



ACT Badminton Association Inc.

Business Plan

2019 – 2021

July 2019

1. INTRODUCTION

1.1 The Plan

This Plan sets out the key priorities for ACT Badminton Association (ACTBA) over the next two years. It will guide the ACTBA Executive Committee to focus on these priorities and bring a new approach to how the ACTBA builds the sport across the ACT and achieve the Association's goals and objectives.

The plan includes:

- General Business Planning and Governance
- The Association's Mission and Focus Areas
- Strategic Outcomes and Measures for July 2019- June 2021

1.2 The Association

1.2.1 Management structure

The Association is governed by the Executive Committee that comprises of:

- President;
- Vice President;
- Treasurer;
- Secretary;
- Match Secretary;

The Executive Committee meets informally on a needs basis. There are regular meetings held with the full ACTBA Committee (including other office bearers and representatives of member Clubs). Key decisions are generally made in consultation with Committee Members and Club Representatives as appropriate.

1.2.2 Planning Process

The current Executive Committee met in late June 2019 to review the current state of badminton in the ACT and to discuss the key risks, issues, threats and opportunities facing the sport in the ACT.

- The plan has been prepared and endorsed by the Executive Committee and subsequently socialised with the broader ACTBA Committee and Club Members. It is a high-level plan to be operationalised by the ACTBA and their affiliated clubs.
- The plan will cover the period from July 2019 through to June 2021. Outcomes will be assessed and reported on a colour-coded basis, with red being “Not Met”; yellow being “Partially Met”; and Green being “Fully Met”. Outcomes will be discussed at a Full Committee meeting.
- The key priorities will be overseen by one of the Executive Committee Members and supported by nominated members of ACTBA.
- The monitoring and progress will be reported using a dashboard reporting format that will be updated on the ACTBA web site semi-annually.

This Plan will be reviewed and revised periodically in the first quarter each year following the Annual General Meeting at the end of each year. The Mission will be kept the same as it is a high level and applicable in today’s environment.

1.2.3 Definitions

Activities – Running tournaments, coaching, umpiring, playing, communicating, promoting, developing, sponsoring administering and managing.

Resources – People, finances, time, shuttle provision, badminton equipment, etc.

Stakeholders – Within this document, stakeholders can refer to ACT Badminton Clubs, other State badminton players; Schools, University, Badminton Australia; Government (local and federal), the media, and the general community. Stakeholders will differ depending on the issue at the time.

2. MISSION STATEMENT

To advance badminton as a sport of choice in the ACT

In line with the mission statement, the ACTBA will:

- Provide a safe and non-discriminatory place to play badminton across the ACT for their members;
- Improve the administration and resourcing of coaching, training and collaboration between stakeholders;
- Promote the sport in ACT to increase awareness and participation;
- Support the development and capacity of infrastructure for badminton facilities across ACT;
- Raise the standard of badminton across ACT by sponsoring players and running high quality competitions; and
- Celebrate the spirit of the game and the contribution made by players, clubs and volunteers.

3. FOCUS AREAS & KEY OUTCOME MEASURES

The focus areas and outcomes have been developed and are aligned to the Mission.

3.1 Focus Areas

The Executive Committee has agreed to focus on six (6) key areas to achieve the mission of advancing badminton in the ACT.

1. Improving Coaching and Training across Schools and Clubs by:

- a) Increasing Shuttle Time courses to teachers and ACTBA Club Members and higher level coaching for interested members.
- b) Improving training by looking at establishing an alliance with ACT High Schools and Colleges.
- c) Appoint a part time Coach/Junior Development Office to run formal training at ACT schools and clubs

2. Enabling broader participation in competitions by:

- a) Running genuine Inter-Club Competitions that are open to all ACTBA Clubs and encourages Interstate Club level participation.
- b) Establishing a team-based Interstate Challenge Competition between ACT and other States

- c) Facilitate Intra-Club competitions for affiliated clubs to run internal competitions

3. Improve participation, membership and sponsorship opportunities by:

- a) Encouraging the establishment of new clubs and players joining the ACTBA.
- b) Target sponsorship opportunities to bring a new approach to funding prize money for key tournaments in 2020.

4. Improve the availability of badminton courts across ACT by:

- a) Establishing relationships with targeted schools to assist with out of hours accessibility to courts for training and social play.
- b) Work with local and state governments, and with the ACT Opposition ahead of the 2020 elections, to look at potential new badminton facilities, including multi-use indoor sports facilities
- c) Establish a working group to explore a model to evaluate a fit for purpose badminton facility in the ACT.

5. Improve the way ACTBA Committee communicates with key stakeholders and the community by:

- a) Develop a communication strategy and plan that provides clarity and understanding of key events, issues and awareness of badminton related activities across ACT.
- b) Develop consistent processes for content and channel management of ACTBA activities and news (particularly relating to online channels, and processes), feedback mechanisms that improve how badminton is advanced across the ACT.

6. Promote and encourage improving how badminton is played at Club level and in competitions by:

- a) Support affiliated clubs to encourage good sporting behaviour and inclusivity in a friendly and non-discriminatory way.
- b) Reward and recognise above and beyond contributions by club members to make a difference.
- c) Facilitate and sponsor an annual ACTBA function to celebrate the 'spirit of the game' in collaboration with affiliated clubs.

OUTCOME 1

Improving Coaching and Training across Schools and Clubs					
STRATEGY	TARGET	SUCCESS MEASUREMENTS	LEAD RESPONSIBILITY	STAKEHOLDERS	ASSESSMENT
Increasing Shuttle Time courses for teachers and ACTBA Club Members.	2 Shuttle Time Courses run in 2019 - 2021	At least 6 participants at each Course Atleast 4 PE Teachers from ACT Education Directorate in 2019	ACTBA Vice President	All badminton players; Aspiring coaches, PE Teachers, Badminton Australia.	Fully met. Shuttle Time course for 15 PE teachers in late 2020. Nov 2019 course for 20 & Jan-Feb 2021 course for 10 club members.
Improving training by looking at establishing an alliance with ACT High Schools and Colleges.	2 Schools (1 North and 1 South side) to have an alliance with ACTBA	Engage 2 clubs to run a "Come n Try" day Regular coaching or training at 2 schools from 2020.	ACTBA Vice President	ACT Teachers and schools, Students, players beginners to intermediate level.	Partially met. Semi-regular coaching sessions at Melba Copeland College, Alfred Deakin School & CGS. Broader outreach to schools in mid 2021 by Junior Development Officers across schools.
Run formal training at ACT schools and clubs based on the Shuttle Time Program.	1 regular training session held at a school in ACT.	Train 2 or more people in the basic framework. Appoint a part time Coach/Junior Development Officer by January 2021.	ACTBA Vice President	Executive Committee, aspiring coaches.	Fully met. 16 sessions at Alfred Deakin & 4 sessions at Melba Copeland in 2020. 7 sessions for MARRS. Coaching at Vikings and Veterans clubs. Two casual Junior Development Officers appointed in April 2021.

OUTCOME 2

Enabling broader participation in competitions					
STRATEGY	TARGET	SUCCESS MEASUREMENTS	LEAD RESPONSIBILITY	STAKEHOLDERS	ASSESSMENT
Running genuine Inter-Club Competitions that is open to all ACTBA Clubs and encourages Interstate Club level participation.	New Interclub format for 2 nd half of 2019 and 2/year from 2020	4 teams entered per grade 1 team per grade from interstate	Match Secretary & Tournament Committee	All badminton players; umpires; referee; ABA general public	Partially met. 4 Inter Clubs held (1 * 2019H2; 2 *2020H1&2; 1 *2021H1). All very well attended by over half ACTBA clubs. Some Sydney clubs approached but not interested.
Establishing a team-based Interstate Challenge Competition between ACT and other States	1 Competition before end of 2021	Atleast 1 interstate team participates in the competition	Match Secretary & Tournament Committee	All badminton players; umpires; referee; ABA general public	Not met. Impacted by COVID19 disruptions in 2020 and 2021. Again, lack of interest by Sydney clubs in regards to a seniors competition.
Facilitate Intra-Club competitions for affiliated clubs to run internal competitions	Establish calendar by January each year and trial competition at the Gungahlin Badminton Club (GBC) in late 2019.	All major activities issued on a calendar of events Successful trial at the GBC	Match Secretary & Tournament Committee	All badminton players; umpires; referee; general public	Partially met. Successful trial held at GBC in late 2019. Informal competitions held by a number of other clubs e.g. Veterans, Vikings. Idea being promoted amongst clubs. Venue & time constraints a problem.

OUTCOME 3

Improve participation, membership and sponsorship opportunities					
STRATEGY	TARGET	SUCCESS MEASUREMENTS	LEAD RESPONSIBILITY	STAKEHOLDERS	ASSESSMENT
Encouraging the establishment of new clubs and players joining the ACTBA.	<ul style="list-style-type: none"> 1 new club affiliated in 2019 - 2021 10% increase on previous year in registered players 	<ul style="list-style-type: none"> Clubs increase their membership in 2019 /2020/2021 Convert 15% of Shuttle Time Program to ACTBA members 	ACTBA Committee	ACTBA affiliated clubs and their Committees	Fully met. Just under 1000 member by June 2021 from under 700 at June 2019. Three new clubs formed in late 2020 – early 2021. Limitation on available suitable facilities will hamper further growth.
Target sponsorship opportunities to bring a new approach to funding prize money for key tournaments in 2020.	<ul style="list-style-type: none"> \$7,500 sponsorship for 2020 ACT Open Provide playing shirts for all players representing ACT at official events 	<ul style="list-style-type: none"> Sponsor and prize money obtained for the 2020 ACT Open 	ACTBA President. Match Secretary	Private Corporate Companies, Executive Committee, ACT Representative players.	Not met. Cancellation of ACT Open in 2020 and 2021 due to COVID19 and AIS requirements limiting community access to AIS facilities. Positively, the first ACT Junior Championships for many year were held in June 2021.
Support players who are competing in interstate and international tournaments	<ul style="list-style-type: none"> All ACT Teams will 	<ul style="list-style-type: none"> All ACT Players representing ACT will 	Match Secretary, Tournament		Partially met. Provided some support (\$300, shirts) to ACT

	have playing uniforms <ul style="list-style-type: none"> • ACTBA will subsidise 50% of travel costs for players competing in interstate competitions 	have playing shirts with ACTBA Logo, etc. <ul style="list-style-type: none"> • 50% of travel costs subsidized. 	Committee, ACTBA Treasurer	ACT representative players, ACTBA affiliated clubs.	representative treams in 2019 and early 2020. COVID19 meant that most 2020 and 2021 national events (including teams events) were cancelled from March 2020.
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OUTCOME 4

Improve the availability of badminton courts across ACT					
STRATEGY	TARGET	SUCCESS MEASUREMENTS	LEAD RESPONSIBILITY	STAKEHOLDERS	ASSESSMENT
Establishing relationships with targeted schools to assist with out of hours accessibility to courts for training and social play.	2 Schools (1 north side and 1 south side) by 2020	Regular sessions at 2 new school facilities.	ACTBA Committee Member & Club Representatives	ACT Schools, and affiliated clubs,	Not met. ACT Government decision to limit community access to new Molonglo School to Roller Derby. Margaret Hendry School sports hall in Taylor has insufficient height. However, ACT Education Directorate assisting to find new school/former school facilities.
Work with local and state government, and the ACT Opposition (the latter ahead	Regular meetings with Government and Opposition	Establish key contacts at ACT Government CMTEDD, ACT	ACTBA President		Partially met. Contacts made in ACT Government departments. President

<p>of the 2020 elections), to look at potential new badminton facilities, including any proposed multi-use sports facilities.</p>		<p>Education Directorate and ACT Opposition. Assist ACT Government in the design of badminton courts as part of the construction of new school gymnasiums in Kenny, Throsby and Molonglo. Work with both the ACT Government and Opposition on badminton demand and supply in the ACT in the context of exploring a multi-use indoor sports facility.</p>		<p>CMTEDD, ACT Education, ACT Opposition, PE Teachers.</p>	<p>met with Deputy Chief Minister & Sports Minister, Opposition Sports Spokesman and joined Opposition Leader and Basketball ACT in supporting a Liberal Party policy of a multi-use indoor sports centre in Casey ahead of 2020 ACT Election. The re-elected ACT Labour Party announced no similar initiative.</p>
<p>Establish a working group to explore a model to evaluate a fit for purpose badminton facility in the ACT.</p>	<p>October 2020</p>	<p>Policy Paper developed for a dedicated sporting hall for badminton in ACT for ACT Government and Opposition, including seeking Government co-funding. Approach NBC and Victor to develop a Business Case for a badminton facility. Political endorsement ahead of 2020 ACT Election.</p>	<p>ACTBA President</p>	<p>CMTEDD, ACT Opposition, BA, ACTBA, Private Sector Organisations</p>	<p>Partially met. Policy Paper prepared and provided to political parties in early 2020. Various media reporting of Paper. NBC, Victor and Yonex approached but expressed no interest in a badminton facility in the ACT. Liberal Party endorsement of a multi-use indoor sports facility ahead of 2020 ACT Election; no similar commitment from ACT Labour Party. Working with a potential private sector investor in</p>

					developing a badminton facility.
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OUTCOME 5

Improve the way ACTBA Committee communicates with key stakeholders and the community					
STRATEGY	TARGET	SUCCESS MEASUREMENTS	LEAD RESPONSIBILITY	STAKEHOLDERS	ASSESSMENT
Develop a communication strategy and plan that provides clarity and understanding of key events, issues and awareness of badminton related activities across ACT.	Communication Strategy and Plan developed	Regular communication with key stakeholders through various channels and	ACTBA President and Webmaster	ACTBA Committee, Club Representatives, BA.	Not met. Informal communication with media on badminton facility proposal, with interviews with ABC radio & TV, and articles in The Canberra Times and Canberra Weekly. Sporadic updated Calendar of Events and News sections of ACTBA website and Facebook site.
Develop consistent processes for content and channel management of ACTBA activities and news (particularly relating to online channels, and processes), feedback mechanisms that improve how badminton is advanced across ACT.	All core processes are documented and communicated with stakeholders	Onboarding of new clubs is clearly understood Channel activity and governance is managed Social media and online activity on ACTBA is used	ACTBA President and Webmaster	ACTBA Committee, Club Representatives.	Partially met. Some better use of ACTBA website and Facebook site. Implementation of the rebranding of ACTBA to 'Badminton ACT', with associated logos, developed by BA in 2020 (consistent with rebranding

		effectively to support the needs of ACTBA members.			of national and other s/t badminton associations).
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OUTCOME 6

Promote and encourage improving how badminton is played at Club level and in competitions					
STRATEGY	TARGET	SUCCESS MEASUREMENTS	LEAD RESPONSIBILITY	STAKEHOLDERS	ASSESSMENT
Support affiliated clubs to encourage good sporting behaviour and inclusivity.	All affiliated clubs have a no discrimination policy and effective Codes of Conduct	Clubs have processes for handling complaints. Clubs develop and implement consistent Codes of Conduct for club players. Clubs have ways to acknowledge good behaviour	ACTBA Secretary & Club Representatives	ACTBA Committee and affiliated clubs	Partially met. Regular advice to all clubs of relevant policies. Proposed updated ACTBA Constitution (to be considered at December 2021 ACTBA AGM) to more clearly state the need to meet ACTBA/BA policies and appropriate club governance.
Reward and recognise above and beyond contributions by club members to make a difference.	Each Club has a way to recognise contributions made by individuals	There are formal awards for good sporting behaviour and effort made above and beyond.	ACTBA Secretary & Club Representatives	ACTBA Committee and affiliated clubs	Not met. Very few clubs have implemented any awards. Some club awards to be given at ACTBA dinner and awards night on 4 December 2021.
Facilitate and sponsor an annual ACTBA function to celebrate the 'spirit of the game' in collaboration with affiliated clubs.	October 2020	All clubs participate in an end of year celebration	ACTBA Secretary & Club Representatives	ACTBA Committee and affiliated clubs	Not met. However, awards night to be held on 4 December 2021, subsequent to AGM.