

Raising the Game

Strategic Plan 2019-22



#RaisingtheGame

President's Address

As we come to the end of our 50th Year, now seems the perfect time to launch our vision for the future.

The Board were lucky enough to have worked for over 18 month's on this, with some great experts in the field of Strategy Creation such as Michelle Tanner, Head of Sport at Trinity College Dublin.

Our Strategy is ambitious, challenging and exciting. It will leave a legacy for a strong and vibrant Volleyball Ireland.

Our Vision is simple– to create a vibrant volleyball community that allows all clubs, players and officials to reach their potential. Our Mission is clear – to develop, promote and effectively govern Volleyball in Ireland.

At the end of this Strategic Cycle, we will have a flourishing and vibrant club structure that will include youth National Leagues at various age groups.

It will provide a pathway for all players, referees and coaches to reach their potential with life-long opportunities to be involved in the sport. We will open the doors for the whole of the community to join a Volleyball Club.

Our core aim is to support clubs. We see a strong club structure as the best way to grow, develop and increase the number of players playing Volleyball.

Volleyball is such an amazing and inclusive sport, and with the various types of volleyball games from Beach to Indoor to Snow to Chair volleyball, we can play our sport 365 days of the year, with no excuses.

On behalf of the board of Volleyball Ireland, I hope you embrace the challenge we've set and the ambition we have. We are Raising the Game.

Gráinne Cullitan

President, Volleyball Ireland



Introduction



Welcome to Raising the Game.

The strategy document for Volleyball Ireland's new ambition.

This plan maps out the vision, mission and strategic objectives that will guide the development of Volleyball in Ireland over the next four years.

We also highlight the core values of Integrity, Inclusivity, Teamwork, Respect, Passion and Ambition that underpin the many actions and targets that we are setting out to achieve.

The strategy is divided into five key sections; Raising Participation, Raising Standards, Raising Performance, Raising the Profile and FundRaising & Finance.

Within each of these strategic areas are Key Objectives, Key Tactics and Key Targets that we will measure and report upon.

The Strategic Plan is a live document and will no doubt change over time as new projects and priorities come alive.

We now have a strong path to guide our development over the coming years.

Make no mistake this plan has ambitious targets. It will place Volleyball as one of the fastest growing sports in Ireland and an exemplar amongst other National Governing Bodies of Sport.

It's the perfect time to launch this plan as we warm down our Golden Anniversary celebrations and thank those that have contributed to Volleyball throughout the last fifty years.

Now though, is the time to look forward. The foundations are in place to allow Volleyball Ireland to be bold, ambitious and excited about the future.

It is time Irish Volleyball reached its potential.

We are Raising the Game.

Jeff King

Board Member and Strategy Lead

Vision & Mission



Vision

To create a vibrant Volleyball community that allows all clubs, players and officials to reach their potential

Mission

Develop, Promote and effectively Govern Volleyball in Ireland

Core Beliefs

1. Clubs should be at the heart of the sport
2. Volleyball is for everyone, regardless of their age, background or ability
3. Volleyball is a sport of life long participation

Core Values

Our core values underpin everything we do.

Integrity – demonstrated through honesty, transparency & fair play.

Inclusivity – welcoming environment that is member focussed with opportunities for everyone to reach their potential.

Teamwork – inherent in all we do, Volleyball is about friendship, loyalty and striving for progress together.

Passion – enthusiastic, energised and committed to improving the sport for everyone at a participation and performance level.

Respect – for everyone that is involved as players, referees, volunteers, coaches or employees.

Ambition – volleyball has unrivalled potential in Ireland. We are unashamedly ambitious. We believe our players, clubs and people can achieve great things.



Where we are now

- 40 National League Teams
- 32 Affiliated Clubs
- 1433 Registered Members
- 834 Licensed Players
- 74 Registered Coaches
- 96 Registered Referees
- 336 Affiliated Schools
- 971 School Teams
- 11 Junior Club Teams
- 207 Licensed Beach Players
- 2891 Followers online

Where we are going

- 48 National League Teams
- 44 Affiliated Clubs
- 2150 Registered Members
- 1251 Licensed Players
- 110 Registered Coaches
- 120 Registered Referees
- 381 Affiliated Schools
- 1141 School Teams
- 32 Junior Club Teams
- 300 Licensed Beach Players
- 5782 Followers online





Strategic Objectives, Tactics and Targets



Our Strategic Objectives provide broad aims that will improve the sport. Whilst our Tactics highlight how we will go about achieving them. The Targets are the hard numbers we will measure. Our annual operational plans will inform priorities over the next four years.

1. Raising Participation

Overarching Goal

Increase participation across all forms and levels of Volleyball available in Ireland, to include schools, clubs, colleges and communities through vibrant competitions & recreational opportunities, creating a life-long love of Volleyball with exciting programmes for 5 to 95-year olds.

Key Objectives



- 1.1 Create a diverse range of exciting programmes that raises participation in Volleyball and provides a positive experience for members and new players
- 1.2 Deliver a range of exciting programmes that grows participation in Schools Volleyball

Key Tactics



- Develop a Social Volley programme that targets recreational players and beginners in community groups, colleges and the workplace
- Develop an Active Elders Chair Volley programme in partnership with a range of stakeholders such as Age & Opportunity and Local Sports Partnerships
- Increase the promotion of Beach Volleyball and deliver a vibrant programme for existing players and beginners
- Work with Local Authorities and landlords to further develop facilities for Indoor & Beach Volleyball
- Create a licensed Regional Volleyball Development Officer role to promote school and community programmes
- Develop a HEVO programme to activate Third Level colleges and Educational institutions
- Establish an annual Volleyball players Survey to benchmark player satisfaction and inform and improve our activities
- Work with key partners such as Student Sport Ireland to develop opportunities for participation in Volleyball
- Develop an Operational plan for the National Schools Volleyball programme
- Promote the Mini Spikers programme to primary schools
- Deliver a range of age-appropriate workshops for teachers
- Review and re-launch the Transition Year Volley Leaders programme
- Work with partners such as the CEV to develop exciting programmes to encourage school participation in Volleyball

Key Targets



- Increase the number of registered members of Volleyball Ireland by 50%
- Have a network of 16 HEVOs actively promoting participation in colleges around Ireland
- Have a network of 8 Licensed Development Officers promoting participation in Volleyball
- Have at least 20 Social Volley activators promoting participation across the country
- Have a community of 120 social volley players participating regularly
- Train 100 Chair Volley Leaders to activate communities in Chair Volley
- Increase the number of School entries in the National Cup by 20%
- Increase the number of Schools Affiliations by 20%
- Deliver over 1500 Transition Year Leaders Awards
- Have 50 new schools participating in the CEV Schools Project

Raising Participation cont.

Key Objectives



1.3 Support the development and increase the number of vibrant Volleyball Clubs

1.4 Create opportunities for people with a physical, intellectual and/or sensory disability to participate in Volleyball

1.5 Establish more robust and reliable baseline measures for participants in all forms and levels of volleyball

Key Tactics



Provide frameworks, resources and tool kits to encourage school-club links, such as invitational packs, session templates and club open days

Instigate a range of incentives to promote and support the development of Youth sections within Volleyball Clubs

Create a Volleyball Centre of Development programme in strategic areas where existing clubs are not yet developed

Work with key partners such as CARA, Irish Wheelchair Association and Special Olympics to develop a robust Inclusion strategy for Volleyball and a Sitting Volleyball specific development plan

Employ a Development Officer with a focus on Inclusion and developing opportunities for people with a disability

Support clubs and coaches with Disability and Inclusion training and guidance

Review already established baseline measures of participation and identify all groups; clubs, schools, squads, colleges, communities that are playing Volleyball

Develop an online integrated registration system that provides decision makers and stakeholders with accurate and relevant information

Key Targets



Grow Member Club affiliation by 25% to 32 clubs

Most Premier Division clubs have active and competing Youth sections

8 Volleyball Centres of Development established and sustainable

Establish 4 Sitting Volleyball Clubs across Ireland

Establish a competitive Sitting Volleyball National Team

30 people with a physical, intellectual or sensory disability are affiliated to Volleyball Ireland



2. Raising Standards

Overarching Goal

We will provide strong leadership that continuously develops a fit for purpose, progressive & effective organisation with transparent systems, processes and governance. We will support our member clubs in a series of development activities meaning our players, coaches and referees get the best possible Volleyball experience.

Key Objectives



2.1 Conduct a Governance Review and implement a fit-for-purpose Constitution

2.2 Identify clear roles and responsibilities within the Volleyball Ireland structure, implementing supportive training opportunities and transparent reporting mechanisms for those positions

2.3 Provide affiliated Volleyball clubs with the support required to be compliant with relevant legislation and the resources to support their development

2.4 Ensure the organisation is compliant with relevant laws and guidelines, especially around Child Protection, GDPR and Anti Doping legislation

Key Tactics



Engage an industry expert to carry out a Governance Review and implement a series of recommendations

Put in place key leadership positions to ensure compliance, effective governance and the delivery of the strategy

Identify KPIs and accountabilities for the Board and all staff

Implement transparent reporting structures for Stakeholders and members to measure our progress

Provide an annual menu of training opportunities for board members, volunteers and staff to ensure organisational capability is reached

Deliver regular engagement sessions with members and circulate visible operational plans

Develop a Club handbook to support our members to increase capacity and enhance the experience for affiliated players

Develop and deliver a range of club development workshops in a variety of topics

Implement the Volleyball Club Mark Programme

Support clubs with funding applications and highlight opportunities to them

Continue to work with Sport Ireland implementing Anti-Doping good practice

Establish a Welfare panel to provide guidance on child protection issues and policy

Key Targets



Adopt the Code of Practice for Good Governance

Appoint a General Manager

Provide a bi-annual General Manager report to members updating on strategic objectives

Launch a Club Development Handbook

16 clubs complete the Club Mark Bronze award

Appoint a data protection officer to manage GDPR policies and compliance

Deliver 2 x Anti Doping Education Workshops for players and coaches each year

Appoint a National Children's Officer to manage Garda Vetting and Safeguarding and Protecting Children & Vulnerable adults compliance



Overarching Goal

We will create a sustainable and supportive development structure and pathway plan that promotes the improvement of players, referees, coaches and volunteers through a vibrant club and competition structure. We will increase our participation and performance in International events through the introduction of a High Performance specific strategy.

3. Raising Performance

Key Objectives



3.1 Develop and deliver a vibrant competition structure and National League programme

3.2 Develop a range of appropriate coach education and referee development programmes that support a Long Term Player Development plan from Participation to Performance

3.3 Have active, competitive and improving National Teams at Senior and Junior level in both Beach and Indoor formats

Key Tactics



Launch National League programmes at strategic age groups

Build the National League brand and provide incentives and rewards for club success

Effectively manage the National League and Cup competitions ensuring clear, transparent and effective engagement with clubs

Provide volunteer opportunities and training programmes to increase retention in the sport

Deliver a range of CPD programmes and workshops to upskill coaches and teachers in a range of performance and participation programmes

Introduce Level appropriate coaching courses (e.g. Coaching Kids or Beach Level 1)

Review all coaching courses to ensure best practice

Implement a development and mentoring plan for coaches and referees

Develop a Long Term Player Development Plan that includes key retention programmes and transition supports

Develop a High Performance Strategy that aims to improve International performance for all Squads

Implement a Regional Centre of Excellence Programme for junior players

Develop a training camp programme for National teams

Work with other sports to share knowledge on training techniques and coaching methods

Regularly enter CEV and SCD events and competitions

Key Targets



Have 24 teams actively participating in the Youth National League.

48 Youth players in the Centre of Excellence programme

Grow the National League to 48 teams

Train 24 new Level 1 (or equivalent) coaches

Train 64 new Foundation (or equivalent) coaches

Train 36 new referees

Support 16 clubs to implement LTPD plans

Develop a licensing system for coaches and referees

Have at least 6 active International teams



Overarching Goal

We will increase the profile and promotion of Volleyball across a number of platforms, communicating more effectively and marketing key events and achievements. We will work with partners to multiply our reach and increase engagements. We will use the success of our participation and performance plans to drive the promotion of Volleyball.

4. Raising the Profile

Key Objectives



4.1 Create exciting content and engage the volleyball community and general public through a streamlined communications plan

4.2 Build the Volleyball Ireland brand ensuring that Volleyball Ireland has a positive reputation both in Ireland and Internationally

4.3 Improve the communication process with members and key stakeholders ensuring customer engagement is increased

4.4 Host exciting events that inspire attendance and participation in Volleyball

Key Tactics



Coordinate an integrated plan for communications to include streamlined processes, channel specific styles and performance targets

Launch a new Volleyball Ireland website

Develop and implement a social media policy

Develop a monthly e-newsletter to engage with members.

Create exciting content that educates and inspires the Volleyball community and attracts the general public to Volleyball activity

Showcase and market Volleyball events and competitions, working with partners such as the CEV to multiply social reach

Provide a new Volleyball Ireland identity/brand

Work with key media partners to promote Volleyball and its players

Appoint a media representative and ensure media training where appropriate for players, officials, staff and volunteers

Carry out regular customer satisfaction surveys on general activities and specific projecting, creating a baseline of satisfaction measures

Deliver regular information emails and newsletters promoting opportunities to members clubs and affiliated players, whilst celebrating our achievements

Engage with Sport Ireland projects, programmes and opportunities to raise our profile domestically

Establish partnership projects with the Confederation European Volleyball to raise our profile internationally

Key Targets



Double the number of Social Media followers

Increase website Hits by 10% year on year

Have 1000 monthly subscribers to the Volleyball e-newsletter

Establish a Volleyball Ireland Events license programme

Host an International standard tournament in partnership with the CEV

Ensure Volleyball Ireland has representation on at least International committee

Increase member satisfaction scores year on year



Overarching Goal

We will increase funding through an diverse range of sources which are attractive, sustainable and achieve our strategic goals. We will re-invest additional incomes to drive the development of our sport.

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5. FundRaising & Finance

Key Objectives



5.1 Ensure Financial compliances are met

5.2 Increase funding streams to ensure a sustainable and prosperous organisation

Key Tactics



Improve our Financial procedures to ensure best practice and compliance with regulations

Re-launch patrons of development programme to support the development of National Squad teams

Identify grant funding sources and make achievable applications for the association and with our clubs

Work with partners such as Local Sports Partnerships to co-fund programmes, projects and people

Identify 'Champions of the Funding' plan

Deliver a range of Volleyball programmes and events that yield an operating surplus for the organisation with reserves developed to strategically invest in the sport

Key Targets



Develop a range of sponsorship packages, attracting sponsors for 5 key programmes

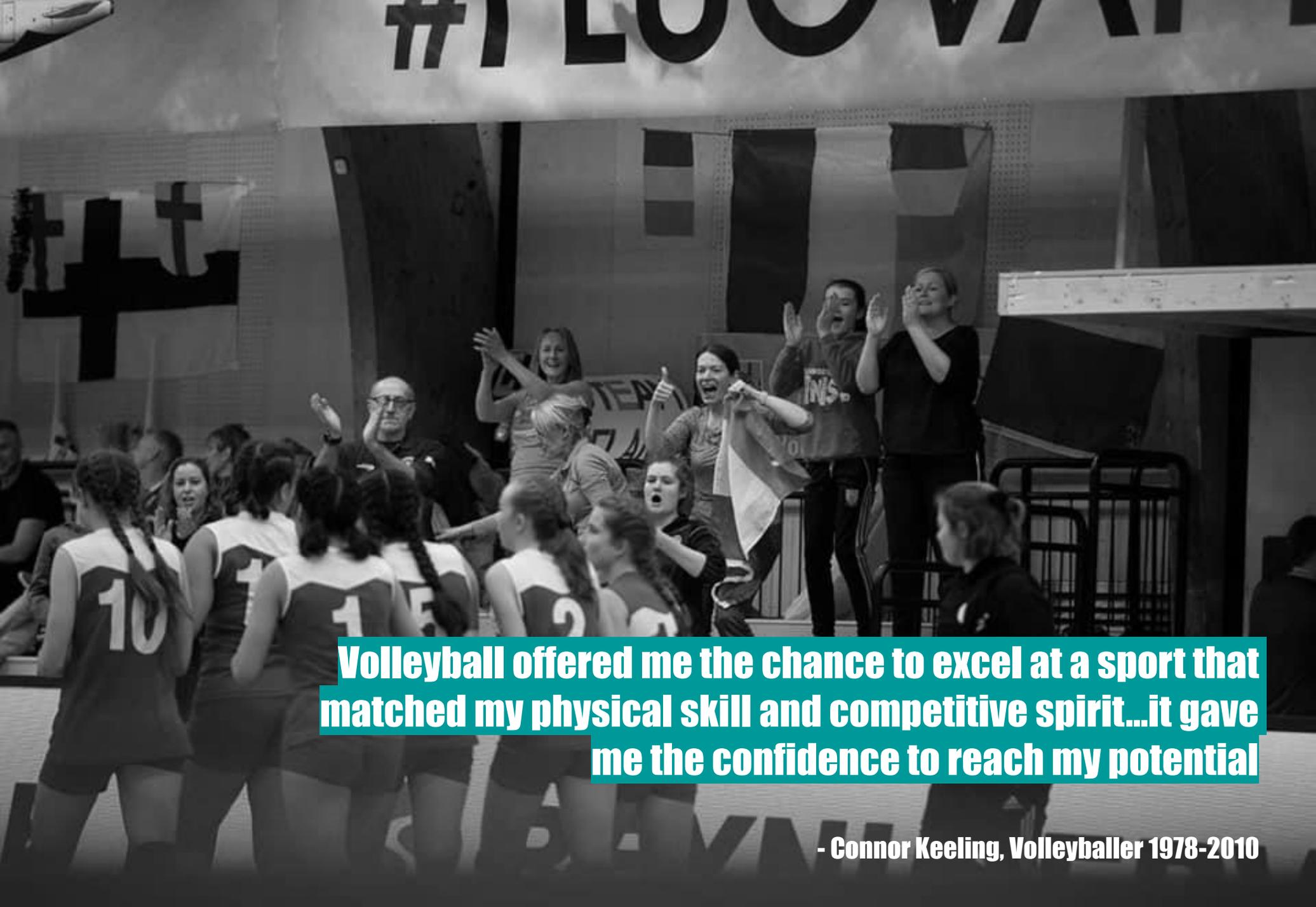
Increase our operational incomes year on year

Increase our Sport Ireland Core Grant income





Success will be more participation, through more clubs, with more coaches and referees engaged in the development of the sport. Volleyball will be accessible to the community and all participants will be able to reach their potential, through our performance programmes. Volleyball Ireland will be better resourced to support, lead and develop the Volleyball family across the country.



Volleyball offered me the chance to excel at a sport that matched my physical skill and competitive spirit...it gave me the confidence to reach my potential

- Connor Keeling, Volleyballer 1978-2010



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