



**STRATEGY
TO 2030**

STRATEGY TO 2030



Badminton
Cymru|Wales

STATEMENT FROM OUR CEO

All organisations are limited by resources – be that funding, people or time. To make the best use of the resources Badminton Wales has and expects, the NGB must prioritise certain activities and areas over others. This means looking forward and determining what I want and what I think the membership wants BW to look like in the future.

This draft strategy is the result of over 12 months of thinking by the Operational Team and the Board of Directors. It describes our priorities and the major activities and changes we intend to deliver between now and 2030. We have made great strides since 2020 and our last Strategy – we now have an opportunity to focus our resources to take badminton in Wales to the next level.

- Kelly Aston MBE OLY



STATEMENT FROM OUR CHAIR

The National Pandemic forced our sport to stop. As this situation eased, it was natural and appropriate for BW to concentrate on regrowing its membership and regaining its position within communities and its relationship with Sport Wales. We have made outstanding progress in the last 5 years, achieving more than could have been expected through a focused and dedicated team and an energetic and willing Board.

Now that we have a strong foundation, it is appropriate to ask what we will focus on over the next 5 years. This draft Strategy is the result. Rebuilding performance in badminton through coaching our juniors and increasing our financial independence are our strategic priorities. I believe these will give us a future where badminton in Wales is something we will all be proud of.

- Peter Hybart



A Strategy can be thought of as a bridge which takes an organisation from its present state to where it wishes to be at a prescribed time in the future. It should inform interested parties of the organisation's **big ideas, its priorities, its areas of major investment**, and where **it is likely to need help**. Internally, a Strategy should **guide an organisation** when it faces decisions in order to increase the probability of it making the right moves at the right times.

This Strategy sets out Badminton Wales' priorities and vision for change to 2030. It has been developed through direction from the Chair/CEO and collaboration with Partners and the Membership.

It is inevitable that challenges and opportunities will present themselves, requiring reassessment and review of this Strategy. In addition to any dynamic reviews necessitated by events, an annual review of the Strategy will take place, with any alterations made public.



STRATEGY

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INTRODUCTION

OUR VALUES

WE ENJOY

We want our sport to create positivity, fulfilment and social connections that last a lifetime.

WE INSPIRE

We want to inspire ambition, motivation and confidence throughout our current membership and the next generation.

WE CONNECT

We want our environments to bring a sense of belonging, recognition and clarity.

「BRINGING HYWL INTO EVERYTHING WE DO」

OUR FOUNDATIONS

THROUGH INTEGRITY

We act with honesty, transparency and accountability.

THROUGH COLLABORATION

We share knowledge, resources and workforce to maximise impact.

THROUGH SAFETY

We prioritise the well-being of our participants and our community.

THROUGH EXCELLENCE

We strive for the highest standards in everything we do.

THROUGH INCLUSION

We create environments where everyone feels welcome, valued and respect-

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PARTNERS





VISION 2030

Badminton Wales is well supported by Sport Wales; currently, it provides 80% of our funding. In order to give Badminton Wales more choices, greater headroom for development, and increased self-reliance, we aim to **diversify our income streams**. We will seek to do so through new Partners and engagement with currently disconnected demographics. Our vision is to change this ratio from **80:20 to 60:40 by 2030**.

BIG IDEAS

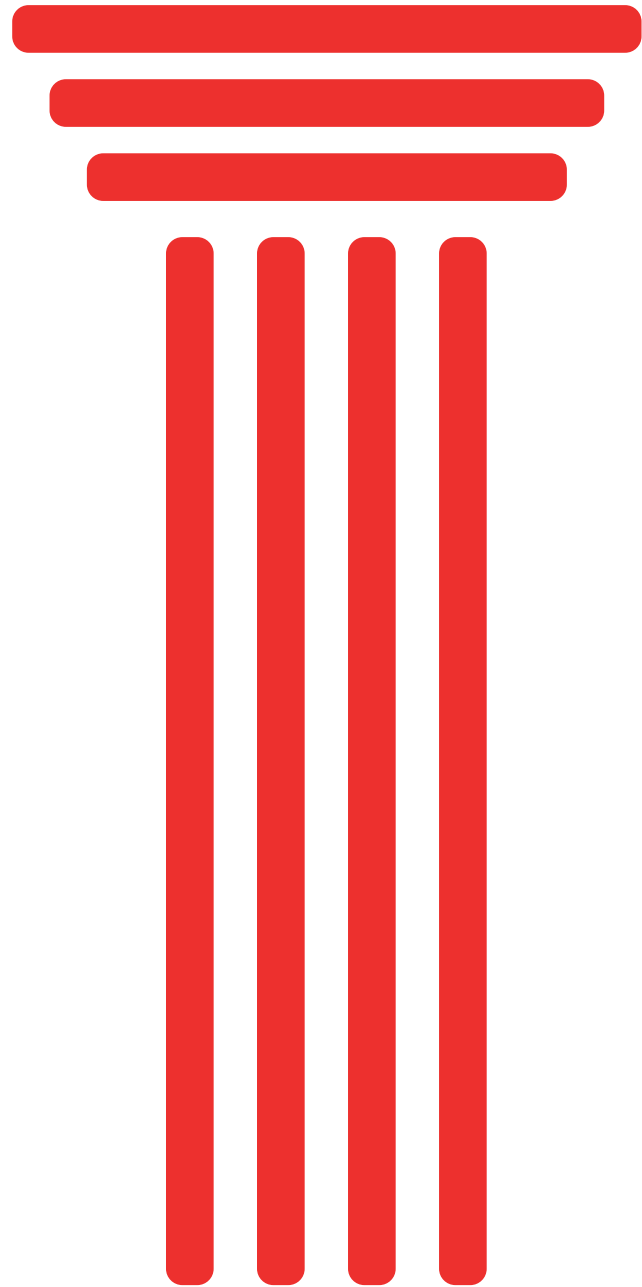
We will **develop** relationships with currently unconnected demographics. We will **establish** how we can work together and provide what they need to enable them to join Badminton Wales.

We will continue to **raise** our profile and **extend** our network, making Badminton Wales more **attractive**, so as to **increase** our income from external commercial partners.



By **2030**, we plan to consolidate our progress and further develop our organisational capability.

LEADERSHIP & CULTURE



Board Development,
Independent Chair,
Board Champions,
Succession Planning,
Wellbeing

COMPLIANCE & RESPONSIBILITY



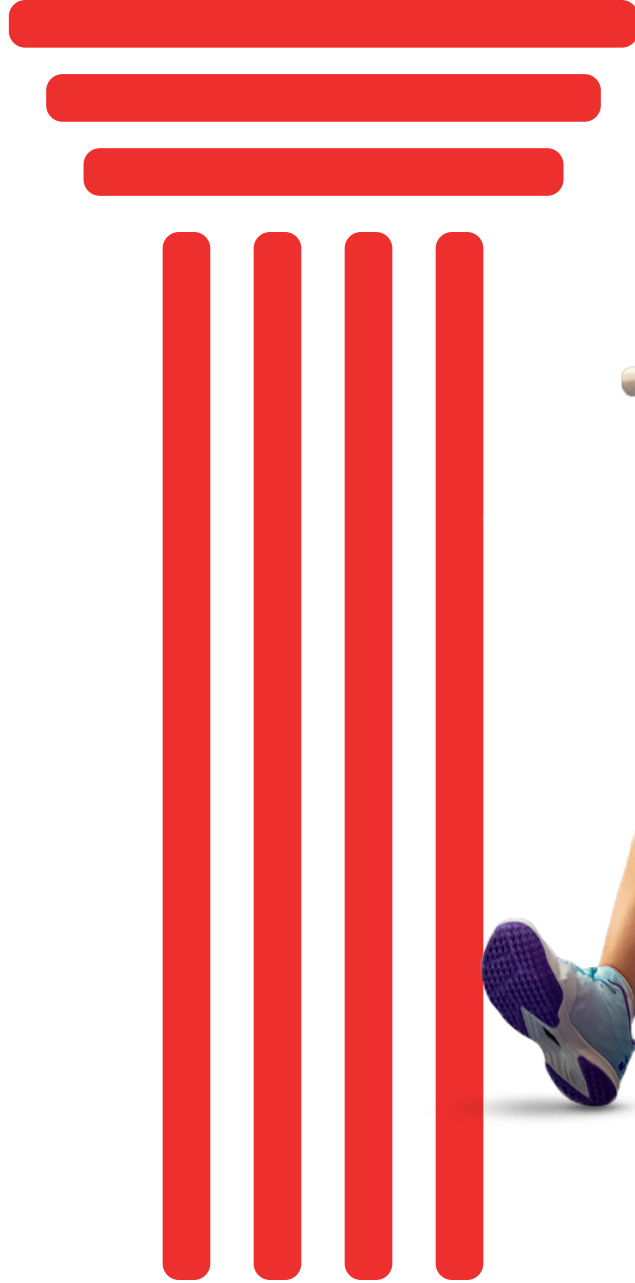
Welsh Language,
ESG Framework,
Environmental Sustainability,
Legal Compliance

INSIGHT & ENGAGEMENT



Stakeholder Mapping,
Communications Strategy,
Member Feedback, Horizon
Scanning

ORGANISATIONAL RESILLIENCE



Risk Management,
Crisis Management,
Business Continuity,
Business Development

FINANCIAL SUSTAINABILITY



Enhanced Management
Accounts,
Long-Term Financial Planning



CHILD SAFEGUARDING

We will review and **strengthen** our safeguarding policies and provide clubs with the guidance and resources needed to create safe and positive environments for young people.

ADULT SAFEGUARDING

We will **enhance** our safeguarding adults' framework through improved policies, training, recruitment practices and reporting processes, ensuring that all participants feel safe, valued and supported.

SAFEGUARDING AND INCLUSION PROGRAMMES

EDI

We will continue to embed **inclusive practices** across the organisation, reduce barriers to participation and ensure badminton is welcoming and accessible to people from all backgrounds.

INSPO

We will work towards achieving our INSport ambitions by **improving accessibility, increasing opportunities** for disabled people and **strengthening** inclusive delivery across the badminton network.

REDUCE RELIANCE ON SPORT WALES FUNDING

Today, over **80%** of Badminton Wales' income comes from Governing Body funding, and whilst we are grateful for that support, we know that a sustainable future for badminton in Wales **cannot rest on any single source**. There are also thousands of people across Wales who **love** and play badminton but have never formally connected with us, that is both our **biggest challenge** and our **greatest opportunity**.

By **2030**, our goal is to **significantly** shift that balance. Our revised strategy for Income Generation sets out our goal to alter our balance of funding vs self-generated income to **60%/40%**. This will be achieved through growing our self-generated income from various sources, including commercial partnerships, competitions, events, and more.

Our objective is to be less reliant on any single funder and better placed to **invest** in the sport on our own terms. **Every pound** we generate goes back into our sport, helping **grow** badminton across Wales for **many more years to come**.

BADMINTON WALES X SPORT WALES

Badminton Wales engages with our Sport Wales relationship manager. Sport Wales work with the NGB to determine where **development** might take place and hold the NGB to account regarding legislation and statutory requirements.

Sport Wales' **investment** in Badminton Wales supports the organisation's contribution to the vision for Sport in Wales and the Sport Wales strategy.

This investment underpins:

-  The use of relevant data and insight to **inform** decision-making.
-  Badminton Wales' **commitment** to the Sport Wales accountability approach, including regularly using progress and learning to **shape** its work.
-  Collaborative Priorities including: **Increasing participation; Impacting Targeted Groups; Pathway and Performance;** and **Additional National priorities** aligned to Govt policy (eg Welsh Language; child poverty).



Badminton Wales is a well-governed and managed NGB; it **enjoys** an excellent, mutually beneficial relationship with Sport Wales.

Badminton Wales has a **dedicated** following and has **won** plaudits for its **innovation** and **originality** on both the national and European stage. It will benefit further through partnerships with external entities that **share** its vision for the growth of badminton within Wales.



MEMBERS



VISION 2030

We want to **double** our volunteer base at club, league, county and national levels. This will allow us to meet the **demand** for our sport.

Our membership **deserves** good governance; we will further develop this capability by **2030**.

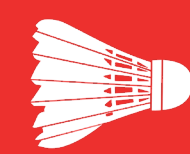
In addition to greater finance and staff, the biggest difference between small and large NGBs is the number of **active volunteers**.

We are seeking to increase not only **coaches** but **umpires, line judges** and **administrators**.



VOLUNTEER SUPPORT

Volunteers are **vital** to everything we do.

 The NGB cannot **exist without volunteers**. We are two parts of the same team, and it's only by **working together** that our sport will continue to **thrive**.

 Our new strategy has been created for **all of us**—volunteers, staff, and the wider community. Its success depends on shared commitment, open communication, and the collective effort of everyone involved. **Together**, we will continue to grow.

 We recognise the importance of the **youth voice** in shaping and responding to our actions. We will continue the work we have done to strengthen our links with the youth section of the membership.



VOLUNTEER SUPPORT

BW play a crucial role in enabling, guiding, and empowering our community, membership and volunteer network. Our **volunteers give so much of their time and energy to help grow our sport**, and in return, **BW is here to support you every step of the way**. Our aim is to make the experience as effective, fulfilling, and enjoyable as possible.

We may be a small operational team, but our purpose is clear: to **help**, to **facilitate**, and to **provide** the overarching support structure that enables our volunteers and badminton community to **thrive**.



We will continue to develop our ability to

-  Provide direction, guidance, clarity, and opportunity.
-  Offer resources and tools that make your roles easier.
-  Listen, collaborate, and respond to what you need.
-  Ensure consistency and alignment across the sport.
-  Champion and celebrate the incredible work you do.

The insight and connection to the community is **invaluable** and we are there to ensure that **together**, we can deliver our shared vision for **the sport's future**. Bringing Wales together through badminton, powered by the hwyl that unites our communities and inspires everyone to **play, grow** and **belong**.

VOLUNTEER SUPPORT

We recognise the **importance** of technical officials and how the delivery of our events relies on their continued support. Beyond this, we intend to **recruit, develop** and **reward** new and current technical officials in order to facilitate the array of competitions we want to arrange.





Our membership is our focus and our lifeblood. We rely on our membership to participate in what we **facilitate** and to help deliver it. Our membership deserves **strong support, active listening** and first-class **governance**. This strategy builds on the existing relationship between BW and its membership, seeking to **deliver** an increased number of volunteers who will help us achieve our strategic objectives to **2030**.



PARENTS



VISION 2030

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Whilst recent progress within Seniors and Masters has been good, Junior growth has been a little disappointing. Sport Wales surveys tell us that **junior demand is high** – our challenge is to **meet the demand** through more coaches and organisers; either volunteers or individuals being paid for their expertise.

Over the years this has not been a strength as demonstrated by an ageing playing membership. **Coaching** and **Junior Development** has therefore been identified as one of **two strategic priorities** to **2030**.

We must **recruit** and **support** far more individuals with a passion to develop the next generation of players, coaches, officials and administrators. As a parent of a junior player you have a **key role to play**.



JUNIOR BADMINTON DEVELOPMENT THROUGH COACHING



Coaching supports junior player development by providing **structured, age-appropriate learning** that builds strong technical foundations, game understanding and positive behaviours from an early age.



Qualified coaches help juniors develop correct **movement, shot technique** and **tactical awareness** while creating **safe, engaging** environments that encourage **enjoyment, confidence** and long-term **participation**.



Coaching also plays a crucial role in identifying **talent, guiding** players through club, county and national pathways, and **supporting** key transition points ensuring players are developed consistently and retained within the sport.



We recognise that having a healthy grassroots feeder system is **critical** to maintaining and growing the volume of players in Wales and creating **performance-level athletes**.

We need to increase and upskill the coaches we have to deliver this priority. Doing so will require new systems and programmes to **identify**, **educate** and **support** new and current coaches. Equally, we need to **increase** the recruitment of junior players to provide the future of Welsh badminton.

Critically, whilst we will work hard to develop players, we understand the need for Badminton to be fun and enjoyable.



SENIORS





VISION 2030

The introduction of Graded Badminton has contributed to more opportunities for **senior players**, the **strengthening of Leagues** and the **reforming of some County Squads/Teams**.

We want this to progress further through the development of a senior structure shaped by Leagues, Counties and Badminton Wales. Consultation on this structure will be an important first step of this approach.



SENIOR GOVERNANCE

Within the structure referred to above, **good governance and clear, sound relationships between leagues, counties and Badminton Wales will be important.** This will be co-created using the experience of volunteers within all of the above stakeholders, in partnership with BW Staff and Board.

COACHING PLAN

Senior players are ideally placed to get into coaching because they bring current, credible playing experience that directly improves:

-  Coaching quality.
-  Inspires younger players.
-  Strengthens clubs and pathways.

Coaching can also deepen a player's own technical and tactical understanding, often enhancing performance and extending playing careers, while helping **secure the future of Welsh badminton** by keeping knowledge, role models and leadership within the system.





We have a good crop of senior players within Badminton Wales. We must provide them with **enough challenge** to maintain their support whilst exposing them to opportunities to branch out into coaching and mentoring.

Introducing a new county structure for seniors to play within will **demand** input from across Wales – it has good potential to increase the **volume** and **standard** of play.

COACHES



Badminton
Cymru|Wales



VISION 2030

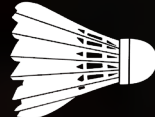
In recent years we have focused on coaches with an ambition to work immediately below our High Performance Coach, with some of our more talented regional juniors.

The **next phase** will be the **recruitment** and **support** of coaches who wish to work at a **community level**, in many instances introducing badminton to children for the first time, or **satisfying a demand** within the community sparked by our schools programme.

Within any sport this is arguably the most **important** aspect of coaching, an area where Badminton Wales **must accelerate progress**.



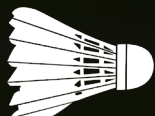
WHY BECOMING A COACH NOW IS A GOOD IDEA



Badminton Wales needs **knowledgeable, passionate** people more than ever, as every coach makes a **difference**.



Coaching allows you to **shape players** at critical stages of their development, **pass on** hard-earned experience, and **strengthen** clubs, schools and pathways.



At the same time, coaching develops **valuable skills** in **communication, leadership** and **problem-solving**, deepens your own understanding of the game, and opens doors to **future opportunities**, while letting you stay connected to badminton in a meaningful, rewarding way.

GROWING PLAYERS, COACHES AND PATHWAY

Juniors – We will work more closely with schools, clubs and communities to grow participation, create positive first experiences and provide clear pathways for young people to progress in the sport.

Coaches – We will recruit, develop and support more coaches across Wales, improving the quality, accessibility and consistency of coaching provision.

Pathways & Hubs – We will strengthen development pathways and explore regional hub models that connect players and coaches with facilities, expertise and progression opportunities.



OUR ROUTE TO COACHING GROWTH AND JUNIOR DEVELOPMENT



Building new systems and ensuring their continued success needs careful planning and a phased approach.



The following slide depicts our plan in 5 phases and shows how the activities will fit together to achieve our goals.



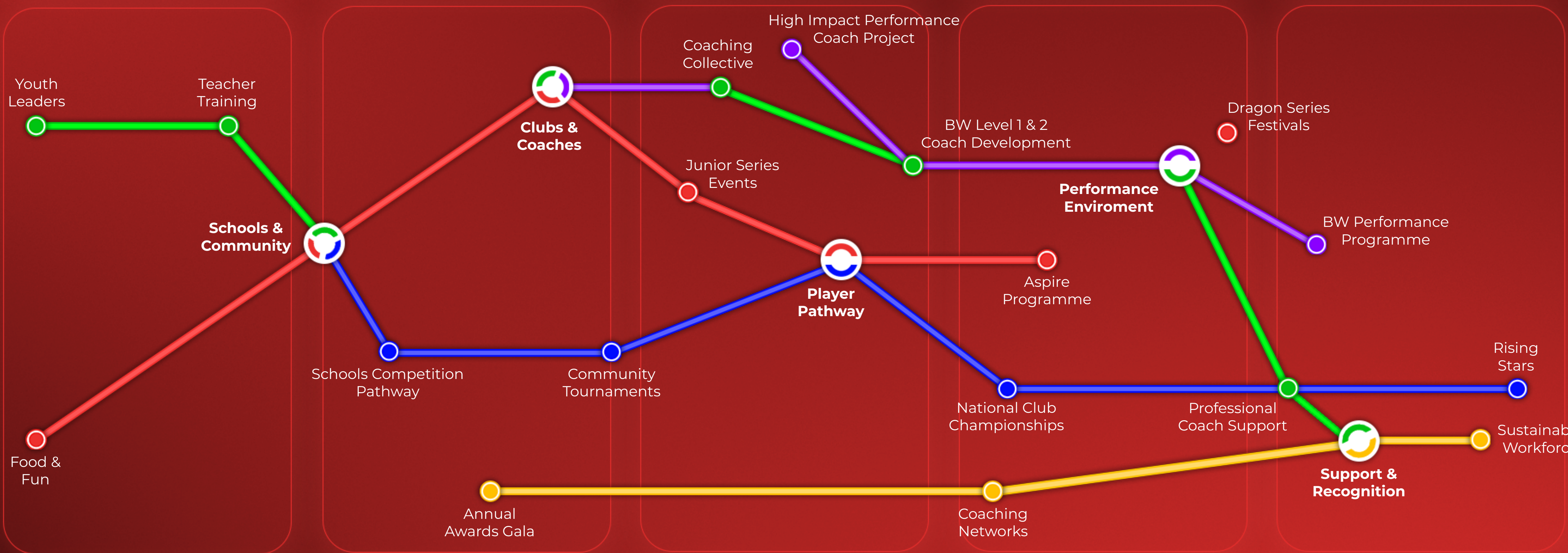
This work will be closely managed by the Coaching and Junior Development Sub Committee and will be reviewed regularly by the BW Board.

Coaching & Junior Development

STRATEGIC TUBE MAP

A simple membership-facing view showing how projects connect, phase together, and support a coherent strategic approach.

- 1 ENGAGE & INSPIRE**
Entry points into badminton
- 2 BUILD CAPACITY**
People, Teaches & Coaches
- 3 CONNECT DELIVERY**
Schools, Clubs & Events
- 4 PROGRESS & PERFORM**
Pathways & Environments
- 5 SUSTAIN & RECOGNISE**
Support, Networks & Celebration



❗ Projects are not isolated activities - they combine to create routes into badminton, develop the coach workforce, strengthen schools and clubs, support player progression, and sustain the system over time.

Developing the Coach Workforce
Competition Pathway

Participation & Clubs

Performance Development
Support & Sustainability

Coaches will **enable** the delivery of junior players into senior play and elite pathways. We will introduce programmes to **identify, recruit** and **educate** new coaches. We will improve our links with current coaches to maintain their **support** and provide them with opportunities for **professional development**.



MASTERS



VISION 2030

Badminton Wales has a highly active Masters community and **supports** this with a working group comprising of volunteers from across Wales on the Masters Sub Committee, which is chaired by a BW Board Director reporting into the BW Board quarterly.

The vision for Welsh Masters has 5 main areas of growth as we head towards **2030**.

Embedding a Welsh Masters Series, Welsh Masters County Championship Team Event, Welsh Masters County League, National and International representation.



MASTERS DEVELOPMENT

Masters Growth and Development in Wales (domestically) will focus on the following:

-  Welsh Masters Series – North and West
-  Welsh Masters County Championships (WMCC)
-  Masters Communications via Facebook
-  Welsh Masters County League
-  Aim to gain sponsorship to support self-funding

Alongside these internal developments for our Masters community, there are opportunities for National representation and International representation.

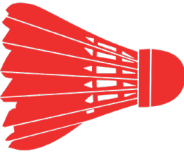
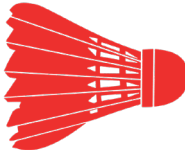
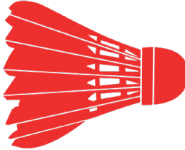
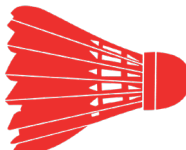
The Masters Sub Committee will generate an Event Plan biennially. For the International Team event, we aim to field a representative team for biannual international friendlies and to enter the European Nations Cup biennially. We will seek sponsorship for these team events, as they are fully self-funded.

The vision is for Wales to host a Welsh Masters Open in 2030 to continue supporting, growing, and developing Welsh Masters and to further raise Badminton Wales' profile.



MASTERS ANNUAL EVENT MAP IN WALES

This is a projection of what the Masters Annual Event Plan could look like. The Masters Nationals and Masters Series Events will contribute to selection into the Welsh Masters National Team.

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Masters Series Event West Wales												
Masters County League												
Masters Series Event North Wales												
Masters Nationals South Wales												
Welsh Masters Counties Championships												
International Friendly or Europeans Nations Cup												

2025/26

Pilot Welsh Masters
Counties Championships
2026 - North Wales

September 2026
Planning Phase for
Nations Cup 2027



2026/27

Second Masters Series
Event annually
embedded - North Wales

Nations Cup 2027

Discussion for Masters
Open for commercial
income 2030



2027/28

Third Masters Series
Event annually
embedded - West Wales

Planning Phase for
Nations Cup 2029



2028/29

Nations Cup 2029



2029/30

Masters Open for
commercial income
2030



PERFORMANCE



VISION 2030

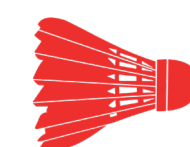
Wales currently have **one** senior individual on the **GB Para Programme** and **three** juniors within the **best in GB** for their age.

These achievements should not be under-estimated and we will **continue to support these players** on the next steps of their badminton journey.

At the next level down the new **Rising Stars programme** will **support young players** with potential. Our depth of performance juniors is limited and needs to be developed during this planning period.



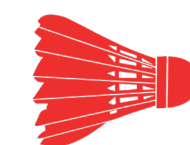
GOALS AND DEVELOPMENT TO 2030



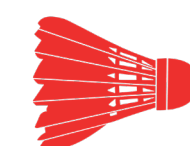
We will support the journey of those already in pathways to achieve qualification for major events, including the Olympics, and seek to increase Welsh representation within GB programmes.



Through a strengthened performance pathway, we will help Rising Stars progress into the Badminton Wales Performance Pathway (BWPP) and expand our network of High Impact Performance coaches across Wales.



We will raise Wales' presence on the international stage through participation in the European Mixed Team Championships and establish a Badminton Wales Performance Hub to provide a central environment for athlete development and performance excellence.



Within the first 12 months of this Strategy, we will assess the opportunity of delivering an International Para event prior to 2030. To be funded externally, this could have many positive impacts.