



Annual Report

2021/22 Season



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

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

Contents

Introduction **5**

Message from the President **6**

Chief Executive Summary **9**

Highlights **11**

Strategic Plan Update & Activities Report **12**

Strategic Objectives Update 2021 **13**

Staff Activities Report **16**

Project Case Study: St. Patrick's Day Challenge **21**

Project Case Study: Regional Development Centres **23**

Annual Stakeholder Survey **26**

Competitions & Development Report **28**

Education & Training Report **35**

High Performance Report **38**

Finance Report **42**

Finance Summary & Grants Awarded **43**

Board & Governance Issues **46**

Company Structure & Key Information **47**

The Board **48**

Commissions & Committees **53**

Staff **55**

Managing Risk **56**

Appendix **61**

Strategic Objectives Commentary **62**

Financial Statements **72**





Introduction

Message from the President

It's just over a year since I was appointed as President of Volleyball Ireland and I will open with the bold admission that I never could have imagined how enjoyable and fulfilling the role would be. I feel truly honoured and very lucky to be President, at such an exciting time for our sport. I've tried to pick out in this address some of my personal highlights, but it is really difficult as there have been so many.

Soon after last year's AGM was the launch of our new Beach Tour Programme. I went to visit the first tournament and it was just so amazing to see our VLY brand flapping in the wind on Dollymount strand! It was so vibrant, bright and attracted so much attention. To see the beach crowd and newcomers back on their 2 on 2's grafting for victory was as riveting as usual. This model was a prototype for us and proved so successful we'll be using it again this year but even bigger and even better.

The summer flew in and in September Gary and I had the great honour to present 'Growing the Underdog' in the 'Best Practice' section of the CEV annual congress in Poland. This was a daunting and nerve wrecking challenge that required many hours of preparation and rehearsal. Presenting the story of our small Island's growth to the big countries of Europe was just incredible

and we received an overwhelming response and offers of support as a result of this. It made me realise that the work we do off court, is as strong as anywhere else.

As the winter set in we finally had our chance to open our doors again and start our National league. Everyone accepted it was going to be challenging and flexibility was permitted due to the Covid circumstances.

Apart from old age, I retired from playing so I could put time and energy into the presidency role. Not having to be in my beloved DVC to play every weekend meant I could travel to other clubs to referee from time to time and to see and listen to other clubs and how they were fairing. I by no means got to all but managed to connect with the likes of Netforce, Dalkey Devils, Gardians, Tallaght, IT Carlow, Kilkenny and Naas in a way that would never have happened if I was still playing. It was great to meet the wider volleyball community and see how clubs were managing.

I won't spoil any of the later Competitions highlights but suffice to say here, an incredible job was done by the NLMC and all Clubs to manage to get the vast majority of matches played. This was an exceptional year and we will look to the season of

2022/23 with a new perspective now that we've managed to 'weather this storm' as the great Mary Lalor once said to me.

We do need to raise the bar again here on our standards, regulations and promotional activities to really take the National League, our core competition, to the next level. Volleyball Ireland is being watched from many places now and it's in our interests to reset, improve and grow.

April and May then were the 'High Performance' highlights. It was just amazing that our Under 19 Women won a SCA silver medal in Luxembourg – a first ever! And to see the passion of the Under 20 Men's competition played in our beautiful Sport Ireland Indoor Arena.

One of my proudest moments was listening to Minster Jack Chambers (who had arrived to watch the Ireland v Luxembourg game) phoning his secretary to tell them he'd be late for his next appointment after Ireland took a set from Luxembourg. He was so into it he had to stay to watch the rest of the match. The guys were spectacular! Not long after this the Senior Women headed off to Iceland and the Under 22's went off to Rome to play in the Under 22 European Championship Qualifiers.

It was the week of May 12th that was the grand finale of the year for me in my first year as President. Really, who could have imaged that we would win the

National Governing Body of the Year Award and two days later be the guests of the President of the Italian Volleyball Federation at their Headquarters in Rome, where a new partnership between Ireland and Italy was formed. This will help develop the future of volleyball in Ireland. It was really incredible.

There have been many highlights of my first year. I won't attempt to document them all here but it has been an amazing journey so far and I look forward to the coming years in the role, if they are all going to be like this. I would not have enjoyed this year so much if it wasn't for the people that make Volleyball Ireland tick.

I am so proud of Gary and the VLY staff; Conor, Simon, Amanda and Sophie, their energy and creativity continues to astound me. In particular, the new joiner; it has been amazing to see how quickly you have onboarded and assumed the same level of passion for Volleyball as any of the player on the court and your ability to drive that passion through your day-to-day activities. Thank you for all you do.

I wish to thank our Commissions for their endless, tireless endeavours to run our leagues, educate our coaches and referees and promote High Performance and many other things. It hasn't been easy this year but you've conquered all challenges and I look forward to working with you to define and implement the new strategy in the

coming years. My thanks also go to all Volunteers and anyone who has helped to make this season a success.

Finally, I'd like to thank the Board. Little did I know what I was getting into here. A new President with essentially an entirely new Board of Directors. Our longest serving Board member being the youngest (and hugely talented of course)! I'll tell you one thing, there is nothing 'boring' about this Board.

With the new Board and a new format at our meetings (which take place the last Tuesday in every month) we've had many great debates and interchanges of the ideas proposed in our 'Strategy' section and our 'Spotlight' section. Everyone on the board is so committed to preparing in advance, adding valuable contributions to every topic, sticking to the agenda and being respectful and mindful of other's opinions.

These debates can be tough but at the end of the day I believe we do due and fair diligence to all topics presented

and in the end we make the best decisions we can for the Volleyball Ireland members. We are diverse from so many perspectives; professional skills, gender, volleyballers/non-volleyballers, sporting background/non-sporting, nationality and with a good spread of where we live across the country. It has been my pleasure to work with this amazing team for the past year and I look forward to the next season of Board meetings!

Clodagh.

Clodagh NicCanna | President



Chief Executive's Summary

I wrote last year's piece with cautious optimism.

Optimistic that we could bounce back from Covid-19 and the restrictions placed upon indoor, and at the time, outdoor sport. But cautious that the unknown was very much with us. How would the sport recover? Will participants return to clubs? Will Government funding for sport be de-prioritised? When will sport be allowed to be played again? Will the hard work and efforts over the last few years be wasted?

I write this year's summary full of excited optimism. I'm incredibly excited about the future for Volleyball in Ireland. Participation numbers are growing rapidly, the profile of Volleyball and the Association's reputation both in Ireland and Internationally has risen, and Government through Sport Ireland, have kept their promise that sport is a solution that's worth supporting.

Volleyball is on the cusp of taking a big leap forward on this Island.

We've already been recognised by the sports industry as the *NGB of the Year*, the not-for profit sector has rewarded our Governance with a prestigious award and our European Federation, the CEV, have formally acknowledged we are best practice.

But more importantly than that, our members have rated us higher than at any time since the start of the annual member survey.

These achievements over the last year make me incredibly proud and fortunate to work for Volleyball Ireland.

But this success isn't luck. We are in a good position because we have a visionary and professional Board, that challenge and stretch our ambitions. A commission structure filled with passion and love for the sport. And we have staff with a growth mindset that are determined to drive Volleyball forward – it's an honour to work with Conor, Simon, Sophie & Amanda.

But all that would mean nothing without our brilliant club and volunteer network that make it happen on the ground and have been so resilient and flexible throughout the pandemic. I would like to take this opportunity to thank the coaches, referees and administrators across the community who have given so much over the last two years. We need to back that commitment.

We'll be announcing shortly the biggest injection of funding in the Volleyball club network ever – with 100k in supports directly to clubs to help with youth development, facility improvement and the further promotion of the sport. They'll also be

€35k specifically ringfenced for the upskilling and recruitment of club volunteers, coaches and referees.

What has become apparent since Volleyball re-started is that our challenges have changed. Previously, the issue was a lack of children playing Volleyball – now the challenge in a lot of areas is meeting the demand. We need more coaches, more referees and more equipment within our clubs.

You'll see from this report that participation figures have grown rapidly and are now 44% higher than two years ago. National League Team entries have risen 23% with a new Men's Division 2 and regional youth leagues in place. Our National League is our core competition and ahead of the new season we'll be exploring some innovations and promotional opportunities to take that competition to the next level.

The number of Coaches & Referees that have a license to officiate are higher than at any point in this strategic cycle. The organisation's finances are healthy, with increases to the reserves and a 20k operating profit for the year 2021, and the profile of Volleyball is growing rapidly online with 57% more followers across key channels – this is incredible growth.

The Development & Operations Department reports will demonstrate the sheer breadth of work our small team deliver, and we'll showcase two key projects delivered this year: the Regional Development Centre Programme and the excellent St. Patrick's Challenge – what a day!

The Education & Training Commission report will go into detail about the new *Three Tier Coaching Programme*, the Competitions & Development report will touch on the re-launched VLY Beach Tour and provide some key statistics that proves Volleyball is the most culturally diverse sport in Ireland. The High Performance report will summarise our return to International Volleyball and celebrate the u19 Women's historic silver medal and the time Ireland played Italy!

And finally, the Governance chapter provides transparency – which is a key value of this organisation.

It's been a busy year, but we can't wait to get stuck into the next one.

Gary.

Gary Stewart | CEO



Key Highlights

We would like to draw your attention to some of the key highlights & achievements over the 2021/22 season.

- Volleyball Ireland is named NGB of the Year at the Irish Sport Industry Awards
- Verified participation figures have grown 37% versus the pre-Covid 2019/20 stats recovering more than 300% on the end of the 2020/21 season
- Volleyball Ireland win the Good Governance Award for the 2020/21 Season Annual Report – the first NGB of Sport to do so
- Volleyball Ireland are invited to present at the CEV Annual Congress in Katowice, Poland
- We host the u20 Men Small Countries Association Championships, the first Indoor International event in Ireland for 20+ years
- We re-branded and re-launched the VLY Beach Tour with a new 1, 2 & 3* ability-based format and youth section
- New promotional activities including Game of the Week and Schools Final Live Streaming has driven the growth of social media followers by 57%
- Under 18 participation figures have increased by 50% since 2019/20, aided by the regionalisation of the u16 Youth League and introduction of Boys Blitz programmes
- We have developed and implemented a Women in Sport action plan
- The Regional Development Centre programme has been introduced for both Volleyball & Beach Volleyball players, with 80+ teens taking part
- Improvement in member satisfaction rates across the board with a Net Promoter Score of +53 and VLY's Leadership & Governance rated as 8.46/10
- We led on Ukraine Refugee supports developing a range of benefits for clubs to support the integration of Ukrainians into local communities
- Piloted a permanent Beach posts project with Meath LSP with a full roll out planned in Summer 2022
- Introduced Play Volley – a youth participation programme with member clubs
- Acquired a 10% increase to the Sport Ireland Core Grant and received a 200k one-off Covid grant to re-start Volleyball activity



Strategic Plan & Activities Report

Strategic Plan Update

This section of the report highlights the progress made against the key metrics established in the 2019–22 strategic plan: Raising the Game.

Originally 32 key metrics and 56 key Tactics were established to measure the success of the plan which runs until the end of 2022. Tactics are typically the inputs and actions that lead to Metrics (outputs).

This has since been reduced to 25 key metrics. Those removed include website hits and school affiliations; both of these targets are now measured in different ways and as such accurately comparing year on year is not possible. A detailed status commentary on each metric is included in the appendix.

It is no surprise that Covid 19 has impacted our progress over the last couple of years, with a particular impact on school participation. Our model of large indoor participation events for primary schools has not been permitted and schools in general have been harder to access for various reasons including: teacher shortages due to Covid absences, halls being used as overflow classrooms and a reduction in school trips.

Staff changes have also slowed some projects such as Social Volley, but these will be re-prioritised. In general the sport has bounced back impressively and is on target to achieve around 95% of targets by the end of the calendar year and strategic cycle.

Key Tactics

56 tactics were established of which 47 or 84% have been achieved. These include some significant strategic projects such as the Long Term Player Development Model and a new Constitution, of which have had a positive impact. As well as some simpler actions like the introduction of an annual member survey.

For the reasons explained above, 13% of our tactics for a better Volleyball

Ireland are behind schedule including; a clear events licensing system to help support clubs deliver Volleyball events and the re-launch of the Patrons of Development scheme. Another of the delayed tactics is 'regular engagement sessions and visible



operational plans’ – whilst our Annual Report is comprehensive and transparent more town hall style events with Commissions, staff and the Board could be delivered to paint a clearer picture of what’s happening within Volleyball Ireland. These delayed tactics should be completed by year end.

4% (2) of tactics are significantly behind, including the appointment of media and communications role to help better promote the sport – however the stats do show we’ve made strong progress in this area.

The second tactic that is unlikely to be completed by the end of the cycle is our work with Sitting Volleyball and inclusive programmes for people with a disability. This is an area where we will get better at within the new strategic cycle. Whilst we have developed a Sitting Volley strategy it’s only right to say that it’s implementation has not been delivered.

Key Metrics

Of the 25 key metrics that measure the success of the plan, 16 are achieved or on schedule. These include headline targets such as Player License Numbers, Member Club Affiliations and Youth Sections.

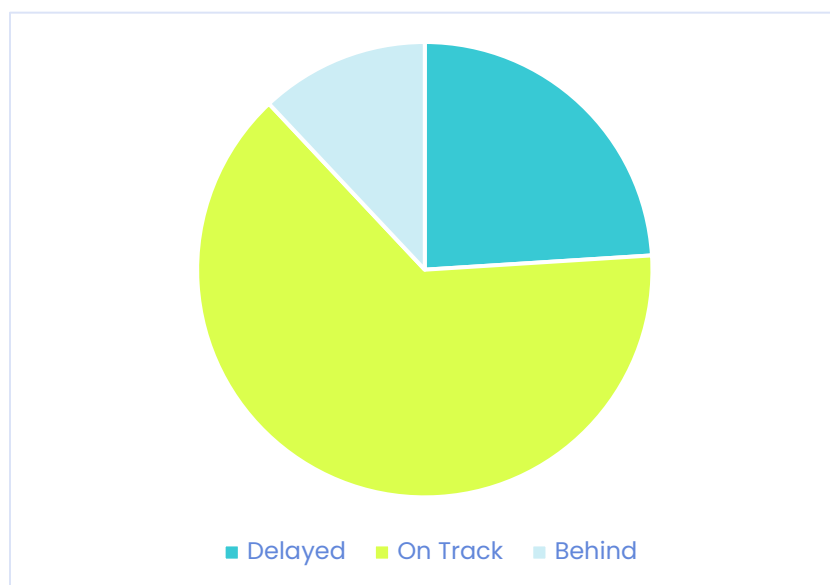
6 are behind schedule but expected to complete before the end of strategic cycle.

These include Youth National league participation and the number of trained Volleyball

Activators. 3 measures are significantly behind target and we do not expect that they will be completed by the end of 2022. These include: ClubMark & School entry numbers.

A full overview of these Tactics & Metrics are attached in the Appendix with a commentary on each.

Work is underway to develop a new strategic plan. We’ve appointed Teneo as our external advisory consultants to support the development of the plan. Workshop consultations will begin in the coming weeks with the new strategy launched later this year.



RAISING THE GAME 2019-22

OUR STRATEGIC OBJECTIVES



Raising Participation

**Means More People playing
Volleyball**

*There are now almost twice as many
licensed players versus 2017/18, and 6
times more u18s*



Raising Standards

**Means stronger clubs & sound
governance**

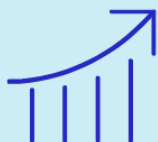
*There are now 15 clubs with youth
sections and a Good Governance
Award winning Annual Report*



Raising The Profile

**Means more followers and more
people promoting the sport**

*There are 3.5 times more followers
of Volleyball Ireland online than in
2018*



Raising Performance

**Means a vibrant pathway for
players, coaches & officials**

*We have active National teams
entering competition, a
development centre pathway, an
Intl Referee & new Coach
Education programmes*



Fundraising & Finance

**Means growing revenues to
support activity**

*Revenues have increased 50%
since year end 2017*

Staff Activities Report

Volleyball Ireland staff act as the operational delivery vehicle for the Commission's work programme and as such, the majority of staff activity is covered in the various Commission chapters later in the Annual Report.

This section therefore covers other activities outside of the Commission remit with a main focus on youth development, events and marketing activities – as well as an update on Safeguarding, Anti Doping & Child Protection.

Youth Development

As Covid 19 restrictions on indoor play continued into the early Autumn of 2021, the Development department focused on providing opportunity and satisfying the volleyball appetite for youths through fun outdoor junior beach sessions. Three locations in Galway, Meath and Cork registered over 60 children early in the season. The sessions laid the foundation for our newly designed junior beach competitions to follow.

Two modified 3v3 events for u16s and two u20 standard 2v2 were created for the more advanced players. A total of 32 teams took part providing most of the players with their first taste of beach volleyball but a desire for more by the close of the season.

As we moved onto September our most significant improvement to the youth indoor leagues took place in the form of regionalising the U16 Girls national league. This important move helped break down two of the most common barriers of playing; travel and expense. The continued growth of youth registrations ensured the new leagues were able to maintain 9 teams per region. This bodes really well for the future growth of the sport.

At the turn of year, the boys were also in on the action as we were able to launch the long awaited U18 blitz events. A total of 17 teams competed in these monthly sessions which is the foundation of a youth league to launch in 2022. The youth season culminated in our first ever National Youth Finals Weekend and consisted of approximately 300 kids playing volleyball in age appropriate competitions from 9 – 17 years of age all under one roof.

Club Support

The increase of junior club membership can be partly attributed to the increased visibility of volleyball. This is thanks to the adaptability of our clubs in seeking outdoor locations for trainings during restrictions and the Development Department were happy to subsidise the cost of outdoor systems for 10 clubs.

VLV recognised this good work and in support set in motion the Play Volley programme. In three short months over 250 children registered online to receive their packs and clubs their training programmes. The Play Volley programme remains a crucial part of implementing our LTPD model and we thank the clubs for your support in this.

Taking learnings from last year, a 2022 summer camp pack with outdoor net equipment, balls, training resources has been created to once again support clubs in raising participation, raising their profile, fundraising and ultimately raising the game of volleyball in their communities.

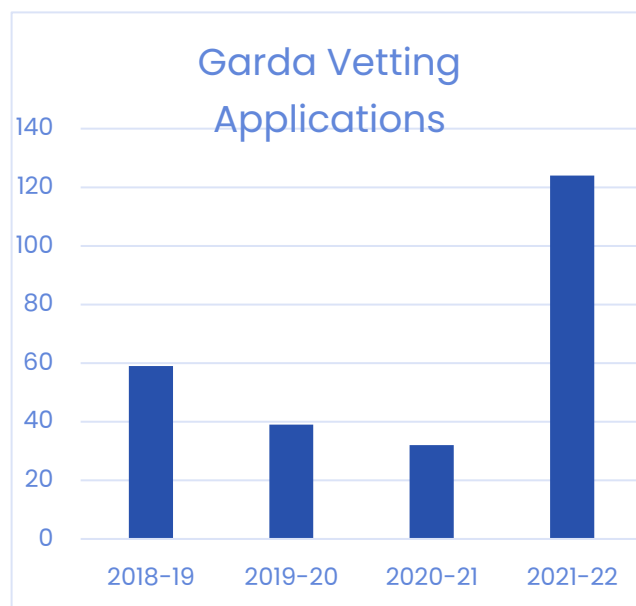
Looking ahead into 2022, Volleyball Ireland has secured significant Covid funding that will be focussed on supporting club’s develop youth sections.

Safeguarding

A significant chunk of time was spent supporting clubs to complete the new Sport Ireland Safeguarding audit, of which we are delighted that all clubs that are operating youth sections completed. Four Safeguarding courses were delivered with 48 participants attending, which is up slightly on the previous year.

Garda Vetting

Throughout the year, we continued to process GV applications and, over the previous year got 122 applicants through the process. In the meantime, the Bureau itself suffered from significant post-Covid backlogs at the end of the calendar year. This delayed many applications. We discovered several applicants not responding to GV Bureau correspondence in a timely manner, which often timed out their applications. We will continue to improve our communications moving forward to ensure this becomes the exception rather than the norm.



Ukrainian Refugee Programme

In February, we were one of the first NGB's to open our doors to refugees who arrived in Ireland from war-torn Ukraine. To help clubs open their doors too, we offered a grant to them to help offset any related costs including, where necessary, for suitable equipment and clothing. By season's end, we had seen six players register with Clubs to play in the National League, with another two youth players signed up.

International Events

In recent months, we have successfully staged two international events at Sport Ireland's National Arena at Abbotstown. In March, we welcomed Northern Ireland for a four-match Challenge across different male and female international sides and, a month later, hosted the CEV Small Countries Association Men's U20 Championship.

Both events passed off with excellent feedback, and we thank the teams, match officials, staff, volunteers and spectators for making both a success. Based on our experiences of hosting both, we feel well placed to host more international events in the future.

The St. Patrick's Challenge event features as a case study report.

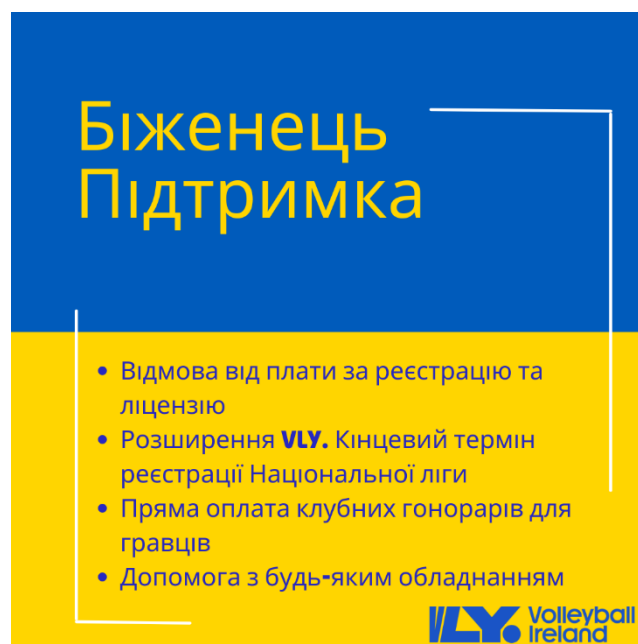
Anti-Doping

It remains a condition of an adult player's registration to play in the National Leagues that each completes Sport Ireland's anti-doping information module and we remain one of the few NGB's who insist on doing so.

No Anti-Doping testing was carried out at any Volleyball Ireland events, or out of competition.

Antigen Test Support

In January, to help encourage and support players to use antigen tests ahead of National League matches, we allocated €5,000 to provide testing kits for clubs.



Marketing

Marketing priorities for 2021/22 were focused on the visibility of the sport and the growth of Volleyball Ireland’s social media channels; with a particular emphasis on attracting younger followers to our various channels.

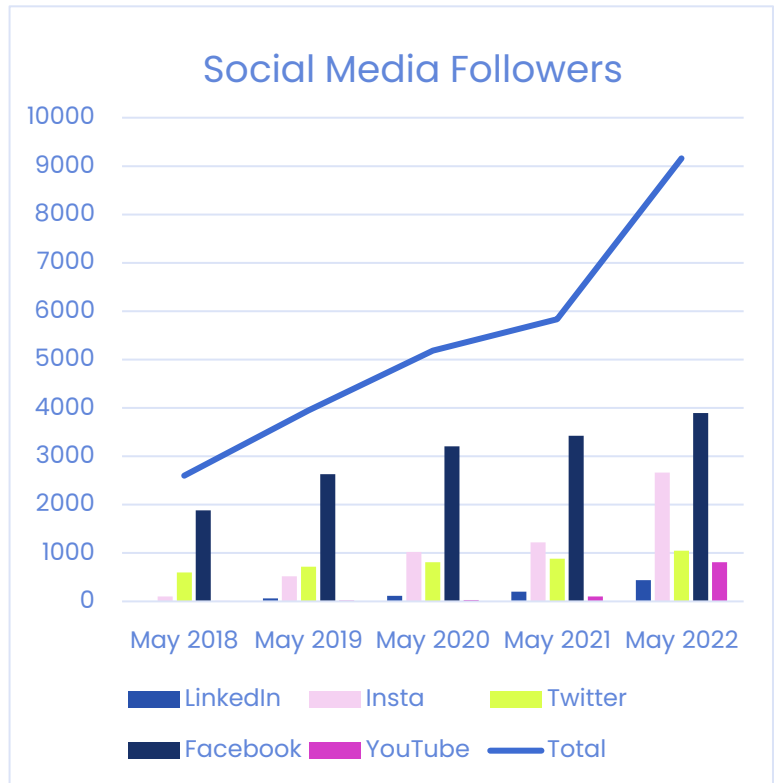
Social media followers grew by 57% which is the biggest acceleration of growth since the start of the strategic cycle.

Facebook is the most used social media platform in Ireland and our main source of followers. Facebook’s users are mostly over 30 years old, while new generations are more eager to use platforms such as Youtube, Tik Tok and Instagram.

In an effort of trying to get new generations involved in volleyball, our main focus this year was developing attractiveness on these platforms, with excellent results. Youtube registered the highest growth rate, with +680% followers compared to May 2021, followed by Instagram with +118%.

We also doubled our LinkedIn following, which is part of our commercial strategy to build our brand in the corporate world and become more visible for potential sponsors and partners.

The huge increase in live stream activities with Game of the Week, School and Youth events, and International events made the sport more visible, with positive feedback from users. With over 200 videos uploaded, compared to the 17 of the 12 months before; VLY reached more than 1000% more unique viewers per month. VLY Youtube viewers are typically aged between 18 and 24 years old.



Here are some Youtube statistics for key projects:

- Game of the Week: 26 live streamed matches, 7217 views, 258 hours watch time
- School Volleyball: 124 live streamed matches, 8601 views, 3700 hours of watch time



International events:

St Patrick’s Challenge: 8422 views, 1569 hours of watch time, 53 new Youtube followers on the event day

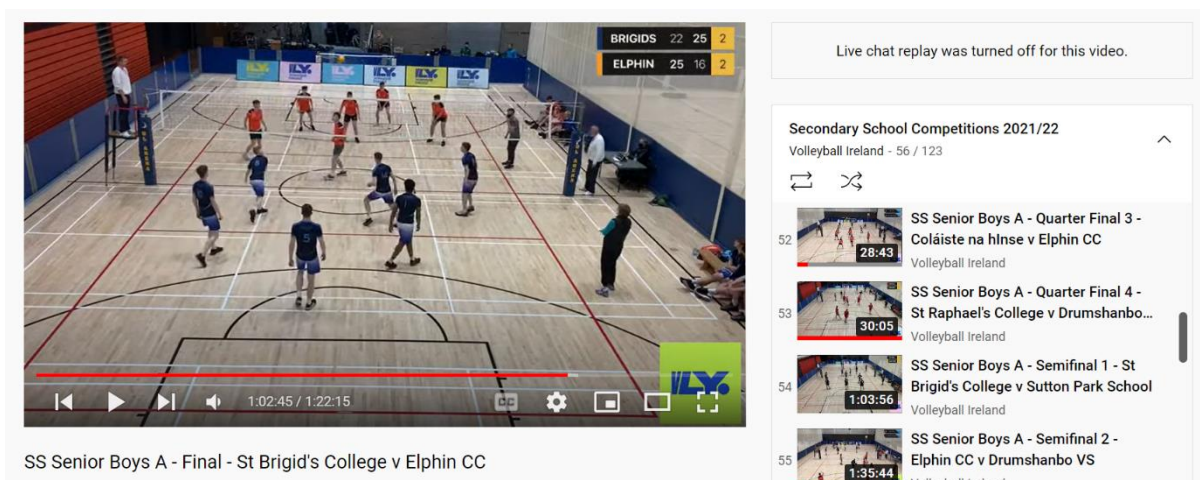
U20 Men SCA Championships: 10555 views, 2015 hours of watch time, 97 new Youtube followers in the event week

VLV Instagram reached 99652 profiles since just November 2021. The average monthly engagement of IG posts, stories and Reels since September 2021 grew of 449% compared to the previous 12 months, with an average of 40% profiles engaged that are not VLV followers, sign of wide margin of growth. The majority of IG followers are 18-24 years old (34.3%), followed by 25-34 years old (26.8%).

According to the Irish Sport Social Media Report by Sport for Business and Olytico, Volleyball Ireland took the bronze medal in the Instagram engagement per 1000 followers in January 2022, and reached the top 10 on Twitter (7th), Instagram (4th) and Facebook (7th) engagement per 1000 followers in March 2022.

In December, VLV opened a Tik Tok page, sharing highlights and action videos. It gathered 301 followers, with average post views of 6608.

The Monster Block weekly email newsletter has reached 1736 subscribers, +162 on last year.



Project Case Study: St. Patrick's Day Challenge

Context: The St. Patrick's Challenge is a series of matches between National Teams of Ireland and Northern Ireland, typically held in mid-March.

Aim: To raise the standards of this traditional event, creating a memorable day out for spectators and players that will be motivated to attend more Volleyball in the future, whilst piquing the interest of potential commercial partners in the future.

Key Objectives Achieved:

- Positive Feedback from players and fans attending
- Ticket sales in excess of 200 paid guests > 339 tickets sold generating a revenue of €3,863
- High quality live stream production that puts Volleyball Ireland on the radar with content that can be used to benefit the sport going forward
- Increase in digital following on VLY. Social media channels > Reach +500% compared to typical event and 7k unique views on YouTube.
- Give Ireland's players the experience of arena Volleyball to best help preparations ahead of International events > the atmosphere aided all youth teams be tournament ready for Dublin, Luxembourg and Rome. One senior team player commented, "this was the first time I actually felt like a real athlete."
- Provide Referees with an event atmosphere experience to best prepare for major cup finals and other hosted International events.
- Get children to the event to inspire them to keep playing Volleyball > 70% of tickets purchased were for u18s or families.
- Use the event as dummy run for the SCA u20 Men's Championships in April with increased event management and delivery capacity within VLY staff > excellent preparation and experience/learnings gained
- Activate the new VLY brand at it's first indoor event > vibrancy and energy of the new branding added atmosphere to the event and painted Volleyball Ireland in a positive light.
- Widen the base of event volunteers > the event volunteers were a key success.

Key Learnings and Challenges:

- Glare of the arena lighting could be reduced
- Longer run offs required at the ends of the court
- Timings and quantities of player food could be increased
- More engagement with National League players to attend the matches. The vast majority of spectators were youth players and families.

Budget: Projected investment of 3k required, event yielded a net loss 2.8k. This doesn't factor in staff time costs nor staff travel expenses.



“I wish to say a huge congratulations to the VI staff for this weekend. It was by far the most professional volleyball tournament I have seen in Ireland so far. All of us felt very good during it and it gave a sense of real belonging to a volleyball institution and community. Again thank you from the Squads and see all of you for the Small Countries in April.”

- Andrei Molnar, Head Coach



Project Case Study: Regional Development Centres

Aim: To create a systematic player development pathway from participation to performance level Volleyball, providing teenage Volleyball players with additional technical, tactical and physical development skills.

The Centres are currently operating in the East & West for both Volleyball and Beach Volleyball. Players within the programme are typically aged 13-16.

Beach Development Centres

In year one, five male teams and eight female teams were selected to take part in regionalised trainings throughout the 12-week period of summer. Multiple international competition events against neighbouring Northern Ireland squads provided coaches with additional player assessment opportunities before selecting potential European tournaments in year two of our three year plan.

As we move into year two, VLY. have entered U20 and U18 Euro Beach Volley tournaments in Turkey and Greece for summer 2022, and will also participate in Small Countries events and other appropriate tournaments.

Competitions on the island of Ireland continue with neighbours NIVB and talks are underway to form a training camp in Europe that will expose players to different coaching styles and competition against European youths of more developed beach volleyball nations.

Indoor Development Centres

Following on from the successful beach programme. The Indoor development centre programme for 13-16 year olds was launched with monthly training sessions in Galway and Dublin.

113 players tried out with 63 finally being selected by the head coaches.

East Boys- Alessandra Trio and East Girls - Matthew Hanlon

West Girls -Jennifer Moret and West Boys - Amanda Burgio

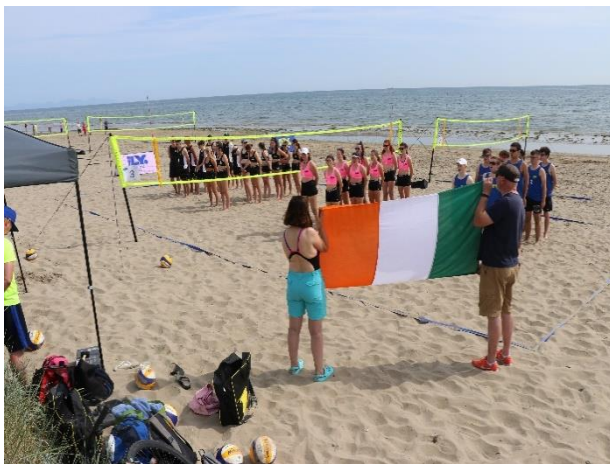
Both centres were stocked with the latest training equipment from the US and Europe, including serving machines, spiking machines, block aids and a host of other coaching aids.

Year 1 programme matched our objectives with competitive games against Northern Ireland for each centre once again provided coaches with opportunities to gel the players from different clubs together while recognising their team strengths and

weaknesses. A national three-day training camp took place at the end of the season which allowed the players to develop bonds as well as skills.

Year 2 will see the centres travel to European club tournaments to gain essential match experience for players before they age out and begin trials for the U19w and U20m national teams.

The creation of the development centres from ages 13-16 provide us with multiple advantages. Primarily it's a crucial age in the maturation of children and by establishing an environment with different ages training together we can ensure that all players are training in an environment that can challenge them and help them achieve success.





3

Stakeholder Survey

Annual Stakeholder Survey Summary

The Annual Stakeholder Survey is now in its fourth year and provides a great opportunity for the volleyball community to share ideas for improving the organisation.

The survey has established 'performance benchmarks' in a range of different areas including Communications, Coach Education, Player Development and Leadership, as well as providing an overall view of the perception of the organisation.

Previous versions have provided a range of ideas which Volleyball Ireland has since implemented including:

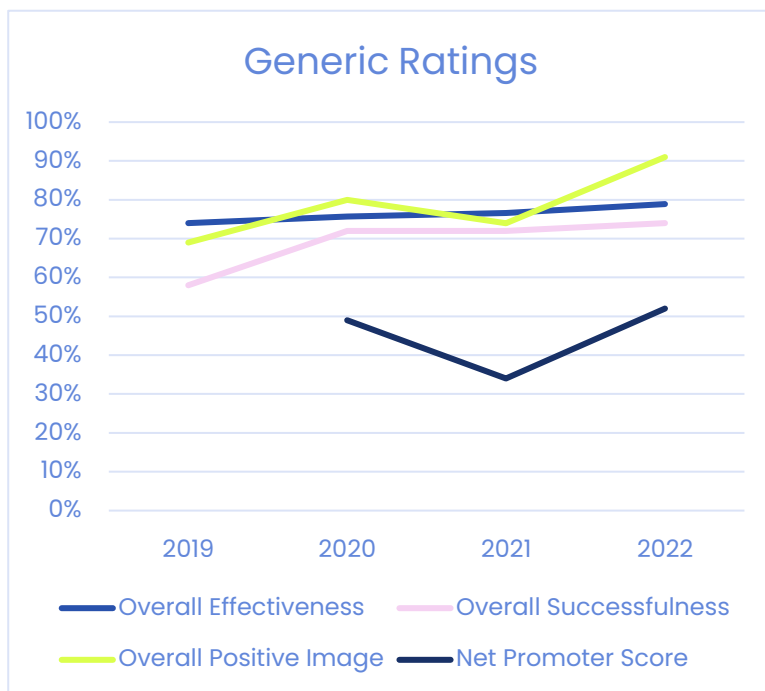
regular newsletters, online player registration system, more continuous coach education programmes & a new format for the Beach Tour.

The 2021/22 season results are extremely positive with the Net Promoter Score nudging north of +50, which is a global benchmark of excellence. Every other metric increased positively, although conversely 2% more people consider us *Unsuccessful as an NGB* whilst 2% more also consider us *Successful as an NGB*.

91% of people consider Volleyball Ireland to have a positive image, up from 74% last time around. Members were also questioned on specific areas all of which increased, giving VLY an overall rating of 48.5 which is up 20% in four years.

What can we do better?

For the first time this year, we asked members *what one thing, could we do better?* Whilst we take qualitative



feedback on all areas i.e. marketing/competitions etc, we wanted to get a sense from members what the priorities in the community were.

The trends focussed on these areas:

- More recreational tournaments and events throughout the year
- More mixed competitions on beach, grass and indoor
- More consistent enforcement of rules and clearer regulations
- More support for youth club development including funding and grants
- Less costs for national team players
- More information readily available and easily found on the website
- Quicker response times to queries
- More Volleyball promoted in secondary schools and better school-club links
- More promotion online through various channels

Summary of Scores

Rating	2019 Score 68 responses	2020 Score 120 responses	2021 Score 47 responses	2022 Score 74 responses
General NGB satisfaction ratings				
Net Promoter Score	N/A	+49	+34	+52
Overall Effectiveness as an NGB?	7.04	7.57	7.66	7.89
Do you consider Volleyball Ireland to be a successful NGB?	58% Successful 15% Unsuccessful 27% Don't Know	72% Successful 3% Unsuccessful 25% Don't Know	72% Successful 5% Unsuccessful 23% Don't Know	74% Successful 7% Unsuccessful 19% Don't Know
How do you rate the overall image of Volleyball Ireland?	69% Positive 16% Negative 15% Don't Know	80% Positive 3% Negative 17% Don't Know	74% Positive 2% Negative 24% Don't Know	91% Positive 1% Negative 8% Don't Know
Specific Areas, ratings out of 10				
Marketing, Engagement and Communication	6.5	7.7	7.5	7.8
Organising Competitions	6.9	8.3	7.2	8.2
Coach & Referee Education	7.3	8.0	7.9	8.3
Leadership & Governance	7.1	8.1	7.3	8.5
Raising Participation	6.5	7.4	7.2	8.1
Player Development	6.4	7.0	6.7	7.6
Total Rating Score	40.7	46.5	43.8	48.5



4

Comps & Development

Competitions & Development Report

Player Registrations

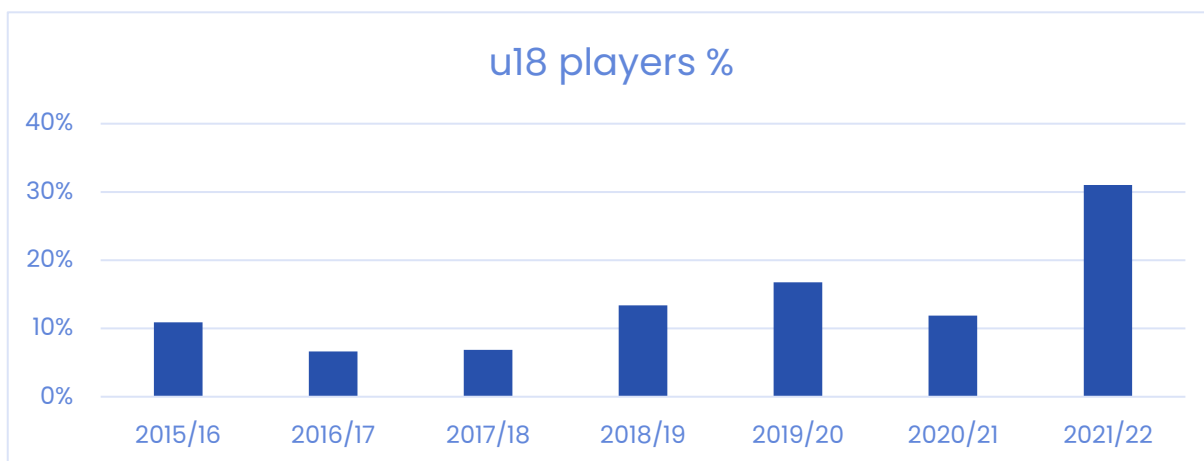
Despite the ongoing uncertainty around Covid-19 and the associated restrictions on indoor sport, the number of licensed players, teams and Beach Tour players has grown significantly on previous years. There has been a 37% increase versus the pre-Covid 2019/20 season taking the number of players with an active license to 1,452 up from 1,062 two years ago and recovery from just 446 at the end of last season.

This is largely down to a vast increase in the number of youth competitions being created by the Development Department, as well as the formation of new National League teams in the likes of Balbriggan, Carrickmacross and Burren.

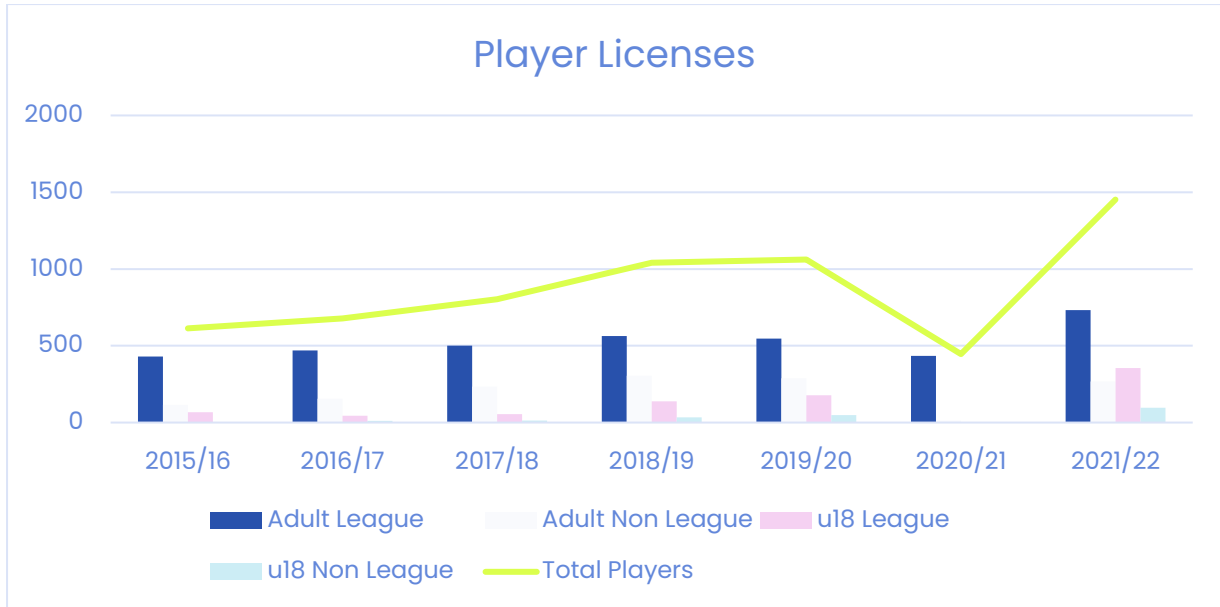
It is important to note that all player licenses purchased in 2020/21 were rolled into 2021/22 automatically – and therefore these statistics do not account for any member attrition that may have naturally occurred.

The nationality of our players continues to be incredibly diverse with members coming from 67 nationalities, including Botswana, Vietnam and eight National League players from Ukraine who have joined the league as part of the *Ukraine Refugee Support* scheme. This places Volleyball as the most culturally diverse NGB in the country. Of the 1,452 players, 551 are Irish which represents 38% of members up from 30% previously.

This increase in the number of Irish born players is due to the development of youth programmes with twice the number of u18 players now licensed versus 2019/20. 31% of active player license holders are u18 which is a positive trend for future growth.



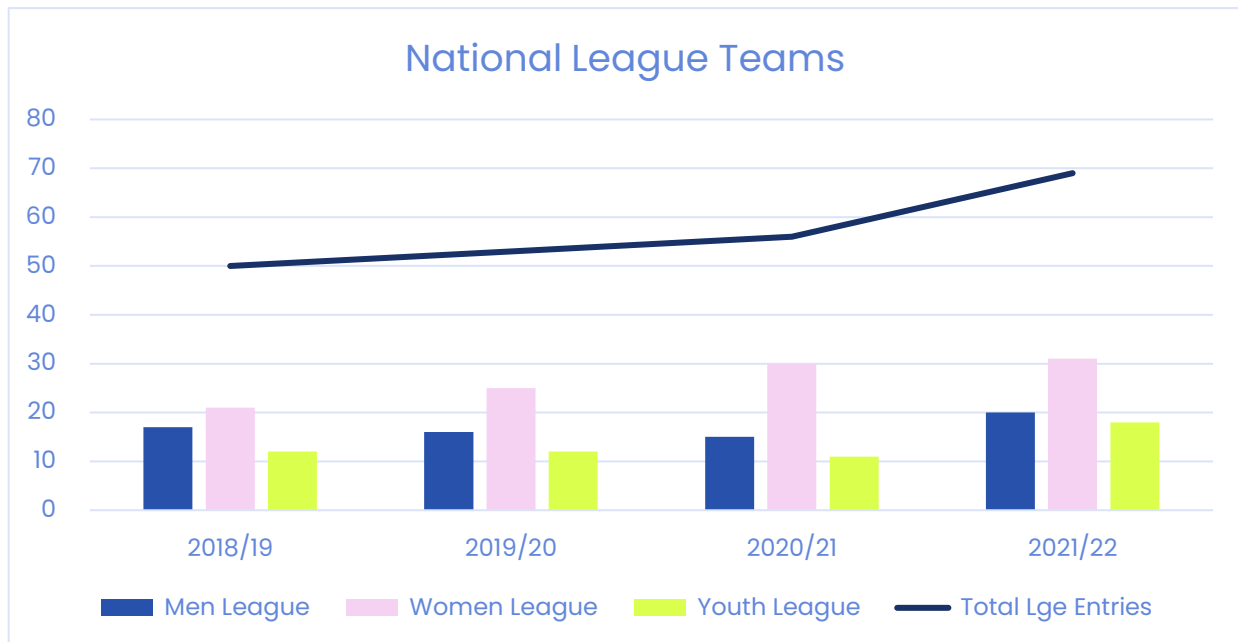
In terms of club size, Galway VC registered the most players with 128 spread across youth and adult teams. They are followed in size by Santry (103) and Gardians (100).



National League

The National League returned for 2021/22 after the enforced Covid-hiatus, with a full slate of matches involving 51 teams scheduled to play 297 matches across seven divisions. This included a new Men’s Division 2 which has helped grow team entries to 69 up from 56 the previous year.

Of course, Covid was never far away and, across the season, only half of those matches



were played as scheduled. Over 127 matches were re-scheduled from their original dates – for both Covid and non-Covid reasons – and in total 147 changes of fixture took

place, with some matches having to be rescheduled three times. The NLMC made best efforts to ensure that all team and club issues that arose in this regard were dealt with sympathetically and with participation the main priority for this season.

The government's lifting of covid restrictions in the second half of the season certainly helped player availability and, by mid-May and only a week later than planned, the league programme was complete.

The need to focus on completing the league schedule was at the cost of our Cup competitions which will return in the 2022/23 season.

Referees

Whilst we technically have 128 Referee with an active license, only 99 are fully cleared to referee. Of these 99, 30 didn't referee a single game. 52 Referees stood in 3+ matches, with the average number of matches per official was 7.5. Five Referees stood in more than 25% of the total number of matches played, and just 12 Referees officiated in half of the appointments between them.

Committee Thank You

What was also encouraging to see, and a theme that carried over from last year, was the spirit of co-operation between clubs when covid struck one or other (or both). The ability to absorb late postponements without any issue, and a proactive attitude to finding alternative dates was fantastic to see, and the Committee sincerely thanks all clubs secretaries for their efforts in this regard.

National League Champions 2021-22			
Women's Premier	Gardians	Men's Premier	UCD
Women's Division 1	Net Force	Men's Division 1	Trinity College
Women's Division 2	Balbriggan	Men's Division 2	Longford Smashers
Women's Division 3	Galway	Boys u18 Cup	Cork Volleyball Academy
Girls u16 Youth Lge	Galway		

U16 Girls Regional Leagues

2022 marked a significant year in the development of our youth leagues. The move in regionalising leagues to break down barriers of travel and expense was piloted with great success. A sharp increase in team entries on last year enabled both east and west leagues to host 8 & 9 teams respectively, and therefore more than enough teams to provide competitive and varied leagues.

Due to the Covid situation a number of matches went uncompleted which we hope to resolve next season.

U18 Boys National Blitzes

Stopped due to Covid in 2021, the u18 boys resumed their competitions in early 2022. Monthly blitzes with 17 teams in total took place in three locations. The multiple blitz events are the first step of the pathway towards a league being introduced next season and ultimately to regionalised youth leagues and divisions following the same approach as the Girls league development pathway.

National Youth Finals Weekend

To celebrate the year of youth volleyball and its incredible rise of memberships, VLY hosted a finals weekend for all three categories; 4v4 mixed, as well as u16 Girls & U18 Boys competitions.

The festival of volleyball was an example of what can be achieved in just a few years of youth league development as over 300 juniors attending from around the country.

Beach Tour

The National Beach Volleyball Tour returned in 2021 with a new format, brand and fresh equipment. Three regular tour events were held in Dollymount Strand x 2 and Galway, as well as the 3* finals event at Bettystown, Co Meath, which also included a 4v4 Social event.

In total, 189 individual players attended the Beach Tour events with a total attendance of 312, up from a high of 207 in 2017.

Investment from Sport Ireland Special Projects allowed Volleyball Ireland to procure 10 x new funtec pro beach volleyball post systems which has significantly quickened setup and take down of the courts. Investments have also been made in a portable sound system and event marquees that provide shelter and a focal point for the event hub, as well as courtside branding to bring energy to the events.

Improvements for the 2021 tour included the use of *Tournify* – an online tournament management system to share fixtures and results, as well as the production of the 3* tour finals for the best eight teams in the country.

The 2022 tour will grow and will feature ten events in new locations such as Clare, Cork and a return to Co. Kerry.

Junior Beach Tour

The newly structured Junior VLY Beach tour provided modified games for younger u16 players while also accommodating u20 pairs in the standard beach volleyball 2v2 format.

Training days in Galway and Bettystown were backed up by competition days and our first ranking system.

On the East coast, new club Carrick Crows burst onto the scene to dominate proceedings and took titles home in all categories.

Joint projects were developed with Northern Ireland to host North & South competition days with medals shared across all age groups.

School Competitions

The school competition programme returned successfully with 24 of 28 indoor tournaments delivered through the academic year, plus a teacher satisfaction rating of 97.1% on *events and communication*. Four 4v4 events were postponed pre-Christmas due to Covid.

Covid meant the restriction on facility capacities, as well as the ability for some schools to travel to competition. This impacted on the typical format for School Competitions. Some creative thinking allowed us to host limited capacity national championship formats in line with those Covid 19 restrictions. However, this ultimately resulted in a decline in the overall school entries for 21-22 season.

Positives to take were the emergence of new schools in almost every category; the U16 Boys B competition in particular excelled, with 50% of entries being from new teams. We will return to the unlimited team entry format for 2022-23 season.

The Cup competition was a success with a doubling of team entries, and interest from a number of new volleyball schools.

A significant effort went into promotion and exposure of the secondary school competitions. 124 games were live streamed with 8,573 views online using the Swish Live technology. On Instagram they were 61 posts and 213 stories to raise awareness of the players and the sport.

The All-Ireland Championships returned with Ireland sealing three of the four titles with Holy Family SS Newbridge taking the girls u16 & Senior titles with Patrician High School 132 primary school teams also were able to undertake their first year of national competition in 4v4 volleyball as we moved away from the Spikeball format. The strategic focus on mini-volleyball will aid better long term development of techniques.

Added to this year's calendar were two new beach volleyball championships for schools with events planned in Galway & Meath. Twelve schools entered with 35 teams in total. Unfortunately due to inclement weather conditions the East version at Bettystown Beach was cancelled.

Recreational Competitions

It was great to see a return of recreational volleyball after almost 16 months of no action. For 2022 we introduced a more sustainable model of clubs delivering blitzes alongside admin and promotional support from VLY.

Five sold out events with 46 teams were coordinated in partnership with Gardians VC, Galway VC, and Impact VC. We aim to expand and support even more clubs in delivering similar events throughout 2022-23. A full information booklet and organisers guide will be provided to help clubs through the process of hosting these events which act as a useful recruitment and fundraising opportunity.

There is a clear demand for more recreational and social tournaments which will be prioritised as part of the new season's calendar of events.





5

Education & Training

Education & Training Report

The Education and Training of our members began to see a slow return of face-to-face courses over the duration of the 2021-2022 season.

The pandemic has certainly demonstrated a want for online courses and the positive benefits of at home training have been identified. Therefore, creation of new blended learning content will be made available to our members when possible, to provide easier access to trainings throughout the coming season.

When restrictions on indoor sport eased in October 2021, participation returned to Volleyball quite sharply and swiftly. However there was a lag in recruiting Referees and Coaches back into club action and as such several clubs found themselves short of referees and coaches to meet their demand.

Coaching Key Programme 2021-22

Our new 3 Tier Coach Development programme proved a success in its inaugural year and is now set for a return with further international coaches and guest speakers. The three tiers are split into Tier 1 – for new coaches, Tier 2 – for more experienced coaches and Tier 3 for advanced coaches.

Topics and workshops throughout the programme included Maximising Players Potential, S&C and Human Information Processing. Coaches on the Tier 2 programme spent the weekend with National team coaches Andrei Molnar and Mark Delahunty to observe training camp activities and discuss various topics.

In year 1, we were fortunate to host international coaches including CEV Champions League Coach Vangelis Koutouleas, as well as an online workshop with professional French coach Laurent Cauet.

Just ahead of the AGM the programme features Hungarian, Austrian and Romanian national team coach Bogdan Tanase for a full weekend tactical and technical development that coaches can implement to help improve their players.

A key aim of the programme is the opportunity for coaches to meet and discuss best practice, solutions to improve Irish volleyball and develop a support network.

Other key Coach Education Activities:

- 250 Transition Year students have been upskilled in Coach & Referee education which is in line with the previous year.
- 5 x coaches participated in CEV Youth coaches' convention in Slovenia
- 2x Foundation level coaching course was delivered with 28 coaches
- 2 x new Coach Developers in training

- Anatomy and Physiology in person workshop
- Play Volley coach resource pack launched

Refereeing Key programmes

One of the standout referee programmes of the year was the new beach referee course hosted alongside the VLY Beach Tour 3 Star final in Bettystown.

Geir Dahle, FIVB referee coach, CEV delegate, FIVB instructor & current member of the European Referees Commission delivered a two day course for our first group of independent beach volleyball referees.

A new beach referee pathway was created post course and a portion of those referees are currently undergoing assessments to advance their gradings in line with the pathway. Additional beach referee courses for beginners are scheduled as we begin to build a strong base of referees nationwide that can facilitate the growing VLY Beach Tour.

Other key referee development activities:

- Refresher Courses x 2 – 23 participants
- Referees Bootcamp – 3 Participants
- Grade 3 Course x 2 – 36 participants
- School and Club Youth referee course – 29 students

International Referee candidate Giordano Dos Santos (Vinnie) has continued his progression towards full FIVB status with appointments in Luxembourg, Iceland and Dublin (all Small Countries Association), Montenegro (u22 Men European Championships) and Belgium (CEV Champions League).





High Performance

High Performance Report

The 2021/22 Season saw a return to International Volleyball for Ireland's National teams with participation at u19 Women, Senior Women, u20 Men, u22 Men & Senior Men level. All teams, with the exception of the Senior Men, entered European Competition. The Senior Men were due to compete in the SCA Championships in the Faroe Islands, but a change in event date meant a clash with the u22 Championships that Ireland had already entered.

The current cycle of National team activity also coincided with a significant increase in investment, with €30,000 of support budgeted for National Team programmes. This includes a €10,000 operational budget for the Men's and Women's programmes, plus €2,500 for each team that travels to compete in European Competition. It is worth noting that this financial support covers around 35% of the total cost of operating National teams with the remainder reliant on player contributions and fundraising efforts.

A performance specific sports capital grant was also acquired to provide training balls and equipment for the teams.

The new High Performance Framework, which provides a strategic structure for National team activity has driven an increase in ambition across National team activity, with Ireland entering the u22 European Championships and hosting the Small Countries Association Men's u20 Competition. These events have very much risen the profile of boys Volleyball in Ireland.

The High Performance Framework has also been a driver in the creation of the new Regional Development Centres which have launched this season. The case study section (p. 16) provides more insights on this project, which aims to develop a systematic approach to player development.

Key Highlights:

- An undoubted success of the season was the silver medal won by the u19 Women's team in Luxembourg – Ireland's first medal at International level and a best ever finish of any national team in Small Countries Association competition. Led by Santry Coach Evrim Genc Oguz, the team won three out of four matches to take second place behind the hosts.
- The u22 Men's team competed admirably against more experienced and resourced opposition at the u22 European Championships Qualifiers in Rome. Their first opponents were the current age group World Champions, Italy and to take 14 points in the first set was a fantastic achievement.

- The u20 Men's team put on a fantastic show and were victorious in one of the games of the season with their 3:2 victory over Northern Ireland at the u20 Small Countries Association Championships that we hosted in Dublin.
- The St. Patrick's Challenge event that we hosted at the Sport Ireland Campus showcased our National Teams in a proper International event environment.
- The hosting of the first National Team Training Camp for all players in Gormanston was a huge success. The event was a mix of on court training, and off-court workshops to help develop a Team Ireland ethos.

Key Priorities for the coming year:

- Appointment of a Performance and Education Manager to continue driving forward Performance programmes and ensuring a clear link between Clubs and National team activities
- Development of more partnerships with professional clubs and other Federations to provide coaching and player development opportunities.
- Further expansion of the Regional Development Centre programme.
- Development of more performance services for National Team programmes including Strength & Conditioning, Physio and Nutrition support.
- Appointment of u17 Women's National Team Coach and u20 Men's Head Coach.
- International participation at age-group Beach Volleyball competition.



Summary of International Results 2021/22

Team	Competition	Opposition	Result
U19 Women	St. Patrick's Challenge Dublin	Northern Ireland	3-0 (25-16, 25-21, 25-13)
	SCA Championships Luxembourg	Malta Northern Ireland Gibraltar Luxembourg	3-1 (25-13, 23-25, 25-20, 25-11) 3-0 (28-26, 28-7, 28-5) 3-0 (25-8, 25-8, 25-11) 0-3 (18-25, 19-25, 12-25)
Senior Women	St. Patrick's Challenge Dublin	Northern Ireland	3-1 (15-25, 25-23, 25-19, 25-19)
	SCA Championships Iceland	Faroe Islands Iceland Scotland	0-3 (25-19, 25-19, 25-23) 1-3 (13-25, 15-25, 25-23, 18-25) 0-3 (10-25, 14-25, 12-25)
U20 Men	St. Patrick's Challenge Dublin	Northern Ireland	0-3 (21-25, 16-25, 19-25)
	SCA Championships Dublin	Andorra Northern Ireland Luxembourg	0-3 (10-25, 19-25, 17-25) 3-2 (25-19, 17-25, 25-23, 29-31, 15-11) 1-3 (13-25, 28-26, 11-25, 19-25)
U22 Men	U22M CEV Championship Qualifiers	Italy Portugal Israel	0-3 (14-25, 5-25, 4-25) 0-3 (6-25, 6-25, 5-25) 0-3 (10-25, 7-25, 9-25)
Senior Men	St. Patrick's Challenge Dublin	Northern Ireland	0-3 (22-25, 22-25, 23-25)



Finance Report

Finance Report

Despite the Covid pandemic the finances of the organisation have remained healthy, growing income by 58% and returning to near 2019 levels.

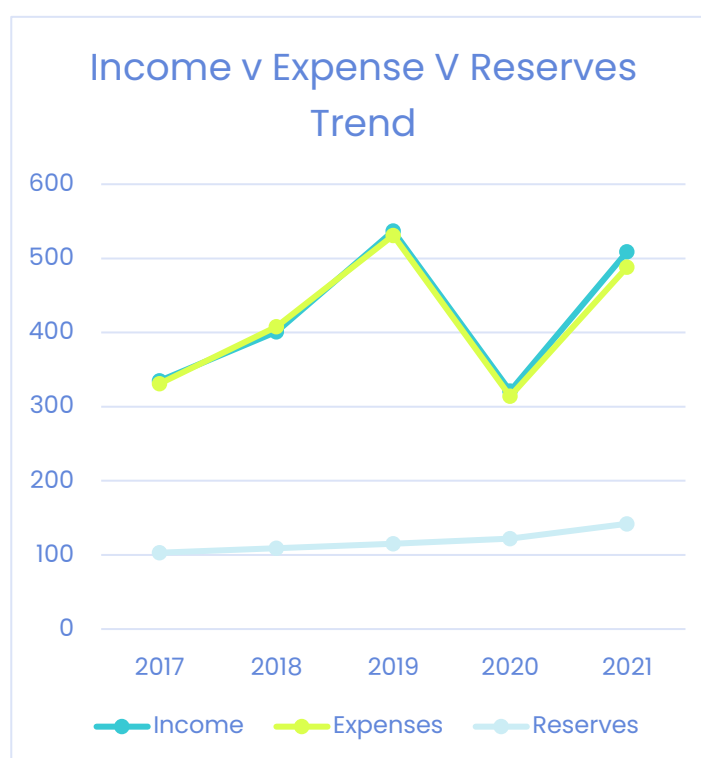
Covid-19 ensured that the organisation took a cautious approach to spending in 2021, and due to some savings have returned a 20k operating surplus for the financial year, which is roughly three times greater than a typical end of year surplus (7k in 2020, 6k in 2019, 5k in 2018).

The unrestricted cash the organisation currently holds at bank, has increased by almost 60% to €395,000. This mainly as a result of a €200,000 one-off Covid grant received from Sport Ireland in December 2021. A number of other Sport Ireland related grant projects were deferred after being paid for in advance, such as Women in Sport, Special Projects & Dormant Accounts Inclusion. Due to indoor sport restrictions, these projects could not be delivered during the year.

The organisation's reserves have therefore increased to 142k. A formal Reserves policy was agreed by the Board which sets our target of Reserves at €100,000.

Comparing 2020 & 2021 like-for-like is difficult due to the varying operational restrictions imposed on the sport across each year. It is

Balance Sheet	2021	2020
Fixed Assets		
Tangible Assets	4575	6,833
Current Assets		
Stocks	12,942	14,030
Debtors	88,131	31,800
Cash & Equivalent	561, 658	369,488
	662,731	415,318
Creditors due within 1 year	-524,707	-299,848
Net Current Assets	138,024	115,470
Total Assets Less current liabilities	142,603	122,303
Capital and Reserves		
Income & Expenditure Account	€142,603	€122,303



clear from income & expense trend chart, that 2021 was more aligned with 2019 from a financial perspective.

The majority of our income again comes from Sport Ireland and other grant aid, up to 83% from 81%, and as such means we've been able to remain relatively agile during the pandemic. However, this dependence on grant support isn't wholly sustainable and the company will be looking to develop more commercial activities and funding streams including a sponsorship portfolio and enhanced promotion of the Volleyball Ireland shop. More competitions such as an increased Beach Tour and Social Volley initiatives will also help drive organic growth.

In terms of restricted cash, the Ivan Gormally Memorial Fund remains at 66k. This fund is specifically for the development of underage national teams and due to Covid-19 hasn't been spent in 2021. A strategic plan for the best use of this fund will be developed in consultation with the trustees of the Fund and the High Performance Commission.

The large amount of deferred grants will need spending in 2022, and as such the organisation will prepare for a significant increase in activity and supports for member clubs ahead of the new 2021/22 season.

Key P&L Movements:

Savings were made in some key areas including staff salaries, which due to staff resignations, were down 20k for the year. A rent reduction was also negotiated on the Thomas Street offices and due to less players being registered savings were made on Insurance.

Due to the early curtailment of the league in 2020, we provided a free extension of player registration for the 2021/22 season. Despite this the organisation still generated 10k in player fees – which is testament to the work of the Development team and clubs attracting new players and teams to our competitions.

In 2021, the Board sanctioned the introduction of a company pension scheme for all permanent employees who have completed their probationary period. The 3% contributory programme was taken up by two staff, with a cost of 3k to the organisation.

Covid club support funding €21,500 was received from Sport Ireland and distributed directly to our clubs and €50,000 was received in Innovation funding to procure 20 x outdoor posts for beaches and parks – these will be in place by the end of June.

A special one-off sports capital equipment grant of €55,000 was allocated and spent in December which allowed Volleyball Ireland to provide over €18,000 in match balls

for member clubs and national team squads as well state of the art serving and spiking machines for the Development Centre project.

National Team training also returned with camps in Narbonne and Ireland which has driven up both income and expenditure.

Equipment sales income tripled to 16k, but with a lot of product sold at cost price to clubs, and a subsidy provided on outdoor nets this budget line only yielded a small profit.

A full P&L comparison is available on p.19-20 of the Audited Accounts.

Summary of Grant Awards in 2021

Grant	Awarded 2021	Summary Aims
Sport Ireland Core	210,000	Core staff costs, offices, participation - based programmes
Sport Ireland Dormant Accs Innovation	45,657	Development of innovative programmes and technologies to get people from hard-to-reach communities active in Volleyball. This is a 2022 project.
Sport Ireland Dormant Accs Youth Leadership	12,400	Development of Youth Council and leadership skills in young people to be delivered in 2022
Sport Ireland Dormant Accs Inclusion	48,000	Development of social inclusion programmes
Sport Ireland Women in Sport	40,000	Development of WIS action plan with a focus on referee and coaching, as well as social participation
Sport Ireland Special Projects	18,000	Development of one-off strategic plans to develop the organisation
Sport Ireland Covid Re-Start	200,000	Re-start projects focussing on development, performance, volunteering and marketing
Sport Ireland Covid Capital	55,000	Training equipment including balls for clubs and development centre equipment



Governance

Company Structure & Key Information

Volleyball Ireland is the Governing body for the sport of Volleyball in the 26 counties of Ireland. Formed in 1968, the organisation's mission is to develop, promote and effectively govern Volleyball in Ireland.

In summary, the organisation's core work is to organise a range of competitions and programmes to grow participation in the sport, leading to an improvement in National team performance in both Volleyball and Beach Volleyball formats of the game.

As the National Federation, we are affiliated to the Confederation de Europeene Volleyball (CEV), Federation de Internationale Volleyball (FIVB), Olympic Federation of Ireland (OFI) and are members of the Federation of Irish Sport, as well as being a Sport Ireland funded body.



Legal Name: Volleyball Association of Ireland, Company Limited by Guarantee

Trading Name: Volleyball Ireland

Registered Office: 141 Thomas Street, Dublin, Ireland

Website: volleyballireland.com

Principal Bankers: Bank of Ireland, Ballsbridge

Auditor: Searing Point

Company Number: 317399

Directors:

President (Chair): Clodagh NicCanna (Doherty)

Secretary: Regina Halpin

Treasurer: Rachael Kilgallen (resigned 1st June 2022)

Vice President: Alfredo Aloï

Ordinary: Erica Fatini

Independent: Derek McGrath (resigned 25th May 2022)

Independent: Cliona Boland

Co-Opted: Stephen Moreton

Co-Opted: Lochlann Walsh

Chief Executive: Gary Stewart

The Board

The Board Directors during the 2020–21 season were:

Name	Bio	Att.	Term Info
Clodagh NicCanna (Doherty) President	Clodagh is a Director of a global software development team who write software for the Optical Industry. Clodagh started playing Volleyball at the age of 13 in DCGA and has represented Ireland at various age groups through to the Senior team. She's held a number of leadership roles within clubs and within Volleyball Ireland including Competitions Secretary.	12/12	Joined 2019 1 term completed
Alfredo Aloia Vice President	Alfredo's volleyball journey started over 20 years ago in Italy where he held various roles, from player to referee, including a 6 year collaboration with the Sicilian Committee of the Italian Volleyball Federation. During this time Alfredo was in charge of supporting their equivalent of the Competitions Board and in the latter part he was part of their Disciplinary Committee. Alfredo is currently actively involved in the development of volleyball in Cork.	10/12	Joined 2020 0 terms completed
Regina Halpin Secretary	Regina is an active player for UCD, as well as on both Volleyball and Beach Volleyball National Team squads. Hailing from Co. Galway, Regina is a qualified physiotherapist. Regina has been involved in volleyball from a young age and has represented Ireland at junior level as well as Senior honours.	10/12	Joined 2018 1 term completed
Rachael Kilgallen Treasurer	Rachael Kilgallen is a Chartered Accountant employed in the National Treasury Management Agency as an Assistant Finance Manager. She completed her qualification in Deloitte where she trained as an Auditor in Financial Services. She has a huge interest in sport and is a keen runner in her spare time.	11/12	Joined 2021 0 terms completed
Lochlann Walsh Co-Opted	Lochlann is a highly experienced Board member in the sport world. He served eight successful years as President of Triathlon Ireland, and is a current member of the Board of the Olympic Federation of Ireland. In his professional career, Lochlann is a global sales manager for a multi-billion dollar US based tech firm.	9/12	Joined 2021 0 terms completed
Erica Fatini Ordinary	Erica is a former professional player in her native Italy and has been a driving force behind Munster Thunder VC. Erica is an active coach, referee and mentor and has worked with Ireland's underage national squads. In her professional career she is a leading kitchen designer.	9/12	Joined 2020 0 terms completed
Stephen Moreton Co-Opted	Stephen is a former professional cricketer, who has worked in a number of professional coaching roles including as Head Coach for the Ireland Women's team. He was the first in post of the CI Coach Education & Development pathway for 1500 coaches in Ireland, and in 2015 setup his own business as an organisational performance coach. Stephen has an MBA in International Sports Management from Loughborough University.	12/12	Joined 2021 0 terms completed
Derek McGrath Independent	Derek runs a sports business consultancy and is a veterinary surgeon. Derek was formerly CEO of ERC Ltd which ran the Heineken Cup in Rugby and has also been CEO of Curragh Racecourse overseeing the redevelopment of the racecourse. Derek is a former Board director at Basketball Ireland and played rugby at International level.	5/11	Joined 2021 0 terms completed
Cliona Boland Independent	Cliona M Boland is a practising Barrister, engaged in many differing areas. She works in Dublin and in the west of Ireland. As a student she studied Law (B.C.L.) in University College Cork and at the Honorable Society of King's Inns, Dublin. She studied at the Law Society of Ireland, post-qualification, and obtained a Diploma in Sports Law. She has extensive experience lecturing in many legal subjects and co-taught Sports law in UCD in 2020.	10/12	Joined 2021 0 terms completed

Summary of substantive decisions taken by the Board since the last AGM:

- Approval of new staff structure to create Development & Operations Manager roles and departments
- Co-Option of Lochlann Walsh on to the Board of Directors
- Creation of HR & Remuneration Committee and appointment of Jennifer Lee as Chair of same
- Approval of new CEO position and related remuneration package
- Approval of Budget for 2022
- Approval of High Performance Framework
- Approval of formal reserves policy (100k)
- Approval of a new expense policy for staff & volunteers
- Approval of risk appetite statement and risk register
- Appointment of Jackie Campbell as Audit & Risk Committee Chair
- Appointment of Teneo to help develop the new Strategic Plan
- Approval of Board Member induction programme
- Approval of company write-off policy and subsequent write-off of outdated stock
- The Board approved the acquisition of a company credit card
- Approval of a range of supports for Ukrainian Refugees to join Volleyball clubs and to help them settle in Ireland
- The Board ratified the 2021/22 season competition calendar
- Approval of a Board member code of conduct
- The Board approved the application to host the u20 Men's Small Countries Association Championships
- The Board approved a new sustainability project in partnership with Impact3Zero

Board Composition

The Volleyball Ireland Board has gender balance with a 56:44 split of Female:Male Directors. Volleyball Ireland are one of the few National Governing Bodies of Sport with gender balance on their Board.

On May 25th 2021, Volleyball Ireland co-opted Lochlann Walsh as a Director after identifying a skills gap on the Board.

Due to a re-location outside of Ireland, current Treasurer Rachael Kilgallen resigned her post ahead of the 2022 AGM. We are currently seeking nominations for the Treasurer role. On May 25th 2022, Derek McGrath resigned from his Independent Director role due to increased work commitments. The Volleyball Ireland Nominations Committee will begin work recruiting a replacement shortly.

Meetings

The Board met formally twelve times since the last AGM, held in May 2021, and other ad hoc project specific meetings. Overall, the board had a 82% attendance rate.

Chief Executive, Gary Stewart reports to the Board and sits in on Board Meetings in a non-voting capacity. Gary attended 10/12 Board Meetings since the last AGM.

Board Member Selection

The Board can be composed of between six and nine Directors, of which two must be Independent and recommended by a Nominations Committee. The Nominations Committee is currently

comprised of Grainne Culliton and two non-board of staff members. These are: John Doherty and Michelle Tanner. The Board can co-opt up to two Directors based on a skills gap analysis of the Board. All other Directors are elected by the Membership at an AGM or EGM.

Board Member Induction & Training

Volleyball Ireland have developed a robust and in-depth induction programme which includes 1v1 meetings with staff, Commissions and fellow Directors, as well as formal training from external industry experts on the principals of Good Governance and the Role of a Board Member. The Board also underwent Finance report training delivered by Treasurer Rachael Kilgallen.

A menu of training opportunities provided by Carmichael is available. Upon joining the Board all Directors must sign a Letter of Appointment detailing their roles and responsibilities, and take part in a *Role of the Board* Training session. A calendar of training opportunities is provided related to a skills self-assessment that each Board Member completes. This method will be replicated with Commission members ahead of the new committee cycle.

The Role of the Board

The Board of Volleyball Ireland meets regularly so as to provide strategic leadership to the Company, exercise effective control over the organisation, and monitor executive management and performance.

The Board is wholly non-executive and comprises nominees of the Membership, through election, co-option by the Board and independent Directors. The primary responsibility of all Directors is to act in the best overall interest of Volleyball Ireland at all times.

Some Board Members will hold portfolios and act as the accountable person for delivery of each Commission and Board Sub-Committee operational plans.

Directors can hold multiple portfolios.

Specific responsibilities of the Board are:

- To provide vision, leadership and direction for the Company, normally through the consideration and approval of Strategic Plans
- In this context, to define the Company's mission, decide its strategic goals and approve policies to achieve those goals
- To ensure that the Company is well managed and that a proper balance is maintained between the respective roles of the Board and the General Manager and staff
- To set performance targets and, in particular, to approve and monitor the Annual Operating Plan and Budget
- To ensure that the Company behaves ethically and in a manner that accords with its core values as determined in the Strategic Plan
- To define and promote the Company's role in the community by consulting its stakeholders and informing the public in an open accountable manner

- To agree the General Manager's performance objectives in consultation with him/her

Conflict of Interests

The board has a conflict of interest and loyalty policy whereby each Director must declare any potential conflicts of interest by written statement at the start of each year. Any board meeting agenda items which may raise a conflict are recorded in the minutes at the start of each Board Meeting. Conflict of Interests 2021-22: **Nil**. The Conflict of Interests policy is next due for review in January 2024.

Governance Code

In December 2020, Volleyball Ireland adopted and is compliant with the Sport Ireland Governance Code as a type B organisation. The Code includes the adoption of 64 different actions across five principles of good governance. We are now working towards adoption of the Governance Code as a Type C organisation and expect to be fully compliant by the end of 2022.

Decision Making

In summary, the Board control and govern the organisation. Strategic powers are distributed to the Commissions or Board Sub-Committees. Where necessary, Commissions may establish sub-committees to oversee competitions or specific tasks.

Staff are assigned to the day-to-day operations of the company, helping and supporting Commissions and Sub-Committees to carry out their functions. In short, the Board through the

Commissions set the strategic direction for the company, and staff are tasked with ensuring its delivery.

Performance Management & Reporting

Volleyball Ireland’s Performance Management and Reporting system are aligned with Performance objectives established for staff at the start of the year. Monthly Activities Reports relate to these objectives. Board Meeting papers are typically circulated 7 days in advance of Board Meetings and include updates from Commissions, staff and Management Accounts.

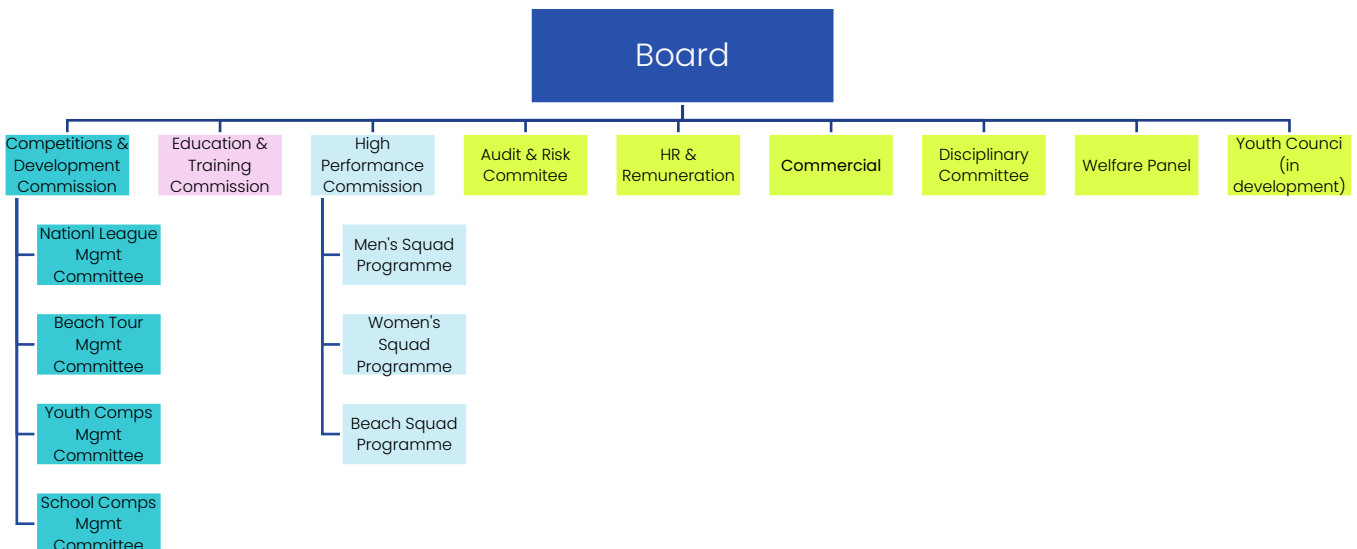
Each staff member takes part in an annual performance review, with weekly

IVIs. The President acts as the line manager to the Chief Executive, who is the line manager of all staff within the organisation.

Remuneration

Any alterations to employee remuneration is advised by the newly formed HR & Remuneration Committee, which is chaired by an Independent expert in this field. Staff salaries are reviewed annually. There is a max 10% KPI based bonus available for full time staff. The Board ratify any decisions in this regard.

Committee Structure:



Commissions & Committees

A Commission means a body established by the Board for the purposes of carrying out the functions specified by the Board and as further set out in Article 15 of the Constitution and this Regulation 8. The role of the Commissions within Volleyball Ireland is to provide strategic guidance and oversee the development of a range of key activities including providing advice to the Board and carrying out its functions under the strategic plan of the Sport.

To facilitate the development of the Sport and in keeping with the strategic plan, the following principal Commissions shall be established by the Board:

- (i) The Competitions and Development Commission
- (ii) The Education and Training Commission
- (iii) The High Performance Commission

Commissions will be responsible across the breadth of the Sports' disciplines and shall take this responsibility into specific consideration as part of their work. Commissions shall report to the Board via prescribed and clear reporting lines and the Board shall have oversight of their activities and budgeting. Staff officers are activated to support each element of the Commissions.

Current Members of Volleyball Commissions:

Competitions & Development Commission Board Director: Alfredo Aloï		Education & Training Commission Board Sponsor: Erica Fatini
National League Mgmt Committee	Des Currivan Colette King Declan Ryan Tom Landers Aurelien Gimenez	Des Currivan Colette King Declan Ryan Tom Landers Aurelien Gimenez
Beach Tour Mgmt Committee	Miriam Gormally Marie-Claire Sabogal Cynthia Pawelski	High Performance Commission Board Sponsor: Stephen Moreton
Schools Development Committee	Mary Barrett Vivienne O'Neill Siobhan Tully Jennifer O'Buacella	Jeff King Lucia Barbato Patricia Somers
Youth Comps Advisory Group	Jennifer Moret Karyme Kaminski Annie McBennett Leigh O'Connell	

Committees

As well as sport focussed Commissions, The Board has established, a number of Sub-Committees to focus on the business side of the organisation. Like the Commissions, each Committee has a board member representative and gender balance.

In 2021, a new HR & Remuneration Committee was formed, following best practice Governance advice. The HR & R Committee advises on contracts, performance management and other related issues. Jennifer Lee, an independent expert in this field, Chairs the Committee.

A Commercial Committee was also formed to focus on the development of commercial revenues, in particular our sponsorship and fundraising portfolio. Lochlann Walsh chairs this group.

As well as the current Sub-Committees the Board are in the process of establishing a Youth Council, which will focus on ensuring young people have a voice within the organisation, a Disciplinary & Complaints Committee which will assess the validity of any complaints and suggest next steps in the process, and the Governance Committee which will ensure the continued improvement and good governance of the organisation.

Audit & Risk Board Sponsor: Rachael Kilgallen	HR & Remuneration Board Sponsor: Clodagh NicCanna	Commercial Board Sponsor: Lochlann Walsh
Jackie Campbell Jue Gao Lorenzo Battistin	Jennifer Lee Clodagh NicCanna Lochlann Walsh	Lochlann Walsh Derek McGrath Rachael Kilgallen

Other Committees such as the Welfare Panel & Complaints & Disciplinary are formed as and when require.

Volunteers

All Directors, Commission and Committee Members as well as National Team Coaches are volunteers. It's impossible to put an exact figure on the number of volunteers involved in the operation of the organisation to the sheer number of events and clubs involved.

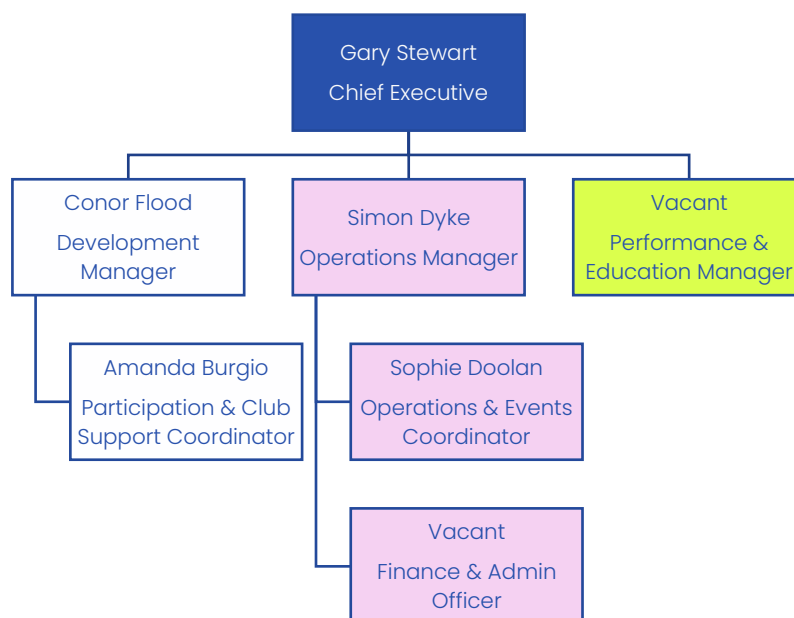
Staff

Over the Summer of 2021, Volleyball Ireland re-shaped the staffing structure of the organisation. The previous flat line structure 4 x members of staff reporting into a General Manager has been replaced with a department-based focus. This structure will allow Volleyball Ireland to grow in the coming years, and provides for continuity planning.

A new staff member at Manager level, with a focus on Player Development & Coach Education will be employed to develop a new department. This will permit the development of more coach education courses and player development initiatives. This will also give the Development Department more capacity to support club development and help our clubs meet demand.

A part-time admin officer will be appointed with a focus of finance admin – this expertise will allow the Operations team more capacity to deliver more events and competitions at a higher standard.

This new structure created four new positions: the Chief Executive role, which was filled by existing General Manager Gary Stewart. The Development Manager position was filled by existing Development Officer Conor Flood. Simon Dyke was appointed externally as the Operations Manager. Both Sophie Doolan and Amanda Burgio joined the organisation in 2021.



Managing Risk

The definition of risk appetite is the amount of risk an organisation is willing to take to reach its objectives. With this in mind the board have created a risk appetite statement that explains the amount of risk the Board are willing to take, related to the strategic objectives set out in Raising the Game, as well as the general operations of a progressive National Governing Body of Sport.

Raising the Game established core values that are embedded into the culture of the organisation. These include *Integrity* – that’s why it’s important our risk appetite is public and transparent for our members, and *Ambition* – that’s why we need to take risks to gain the rewards that our great sport and members deserve.

Risk Appetite

Understanding our risk appetite will help us govern effectively, making informed decisions across all areas of the organisation. There are certain risks that we will not tolerate, and some in which we have a high tolerance for. The following scale highlights the spectrum of risk tolerance.

Risk Seeking 10-9	Risk Tolerant 8-7	Risk Neutral 6-5	Moderately Risk Averse 4-3	Risk Averse 2-1
We believe that taking greater risks is justified to reap significant rewards and achieve strategic objectives.	We are willing to take some risks and take some negative impact than we normally would to achieve strategic objectives	We will take a balanced and informed approach, willing to accept both positive and negative impacts	We will take a cautious approach to taking risks, with only a small negative impact being tolerated	We will not tolerate any risk nor any negative impact

Volleyball Ireland's strategic goals each have a differing tolerance level. This is a summary of those tolerance levels.

Key Strategic Areas and Functions	10	9	8	7	6	5	4	3	2	1
1 Participation and Growth										
2 Operational Standards including Compliance										
3 Player, Coach & Referee Development										
4 Marketing & Promotion										
5 Fundraising & Finance (Revenues and budgeting)										
6 Reputation and Image										
7 People Management										

Supporting the risk appetite statement is a comprehensive risk register which the Board reviews on a quarterly basis.

The board identified the following as some of the key risks for 2021:

Risk Summary	Mitigation Action
Increased delivery of programmes and events, plus the higher demand for the sport reduces the capacity of staff to deliver at a high standard. This could lead to staff fatigue and potentially the loss of good quality employees.	Recruit for at least 1.5 ft staff to support the continued development of the sport.
Covid-19 restrictions impact negatively on the finances of the organisation with potential reductions in Government supports.	Budget cautiously and increase reserves. Continue to examine efficiencies and opportunities for savings.
Participation of players, as well as Coaches & Referees declines due to Covid-19.	Develop new innovative programmes for players, and supports/incentives for coaches & referees.



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



Volleyball Ireland
141 Thomas Street
Dublin 8, Ireland
volleyballireland.com
info@volleyballireland.com



Appendix

Appendix – Strategic Plan Detailed Update & Commentary

Pillar	Code	Key Tactic	May 2022 Update	Status
Participation	1.1	Develop a <i>Social Volley</i> programme that targets recreational players and beginners in community groups, colleges and the workplace.	Project has been piloted with full roll out in 2022.	Green
	1.2	Develop an Active Elders <i>Chair Volley</i> programme in partnership with a range of stakeholders such as Age & Opportunity and Local Sports Partnerships.	Project delayed due to Covid-19	Green
	1.3	Increase the promotion of Beach Volleyball and deliver Beginners Classes for adults.	New VLY Beach Tour format and re-brand was a success across the Summer with strong 'first time' numbers.	Green
	1.4	Work with Local Authorities and landlords to further develop facilities for Indoor & Beach Volleyball.	Posts established in Bettystown. Further funding secured with 20 posts to be opened in Summer 2022.	Green
	1.5	Work with key partners and clubs to develop a robust strategy for the development of Sitting Volleyball and other inclusive programmes that are designed for people with a disability	Strategy Done., but not implemented. Needs a stronger focus perhaps with a focus on colleges. More work on programmes for people with int. disabilities to be developed with clubs	Red
	1.6	Create a licensed Regional Volleyball Development Officer role to promote school and community programmes.	4 x LDOs appointed. Expected to re-commence and drive Q4 2022.	Green
	1.7	Develop a HEVO programme to activate Third Level colleges and Educational institutions.	Re-branded DIVA. Delivered in 2019, on hold due to Covid. Good success. Further funding secured to extend to formal coaching courses in partnership with SSI.	Green

1.8	Establish an annual Volleyball players Survey to benchmark player satisfaction and inform activities	Done. Results published. Strong results and improvement over the strategic cycle.	
1.9	Develop an Operational plan for the National Schools Volleyball programme.	Complete – although Covid restrictions on indoor sport have severely impacted progress.	
1.10	Promote the Mini Spikers programme to primary schools.	School programme re-structured in line with LTPD. Training courses are delivered to teachers.	
1.11	Deliver a range of age-appropriate workshops for teachers.	Done. In line with LTPD	
1.12	Review and re-launch the Transition Year Volley Leaders programme.	Done. Moved to online and have piloted club leaders programme.	
1.13	Work with partners such as the CEV to develop exciting programmes to encourage school participation in Volleyball	CEV School project in place. Links schools with clubs.	
1.14	Provide frameworks, resources and tool kits to encourage school-club links, such as invitational packs, session templates and club open days	Part of School Project and PlayVolley	
1.15	Implement the Volleyball Club Mark Programme	Done, 3 clubs completed and 2 in progress. Programme needs a review.	
1.16	Launch a Club Development Handbook to help clubs become fully compliant with the resources to grow their clubs	Done, and published on website.	
1.17	Instigate a range of incentives to promote and support the development of Youth sections within Volleyball Clubs	Play Volley project launched in 2021. Subsidised outdoor posts provided in Summer 2021 and Summer camp supports launched for 2022.	
1.18	Create a Volleyball Centre of Development programme in strategic areas where existing clubs don't exist	Centres opened in East & West for Boys and Girls, both indoor and on sand.	

	1.19	Review already established baseline measures of participation and identify all groups; clubs, schools, squads, colleges, communities that are playing Volleyball.	Benchmarks established through Grow Volley. Not reached colleges other establishments.	
	1.20	Develop an online integrated registration system that provides decision makers with accurate and relevant information.	Go Membership introduced in 2019	
Operational Standards	2.1	Engage an industry expert to carry out a Governance Review and implement a series of recommendations	Done. New Constitution and Gov Code adopted.	
	2.2	Recruit and develop skilled and focused Board members and staff	Done. New Indpt. Directors and Co-Opted Directors based on skill sets	
	2.3	Identify KPIs for the Board and staff	Staff done, Board commissions to be appointed.	
	2.4	Implement transparent reporting structures to the Stakeholders and members	Transparent AGM (streamed) and comprehensive award winning annual report.	
	2.5	Provide an annual menu of training opportunities for board members, volunteers and staff to ensure organisational capability is reached	Induction pack introduced, training menu in progress.	
	2.6	Regular engagement sessions with members and visible operational plans	An area for improvement. More regular engagement sessions with Board, Commissions and staff to be rolled out in 2022.	
	2.7	Develop a Club handbook and club mark scheme (see 1.3) to improve their Operational Standards.	Done.	
	2.8	Develop and deliver a range of club development workshops in a variety of topics.	Club mgt training sessions delivered. New programme out of GrowVolley.	
2.9	Continue to work with Sport Ireland implementing Anti-Doping good practice.	Done. Ongoing.		

	2.10	Establish a Welfare panel to provide guidance on child protection issues and policy	Done. Welfare panel in place to consult on specific Safeguarding issues.	
Raising Performance	3.1	Volleyball Ireland LTPD Plan to be developed that includes key retention programmes and transition support available from player > coach, volunteer, referee etc.	Done. Launched in q4 2020.	
	3.2	Launch National League programmes at u18, u16 and u14 age groups.	u18, u16 groups introduced. Focus on u16 age groups with Development League to cater for u18s. Blitz programme delivered for u14s in 2021. Boys league to launch in 2022.	
	3.3	Have National Squads representing Ireland at multiple age groups and competitions in both Indoor and Beach Volleyball.	Active teams: Girls u19, Boys u20 and u22. Development Centre teams (u17) in place.	
	3.4	Develop a High Performance Strategy to improve International performance for all Squads	HPF approved and in place.	
	3.5	Provide volunteer opportunities and training programmes for all interested parties.	More online programmes but more could be done here on a wider range on topics.	
	3.6	Put in place a Lifelong activity programme with participation opportunities at all ages.	Programmes from FundaVolley to Chair Volley in place.	
	3.7	Introduce Level appropriate coaching courses (e.g. Coaching Kids).	Three tier programme introduced. LTPD related online courses introduced. New foundation level modules developed.	
	3.8	All coaching courses to be reviewed, restructured and sent to Sport Ireland Coaching for approval.	Done. Positive feedback received.	
	3.9	Implement a development and mentoring plan for coaches and referees.	In progress with Coach Dev programme. Ref scheme to be introduced in Summer 2022.	

	3.10	Develop a licensing system for coaches and referees to ensure basic standards and legal compliance is met.	In progress for introduction in Sept 2021. E&T Commission developed scheme and has been published.	
	4.1	Coordinate an integrated plan for communications to include streamlined processes, emails, social media channels.	Funding secured from Sport Ireland to develop a plan and strategy.	
	4.2	Launch a new Volleyball Ireland website.	Done.	
	4.3	Develop and implement a social media policy	Done.	
	4.4	Develop a monthly e-newsletter to engage with members.	Done. Moved to weekly.	
Profile	4.5	Create exciting content that educates and inspires the Volleyball community and attracts the general public to Volleyball activity.	Significant increase in output in 2021/22 season with doubling on social media followers.	
	4.6	Showcase and market Volleyball events and competitions.	Hosted u20M SCA and much improved St Patrick's event. High profile Beach Tour event 3*. 110k reach on pundit arena broadcast	
	4.7	Provide a new Volleyball Ireland identity/brand	Done. Brand rolled out at events.	
	4.8	Establish a Volleyball Ireland Events license programme	In progress through Beach Tour and Park Volley and Recreational events. Could be promoted more through clubs.	
	4.9	Work with key media partners to promote Volleyball	Pundit Arena partnership, need to increase this. Over 100k reach from Beach event. Discussions in place with Her Sport re; Women in Sport promotion.	
	4.10	Appoint a media representative and ensure media training where appropriate	Not done. Media and communications role may be a focus in 2022.	
	4.11	Carry out regular customer satisfaction surveys on general activities and specific projecting, creating a baseline of satisfaction figures.	Done through stakeholder survey.	
Funding	5.1	Improve our Financial procedures to ensure best practice and compliance with regulations	Continuous improvement here especially with appointment of RK as Treasurer.	

	5.2	Re-launch patrons of development programme to support the development of National Squad teams	Project delayed due to current Covid related climate. Timing of launch to be agreed. Likely to be end of 2022/23.	
	5.3	Identify grant funding sources and make achievable applications	Good at this with positive results in recent years, gaining significant increases in grants including one off covid funding of 200k.	
	5.4	Identify 'Champions of the Funding' plan	ToR for commercial commission put in place.	
	5.5	Deliver a range of Volleyball programmes and events that yield an operating surplus for the organisation	Consistent surplus maintained.	

Key Strategic Measure 2022	On Track	Delayed	Behind	2020-21	NOW	2021-22 Target	UPDATE Q3 2021	2022 to December Action Plan	% Achieved
	Start Point	2018-19	2019-20						
Increase the number of licensed players to 1,251, from 834.	803	1040	1062	446	1496	1251	Numbers have recovered significantly since restrictions were lifted in 2021. The new Beach tour format, plus extended National League both for adults and youths has helped this, as well as other participation programmes delivered by the Development Department and clubs.	Expand the VLY Beach tour with more events in new areas. Develop a stronger network and promotion of recreational and social volley programmes. Introduce u18 Boys League.	120%
Have a network of 12 active Volleyball Activators promoting and delivering participation programmes in colleges around Ireland	0	0	7	7	0	12	Staff resignation plus indoor sport restrictions hindered this project in 2021 but will be prioritised ahead of the new College year in Q4 2022.	The project will re-commence in Q4 2022.	0%
Have a network of 8 Volleyball Activators promoting participation in Volleyball clubs and communities across Ireland	0	0	0	0	4	8	4 x Licensed Development Officers were appointed in 2021 to cover Cork, Dublin and Galway regions. This project will be re-launched in September 2022.	The project will re-launch in Q4 2022..	50%
Have at least 100 Social Volley players active across the country	0	304	289	0	315	500	Supports have been offered to clubs to develop and deliver social volley programmes and a successful pilot delivered by the Cork LDO and Cork LSP.	Replicate the Cork pilot model nationwide and re-promote the social volley supports available to clubs. An outdoor support scheme to be	63%

								introduced in Summer 2022 to keep driving this area.	
Increase the number of School entries in the National Cup Competitions to 1,141 from 847 in 2018.	847	913	923	0	401	1141	School comps have been significantly impacted by Covid 19 restrictions and the various primary school participation events were prohibited in 2021/22. Despite restrictions we launched with new 1 day format to best pivot around Covid restrictions and schools availability for secondary schools. Beach championships introduced.	The increased visibility of school events will lead to further increases in Q4 2022.	35%
Deliver the TV Programme to 602 Volley Leaders per year, by year 4.	400	417	461	386	251	602	Programme heavily practical and postponed in 2020 due to Covid. Online version to be delivered from Q1 2021 has helped support numbers. Numbers for new term are looking strong.	The programme will continue online with a club leaders version added in Q3.	42%
Grow Member Club affiliation to 32 clubs	20	22	24	24	28	32	20 Full member clubs and 6 youth only teams registered at present that compete in the National League Programme. Only 2 recreational clubs affiliate. A clearer affiliation process and benefits scheme for social clubs is required. 14 Student clubs also affiliate through Student Sport Ireland.	Club support programme is to be introduced with a comprehensive support package for new clubs. Clearer benefits for social clubs and regional recreational competitions are required.	88%
16 clubs have completed the Club Mark Bronze award	0	0	3	3	3	16	3 clubs have now completed the ClubMark scheme so far with Ballymun Patriots signing off in 2021. A new incentive scheme that includes a 500Eur equipment grant	This programme will be considered as part of a review ahead of the new strategic cycle.	19%

							for clubs was launched in early 2020.		
12 clubs have active Youth sections	0	6	8	9	15	16	15 clubs now have youth sections.	A new Youth club development fund will help kickstart further development in 2022.	94%
8 Volleyball Centres of Development established and sustainable	0	0	0	0	4	8	The Development Centre project launched in 2021 with Boys & Girls programmes in the East & West, both indoor and on sand.	Continue to review and improve the programme with a view to adding a South region in line with participation growth.	50%
Adopt the Code of Practice for Good Governance	0	0	0	1	1	1	The Governance Code was adopted in December 2020 as type B organisation. Working towards Type C adoption in 2022.	Work will continue to support good governance of the organisation including the formation of a Governance Committee.	100%
Appoint a General Manager	0	0	1	1	1	1	Completed in 2018. GM promoted to CEO in 2022.	N/a	100%
Launch a Club Development Handbook	0	0	1	1	1	1	Complete. A club development handbook is available for download. This live document is updated regularly and provides templates to assist clubs.	More resources will be added to this on a regular basis and will complement the GrowVolley Club Development initiative.	100%
Appoint a data protection officer to manage GDPR policies and compliance	0	0	1	1	1	1	New ops mgr will deliver this role	N/a	100%

Deliver 2 x Anti Doping Education Workshops for players and coaches each year	0	0	2	1	0	2	Anti Doping course delivered as part of Virtual Volley programme but with a lack of tournaments this has not been prioritised.	Anti Doping workshops will be promoted in line with a return to competition. A new Anti Doping Officer for Volleyball Ireland will be recruited to support this work.	0%
Appoint a National Children's Officer to manage Garda Vetting and Safeguarding and Protecting Children & Vulnerable adults compliance	0	0	1	1	1	1	Appointed.	This work continues with Volleyball Ireland adhering to good practise. A new club audit system was introduced by Sport Ireland in 2021 and completed by member clubs.	100%
Launch a Long Term Player Development Model	0	0	0	1	1	1	The LTPD Model project was launched in November 2020 and features a range of content for clubs. Coaches, players and parents.	The LTPD model is a key policy document which will continue to inform decision making within the organisation. This model will be continuously promoted to clubs.	100%
Have 24 teams actively participating in the Youth National League.	0	12	12	11	18	24	21 teams started the u16 division, but only 18 completed. Several teams that would be u18 compete in the Development League and u18 player license numbers are nearly at 500 players.	Continue to develop participation and competition opportunities for teams. The Youth National League boys section is a priority for the 2021-22 season.	75%
Train 24 new Level 1 (or equivalent) coaches	0	0	14	14	14	24	Level 1 course advertised for Q4.	Develop and implement the Tier 2 level of the Coach Development Programme.	58%
Train 64 new Foundation (or equivalent) coaches	0	0	13	50	78	64	Foundation course delivered with 11 participants, and a new 3 Tier Coach programme introduced targeting beginners.	Further develop the tier 1 level of the Coach Development Programme recruiting new coaches to the sport.	122%

Train 36 new referees	0	0	6	14	50	36	Training Grade 3 Referees hasn't been a particular issue, retaining them and ensuring they referee is a greater challenge.	Continue to deliver training online and develop a new Beach Referee qualification	139%
Train 100 Chair Volley Leaders	0	0	60	60	60	100	Programme on hold. The nature of Covid and the target market, has stalled this initiative.	This project will likely remain on hold due to Covid.	60%
Increase Social Media Followers by 80%	2614	3933	5191	5833	8901	7475	The target has been achieved despite being re-set higher once already during the strategic cycle. Increase in live stream, school competition updates and quality of content has driven activity and followers nearly 50% in one year.	Continue to develop more engaging content and increase the number of live streams delivering throughout the season including an enhanced Game of the Week option.	119%
Have 600 monthly subscribers to the Volleyball e-newsletter	0	0	1612	1585	1736	600	The number of subscribers has dropped a little in line with player licenses but is still significantly ahead of target.	Introduce more people focussed profiles to generate interest in the newsletter.	289%
Increase member satisfaction year on year	0	40.7	46.5	43.8	48.5	46.5	Baselines were established through Stakeholder survey in 2019. 2022 satisfaction ratings are a record high across the board with an overall positive image rating of 91%	Continue to engage with stakeholders and take into account suggestions, ideas and feedback that can improve all aspects of the organisation.	104%