



Badminton Australia

Strategic Plan

2005 - 2009

Overview

The Australian Badminton Association was formed in 1935 with Victoria, South Australia and Tasmania being the founding members. It was affiliated with the International Badminton World Federation (BWF) in the same year, becoming the BWF's eleventh member. Badminton Australia (BA) is an active participant in the Oceania Badminton Confederation with the BA President currently holding the OBC Presidency as well as a position on the BWF Council.

Badminton is an Olympic sport, hosted for the first time at the Barcelona Olympics in 1992. The sport has been a Commonwealth Games sport since 1930. Badminton is the only Olympic sport with a mixed discipline – mixed doubles.

Badminton is the fastest racquet sport with smashes being measured at more than 300km an hour. The world record is 332km per hour, measured at the Beijing 2005 Sudirman Cup.

It is also one of the world's most popular sports with an estimated 200 million people participating in it worldwide.



Badminton Australia - Key Business Focus

In partnership with its Members - the State/Territory Badminton Associations - Badminton Australia is responsible for the management and sustainable development of the sport nationally and the management of relations internationally through the governing body for the sport, the Badminton World Federation (BWF).

BA's – Funding Partners

Badminton Australia and many of the programs it runs, is largely funded by our Major Sponsor, the Australian Sports Commission. Funded programs include High Performance, Talent ID and Development (NTID), Junior Development and Sports Development. Badminton Australia would also like to acknowledge the Australian Commonwealth Games Association who supported the HP Program through the Target 2006 Athlete Preparation Program (for Melbourne 2006 Commonwealth Games) and the Delhi 2010 Preparation Program. The ACGA also supports annually a Junior Commonwealth Games Squad to travel to international competitions.

The Australian Olympic Committee supports international travel to competitions for top athletes in our National Squad who are seeking selection for the Olympic Games.

Major Sponsor



Badminton Australia would like to acknowledge and thank our funding partners for their continued support of badminton in Australia.

Pre-Plan Position

Badminton is a sport that is played by more than 100,000 people in Australia and many hundreds of thousands more have played the sport at some stage in their life – either socially in leisure centers, the school environment or local badminton stadiums in structured competition environments organized by local clubs / associations.

There exists a robust Club, Association, State and National level competition structure with well defined player development pathways. The sport is under resourced at the State junior elite development squad level and considerable resourcing of State based coaching systems for State based junior talent development programs is a priority.

The demographic of the sport has changed considerably and Badminton Australia recognizes the diversity of those now playing the sport, particularly in large urban environments. A large percentage are from an Asian backgrounds and yet this diversity is not reflected to the same degree at the administrative levels of the sport nationally.

The sport is characterized at every level by very well meaning and very committed people delivering a product, that due to the inherent constraints of volunteerism, falls well short of what the more 'commercial' sports are offering to the public.

On the international stage, Australia has not won a medal at an Olympic Games since the sport was introduced at the Barcelona Olympics in 1992. However Australia has fared better at the Commonwealth Games – 1982 (1 bronze), 1986 (1 bronze, 1 silver, 1 gold), 1994 (4 bronze, 1 gold), 1998 (2 bronze).

Badminton Australia has faced administrative challenges in the last four years with a number of staff changes at the national office. In 2003, the Board decided to upgrade the National Sports Managers role and invest more in the professional running of the office and administration of the sport. This plan is in its second year with significant outcomes achieved in the last 14 months.

Badminton Australia is in a strong position financially with sound financial management practices. The BA Board has determined that it needs to invest in the organizational capacity of the sport, relying more heavily on cash reserves in the short term, which have been built up over the years due to prudent financial management. These reserves are being invested back into the sport to:

- Ensure a high level of administrative support for the sport;
- Restructure the High Performance Program;
- Revitalize and refocus the junior development programs of the sport nationally.

Badminton is a “fast-food” sport which enjoys significant involvement from social players who regularly hire courts at local leisure centers, however these are not part of the formal system or structure and have little or no connections to the local, regional or State association competition structure. Capturing this market in a formalized way would provide a broader and more diverse base of players. It would also furnish administrators with a more accurate way to describe the demographic of the sport and to target key niche sectors of the sport for its development.

Badminton Australia has four levels of NCAS accredited coaching courses and these are being implemented nationally. Coaching is one area that is being targeted in the next four years for significant resourcing.

Australian badminton at the elite level is still very much an amateur sport. Internationally our players face competitors who are for the most part professional. Most countries now have implemented fully professional programs. This is one of the main challenges for our elite athletes at both junior and senior levels – results against players who train full time and compete on the international circuit.

The next four years will see the BA looking to the base of the sport and investing in development and elite junior programs. It is critical the sport broadens its base, increases the quality of the coaching outcomes and delivers players with the technical competence and significant levels of fitness before they are selected for national squads.

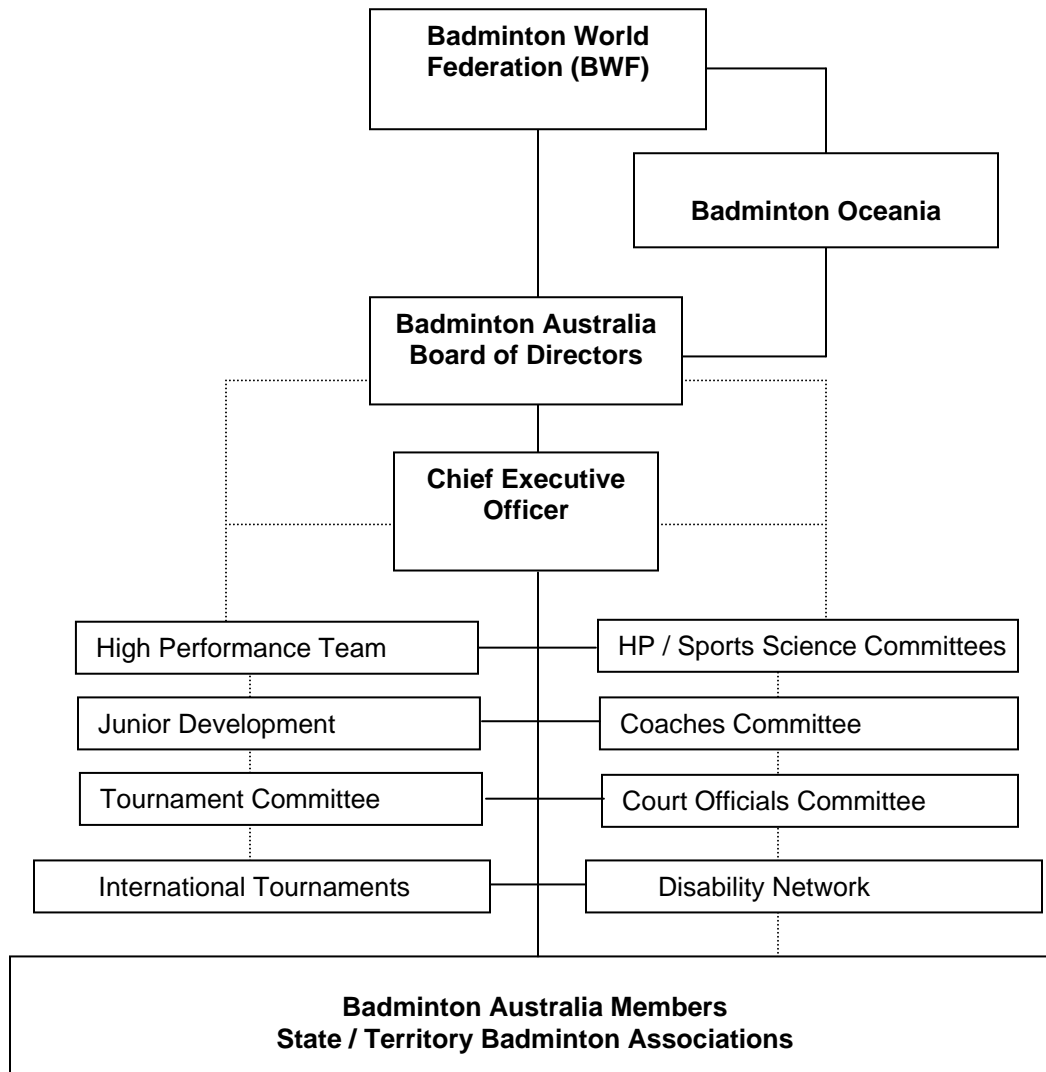
Talent identification program needs to be formalized so that athletes before the age of 12 are identified and provided with opportunities which accelerate their development and ensures a solid base of technical competitive before they join national squad.

Scope of the Plan

This strategic plan has been developed over a number of months in the last quarter of 2004 and early 2005 in consultation with a range of key stakeholders. The plan is endorsed by each State/Territory Association and it dovetails well into the State/Territory strategic and operation plans. The strategic plan reflects the overall direction of the sport nationally. The plan was adopted by the Badminton Australia Board on 12 February 2005.

The plan is structured around the following five key results areas (KRA's). Each of these has a long term objective, and the detail of the KRAs is presented around various sub categories:

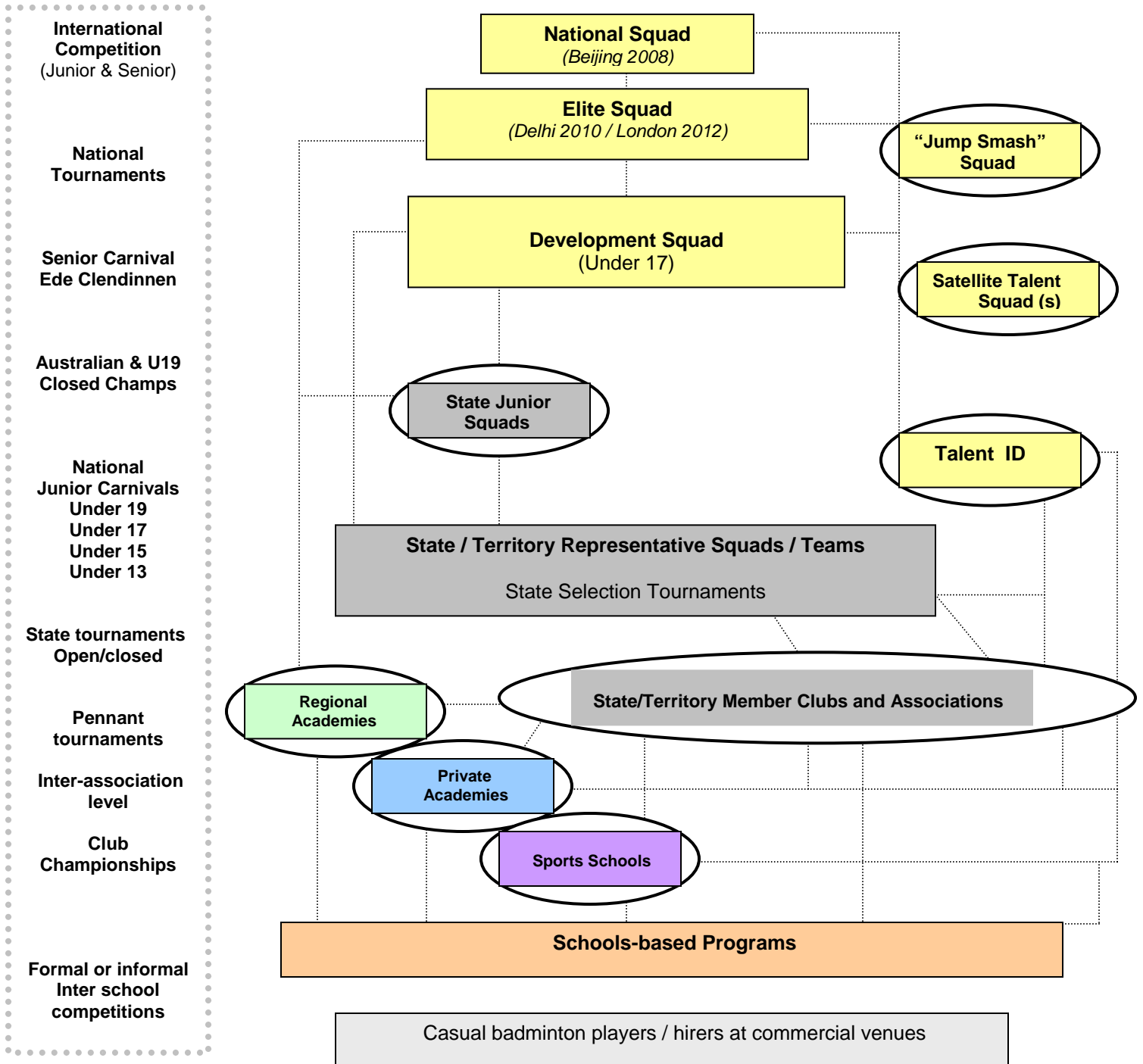
KRA 1 Management**KRA 2 Positioning****KRA 3 High Performance****KRA 4 Sport Development – participation and growth****KRA 5 Competitions and events**

Organisational Structure, Staff & Committees

Badminton Australia Staff

- Damian Kelly Chief Executive Officer
- Claus Poulsen National Coach
- Lasse Bundgaard Assistant National Coach
- Rhonda Cator Elite Squad Coordinator / Elite Squad Coach
- Andrew Perks National Scholarship Coach
- Corinne Barnard Junior Development Manager
- Susan Dobson Administrative Assistant
- Donna Millington Bookkeeper (PT)

Player Development Pathways

The competition structure at the club, association and State/Territory level provides the basis for the development pathway for young players. Critical to the pathway is the national tournaments and carnivals where State/Territory (and on occasion regional representative teams) compete in age group national competitions and the Australian Closed Championships annually.



National Squads

Badminton Australia has two high performance squads and one elite talent development squad. In July 2007 there will be two new squads – the Jump Smash and the Futures Squad. These two squads are on the development pathway towards elite performance.

High Performance	Elite Talent Development
<ul style="list-style-type: none">○ National Squad○ Elite Squad	<ul style="list-style-type: none">○ Development Squad○ Jump Smash Squad (August 07)○ Futures Squad (August 07)

The Badminton Australia High Performance Program consists of five key elements:

A. Training Environment

1. Technical and tactical coaching
2. Strength & conditioning
3. Psychological / mental coaching

B. Competition Environment

1. International competitions relevant to development
2. Performance and game analysis

C. Training Camps

1. International training camps in conjunction with competition
2. Training camps at sports institutions including the AIS

D. Athlete Services

1. Sports Medicine
4. Anti-Doping Education
5. Individual Athlete Support

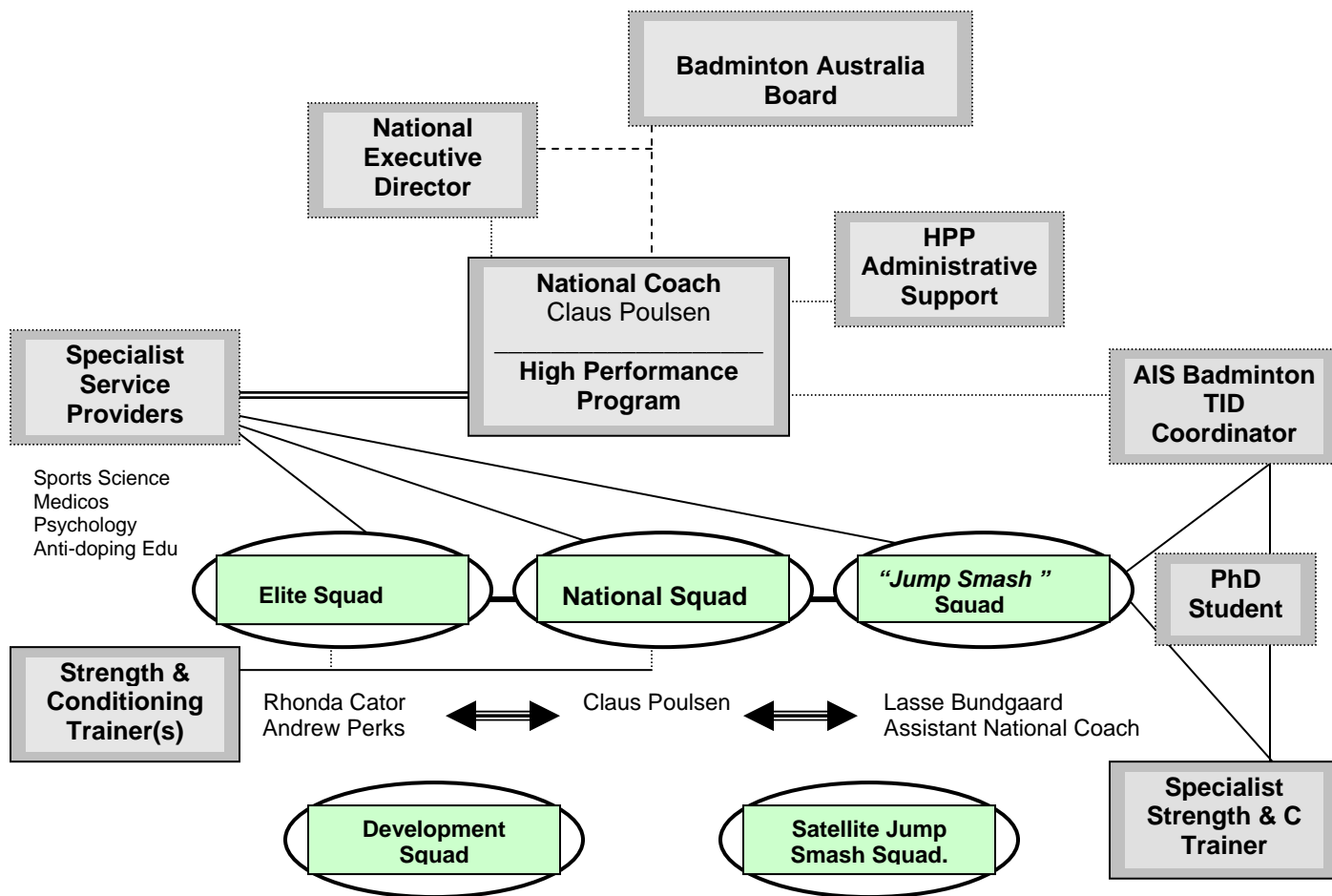
BA High Performance Program

Based around a centralized training model under the direction of the National Coach, Claus Poulsen, the BA High Performance Program is underpinned by sports science and incorporates the technical, tactical, physical and mental preparation of elite athletes. The HP Program:

- is resourced by quality coaches and incorporates specialist coaching;
- aims to achieve an ideal coach / athlete ratio of 1:4

- o strives to achieve continuous elite coach development through mentoring, experience and coach education;
- o provides a quality training environment and international competition to maximise player potential;
- o focuses on the individual through individualized training programs, but builds “the team”;
- o incorporates clear player development pathways to, and within the national squads;
- o aims to deliver international success and podium finishes for Australian players.

High Performance Program Structure



BA Vision

To be an innovative and well recognized sports organization, building and developing with its partners, a sports system which positions badminton as an inclusive, visible, dynamic and successful racquet sport in Australia.

BA Mission

To provide leadership through the delivery of quality sports services and programs which ensure increasing participation in badminton and international success for Australian players.

Key Results Areas (KRA) / Long Term Objectives

The management and development of badminton in Australia is achieved in partnership with State/Territory Associations through the achievement of short, medium and long-term objectives.

Long term objectives are agreed nationally and delivered through a shared vision for the sport and the sound working relationships with States/Territory Associations, their member clubs and other BA partners.

Key Results Areas
Long Term Objectives

KRA 1. Management	To effectively manage Badminton Australia and build a dynamic and sustainable organization.
KRA 2. Positioning	To brand and market the sport and maximize opportunities for exposure and development.
KRA 3. High Performance Talent Identification & Talent Development	To deliver quality high performance programs which incorporate contemporary approaches to training, integrate clear development pathways for players, coaches and officials and deliver international success for Australian elite players.
KRA 4. Sport Development: Participation & Growth	To create and implement in partnership with State/Territory Associations, innovative and targeted national development programs which increase visibility, interest and participation in badminton at all levels nationally.
KRA 5. Competitions and Events	To provide a program of national and international events which showcases the sport, provides relevant competition for players and supports development pathways for players, technical officials, event managers and volunteers.

Key Results Areas (KRAs) – Categories	
KRA 1. Management	KRA 2. Positioning
1.1 Governance and Policy Development	2.1 Communications
1.2 Operations	2.2 Marketing
1.3 Financial Management	2.3 Presentation, brand & Image
1.4 Stakeholder Relationships	2.4 Sponsorship
1.5 Membership Services	2.5 Media
1.6 Information Technology	
1.7 Risk Management	
KRA 3. High performance	KRA 4. Sport Development – participation & growth
3.1 National Squads & Teams	4.1 State / Territory Associations
3.2 Anti-Doping	4.2 Club development & Membership Growth
3.3 Junior Elite Development	4.3 Member Protection
3.4 Talent Identification & Development	4.4 Coaches & Coach Development
3.5 Elite Coach / Administrator Development	4.5 Court Officials & Court Official's Development
3.6 Sports Science & Medicine	4.6 Volunteers
	4.7 Targeted Development Programs
KRA 5. Competition & Events	
5.1 Event Management	
5.2 International Tournaments	
5.3 Domestic Competitions	

Key Stakeholders	
1. Management	2. Positioning
Australian Government Funding Organizations – ASC, ACGA, AOC Commercial partners / sponsors Board of Directors International Badminton Federation Oceania Badminton Confederation State / Territory Associations National office staff, BA committees and volunteers	State / Territory Associations / Clubs National office management / staff Players - elite competitive, social Media – print, electronic Coaches, court officials and administrators International Badminton Federation Oceania Badminton Confederation Sponsors and commercial partners
3. High Performance	4. Sport development – participation & growth
Australian Sports Commission State/Territory sports institutes, academies and university sport science departments Elite Junior / Senior players High performance coaches Talent ID Selectors International court officials / technical delegates	State / Territory Associations / Clubs Grassroots / Club participants Leisure centres & casual badminton players Targeted program participants BA Committees (ABCC, ABCOC, ABTC, ABJDC) BA Disability Network (BADN) State/Territory Training Program Providers State/Territory Departments of Sport and Recreation and other government agencies Local government / councils Coaches, Court Officials, Staff & volunteers
5. Competition & Events	
Tournament Committee (ABTC) State/Territory and Local governments State/Territory government tourism and event corporations Badminton World Federation Badminton Oceania	