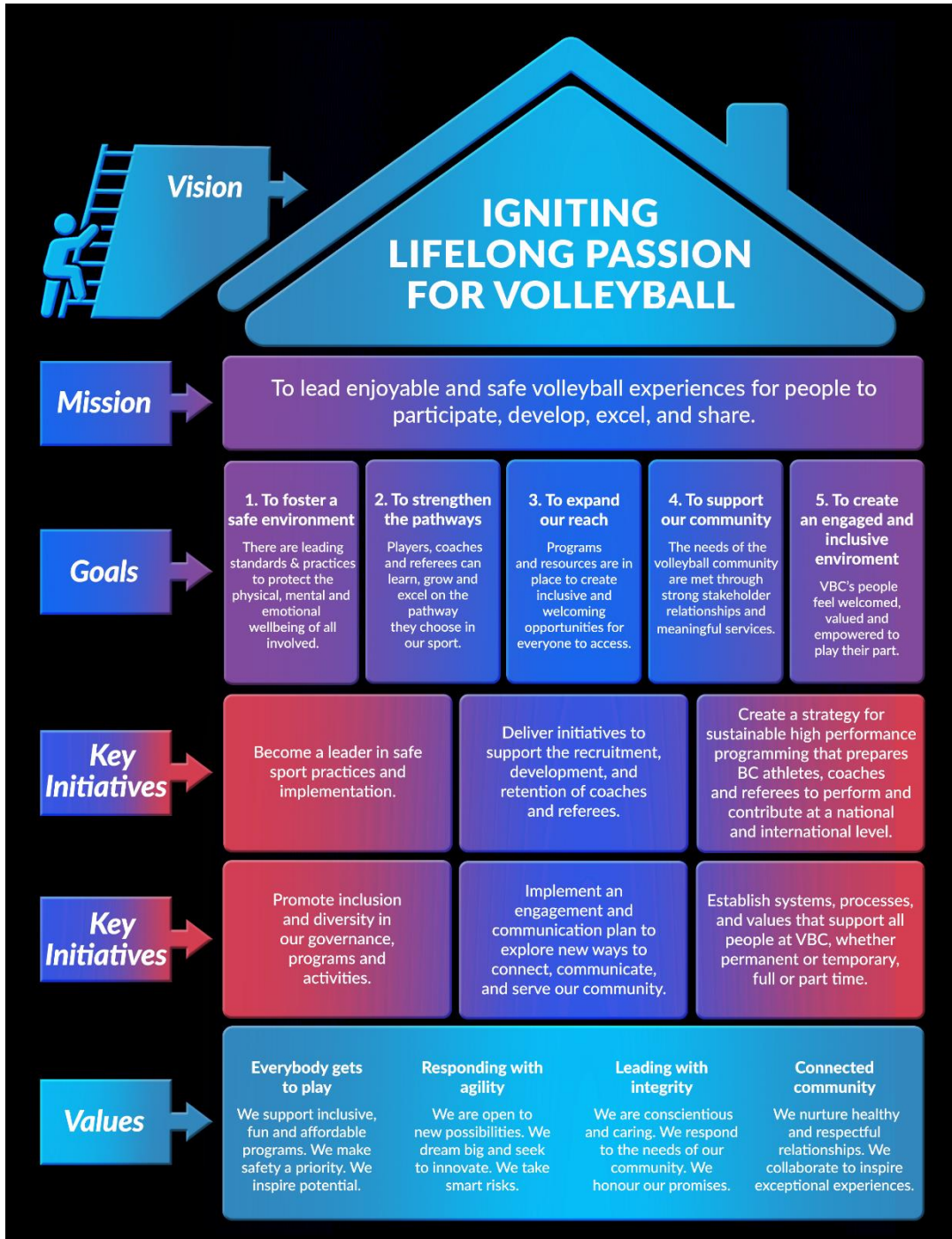




VOLLEYBALLBC

STRATEGIC PLAN

2021-2024 ACHIEVEMENTS & IMPACT REPORT



In February 2021, we launched our Strategic Plan 2021-2024.

With the vision of “igniting passion for volleyball”, our Strategic Plan contained ambitious goals around safety, player pathways, diversity and inclusion, and membership engagement. The Plan was the result of extensive consultation with players, coaches, referees, and clubs about volleyball in British Columbia.

We have now concluded the 4-year span of this Strategic Plan. As part of our commitment to sharing with the volleyball community, this report summarises the achievements and impacts of the work undertaken to move the Plan forward.

It takes a community - and we are grateful for the support of our members, partners, Committees, Board, and staff who contributed to the accomplishments over this period. Thank you!

December 2024

GOAL 1. TO FOSTER A SAFE ENVIRONMENT

There are leading standards and practices to protect the physical, mental and emotional wellbeing of all involved

KEY INITIATIVE A – TO BECOME A LEADER IN SAFE SPORT PRACTICES AND IMPLEMENTATION

2021-2024 ACTIVITIES

- Proactively engage nationally and provincially to inform and shape policies and practices
- Establish a Safe Sport Working Group
- Review and refine VBC's governance process to ensure clear and responsive issue resolution
- Develop, adopt, and deliver the [Safe Sport Action Plan](#)
- Create and embed policies, procedures and practices to support safety and wellbeing throughout VBC.
- Deliver participant-focused communication and education initiatives

2021-2024 ACHIEVEMENTS

- ✓ [Safe Sport Action Plan](#) approved in March 2022 with implementation of annual activities and priorities.
- ✓ [Safe Sport Handbook](#) launched in January 2023 for players, coaches and referees.
- ✓ Dedicated [Youth Handbook](#) and [Coach Guide to Safe Sport](#) created in 2024.
- ✓ [Mental Health Toolkit](#) launched in October 2023. The toolkit was developed on the basis of community consultation and is based on 6 pillars with activities, resources, and tools to promote mental health and well-being within volleyball clubs and programs.
- ✓ [Mental Health Ambassadors](#) appointed and promoted in various activities during 2023/2024.
- ✓ Mental Health Leadership Pilot Program delivered in 2024 with 8 organisations & 5 online sessions.
- ✓ [Webinar series](#) held on performance anxiety, self-care, managing team dynamics, and body image.
- ✓ Development of key resources on [concussion](#) and [physical injury](#).
- ✓ Referee Safety Policy developed and shared with Referee Committee and referees.
- ✓ Key national days recognised with social media and website resources: Bell Let's Talk (Jan), Pink Shirt Day (Feb), Mental Health Awareness (Apr/May), and National Injury Prevention (July).
- ✓ [Buddy Check for Jesse](#) activation around 2023 and 2024 Provincial Championships to create awareness for mental health in sport.
- ✓ "Did You Know?" awareness posters, resources, and key safety materials produced and distributed at Provincial Championships.
- ✓ New Safety Hub created on [VBC website](#).
- ✓ [Tracked incidences of physical injuries](#) at Provincial and National Championships to better understand risks.
- ✓ Revised and adopted a pan-Canadian suite of policies related to the prevention and addressing of abuse and maltreatment. Promotion and use of the [Abuse Free Sport Program](#) as an independent third party to handle all complaints and issues relating to abuse and maltreatment. *Note: we will be transitioning to a new provider in 2025.*
- ✓ Member of viaSport BC's Safe Sport Advisory Group and Volleyball Canada's Safe Sport Working Group.
- ✓ Established Safe Sport Working Group in 2021 with club, coach, player, referee, and parent representatives to oversee and provide input into this area.
- ✓ Developed internal safety policies including Athlete Safety Policy, Mental Health Procedures, and Safety Checklist for Programs. Implemented requirement for all VBC staff and Board completed Commit 2 Kids training and the CAC Safe Sport module.

INTENDED OUTCOMES

Increased understanding and awareness of safety and well-being among VBC members and participants.

Increased support and tools for all member groups to uphold safety and wellbeing.

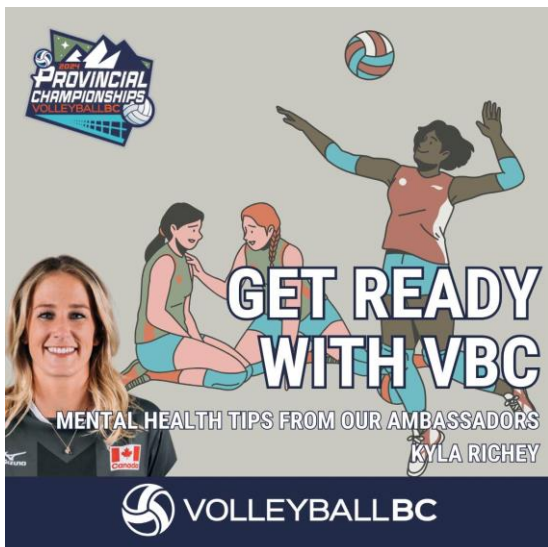
More efficient and effective resolution of safety complaints, issues, and injuries to ensure strong governance and accountability across the system.

Creation of a consistent participant experience in VBC programs and activities through standardisation of safety practices.

= Improved experience of safety and wellbeing among participants in the volleyball system.

ASSESSMENT OF IMPACT


- **Maintained perception of safety and well-being in volleyball** - Over 90% positive agreement with *"I feel safe participating in volleyball"* across member groups. *"Psychologically harming behaviour"* remains top safety concern. (Annual Member Survey)
- **Improved awareness of safety and well-being activities** – *"Very High"* awareness of Code of Conduct and Ethics, Screening, Rule of Two; Independent Third Party; *"High"* awareness of Safety Hub, Safety Handbooks and Action Plan. Some variation of scores by member group with lowest awareness for Adult Players (Annual Member Survey)
- **Maintained number of safety complaints** – Annual average of 3-5 major complaints on safety-related issues. Injury tracking from 2022-2024 at Provincial Championships counted a total of 257 injuries with 70-80% sprains/strains and majority involving ankle, knee or hand.
- **Improved compliance with screening and safety requirements** – New Persons In Authority Check implemented with 100% compliance for VBC Board and Staff, 95-100% compliance by Club Directors and Coaches, and 90-95% compliance by Referees.



PROVINCIAL CHAMPIONSHIPS VOLLEYBALLBC

GET READY WITH VBC

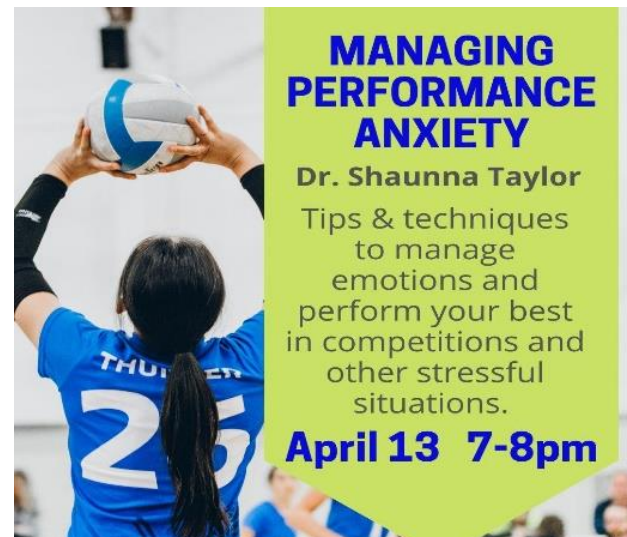
MENTAL HEALTH TIPS FROM OUR AMBASSADORS
KYL A RICHEY

 VOLLEYBALLBC



SAFE SPORT ACTION PLAN FOR COACHES

 VOLLEYBALLBC



MANAGING PERFORMANCE ANXIETY

Dr. Shaunna Taylor

Tips & techniques to manage emotions and perform your best in competitions and other stressful situations.

April 13 7-8pm

GOAL 2. TO STRENGTHEN PATHWAYS

Players, coaches, and referees can learn, grow and excel on the pathway they choose in our sport.

KEY INITIATIVE B – TO DELIVER INITIATIVES TO SUPPORT THE RECRUITMENT, DEVELOPMENT, AND RETENTION OF COACHES AND REFEREES.

2021-2024 ACTIVITIES

- **Leverage opportunities through Team BC to deliver coach and referee development.**
- **Use technology for innovative delivery and improved access to coach education and evaluation services (during 2020-2022 COVID recovery phase)**
- **Develop and launch a Coach Development Plan.**
- **Create and deliver communication /education initiatives to promote referee and coach pathways.**
- **Implement a high performance coach development program to support the objectives of the High Performance Plan**
- **Work with the Referee Committee and zones to clarify roles and responsibilities and to create good governance and practices.**

2021-2024 ACHIEVEMENTS

- ✓ Recruited a Coach Development Manager in 2021 to spearhead support and activities.
- ✓ Research and consultation is complete as the first phase of developing a Coach Development Plan. This included annual surveys of referees and coaches with analysis of results to improve experience. Writing and finalisation of the plan will continue into 2025 with new strategic plan.
- ✓ Delivered annual Development Coach and Advanced Development workshops and professional development activities including partnership with UBC to deliver coach symposium with USPORT coaches (2023), lunch and learn with Women's National Team Head Coach (2023), and sitting volleyball clinic with Sitting Volleyball Head Coach (2024).
- ✓ Partnership established with Gold Medal Squared in 2023 and 2024 to provide resources and webinars for club coaches.
- ✓ Supported high performance coach development through the selection and support of Team BC coaches. Activities included development of online training resources for Team BC Coaches with 6 coaching labs in 2021 and in 2022, mentorship with Coach+, and attendance of Canada Cup coaches at Volleyball Canada webinars.
- ✓ Launch and delivery of a dedicated coach newsletters distributed to over 1000 registered coaches.
- ✓ Development of a [Coaching Hub](#) on the new website with resources and useful information for coaches.
- ✓ Launch of a dedicated [Instagram](#) channel featuring coaching resources and information.
- ✓ Delivery of a [female mentorship program](#) for coaches and referees in 2023 and 2024
- ✓ Designed and delivered an online Level 1 referee course that was delivered from 2022 onward, allowing more flexible participation from around BC.
- ✓ Supported annual delivery of Level 1-4 clinics for referees.
- ✓ Set up a High Performance Referee Clinic at Kamloops in 2022 to support the development of Level 3 referees during Team BC.
- ✓ Secured provincial Rally Together funding to deliver referee development activities in partnership with Rugby BC, Basketball BC, and Ringette BC. Activities included a learning symposium, recorded educational modules, and a training program for referee mentors.
- ✓ Work continues to establish roles, relationships, and responsibilities within the referee community: We signed memorandum of understandings on the provision of referee services to all BC-based PACWEST and CanWest post-secondary institutions.
- ✓ Created Referee Safety Procedures and integrated safe sport requirements and issue resolution into the Referee Policies and Procedures Manual. More work to review governance and responsibilities will continue in the new strategic plan.

INTENDED OUTCOMES

Increased recruitment of referees to allow for the sport to operate effectively throughout BC.

Coaches and referees are retained in our system.

Every coach and referee has access to training, education and support to meet their desired goal.

Coaches can efficiently meet the education levels required for the club system.

Increased female participation in coaches and referees.

Clear communication of development pathways to increase member understanding of how they enter and progress in coaching and refereeing

ASSESSMENT OF IMPACT

- **Improved % of coaches meeting education and certification requirements for their coaching levels** – Estimated 95% compliance in 2023 and 99% compliance in 2024.
- **Improved number of referees per development level** – In 2024 there were 157 Level 1 referees, 80 Level 2 referees, 41 Level 3 referees, 22 Level 4 referees and 1 Level 5 referee registered. This is a big increase since 2021, however we are not yet back at pre-pandemic numbers.
- **Maintained number of years coaches and referees stay in the system** – 1 year retention of club coaches improved from 56% in 2021-2022 to 63% in 2023-2024. Referee retention remains an estimated 50% at Level 1 and 90-95% from Level 2 upward.
- **Variable progress in female participation** – Female participation improved from 30% (2021) to 50% (2024) in Development Coach workshops/certification and maintained at 19% (2021) to 21% (2024) in Advanced Coach workshops/certification. Female representation in refereeing declined from 61% (2021) to 47% (2024) at Level 1 with smaller declines at Level 2 and above.
- **Increased provision of training and development opportunities** - From 2021-2024, we held 40 Development Coach workshops with 560 participants and 204 Advanced Development workshops with 195 participants. We supported the certification of 192 Level 1 referees, 18 Level 2, 14 Level 3, and 2 Level 4 referees.
- **Maintained awareness levels of coach and referee pathways** - Over 80% positive agreement with "I am aware of how to progress to the next level of education" and 73-89% agreement with "I know who to contact for further information." (Annual Member Survey)

2023 RALLY TOGETHER REFEREE SYMPOSIUM

Connect, explore & learn along with other referees. This is a series of educational & inspirational symposiums for anyone interested in officiating.

SATURDAY, SEPTEMBER 9, 2023
9:00am - 6:00pm
VANCOUVER, BC
Vancouver Community College
(Broadway/Clark, Millennium Line Skytrain)
\$30 - registration includes lunch

Register at www.volleyballbc.org/RallyTogether

Don't miss this opportunity for professional & personal development with engaging, informative & inspiring keynote speakers from mental performance experts, leadership coaches and Olympians. The day will also include sport-specific breakout sessions to learn more about officiating in volleyball, basketball, ringette and rugby.

Supported by **viaSPORT** British Columbia

COACHING SYMPOSIUM

JANUARY 20TH, 2024

10AM-5PM (SYMPOSIUM)
5PM & 7PM (MATCHES)

WAR MERMORIAL GYM

\$75 (INCLUDES TICKETS TO UBC MATCH)

TOP COACHES IN THE COUNTRY

3 Pro-D POINTS

CLUB THAT REGISTER 5 COACHES WILL GET REIMBURSED FOR 1

REGISTRATION THROUGH SPORT LOMO (UNDER 2024 COACH SYMPOSIUM)

NATIONAL COACHES WEEK

JOIN US TO SAY #THANKSCOACH
SEPT. 17-25, 2022

Visit coach.ca/NCW for free tools and information

GOAL 2. TO STRENGTHEN PATHWAYS

Players, coaches, and referees can learn, grow and excel on the pathway they choose in our sport.

KEY INITIATIVE C – TO CREATE A STRATEGY FOR SUSTAINABLE HIGH PERFORMANCE PROGRAMMING THAT PREPARES BC ATHLETES, COACHES AND REFEREES TO PERFORM AND CONTRIBUTE AT A NATIONAL AND INTERNATIONAL LEVEL

2021-2024 ACTIVITIES

- **Develop, adopt, and deliver a High Performance Plan**
- **Establish a High Performance Advisory Group to guide and oversee the delivery of the High Performance Plan.**
- **Create and deliver a communication/education campaign to promote player pathways.**
- **Pilot a new Team BC Development pathway ("Ignite Programs") as an entry point into high performance**

2021-2024 ACHIEVEMENTS

- ✓ [High Performance Plan](#) developed and approved in 2023. The High Performance Plan articulates VBC's role, contribution, and definition of success for high performance programming in Indoor Volleyball. Our work on this front was acknowledged by the provincial sport agency, viaSport BC, who selected us to receive additional Enhanced Excellence funding toward high performance activities in 2023-2025.
- ✓ Restructure of the 16U and 18U Team BC Indoor programs and selection processes, including the delivery of super-regional camps around BC, from 2023 onward.
- ✓ Terms of reference established for Indoor and Beach High Performance Advisory Committees. Individuals appointed with meetings underway from 2024.
- ✓ Consultant appointed to create a High Performance Plan for Beach Volleyball. This will extend into our next Strategic Plan
- ✓ [Team BC](#) pathway promotional materials created and shared annually with parent-player webinar held.
- ✓ Launch of Ignite Camps in 2021 as an introduction to the high performance pathway. Camps are now delivered annually in each region of BC.



INTENDED OUTCOMES

The role and contribution of Volleyball BC to high performance is clearly defined.

There is an agreed understanding and commitment to the investment required by VBC to deliver its role in high performance.

Improved participant understanding of athlete high performance pathways.

Team BC is perceived as a valuable role in an athlete's high performance pathway.

Increased number of BC players in national programming and on the Junior and Senior National Teams.

ASSESSMENT OF IMPACT

- **Improved/maintained number of players participating in Team BC try-outs for 16U and 18U programs** – In 2024, 87 athletes trying out for 18U program and 228 athletes trying out for 16U program. This is less than in 2021 but the lower numbers reflect the new super-regional tryout format and that a section of athletes are now pre-identified so do not attend.
- **Variable shifts in Team BC athlete satisfaction and referrability** – In 2022, 70% positive satisfaction with program experience. This improved to 100% in 2023 and 89% in 2024 (Participant Survey).
- **Improved /maintained % of targeted athletes participating in Team BC when invited** – In 2021, 82% of identified athletes participated in the selection camps. In 2022, 83% of male athletes and 66% female athletes participated. In 2023 and 2024, all identified athletes participated.
- **Variable progress in female participation** – Female participation improved from 30% (2021) to 50% (2024) in Development Coach workshops/certification and maintained at 19% (2021) to 21% (2024) in Advanced Coach workshops/certification. Female representation in refereeing declined from 61% (2021) to 47% (2024) at Level 1 with smaller declines at Level 2 and above.
- **Maintained/ declined number of BC athletes in national programs and on Junior and Senior National Teams opportunities** – In 2021 and 2022, BC athletes represented 30% of participants in national programs. In 2023 and 2024, BC athletes represented 27% of participants in national programs.



GOAL 3. TO EXPAND OUR REACH

Programs and resources are in place to create inclusive and welcoming opportunities for everyone to access

KEY INITIATIVE D – TO PROMOTE INCLUSION AND DIVERSITY IN OUR GOVERNANCE, PROGRAMS AND ACTIVITIES

2021-2024 ACTIVITIES

- **Analysis and review of participation profile, community demographics, potential partners, role models, and best practice to produce a discussion paper.**
- **Develop, adopt, and deliver a Strategy for Diversity, Equity, Inclusion, and Accessibility**
- **Establish a Diversity and Inclusion Committee**
- **Embed DEI principles and practices into VBC governance and operations.**
- **Develop, pilot and deliver a Newcomer to Canada Program.**
- **Initiate partnerships and develop initiatives to meet the needs of under-represented groups identified in the DEI Strategy**

2021-2024 ACHIEVEMENTS

- ✓ Undertook a review of diversity, equity, and inclusion in Volleyball BC in 2021 which included an audit using the Global Diversity, Equity and Inclusion Benchmark (GDEIB) and a BelongING Metric survey to staff, Board and contractors to assess belonging, identity, and culture.
- ✓ Participated in Canada Women and Sport’s “Same Game Challenge”, a 7-step supported process to review and embed gender equity from 2021-2022. Our focus was females in coaching and refereeing. Recommendations were integrated into our DEIA Strategy.
- ✓ Adopted a [Diversity, Equity, Inclusion and Accessibility Strategy](#) in 2023. The plan was a culmination of consultation and research with the volleyball community outlines our commitment to creating inclusive volleyball experiences.
- ✓ Established a DEI Committee in 2023 with broad representation from across the volleyball community to oversee and support the delivery of the Strategy
- ✓ Developed and launched a new [Commitment Statement for Diversity, Equity, Inclusion and Accessibility](#) to articulate our intention to moving forward in this area.
- ✓ Developed and delivered a Female Mentorship Program for referees and coaches in 2023 and 2024 with nearly 40 female-identifying individuals attending the sessions.
- ✓ Reviewed and revised the majority of the Terms of References for VBC Board and Committees to integrate a recruitment and selection process that encourages diversity of representation.
- ✓ Creation of translated and Plain English versions of [key policies](#) to improve accessibility and understanding by members.
- ✓ Signed a Memorandum of Understanding to deliver the sitting volleyball component of the 2025 Invictus Games. As part of this, we held a coach and referee clinic on sitting volleyball, delivered sitting volleyball “try it” sessions, and are currently developing educational and training resources for community programming.
- ✓ Piloted and developed an Introduction to Volleyball Program for newcomer youth in partnership with community and settlement agencies in Vancouver, Victoria, Richmond, Surrey, Abbotsford and Penticton from 2021-2024.
- ✓ Launch of a [barrier monitoring system](#) in 2024 to allow individuals to report barriers to participation and accessing volleyball.

INTENDED OUTCOMES

Establishment of strategy for promoting diversity, equity and inclusion.

Increased awareness and understanding of issues and practices promoting diversity and inclusion.

Increased participation of targeted groups in volleyball.


Increased representation of targeted groups in governance and management of volleyball.

ASSESSMENT OF IMPACT


- **Variable trends in perception of belonging and inclusion** – In 2024, 50-77% positive agreement with "I feel part of Volleyball BC" compared with 64-75% in 2021. Scores varied by member group. Year-on-year increase in scores for Club Directors and Referees, improvement in scores for Coaches and Adult Players, and decline in scores for Youth Players. (Annual Member Survey)
- **New tracking of perception of enjoyment in Volleyball BC grassroots programs** – Implementation of standardised program surveys from 2023 onward. In 2024, programs scored 3.5-5 out of 5 for meeting expectations. (Participant Survey).
- **Increased number of grassroots or targeted community initiatives per region**– In 2021, programs were ad-hoc throughout BC. From 2022-2024, we delivered programs in the Okanagan (11), Vancouver Island (15), Kootenays (5), Fraser Valley (57), and Lower Mainland (150).
- **Baseline established with Global Diversity Equity and Inclusion Benchmark** – Baseline scores were established in 2021 to identify areas of improvement within Volleyball BC. Actions were integrated into the DEI Strategy.
- **Increased partnerships and programs with community organisations to access new demographics** – From 2021-2024 we developed 10 partnerships with community centres for grassroots and recreational programming. From 2021-2024, we delivered 13 newcomer programs in partnership with 5 community agencies.

SOUTH VAN FLARE VOLLEYBALL
A Career Mentorship and Volleyball Camp for Newcomer Women and Girls


Learn about different careers in Volleyball from our Guest Speakers:




Liz Yoon
REFEREE



Mary Joan Visscher
COACH




Community Partners




SOUTH VANCOUVER NEIGHBOURHOOD HOUSE

SUNDAY APRIL 10, 2022
3:00-5:00PM




VOLLEYBALL BC

6470 VICTORIA DR, VANCOUVER  Sport for Life




UNCONQUERED SPORTS DAY

FEBRUARY 19TH
10AM - 4PM




FELICIA VOSS-SHAFIQ

DANIELLE ELLIS



INVICTUS GAMES
VANCOUVER • WINDUPT 2022



VOLLEYBALL BC

GOAL 4. TO SUPPORT OUR COMMUNITY

The needs of the volleyball community are met through strong stakeholder relationships and meaningful services

KEY INITIATIVE E – TO IMPLEMENT AN ENGAGEMENT AND COMMUNICATION PLAN TO EXPLORE NEW WAYS TO CONNECT, COMMUNICATE, AND SERVE OUR COMMUNITY

2021-2024 ACTIVITIES

- Introduce an annual membership survey with key indicators
- Develop, adopt and deliver a Member Engagement and Communication Plan
- Launch a new website as a hub for members.
- Implement initiatives to support consistent delivery of quality customer service and responsive communication.

2021-2024 ACHIEVEMENTS

- √ Launched an Annual Member Survey in 2021 with key indicators on satisfaction, safety, coach and referee development and communication. Survey was conducted annually from 2021-2024 and analysis of responses took place with results informing planning and services.
- √ Launch of a [Member Engagement and Communication Plan](#) in 2022 with 7 member profiles developed to identify priorities and key action items for each person
- √ Review and benchmarking against best practice in sport governance to ensure we are meeting the highest standards.
- √ Standardised program surveys developed and delivered across programs, events, and activities. Results collated and tracked to provide customer service into delivery of services.
- √ Launch of new website in Fall 2024 as a hub for our members.
- √ Development of annual communications calendar to promote, inform, and celebrate the volleyball community.
- √ Appointment of a new dedicated HR and Member Services Coordinator in 2024.
- √ Established a new Adult Recreational Volleyball Committee to integrate feedback and input from participants in our programs.
- √ Communication standards established for events and services, particularly around youth club and recreational activities.
- √ Investment made in new branded event collateral and staff clothing to create a more consistent experience.
- √ Staff and contractor training undertaken in customer service, time management, and other key service delivery areas.

INTENDED OUTCOMES

Increased satisfaction and refrerability among VBC members.

Increased engagement in communication and social media channels.

Improved member perception of transparency, "openness" and opportunities to be heard.

Increased opportunities to actively connect or get involved with VBC.

Creation of standards to ensure consistent delivery of member services, events and activities.

Clearly defined value proposition for VBC members.

= a more connected and engaged volleyball community

ASSESSMENT OF IMPACT

- **Decline in member satisfaction and variability** – In 2024, 39-79% positive agreement with *"I am satisfied with Volleyball BC"* compared with 62-87% in 2021. In 2024, 60-79% positive agreement with *"I am likely to recommend VBC"* compared with 70-91% in 2021. Scores varied by member group. Maintained satisfaction with Referees, improved satisfaction among Coaches, and declined satisfaction among Club Directors and Players (Annual Member Survey)
- **Maintained satisfaction with customer service** – In 2024, 34-75% positive agreement with *"how responsive have you found us?"* compared with 50–82% in 2021. Scores varied by member group. Coaches improved scores, Club Directors maintained scores, Referees and Players declined scores. (Annual Member Survey).
- **Improved communication reach and engagement** – By 2024, 15.7k followers on Instagram, 10k followers on Facebook, 3.2k on Twitter, 1740 subscribers on YouTube, and 36k subscribers to newsletters with a 52% open rate.

GOAL 5. TO CREATE AN ENGAGED AND INCLUSIVE ENVIRONMENT
VBC's people feel welcome, valued, and empowered to play their part

KEY INITIATIVE F – TO ESTABLISH SYSTEMS, PROCESSES AND VALUES THAT SUPPORT ALL PEOPLE AT VBC, WHETHER PERMANENT OR TEMPORARY, FULL-OR PART-TIME.

2021-2024 ACTIVITIES

- **Improve onboarding, support, and training to ensure that people are set up for success from the start.**
- **Intentionally identify, create, and promote an organisational culture based on VBC's values.**
- **Further explore and identify areas of focus from the 2021 Belonging Metric results for staff and contractors**
- **Create an HR Strategy for Volleyball BC to address recruitment, retention, and recognition of permanent and contract staff.**

- ✓ Transitioned to a new HR system to improve human resources processes, onboarding and management.
- ✓ Review and development of HR policies and procedures with creation of revised policy manual and Employee Handbook targeted for 2025.
- ✓ Analysis of staff results from 2021 Belonging Metric survey and development of an action plan to address key areas.
- ✓ Implementation of regular staff surveys from 2023/2024.
- ✓ Significant organisational focus and resources focused on screening and safe sport training of staff and contractors
- ✓ Appointed a new Head of Operations and HR Coordinator in 2023 to oversee human resources and support staff and contractors.
- ✓ Worked to bring VBC values to life through expected behaviours of staff, volunteers, and contractors.
- ✓ Creation of a Social Committee and employee recognition initiatives.
- ✓ Review of key business operations to identify areas of efficiency and support for staff.
- ✓ Training and professional development in time management, leadership, negotiation, safe sport, and first aid.

2021-2024 HIGHLIGHTS

INTENDED OUTCOMES

- Improved Belonging Metric scores in the area of Fairness, Expression and Trust.
- Staff demonstrate VBC values through behaviour and work practices.
- Staff feel included and welcome at work.
- Staff feel supported at work.
- Improved retention and reduction of turnover.

ASSESSMENT OF IMPACT

- **Monitoring of staff and contractors' satisfaction and perception** – We did not continue with the Belonging Metric survey because we moved to a new HR system. We established two new surveys on Employee Wellness (every 3 months) and Employee Satisfaction (every 6 months) from 2023/2024. We will track trends and address issues identified moving forward.
- **Improved/maintained retention of permanent staff** – Our annual turnover tracks at 15.4% in 2021, 12% in 2022, 19% in 2023 and 11% in 2024. Staff turnover has been a challenge since COVID-19 and will remain a priority to address moving forward.



While we are proud of what we have accomplished from 2021-2024, there still remain challenges and priorities to address. This Strategic Plan took place against a backdrop of recovery from COVID-19, limiting access to facilities, reduced volunteering, high turnover, and unprecedented demand for programming.

Feedback from our community has highlighted areas of work to ensure that volleyball continues to thrive over the next four years and we are committed to working with our members, partners, and wider volleyball community to acknowledge and address these. We are currently working on a new Strategic Plan for the next 4 years which will be released in early 2025.

On behalf of the Board and staff of Volleyball BC, thank you for your support over the last 4 years and we look forward to working with you on the next!

Volleyball BC