



**VOLLEYBALL**  
**ENGLAND**

# VOLLEYBALL ENGLAND

STRATEGIC PLAN 2013 –17

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VOLLEYBALL IS THE ONLY HIGH ENERGY, ZERO BODY CONTACT, MIXED TEAM SPORT YOU CAN PLAY INDOORS AND OUTDOORS – WHATEVER YOUR ABILITY.

FOR SKILLS, FITNESS, TACTICS AND A GREAT SOCIAL BUZZ...GET INTO VOLLEYBALL!

The exposure of volleyball, beach volleyball and sitting volleyball during the Olympics and Paralympics has given the sport a real opportunity to boost the number of people playing the game. More than 90% of Sport England's investment in volleyball will be targeted at young people, aged between 14 and 25, with the money being used to increase the number of people playing.

Volleyball England is in the privileged position of being the National Governing Body in England for one of the World's most popular and diverse team sports, giving it a potential market reach that is the envy of many other sports. With the legacy from the London 2012 Olympic and Paralympic Games, together with our 420 affiliated clubs we have a unique opportunity to raise the profile and capitalise on the growing demand to play our sport in all its forms.

**“Over 900,000 tickets were sold to the British public to watch volleyball at the 2012 Olympic and Paralympic games, third only to football and athletics.”**

LOGOG TICKETS NOVEMBER 2012

**Please note:** The term volleyball used within this document encompasses all three forms of the game, unless specifically mentioned otherwise.

## Overall Impact 2017

11,060 Adults participating weekly (Age 14 +)		
80 Satellite Clubs	100 Junior players in programmes	16 Coaches deployed and supported within talent pathway
	10% of Talent ID players moving into junior programmes	
270 Further and Higher Education sessions	15 Sitting Volleyball players with personal development plans	
	128 Registered Disabled players	
160 Beach Site Sessions		
65 Go Spike Sessions		
800 NVL Fixtures Competition Review implemented	450 Club Members Individual Registration implemented	
<p>Underpinned by:</p> <ul style="list-style-type: none"> <li>• Fit for purpose Governance Structure</li> <li>• Marketing and Customer Engagement Strategy</li> <li>• Long term Commercial Strategy</li> <li>• Performance Management System</li> <li>• CRM and Data Management System</li> </ul>		





## 2,000 young people supported by Higher Education Volleyball Officers (HEVO's)

### BUILDING STRONG FOUNDATIONS

APPRECIATING THE LARGE DIVERSITY OF OPPORTUNITIES FOR VOLLEYBALL GROWTH, VOLLEYBALL ENGLAND WILL FOCUS ON FOUR KEY AREAS, WHICH WE BELIEVE WILL BUILD STRONG FOUNDATIONS FOR FUTURE GENERATIONS.

#### 1. FLEXIBLE FORMATS THAT MEET MODERN NEEDS AND HABITS

Participation in sport is changing. Modern lifestyles and the economic climate create pressures on the time and degree of disposable income that is available for sport and recreation. With this in mind there is a need for volleyball to better understand both its current and new participants needs, with a focus on offers that remove barriers and excite and engage customers.

Small sided games are well established as a mode of introducing the game to young people and adult beginners in a range of indoor and outdoor environments. The 4v4 version is the ideal format for a first taste or ongoing recreational experience with all the elements of the traditional games but with more ball contacts and longer rallies. Smaller courts are a more cost effective use of indoor sports hall space making it an attractive option for recreational clubs, leisure providers and commercial enterprise's wanting to grow their participation base.

#### 2. AN INCREASED AWARENESS AMONGST YOUNG PEOPLE, PARTICULARLY IN EDUCATION SETTINGS

Young people continue to drop out of sport because of life transitions such as leaving education or moving on from school to Further and Higher Education. Drop off at key ages remains a major challenge, particularly amongst women and girls.

Volleyball is an attractive sport for young people providing competition and opportunities in a safe and social environment. It has strong roots in the education sector and many more young people are getting a taste for the sport. More than ever are experiencing volleyball for the first time with in excess of 2,000 young people receiving opportunities through the work of our Higher Education Volleyball Officers.

The number of young people who have an awareness of volleyball has dramatically increased and, with the challenges in the education system around creating an enhanced student experience, a targeted offer into this market should help volleyball increase its participation base.



players. The Games experience represents a defining moment, it has given us an appetite and helped to expose some areas where we need to do better. We are now presented with a unique opportunity to take a fresh look at how we produce sufficient numbers of players and teams capable of qualifying for future Olympic and Paralympic Games.

Volleyball England have always had the aspiration to develop high quality players who are capable of making volleyball their profession and that remains the aim. The key questions for us now are what athletes will enter the system and what will be their experience over the next 4-8-12 years that will prepare them for and lead to future success on the European and World stage?

This strategy focuses on development for the long-term and continues to deliver on the process of transformation towards professionalisation that has been implemented over the last four years (e.g. National Volleyball Centre, National Academy and Satellites, Beach Facilities etc.). In a change of tack, investment will be targeted towards the early stages of the talent pathway. We will build from the bottom up with quality and sustainability, putting in place strong foundations on which to construct a World class system capable of delivering future World class players.

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We have identified the following four key areas to help us overcome the potential barriers to participation:

- Accessing the right facility, at the right time and at an appropriate cost.
- Nurturing and growing a local voluntary infrastructure in an increasingly professional system.
- Understanding consumer attitudes towards volleyball and peoples first experiences of the sport.
- Connecting it all together to develop English talent and the English game.

Whilst these challenges are not the only ones facing the development of volleyball (or indeed sport) they certainly underpin some of the key issues that have limited delivery over the past few years.

### 3. A COMMUNITY CLUB NETWORK THIRSTY FOR GROWTH

Volleyball clubs and their members are actively engaged in steering their own destiny and understand they have a role to play in the future of our sport. There is growing evidence to suggest that the traditional 'sports club' offer is sometimes unappealing to new, lapsed or even existing participants who would like to play more sport in informal and less competitive environments.

For those looking for a more regular commitment, volleyball provides an excellent opportunity to play regularly and offer a great social experience. Furthermore, when considering the global appeal of volleyball and the recent growth in the UK population attributed to migration, the potential demand to find a traditional club-based playing outlet upon arrival in England is increasing.

### 4. A TRANSFORMATION OF THE PERFORMANCE PATHWAY AND AN OPPORTUNITY FOR ENGLISH TALENT TO SHINE

There is no doubt that the Olympic and Paralympic Games was a fantastic opportunity and has helped to put the spotlight on our sport. The performances of the GBR teams were as good as we could have expected, perhaps even better and to a degree they reflect our current capability to recruit and develop talented young





## FOCUS IS CRITICAL TO SUCCESS

WE WILL FOCUS OUR RESOURCE INTO A SMALLER NUMBER OF KEY AREAS BASED ON EXTENSIVE MAPPING AND RESEARCH THAT IDENTIFIES A READINESS FOR INVESTMENT. THIS WILL BE BASED ON THE LOCAL VOLLEYBALL COMMUNITY AND POTENTIAL FOR GROWTH IN KEY TARGET MARKETS SUCH AS SCHOOLS, STUDENTS OR ADULTS IN THE COMMUNITY AGED 14-25.

We see this focused investment as a fundamental step to move volleyball to the next level in relation to our increasing participation. Focus in areas will allow us to quickly develop and gather information, help us to pilot new and innovative ways of delivery and focus on specific target groups, such as women and girls or disciplines of the sport such as beach volleyball.

The key areas will be serviced by Volleyball Relationship Managers who will work closely on supporting the local infrastructure including external investment and also gathering consumer and workforce feedback on the success of previous projects.





**Volleyball Relationship Managers will be critical to our success over the next four years - building a sustainable local volleyball infrastructure.**







# PROGRAMME 1

# LETS PLAY

# VOLLEYBALL

## SATELLITE CLUBS

“HELPING CLUBS TO  
CREATE SUSTAINABLE  
PATHWAYS TO GROW  
THEIR JUNIOR  
MEMBERSHIP”

GUIDING YOUNG PEOPLE IN THEIR FIRST EXPERIENCE IN VOLLEYBALL THROUGH TO BECOMING REGULAR PARTICIPANTS WILL BE DELIVERED UNDER ONE BRAND – LET’S PLAY VOLLEYBALL. INCREASING THE NUMBER OF PEOPLE PARTICIPATING IN HIGH QUALITY VOLLEYBALL CLUBS IS AT THE CENTRE OF THE LET’S PLAY VOLLEYBALL PROGRAMME, WITH THE AIM OF PROVIDING OPPORTUNITIES THAT ALLOW YOUNG PEOPLE TO EXPERIENCE VOLLEYBALL AND DEVELOP THEIR SKILLS IN SAFE, FUN ENVIRONMENTS THAT MEET THE NEEDS OF YOUNG PEOPLE.

### CURRICULUM

As part of the proposed change to the National Curriculum in 2014 Volleyball England will review all Let’s Play Volleyball resources and work closely with education partners and volleyball coaching specialists to align them to the new National Curriculum. We want to train more teachers to deliver volleyball and use Volley 123 club coaches to help mentor delivery.

### LUNCH TIME / BREAKFAST CLUBS

We have identified informal lunchtime or breakfast clubs as a key tool in encouraging young people to play volleyball more regularly. Working with Volley 123 clubs and their targeted secondary schools we want to train and deploy up to 400 Young Leaders a year who can facilitate lunchtime or breakfast clubs for students.

### AFTER SCHOOL CLUBS

We will support targeted schools to provide regular after school provision supported and driven by Young Leaders. The focus of these clubs will be to provide opportunity for all committed young players to have the opportunity to develop skills in a safe, fun environment with a focus on representing the school in Level 2 and 3 School Games competitions.

### SATELLITE / DOOR STEP CLUB

Learning from the Premier League 4 Sport project has highlighted that in volleyball there is often a need for another step in the pathway for young people to commit to volleyball as their sport of choice.

We will work with Volley 123 Clubs external partners to deliver satellite clubs on school sites to aid the transition of young people into full club membership.

### VOLLEY 123 CLUB – COMPETITION

The availability of regular appropriate competition has been identified as the key driver to engage and enthuse young people to make volleyball their sporting habit for life and join a club. We plan to ensure that those young people who are committed club members have the opportunity to compete regularly for their club, satellite club or school.



### VOLLEY 123 CLUB – COACHING

The role of the Young Leader and Junior Coach is pivotal in providing a quality experience for a young person in volleyball and aiding their transition towards regular participation in a Volley 123 club environment. We will enable young people to progress from being basic Young Leaders into Level 1 coaches.

### VOLLEY 123 CLUB - VOLUNTEERS

We will commit to a volunteer strategy that focuses on recruitment, retention and recognition of club volunteers that are central to the sustainability of all volleyball clubs and ensure there is a succession of quality and effective leaders in clubs able to support volleyball.





**We will support Volley 123 Clubs and their targeted secondary schools to train and deploy 400 Young Leaders per year.**

#### **PARTNERS**

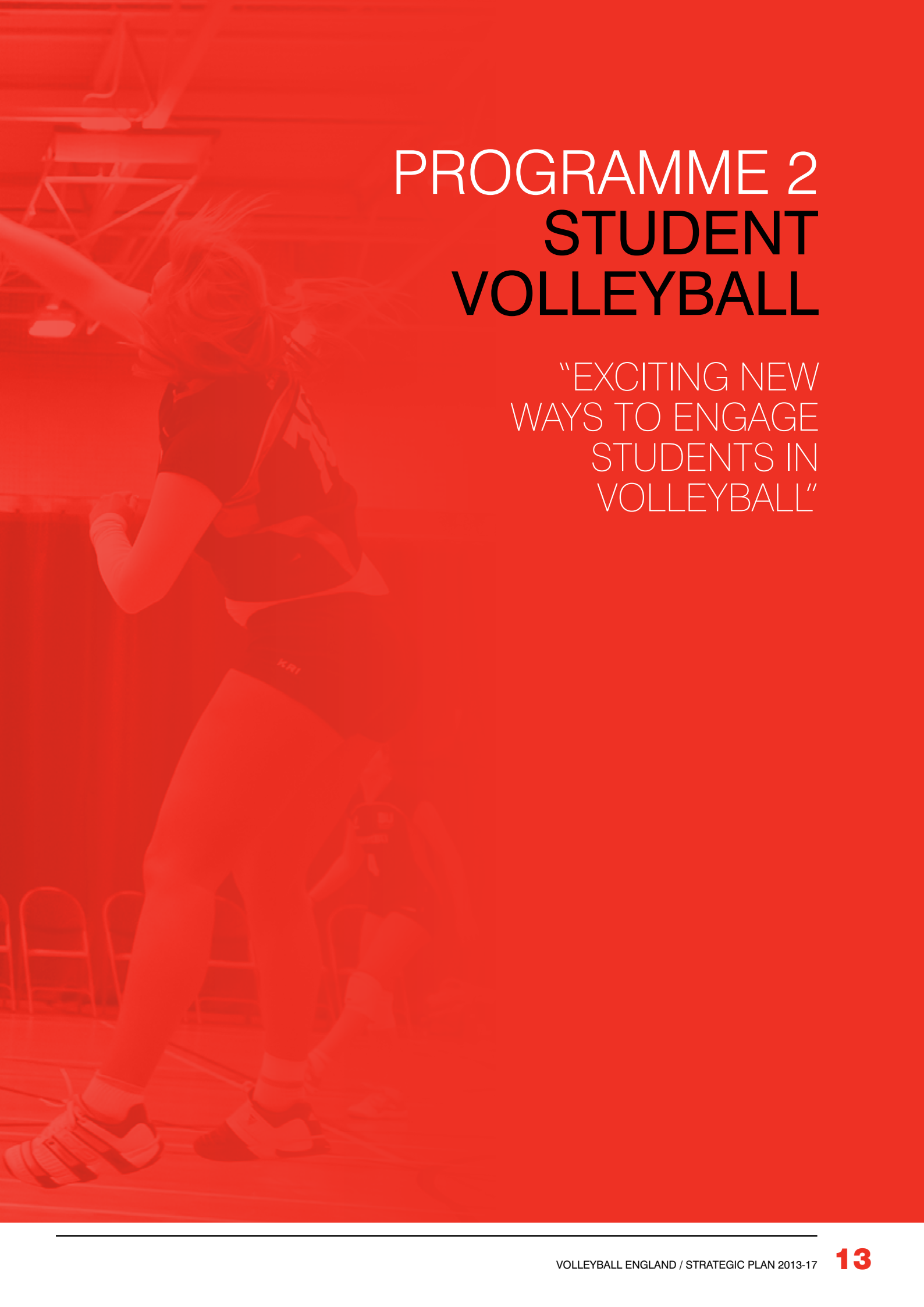
Building partnerships will be the foundation of the successful implementation of the Let's Play Volleyball offer. We will capitalise on new opportunities and explore new routes to market. Volleyball England will work closely with new and existing partners including: Schools, County Sport Partnerships (CSPs), Street Games, Premier League Football Club Foundations, Local Authorities and Commercial Facility Providers.











# PROGRAMME 2 STUDENT VOLLEYBALL

“EXCITING NEW  
WAYS TO ENGAGE  
STUDENTS IN  
VOLLEYBALL”



WE KNOW MANY PEOPLE DISCOVER VOLLEYBALL WHILST BEING A STUDENT AND WE WANT TO ENSURE WE CONTINUE TO GROW THE GAME IN COLLEGES AND UNIVERSITIES WITH A FOCUS ON STUDENT EMPOWERMENT TO CREATE FRESH, INNOVATIVE AND EXCITING WAYS TO EXPERIENCE VOLLEYBALL.

Small-sided (4v4) games are recognised as a great way for people to access recreational volleyball and develop enjoyment of the sport. It is important this is delivered in a fun convenient manner to engage players. Volleyball England will use students to drive 4v4 as a key tool to embed volleyball into their colleges and universities.

#### HIGHER EDUCATION OFFER

In universities we have worked hard to establish the Higher Education Volleyball Officer (HEVO) as a recognised brand within student volleyball clubs.

Currently 56 student volleyball clubs are already established in the HEVO programme and will be facilitated to grow the 4v4 concept of recreational volleyball to students who see sport as an important part of the student experience. This will allow them to experience volleyball in a social, flexible and semi competitive environment regardless of previous experience and ability.

Each of the targeted universities and their student volleyball clubs currently engaged will receive a start up package and sustained support from Volleyball England to grow regular participation in volleyball across the university network. Trialing new and exciting ways to engage new players such as glow in dark volleyball.



## A target of 65 Universities with a HEVO in place by 2017 to support Student Volleyball.



### COMPETITION

We will work with British Universities and Colleges Sport (BUCS) and British Colleges Sport (BCS) to maintain and enhance the current provision of competition.

Outside traditional competition formats, we recognise the varied nature of student participation. For those students that want to participate in less formal surroundings or considering volleyball for the first time, we will support opportunities for 4v4 intra and inter mural style festivals. Utilising the Beach Student Cup to engage as one way to increase participation in competition.

### CLUB DEVELOPMENT

We will provide club development support to ensure the student volleyball club is a flourishing sustainable club embedded within the Athletic Unions of the respective universities and the local volleyball community.

### VOLUNTEERS AND LEADERSHIP

The student population is large and represents a natural volunteering resource that can be utilised for the benefit of clubs and community. We will support HEVO's and clubs to identify, train and develop a significant number of new volunteers from this sector, to contribute to increasing weekly participation in volleyball 2017.

### PARTNERS

Building partnerships will be the foundation of the successful implementation of the student offer. We will work closely with new and existing partners including: County Sport Partnerships Network (CSPs), BUCS, BCS, Local Authorities, individual universities and colleges.





# PROGRAMME 3

## GO SPIKE

“INCREASE THE  
OPPORTUNITIES FOR  
EVERYONE TO  
EXPERIENCE  
RECREATIONAL  
VOLLEYBALL”

Crystal Palace beach facilities







TIME IS PERHAPS THE BIGGEST BARRIER ON PEOPLE'S OPPORTUNITY TO PLAY VOLLEYBALL AND PEOPLE REQUIRE BESPOKE OFFERINGS TO FIT AROUND THEM AND THEIR LIFESTYLES. THOSE PLAYING RECREATIONAL SPORT ALSO HIGHLIGHT COST OF FACILITIES AS A BARRIER.

Small-sided games like 4v4 can be used to take beginners sequentially through the essential skills and are an ideal vehicle to create fun environments with no pressure to perform in competitions.

The opportunity to grow participation in casual community sessions that provide an enjoyable experience and have a linked exit route for those participants who want to take their volleyball further are the key elements of the Go Spike delivery.

#### COMMUNITY CLUB RECRUITMENT

We will support targeted volleyball clubs providing them with equipment, coaching/leadership resource and marketing guidance to run successful recruitment drives that the club can sustain on a longer term basis.

#### ACTIVATING BEACH FACILITIES

Volleyball England helped create 32 permanent beach volleyball courts across London, the East and South East. Through the Go Spike campaign, we also created 20 semi permanent beach courts on beaches across the country. The focus now will be to ensure these beach courts are maximised to their full potential.

#### ACTIVATING COMMERCIAL PROVIDERS

The 4v4 concept will be tailored so it can be distributed to deliver recreational volleyball even in the absence of a local club or coach. Commercial providers are working with us to install and run 4v4 sessions in their local community. A 4v4 start up package and training will be provided to commercial providers in return for weekly delivery and promotion of 4v4 sessions.

#### PARTNERS

Building partnerships will be the foundation of the successful implementation of the Go Spike offer. Volleyball England will work closely with new and existing partners including: County Sport Partnerships (CSPs), Street Games, National Governing Bodies, Commercial Operators and Facility Providers.





**VOLLEYBALL  
ENGLAND**

[www.volleyballengland.org](http://www.volleyballengland.org)

# PROGRAMME 4 TALENT

“THE ASPIRATION TO DEVELOP HIGH QUALITY PLAYERS WHO ARE CAPABLE OF MAKING VOLLEYBALL THEIR PROFESSION”

Craig Handford  
Volleyball England

Mikasa

NATIONAL  
VOLLEYBALL

Mikasa

NATIONAL  
VOLLEYBALL  
ACADEMY

Mikasa

NATIONAL  
VOLLEYBALL  
ACADEMY



VOLLEYBALL ENGLAND HAS ALWAYS HAD THE ASPIRATION TO DEVELOP HIGH QUALITY PLAYERS WHO ARE CAPABLE OF MAKING VOLLEYBALL THEIR PROFESSION. THIS REMAINS THE CENTRAL AIM OF AN OVERRIDING 4-8-12 YEAR STRATEGY DESIGNED TO DELIVER FUTURE OLYMPIC AND PARALYMPIC REPRESENTATION.

#### ENGLAND CADET DEVELOPMENT PROGRAMME (U16 GIRLS, U17 BOYS)

The England Cadet Programme will deliver an oversupply of athletes of the requisite profile to the talent pathway. Investment will focus on development in two key areas:

- Talent Identification and Recruitment – a dedicated project at the transition point into the Volleyball England Talent Pathway connecting nationally with the 'Lets Play Volleyball' programme and providing targeted support to the local structures that underpin Club England Junior Satellite Academies. This project will adopt a more systematic and proactive approach to ensuring that the right players with high potential are entering our programmes and includes the development of an on-line player tracking and monitoring tool.
- Improved player experience – resources will be pooled and targeted to focus on delivering an enhanced experience to a


smaller number of players with high potential. Delivery will revert back to a single National Cadet programme with an extended brief for Beach Volleyball, increased contact time and improved competitive programme. Together with a revitalised domestic club competition, the UK School Games experience will continue to provide an important part of a confirmation process that includes a first experience of International representative volleyball for selected players - Volleyball England will host the U17 NEVZA Championships for the next 3 years.

#### ENGLAND JUNIOR DEVELOPMENT PROGRAMME (U18 GIRLS , U19 BOYS )

The England Junior Development Programme will focus on the delivery of high quality talent development environments and extended International competition experiences to players with confirmed potential. Investment will focus on development in two key areas:

- England Junior National Academy project will:
  - deliver a daily training environment to invited resident players, extending opportunities to players who do not have or choose not to take up a local satellite academy offer.
  - lead and coordinate technical development of all players and coaches including evaluation against national technical standards and the delivery of the AASE programme across the Club England Satellite Academy Network.
  - coordinate and deliver the Junior National Team programme including; planning, training camps and key International competitions for both indoor and beach.





**The England Cadet Programme will deliver the next significant step change required to develop our talented young players.**

- Club England Junior Satellite Academies project will:
  - work closely with partners to grow and develop the network and increase standards of local academy environments including a specific Beach Volleyball offer.
  - improve recruitment and monitor individual player development against agreed technical profiles.
  - deliver a bespoke competitive outlet for Satellite Academies (Junior Super8).

- England Senior Development Programme

Volleyball England is committed to a continued investment in a Senior Beach Development Programme. This will align closely to the delivery of the British Volleyball Federation World Class Programme and will underpin the UK Sport investment, ensuring a complete pathway for female beach volleyball in England.

Investment will focus on:

- delivery of a high quality daily training environment for a small group of players based in Higher Education.
- an enhanced domestic competition (VEBT) that is performance orientated and meets the needs of players in the England Talent Pathway.
- delivery of a range of international competition experiences appropriate to players stage of development.

With regard to indoor programmes the outlook is less rosy in the short-term. Funding to support the development of an extended Senior Academy network was not forthcoming and the phasing out of TASS has led to a temporary suspension of core investment

in this area. Despite this disappointing situation Volleyball England will continue to explore alternative funding sources for indoor programmes and will:

- work with a small number of domestic and 'off shore' University partners to develop a senior 'performance club' outlet for graduates of Junior Academy programmes.
- enhance the top level of domestic (Super8) competition creating improved opportunities for developing senior players including connections with European club competition.
- support development of appropriate exit routes for players into the professional game.

- England Talent Sitting Volleyball Programme

Investment in Sitting Volleyball will establish an England Talent Programme that will underpin Great Britain programmes as they continue to progress towards Paralympic qualification. Volleyball England together with partners will support the development of a small number of identified players with:

- preparation programmes designed to develop individual abilities against agreed profiles and technical standards delivered through enhanced club environments.
- Improved top level of domestic competition (Grand Prix).
- experiences in a number of supplementary and milestone international competitions including the European and World Championships.

## OVERALL IMPACT - 2017

- TO INCREASE PARTICIPATION IN VOLLEYBALL BY 11,060 BY 2017
- INCREASE NUMBER OF REGISTERED PLAYERS WITH DISABILITY PLAYING VOLLEYBALL FROM 62 TO 128
- INCREASE THE NUMBER OF JUNIOR PLAYERS IN REGIONAL HUBS PROGRESSING AGAINST PERSONAL DEVELOPMENT PROGRAMMES FROM 72 TO 100
- 10% PLAYERS IN TALENT IDENTIFYING PROGRAMMES PROGRESSING TO JUNIOR REGIONAL HUBS
- INCREASE THE NUMBER OF COACHES IN ENGLAND TALENT PATHWAY FOLLOWING CPD PROGRAMMES FROM 8 TO 16
- MAINTAIN THE NUMBER OF DISABLED SITTING VOLLEYBALL PLAYERS IN REGIONAL HUBS PROGRESSING AGAINST PERSONAL DEVELOPMENT PROGRAMMES AT 15





**Volleyball is the only high energy, zero body contact, mixed team sport you can play indoors and outdoors – whatever your ability.**  
**GET INTO VOLLEYBALL.**



SportPark  
Loughborough University  
3 Oakwood Drive  
Loughborough  
LE11 3QF  
Tel: 01509 227722

**Volleyball England Equality Statement:**

Volleyball England supports the principle of equal opportunities for all participants, members, representatives and employees whilst working for, or on behalf of the EVA. 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, HIV status, or unrelated criminal convictions, or disability.

[www.gospike.net](http://www.gospike.net)  
[www.volleyballengland.org](http://www.volleyballengland.org)