Building a Sustainable Long-term Future for Volleyball in England
Strategy 2024
Volleyball England supports the principle of equal opportunities for all participants, members, representatives and employees whilst working for, or on behalf of Volleyball England. It opposes all forms of unlawful and unfair discrimination on the grounds of age, colour, race, nationality, religion, ethnic or national origin, gender, marital status, sexuality, unrelated criminal convictions, pregnancy or disability.
This strategy presents a long term vision for where we would like to see volleyball in England in 2024! It defines our 11 ambitions for the future and the cross cutting enablers required to realise these ambitions. Volleyball is a global sport, with millions of people from every corner of the earth enjoying and contributing to all aspects and disciplines; beach, indoor and sitting. We are proud to have delivered so much in the last four years with the exceptional and ‘best ever’ London Olympic and Paralympic Games.

We are determined to ensure that volleyball demonstrates even further its’ contribution to an active and healthy society, celebrates our diverse communities and of course contributes to our collective international sporting success and influence.

We have worked with our members, partners and stakeholders over the last two years to identify these ambitions. It is now time to re-align, re-focus and drive these ambitions forwards, collaboratively. These ambitions for Volleyball in England will be brought to fruition through our collective leadership across the sport, our diverse partners both public and private, but most importantly through members and staff.

On behalf of Volleyball England, thank you for the support you have given in developing this Strategy 2024. Through your commitment and continued support we are absolutely confident we will have a truly vibrant sport, played, watched and talked about by everyone in England by 2024!
OUR ATTITUDE - We will invest in outreach initiatives, offer more opportunities for people to experience the game, scout for talent and nurture potential. Volleyball is enjoyable at every level, bringing together people regardless of national, educational or economic background. Although better with nets and courts, Volleyball can happen with as little equipment as a rope tied between two trees – then all you need is a ball.

OUR TEAM - Our team is looking at the game, in all its forms, generating new ideas and making exciting things happen. We are ambitious and strongly believe in Volleyball’s ability to enrich people’s lives - improve fitness, vitality and social interaction. We are organised, resourceful and qualified to administer the sport. Our volunteers and staff run events and help teams achieve high levels of performance. We stand for English Volleyball everywhere and for everyone, we have no bias.

OUR GAME – Volleyball offers participation for male, female, able bodied and disabled players at all levels from recreational to elite level. There are established leagues, tournaments and recreational events for every discipline playing on indoor courts, grass and beaches. Volleyball fosters skills, fitness, strategic thinking and competitive team spirit – and it’s a non-contact sport. Played worldwide, an Olympic and Paralympic sport – one of the most watched events at the London 2012 Games after the Opening and Closing Ceremonies.

Photo: volleyballphotos.co.uk

Volleyball – it’s the only hi-energy, zero body contact, mixed team sport you can play indoors and outdoors – whatever your ability. And if you want to excel, you can still reach the very top of your game; beach, indoor or sitting. For skills, fitness, tactics and a great social buzz... get into volleyball.
This journey started back in September 2012! Following the hugely successful Olympic and Paralympic Games we knew we could do much, much more – we were ambitious for the sport – having seen what can be achieved. But it was clear we needed a much longer term strategy for volleyball if we were to be successful.

We kicked off with a Leadership session with all the Board of Directors, Commission Presidents and staff - writing the headlines of the, now old school not printed newspapers in 2024! From this, we collated the pages of inspiration/vision to feed into a Leadership Convention to form a Strategy 2024 Planning Group. The group highlighted the need to hear directly from members and hence the Volleyball Voice was undertaken in February 2014. nine workshops, one in each region, presented by staff, Board Directors and volunteers with our Olympians/Paralympians providing inspiration with their vision for volleyball. Over two hundred members came along and contributed to the sessions – thank you! We captured all the feedback and again, consolidated this back to feed into the Leadership Team and Board Meetings later in the year.

Today we have the consolidated ideas and key themes that our members and partners want volleyball to deliver in England by 2024. These are OUR ambitions.
The journey to Strategy 2024 – who was involved?
**Who? What? Why?**

**Volleyball is a Global sport, enjoyed in over 220 countries, played by millions and watched by billions! Its’ reach is vast.**

**Who is it for?**

Volleyball England represents all our members playing and contributing to the sport in England. This Strategy 2024 is for all our players – both National League and recreational players, referees, coaches, clubs, regions, performers, future Olympians/Paralympians, school teachers, volunteers, members of staff - all our workforce! It’s for our European and World Volleyball Federations to show how we aim to contribute to their global aims and it’s for all those young people in England who just want to try a sport! Volleyball is for you and this Strategy 2024 is for you.

**What are we doing?**

In England we have 11 bold ambitions for the sport for 2024! The ambitions are co-dependent upon each other to succeed and we are determined to do so. Our ambitions fall under three key themes – Participation, Performance and Commercial and Events.

We need all partners/stakeholders and clubs to sign up to the 11 ambitions and work together to deliver these. We need to identify new partners and innovative ways of reaching these goals. With a global sport, in a world of technological convergence and individualisation we need to think and act years ahead! We hope you will take on the challenge of change and relish in the outcomes.

**Why do we need it – not more paperwork!**

Many of our members have told us that they want a vision for volleyball, not one that has to change direction every few years when policy changes within Government. A strategy that the sport has decided, that the sport welcomes and that members can understand. This is why the Board of Volleyball England has spent two years working with partners/stakeholders and most importantly members to identify – what volleyball wants……Strategy 2024.

**Aides to Ensure Achievement**

There are two areas that underpin the outcomes across volleyball. We will need to deliver these if we are to achieve our long term strategic ambitions. They are brave and bold, but will enable us to lead the sport towards 2024.

- Volleyball England to take on current GB responsibilities, with all Home Country NGBs to be retained
- 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*
Participation

Participants are the lifeblood of the sport. Volleyball England want to see more people of all ages, genders and abilities, with or without a disability playing volleyball and enjoying all that the sport can offer.

Strategic Ambitions
- 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

Actions
- Embed volleyball in schools and higher education (from primary school up)
- Continue to increase recreational adult participation
- Develop routes to market for athletes with a disability to play all forms of volleyball

Measuring Success - Outcomes for 2024
- Embedded in Physical Literacy framework for Key Stage 1
- Offered in at least 60% of Key Stage 2 and 70% of secondary schools and delivered in at least 50% of Level 3 School Games
- In top 5 of team sports in both Further & Higher Education
- In top 5 of national summer based recreational sports
- Seen in parks across the country every summers evening
- 20% growth in club members, via well-run, sustainable, affiliated clubs
- Number 2 team sport for participants with a disability
- Number 1 team sport for participants with a physical disability
- 1000 participants with a disability
Strategic Ambitions

• 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

Actions

• Develop a best-in-class Talent Identification programme and Talent Tracking system
• 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

Measuring Success - Outcomes for 2024

General
• 24-30 players with professional contracts (indoor) or on World Tour (beach)

Indoor
• Senior/U23 CEV Indoor - European Championships Finalists (2023 or 2025)
• Senior teams competing in European League (route to Grand Prix/World League)
• World Championships European Zone - round 1 qualification
• Junior CEV indoor U20m & U19w - Finalists

Beach
• NEVZA Senior Beach - winners men and women
• CEV Tour - qualification to main draw in Masters/Satellites
• Continental Cup - qualifying for Finals
• European Games 2023 - qualification achieving top 30 European ranking
• FIVB World Tour - competing in Opens/Grand Slams/Major Series
• Top 20 World ranking
• Olympic qualification for beach - men and women
• NEVZA Junior beach - winners
• CEV U18, U20, U22 - main draw - top 5 (1 of 3 age groups)
• FIVB beach U17, U19, U21 - main draw (2 of 3 age groups) - top 5 (1 or 2 age groups)

Sitting
• Top 2 finish at 2023 European Championships - top 2 European ranking
• 2024 Inter-Continental Cup
• Top 3 finish at 2024 Paralympic Games
Commercial and Events

Events provide an opportunity to showcase the talent in our sport and attract more participants. To achieve the ambitious but realistic aims detailed in this strategy requires a solid Commercial strategy to make best use of our many assets.

Strategic Ambitions
• 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

Actions
• 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
  • 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
  • Develop a best-in-class membership scheme that both generates significant revenue and develops deep long-term relationships with members and participants

Measuring Success - Outcomes for 2024
• Host one FIVB Senior World Championships, World Tour or Grand Slam event & 1 World ParaVolley major event
• Title sponsor for majority of properties or organisational sponsor
• Long term beneficial relationships established with suppliers
• Be recognised as having “best in class” membership service for a small-midsized NGB
Key Contributors

Allison Benton – Portas Consulting
Amy Dennis – Young People Manager, Volleyball England
Audrey Cooper – Technical and Talent Director, Volleyball England
David Portas – Portas Consulting
Gerard Van Zwieten - Membership and Marketing Manager, Volleyball England
Ilona Berry - Business Support Officer, Volleyball England
Jon Moore – Competitions Manager, Volleyball England
Lisa Wainwright – Chief Executive, Volleyball England
Martin Lindsey – Business Director, Volleyball England
Richard Stacey-Chapman - Sitting Volleyball Manager, Volleyball England
Rohan West - Participation Director, Volleyball England
Sam Harding – Adult Participation Manager, Volleyball England
Sanjib Sahota – Major Events and Commercial Manager, Volleyball England

Strategy Group Meeting Attendees

Alex Henderson – PA to Chief Executive and Board, Volleyball England
Allison Benton – Portas Consulting
Amy Dennis – Young People Manager, Volleyball England
Andrew Pink, Performance Commission President, Volleyball England
Audrey Cooper – Technical and Talent Director, Volleyball England
Ben Pipes – Indoor Volleyball Representative
Brian Stalker – Vice-President, Volleyball England
Brian Treadwell – Independent Non-Executive Director (Legal)
Bryan Youlden – West Midlands Regional Commission Chair, Volleyball England
Charlie Orton – Regional Commission President, Volleyball England
Dan Griffin – Sitting Volleyball Development Manager, Volleyball England
David Portas – Portas Consulting
Delvin Lane – International Events and Competitions Director, Volleyball England
Dirk George – Finance Manager, Volleyball England
Gordon Neale OBE, Board Advisor (Disability)
Ian Cawley – Development Manager, Youth Sport Trust
Janet Inman – Development Director, Volleyball England
Jefferson Williams – Playing Director, Volleyball England
Jilly Holroyd – Relationship Manager, Sport England
Jim Mutton OBE – Independent Non-Executive Director (HE/FE), Volleyball England
John Boughton – Finance Director, Volleyball England
Jon Moore – Competitions Manager, Volleyball England
Keith Nicholls – Board Advisor (Equipment), Volleyball England
Lisa Wainwright – Chief Executive, Volleyball England
Lynsey Green – Talent Manager, Volleyball England
Maria Bertelli – Schools and Youth Commission President, Volleyball England
Martin Lindsey – Business Director, Volleyball England
Martine Wright – Sitting Volleyball Representative, Volleyball England
Marzena Bogdanowicz – Marketing Director, Volleyball England
Richard Harrison – Coaches Commission President, Volleyball England
Rob Richardson – Sitting Volleyball Representative, Volleyball England
Sam Harding – Adult Participation Manager, Volleyball England
Sanjib Sahota – Major Events and Commercial Manager, Volleyball England
Steve Evans – Referee Commission President, Volleyball England
Steve Matthews – Technical Director, Volleyball England
Steve Mitchell – Head of National Partnerships, SkillsActive
Tim Garfield – Deputy Director of Sport, Loughborough University
Tim Woodhouse – Head of Policy, Women’s Sport and Fitness Foundation
Tracy Watkinson – Independent Non-Executive Director (Change Management), Volleyball England
Wayne Coyle – President, Volleyball England
Attendees
Adam Gillibrand
Ajay Gill
Alan Chaplin
Alan Williams
Alex Jenkins
Alex Schwampe
Amelia Stamp
Andrew Pink
Andrew Whitefield
Andy Hopper
Anthony Alexis
Antonio Brullo
Antonio Cuyas
Antoniya Gerimpapazi
Arnaud Robert
Aylin Duysak
Bartlomiej Luszcz
Ben Pipes
Bethany Martin
Bob Matthews
Brian Kendall
Brian Stalker
Brian Treadwell
Bryan Youlden
Callum Ballard
Carol Fogarty
Carol Gordon
Charlie Hufton
Charlie Orton
Charlotte Johnson
Chris Martin
Chris Semmens
Christine Cox
Christopher Hebbes
Clair Summersell
Clare Skidmore
Cliff Ball
Clive Cooper
Colin Hill
Courtney Donald
Craig Anthony
Damien Imschoot
Dan Griffin
Dave Gardner
Dave Goodchild
Dave Reece
Dave Robson
Dave Speers
Dave Walrond
David Roberts
Deborah Pickens
Delvin Lane
Deryck Williams
Douglas Barr-Hamilton
Ed Watson
Edmond Lee
Erika Palankai
Frazier Johnson
Geoff Allen
Giorgio Brullo
Giuseppe Brullo
Glenn Tom
Graham McConney
Guang Zhang
Hai-Binh Ly
Hannah Dodd
Hannah Winsbury
Hayley James
Helen Barker
Howard Ainsworth
Ian Clews
Ian Goswell
Jack Arnold
Jackie Hebbes
Jackie Poole
James Mercer
Janet Inman
Janine Jones
Jason Wakefield
Jean Jacquet
Jeff Stamp
Jefferson Williams
Jen Taylor
Jessica Winsbury
Jim Mutton
Joel Miller
John Biddiscombe
John Boughton
John Gooien
Johnathon Ballard
Jordan Dalrymple
Julia McDonald
Jurek Jankowski
Kara Griffiths
Karen Beattie
Katarina Dundjerski
Katherine Howells
Katie Marriott
Keith McAdam
Keith Nicholls
Keith Sowden
Keith Trenam
Kenneth Palen
Lawrie Baker
Liz Barton-Jones
Liz Clarke
Lorraine Stamp
Luke Lobo
Lyndsey Potter
Lynne Beattie
Maria Bertelli
Mark Horsemann
Marzena Bogdanowicz
Michael Trusilo
Michelle Silva
Naomi Lewis
Nathalie Koide
Neil Hayden
Neil White
Nigel Stock
Paul Bohannan
Paul Fagan
Paul Kaerger
Paul Locke
Paul Welsh
Penny Speers
Phil Arbelo-Dolan
Phil Dodd
Rachel Bragg
Rachel Kane
Rachel Smith
Rachel Swindell
Ray Capewell
Ray Thomas
Rich Lee
Richard Callicott OBE
Richard Jump
Rob Richardson
Robert Pickens
Robin Martin
Ron Richards
Ross Enfield
Scott Over
Sean Poole
Simon Fairhall
Simon Griffiths
Steve Bamber
Steve Betts
Steve Evans
Steve Matthews
Steven Fee
Steven Marshall
Stuart Harrison
Sue Sowden
Sue Vout
Sue Williams
Suzy Stevenson
Thomas Atkinson
Tim Godson
Timothy Griffiths
Tobias Kaerst
Tom Mannion
Tracy Watkinson
Wayne Coyle
Yvett Talas

Staff
Adi Fawcett
Alex Hajigeorgieva
Alex Henderson
Amy Dennis
Audrey Cooper
Bertrand Olie
Dirk George
Gerard Van Zwieten
Hannah Bateson
Howard Thompson
Ilona Berry
James Abbott
Jon Moore
Laurence Shenker
Lisa Denham
Lisa Wainwright
Louise O’Reilly
Mark Pritchard
Rachel Laybourne
Richard Stacey-Chapman
Rob Payne
Rohan West
Roman Nevejkin
Sam Harding
Sam Jamieson
Sanjib Sahota
Sophie Davis
Steve Kerr
Glossary

APS  Active People Survey
CEV  European Volleyball Confederation
ECVD  European ParaVolley
FIVB  International Volleyball Federation
FE  Further Education
HE  Higher Education
HEVO  Higher Education Volleyball Officer
NEVZA Northern European Volleyball Zonal Association
NGB  National Governing Body
Talent ID  Talent Identification
VEBT  Volleyball England Beach Tour
WOVD  World ParaVolley

Board Members

Geoff Allen – President
geoff.allen@volleyballengland.org

Keith Nicholls - Vice President
keith.nicholls@volleyballengland.org

Richard Callicott OBE - Honorary President
Richard@reddenhill.co.uk

Will Roberts - Development Director
will.roberts@volleyballengland.org

John Boughton - Finance Director
john.boughton@volleyballengland.org

Delvin Lane - Marketing Director
delvin.lane@volleyballengland.org

Jefferson Williams - Playing Director
jeffwilliams@simbaha.org.uk

Steve Matthews - Technical Director
steve.matthews@volleyballengland.org

Rob Cook - International Events and Competitions Director
rob.cook@volleyballengland.org

Brian Treadwell - Independent Non-Executive Director, Legal
Brian.Treadwell@7hs.co.uk

Tracy Watkinson - Independent Non-Executive Director, Change Management
tracy.watkinson@credit-suisse.com

Jim Mutton OBE - Independent Non-Executive Director, HE and FE
jim_mutton@sky.com
**Volleyball Community**

- Activators
- CEV
- Clubs, Schools, Colleges & Universities
- Coaches
- Euro ParaVolley
- FIVB
- Go Spike Recreational Community
- Hall of Fame
- HEVO’s
- Honorary Members
- NEVZA
- Patrons
- Players
- Referees
- Regions & Areas
- Senior HEVO’s
- Technical Officials
- Volunteers
- World ParaVolley
- Youth Forum

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**National Stakeholders**

- AoC Sport
- BOA
- BPA
- BUCS
- Commonwealth Games
- DfES (Dept. for Education & Skills)
- EFDS
- London Youth Games
- PL4S
- Safeguarding (CPSU)
- ScUK
- Skills Active
- SportsAid
- Sport England
- Sporting Equals
- StreetGames
- TASS
- UK Active
- UK Sport
- Women in Sport
- YST

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**Partners**

- Bournemouth University
- CSPs
- Europcar
- Holiday Inn Express Kettering
- itsu
- Kitlocker
- LeAF Academy
- Loughborough College
- Maroon
- Media: 24/7 Horizon
- Media: National Press
- Media: Regional/Local Press
- Media: SGTV
- Media: Sky Sports
- Mercer
- Northumbria University
- Red Bull
- Ruth Nicholls Foundation
- Sheffield Hallam University
- Sportset
- UBS
- University of East London
- University of Essex

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**Local Stakeholders**

- All CSP’s and select city sport & leisure teams, in particular:
  - Active Dorset
  - Active Essex
  - Active Surrey
  - Birmingham & Coventry CSP
  - Black Country CSP
  - Derby CSP
  - Directors of Sport at Universities
  - Greater Sport
  - HEVO Universities
  - Kettering Borough Council
  - Leicestershire & Rutland Sport
  - London Sport
  - Northamptonshire Sport
  - Nottingham CSP
  - Premier League 4 Sport Clubs
  - SASS
  - South Yorkshire Sport
  - Sport Hampshire
  - Teesside CSP
  - Tyne & Wear CSP
  - West Yorkshire Sport
Key Contacts

Chief Executive
Lisa Wainwright
l.wainwright@volleyballengland.org
01509 227744

Participation Director
Rohan West
r.west@volleyballengland.org
01509 227740

Technical and Talent Director
Audrey Cooper
a.cooper@volleyballengland.org
01509 227735

Business Director
Martin Lindsey
m.lindsey@volleyballengland.org
01509 227724

General Enquiries
SportPark
Loughborough University
3 Oakwood Drive
Loughborough
LE11 3QF

www.volleyballengland.org
info@volleyballengland.org
T: 01509 227722

/volleyballengland
@vballengland