



**Pickleball
ENGLAND**

2021 - 2025 Strategic Plan



About Pickleball



2021-2025 Objectives



Our Strategy



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Pickleball

Pickleball is a relatively young and unknown sport, however the fun experienced whilst playing has made it one of the fastest growing sports globally over the past decade. Although pickleball possesses characteristics similar to other racquet/paddle sports, pickleball’s unique gameplay and varying game styles make it easy for people to pick up and play without requiring racquet/paddle experience. The sport is designed to be played across different age groups and demographics making it one of the most socially inclusive active sports around. *Pickleball’s rapid growth has as much to do with the enjoyment of playing as it has to do with bringing groups of people together.* Pickleball England’s role as a not-for-profit organization is to help aid the growth of pickleball across the country and continue to bring communities together through exercise and a sense of belonging.

A Brief History



Global Pickleball

- Pickleball was invented in the USA in 1965
- Holiday makers in the USA brought the game back to England with them around 2011
- Pickleball has spread to more than 59 countries globally
- Formal associations have been established in more than 30 countries
- USA pickleball experienced a 21.3% growth in 2020 with a massive 4.2 million players reportedly playing (Sports & Fitness Industry Association)

Pickleball England History

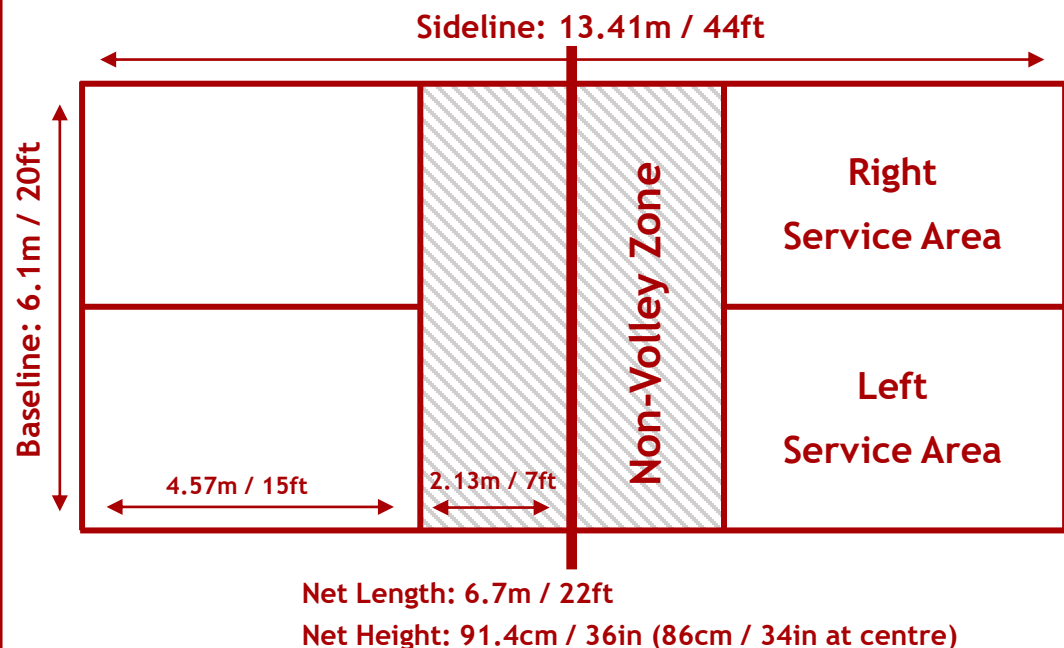
- Pickleball England, a not-for-profit registered company was created by two founding Directors in late 2018 and launched for players in January 2019
- There are currently an estimated 4000 active pickleball players in England, mainly participating on badminton or tennis courts
- In August 2019, the Board of Directors expanded to include 6 Regional Directors
- In January 2021, our volunteer workforce was supplemented with the addition of County Representatives, with 22/51 counties filled (March 2021)



Playing Pickleball

What is Pickleball?

- Pickleball is a sport played using wooden, graphite, or composite paddles to hit a hollow, perforated polymer ball over a net and into a court
- Pickleball combines the elements of badminton, tennis, and table tennis into a single sport, although no experience in these are required to play
- Pickleball can be played both indoor and outdoor
- A tennis court can be modified to encompass 4 pickleball courts
- Pickleball games are shorter in length than tennis matches making it easy to find time to play
- Pickleball is a sport designed to accommodate all players of all skillsets with a very limited barrier to entry
- Within thirty minutes of playing for the first time most beginners feel confident to be able to play competently



Basic Rules

- Pickleball is played with either two or four players at one time
- The serving player must start behind the baseline and serve the ball diagonally
- The receiving player must let the serve bounce before hitting the ball back over the net and the serving team must let the return of serve bounce before playing it (double bounce rule).
- Once these two bounces have occurred players can either volley the ball (hit the ball before bouncing) or hit a ground stroke after one bounce
- No player is allowed to volley within the Non-Volley Zone
- If the ball bounces outside the perimeter of the court the ball is “out” and play stops
- If the server loses the point, the serve is handed off to the next player
- For full guidance on rules, please visit www.pickleballengland.org or visit your local club

Playing a Game

- Pickleball games are played to 11 points (15 in some tournaments) however a game can only be won if a player or team has reached the designated score by two clear points. Play continues past 11 (or 15) until a player/team is two points ahead
- A player or team can only amass points on their own serve. If a returning player / team wins the point, the serve is rotated to the next player
- A point is started by the serving player/team. The serve is performed by an underarm motion and the ball must be hit diagonally past the non-volley zone
- The point is then played out with the rules (above) in affect

Three Ultimate Tips!

- Serving and returning may seem easier than other racquet/paddle sports but mastering these two shots will be key to success!
- The best players/teams are often the players that have mastered the “third shot drop”!
- Pickleball is fun!!! Allowing yourself to be creative with your shots and expressing your excitement makes you a better player!



Benefits of Pickleball

Pickleball England is looking to compliment Sport England’s mission over the next decade: Uniting communities and getting people moving. These two actions have played a pivotal role in helping pickleball grow as a sport across the world and Pickleball England will keep these actions central to our own focuses. Pickleball can bring communities together and encourage people to get active. We plan to push forward with our pickleball movement by removing high barriers to entry, emphasizing a healthy lifestyle, and most importantly creating and having fun! Pickleball England’s current core elements and value proposition that will allow us to compliment Sport England are the following:

Exercise Made Easy		Pickleball is easier on the joints than most active sports, building general fitness and endurance. Pickleball games do not take up too much time (unless you want it to!) and pickleball clubs make it easy to schedule times into that fit in with a busy lifestyle.
Heart Health		Exercise improves the health of your heart! The British Heart Foundation recommends building up your exercise steadily by participating in exercise that you love doing. Since pickleball is addictive in nature and fun to play, achieving consistent exercise and a healthy heart has never been easier!
Flexibility & Balance		As well as general fitness, pickleball helps increase flexibility, balance and coordination. Due to the moving, stretching and improvising for shots, pickleball is an all-round package of exercise. Over time your flexibility and balance will improve without you even being conscious of it!
Improved Muscle Strength		Although playing pickleball will not make you a bodybuilder, the repetition of hitting shots and reacting in an athletic position will lead to improved muscle strength. As with any sport, pickleball requires a thorough warm up before play and cooling down after play.
Easy Game to Learn; Fun for All Ages		Pickleball courts and equipment are extremely user friendly and easy to get to grips with. Unlike many racquet sports, someone can pick up a paddle and self learn to play very quickly! No previous racquet/paddle sport experience is required to have fun playing!
Low Participation Cost		Drop-in prices at most pickleball clubs are somewhere between £2.60 and £5 and due to the inclusive nature of the pickleball community most clubs will let you use their paddles to try the sport. When you love it, buying paddles and equipment is much cheaper than many racquet sports!
Socially Inclusive		Pickleball started as a small community of friends and has grown through sharing experiences. Pickleball players pride themselves in welcoming new people, and we are setting up new regions and communities constantly. We encourage anyone and everyone to join our pickleball movement!
Memory Development & Reactions		Pickleball has all the elements to challenge you both physically and mentally. From fast-paced, reaction-challenging shots to strategic technical dinks and doubles partner strategies, pickleball is great for overall mental development.

2021 - 2025 Objectives

Pickleball England is committed to growing the game of pickleball with the aim of becoming the official National Governing Body (NGB) for the sport in England. We strive to become a world-class not-for-profit organization that other NGB's look to learn from. As an entity, we will provide advice, support and knowledge to our members, players and partners alike. Our primary objectives (outlined right) will help guide us in the decisions that we make between now and 2025. We aim to take responsibility for all pickleball related activities in and across England; from developing community initiatives at local levels to helping high-performance athletes represent England at international level. We aim to serve in all our communities, and we are dedicated to developing fun and safe environments for people to participate.

What differentiates us to other racquet sports is our commitment to keeping our sport fun and accessible for all people from all backgrounds and age groups.

This is our pickleball journey:

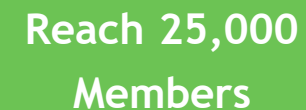
[#growpickleball](#)

[#pickleball4fun](#)

[#jointhepickleballmovement](#)



Achieve Official
National
Governing Body
Status



Reach 25,000
Members



Develop a
Club & Venue
Network



Design Marketing
Plan to Shape
Our Inclusive
Community



Create
Pickleball
England HQ and
Sustainable
Funding

National Governing Body

Over the past two years Pickleball England has taken the steps necessary to apply for National Governing Body (NGB) status. Our primary objective over the next twelve months is to become a recognized NGB as it will provide us the foundation needed to start building a true pickleball movement here in England. NGB status will also provide us with greater accessibility to other NGB's as well as access to Sport England funding and government grants. From an international perspective becoming an official NGB will allow Pickleball England to be the recognized selection committee and sanctioning body for players to be endorsed in international events, as well as provide Pickleball England with a voice in European-region and global pickleball meetings.

Pickleball England Set Up

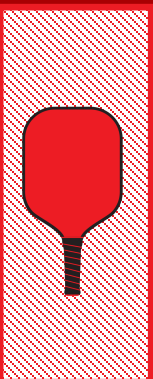
- Founded and set up as a democratic organization with 8 Directors on the board and a volunteer structure to support growth
- Built framework required to run the organization and its events, including:
 - Financial Accounts
 - Communication infrastructure
- Developed policies and guidelines to help establish clubs and ensure player safety welfare standards are put in place
- Established capability to process Enhanced DBS checks for coaches working with children and vulnerable adults
- Expanded health and safety guidelines to include COVID-19 protocols which are adapted in line with government guidelines
- Created Club and Individual member value proposition
 - Club membership gives access to 50% off \$5M PL Insurance
- Created demand for competitive events and leagues following the successful hosting of inaugural English OPEN in 2019
- Established digital presence through official website and social media accounts

Sport England Requirements Achieved

- Built individual membership to 1500 which is roughly double the Sport England requirement to become an NGB
- Submitted 2 years of accounts to the Companies House & HMRC
- Held two Annual General Meetings
- Developed our 2021-2025 strategy to formally outline our goals and mission over the next 5 years

Remaining Processes to Achieve NGB Status

- Complete pre-application process to move forward into the application process
- Provide updates to the Pickleball England Board and meet to discuss any additional elements needed to secure approval
- Submit formal application to Sport England



World Pickleball

Pickleball England is a member of both the World Pickleball Federation (WPF) and the International Federation of Pickleball (IFP). As a member of both organisations, Pickleball England will enjoy better access to top level events, coaching and organizational expertise. We believe that increasing access and decreasing barriers will help grow the game, minimizing the feeling of exclusivity that many racket and paddle sports experience. However, Pickleball England will exert more influence on the WPF as Karen Mitchell (one of Pickleball England's founders) is also a member of the WPF board giving Pickleball England a representative seat and a voice to help advance the sport.

World Pickleball Federation

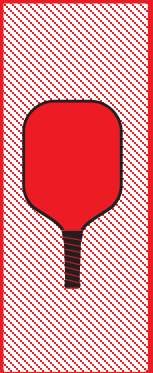
- Formed in 2018, the WPF's mission is to grow the game of pickleball globally and will eventually be comprised of 6 regional federations representing each of the world's continents
- WPF is a democratic organization where NGB's in each member country receive voting rights at both world and regional levels (currently 24 member countries)
- Created annual World Pickleball Day (10/10) to celebrate and promote the sport
- Hosting inaugural World Pickleball Games in 2022 (Austin, TX USA) to bring the best pickleball playing countries and federations together
- Currently utilizes IPTPA Teaching Accreditation as a coaching qualification

International Federation of Pickleball

- Founded in 2010 by the United States Pickleball Association (USAPA), the IFP is a not-for profit organization created to help pickleball grow globally
- IFP develops, governs and updates rules and code of conduct for pickleball worldwide
- Currently has 46 member countries
- IFP has authoritative control over the structure of global pickleball and currently member countries do not receive voting rights
- Annually hosts The Bainbridge Cup - The first intercontinental team event
- Created the IFP Instructor Certification as a coaching qualification

Pickleball England Globally

- Pickleball England will take advantage of both the WPF and IFP and utilize all available tools and extensions to better our game domestically
- Pickleball England members and players will be endorsed to enter and compete in either of the federation's events
- Pickleball England will do its best to leverage existing relationships at both entities to enhance our players experiences
- Pickleball England will continue to participate as a board member in the WPF, looking out for the interests of both its constituents and the wider game of pickleball
- As a member of the WPF, we will be looking to send a team to the inaugural Pickleball World Games in 2022
- Pickleball England is committed to helping the sport achieve greater aspirations such as inclusion as both a commonwealth sport and an Olympic sport. As such, Pickleball England will delegate resources to help this cause to the federation that offers the best opportunity to succeed



New & Existing Club & Venue Development

Although we expect the game to grow locally as each club runs their own business, we will look to offer support from a governing body perspective and put measures in place that will encourage development. We plan regular communication with our clubs which will help us determine how we can best aid their collective growths. There are three areas we will focus on initially to help achieve a larger memberships base and create a robust club network: 1) Club and Venue Expansion 2) Club Development 3) Club Leagues and Events

Club/Venue Expansion

- We have 140 active venues for pickleball in England (~60% are Official Clubs)
- Pickleball’s growth has been mostly organic but partially driven by focused activities by members of the Board



Goals

- Develop club/venue network which sees no player need to travel more than 25 miles to play organized pickleball
- Increase the number of outdoor venues



Strategy

- Leverage County Representatives to identify venues and potential leaders for new clubs
- Talk to existing tennis and racquet sport clubs to include pickleball (or expand existing court numbers)
- Talk to local councils about unused facilities in public areas

Club Development

- Currently developing Club Leader Training and Certification to ensure all clubs welcome, teach, and cultivate culture in ways consistent with Pickleball England values



- Encourage people to start new pickleball clubs or expand existing facilities
- Provide the support, knowledge and structure needed for people to start or grow a club in their area



- Construct a “club panel” that helps to outline existing best practices to then be shared across facilities
- Assist with club development by providing “hands-on” help
- Continually collect data on our clubs to see how we can best grow collectively

Club Leagues and Events

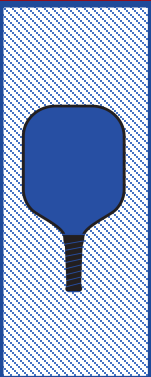
- We currently host three Regional Doubles Leagues at three club locations
- Need to expand competition reach and schedule to entice different players



- Secure funding for a pickleball England HQ that will act as a central hub and host national and international events
- Develop a robust calendar of events to accommodate all player profiles



- Plan and develop interclub competition league
- Create regional and national doubles leagues
- Design “festival” events to attract recreational players
- Continually evaluate demand to determine changing priorities



Coaching and Volunteers

Pickleball England is committed to providing a variety of opportunities for people to get involved with the sport, whether to play, coach or volunteer throughout the ecosystem. We wish to experience the same growth by 2025 that U.S.A. Pickleball experienced over the past five years. To target a similar growth trajectory, we understand and recognize that quality of coaching and opportunities to volunteer will play a major part in our success. As our membership base grows, we will make sure to collect feedback relating to how our members want to consume pickleball outside of playing.

Outlined below are our objectives for growing participation beyond the court:

Coaching

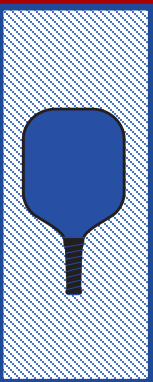
- To grow the game of pickleball domestically we must focus on implementing a world class coaching programme in addition to providing safe and inclusive environments to play in
- Pickleball England currently adopts the International Pickleball Teaching Professional Association (IPTPA) Certification and teaching methods which are required to become a licensed coach
- Pickleball England will continue to partner with the IPTPA to provide access to level I and level II IPTPA certifications This ensures that all coaches:
 - Teach in line with the highest international standards
 - Can receive liability insurance coverage through the IPTPA
 - Gain access to a robust coaching network globally
 - Stay up to date with the latest coaching techniques and strategies
- As Pickleball England continues to grow in size and scale (and with more IPTPA qualified coaches), we will look to develop our own coaching qualifications in line with the IPTPA. However, our qualifications will not be required if a coach already has IPTPA certification
 - Constructing our own NGB coaching qualification system will allow us to provide additional flexibility that the IPTPA does not currently accommodate for. This includes more frequent access to “teach the teacher” style assessments and a more in-depth approach to the English pickleball market and to keep in line with Sport England practices

Club Leadership Certification

- For Pickleball England to achieve its goal of 25,000 members by 2025, we need good people (in addition to coaches) who are welcoming, encouraging and able to show and deliver the basics of the game in a consistent manner. To achieve this, Pickleball England will be implementing a new Club Leadership Certification in 2021
 - Initially the Club Leadership Certification will be led by our Regional Directors but over time we would like to enable our County Representatives to be able to deliver the programme

Additional Volunteering

- Pickleball England members come from diverse backgrounds and many new members indicated that they would be willing to volunteer and help grow/manage the organization. We will provide pathways for volunteers to get involved with areas that match their interests
- We will create referee accreditation opportunities for people to get involved with refereeing
- We will build a culture of mentoring and experience development to further build our organization outside of its primary reach
- We wish to take advantage of new ideas and innovation and will be open to providing new volunteer opportunities outside of projects, tournaments and governing positions



Participation Growth

Pickleball England currently estimates that there are 4,000 active pickleball players in England with just over 1,500 of these players being Pickleball England members. We wish to grow this number exponentially over the next few years as we introduce the sport to many new faces. We have gained valuable insights through hosting a series of interviews with stakeholders across the sport, as well as acquiring outside perspectives of our progress. For us to be successful in reaching our target of 25,000 members by 2025, we must launch new initiatives, create a comprehensive marketing strategy, and develop appeal in a younger audience. Although we are a sport that prides itself on attracting participation across all demographics, we need to be cognizant of certain demographics that will fuel sustained growth for the future.

Achieving 25,000 Members

To achieve our goal of 25,000 active members by 2025, we need to target an 80% annual growth in membership year-on-year. We predict that we will need roughly 50,000 individuals actively playing the sport around England to achieve 25,000 members. While we will not force membership on any person wishing to play pickleball, we will showcase the benefits of joining our movement. We will learn to offer services and benefits that our players desire rather than initiatives we personally may want to happen. We will provide Pickleball England members with a voice, enabling everyone the opportunity to make suggestions based on their own interactions with the sport. We wish to encourage relationships between Pickleball England and its player base as our goal is to keep people engaged with the sport.

Our Commitments

- Pickleball England will always retain a free membership option
- We are dedicated to making pickleball a sport that is fun for all minimizing or removing any barriers that may prohibit people from joining the community
- Although cost is low relative to other racquet and paddle sports, we will look to develop strategic partnerships that will further reduce costs for participation, help create fun and social environments, and encourage greater interaction between people of different backgrounds
- All Pickleball England members will be treated equally and will have opportunities to get involved, be heard, and participate in events

New Member Growth Targets

2021: 1,079



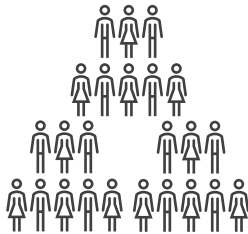
Total: 2,424

2022: 1,943



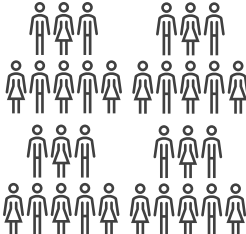
Total: 4,367

2023: 3,497



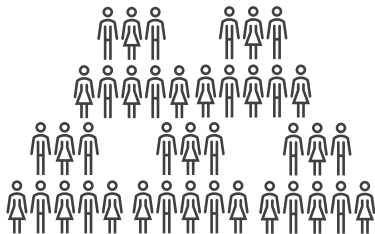
Total: 7,864

2024: 6,294



Total: 14,158

2025: 11,329



Total: 25,487

Player Profiles

Based on our current participant base survey we have defined three main player categories: Recreational Only, Recreational & Competitive, and Pickleball Addicts. Identifying our player categories has enabled us to better understand our player’s motivations as well as determine the initiatives we need to create in order to grow each one. We see festival-style events as a key platform that will help drive initial participation. Our insights show that participants move from Recreational Only to Recreational & Competitive players very quickly, so it is important to grow our first-time participants. The introduction of tournaments, leagues and ladders will become important to sustain further growth and keep interest for Pickleball Addicts.



Recreational Only

- Play once or twice a week
- Drop-in games/sessions are popular
- Predominantly older demographics
- Do not know about ratings/rankings
- Play for fun - not to improve
- Attracted because of social inclusivity
- Enjoy fun and social forms of exercise



Recreational & Competitive

- Play two to three times a week
- May play at multiple locations
- Tendency to be more competitive
- Desire to improve their game
- Desire to win; will target weaker players
- Want to enter and win competitions
- Aware of ratings and level of play
- Consume some online content



Pickleball Addicts

- Play regularly (3+ times a week)
- May play at multiple locations
- Enjoy competitive forms of play
- Will attend and travel to tournaments
- Ratings and rankings are important
- Want to improve and move up ratings
- Compare themselves to others
- Consume a lot of online content

Communication Updates

Communication will be vital for attracting and retaining prospective and current members. Varying communication channels will be more effective in reaching our player categories. Pickleball magazines may engage pickleball addicts, but social media and email updates will facilitate a broader reach, connecting us with Recreational and Recreational & Competitive players.

Festivals

Multiday Pickleball Festivals are our most effective platform for encouraging people to try the sport in a non-competitive environment. The idea is to bring communities together, meet new people, make friends and engage in a highly social sporting activity. Early festivals have shown that people unfamiliar with the sport have a great time and want to find out more about the sport. We believe that Festivals will help us drive substantial increases in Pickleball England memberships.

Tournaments

Pickleball tournaments are aimed at engaging with Recreational & Competitive and Pickleball Addicts categories. We will increase number of tournaments and frequency of tournaments in line with membership increases. We expect a natural and quick progression from Recreational Only to our more engaged categories.

Leagues & Ladders

Creating Pickleball Leagues and Ladders will allow us to engage our more frequent players and drive high-performance pickleball. We would expect for Pickleball Addicts to take quickly to leagues and Ladders, with some Recreational & Competitive players also wanting to participate.

Rankings System

Rankings are an important element to any sport at competitive level. Creating a ranking system will help with the development of high-performance programs and will also provide Pickleball England an additional tool for National Team selections. Rankings will be especially important for Pickleball Addicts.

Marketing Segmentation Approach

As a sport we are very proud of the fact that we attract participation across all demographics. However, to further understand our Player Profiles (see page 11) we need to continually determine our player base's motivations and how we can improve a member's pickleball journey. We conducted an early study to try and understand how our members interact with the sport, from initial participation to current consumption. One primary conclusion drawn was that generational differences played a major role in how one consumed pickleball and how they wanted to interact with the sport. The differences were more prevalent than that of more traditional demographic segmentations such as gender. Key takeaways were that members of older demographics were less hesitant to try the sport than younger generations. However, after initial participation, all age groups were just as likely to play again or more often. The main point of differentiation was the way in which each group wanted to share their experience, and how they want to consume or promote information. As a result, Pickleball England has determined three key marketing objectives to focus on:

- 1) Creating a Holistic Communications Plan
- 2) Developing Younger Generation Digital Interactions and Experiences
- 3) Building Cross-Generational Events and Achievements.



Social media will become a powerful and important communications tool to interact with different age groups - Pickleball England's Official Facebook page

Holistic Communication

Since its founding in 2018, Pickleball England has been developed by its very active and passionate community. As more people join Pickleball England it is important that we reflect our brand in a way that best represents our community. Our goal over the next five years is to go through a complete brand refresh which will be more appealing and easier to interact with. In order to communicate our brand effectively, we need to create a brand voice and build a thorough communications plan. We have determined a new path and are committed to the following strategies:

- ☺ To develop a new brand identity that fits with our overarching strategy and modernizes the look and feel of the world's most socially competitive sport
- ☺ We will create a robust content strategy that focuses on recruitment through storytelling (video, audio and text)
- ☺ Expanding our social media channels to encourage conversations in the digital space, as well as reaching our key younger audience through their preferred mediums
- ☺ Actively focus on PR opportunities for the sport and leverage tournaments as a tool to receive media exposure
- ☺ Utilize 3rd party sources and media outlets to promote the sport and event registrations (from sport websites and local news outlets to leisure centres and tennis clubs)
- ☺ Create an internal marketing calendar to promote events and relevant communication with our members
- ☺ Leverage existing global events, e.g., World Pickleball Day to increase public awareness of the sport while developing follow-up taster events across the country
- ☺ Assist with and learn from the World Pickleball Games to help create event hosting, sponsorship creation, and activation strategies
- ☺ Build an influencer base of players and members that are willing to act as ambassadors of pickleball in England, helping to develop dedicated followings over multiple channels

Marketing to a Younger Audience

In-Person Experience

Pickleball England's initial set of surveys identified a reluctance for people of younger generations to try the sport. The two main factors were 1) The name "Pickleball" 2) The perception that pickleball is for older people. These perceptions represent a barrier to entry that we need to overcome so we have focused our efforts to form a "Younger Audience Strategy".

To encourage pickleball participation in younger generations we must engage with players in a different manner. Millennials and Gen-Zs tend to desire more unique and immersive experiences compared with that of other generations, which aligns nicely with pickleball's overall strengths and values as a sport. Our goal is to design, create and execute unique playing experiences that speak to the social values of the sport. We are confident that if we can provide a variety of experiences then we will see an increase in participation as well as organic growth through word-of-mouth and willingness to share their experiences across digital and social media. We also intend on introducing the sport through schools, which in turn we hope will help overcome the two identified obstacles identified above.



Photo: Pickleball England designed graffiti wall providing a unique social media ready court. Court located at Pickleball England's registered address in Selveston, East Sussex

Online, Digital, and Social Transformation

Younger generations and audiences spend a lot of time-consuming content online and on hand-held devices. It is paramount that Pickleball England invests time and energy to communicate effectively across the channels that younger audiences engage with. We will commit to understanding our current younger audience and take advice to ensure Pickleball England's rebrand is catered to attract and engage with likeminded people. We also need to encourage our membership base to actively post and communicate across social media, creating a wider conversation between members and hopefully drawing people into pickleball through their own personal networks.

To kick-start our digital transformation and stay relevant with a younger audience, our initial focuses will be:

- Further developing our social media accounts and create a formalized content strategy
- Stay up-to-date with pop culture and create events that coincide with existing events that are relevant to a younger demographic
- Create signature "instagrammable" moments that can be shared to develop a unique aspect to pickleball e.g., Graffiti Walls (pictured left)
- Allow younger members to have their own influence at local, regional and national levels
- Continually set up round tables and surveys to gain a better knowledge of our younger audience and player base
- Partner with outside brands and events to create joint experiences
- Encourage and assist those who want to become ambassadors for Pickleball England
- Encourage and support English-themed initiatives similar to Chicken N Pickle in the USA (www.chickennpickle.com)
- This will become part of our research while creating our club panel (page 8)

Pickleball In Education

Our greatest opportunity to gain exposure across younger generations is to expand our reach into educational institutions. We will look to work with local schools, colleges and universities to integrate pickleball into their ecosystem. Our long-term objective is to have pickleball officially recognized in school’s Physical Education (P.E.) curriculum, however in the short term there is an opportunity for us to introduce the sport and increase awareness. We plan on creating a School’s Teaching Programme to ensure that PE teachers, coaches, club leaders, and volunteers have the right resources to set up in-class sessions, after school clubs, and interschool competitions. By targeting junior and senior schools early, we anticipate that young players will seek playing opportunities later in colleges and universities. We will support additional growth through event creation and encouraging our local clubs to appeal to students.



Junior Schools

- | | |
|--|---|
| • Increase awareness of the sport | • Work with educational authorities on |
| • Have local coaches teach P.E. lesson(s) | curriculum to teach pickleball |
| • Showcase the physical and social aspects of playing pickleball | • Utilize school communication channels |
| | • Build affiliation with local club |



Senior Schools

- | | |
|---|---|
| • Increase awareness that pickleball is a fun and social sport | • Encourage pupils to share their pickleball experiences on social channels |
| • Showcase how pickleball can be a sport that levels the athletic playing field | • Work with schools to have pickleball facilities at the school |



Colleges & Universities

- | | |
|--|--|
| • Position pickleball as a healthy social activity that can be shared with friends | • Create recreational leagues and inter college and university competitions |
| • Work with campus facilities and student bodies to promote the sport | • Support top players attending university and create pickleball ambassadors |



Taster Sessions

To overcome our two main participation obstacles discussed on page 13, we will attend schools and have students try the sport. We will develop a blueprint to help coaches: 1) Approach schools to introduce the sport of pickleball 2) Offer staff an introductory lesson and advice on how to include pickleball in P.E. classes 3) Offer the option of coming into schools to provide a short series of coaching for students.



Curriculum Development

In an effort to become more universally recognizable, we must create a structure at school level for the sport. We will look to work with educational authorities in England to include pickleball as part of their P.E. curriculum. After attaining NGB status (outlined on page 7) we will look to work with Sport England and learn from their experience in similar initiatives.



After School Clubs

It is important that we provide opportunities for pupils to play the sport outside of just P.E. lessons. Once we obtain estimated numbers of schoolchildren wanting to play pickleball outside of school hours, we will look to bring pickleball to them in the form of after-school clubs at their school. We will do our best to limit drop off in numbers by removing potential barriers (such as traveling to clubs) in the early stages of their pickleball journey.



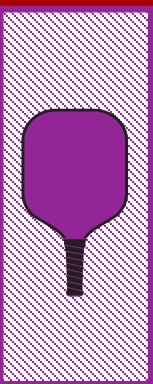
Local Club Affiliation

It is important that we introduce schools to our local clubs. By nurturing relationships between clubs and schools we will have a large pool of potential young players that may become Pickleball England members and help us grow.



Leagues and Tournaments

Although we want to emphasize pickleball as a social game for the younger generations, we also want to provide pathways to become competitive, with opportunities to represent their schools or even Pickleball England in future events. We will work with schools, colleges and universities to build leagues and tournaments.



Pickleball England Milestones

While we want to make sure we create shareable moments for younger generations, we do not want to detract from the experience of other members. As mentioned in the previous slides, we recognize the power of the younger players to naturally promote the sport using their own online channels is important, but every one of our members contribute to our growth by sharing their experiences in their own ways. We need to make sure that we build experiences that accommodate everyone, and that these experiences are shareable through different channels and throughout different communities. We are going to work towards the creation of Pickleball Milestone Awards - similar in concept to that seen in the world of esports. While everyone will want to play at their own pace, we still want to reward members for reaching certain milestones or achieving goals that they can be proud of. Examples would include awards that are socially focused or centred around health and well-being objectives. Ultimately we want people to feel like they can achieve personal goals and work towards something bigger through pickleball which does not have to be about winning tournaments.



Mixed Generational Social Events

While hosting structured tournaments will be an important element in driving participation levels across all player profiles, we want to appeal to people that may only want to play every so often in environments that fit in with their lifestyle. Creating pop-up and festival style events will fit seamlessly into many of our objectives, from increasing participation to creating shareable moments between families and younger generations alike.

Festivals and pop-up events will also be one of our best tools to showcase and communicate our brand refresh. These events will often be a person's first touchpoint with Pickleball England, so it is important that these events resonate with all generations and showcase the strengths and values of pickleball and Pickleball England as a governing body.

Marketing & Activations

Although we have seen tremendous success in participation and membership increases with past festival events, we need to plan and deliver a marketing and activation strategy that will promote the experiences people have at the events. This strategy will help us frame a commercial offering that could attract brands, providing them entry into a rapidly growing sport. Having outside brands involved will also better the overall experience at events.

Mixed Generation and Genders Competitive Events

There are not many sports in the world in which age and gender makes as minimal of a difference as pickleball. While some may argue that males are generally more powerful than females in sport, power is not the greatest asset of a pickleball player as power is negated by soft touch and fast reactions. We want to showcase this by hosting events that both age grouping and gender are irrelevant. A few of the ideas tournament ideas we plan to operate:

- 🍷 Mums & Sons, Dads & Daughters
- 🍷 Mixed Team Tournaments

We want to provide the opportunity for family members to play together and win tournaments and to create open events in which the draws are open to anyone: people of all abilities, genders and ages. We will aim to lead the way in showcasing how sport is for all and everyone can compete equally.

Committing to Diversity & Inclusion in our Community

At its core, pickleball is a community driven sport created to bring people from all backgrounds together. The sport has experienced the majority of its growth through community sharing, and we want to be cognizant that all communities that will get to experience our sport. Whilst we may not be experts in diversity and inclusion, we will seek guidance from those who are in the space to help guide us in welcoming more people into our sport. Our aim is for pickleball to be a space where everyone feels just as welcome as they do in their own home or community, and it starts with us being dedicated to learn and promote inclusivity values across the sport.

Current Status and Influence

Pickleball England:

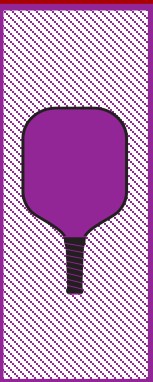
- Is open to all ages, genders and abilities
- Collects data to analyze basic diversity data in our membership base
- Has existing positive relationships with LGBTQ+ communities
- Actively reaches out to minority groups
- Is a member of both WPF and IFP, with access to global pickleball initiatives
- Participates in World Pickleball Day to promote pickleball's inclusivity globally

Pickleball England Clubs:

- Have presence across the country in different social and economical areas
- Are often part of other sports clubs which allows for pickleball introduction to different groups of people
- Some member clubs have existing disabled facilities
- In developing our club panel (page 8) we are developing a Diversity and Inclusion segment (best current practices, areas for improvement etc.)

Implementation 2021 - 2025

- Lean on expertise from professionals in the diversity and inclusion space, as well as members belonging to different communities
- Develop relationships with minority communities across the country
- Develop a more robust data collection strategy to monitor how our membership base changes over time
- Use existing connections or form relationships in other sporting entities (i.e. International Paralympic Committee) to learn from global practices
- Utilize available training tools and seminars aimed at promoting inclusivity in an organization
- Learn from best practices and industry leaders outside of pickleball (gyms, health clubs, sport campuses etc.)
- Encourage pickleball specific clubs to accommodate for mental and physical disabilities, with training provided as part of Pickleball England's Club Leadership Certification
- Help to create a WPF Country Summits agenda that will communicate the best inclusivity programmes across pickleball globally
- Learn from and expand on initiatives such as WPF's sponsorship of Pickle4All that establishes pickleball with young people at risk of social exclusion



Commercial Funding and Pickleball England HQ

As a not-for-profit organization it will be important that we maximize our ability to receive grants and government funding, as well as generating revenue through commercial partnerships. Funding that Pickleball England generates through sponsorship rights will be put directly towards funding key initiatives to grow the sport. Finding the funding to operate a successful, sustainable business model in addition to the development of operational and commercial assets will be imperative. Over the next five years there are two fundamental areas of focus that our funding will be split between: 1) Operational Funding 2) Developing a Pickleball England Headquarters

Operational Funding

For Pickleball England to compete with other NGB's and top organizations for business talent, we need to be able to offer competitive compensation to help build a full-time staff that can take our sport forwards. Pickleball England currently consists of volunteers that have dedicated time and effort to create and shape the organization as it stands today. To evolve over the next five years, we need to access and secure funding that will allow us to employ a core team of full and part-time staff to tackle the plans set out in this document. NGB status will assist us in gaining access to high-level grants and funding, however it is also important that we explore and capitalize on other existing programs set up by local and national government agencies aimed at helping not-for-profits and sporting federations. Our chances of success will be tied to our ability to service the initiatives set out in this strategic plan, which means every pool of funding will be crucial to realizing our objectives and building a sustainable future for pickleball in England.

Assisting our Movement

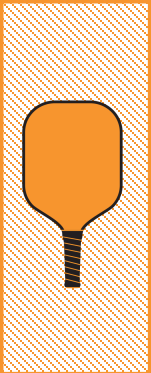
As outlined on page 6, our ambition is to become a leading NGB in our sport as well as one of the most respected and well run NGB's in the UK. We will actively seek to get in touch and reach out to person(s) or agency(ies) that are familiar with grants in their local area, however we also welcome and encourage people to reach out and set up conversations with our Board. Pickleball England contact details are available at the end of this document, or you can visit www.pickleballengland.org to find out how you can help and join the pickleball movement.

Pickleball England HQ

Our vision is to create an all encompassing Pickleball England Headquarters that will assist with many of our long-term plans. We will explore every available option as to how we can fund such a large project outside of our day-to-day operations and running costs, as well as complete multiple feasibility studies before we progress. While we understand there may be significant expenses in creating the HQ, we would look to create a business plan that utilizes the facility as an investment with the goal of seeing long-term revenues. We are open to exploring many options, including opportunities to run 3rd party businesses out of our facility (pro shop, cafeteria etc.), club membership programmes, and health facilities running in conjunction with pickleball. We see complementary revenues as a suitable strategy to help pay for the upkeep and running of the facilities.

Benefits to gain from a Pickleball England HQ:

- Reduce costs of hosting tournaments at 3rd party venues
- Increase our ability to host both domestic and international tournaments
- Ability to host Pickleball England social events
- Encourage interaction between Pickleball England and its members
- Increase opportunities to integrate sponsors and strategic partners
- Act as a national high-performance center for our top players
- Bring the Pickleball England brand to life in a tangible space



Sponsors and Strategic Partners

We believe that becoming a partner of pickleball England will be an attractive proposition for brands and businesses alike. Not only does Pickleball England have a great rapport with its members, but rapid growth among its communities makes it a great time to get involved with the sport. With marketing opportunities at local and national levels, we can become a vehicle that brands can use to increase awareness and drive business. In addition to marketing partners, we will also look to partner with businesses that will help build infrastructure; from Pickleball England HQ development to tech integration and cloud services. We want to partner with companies that want to share in our growth and be part of the journey. In return, we can offer access to an extremely loyal member base and an opportunity to create fully bespoke partnerships.

Pickleball England HQ Opportunity

We will look to partner with brands that will help develop our facility while adding value to Pickleball England's overall offering. We will work with our partners and sponsors to create unique storytelling content that will showcase how these brands are making a positive impact in our communities. As our HQ will essentially be a blank slate, we will have significant opportunities to integrate products and brand services into the facility's offering.

A few of the biggest marketing and exposure assets that we can offer:

- Facility Naming Rights
- Media integration (Livestream, Digital, Social and Magazine)
- Tournament entitlements

Pickleball England National Team Opportunity

In May 2022, the World Pickleball Federation will host the inaugural World Pickleball Games - An event that we wish to showcase our top players for the first time in an international team tournament. We will be looking to bring in commercial partners that will support our staff and help our team compete. We want to provide unprecedented unique access to our athletes, offering custom marketing platforms for which they can activate against and help us achieve our team goals.

Main assets we anticipate for sponsorship:

- Presenting Partner of Team England
- Use of players for advertising and promotional purposes
- Clothing and equipment exposure

Official Partners and Suppliers

While we will have opportunities to partner with Pickleball England at a national level, we will be looking for partnerships that deliver value at local and regional levels. These partnerships could include brand integration at festivals, supplier relationships that assist in building facilities nationwide and retail opportunities across Pickleball England associated stores. We have the flexibility to create and tailor a partnership program to hit on key objectives of any local business or brand that is looking at sport, entertainment or outdoor activities to activate against.





**Pickleball
ENGLAND**

2021 - 2025 Strategic Plan

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