



## Scottish Volleyball Association Strategic Plan 2017 - 2021

**BIGGER • BETTER • STRONGER**



Scottish  
Volleyball  
Association

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



## 2021 Vision

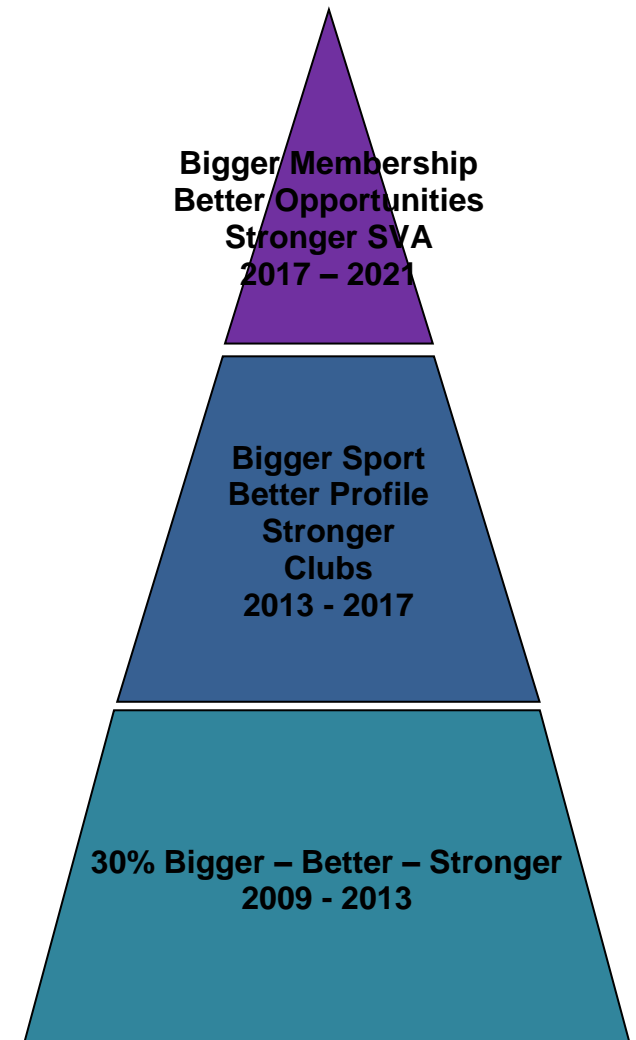
*“The Scottish Volleyball Association shall provide the leadership, structures and developments for individual members and clubs to embrace the changes and opportunities identified in our Strategic Plan, and together we shall work tirelessly to make Scottish Volleyball; 30% Bigger, Better and Stronger”.*

The **Scottish Volleyball Association’s Strategic Plan** is an exciting, twelve-year vision (2009-2021) that is designed to see Scottish Volleyball expand, develop, achieve and sustain 30% growth across the sport.

The **2009-13 Bigger, Better, Stronger** Plan established the foundations of our 30% growth. This initial plan saw the Association increase staff capacity from five to seven; the successful inclusion of Scottish athletes and officials in the 2012 London Olympic Games; a re-organisation and re-branding of the SVA’s Governance structures and competitions; a new website and social media communications; International recognition of SVA individuals on World and European Boards; and the establishment of programmes, investments, partners and pathways for the successful development of Scottish Volleyball through to 2021.

From **2013 -17**, phase two of the plan prioritised three key strategic development threads. **Bigger Sport** which meant developing competitions, regional programmes and facilities. A **Better Profile** for Volleyball in Scotland, which meant improving national performances with the help and support of new business and financial partners. **Stronger Clubs** which meant sustaining and increasing Indoor, Beach and Sitting Volleyball, through regional and local programmes specifically aimed at new membership, in particular within schools, youth and universities.

With a further four-year phase to run, the Association has already achieved and surpassed the original 30% growth target. Staffing has increased to nine, Beach Volleyball has been included in the 2017 Commonwealth Youth Games, and the 2018 Commonwealth Games programmes. The SVA achieved an improved Governance audit report from KMPG; membership rose from 1,446 to 2,745, while club numbers have remained constant and **sportscotland** has invested directly into two clubs. Three additional financial partners (sponsors) have been contracted and our national Beach volleyball teams have achieved gold



podium position in the Small Countries Beach competitions.

This final **2017-21** phase of the twelve-year strategy has evolved from an intensive period of reflection, and consultation with all sections of Scottish Volleyball, partner organisations and stakeholders. (Appendix XX: Full summary of consultation process and outcomes)

## 2017-2021 Key Threads

### Bigger by 2021 – Membership

The SVA shall maintain and develop its current programmes and target potential new members, empowering clubs to take ownership of growth specific to their needs and increase overall SVA membership.

### Better by 2021 – Opportunities

The SVA shall provide an appropriate mix of regional and national programmes and initiatives, which are attractive, accessible and realistically priced for existing, new and returning members, indoors and Beach.

### Stronger by 2021 – SVA

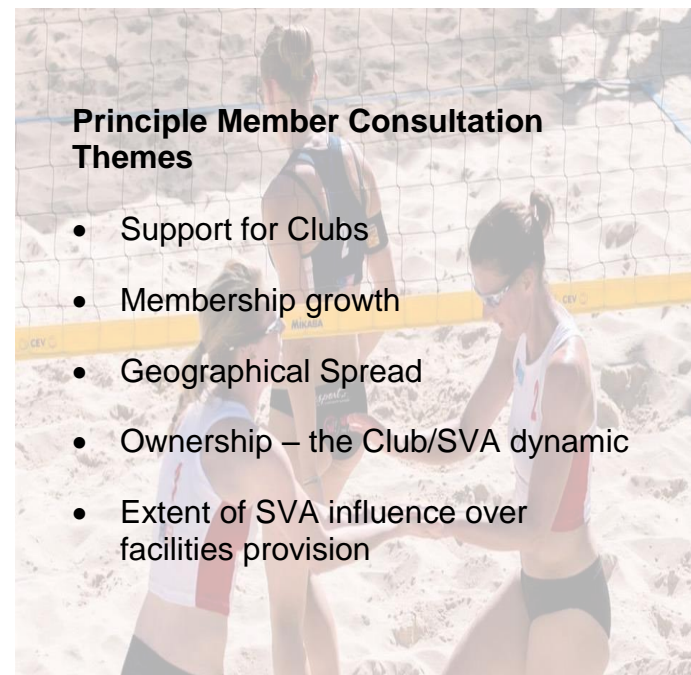
Scottish Volleyball shall value, nurture and develop its people to retain them for a lifetime of involvement and enjoyment. Through its bold and effective leadership, it will inspire confidence in its partners. Volleyball in Scotland will flourish.

The success of the **Bigger Membership, Better Opportunities, Stronger SVA** Strategic Plan will be measured through consistent and focused evaluation of our Key Performance Indicators delivered through the effective governance and management of staff, commissions, members and volunteers. By 2021, we envisage a national home for Scottish volleyball, 50% overall sport growth<sup>1</sup> and Scottish performance athletes representing Beach volleyball at the Commonwealth Games for the first time.

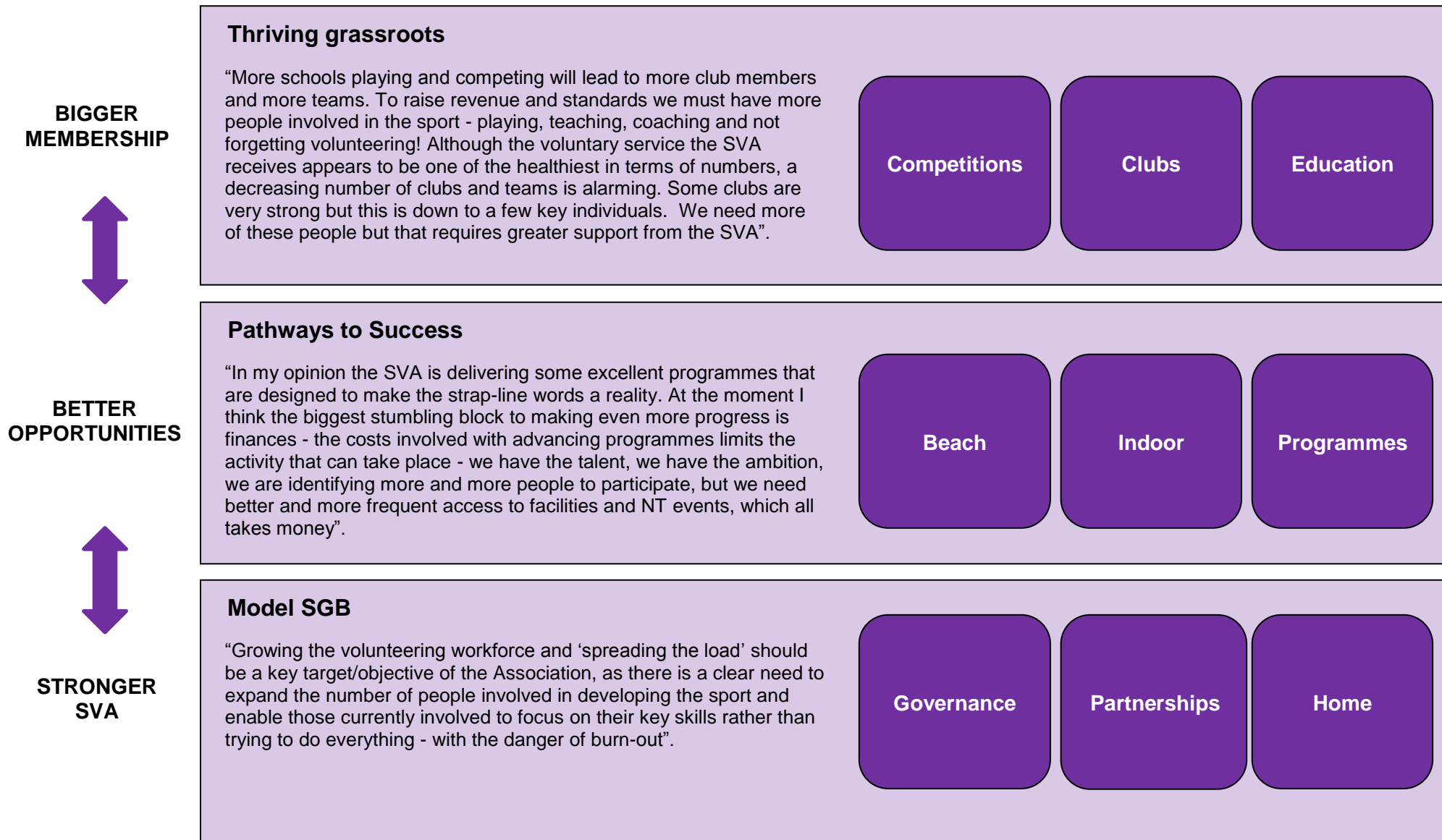
Margaret Ann Fleming  
CEO Scottish Volleyball Association  
[www.scottishvolleyball.org](http://www.scottishvolleyball.org)

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<sup>1</sup> A revised, more ambitious target, benchmarked to 2009 figures



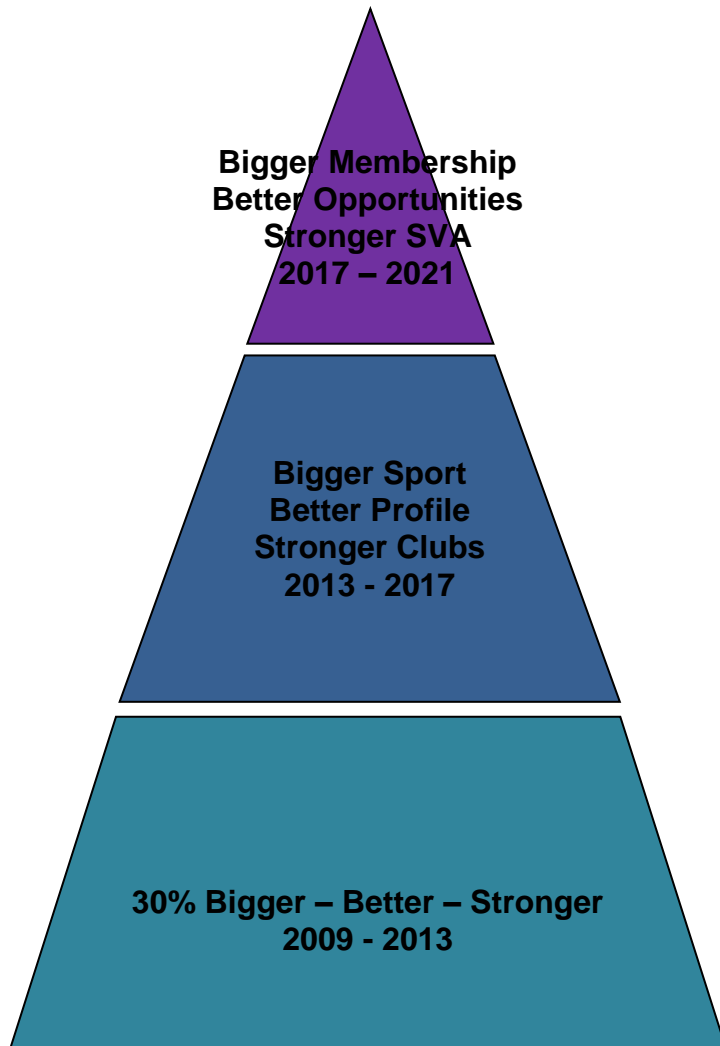
# 2017 – 21 Framework and Consultation Feedback - member quotes from SVA Consultation 2016



## By 2021

Achieving the Vision

### What Success Looks Like



- 50% whole sport growth
- Volleyball Development Centre & Indoor Beach Facility
- CGS Beach Volleyball – medalling athletes programme “2022”
- Volleyball integrated into **sportscotland** regional infrastructure with Regional Development Officers and Managers
- UKSport International Strategy - SVA development of more female representation, FIVB Board Director
- Robust succession plan and continued evidence of good governance

## Bigger Membership – Thriving Grassroots

<b>What is it?</b>	Scottish Volleyball shall value, nurture and develop its people to retain them for a lifetime of involvement and enjoyment. Through bold and effective leadership, both professionally and with volunteers, we shall inspire confidence in our partners. <b>Volleyball in Scotland will flourish!</b>
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An SVA member said; *“I like the name Bigger, Better, Stronger and it should be used. There should be a stronger emphasis on developing volleyball at school level”.*

Key Thread	Area of focus	Activity	Outcomes
<b>Thriving Grassroots</b>	Competitions	<p>An integrated competition structure will allow clubs to provide appropriate opportunities for juniors, students and seniors, of all abilities.</p> <ul style="list-style-type: none"> <li>• Overseen by Competitions Advisory Group (CAG)</li> <li>• Focus on improving club-to-school links</li> <li>• Grow regional and junior national leagues</li> <li>• Competitive Beach tour</li> <li>• Create Snow Volleyball competition opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• 20% increase in the number of registered teams across all leagues</li> <li>• 70% satisfaction with competitions, measured by the competitions survey</li> <li>• 2 SVA clubs to participate in CEV competitions</li> <li>• Double gender participation in CEV Snow Volleyball events</li> </ul>
	Clubs	<p>A regional approach will bring support and opportunities closer to clubs and members, providing the capacity for growth.</p> <ul style="list-style-type: none"> <li>• Embed Regional Development Officers into the volleyball structures to enable them to provide local support to clubs and partners</li> <li>• Grow regional programmes, opportunities and competitions</li> </ul>	<ul style="list-style-type: none"> <li>• 2 regional Club Development Officers in post</li> <li>• 25% increase in club membership in Regional Officer areas.</li> <li>• 100 registered youth Beach festival participants across the 3 regional areas</li> <li>• 3 indoor Beach Clubs with facilities</li> </ul>
	Education	<p>A high quality and enjoyable delivery of school VB which must linked to strong local clubs therefore encouraging on-going participation.</p> <ul style="list-style-type: none"> <li>• Increased level of primary and secondary school competition</li> <li>• Coach education programme for teachers to promote the sport at grassroots</li> <li>• Develop a schools’ Beach volleyball programme</li> <li>• Strengthen school-to-club links</li> <li>• Strengthen SVA links to University Volleyball</li> </ul>	<ul style="list-style-type: none"> <li>• 1 new school education programme sponsor?</li> <li>• Implement 2 local schools Beach programmes linked to regional Club Development Officer areas</li> <li>• 50% increase in participation of volleyball in P7/S1</li> <li>• A school referee education programme for Beach officials</li> <li>• 50% Increase junior membership</li> <li>• A formal partnership agreement with Scottish Student Sport (SSS)</li> </ul>

## Better Opportunities – Pathways to Success

<b>What is it?</b>	The SVA shall provide an appropriate mix of regional and national programmes and initiatives, which are attractive, accessible, and realistically priced for existing, new and returning members, indoors and Beach and or grass – <b>Offering clearly defined opportunities, with specific outcomes, to members.</b>
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An SVA member said; “I would like to see Scotland with a 100% increase in the number of JNL (Junior National League) athletes and JNL teams, and junior Beach players over this period. The opportunities are now there for Beach and indoor volleyball to inspire athletes and coaches to get involved”.

Key Thread	Area of focus	Activity	Outcomes
<b>Pathways to Success</b>	Beach	<p>A strong player development pathway in Beach leading to European &amp; International opportunities, will provide role models and give young players something to aspire to, which, in turn, will help clubs to attract and retain new members.</p> <ul style="list-style-type: none"> <li>Establish an elite Beach programme targeted towards participation in 2018 and 2022 Commonwealth Games</li> <li>Recruit Beach coaching staff and train Beach officials</li> <li>Establish an indoor Beach training facility</li> <li>Establish permanent Beach volleyball courts in 3 regional areas</li> <li>Beach performance plan 2022</li> </ul>	<ul style="list-style-type: none"> <li>1 SCO Beach pairing (either gender) to reach qualification standards for 2018 Commonwealth Games</li> <li>1 male and 1 female pair to medal in the 2022 Commonwealth Games</li> <li>Male and female participation in the 2017 Youth Commonwealth Games</li> <li>Appoint Head Coach Beach for males and females</li> <li>8 senior Beach volleyball athletes supported by the <b>sportscotland</b> Institute of Sport</li> <li>2 national Beach referees</li> <li>50% participation increase in the Scottish Beach tour</li> </ul>
	Indoor	<p>A strong player development pathway for the indoor programmes leading to European &amp; International opportunities Integrated National Development programme</p> <ul style="list-style-type: none"> <li>Annual performance camp</li> <li>CEV European Competition</li> </ul>	<ul style="list-style-type: none"> <li>6 Scottish professional athletes in International competition</li> <li>Men’s and Women’s teams to be European Small Countries Division medallists</li> <li>1 National team to compete in Europe</li> </ul>
	Programmes	<p>Developing players, coaches, officials and volunteers that contribute to the sport at all levels.</p> <ul style="list-style-type: none"> <li>Coach and officials’ education opportunities linked to development pathways</li> <li>Annual volunteer and member awards events</li> <li>Invest in and promote female leadership locally, nationally and within CEV and FIVB.</li> </ul>	<ul style="list-style-type: none"> <li>20% increase in Level 1 and 2 UKCC participants</li> <li>Develop 4 officials through FIVB Pathway – Beach and Indoor</li> <li>2 new membership programmes specifically targeting juniors and displaced individuals (refugees)</li> <li>Two new female CEV Technical Delegates</li> </ul>

## Stronger SVA – Model SGB

What is it?	As the SVA ambitious 2017-2021 plan unfolds we expect the professional capacity of the Association to increase in alignment with the growth in membership, strengthening club programmes and our experienced volunteer base – <b>A robust, efficient and skilled Governing Body is required to make this plan work.</b>
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An SVA member said; “...I truly think the main focus has to be on developing new clubs in parallel with strengthening current clubs. The sport needs new clubs to take part in the various lower leagues to strengthen the base of Scottish Volleyball”.

Key Thread	Area of focus	Activity	Outcomes
Model Scottish Governing Body	Governance	<p>Maintaining strong governance and leadership underpins and secures all work of Scottish Volleyball.</p> <ul style="list-style-type: none"> <li>Maintain, recruit and/or develop skilled and focused Board members (50% gender split)</li> <li>Develop clear annual operational plans to deliver strategy, underpinned by robust policies and procedures</li> <li>Measure and report performance to all stakeholders</li> <li>‘Volleyball for Scotland’ increase sustainability and support the recruitment of 2 new Trustees</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Board succession plan</li> <li>Achieve Intermediate Equality Standard</li> <li>Maintain the same <b>sportscotland</b> external audit score</li> <li>A satisfaction score of 70% within the Scottish Volleyball Association measured by club audit and membership survey.</li> <li>4 completed and successful ‘Volleyball for Scotland’ projects</li> </ul>
	Partnerships	<p>Growing Scottish Volleyball and supporting clubs comes at a cost. Finances must be healthy and well-managed.</p> <ul style="list-style-type: none"> <li>Continuously improve financial procedures</li> <li>Further diversify and grow funding streams</li> <li>Improve club links to LAs – facility costs</li> </ul>	<ul style="list-style-type: none"> <li>2 new sponsors added to SVA portfolio</li> <li>20% increase in sponsorship income</li> <li>3 facility agreements between SVA and LAs</li> </ul>
	Home	<p>Access to quality local facilities at affordable prices is vital to the sustainability and development of clubs. Collate annual details of volleyball investment in local economy</p> <ul style="list-style-type: none"> <li>Ensure the creation of the first indoor Beach facility in Scotland</li> <li>Establish a physical space to house the SVA</li> <li>Endorse local performance access schemes for athletes and clubs.</li> </ul>	<ul style="list-style-type: none"> <li>An indoor Beach training facility in Scotland</li> <li>A cohesive environment for the management, development and delivery of volleyball programmes and activity</li> <li>A secure and thriving base from which to shape the next long term vision for Scottish Volleyball</li> </ul>



## Facilitating the 2017-2021 Strategic Plan

<b>What is it?</b>	This is what is needed up and beyond the key threads to support the vision and the plan, making sure as a sport we continue to become <b>Bigger, Better, Stronger</b>
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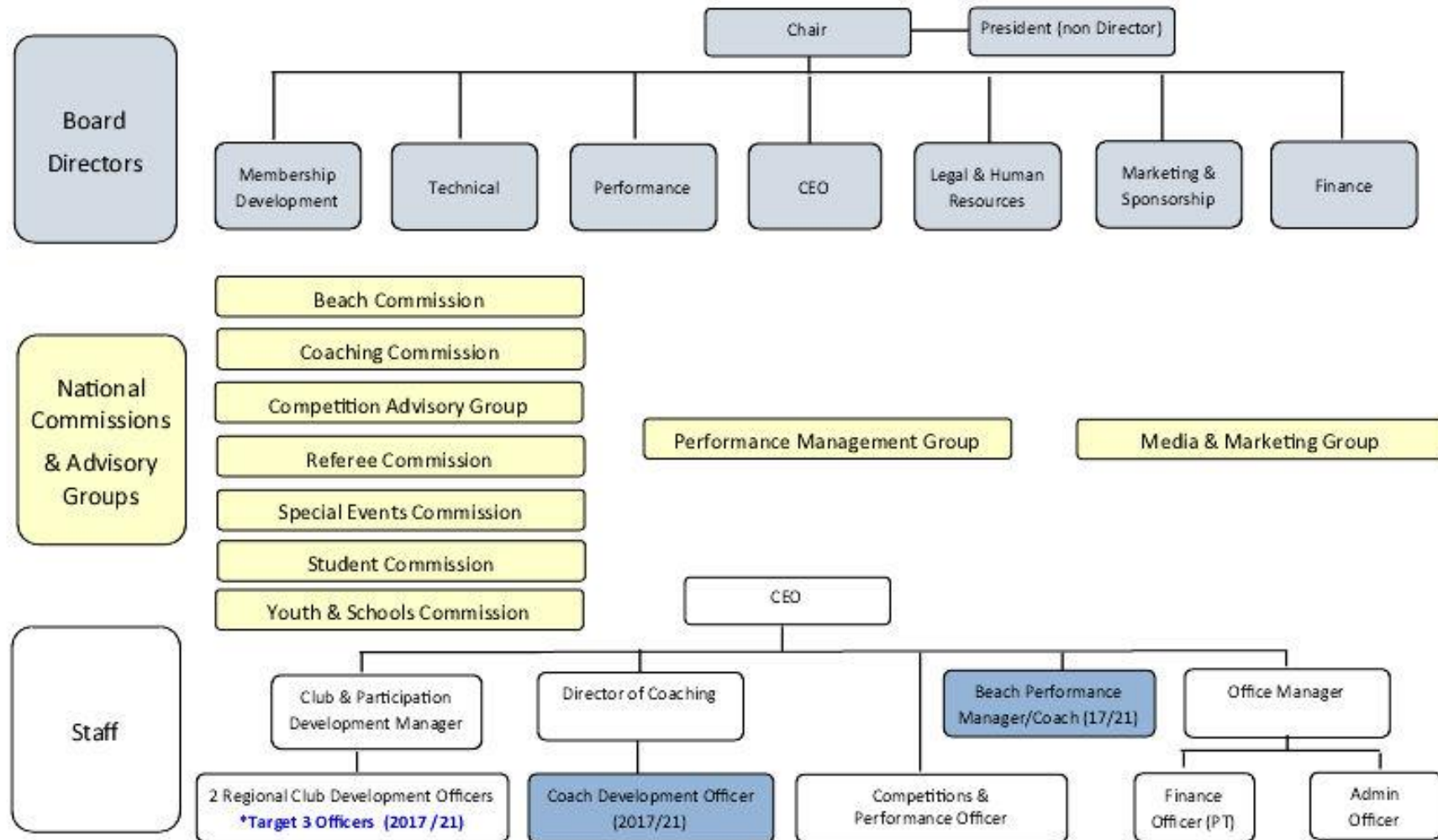
An SVA member said; "...removing barriers is essential when implementing strategies. I feel the SVA have an encouraging vision for the future but I don't believe it will achieve its maximum level".

The SVA shall endeavour to change this view by delivering a successful and ambitious Strategic Plan with actions which offer members the same vision that underpins all the excellent work carried out by Board, staff and volunteers.

Key Thread	Area of focus	Activity	Outcomes
Facilitating the Game	Leadership	<p>Visible leadership is essential for any organisation to grow.</p> <ul style="list-style-type: none"> <li>Stronger face to face communication with membership</li> <li>New website</li> <li>New membership registration system</li> </ul>	<ul style="list-style-type: none"> <li>Regional annual meetings of clubs, members and stakeholders with CEO/SVA Board</li> <li>Improved website to co-inside with launch of 2017-2021 plan</li> <li>Registration system easier and more accessible – launch May 2017</li> </ul>
	Finance	<p>Growing Scottish Volleyball and supporting clubs comes at a cost. Finances must be healthy and well-managed.</p> <ul style="list-style-type: none"> <li>Continuously improve financial procedures</li> <li>Further diversify and grow funding streams</li> </ul>	<ul style="list-style-type: none"> <li>Reconstructed District League registration and refunding</li> <li>Liaise and work closely with Volleyball for Scotland to assist in raising £30,000 through identified SVA projects</li> <li>Implement and manage the pension auto-enrolment for all SVA staff</li> </ul>
	Capacity	<p>Increased professional staff to help deliver the SVA 2017 – 2021 Strategic Plan</p> <ul style="list-style-type: none"> <li>Retain and expand the regional partnerships</li> <li>Application to the CEV Beach Development Fund for programme investment.</li> </ul>	<ul style="list-style-type: none"> <li>3 Regional Club Development Officers</li> <li>Beach Performance Manager</li> <li>Coach Development Officer and</li> <li>Competition and Beach Administration person</li> <li>Successful CEV application 20,000 euros secured</li> </ul>



# 2013—2021 Organisation Chart (Aspirational)



## SCOTTISH VOLLEYBALL SPONSORS



## SCOTTISH VOLLEYBALL PROGRAMMES

Scottish Volleyball Association  
48 The Pleasance  
Edinburgh  
EH8 9TJ

Telephone: 0131 556 4633 Fax: 0131 557 4314  
Email: [info@scottishvolleyball.org](mailto:info@scottishvolleyball.org) [www.scottishvolleyball.org](http://www.scottishvolleyball.org)

SVA Strategic Plan 2017 – 2021

## SCOTTISH VOLLEYBALL PARTNERS

