

BLOCK BY BLOCK

Ten Year Strategy | 2026-2035



Part 1

OUR PURPOSE

Our Vision: Increase participation in dodgeball across the UK, expanding a self-sustaining organisation with more capacity to lead, advocate, and create meaningful, long-lasting impact.

Our Purpose: To develop the sport of dodgeball across the UK. By connecting people through play and celebrating the game's inclusive, high-energy nature, we aim to create opportunities for everyone to belong, compete, and thrive. Our strategy is centred on empowering members, strengthening communities, and sustaining the sport's momentum for generations to come.

Our Mission: To inspire communities and generations to experience the physical, social, and emotional benefits of playing dodgeball.





Dodgeball For All

We will learn more about who plays, where they play and why people play so we can effectively promote the opportunities which dodgeball provides for anyone, no matter their age, race, gender, ability level or background.



Set for Success

We will work hand in hand with inspirational leaders and volunteers to create an environment where dodgeball can thrive. By supporting those at the heart of the game with tailored resources, strategic guidance, and ongoing opportunities to grow, we aim to strengthen dodgeball's foundations across the UK and empower every club to achieve its full potential.



On The Ball

We will continue to deliver and constantly develop the products and services that benefit our clubs, schools, members, players and partners. We will ensure income is managed appropriately and reinvested sensibly to grow dodgeball in the UK.

To support us in our mission, we will adopt five guiding principles:

- 1 Collaborative**
We will work closely with clubs, leaders, members and partners to ensure we make a positive impact together.
- 2 Transparent**
We will operate with openness and transparency, listening to members and the wider dodgeball community to inform our decisions.
- 3 Inclusive**
Dodgeball is for everyone. We will foster a culture of inclusivity amongst our community and tackle inequality at all times.

- 4 Financially Sustainable**
We will deliver financially-viable products and services, and invest our finite resources with the goal of achieving maximum cost-effectiveness.
- 5 Improving**
We will understand that we can always do better. Adopting a culture of actively seeking and listening to feedback will help us to deliver effective service.



GUIDING PRINCIPLES

Part 2

OUR APPROACH

Block By Block | 10-Year Strategy

Dodgeball For All | 2-4 Year Implementation Plan

Set For Success | 2-4 Year Implementation Plan

On The Ball | 2-4 Year Implementation Plan

Beyond The Court | People Plan

This **10-Year Strategy** works in tandem with our **People Plan** to form the basis of our actions for the next ten years.

As both the UK sporting sector and worldwide and European dodgeball scenes are such fast moving environments, we will implement this strategy in various ways as time progresses. This means we can utilise data and insights, including those formed from regular key stakeholder consultations, as a guide for directing additional resources and achieving continued sustainability as an organisation. Every 2-4 years, we'll release an updated version of this strategy with an **Implementation Plan** for each strategic priority which highlights our focuses for the upcoming period. This allows us to continue to work towards achieving the overall aims of this strategy in a versatile manner. To do this effectively, we will place a stronger focus on gathering and analysing data in order to increase the amount evidence available to us and build insights. Every quarter, our team will review our progress against each **Implementation Plan** in order to reflect, evaluate and learn.





DODGEBALL FOR ALL

We will learn more about who our people are, where they play, work or volunteer and why people join in so we can effectively promote the opportunities which dodgeball provides for anyone, no matter their age, race, gender, ability level or background.

Dodgeball requires minimal equipment and space to play. In addition, we believe the multiple-ball aspect of the game means that it is highly inclusive, open to anyone. We aim to effectively understand and promote the ways that people can engage in dodgeball as a casual player, club player, international player, coach, referee or advocate for the sport. Gathering more insights in this subject will better allow us to firstly understand the barriers to participation which occur at pinch points where drop-off from the sport is more common, and then work collaboratively with clubs and leaders to help retain more people who are actively engaging with our sport.



DODGEBALL FOR ALL

This priority includes:

- **Playing pathways** - We will ensure there is a clear playing pathway for all ages and abilities, and the systems they engage with are suitable for their user base. We're here to support anyone who throws a dodgeball in the UK, and so we'll look to engage more with informal participants.
- **Inclusion** - We will look to tackle inequality directly and collaboratively with our partners, and reduce barriers to participation, training & development for those of all backgrounds and cultures (e.g. creating resources in other languages such as Welsh).
- **Data & Insight** - We will place a higher priority on gathering specific participation data and analysing our own data, partner data and publicly-available data to form insights which guide our actions.
- **Campaigns & Projects** - We will use campaigns and projects when the opportunity arises to engage or retain specific audiences.
- **Evidence** - We will share our insights and demonstrate our successes to help others understand the benefits dodgeball can provide.
- **Applying Innovation** - We will use new technologies to automate systems and reduce workload, meaning an improvement in efficiency and freeing staff to have more impact in other areas.
- **Resource Creation** - We will create resources that help to standardise the sport in the UK and support clubs and organisations in the set-up & delivery of dodgeball activity.

Success will look like...

Our goal here is to gain data-driven insights into the landscape of dodgeball in the UK, so that we can take suitable and impactful steps towards growing dodgeball activity which is suitable for people of any age, background and ability level.

Success here will look like:

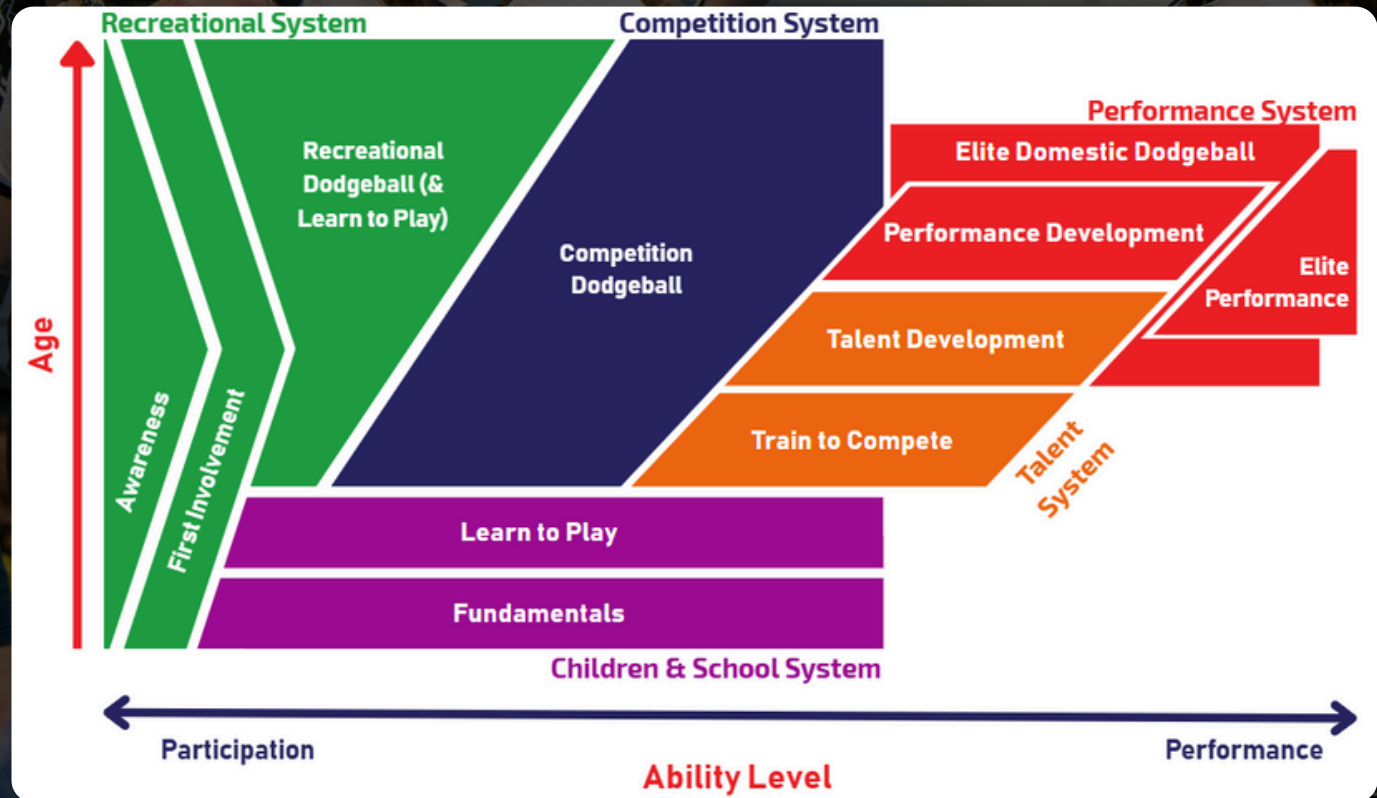
- A larger amount of data collected and more varied ways in which we use insights and evidence demand or document successes.
- Our National Academies have more capacity to administer new squads within the Talent and Performance systems and are more effective at developing talent, facilitating high performance and achieving international success.
- An increase in our ability to engage in national campaigns and our own campaigns to build opportunities for more people to engage with dodgeball with the objective of tackling inequalities.

INTRODUCING...

The Dodgeball For All Framework

The Dodgeball For all framework divides the dodgeball-playing community into eleven segments that position the player at the heart of dodgeball. It shows how people enter, develop within and through, and interact with the sport, based on the needs and motivations of players. The emphasis is on providing great experiences and exceptional environments for players to be successful and stay in the sport.

The model recognises that players enter the sport at different stages, develop at different rates and have different needs. Whether you are a club, school, parent, coach or National Academy Manager, the Dodgeball For All framework provides clarity on the why, how and what for player development and supports greater connectivity across dodgeball.



Recreational System

Individuals playing dodgeball in a relaxed environment. May include club-organised recreational leagues and social dodgeball events.

Children & School System

Children playing dodgeball in schools or in clubs, or competing in school events or via School Games festivals.

Competition System

Teams competing in events. May include university and junior teams in addition to adult leagues and open events. Clubs enter British Dodgeball competitions to give players this experience.

Talent System

Talented young people who are engaging in high quality sessions through their club and national academies. Club coaches may recommend individuals for National Academy trials.

Performance System

Elite players training in senior National Academy squads and competing internationally. National Academies may develop elite players from junior talent or source new athletes through scouting.

IMPLEMENTATION PLAN



OUR APPROACH | **STRATEGIC PRIORITIES: DODGEBALL FOR ALL**



Dodgeball For All | **Implementation Plan**

Dodgeball For All	England	Wales	Scotland	Northern Ireland
Playing pathways	Celebrate those playing the game at all levels in England to highlight opportunities for all.	Celebrate those playing the game at all levels in Wales to highlight opportunities for all.	Celebrate those playing the game at all levels in Scotland to highlight opportunities for all.	Celebrate those playing the game at all levels in NI to highlight opportunities for all.
Data & Insight - Members	Gather more data from England regarding demand for and benefits of dodgeball via annual member's & player's surveys	Gather more data from Wales regarding demand for and benefits of dodgeball via annual member's & player's surveys	Gather more data from Scotland regarding demand for and benefits of dodgeball via annual member's & player's surveys	Gather more data from NI regarding demand for and benefits of dodgeball via annual member's & player's surveys
Data & Insight - Non-members	Gather more data from England regarding demand for and benefits of school, college, university & casual dodgeball via annual affiliate surveys.	Gather more data from Wales regarding demand for and benefits of school, college, university & casual dodgeball via annual affiliate surveys.	Gather more data from Scotland regarding demand for and benefits of school, college, university & casual dodgeball via annual affiliate surveys.	Gather more data from NI regarding demand for and benefits of school, college, university & casual dodgeball via annual affiliate surveys.
Evidence	Turn data gathered into insights which shape our products. Share our findings.	Turn data gathered into insights which shape our products. Share our findings.	Turn data gathered into insights which shape our products. Share our findings.	Turn data gathered into insights which shape our products. Share our findings.



SET FOR SUCCESS

We will work hand in hand with inspirational leaders and volunteers to create an environment where dodgeball can thrive. By supporting those at the heart of the game with tailored resources, strategic guidance, and ongoing opportunities to grow, we aim to strengthen dodgeball's foundations across the UK and empower every club to achieve its full potential.

Clubs - ranging from incorporated community clubs to university and school clubs - are the lifeblood of dodgeball in the UK as they are the place where most individuals play. We will look to support, challenge and inspire the leaders of these clubs in order to strengthen the whole dodgeball network. We can support clubs by allocating staff members to share knowledge and good practice in 1:1 conversations and provide tools that improve administrative operations. We challenge clubs to grow by recruiting more members and setting up sections for new audiences such as women and junior players. We will support coaches & referees by developing comprehensive training pathways which are endorsed by sector regulators where appropriate. We can inspire these leaders by sharing success stories and showing how others have overcome a range of challenges. By working with clubs that have ambitions to positively impact their local communities, we will create a long-lasting impact aligned to the **Dodgeball For All** priority and support clubs to become more financially & organisationally sustainable, with further capacity for growth.



This priority includes:

- **Recognising & Empowering Leaders** - We will develop closer relationships with key dodgeball leaders so we can provide more tailored support to help channel their passion into success.
- **Clubs** - We will support clubs by working intensively with those which have key volunteers in place who are actively targeting growth, efficiency or sustainability.
- **Coaches** - We will support coaches by continually developing our coaching pathway and offering more resources which they can access.
- **Referees** - We will recruit and retain more referees by advancing our training pathways. We will also support referees to be treated with respect and admiration as people who give their time for the enjoyment of others.
- **Competitions** - We will support clubs and players by coordinating leagues and events which promote the participation of members no matter their ability level.
- **Memberships** - We will constantly look to develop our membership offers whilst maintaining accurate records of members to make sure the sport and its players are safeguarded.
- **Partnerships** - We will build valuable relationships with partners who can help to achieve the goals listed in this plan, whether by financial support, growing our capacity to deliver or reach those outside of our community to gain new insights.
- **Official Recognition** - We will become recognised by UK Sport and the Home Country Sports Councils as the official National Governing Body (NGB) of Dodgeball in the UK, and maintain this existing status with the European Dodgeball Federation and World Dodgeball Federation.
- **Safeguarding** - Celebrate the fact that dodgeball is a safe and secure sport, and ensure we maintain rigorous safeguarding processes to ensure a safe space for anyone to play, coach, officiate or watch dodgeball.

Success will look like...

The reality is that we are an extremely small organisation, and as such our capacity is limited. As such, our focus is on empowering clubs and partners to lead on delivering dodgeball in their localities, whilst growing our organisational capacity when possible. Our success should be measured against not only the health of our organisation, but that of:

- Our clubs, where leaders channel their passion into improving others' experience of dodgeball, and where young players first engage with the sport. Success here will look like more clubs set up; more new clubs becoming more established and more sustainable in terms of their organisational capacity and finances; and more clubs entering leagues and events.
- Our coaches and referees, the ones who facilitate the sport for so many. Success here will look like more quality-assured coaches & referees with a higher level of technical knowledge as a result of engaging with continuous professional development.
- Our partners, organisations which help us reach a larger amount of individuals. Success here will look like a larger number of partners actively delivering dodgeball and an increased number of educational institutions who have built dodgeball-specific training into their curricula.

SET FOR SUCCESS





Set For Success | Implementation Plan

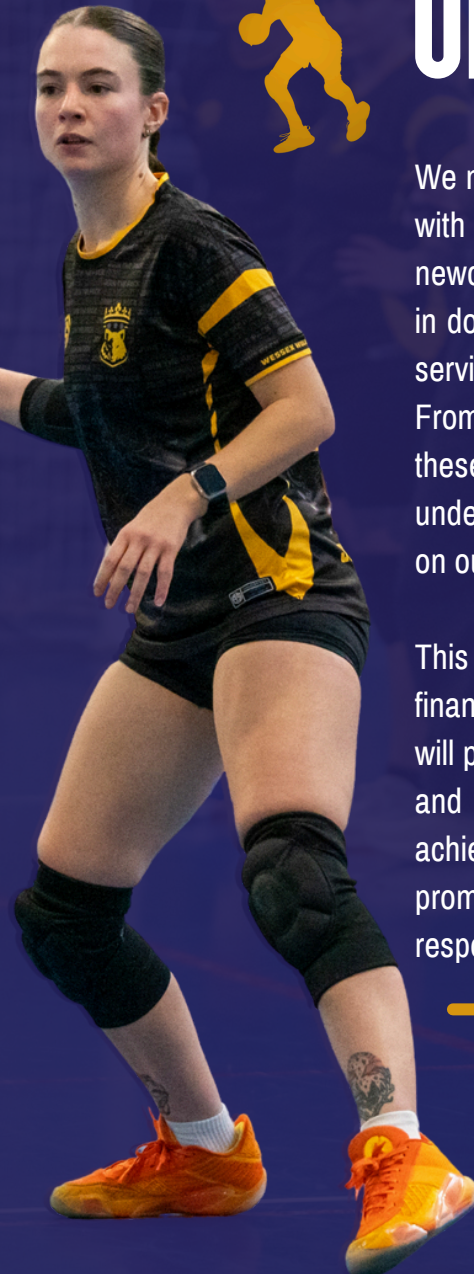
Set For Success	England	Wales	Scotland	NI
Recognising & Empowering Leaders	Offer support in dodgeball-specific areas to all club leaders in England.	Offer support in dodgeball-specific areas to all club leaders in Wales.	Offer support in dodgeball-specific areas to all club leaders in Scotland.	Offer support in dodgeball-specific areas to all club leaders in NI.
Coaches	Develop a Level 2 which is endorsed by CIMSPA	Develop a Level 2 which is endorsed by CIMSPA	Develop a Level 2 which is endorsed by CIMSPA	Develop a Level 2 which is endorsed by CIMSPA
Referees	Recruit 35% more active community referees for the English & Welsh leagues & opens (Target = 40)		Recruit 150% more active community referees in Scotland (Target = 5)	Recruit 150% more active community referees in NI (Target = 5)
Official Recognition	Achieve Sport England NGB recognition	Achieve Sport Wales NGB recognition	Achieve SportScotland NGB recognition	Achieve Sport Northern Ireland NGB recognition



ON THE BALL

We will continue to deliver and constantly improve the products and services that benefit our clubs, schools, members, players and partners. We will look to ensure any income is managed appropriately and reinvested sensibly to grow dodgeball in the UK.

If we are going to achieve the goals outlined within this plan, we need to ensure our organisation itself is full of talented individuals and that this workforce is supported and managed by an experienced, qualified and diverse board of directors.



We must also offer a portfolio of products and services which are developed with the environment in mind and make it as easy as possible for newcomers and experienced players and organisations alike to get involved in dodgeball. In our first eight years, we have provided a range of products, services, accreditation schemes, membership offers and endorsements. From our experience, we know that quality is more important than quantity; these products and services must be streamlined so it is easy for others to understand how to implement them and so they do not become burdensome on our staff members.

This strategic priority is closely aligned to the guiding principle regarding financial sustainability. If we can generate healthy revenue streams then this will provide vital funds which we can reinvest back into our own organisation and new programmes of activity. To succeed in this area and allow us to achieve the outcomes listed in our other two strategic priorities, we will promote a culture of high-quality service, where we actively seek and respond to feedback and look internally to improve our core procedures.

ON THE BALL

This priority includes:

- **Value for Money** - We will remain committed to providing products and services that deliver strong value for money, even in challenging economic conditions - consistently outperforming comparable offerings from other similar sports.
- **Environmental Sustainability** - We will consider how to reduce our carbon footprint across all our priority areas as well as create a circular economy by recycling waste.
- **Equipment** - We will offer the equipment needed to play dodgeball both directly and through partners.
- **World-Class Performance** - We will build strong National Academies through collaboration between staff members and experienced volunteers, achieving success on the international stage.
- **Major Events** - We will take opportunities to host major events when we are in the administrative and financial position to do so, in order to promote the pinnacle of the sport to a wider audience.
- **Promotion** - We will promote the sport and success stories of members of the dodgeball community to engage and inspire new audiences through the use of social media, video, live-streaming and collaboration with partner organisations.
- **Training & Education** - We will engage with more educational establishments so more learners in the UK have access to dodgeball-specific training which is endorsed by sector regulators.
- **Governance** - We will maintain a suitable board structure which follows best practice and allocate responsibilities for governing specific elements of the sport (such as disciplinary offences).
- **Volunteer Management** - We will look to increase our capacity via the recruitment & management of volunteers, forming teams with the relevant skills and experience to support our operations.
- **Communication** - We will look to foster our relationship with members, affiliate organisations and partner organisations through the use of a strong membership platform and a variety of communication methods including email, messaging platforms and social media.

Success will look like...

Operating sustainably, efficiently and to a high quality and raising our reputation in the sporting sector as a result is our goal here.

Success here will look like:

- A board and staff workforce which is suitably experienced, working in high-performing teams, and consideration given to workforce expansion when this is a realistic option.
- An increased number of volunteers who support British Dodgeball's vision and are managed through clear procedures.
- An increased amount of competition entries and competition satisfaction levels.
- An increased amount of coaching courses and introductory workshop participants and training satisfaction levels.
- Other services and products are continually developed, refined and scrutinised in order to ensure they provide what the dodgeball community and partners are looking for in a cost-effective manner without commanding too much staff resource.
- Higher member engagement rates from updates and consultations.



On The Ball | Implementation Plan

On The Ball	England	Wales	Scotland	NI
National Academies	Embed National Academy guidelines for England Lions volunteers	Embed National Academy guidelines for Wales Dragons volunteers	Embed National Academy guidelines for Scotland Dodgeball volunteers	Embed National Academy guidelines for NI Knights volunteers
Major Events	Set up and host a successful major event for England Lions academy to compete in.	Set up and host a successful major event for Wales Dragons academy to compete in.	Set up and host a successful major event for Scotland Dodgeball academy to compete in.	Set up and host a successful major event for NI Knights academy to compete in.
Promotion	Livestream an increasing amount of events in England (Target = 10 events/year)	Increase capacity of media volunteer team to livestream events in Wales(Target = 1 event/year)	Increase capacity of media volunteer team to livestream events in Scotland(Target = 1 event/year)	Increase capacity of media volunteer team to livestream events in NI(Target = 1 event/year)
Training & Education	Run 20% more coach or official training sessions for sports & education-sector partners (Target: 50 courses/year)	Run 150% more coach/referee training sessions for sports & education-sector partners(Target: 6 courses/year)	Run 150% more coach/referee training sessions for sports & education-sector partners(Target: 6 courses/year)	Run 150% more coach/referee training sessions for sports & education-sector partners(Target: 6 courses/year)