



# **Baton Twirling Association Cymru (BTAC)**

Strategic Plan 2021

## Foreword from our President

This year has been incredibly tough, tough for our board, our development, sport participation across Wales and most importantly our athletes. But it has also presented us with an opportunity, a pause button if you like, the chance to take stock of where we are and where we are going. This strategic plan was created to drive the development of the organisation as we move toward a period of change and recognition. Our sport is aiming for recognition at international level and at home we are looking toward national recognition.

Membership numbers pre COVID were healthy with new clubs beginning to start and an excitement about the future. Continuing to twirl throughout lockdown has been hugely challenging as twirling requires space and ceiling height. So we have experienced a drop in numbers. But with the new syllabus, grading structure and new club offering we are hopeful we have the right level of support and resources to increase participation through our projects and initiatives.

Our policies and procedures are advancing and we are now testing them against current welsh governance requirements. I am also delighted with the commercial aspects of the organisation and the trading activities we have initiated in order to weather the storm and financially support development moving forward.

What is very clear is that we are moving forward, we have ambitious plans and now we need to put all efforts into meeting our objectives and following our strategic plan.

We are so grateful to the support we have received over the past few years and we ask you all to continue to support us now in this next stage of our development.

*Jessica Shore*  
*President*





## Vision

To build a strong Baton Twirling community across Wales and for baton twirling to be a fully inclusive sport in Wales.



## Mission

To develop the Sport across Wales, build participation underpinned by a supportive network and the principles of twirling excellence.

# Core Values

At BTAC our core values include:

- ⇒ Inclusive
- ⇒ Creative
- ⇒ Pride and Passion
- ⇒ Making a Difference
- ⇒ Respect
- ⇒ Enjoyment

# Strategy





## Goals and Objectives

The main purpose of the organisation is to provide a structure for, and promote participation in, the sport of Baton Twirling in Wales.

Our 4 key goals are as follows:

1. To support and protect the well-being of all athletes, officials and anyone associated with the organization.
2. To strive for international and national recognition
3. To provide excellent educational opportunities to support the delivery of the Welsh syllabus and associated resources.
4. To provide a robust and forward-thinking management structure and membership.

## Goal 1—Well-being

***To support and protect the well-being of all athletes, officials and anyone associated with the organization.***

- ◆ To ensure regular review of general guidelines for use within Wales so that all participants are aware of what is expected from the organisation, and of the membership.
- ◆ To promote inclusivity in every regard
- ◆ To safeguard the well-being of all competitors, officials and associates.





## Goal 2— Recognition

### ***To strive for international and national recognition***

- ◆ To promote the interest of all Baton Twirlers within Wales by the creation of competition and other associated activities.
- ◆ To strive toward Olympic recognition and the recognition of Baton Twirling as an elite sport in Wales.
- ◆ To continue to develop the sport throughout Wales and work for inclusive access to all.



## Goal 3— Education

***To provide excellent educational opportunities to support the delivery of the Welsh syllabus and associated resources.***

- ◆ To create a syllabus and associated supporting resources for technical excellence in the sport from the first interaction with the sport.
- ◆ To promote and progress a grading system of achievement for the organisation membership.
- ◆ To strive for continuing improvements in the training of coaches and judges.
- ◆ To ensure reasonable access for all members of the organisation who wish to become suitably qualified to teach and judge.

## Goal 4— Leadership

***To provide a robust and forward-thinking management structure and membership.***

- ◆ To represent the organisation membership worldwide, should it appear advantageous to the organisation and the membership for it to do so.
- ◆ To ensure regular review of rules for competitions.
- ◆ To explore potential funding opportunities, both fundraising and commercial.
- ◆ To build a board with a diverse skill set and range of experience.
- ◆ To continue to be innovative and forward-thinking in all the management and leadership of the organization.
- ◆ To act with integrity.



## Measurement

**How are we going to measure our performance against our goals?**

In order to actively measure our goals we endeavour to discuss them at every board meeting and ensure that an annual exercise is conducted to revisit the goals and check progress, test for relevance and work to further them.