



*"A Game for All"*

# **Badminton North Harbour Strategic Plan 2016 - 2020**

# STRATEGIC PLAN 2016 - 2020

This document developed by the Board of Badminton North Harbour sets out a strategic plan for the sport of badminton in the North Harbour region. The Strategic Plan presents Badminton North Harbour's vision, mission, values, and business objectives; and clearly defines its proposed strategies and goals for the next five years.

## Vision

Badminton North Harbour is to be a highly regarded and financially sustainable organisation that successfully delivers badminton as a lifelong sport embraced by the North Harbour region.

## Mission Statement

Badminton North Harbour exists to provide its members and the general public with a quality badminton facility and a diverse range of badminton services and programs. Badminton North Harbour will strive to increase player participation, enjoyment, and high achievement, through sound business practice and a commitment to developing our game.

## Values

- |                                 |  |
|---------------------------------|--|
| <b>Service:</b>                 | Provide the highest quality of service both internally and externally satisfying the expectations of our customers.  |
| <b>Honesty &amp; Integrity:</b> | Perform all responsibilities with the utmost honesty and integrity without compromise.   |
| <b>Excellence:</b>              | Maintain a high level of excellence in all aspects of our operation. Never compromise when better can be achieved.   |
| <b>Innovative:</b>              | Encourage and recognise innovation, creativity, and forward thinking.  |
| <b>Partnership:</b>             | Badminton North Harbour highly respects all partnerships, both internal and external. These partnerships are regarded as an integral part of our development and success moving forward. |

# 1. Governance

## Strategic Outcome

Ensure the administration and financial stability of BNH is sound and in line with all strategic objectives

Strategic Initiative	Key Performance Indicator	Responsibility and Completion Date
1.1 Establish accepted Board meeting protocol to encourage involvement and increase productivity.	All board members have a clear understanding of their responsibilities and all Board meetings are structured to ensure there is open and honest discussion.	Board March 2016
1.2 To review the make-up of the Board to ensure strategic objectives can be met	Board members have a range of complementary skills that contribute to the organisation as a whole	Board December 2016 (Annually)
1.3 Review the Constitution.	BNH Constitution is reviewed with relevant set of recommendations put forward.	Board December 2019
1.4 Review and update BNH Policies in line with the BNH Constitution.	All policies of BNH are to be reviewed and any changes finalised.	Board December 2016 (Annually)

## 2. Management

### Strategic Outcome

Establish a highly efficient and sustainable management operating model.

Strategic Initiative	Key Performance Indicator	Completion Date
2.1 Maintain a positive staff culture driven by strong and supportive leadership	A highly motivated, productive and stable work environment is established. All employees will have a complete understanding of their respective responsibilities while providing a high level of customer service and communication at all levels.	On-going
2.2 Monitor the staffing structure to ensure alignment of strategic objectives, optimising operational performance.	Administration is operating effectively within budget.	On-going
2.3 Maintain strong and mutually beneficial relationships with all key stakeholders	Strong relationships with key stakeholders are established and maintained.	Ongoing
2.4 Provide opportunities for staff to increase their knowledge, and skill, within their areas of responsibility	Each staff member to attend development opportunities as appropriate	Ongoing

### 3. Game Development

#### Strategic Outcome

An organisation that has well-structured programmes and competitions that leads the way for player development and participation.

Strategic Initiative	Key Performance Indicator	Completion Date
3.1 Support the BNZ court officials development plan	Develop a pathway for BNH.	December 2016
3.2 Support the clubs to remain operationally sound	Operational stability is maintained	On-going
3.2 Develop a coaching infrastructure to promote and facilitate coaching programmes at all levels.	Access to coaching at all levels of ability throughout North Harbour	December 2017
3.3 Review competition structure that maximises participation, player enjoyment, & high achievement.	Increase competition participation year on year.	Annually
3.4 Hold high profile BNZ sanctioned tournaments each year.	Hold at least one BNZ sanctioned tournament / event.	Annually
3.5 High performing representatives at all levels.	Top 5 Nationally ranked players at all levels	Annually
	Internationally ranked players who have the ability to qualify for Commonwealth Games and/or World Champs	December 2018
3.6 Further develop the links between schools – clubs - BNH	Increased levels of participation in BNH programmes	Annually

## 4. Financial

### Strategic Outcome

Badminton North Harbour operating a financially sustainable organisation underpinned by secure revenue streams.

Strategic Initiative	Key Performance Indicator	Completion Date
4.1 Establish additional revenue streams to ensure financial objectives are met.	Confirmation of secure and on-going revenue stream achieved	December 2016
4.2 Secure sufficient revenue for all association operational and infrastructure costs working within the budget.	End of year financial reports show all income and expenditure is within budget.	Annually
4.3 Maintain cash reserves of \$100,000.	Cash reserves of \$100,000 are maintained	On-going
4.4 Further develop the sponsorship/grants structure.	Sponsorship structure generating at least \$70,000 per annum	December 2016
4.5 Monitor and review the impact of the Active Badminton Centre	No negative impact on BNH	On-going

## 5. Building Development & Facility Operation

### Strategic Outcome

Badminton in the North Harbour region is adequately serviced with well maintained, modern and up to date facilities.

Strategic Initiative	Key Performance Indicator	Completion Date
5.1 Continually revise maintenance requirements and establish consistent scheduling of work as required	Badminton Centre is well maintained to a high standard	On-going
5.2 Review the current booking system in line with the financial operating system	Court booking system fully operational to the satisfaction of the members.	December 2017
5.3 Investigate options for an additional badminton facilities for the greater North Harbour community.	Fully functional additional badminton facility	On-going December 2020
5.4 Establish an asset management plan to maintain a high level of operational efficiency.	Fully functional and operating assets plan.	December 2016
5.5 Review functionality of the existing badminton facility in Forrest Hill.	Consider options for the future direction of the facility	December 2017

## 6. Marketing

### Strategic Outcome

Develop and implement communication strategies to ensure we reach the badminton community at all levels.

Strategic Initiative	Key Performance Indicator	Completion Date
6.1 Develop a functional multi-media environment that meets the needs of its members.	High level of multi-media use	December 2016
6.2 Develop and implement marketing strategies specifically targeted to increase participation and to showcase the game	Identify and initiate flexible marketing programmes	December 2016
6.3 Identify opportunities for maximising court use during off-peak times.	Court use increases during off-peak times.	December 2017
6.4 Know your players	Complete data base of both affiliated and non-affiliated players	December 2017