



Dear all | Annwyl bawb

This is just a short note from Kelly and myself to thank you for your attendance and input into the recent Badminton Wales Roadshow sessions. Please find our short Roadshow Report outlining the process and consistent themes that emerged from five very engaging evenings plus the draft strategy that was presented during the evenings.

It was very encouraging to hear of plans for the establishment of junior sections in many parts of Wales, and also to receive strong support for the shift in focus towards community development.

The BW Board met on 12th April to approve this report and the next steps in our process. This involves consultation with the owners of most badminton facilities in Wales, the Local Authorities and their Leisure Trusts. Facility availability for expansion of our sport came across loud and clear during the Roadshows and it will be interesting to gain a better understanding of the position of our partners, and to start exploring future solutions.

After this phase we will be in a position to approve a final draft strategy at our July Board meeting, which we will seek membership approval for at our September AGM. The Board also approved new Director roles to be recruited this spring through our Nominations Panel, and provided Kelly with the green light to advertise the new staffing roles. Please look out for the adverts for all these roles and promote them to your network.

We know we all have a lot of work to do and many challenges to overcome if we are to achieve our vision, three aims and thirteen measures of progress. However, given the passion, expertise and experience evident in each of our Roadshow sessions, I am confident that through all working together as the BW Community, we can re-develop badminton in Wales and offer ever-increasing opportunities for current and future generations to experience our wonderful sport.

Over the coming months, as you embark or continue on your plans to develop badminton within your community, please do not hesitate to contact the Badminton Wales Operational Team for support, guidance and advice. We are one BW Community in this together!

Kind regards | Cofion cynnes

Peter Hybart - Chair | Cadeirydd

Kelly Aston MBE - Chief Executive Officer | Prif Swyddog Gweithredol



2023 ROADSHOW REPORT



During March the Badminton Wales (BW) Operational Team and Board of Directors travelled to five Regions of Wales to meet the membership in person and discuss the new draft Strategy for the Badminton Wales Community.

The purpose of the Roadshows was to engage with the membership, face to face, and continue to strengthen the foundations of the BW Community that needs to be built. The language 'Badminton Wales Community' highlighted the roles that we will all play in developing our sport and also that the delivery cannot lie solely at the feet of BW (the organisation) or indeed the membership.

The aim of the Roadshows was to engage the membership and listen to input and suggestions on the new BW Community Strategic direction, and for everyone to take ownership of their part in the new strategy – we are all the BW Community and all have key roles to play.

BW Community consists of - Board & Sub-Committees | Operational Team | Members.

Wales is split into the five regions which aligns with Sport Wales Regions

1. North – Deganwy & Deeside
2. Mid – Llandrindod - Unfortunately, the Mid Roadshow (Llandrindod) did not go ahead due to low registration numbers.
3. Central South – Cardiff
4. Gwent – Ebbw Vale
5. West – Swansea

Each roadshow followed the same format with the Chair and CEO presenting the draft Strategy for the first part of the session covering the future vision for the Badminton Wales Community, three aims and thirteen key measures to indicate progress. The second part of the Roadshow welcomed discussion from the floor.

Although numbers were disappointing (approximately fifty over the five sessions), the engagement from the members present was great. Frustrations, challenges and personal points of views were aired, which is exactly as it should be on any programme of Roadshow engagement. The themes over the five sessions were quite consistent across the country.

Consistent areas of challenge

- Accessing facilities particularly for expanding junior activity
- Succession planning for Club Administrators and Coaches
- Volunteers – key people helping to support the running of the club (not just one person)
- Coaches – enabling Junior sections to begin.
- Connection between school and club (often after successful Shuttle Time engagement)

- Communication – between BW and Membership + between schools and Club
- More sharing of best practice across Wales e.g. league formats
- Competitions - Graded events well received and not a threat to senior leagues. Need to be promoted as membership engagement not performance
- Benefits offered in the different categories of BW membership (value for money)
- How do we attract badminton players who are not members into BW membership? E.g. leisure centre players, ethnic groups etc.
- BW Website should sign-post membership to great information on other sites
- Should the strategy seek to increase the number of senior clubs as well as the amount of senior membership? How accessible is the sport across Wales? Some senior clubs are at capacity

When discussing the operational team where the shift in focus and resource was highlighted, the commitment from BW to focus on community engagement and support was very welcomed. The new Regional Community Manager role was agreed as a major step forward and received very positively with discussions highlighting the need for this role to be in place. The role is vital to the successful delivery of the strategy and will be the first point of contact for the regions. The personnel in those roles will be the face of Badminton Wales for that region and will connect directly with our regional partners / Community Clubs / volunteers / players and be the link to help, guide and support delivery of the strategy within their regions of Wales – bottom-up in all regions. Once the roles are recruited work will start on meeting with the badminton network in each region to establish targets against each of the thirteen key measures.

We all recognise that we have a challenge ahead with obstacles to overcome, however the passion and enthusiasm was very apparent, we just need more people within every aspect of the game.

Next Steps

- Strategy consultation with facility partners (including Local Authorities) - May/June
- Operational Team Roles open advertisements - April/May
- Recruitment process - May/June
- Membership Benefits review (survey to the membership) - April/May
- Communication Review and Plan – May/June
- Operational Team Induction - August
- Regional Community Managers begin to work with their network discussing regional targets - September
- Launch upgraded membership & events system - September
- Events Calendar 2024 released - September

Badminton Wales would like to thank everyone who attended the Roadshow. To meet face to face and discuss the future of our sport was hugely beneficial to all. The passion, the length and breadth of the country was apparent with all recognising that together we can make a difference. It will take all of the Badminton Wales Community – BW Members – BW Board of Directors & Sub Committees – BW Operational Team, to support and help to develop our sport for future generations.



DRAFT Strategy |
2023 - 2030

Badminton Wales – background and context

Company Background

BW is the national governing body for the sport of Badminton in Wales. BW is responsible for all aspects of the sport, from grass roots participation to performance.

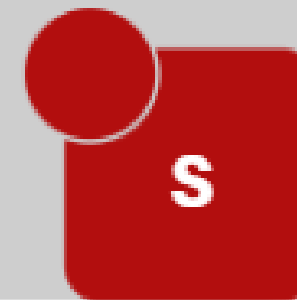
BW consists of a network of competitive clubs, social clubs, coaches and volunteers, members throughout the country, delivering the local needs of the sport, for all levels of competitor.

BW employs a small operational team of people from our headquarters in Cardiff and has a rich history of success in the Sport, being one of only eight founding members of the Badminton World federation in 1934.

Badminton Wales has felt the impact of the pandemic on participation figures. To safeguard the future of our sport, player development and the health of the community game is key to our success.

Strengths

- Passionate People
- Flexible TEAM
- Multi-cultural sport
- Inclusive
- Safe – non-contact & indoors
- Social
- Enjoyable at any level

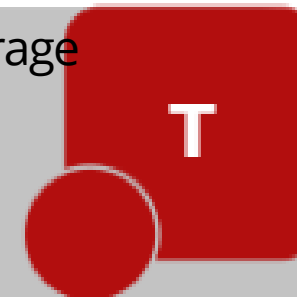


Weaknesses

- Not mainstream
- Ageing participants
- Resources - Volunteers/recruit/retain
- Lack of self-income generation
- Engagement (comms)
- Facilities
- Coaching & Junior Development
- Wales wide coverage
 - Coherent pathway for the most talented youngsters

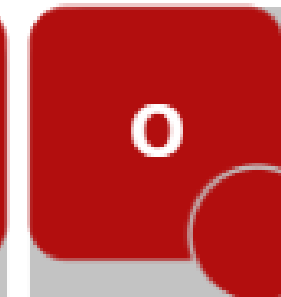


- Lack of Wales wide coverage
- Facility availability
- Competition from other sports
- Negative narrative
- Long term SW funding
- Cost of living crisis
- Lack of coaching & junior development
- Competing with other sports
- Keeping up with the International growth of the sport



Threats

- Plan for growth
- Latent demand
- Regional sports partnerships
- Increase events
- Community Coach Development



- Schools
- Relationships with 4Nations | governing bodies | WSA | other orgs
- Increased funding
- Commercial opportunities
- Reset | Fresh start together
- Build Coaching Workforce
- Building international partnerships

Opportunities

The
Badminton
Wales
Community
consists of

BW Membership

BW Board and Sub-Committees

BW Operational TEAM

DRAFT VISION FOR THE BADMINTON WALES COMMUNITY

A vibrant, diverse and multi-talented Badminton Wales Community working together with a shared passion for the sport and a commitment to pass it on to future generations

Roles and Responsibilities of ...

Board | Sub-Committees | Operational TEAM

'To lead, inspire and influence the development and growth of a vibrant, diverse and multi-talented Badminton Wales Community'

'To organise and deliver inspirational national and regional opportunities, within all aspects of Badminton, for current and future generations'

Membership

'To organise and deliver inspirational local and county opportunities, within all aspects of Badminton, for current and future generations'

DRAFT VALUES

One Community - function together and work toward common goals

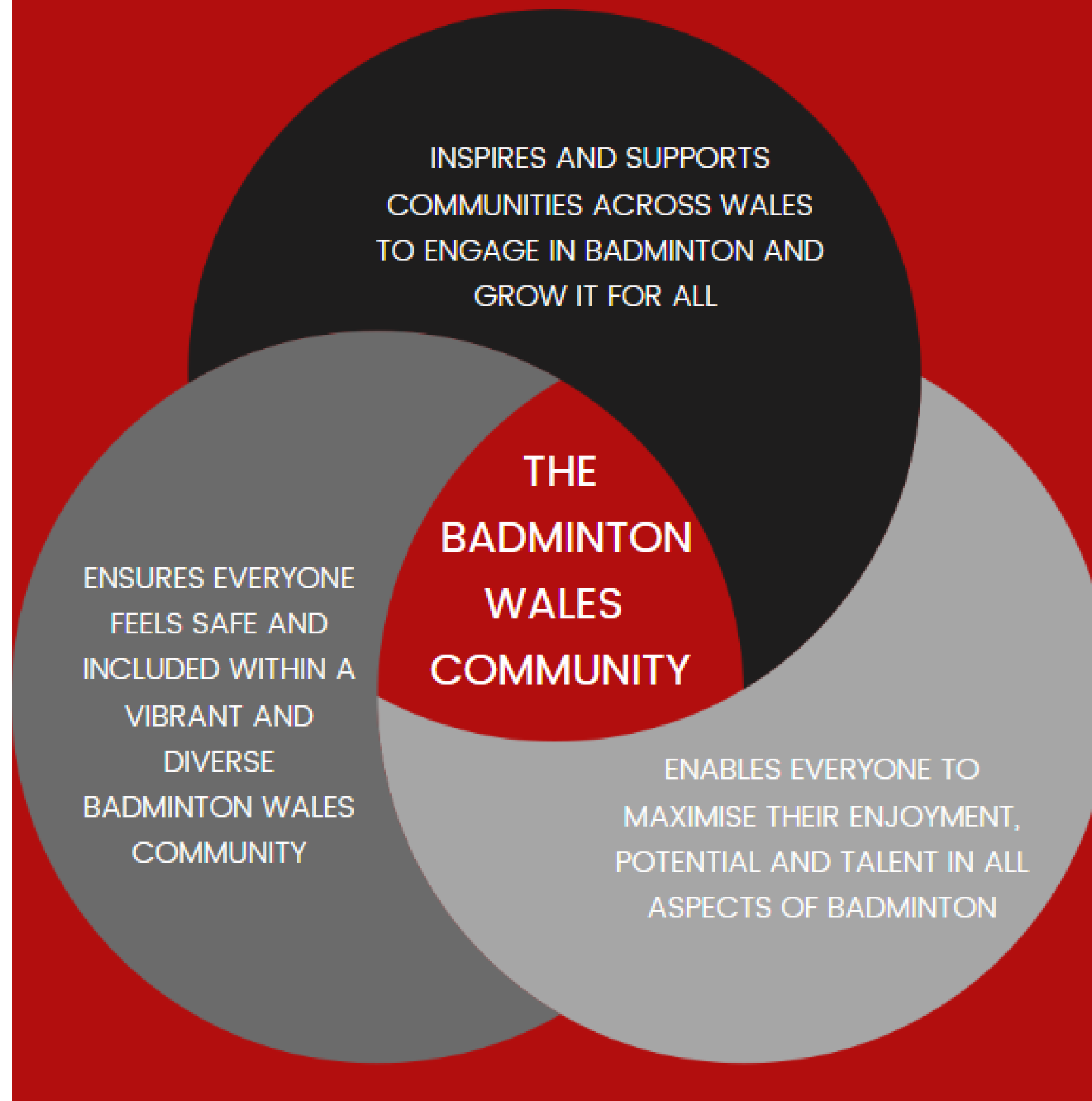
Ownership - take initiative to bring about positive results

Respect - value everyone and treat people with dignity and professionalism

Dynamic - stimulates change or progress within a system

Agile - adaptable and collaborative

Aims of the Badminton Wales Community



Equality

Diversity

Inclusion

Key performance indicators / strategic measures explained

1	Junior Affiliated Membership	Number of active Juniors on BW Membership system
2	Senior Affiliated Membership	Number of active Senior on BW Membership system
3	Junior Affiliated Clubs	Number of active Junior Clubs on BW Membership system
4	Engaged & Active Registered Coaches	BW Registered Coaches who are engaged with BW
5	% of Clubs with a Welfare Officers	% of all registered clubs with named Welfare Officers engaged with BW
6	% of members that are female	% of affiliated female members on BW membership system
7	% of members from an ethnic background	% of affiliated members from an ethnic background on BW membership system
8	% of members with a disability	% of affiliated members with a disability on BW membership system
9	Key BW Volunteers	Active volunteers engaged and supporting BW
10	Average Junior Series Participation	Average number of players attending the BW Junior Series Competitions
11	Welsh Senior Grades (16+)	Number of Grades at Welsh Graded Competitions
12	Player meeting BWPP criteria	Number of players meeting criteria to be invited onto the BW Performance Programme
13	Welsh Players on WCPP	Welsh Players reaching GB criteria for inclusion on WCP

Equality

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Forecasting Success 2022 - 2030

Key performance indicators / strategic measures that define success



KPI	2022	2023	2024	2025	2026	2027	2028	2029	2030
Junior Affiliated Membership	302	300	350	400	450	500	550	600	650
Senior Affiliated Membership	503	550	600	650	700	750	800	850	900
Junior Affiliated Clubs	22	15	20	30	45	45	50	50	50
Engaged & Active Registered Coaches	18	18	20	30	45	45	50	50	50
% of Clubs with a Welfare Officers	11.2%	80%	100%	100%	100%	100%	100%	100%	100%
% of members that are female	34.4%	35%	40%	40%	40%	45%	45%	50%	50%
% of members from an ethnic minority background	2.2%	3%	3.5%	5%	5.5%	6.5	8%	9%	10%
% of members with a disability (working through with DSW)	0.3%								
Key BW Volunteers	29	30	30	30	45	45	50	50	50
Average Junior Series Participation (U15)	12	15	20	30	40	50	50	50	50
Welsh Senior Grades (16+) (average no. of players)	1	1	2	2	2	3	3	3	4
Player meeting BWPP criteria	4	4	4	5	6	6	6	6	6
Welsh Players on WCPP	0	1	1	1	2	2	2	2	2

% KPIs will use latest Welsh Government StatsWales Data as benchmarks for setting KPIs over the strategy period
2022 - Population of Wales - Female:51.1% | Disabled:22.1% (16-64 yrs old) | Ethnicity:4.9%

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% of members from an ethnic minority background	2.2%								
% of members with a disability (working through with DSW)	0.3%								
Key BW Volunteers	29								
Average Junior Series Participation (U15)	12								
Welsh Senior Grades (16+) (average no. of players)	1								
Player meeting BWPP criteria	4								
Welsh Players on WCPP	0								

% KPIs will use latest Welsh Government StatsWales Data as benchmarks for setting KPIs over the strategy period

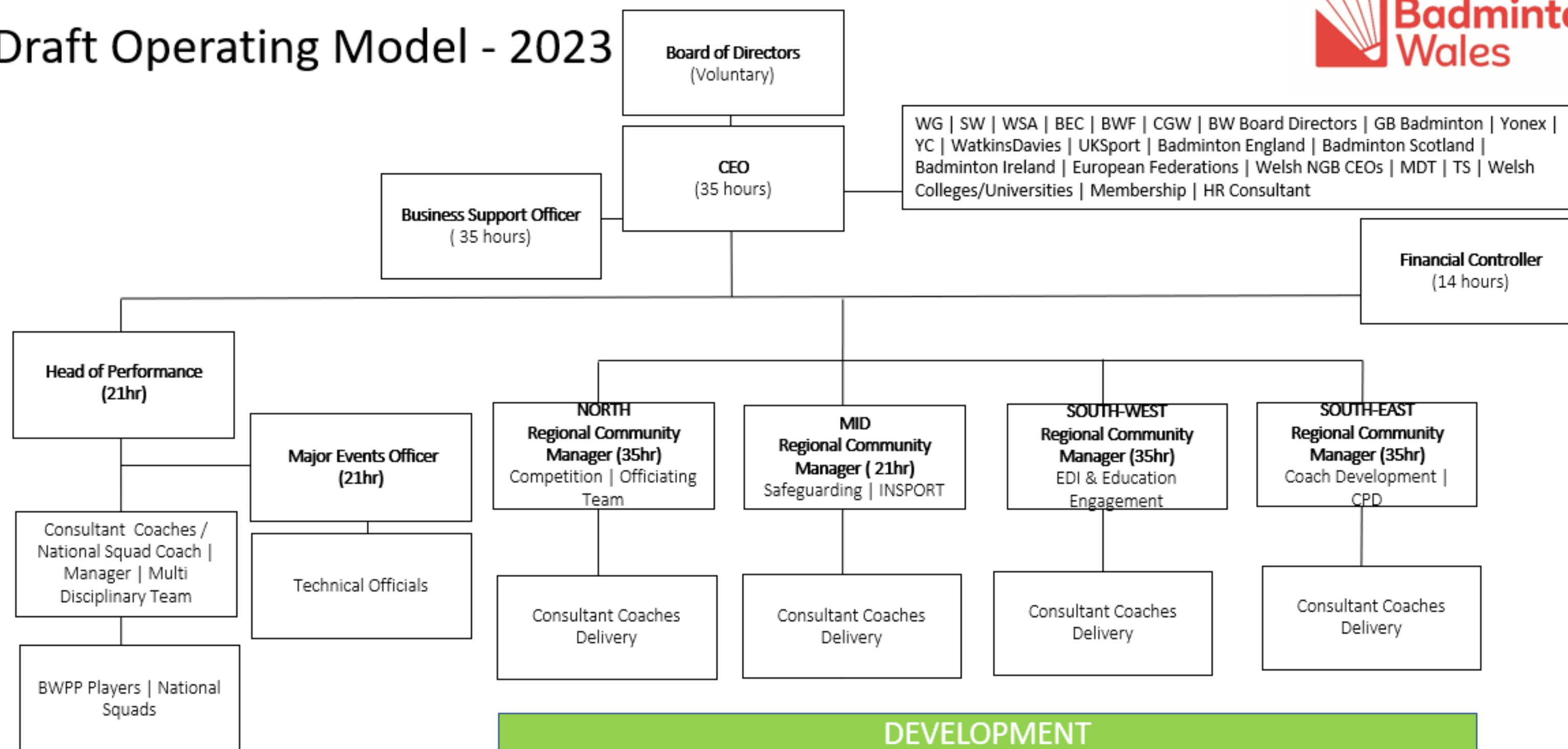
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Equality

Diversity

Inclusion

Draft Operating Model - 2023



BW OPERATIONAL TEAM

Equality

Diversity

Inclusion

Operational Plan 2023

January - June

- Strategy consultation with the membership
- Strategy consultation with Partners (regional partners)
- Operational Team Roles open advertisements
- Recruitment process
- Membership Benefits review (survey to the membership)
- Communication Review and Plan

July – December

- Operational Team Induction
- Regional Community Managers begin to work with their network discussing Regional targets
- Launch upgraded membership & events system
- Events Calendar 2024 released

What next.....



Membership Benefits Survey

Communication Survey

Clubs Identify

- areas of opportunity with local community

Clubs Identify

- Potential people for coach development

Clubs Consider

- How to reach and engage with wider community – engage more Juniors

Clubs Consider

- Targets - discussed with RCM (bottom-up approach)

BeActiveWales

Individual Data
capture

THANKYOU



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