



LEINSTER BADMINTON STRATEGIC PLAN 2021-2024

DRAFT

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1 INTRODUCTION

Leinster Badminton (LB) presents this Strategic Plan to further advance the development of Badminton in Leinster.

The Plan will facilitate compliance with the Governance Code ([the-governance-code-for-sport-a-guide.pdf \(sportireland.ie\)](https://www.sportireland.ie)) and adhere to LB rules.

It will provide a focus for all the sub-committees and volunteers in Leinster Badminton to function with the same purpose.

It will enable action to meet changing circumstances and various challenges, especially, from other sports.

2 VISION

Leinster Badminton: achieving success by fostering a vibrant community of players, volunteers, officials, and clubs.

3 MISSION

The mission of Leinster Badminton is to develop, promote and govern the game for all levels inclusively by sharing knowledge, creating partnerships, and building good practice.

4 VALUES

Passion for our Game

Integrity

Respect

Inclusion

Fun

Life-long involvement for our players, volunteers, and officials

5 STRATEGIC OBJECTIVES

To fulfil our mission, key strategies need to be implemented to sustain and nurture growth throughout the Province. LB needs to be creative and redefine its operational structure to meet current and future needs. LB should continue to have open communication channels with BI to leverage their development activities in a mutually beneficial way.

The key strategic objectives are:

- Increase and improve playing opportunities for adults and juveniles – social club players, competitive club players and high-performance players.

- Grow the numbers of affiliated adult and juvenile players.
- Improve communication channels and promotion of our game.
- Implement and live by good Governance practices across the province and comply with Sport Ireland's Governance Code.
- Maximise revenue generated through our centres and increase other sources of funding such as sponsorship(s), sports grants, local council grants and advertising income.
- Develop a facilities strategy.

6 THE ORGANISATION OF LEINSTER BADMINTON

To achieve our Strategic Objectives, the Executive needs to be organised so that they, together with all sub-committees, volunteers and employees can cooperate effectively and efficiently.

Our Rules state that LB "shall exist of such bona fide Badminton Clubs, County Associations, Badminton Organisations, and individuals who affiliate to it" (Rule 1.1). The Executive Committee has a duty to expand the game by all fair and desirable means and to provide more and better badminton for more people (Rule 3.2).

It is recommended that in the near term the Executive be organised to fulfil its duty and improve the development and support of the activities of Leinster Branch through Eight Pillars as shown in Fig. 1.

The Eight Pillars of the Executive are:

1. Finance
2. Marketing & Communications (MarCom) and Sponsorship
3. Performance Pathway
4. Juvenile Competitions
5. Juvenile County Associations
6. Senior Competitions
7. Senior County Associations
8. Honorary Secretary

Each pillar will be headed by an Elected Executive Member who will interface with all sub-committees, volunteers & employees, key to delivering our strategic objectives.

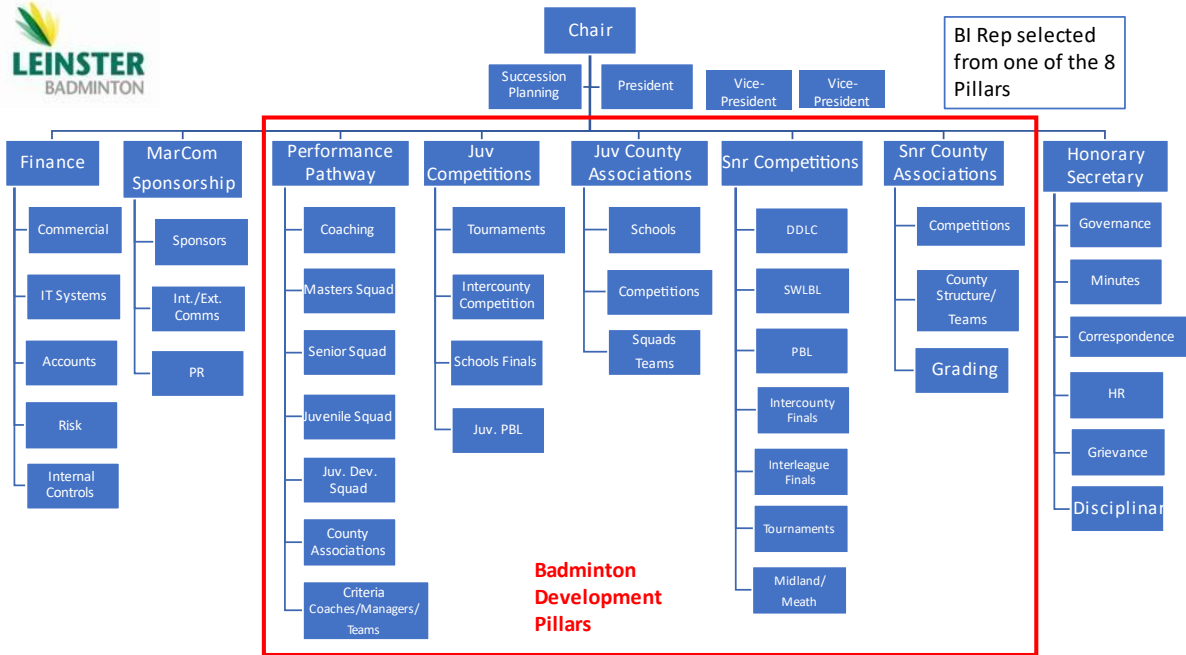


Fig. 1: The Eight Pillars of the Leinster Executive

The President and Vice-Presidents have critical roles to play as Ambassadors for the Development, Promotion and Growth of Badminton in Leinster, and to promote ‘Return-to-Play’ following Covid-19. They should work closely with MarCom to promote the Game, visit the Counties and Clubs, and share our Unique Value Proposition.

The Leinster Representative to Badminton Ireland should be selected from one of the Eight Pillars. This is an important function as that person needs to represent Leinster’s view, while also acting as an independent Director of Badminton Ireland.

7 FIVE KEY STRATEGIES

There are five key strategies to address our challenges and achieve the strategic objectives.

NOTE: All goals & timelines will be finalised after the 2021 AGM and confirmation of Pillar Owners.

7.1 STRATEGY 1: DEVELOPMENT

The development of badminton throughout Leinster is of fundamental importance.

Areas of focus include:

- Juvenile and Senior County Associations.
- Coaching – increase the numbers of trained and active coaches working across all areas and counties involving activities for juveniles and seniors. It should be a viable and attractive career option for some fulltime/part-time coaches.
- Performance Pathway
 - Development Squads
 - Juvenile Squads

- Senior Squads
- Masters Squads
- Baldoyle Centre of Excellence
- Competitions – leagues, tournaments, juvenile and senior.
- Player Pathway i.e., integrating juvenile players into senior clubs more effectively and reducing the numbers of young players who leave the game.
- Inclusion – increase opportunities for women, for minority groups, for disability sport e.g. continue working with CARA
- Increase and retain volunteers.

Goals	Timeline TBC
Active Juvenile County Association in every County	
Active Senior County Association in every County	
At least one active Coach in Every County	
Success for Leinster Teams (TBD)	
Increase number Juvenile Events (TBD)	
Increase number Senior Events (TBD)	
Partner with other Charities e.g. CARA centre, Autism Ireland, IWA to develop activity	
Increase number of squads (TBD)	
Increase number of volunteers by x	

The Development strategy will be delivered through the relevant Five Badminton Executive Pillars 2021/2022.

Key Performance Indicator	Timeline TBC	Responsibility
Review juvenile County Associations		JUV County Assoc.
Review senior County Associations		SNR County Assoc.
Review scope, location & criteria for Squads		Perf. Pathway
Formation of Coaching Committee		Perf. Pathway
Review TOR of SNR Committees		SNR Comps.
Review TOR of YACs		JUV. Comps.
Review of Schools Committees		JUV County.
Develop Volunteer Retention & Recognition program		Badminton Pillars + MarCom

7.2 STRATEGY 2: PROMOTION

LB will benefit from increased and focussed promotion to assist the sub-committees to increase the visibility of their activities.

Areas of focus include:

- Communications Policy
 - PR & Social Media
- Competition promotion

- Leagues – across the province for adults and juveniles
- Tournaments – across the province for adults and juveniles
- Better utilisation of our centres to inform about events and competitions.
- Foster and maintain best relations with all sponsors.
- Leverage assistance from BI & Local Sports Partnerships in the different counties to run programs for:
 - Inclusion
 - Women in sport
 - Disadvantaged communities
 - Minorities in sport
- Exalt the distinction of our sport...fastest racket game...for all levels.

Goals	Timeline TBC
Communications Policy	
LSP partnerships in every County	
Promotion of Activity in each County	
PR in mainstream media	
Main Sponsorship in place	
Sponsorship for Events	
Sponsorship for Teams	
Promotion of Inclusion activity	

The Promotion strategy will be delivered through the MarCom and Sponsorship Pillar in partnership with the Five Badminton Pillars.

Key Performance Indicator	Timeline TBC	Responsibility
Develop Comms. Policy		Marcom & Sponsorship Pillar
Review all SM platforms		Marcom & Sponsorship Pillar
Main sponsorship agreement		Marcom & Sponsorship Pillar + Finance
Understand LSP options		Marcom & Sponsorship Pillar
Sponsorship opportunities for various competitions		Marcom & Sponsorship Pillar + Badminton Pillars + Finance

7.3 STRATEGY 3: GROWTH

Increase the numbers of affiliated adult and juvenile players by implementing programs that assist adult and juvenile clubs.

Areas of focus include:

- Increasing adult participation
 - Club programmes
 - College programmes
 - Competitions - increasing awareness of suitable competitions
 - Corporate Days
- Increasing juvenile participation
 - Primary Schools – look for funding/sponsorship to provide schools programmes

- Secondary Schools – look for funding/sponsorship to provide schools programmes
- Club programmes
- Competitions – increasing awareness of suitable competitions

Goals	Timeline TBC
Grow adult affiliations by x%	
Grow juvenile affiliations by x%	
Develop & rollout college program to 3 colleges	
Develop primary schools' program and roll out to x schools	
Develop secondary schools' program and roll out to x schools	

The Growth strategy will be delivered through the MarCom and Sponsorship Pillar and collaboration with the Five Badminton Pillars.

Key Performance Indicator	Timeline TBC	Responsibility
Develop Juv. Club competitions		JUV County Assoc Pillar
Connect with County Clubs for feedback		SNR County Assoc Pillar
Investigate College connections		Marcom & Sponsorship Pillar
Review schools' competitions		Juv. County + Juv. Comps.
Promote competitions		Marcom & Sponsorship Pillar

7.4 STRATEGY 4: GOVERNANCE

Comply with the Governance Code and ensure that the correct policies and procedures are in place.

LB is defined as a Type B organisation under the Governance Code. A Type B organisation usually employs a small number of staff. People who sit on the Board/Committee of a Type B organisation still have some management and operations responsibility as well as their governance/oversight role. A Type B organisation tends to be incorporated and may have a CHY number and/or a Charities Regulator Authority (CRA) number. The reasons for implementing the Sport Ireland Governance Code are:

- To assist the organisation set and achieve its goals more efficiently and effectively.
- Provide evidence to show that your organisation is performing.
- Increase transparency – all stakeholders know exactly how the organisation runs.
- Help the organisation to manage risks.
- Reduce costs.

Sport Ireland recommends that organisations of a certain size become a Company Limited by Guarantee (CLG) as a means of protecting assets and ensuring compliance with the Governance Code. An analysis of the benefits and risks of moving to a CLG needs to be performed and a recommendation made to the membership. It is possible that a change to CLG will eliminate the risks, particularly finance, to Trustees and their replacements.

Areas of focus include:

- Compliance with the Governance Code in line with the requirements of Sport Ireland
- Utilise BI policies e.g. safeguarding, employment etc.
- Affiliation of all members i.e. coaches & players
- Health & safety Measures

- Understand if LB needs to become a Company Limited by Guarantee (CLG)

Goals	Timeline TBC
Compliance with Governance Code	
Recommendation for legal structure of the Branch & implementation	
H&S Plan	

The Governance strategy will be delivered through the Honorary Secretary Pillar.

Key Performance Indicator	Timeline TBC	Responsibility
Health & Safety Plan		Honorary Secretary
Affiliations		Honorary Secretary + Finance
Risk Register		Honorary Secretary
Finance Policies		Finance Committee

7.5 STRATEGY 5: COMMERCIALISATION

Maximise revenue generated through our two centres and from other sources of funding such as sponsorship(s), sports grants, local council grants, advertising in the halls etc. This revenue will be used for Badminton development across Leinster.

Areas of focus include:

- Sponsorship
 - For the Branch
 - For individual competitions
 - For Leinster squads and teams
- Fundraising
 - Local Sports Partnerships
 - Local County Councils
 - Fundraising events
 - Centre advertisement
 - Other
- Revenue Generation from Baldoyle & Terenure Badminton Centres
 - Optimise court usage with opening hours
 - Masts
 - Commercial Tenants

Goals	Timeline TBC
Increase income by x%	

The Commercialisation strategy will be delivered through the Finance and Marcom and Sponsorship Pillar.

Key Performance Indicator	Timeline TBC	Responsibility
Timely Financial Reporting		Finance

Finance Reports/Budgets		Finance Committee
Annual Report		Finance
Commercial Tenant Income		Finance
Mast Income		Finance
Sponsorship		Finance + MarCom & Sponsorship
Other Funding		Finance + MarCom & Sponsorship

8 CONCLUSION

The Strategic Plan for Leinster Badminton is presented, together with a recommendation for a re-organisation of the Executive Committee, both necessary to overcome the significant challenges facing LB.

The agreed Plan should be published on the Leinster Badminton website and be reviewed at least annually.

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