issues

Factors contributing to failure, %

- Employee resistance to change: 39%
- Inadequate resources or budget: 14%
- Management behaviour not supportive of change: 33%
- All other obstacles: 14%

Source: Beer and Nohria (2000), Cameron and Quinn (1997), CSC Index, Caldewell (1994), Gross et al. (1993), Kotter and Heskett (1992); Hickings (1988); Conference Board report (Fortune 500 interviews); press analysis; McKinsey & Co
Quick wins

- Improve the consumer ‘face’ of Volleyball:
  - Update the website with current Board, Presidents, SMT
  - Add iconic images and stories
- Create agendas for next [2] board meetings to cover key strategic areas and prepare quality material
- Create a communication/engagement charter at a big cross-VE 2-hour event to build trust

Source: Portas