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**Circulation to:** Regional Commission members

**Proposal for working together effectively to develop volleyball Regionally**

**1. Desired outcomes**

- 1.1. Reach agreement on a process for working together to formulate and manage Regional strategies for volleyball development.
- 1.2. Receive proposals for a series of Regional roadshow events to begin this process.
- 1.3. Discuss proposals and agree decisions as per the actions required section at the end of this paper.

**2. Purpose**

- 2.1. To set out proposals on a process for working together to formulate and manage Regional strategies for volleyball development, including a series of Regional roadshow events to begin this process.

**3. Context**

- 3.1. This document has been prepared as a result of ongoing consultation between Volleyball England officers and the Regional Commission, representing the nine Regional Associations. During discussions, it was agreed that proposals should be made to explore ways of working together effectively to develop volleyball Regionally. These proposals are aligned to the requirements of the new Memorandum and Articles of Association and Framework documents described below.
- 3.2. Following consultation with the membership in August-October 2008, Volleyball England, the brand name of the English Volleyball Association Ltd, published its Strategic Plan for 2009-13. This sets out clear targets for growth in participation, sustaining participation and developing performance at the elite level of the sport.
- 3.3. At its AGM on 24 July 2010, new Memorandum and Articles of Association were adopted by the English Volleyball Association. In addition, a Framework document which forms part of the constitution of the Association, and supplements the Association's Memorandum and Articles of Association was adopted. The Framework document builds upon the Articles by providing further, more operational or administrative details and its provisions are binding on all Members of the Association.
- 3.4. Within the Framework document, the role of the Regional Associations is described as follows:

Each Regional Association shall be responsible for implementing and administering the policies promulgated by the Association from time to time for the development of the sport of volleyball in all its disciplines within their jurisdiction.

The role of the Regional Association shall include (but not necessarily be limited to) producing and managing a regional strategy for the sport, arranging coach and referee education courses, administering regional/area/local leagues in conjunction with Area/County Associations, managing and coordinating the regional talent development programme, providing a link between Volleyball England and the members, arranging competitions for all forms of the game, directing people to clubs when requested,

providing facility advice and, where appropriate, source funding to support talented individuals.

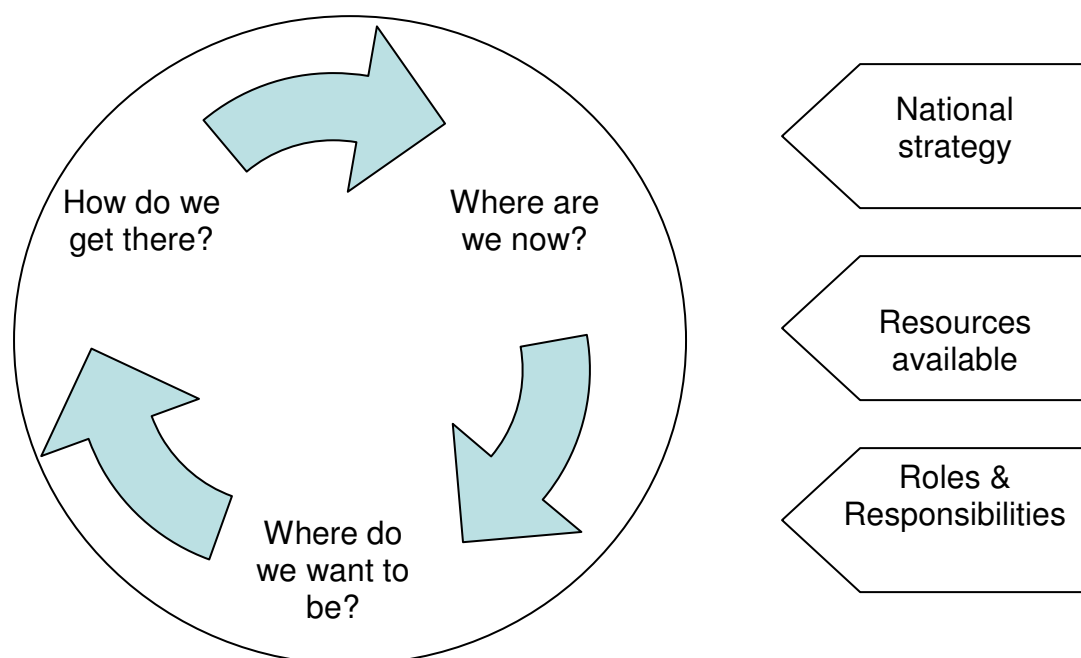
- 3.5. As the Commission responsible for delegation of operation, administration, promotion and development in respect of the Regional Associations, the Regional Commission is a critical partner in the agreement of final proposals, and their delivery. The Regional Commission's Terms of Reference are included at Appendix 1 for information.

#### **4. Discussion**

- 4.1. In addition to the headline objective of formulating Regional strategies for volleyball development, a number of related objectives should be considered integral to these proposals:
- Effective engagement across all sectors of the sport
  - Developing shared ownership of the sport's strategic objectives
  - Facilitating a bottom up approach to planning and delivery within the framework of the national strategic objectives
  - Developing effective working relationships between the Regional volunteers and the national paid staff through clarification and agreement of roles and responsibilities in relation to regional delivery
  - Planned sustainability for volleyball development beyond the current NGB funding cycle which ends in 2013
  - Enhanced integration across Volleyball England's relevant functional areas
  - Alignment of reporting procedures to increase effectiveness in delivery, monitoring and evaluation
- 4.2. To support direct consultation and joint working with the Regional Association officers, a core pillar of these proposals is to co-ordinate a series of Regional roadshows. This is a mechanism for membership engagement utilised successfully by a number of sports including hockey, rugby and cricket.
- 4.3. Through the inclusion of roadshows in this process, a number of additional outcomes can be achieved:
- Allow direct engagement and communication with the membership thereby providing a high profile, visible response to the recent Volleyball England membership survey
  - Through connecting the results of the 2008 membership consultation with the final strategy, foster ownership of the headline objectives underpinning the national strategy
  - Facilitate direct consultation with membership on a regional basis to assist the development of Regional strategies
  - Through their inclusion in consultation, foster ownership amongst the broader Regional membership of the Regional strategy
  - Provide an additional platform for Regional Association communication with its membership
  - Enable communication of key messages regarding the Volleyball England rebrand, including associated core values and attributes
  - Through all of the above, contribute to raising satisfaction ratings in our sport

## Outline process

4.4. Conceptually, Regional strategy planning is proposed as a simple cycle, influenced by three key imperatives:



4.5. The outline process for undertaking Regional strategy planning is proposed as follows:

	Event	Key outcomes	Timeline
1	Meeting(s) of Regional Commission	<ul style="list-style-type: none"> <li>• Agree final proposals for working together effectively to develop volleyball Regionally</li> <li>• Agree a template for delivery of a consistent approach to Regional roadshows</li> <li>• Consider the adoption of a standard template for Regional strategies linked to volleyball's national strategy</li> <li>• Agree the baseline requirements of a Regional audit</li> <li>• Consider methods for adopting consistent reporting processes for greater effectiveness in delivery, monitoring and evaluation</li> </ul>	August-Sept
2	Initial meeting with Regional Association	<ul style="list-style-type: none"> <li>• Agree arrangements for a Regional roadshow event, including roles and responsibilities</li> <li>• Agree arrangements to undertake, where required, a Regional audit to confirm the baseline position</li> </ul>	Sept-Oct
3	Regional roadshow event	<ul style="list-style-type: none"> <li>• Communication and engagement with Regional membership</li> <li>• Consultation with Regional membership in regard to Regional strategy development</li> </ul>	November
4	Regional Strategy planning meetings	<ul style="list-style-type: none"> <li>• Prepare Regional strategies</li> <li>• Agree clear roles and responsibilities</li> <li>• Agree resource commitments of partners</li> <li>• Agree reporting procedures</li> </ul>	Dec-Jan
5	Regional strategy launch	<ul style="list-style-type: none"> <li>• Foster Regional members' ownership of Regional strategy</li> <li>• Recognise contribution of partners to the process</li> </ul>	Feb 2011

4.6. The proposed timeline would require an intensive commitment of resource from all partners. If this is not feasible, alternatives such as adopting a phased approach, perhaps relative to Regional readiness, could be considered.

## **5. Regional roadshows**

5.1. Regional roadshows should follow the same format in each region and include:

- Outline purpose of roadshow
- National Picture – strategy, interventions and activities, resources, roles and responsibilities
- Regional Picture - strategy, interventions and activities, resources, roles and responsibilities
- Questions and discussion
- Consultation to establish priorities for the Region
- Next steps

5.2. The process for Regional Road Show planning is proposed as follows:

- Led by Volleyball England events team
- 9 venues over 2 weeks during November 2010
- Roadshow to last two hours, 7:30 - 9:30pm with refreshments available at 7pm
- Open to affiliated clubs and their members only together with other partners by invitation. Invitees might include SSPs, CSPs, local authorities, facility operators, and coaches
- Places are pre-booked but also available on the day
- Booking via VE website links on Regional pages
- Pre-meeting 'raise a question' system

## Roles and responsibilities

5.3. Outline roles and responsibilities are proposed as follows. These lists are not considered exhaustive.

<p><u>Regional Commission</u></p> <ul style="list-style-type: none"> <li>• Agree process for working together to formulate and manage Regional strategies for volleyball development</li> <li>• Advocacy support to the process</li> <li>• Management and monitoring of the strategy development process as appropriate</li> <li>• Agree template for Regional Strategies</li> <li>• Sign off Regional strategies</li> <li>• Agree consistent reporting processes for Regional Associations against strategy objectives for greater effectiveness in delivery, monitoring and evaluation</li> <li>• Monitor progress against Regional strategies on behalf of volleyball</li> </ul>
<p><u>Regional Associations</u></p> <ul style="list-style-type: none"> <li>• Arrange for, or undertake, Regional audit</li> <li>• Contribute to organisation of Regional roadshow event</li> <li>• Prepare and deliver Regional elements of roadshow presentation</li> <li>• Manage preparation of Regional strategy</li> <li>• Take lead responsibility for delivery and management of Regional strategy in conjunction with work of national office</li> <li>• Report against Regional strategy objectives to Regional Commission</li> <li>• Monitor progress against Regional strategy objectives</li> </ul>
<p><u>Volleyball England</u></p> <ul style="list-style-type: none"> <li>• Manage process of Regional strategy development in line with Regional Commission decisions and direction of the Board</li> <li>• Manage tendering process for consultancy support to process</li> <li>• Support development of strategy, audit and reporting templates</li> <li>• Support organisation of Regional roadshows via Events team</li> <li>• Support Regional Associations in development of their Regional strategies</li> </ul>

## 6. Expenditure plan

6.1. The anticipated expenditure associated with this proposal is as follows:

	Event	Estimated costs	Notes
1	Meeting of Regional Commission	None	Already contained in Commission's budget
2	Initial meeting with Regional Association	None	Travel expenses covered through existing budgets
3	Regional roadshow event	£2250 (9 x £250)	Room hire Provision of basic hospitality (tea/coffee)
4	Regional Strategy planning meetings	£4500 (9 x £500)	Provision to support auditing and/or developing Regional strategies, perhaps through consultants' support
5	Regional strategy launch	None	To minimise costs and organisation, suggest associating launch with a relevant Regional event

- 6.2. This proposal currently provides for approximately 1 day of consultancy support per Region based on a daily rate of £500. It is, however, proposed to procure any required consultancy support via a tendering process, which may yield greater value for money in relation to available days' support.
- 6.3. Whilst this support could theoretically take any form specified, in order to elicit greatest value for money from consultancy support, it is suggested that bespokeing to Regional needs is limited to either supporting the initial audit or the development of the Regional strategy document itself.

## **7. Actions required**

- 7.1. That a process for working together to formulate and manage Regional strategies for volleyball development is agreed.**
- 7.2. That the proposal for a series of Regional roadshow events to support the planning process is agreed**
- 7.3. That related objectives, outcomes and roles and responsibilities are agreed**
- 7.4. That the expenditure plan for the project is agreed**

## **APPENDIX 1**

### **Regional Commission Terms of Reference**

(Source: English Volleyball Association Framework Document)

Terms of reference:

- Work to ensure that every Region is effectively involved at its meetings and discussions.
- Encourage Regions to communicate the work of the Commission to their Local Area Association.
- To assist with the preparation of and adherence to budget.
- Provide a positive and constructive arena for discussion including but not exclusively around:-
  - The Volleyball England Strategic Plan 2009-13.
  - Implementation of the annual Delivery Plan.
  - Delivery, learning and good practice from the Regions & Local Associations to the different governance levels of the sport including:-
  - Volleyball England Executive Board.
  - Volleyball England Senior Management Team.
  - Other Volleyball England Commissions.
- Provide recommendations and solutions to resolve any challenges with operational matters concerning the implementation of the Delivery Plan, specifically affecting Local Delivery.
- On approval of the Board initiate working groups to take an in-depth look at issues not easily resolved concerning operational matters affecting both or either local and regional delivery.
- Provide recommendations for approval to the Volleyball England Board on both Regional and Local Area Constitutions for approval.
- To act as a facilitator in the delivery of Volleyball England's Strategic Plan by working in partnership with paid employees in ensuring outcomes from the Volleyball England Delivery Plan are successfully achieved and monitored.
- To act as ambassadors/representatives of Volleyball England.