

ACT BADMINTON ASSOCIATION (ACTBA) 2020 ACT ELECTION POLICY SUBMISSION TO THE ACT GOVERNMENT AND LIBERAL PARTY OPPOSITION (FEBRUARY 2020)

Recommendation

The ACTBA recommends that, reflecting the significant increase in demand for badminton in the ACT, particularly in the fast-growing Gungahlin and Molonglo regions, that the ACT Government and Liberal Party Opposition jointly commit to the:

- co-funding of the order of \$500,000 with a private sector investor the development of a dedicated badminton facility in Canberra.

Key Points

- Badminton is reported as the second most popular sport in the world in term of participation. It is particularly popular in the Asian region, most notably in China, India, Indonesia, Malaysia, South Korea, Singapore and Japan.
- Reflecting the strong immigration to Australia from countries where badminton is extremely popular, the number of players in the country has similarly increased. This expansion in nationwide population is evident to a greater degree in Canberra, more so in the fast-growing Gungahlin region, and will be increasingly evident in the Molonglo district over the coming decade.
- The escalation of demand in playing badminton is apparent in the growing number of clubs and players affiliated with the ACTBA. There were just under 1,000 registered players with ACTBA affiliated clubs in 2019, a 30 per cent increase from 2018 and a threefold increase since 2013. The ACTBA is the ACT's affiliated body to Badminton Australia (BA); BA is the national body affiliated to the sport's global governing body, the Badminton World Federation (BWF). Attachment A provides details on badminton in the world, Australia and the ACT.
- The development of badminton in the ACT is constrained by the lack of suitable indoor venues. ACTBA clubs need to compete with many other sports to hire the sports halls of schools, colleges, tertiary institutions and the two private sports facilities available for badminton, particularly during the peak evening periods.
- The lack of facilities is hampering the ACTBA's key aim to increase participation in the sport right through the spectrum, from children to older Canberrans, and from beginners to the more elite level (2019-20 Business Plan at Attachment B). A Canberran and ACTBA member, Anthony Joe, is the highest ranked Australian on the BWF men's singles world rankings; he is aiming for Olympic selection for the 2020 Tokyo Games.
- The growth of badminton in Canberra, particularly to service the fast developing areas of Gungahlin and Molonglo, is of such an extent that private investors have expressed an interest in building a dedicated facility in the area (potentially a repurposed warehouse), among other areas in Australia, provided some government co-funding is made available. Such a facility would enable badminton to increase participation and assist in providing for more active and healthy Canberrans (particularly children). It would also allow individuals or small groups to hire the facilities privately without the need for public liability insurance, which is currently a requirement to hire public school facilities.
- Attention is being given to find a suitably located warehouse to convert in terms of ease of access along major arterial roads from both north and south Canberra. While the ACTBA will be working with potential investors to develop the business case for this proposal over the first half of 2020, it is envisaged that co-funding of the order of \$500,000 would be required from the ACT Government.

Discussion

Badminton, as the second most popular sport globally (particularly in the Asia-Pacific region), is increasing in popularity in Australia. This largely reflects the strong immigration to Australia from countries where it is extremely popular, most notably China, India and Indonesia. Demand to play the sport in the ACT has correspondingly expanded strongly, given similar migration patterns, with membership of ACTBA affiliated clubs having grown threefold since 2013, to reach just under 1,000 registered players in 2019. Data supplied by BA (sourced from AusPlay) indicates that 3,200 people over 15 played badminton in 2018, similar to cricket and touch football.

Attachment A provides details on badminton in the world, Australia and the ACT, including the activities and priorities of the ACTBA. On the latter, the ACTBA is particularly focussed on encouraging students to play the sport through the 'Shuttle Time' coaching program (developed by the BWF) and will be increasingly providing the course to ACT Physical Education (PE) teachers now that it is an approved Teacher Quality Institute (TQI) program.

Demand to play badminton is markedly increasing in the fast developing Gungahlin region. Indeed, over the period 2011 to 2016 Gungahlin's population grew by over 50 per cent and it was reported as the second fastest growing region in the country¹. The ACT Government forecasts that the region's population will increase by almost 8,000 people, from 76,088 in 2017 to 83,457 in 2022. The emerging district of Molonglo is similarly forecast to expand by nearly 8,500 people, from 5,710 in 2017 to 14,622 in 2022 (and reach around 30,000 people by 2029). The Woden and Belconnen regions are forecast to increase by around 6,000 to 7,000 people over the same period².

The growth of demand for badminton in the Gungahlin region reflects both the expanding population more generally and the growing migration to the region from people whose origins or backgrounds are from countries where badminton is one of the top three sports in popularity, if not the most popular sport. 2016 Census data (the latest available)³ indicates that 10 per cent of the population of the region were born in China and India, the two most significant countries of birth other than those born in Australia. This compares to an overall ACT figure of 5.5 per cent and 4.1 per cent of the population of Australia being born in China and India. Further, 6.7 per cent of the population of Gungahlin in 2016 nominated Chinese as their main ancestry (the 4th top response), compared with around 4 per cent in each of the ACT and Australia. Other than English, Mandarin and Hindi were the most common languages spoken at home. The 2021 Census is likely to see an expansion of these figures.

ACT Badminton Infrastructure Requirements

A significant constraint in meeting the demand to play badminton in the ACT and which is hindering the ACTBA's desire to build the sport in the ACT, is the availability of suitable indoor sports halls. With no dedicated badminton facility, the fourteen ACTBA affiliated clubs (as at end 2019) are largely limited to hiring school and college halls/gymnasiums that provide for badminton play (with a suitable number of courts with the required line markings, posts and nets); and then not all halls are of the appropriate size, particularly in terms of height. ACTBA clubs also hire the sports halls of two tertiary institutions and two commercial sports facilities in Tuggeranong (details at Attachment A). Neither the Gungahlin or Molonglo/Woden/Weston Creek regions have other suitable private or public sports facilities; the Belconnen Community Centre is very small, only providing for two badminton courts.

- Badminton competes with a number of other sports for the use of the limited number of facilities, particularly for sufficient time during peak periods, after 5pm to about 10pm on weekdays.

¹ <https://www.minervacollege.edu.au/new-blog/gungahlin>

² ACT Government, "ACT Population Projections 2018-2058", January 2019

³ [2016 Census Data - Gungahlin](#)

- The ACTBA's largest affiliated club, with nearly 200 members at the end of 2019, is the Gungahlin Badminton Club. It currently hires two venues (Amaroo High School and Gungahlin College) for three evening sessions each week, and is on an apparently long wait list for a further evening session.

The 2015 ACT Indoor Sports Facility Study⁴ noted that there was a shortage of multi-court indoor sports facilities, which will be aggravated by population growth, changing sport participation trends and the closure of facilities in Woden. Amongst others, the Study recommended that new multi-use facilities be provided to service this growth.

The ACT Government announced in the 2017-18 ACT Budget \$160,000 funding to plan for new indoor sports centres in Woden, Gungahlin and Belconnen⁵. In the event, the Government engaged the Otium Planning Group to undertake a study on indoor sports facilities to meet the needs of only three sports – basketball, futsal and gymnastics. The Report identified, inter alia, the need for new indoor sports facilities for those sports in Belconnen, Woden and Gungahlin. In its response to the Report, the Government announced \$20 million funding (included in the 2019-20 ACT Budget) towards a new futsal facility in Throsby (in Gungahlin), including an indoor futsal facility, as well as work with both Gymnastics ACT and Basketball ACT in considering their future needs in Belconnen. The Government's response also noted it "would continue to investigate possible partnership opportunities with sporting organisations and the private sector to deliver future indoor sporting facilities in Canberra"⁶

Subsequent correspondence between the ACT Government and the ACTBA noted that the proposed indoor futsal facility would be purely dedicated to futsal. The Government indicated that this dedicated facility should reduce futsal's need to hire the indoor sports halls provided at ACT Government schools. Further, the Government noted that announced new high schools at Kenny (in Gungahlin) and Molonglo will also provide for new indoor sports facilities able to be hired by ACTBA affiliated clubs (expected to be of a similar size to the recently expanded indoor sports hall at Amaroo High School, which now provides for eight badminton courts).

The ACT Liberal Party Opposition announced in November 2019 its strategic direction for sport and recreation in the ACT to 2030.⁷ Amongst other things, it noted the difficulties many clubs are having in securing indoor venues for various sports and other community groups, particularly during peak times, with many on long waiting lists (**Nb.** as are some badminton clubs). It further noted the need for a more long-term strategic plan in terms of the provision of the necessary sporting infrastructure in the ACT to reflect better the growing city and changing demand. It also indicated a willingness to work with the private sector in the provision of this infrastructure.

The significant increase in population over the past few years and likely over the next decade, is expected to substantially increase the demand for badminton. This particularly reflects the composition of that growing population; migrants and people whose ancestry is from countries where badminton is extremely popular. The provision of the necessary indoor facilities as currently proposed will not be able to keep up with this demand, particularly in the ever-expanding Gungahlin and Molonglo regions.

The ACTBA is focused on increasing demand for badminton across all skill levels (2019-21 Business Plan at Attachment B), particularly its efforts on undertaking coaching courses, including for PE teachers. This will increase school student uptake of badminton, which will further expand demand for playing the sport at ACTBA affiliated badminton clubs. The ACTBA's desire to boost the premier tournament, the ACT Open, is also currently constrained due to the availability of a suitable facility. That said, the ACTBA recently obtained the indicative agreement of the Australian Institute of Sport (AIS) as a venue to host the 2020 tournament.

⁴ [2015 ACT Indoor Sports Facilities Study](#)

⁵ [ACT 2017-18 Budget "Building a More Active Canberra"](#)

⁶ ["Planning for Indoor Facilities and Other Sport and Recreation Infrastructure Report - ACT Government Response", May 2019](#)

⁷ <https://www.findyourgame.com.au/>

Further, while the University of Canberra (UC) has a suitably sized sports hall, it did not renew the hire of its eight badminton courts to the ACTBA affiliated UC Badminton Club in 2020. The club was necessarily disbanded after nearly forty years of hiring the UC Sports Hall and many of its former members have now joined other north side badminton clubs. The ACTBA understands that the UC is increasingly focused on basketball and wishes to have its sporting facilities dedicated for use by UC students, rather than for use by broader community sporting groups. Similarly, the ACTBA affiliated ANU Badminton Club solely comprises ANU students as members.

While the provision of new high schools in Kenny and Molonglo will potentially provide for new badminton venues, demand for suitable indoor sports halls during peak periods will continue to build strongly over the coming years and badminton will still necessarily need to compete with other sports to use these new venues. Notwithstanding some futsal teams eventually being able to play at the new Throsby futsal facility, there are only so many people able to play one sport at one place during peak periods. Further, individuals who are not members of ACTBA affiliated clubs are not able to hire ACT Government schools given the need for all hirers to have \$10 million public liability insurance. The only indoor sporting facility available for badminton use in the northern part of Canberra is the very small (only two badminton courts) community centre in Belconnen.

A suitably sized, dedicated badminton facility (to provide for at least eight badminton courts, but preferably 12 courts) will enable the ACTBA to service the increasing demand for the sport, particularly in the fast growing Gungahlin and Molonglo/Weston Creek/Woden regions. It would also allow private groups to hire the venue. Ideally, this facility should also include a dedicated badminton retail store (there is currently none in the ACT), a racquet restringing service, sufficient storage and meetings rooms, and provision for a viewing area for spectators to enable the ACT to grow the premier ACT Open and host national tournaments.

The ACTBA is in discussion with potential private investors who are looking to repurpose existing warehouses to construct a number of dedicated badminton facilities around Australia. There are currently a number of such facilities around Australia, particularly in Victoria and NSW. For example, NBC Badminton has created three dedicated badminton centres in Sydney, providing for 98 badminton courts. Further, Victor Badminton has two badminton facilities in Sydney, providing 27 courts.

Canberra has been identified as a possible location for a badminton facility by investors, reflecting the increasing demand for the sport and the lack of such a resource in the ACT. They have indicated that to repurpose an existing warehouse (perhaps in Mitchell), which is what the large majority of existing dedicated badminton facilities are around Australia, they would require around \$500,000 financial support from government to assist in the initial capital costs of such a conversion. The ACTBA will be assisting in preparing a detailed business case over the first half of 2020 and recommends that the ACT Government and Liberal Party Opposition support the co-funding of a dedicated badminton facility in the ACT as part of their 2020 ACT Election policy commitments.

Badminton in the World, Australia and the ACT

Badminton Globally and in Australia

Badminton, the world's fastest racquet sport, has been reported as the second most popular sport globally in terms of participation, with soccer recording the most participation.⁸⁹ It has been estimated that there may be in excess of 220 million participants worldwide.

While badminton commenced in England in the late 19th century and is still played in the UK and in Europe (most notably England and Scandinavian countries such as Denmark), it is most popular in Asia. It is particularly popular in China, India, Indonesia, Malaysia, South Korea, Singapore, Hong Kong, Taiwan and Japan.

Australians are increasingly playing badminton. This especially reflects the strong migration from countries in Asia where the sport is particularly popular. Membership of Badminton Australia (BA) affiliated associations around Australia, with associations representing all states and territories, was just under 18,000 registered players in 2018/19, up from less than 15,000 in 2015/16. Victoria recorded the most, with just over 8,000 players, Western Australia with 3,100 players, NSW with 2,500 players and Queensland with 1,400 players.

In addition, over 13,000 children played the sport in the first three quarters of 2019 as part of AusPlay's Sporting Schools program. The nature of badminton means that anyone of any ability can play and contribute to the game. The Shuttlecock (shuttle) is forgiving enough for beginners to take time in hitting it, but it can be equally challenging for experienced players.

BA has advised (data supplied from Move it Australia) that over 200,000 Australians played badminton at least once in 2018, up from 176,000 in 2017. More than 50 per cent of those that played badminton spoke a language other than English at home. Indeed, unlike most other sports, badminton, including through BA and its affiliated associations and clubs, provides for extensive engagement with the Culturally and Linguistically Diverse (CALD) communities around the country.

Badminton in the ACT

At the end of 2019, the ACT Badminton Association (ACTBA) had just under 1,000 registered players. This represents over a threefold increase in numbers from the just over 310 registered players in 2012. These figures exclude people who play social badminton in small, private, groups that are not members of ACTBA affiliated clubs, which BA has advised (based on AusPlay data) equates to another 2,200 players.

- Informal feedback from some Business Managers of the schools where ACTBA clubs hire sports halls indicate that badminton is **the** most requested sport that individuals call requesting to hire the schools' facilities (which individuals cannot do without the requisite public liability insurance).
- Membership in the Gungahlin Badminton Club (GBC) for 2020 was necessarily suspended after only the first three sessions of the year due to extraordinary demand to play the sport, limited space at the available two venues the GBC currently hires and the unavailability of other suitable venues in the region. Many other ACTBA clubs also expect to suspend membership of their clubs at some point in the year for the same reason.

⁸ [Badminton Second Most Popular Sport in the World](#)

⁹ [Top 10 Most Popular Sports in the World](#)

The ACT Badminton Association (ACTBA)

The ACTBA is the State Peak Organisation recognised by the ACT Government and BA to represent all affiliated badminton clubs in the ACT. It represents 14 clubs across the ACT, including dedicated clubs for juniors just commencing the game, as well as a 'veterans' club (for those over 35 years of age). School gymnasiums are predominately hired for sessions, along with the sports halls of the Australian National University (ANU) and the Canberra Institute of Technology (Reid Campus), and two private sports facilities: Active Leisure Centre (Wanniassa); and the Tuggeranong Indoor Multi-Use Facility (Greenway). These clubs include one dedicated for beginner juniors as a way to encourage both the sport at an early stage and provide for more active and healthy children.

The ACTBA hosts a number of tournaments throughout the year, most notably the ACT Open, two Inter-Club social competitions and an Inter-Schools competition. The latter is divided into two separate competitions; one focused on Years 7 and 8, and the other for Years 9 and 10. In 2019, just under 300 students in 37 teams attended the schools competition, representing 14 schools (many schools provided more than one team in the competition). The popularity of badminton in schools has grown over recent years as reflected in the growth of participation in the schools competition, with around 250 students participating in 2017 and 265 in 2018.

The ACT Open, the main event hosted by the ACTBA (and which accrues ranking points for both national and international players) has similarly grown in recent years. Just under 200 players participated in all four grades in 2019; Open, B, C and D grades (singles and doubles). The number of interstate players attending has also increased, with the order of between 60 and 80 players travelling to Canberra to participate in the tournament. Extrapolating on visitor expenditure data from Tourism Research Australia and assuming at least one other person accompanies each player, this equates to additional expenditure in the ACT of between \$80,000 and \$115,000 over the weekend during which the ACT Open is held¹⁰. Australia's highest ranked international player (as at end January 2020), Anthony Joe, won the 2019 ACT Open (Open Division) and is currently travelling to various international tournaments to improve his ranking with a focus on being able to represent Australia at the 2020 Tokyo Olympics.

The ACTBA also provides training for a small group of advanced junior players (Under 13s, 15s, 17s and 19s) who represent the ACT in the relevant national tournaments for their age groups. The ACT currently forms a combined Territories team together with the Northern Territory for most of those competitions. Similarly, there is usually a combined ACT team for the Australian National Championships competition, called the Ede Clendinnen Shield, and a number of ACT teams attend the national 'veterans' tournament (for those aged over 35) in Albury each year.

The ACTBA also assists in the training of coaches and officials, such as line judges, umpires and tournament referees. This includes the training of coaches in the Badminton World Federation's (BWF's) preeminent 'Shuttle Time' coaching for beginner juniors, which promotes the game at its earliest levels for children. The ACT currently has one internationally accredited umpire who travels the region umpiring various national and international tournaments; he is also on the BA Technical Officials Committee.

The ACTBA has organised national tournaments in the past, although the lack of the necessary available infrastructure to host such tournaments, which usually run for around a week, has precluded the ACTBA hosting such tournaments over recent years. For example, the first Masters Games was held at the Australian Institute of Sport (AIS) in 1997 and the second, in 2003, at the ANU Sports Hall. Players from across Australia and some overseas players from China, Indonesia, India, Malaysia and Singapore attended these tournaments. The AIS has recently increased its interest in supporting badminton, planning to host BWF coaching courses in June 2020. The ACTBA has received indicative approval from the AIS in relation to the Institute hosting the 2020 ACT Open.

¹⁰ Tourism Research Australia, "National Visitor Survey", Year Ended June 2019

ACTBA 2019-21 Priorities

The ACTBA's priorities are detailed in its 2019-21 Business Plan (Attachment B). It plans a holistic approach to advance badminton as a sport of choice in the ACT across all age groups and skill levels. This includes improving coaching and the training of students through increased implementation of the 'Shuttle Time' course for teachers, with BA and the ACT Government (through the Sporting Schools Grant) providing some additional funding for coaching purposes and training equipment. The ACTBA recently secured approval for Teacher Quality Institute (TQI) training; a training course for eight Lyneham High School teachers was held in late 2019 and a course will be held for all interested ACT PE teachers in the early part of 2020.

ACTBA approved coaches also regularly run 'Shuttle Time' courses at various ACT schools, with coaches recently provided to both Alfred Deakin High School and the Woden School. Indeed, Alfred Deakin High School expressed their gratitude to the coach for holding such inclusive lessons that even resulted in normally disinterested students and some disabled students actively participating; badminton is relatively easy to pick up at a very basic level for new players and those with disabilities.

The ACTBA is also focussing more attention on improving participation in the various local tournaments, including by securing a sponsor to provide small monetary prizes to the winners of the ACT Open and hosting more inter-club competitions. This will assist to encourage greater participation in the sport more widely, particularly at the club level.

The Association will continue to support the training and development of Canberra's elite juniors, including participation at the various national tournaments. An objective is to develop the pool of skilled players across all age groups to be able to assemble (and fund) a distinct ACT team to participate in these events across Australia, rather than joining, amongst others, the Northern Territory as a combined team. The ACTBA is also considering its ability to host one of these national events in 2022, subject to the availability of a suitable venue.



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.
- 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 the 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 Officer 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
Increasing Shuttle Time courses for teachers and ACTBA Club Members.	2 Shuttle Time Courses run in 2019 & 2020	At least 6 participants at each Course At least 4 PE Teachers from ACT Education Directorate in 2019	ACTBA Vice President	All badminton players; Aspiring coaches, PE Teachers, Badminton Australia.
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.
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.

OUTCOME 2

Enabling broader participation in competitions				
STRATEGY	TARGET	SUCCESS MEASUREMENTS	LEAD RESPONSIBILITY	STAKEHOLDERS
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 at Open grade from interstate	Match Secretary & Tournament Committee	All badminton players; umpires; referee; ABA general public
Establishing a team-based Interstate Challenge Competition between ACT and other States	1 Competition before end of 2021	At least 1 interstate team participates in the competition	Match Secretary & Tournament Committee	All badminton players; umpires; referee; ABA general public
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

OUTCOME 3

Improve participation, membership and sponsorship opportunities				
STRATEGY	TARGET	SUCCESS MEASUREMENTS	LEAD RESPONSIBILITY	STAKEHOLDERS
Encouraging the establishment of new clubs and players joining the ACTBA.	<ul style="list-style-type: none"> 1 new club affiliated in 2019 - 2020 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
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 representating ACT at official events 	<ul style="list-style-type: none"> Sponsor and prize money negotiated for the 2020 ACT Open 	ACTBA President	Private Corporate Companies, Executive Committee, ACT Representative players.
Support players who are competing in interstate and international tournaments	<ul style="list-style-type: none"> All ACT Teams will have playing uniforms ACTBA will subsidise 50% of travel costs for players competing in interstate competitions 	<ul style="list-style-type: none"> All ACT Players representing ACT will have playing shirts with ACTBA Logo, etc. 50% of travel costs subsidized. 	Match Secretary, Tournament Committee, ACTBA Treasurer	ACT representative players, ACTBA affiliated clubs.

OUTCOME 4

Improve the availability of badminton courts across ACT				
STRATEGY	TARGET	SUCCESS MEASUREMENTS	LEAD RESPONSIBILITY	STAKEHOLDERS
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,
Work with local and state government, and the ACT Opposition (the latter ahead of the 2020 elections), to look at potential new badminton facilities, including multi-use sports facilities.	Regular meetings with Government and Opposition	Establish key contacts at ACT Government CMTEDD, ACT 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, including in exploring a multi-use indoor sports facility.	ACTBA President	CMTEDD, ACT Education, ACT Opposition, PE Teachers.
Establish a working group to explore a model to evaluate a fit for purpose badminton facility in the ACT.	October 2020	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.	ACTBA President	CMTEDD, ACT Opposition, BA, ACTBA, Private Sector Organisations

OUTCOME 5

Improve the way ACTBA Committee communicates with key stakeholders and the community				
STRATEGY	TARGET	SUCCESS MEASUREMENTS	LEAD RESPONSIBILITY	STAKEHOLDERS
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 & Webmaster	ACTBA Committee, Club Representatives, BA.
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 effectively to support the needs of ACTBA members.	ACTBA President & Webmaster	ACTBA Committee, Club Representatives.

OUTCOME 6

Promote and encourage improving how badminton is played at Club level and in competitions				
STRATEGY	TARGET	SUCCESS MEASUREMENTS	LEAD RESPONSIBILITY	STAKEHOLDERS
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
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
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