



# STRATEGIC PLAN

## 2023-2027



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# FOREWORD **Ulster Badminton Chair**

On behalf of Ulster Badminton I am pleased to introduce the Ulster Badminton Strategic Plan 2023-2027. This plan has been informed by extensive engagement & consultation with our Members, Clubs, Partners, Staff, Volunteers & Key stakeholders & I thank them for their support in the development of the plan.

Chris Hood from consultancy Company S3 Solutions, took the lead on the new strategy, working alongside our Staff and Strategy working group. Considerable detail & planning has gone into the production of our long-term strategic plan & I thank them for their time and significant effort in producing this important document to plan a sustainable future for the sport.

By listening to our Members, Clubs, Key Stakeholders and Partners I am delighted we have a clear Vision, Mission statements & strong Pillars to ensure Ulster Badminton keeps moving forward as an organisation:

Our Mission:

- BUILDING - strong and sustainable schools, clubs and communities
- EXCELLING - at local, regional, provincial, national and international level
- SUPPORTING - the promotion and awareness of our sport
- TARGETING - under-represented groups, participants and volunteers

In the background of Covid 19, challenges will still remain for our sport but the new Strategic plan will help guide us to provide a sustainable future for Badminton in Ulster.

We will continue to communicate & engage with our Members, Clubs and Partners as we progress along this journey.....so please come along with us as we all have a part to play in the Badminton community to achieve our shared Vision. Lets enjoy the Journey together!



**Colin McClements**  
Chairperson  
Ulster Badminton

A handwritten signature in black ink, which appears to read "C. McClements". The signature is written in a cursive style and is positioned below the printed name and title.



# ABOUT US

ULSTER BADMINTON (UBBUI) consists of a group of professional staff & committed volunteers and is responsible for managing badminton throughout the Ulster province. We adopt an inclusive approach which caters for players of all ages and abilities.

We achieve this by supporting programmes in many different playing environments, including schools, clubs, community centres and bespoke performance training for more committed and ambitious players.

Ulster Badminton (UBBUI) has been in existence since 1911. It is a Branch of Badminton Ireland (Badminton Union of Ireland Ltd., a company limited by Guarantee and not having a share capital), the governing body of the sport in Ireland.

We represent the nine counties of Ulster, which includes Cavan, Donegal and Monaghan, and are the governing body for the sport in Northern Ireland. It is semi autonomous working within the terms of the Memorandum and Articles of Association of Badminton Ireland Ltd., with a wide remit to actively promote and encourage badminton development in Ulster from grass roots to the highest playing level.

Our Vision is '*badminton is thriving across Ulster*' and we will continue to achieve this by attracting people of all ages, sex, denomination, creed, colour, able and disabled. It exercises no limits through economic status, fitness or athletic ability.





# EXECUTIVE SUMMARY



The Ulster Badminton Strategy 2023-27 has been developed following consultation with our Affiliated members & clubs, Leagues, partners, funders and key stakeholders.

Research on the sporting landscape and reflections & learning from our previous strategy has also helped shape the plan with a clearly defined VISION & direction of travel for the organisation over the next 4 years.

We have listened to our members and badminton community & The Strategic plan has been designed to promote our Sport and deliver against collective MISSION STATEMENTS & FOUR KEY THEMATIC PILLARS to develop and grow Badminton in Ulster.







# EXECUTIVE SUMMARY **Vision & Mission Statement**

## **VISION**

**Badminton is thriving across Ulster**

### MISSION STATEMENTS



**BUILDING-** Strong and sustainable badminton in schools, clubs and communities



**EXCELLING-** At local, regional, provincial, national and international level



**SUPPORTING-** The promotion and awareness of our sport



**TARGETING-** Under - represented groups, participants and volunteers





# EXECUTIVE SUMMARY **Thematic Pillars**



## **Pillar 1**

SCHOOLS AND CLUB  
DEVELOPMENT

Supporting and  
growing schools'  
participation and club  
development



## **Pillar 2**

PERFORMANCE

Developing standards,  
achieving podium  
success.



## **Pillar 3**

GOVERNANCE

Seamless continuity of  
Board and  
Management within  
Ulster Badminton and  
affiliated clubs



## **Pillar 4**

EXPOSURE

Connecting and growing  
the badminton  
community

# DEVELOPMENT & ALIGNMENT

In order to build on our current successes, implementation of our New Strategy and maximum value to the community of Ulster and to the sport of badminton, it is vital that we are effectively aligned with our key stakeholders & many of the government departments responsible for Sport, Physical Activity and Health.

## BADMINTON IRELAND



As a Branch of Badminton Ireland we have consulted with them and ensured our Objectives & outcomes are aligned and mutually beneficial, in line with the Badminton Ireland 2022-28 Strategy Plan & Key Pillars of 1. Developing Grass Roots 2. Delivering Performance 3. Strengthening Our Brand 4. Good Governance & Financial Management. This will improve and grow the sport of Badminton across Ireland.

## SPORT NORTHERN IRELAND



As one of our Key stakeholders, we engaged with Sport NI and reviewed their Corporate plan 2021-2026. Our new Strategic plan is reflective of the Sport NI Corporate Plan Outcomes 1 & 2 and has the potential to make a significant contribution to their specific outcomes.

## DEPARTMENT FOR COMMUNITIES



The Department for Communities Active Living- Sport and Physical Activity Strategy for Northern Ireland Vision is: '*Lifelong involvement in sport and physical activity will deliver an active, healthy, resilient and inclusive society which recognises and values both participation and excellence*', underpinned by 6 key themes and 3 cross cutting principles. Our Strategic plan is reflective of the themes and principles to demonstrate the positive impact badminton can have in Sport & Physical Activity in Northern Ireland, and Ulster as a whole.

Our new Strategic plan has the potential to make a significant contribution to the above stakeholders Corporate & Strategic plans, it is important to note that there are Development Areas which are key for the Development of our Sport which may not align to their outcomes. We have taken this holistic approach to ensure the Sport of Badminton is at the centre of our New Strategy and to give us the best opportunity to achieve our Visions and Strategic Objectives.





# WHERE WE ARE NOW **2017-22 Ulster Badminton Strategy Review**

A Review of the 2017-22 Ulster Badminton Strategy was undertaken with the following outcomes based on 4 review Areas - **Strengths, Development Areas, Opportunities and Threats**



## STRENGTHS

- Organising events
- Skillsets of current staff
- Competitions
- Quality of coaching
- Developing Coaches



## OPPORTUNITIES

- Promotion of the sport
- Engaging young people in badminton
- Engaging older people in badminton
- Supporting existing clubs
- Developing new clubs
- Developing leagues
- AIR Badminton
- Commercial partnerships



## DEVELOPMENT AREAS

- Limited staffing levels
- Promotion of badminton
- Lack of presence across the province
- Coordination
- External engagement and consultation



## THREATS

- COVID-19
- Drop off from the sport
- Sustainability of clubs
- Loss of funding
- Lack of available facilities
- Lack of coaches
- Limited volunteer workforce



# WHERE WE ARE GOING

## THEMATIC PILLAR 1 Schools & Club Development

*“ Supporting and growing schools’ participation and club development ”*

Strategic Goals	Action Areas	Responsibility	KPIs (by August 2027, unless stated)
1. Support existing clubs to maximise potential and develop new clubs where identified gaps exist	- Provide club development plan support to both new and existing clubs, incorporating inclusion initiatives	Development Officer Participation Officer Inclusion Officer	8-10 new clubs created  Including 1-2 new disability Clubs
	- Deliver capacity building workshops, to include: <ul style="list-style-type: none"> <li>• Coach Education</li> <li>• Committee Member Training</li> <li>• Creating a Positive Club</li> <li>• Experience</li> <li>• Engaging with disability &amp; under represented target groups</li> </ul>	Development Officer Participation Officer Inclusion Officer	40% of clubs have a new or updated development plan  20-40 capacity building workshops delivered
2. Build capacity of coaches and volunteers in clubs and participation programmes	- Deliver the Volunteer Programme	Development Officer	100 club volunteers participating in the Volunteer Programme
	- Deliver coaching-specific workshops/ courses, including disability awareness, High Social Need, Ethnic Minority & CPD courses.	Development Officer	8 CPD courses delivered
	- Coordinate Coach Mentoring within key areas, to include: <ul style="list-style-type: none"> <li>• Club Coaching</li> <li>• Participation Programmes</li> </ul>	Development Officer	8-10 coaches receiving mentoring support



Strategic Goals	Action Areas	Responsibility	KPIs (by August 2027, unless stated)
3. Increase club membership and enhance participation experiences	<ul style="list-style-type: none"> <li>- Revise membership packages and associated benefits</li> </ul>	Executive Manager Development Officer	Add 6-8 membership benefits across Ulster
	<ul style="list-style-type: none"> <li>- Build the club experience, to include:               <ul style="list-style-type: none"> <li>• league development</li> <li>• social badminton events</li> <li>• community badminton</li> <li>• Programmes</li> </ul> </li> </ul>	Development Officer Participation Officer Inclusion Officer	600 New Club members
4. Playing Pathway Development - Regional	<ul style="list-style-type: none"> <li>- Re-establish the Regional Development squads across Ulster to support Talent ID for performance programme</li> <li>- Para Programme – to include transfer initiatives and new player identification through schools and RDS programmes across the 4 classifications</li> </ul>	Development Officer Pathways Officer	- Establish 6 RDS & 2 Para RDS in identified areas across Ulster
	<ul style="list-style-type: none"> <li>- Coordinate the delivery of competitive events</li> </ul>	Development Officer	1-2 competitive events delivered



Strategic Goals	Action Areas	Responsibility	KPIs (by August 2027, unless stated)
4. Maintain and expand the Schools Association and Participation Programmes	- Deliver funded Schools' Badminton Programmes, including Disability & SEN Schools	Participation Officer Inclusion Officer	120-150 schools provided with participation initiatives
	- Deliver school holiday badminton initiatives, to include: <ul style="list-style-type: none"> <li>• summer camps</li> <li>• festival days</li> </ul>	Participation Officer Inclusion Officer	5,000 school pupils engaged in badminton programmes
	- Expand outreach badminton programmes to targeted groups, to include: <ul style="list-style-type: none"> <li>• women and girls</li> <li>• ethnic minority families</li> <li>• socially-deprived communities</li> <li>• pan-disability</li> </ul> - To include thematic outcomes; mental health, good relations, equality and diversity	Development Officer Participation Officer Inclusion Officer	40 new schools engaged with
	- coach education to provide the above	Development Officer	40 learners participating in schools coach education
	- Engage with Schools Association to identify needs	Development Officer	- 8 new affiliated schools



# THEMATIC PILLAR 2 Performance

*“ Developing standards, achieving podium success ”*

Strategic Goals	Action Areas	Responsibility	KPIs (by August 2027, unless stated)
1. Support talented players to improve performance	- Increase the Performance Programme across Ulster	Pathways Officer	- 3 Additional RPS, 1 additional EPS & 1 Para Performance squad, in identified areas across Ulster
	- Deliver the Ulster Badminton Performance Stream for selected players across Ulster	Pathways Officer	12-16 number of players progressing into Raw Performance Squads and 6-8 players progressing through the pathway  2-3 Para players progressing from Para RDS to Para Performance Squad  1-2 players progressing into the Badminton Ireland Talent Squad, Sport Ireland Carding or GB Programme
	- Provide Player Support Services and Education for Performance Squad players	Pathways Officer	12-16 players receiving additional Performance Support Services
	- Coordinate the delivery of competitive events	Pathways Officer	1-2 competitive events delivered

Strategic Goals	Action Areas	Responsibility	KPIs (by August 2027, unless stated)
2. Improve the capacity and quality of performance coaching	<ul style="list-style-type: none"> <li>- Deliver coach education and CPD courses, to include:               <ul style="list-style-type: none"> <li>• BWF Level 2 Award</li> <li>• CPD courses</li> <li>• shared learning events within the global badminton community</li> <li>• BWF Para Modules</li> </ul> </li> </ul>	<p>Pathways Officer</p> <p>Development Officer</p>	<p>4-6 performance coaches achieving BWF Level 2</p> <p>12 CPD courses delivered</p>
	<ul style="list-style-type: none"> <li>- Establish a Coach Mentoring programme</li> </ul>	<p>Development Officer</p>	<p>Mentoring programme established</p>
3. Enhance the Performance Pathway	<ul style="list-style-type: none"> <li>- Conduct internal and external Performance Pathway reviews, to include:               <ul style="list-style-type: none"> <li>• Performance Squad Coaches' Review</li> <li>• Sport NI Pathway Health Check</li> <li>• Alignment to Badminton Ireland and GB Performance Programmes</li> </ul> </li> </ul>	<p>Pathways Officer</p>	<p>Pathway reviews to be completed by December 2023 &amp; Implement Review Findings</p>



Strategic Goals	Action Areas	Responsibility	KPIs (by August 2027, unless stated)
4. Achieve representation and success within Ulster Senior Team level and Commonwealth Games	- Support the Ulster Senior Squad through Training and Support Services	Pathways Officer	1 Ulster Senior Squad established  Provide Tournament Support for Ulster Senior Team/players.
	- Provide holistic support for Identified players in a position to qualify for the 2026 CWG	Pathways Officer	1-2 players in a position to qualify for the 2026 CWG
	Provide holistic support for Para athletes who are in a position to qualify for a Level 2 or 3 Para International Event	Pathways Officer	1 Para Players attending Level 2 or 3 Para International Events



# THEMATIC PILLAR 3 Governance

*“ Seamless continuity of Board and Management within Ulster Badminton and affiliated clubs ”*

Strategic Goals	Action Areas	Responsibility	KPIs (by August 2027, unless stated)
1. Review and restructure the Ulster Badminton Council	- Conduct a full governance review, to include: <ul style="list-style-type: none"> <li>• systems and sub-structures</li> <li>• policies and procedures</li> <li>• human resources</li> <li>• legal and compliance</li> </ul>	Executive Manager Board	Governance review to be completed by December 2022
	- Define key governance work areas, roles and responsibilities	Executive Manager Board	Role descriptions for all voluntary positions to be revised by December 2022
	- Conduct Council recruitment process, with support from NI Sports Forum	Executive Manager Board	5 Council members to be recruited by March 2024
2. Enhance the governance of our affiliated clubs	- Consult with clubs to identify governance challenges	Executive Manager	20 clubs to be consulted with
	- Provide club governance support, to include: <ul style="list-style-type: none"> <li>• 1:1 club engagement</li> <li>• club forum meetings</li> <li>• externally facilitated workshops</li> </ul>	Executive Manager Development Officer	4 club governance events delivered
3. Provide ongoing governance learning and development opportunities	- Deliver Council training	Board	4 Council training workshops delivered
	- Conduct 2-yearly reviews for individual council members - Implement governance review actions	Executive Manager Board	Governance actions delivered between March 2023 – May 2024





# THEMATIC PILLAR 4 Exposure

## “ Connecting and growing the badminton community ”

Strategic Goals	Action Areas	Responsibility	KPIs (by August 2027, unless stated)
1. Improve internal and external communication	- Refresh internal reporting procedures	Executive Manager	Internal reporting procedures refreshed annually
	- Create a communication manual for staff, volunteers and clubs	Executive Manager	Communication manual created and implemented by January 2024
	- Develop a club engagement framework - Identify and engage with under-represented groups	Executive Manager	20-40 clubs engaged with Identified under-represented groups consulted with by September 2023
	- Create a role dedicated to social media and website management	Executive Manager	50% increase in following on social media and website Digital Content and Communications Officer recruited





Strategic Goals	Action Areas	Responsibility	KPIs (by August 2027, unless stated)
2. Enhance our brand awareness	- Increase physical visibility, to include: <ul style="list-style-type: none"> <li>• Council representation at key stakeholder events</li> <li>• promotional materials and clothing at all events</li> </ul>	Executive Manager Board	Minimum of 4-5 Events Attended per Year by Council  UB clothing worn by all UB Staff and Council members at Events  Signage Displayed at all UB Events
	- Increase online visibility, to include: <ul style="list-style-type: none"> <li>• consistent messaging for digital content</li> <li>• marketing of key events and programmes via social media and website</li> </ul>	Executive Manager Communications Officer	50% increase in production of online content  50 % increase in website hits and social media following
3. Strengthen key sources of income generation	- Create a club membership package	Executive Manager	6-8 new club membership benefits created
	- Enhance programme-based income, to include: <ul style="list-style-type: none"> <li>• schools programmes</li> <li>• community, outreach and social badminton</li> </ul>	Executive Manager	£3,000 increase in membership-based income
	- Maintain and broaden grant income sources	Executive Manager	15% increase in grant income

Strategic Goals	Action Areas	Responsibility	KPIs (by August 2027, unless stated)
4. Develop sponsorship and commercial partnerships	<ul style="list-style-type: none"> <li>- Create a tiered sponsorship package</li> </ul>	Executive Manager	Create tiered sponsorship package by September 2023
	<ul style="list-style-type: none"> <li>- Identify and engage with potential sponsors and commercial partners for:               <ul style="list-style-type: none"> <li>• Ulster Competitions</li> <li>• Ulster Teams</li> <li>• Club, League and School Programmes</li> <li>• Commonwealth Games / Para Athletes</li> </ul> </li> </ul>	Executive Manager	£16,000 increase in sponsorship income



# ULSTER Badminton

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