## THE BADMINTON ASSOCIATION OF WESTERN AUSTRALIA (INC) trading as BADMINTON WAA Established in 1924 Incorporated in 1933

# **STRATEGIC PLAN** 2013 – 2016

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### **Our Vision**

Badminton is recognised as a fast, exciting and inclusive sport for all ages and abilities throughout Western Australia. (BAWA Strategic Development Plan 2011 – 2013)

To promote widespread participation opportunities and increase the popularity of badminton in Western Australia. (Adapted from BA Strategic Plan 2010 – 2014)

Our Mission (What We Will Do)

Our mission is to provide:

- Leadership and advocacy;
- Quality participation opportunities;
- > Clear performance pathways to success; and
- Promotion of the sport;

collaboratively with key stakeholders. (BAWA Strategic Development Plan 2011 – 2013)

To work collaboratively with key stakeholders to provide quality participation opportunities and pathways within the sport of badminton in Australia. (BA Strategic Plan 2010 – 2014)

**Our Core Values** (Our Way)

Note: These Core Values are adapted from the BAWA Strategic Development Plan 2011 – 2013 and other plans used by sporting organisations. It is important for BAWA to articulate the core values that define their organisation.

We will:

- **a.** Be open, ethical and accountable in all that we do
- b. Proactively operate as a leader in the Australian and global badminton community
- c. Be aware of, respect and be responsive to stakeholder needs
- d. Enjoy and have pride in our work
- e. Actively embrace change
- f. Value diversity and encourage inclusivity (gender, ability, age, ethnicity);

## Key Result Areas

This Strategic Plan has been structured to reflect the responsibilities and accountability of each Key Result Area of the organisation. In the next 3-4 years Badminton WA will focus on the following:

Governance and Management	Sport Development
<ul> <li>At the end of this 2013 – 2016 period, we will have/see:</li> <li>the BOM making more strategic decisions and acting less on</li> </ul>	<ul> <li>At the end of this 2013 – 2016 period, we will have:</li> <li>increase the number of individual affiliations/members from 2,500</li> </ul>
operation matters, with the EO being in charge of operational decisions;	<ul> <li>to 3,500;</li> <li>increased the percentage of junior members by 5% every year;</li> </ul>
<ul> <li>a succession plan in place for both the BOM and Committees;</li> <li>developed guidelines and checklists in place for major</li> </ul>	<ul> <li>develop a calendar of events offering increasingly more activity through:</li> </ul>
management functions such as financial planning/management, event planning etc;	<ul> <li>Weekend tournaments</li> <li>Interclub pennants</li> <li>Specialty events for Col D, juniors, yets and corporate;</li> </ul>
<ul> <li>engaged additional staff to allow the EO to focus more on the management and development of the sport and less on the administration of the office;</li> </ul>	<ul> <li>Specialty events for CaLD, juniors, vets and corporate;</li> <li>increased the number of trained coaches and officials by 10%;</li> <li>re-established a Coaches Committee;</li> </ul>
<ul> <li>put in places the necessary IT systems to reduce the amount of time taken on administrative tasks such as registration; and</li> <li>developed a closer and more positive working relationship with</li> </ul>	<ul> <li>established and began implementation of a Workforce Development Plan for both the paid and unpaid (volunteer) sections of the badminton workforce;</li> </ul>
<ul> <li>developed a closer and more positive working relationship with Badminton Australia.</li> </ul>	<ul> <li>further developed the volunteer recognition program to include</li> </ul>

<ul> <li>a complete online database of members;</li> <li>an effective strategy for communication between BAWA and the clubs associations and other stakeholders;</li> <li>a new, up to date, informative and user friendly website;</li> <li>greater understanding of the demographics and location of potential markets for the sport and a strategy to access them;</li> <li>developed and implemented a communication strategy for people who play badminton;</li> <li>increased the revenue through sponsorship by ww%; and</li> <li>increased the presence of badminton in the media (all types) by 5%; and</li> <li>utilised online capacity to reduce time on volunteers for some tasks (eg registration);</li> </ul>	<ul> <li>areas such as Service Awards and life membership recognition;</li> <li>researched the training and development needs of clubs and provide assistance and support to help meet these needs; and</li> <li>created an online database of dedicated/interested volunteers and experienced personnel highlighting skills, interests and experiences.</li> </ul>
<ul> <li>High Performance</li> <li>At the end of this 2013 – 2016 period, we will have: <ul> <li>articulated a comprehensive HP pathway for players, coaches and officials that links through to the national HP program;</li> <li>established squad programs for U/15, U/17, U/19 and seniors with a minimum of 20 players in each;</li> <li>identified a pool of high performance coaches to develop our sub elite and elite players with the support of BAWA;</li> <li>established a culture of excellence and fair play amongst players and officials to ensure that selection in a state team is a result of hard work and excellent performances rather than low numbers of players available;</li> <li>sent WA teams to U/15 National Championships from both the</li> </ul> </li> </ul>	<ul> <li>Regional Development</li> <li>At the end of this 2013 – 2016 period, we will have: <ul> <li>increased the number of affiliated clubs from country regions by 20%;</li> <li>visited each region at least once per calendar year;</li> <li>established an agreement with each regional association which clearly outlines the level of funding and or support that BAWA will provide in the training of their coaches, managers and umpires to a stage as well as other sport, club and facility development needs;</li> <li>supported at least one event in 90% of the affiliated associations; and</li> <li>increased the number of regional athletes involved in performance</li> </ul> </li> </ul>

<ul> <li>metropolitan and regional membership;</li> <li>achieved a 10% increase in the percentage of medal winning performances from teams and individuals at national championships; and</li> <li>established a program that recognises and supports the high performance players, coaches and officials in our sport.</li> </ul>	squads and state teams by 10%
<ul> <li>Event Management</li> <li>At the end of this 2013 – 2016 period, we will have: <ul> <li>established a comprehensive calendar of events which is communicated through the website;</li> <li>developed an Event Management Manual for Badminton containing guidelines, timeframes and checklists for managing a badminton tournament/ event;</li> <li>instituted a regular (annual, bi-annual) international event eg Asia Pacific Junior Event;</li> <li>instituted regular (annual / bi-annual) regional events;</li> <li>increased the involvement of clubs and associations in running events, with BOM acting as 'sponsor' rather than event manager;</li> <li>increased the level of support by BA (in both funds and representation) for national / international events held in WA;</li> <li>representation by players from other countries at major tournaments in WA; and</li> </ul> </li> </ul>	<ul> <li>Facilities</li> <li>At the end of this 2013 – 2016 period, we will have: <ul> <li>established a state-wide database of all facilities where badminton is played;</li> <li>developed improved relationships and cooperation through regular contact with facility owners / mangers where badminton is currently played, as well as those facilities that could service the badminton community in the future.</li> <li>worked with 5 separate local govts to ensure that when new facilities are being planned, requirements for badminton (eg lighting and markings) are considered;</li> <li>confirmed the arrangement between BAWA and the City of Wanneroo regarding the next lease arrangement for Kingsway;</li> <li>if necessary, purchased / leased another larger fully equipped office;</li> <li>supported regional clubs / associations with their facility</li> </ul> </li> </ul>
<ul> <li>increased number of events in various regions of Perth (not just Northern Suburbs)</li> <li>increased the level and nature of assistance / funding from BA to assist BAWA run national events</li> </ul>	management and maintenance needs through support, advice and assistance.

### **Our Plan**

## **KRA 1: Governance and Management**

#### **Objectives:**

- Implement a relevant and appropriate model of governance supported by best practise structure and systems.
- Develop a strategic plan for the 2013 2016 period with a detailed and linked operational plan.
- Ensure the business performance and financial management systems used are of the highest standard.
- Establish a new headquarters for Badminton WA, which is relevant to the future operations and opportunities facing the organisation.
- Develop a contemporary and relevant on-line communication system and media strategy to further engage with membership, stakeholders and the aligned / interested audience.

#### Key Targets for 2016

- The organisation's governance and management structures and processes are viewed as industry best practice.
- Establish new HQ for Badminton WA.
- (Add others)

Sub Category	Outcomes	Broad Strategies	Timeline	Progress
Organisational Structure,	Implement the most appropriate organisational (governance and	<ul> <li>Create and implement a clear, well communicated Strategic and Business plan.</li> </ul>		
Design and Processes	and operational) structure and	<ul> <li>Review constitution to ensure that the direction of BAWA is articulated through the rules of the association.</li> </ul>		
Board	Recruit, monitor and	- Maintain the required skill sets as part of board make up.		
appraisal and development		<ul> <li>Review the performance of the board on an annual basis and implement a relevant and appropriate PD program for the Directors.</li> </ul>		
		<ul> <li>Implement guidelines regarding roles and responsibilities of board members.</li> </ul>		
		- Implement a succession planning strategy for all Board Members.		
BAWA Headquarters	Badminton WA is housed in appropriately located headquarters, which will support	<ul> <li>Develop and implement a facility development plan to enable the construction of a new purpose built headquarters for Badminton WA. (This is not achievable in this period of strategic plan, think</li> </ul>		

	the future operations and opportunities facing the organisation.	this can be deleted)	
Compliance and Risk Management	Implement suitable policies, procedures and risk management strategies.	<ul> <li>Undertake a Badminton WA Policy and Procedures audit/review to identify relevant areas of compliance (e.g. Legal, Financial, Human Resource, Governance, Assets, etc) and the availability and effectiveness of Badminton WA organisational policies.</li> </ul>	
		<ul> <li>Adapt and / or develop necessary organisational policies and include these in a Badminton WA Policies and Procedures Manual, which is updated as required. Note – make this available to Member Clubs.</li> </ul>	
Strategic Planning	Communicate the 2013 – 2016 Badminton WA Strategic Plan to all Member Clubs, Associations and stakeholders	<ul> <li>Promote plan via communication streams (eg upload summary document on website, distribute copies to major stakeholders and funding agencies).</li> </ul>	
	Provide planning assistance to Member Clubs	<ul> <li>Distribute annually club packs following affiliation, which will include planning templates to assist them in the development / updating of their own plans, which will align / integrate with the Badminton WA Strategic Plan.</li> </ul>	
	Use the 2013 - 2016 Strategic Plan to drive all BAWA activities.	<ul> <li>EO to communicate progress in relation to the Plan quarterly at board meetings.</li> </ul>	
		<ul> <li>Review BAWA performance against the Strategic Plan and the contents of the Strategic Plan annually and report through the Annual Report.</li> <li>Refer to Strategic plan for appropriateness and priority of any new opportunities that may present during the strategic cycle.</li> </ul>	
	Update plan every 2 years (i.e. adding another 2 years)	<ul> <li>Review plan annually to ensure short-term opportunities and direction align with long-term vision and conduct a Strategic Plan review / update via a consultative process with membership and stakeholders every 2 years.</li> </ul>	
Partnerships	Proactively develop positive working relationships with all Member Clubs	<ul> <li>Implement and communicate all areas of the BAWA Strategic Plan in an open, professional and efficient manner and seek to involve all clubs in future directions and decision-making.</li> <li>Establish an agreement with each regional association which</li> </ul>	

	Proactively develop positive working relationships with other state Badminton Associations and Badminton Australia. Badminton WA being recognised by the WA Dept of Sport and Recreation as an innovative and professionally governed / administered SSA worth investing in. Effectively service current partners and form new partnerships to benefit Badminton WA and the Member Clubs.	<ul> <li>clearly outlines the level of funding and or support that BAWA will provide in the training of their coaches, managers and umpires to a stage as well as other sport, club and facility development needs.</li> <li>Visit each region at least once per calendar year.</li> <li>Proactively work with appropriate personnel in BA and other state associations to assist in the implementation of the Badminton WA Strategic Plan and contribute to the growth and development of badminton in Australia.</li> <li>Create, promote and publish BAWA achievements.</li> <li>Proactively work with Badminton WA's DSR sports consultant and other appropriate personnel to assist in the implementation of the Badminton WA Strategic Plan.</li> <li>Identify and engage with preferred partners and sponsors.</li> </ul>	
Marketing and Communications	Implement a coordinated approach to all internal and external communications Implement a coordinated	<ul> <li>Develop and implement a BAWA Communications Plan which will contain communication strategies to appropriate stakeholders.</li> <li>Develop and implement a BAWA Marketing Plan which will</li> </ul>	
	marketing approach for all products and programs	contain strategies to target specific sponsors / audiences.	
Financial Management	Achieve long term organisational financial	<ul> <li>Develop annual operational budgets directly aligned to the Strategic Plan.</li> </ul>	
	sustainability.	- Review costing's annually on all areas of service delivery.	
		<ul> <li>Ensure current and accurate financial reports are presented at all Board of Management meetings and AGMs.</li> </ul>	

		- Investigate short / long- term cash management opportunities.	
		- Develop new revenue streams.	
Human Resource Management	Badminton WA is supported by an appropriate Board and staff structure to effectively deliver the BAWA Strategic Plan.	<ul> <li>In conjunction with the DSR, develop and implement a comprehensive Work Force Development Plan that focuses on all aspects of the 'badminton workforce' whether paid or unpaid (volunteers).</li> </ul>	
		- Review / re-develop / develop accurate staff position descriptions	
		<ul> <li>Conduct annual appraisals and implement continual professional development systems for board and staff</li> </ul>	
		<ul> <li>Implement workforce recognition and reward activities / program to retain quality staff and volunteers.</li> </ul>	
		- Implement a succession planning strategy for key staff positions.	
Member and Stakeholder	All Member Clubs and stakeholders see Badminton WA as a professionally managed organisation, which effectively leads Badminton in the state and adds value to their operations and businesses.	<ul> <li>Work with Member Clubs to assist them in achieving alignment between their respective plans and the BAWA Strategic Plan.</li> </ul>	
Relationship Management		<ul> <li>Continue the provision of resources, templates and support to Member Clubs.</li> </ul>	
		<ul> <li>Develop and conduct a Member Satisfaction and Needs Analysis Survey annually</li> </ul>	
Administration Systems and Procedures	Develop and implement standardised, consistent and efficient administrative systems, policies and procedures	<ul> <li>Review and document all current administration systems and maintain a BAWA Policies and Procedures Manual.</li> </ul>	
Information and Communications Technology	Facilitate effective and frequent communications to, from and between Member Clubs and all	<ul> <li>Implement a contemporary and relevant on-line communication system and media strategy to further engage with membership, stakeholders and the aligned / interested audience.</li> </ul>	
	other stakeholders.	<ul> <li>Redesign the BAWA website to ensure it is contemporary, relevant, informative and easy to use.</li> </ul>	

### **KRA 2: Sport Development**

#### Objectives:

- Broaden the range of programs available to attract more and different markets to experience badminton.
- Continue and where possible increase social responsibility initiatives to provide access to badminton for members of the community that currently experience barriers to participation.
- Continue to develop the people so critical to the activity of badminton at all levels the coaches, officials and administrators, via appropriate and accessible education programs.
- Establish a best practice high performance system.

#### Key Targets for 2016

- (Add others).
- A high performance system with a clear pathway for players, coaches and officials is developed by 2016.

Sub Category	Outcomes	Broad Strategies	Timeline	Progress
Badminton Clubs	Increase the capability and long-term capacity, of affiliated clubs, and attract currently non-affiliated clubs to be members	- Work with Member Clubs to assist them in achieving alignment between their respective plans and the BAWA Strategic Plan.		
	Increase the number of affiliated clubs from country regions by 20%	<ul> <li>Develop and conduct a Member Satisfaction and Needs Analysis Survey annually</li> </ul>		
Facilities	Improve access to facilities for all levels of competition. Develop improved relationships and cooperation with facility owners / mangers where badminton is currently played, as well as those facilities that could service the badminton community in	<ul> <li>Establish a state-wide database of all facilities where badminton is played.</li> <li>Develop a communication / relationship development strategy for facilities.</li> <li>Visit facilities (those in use and those for future use) on a regular (eg annual) basis.</li> <li>Acknowledge the relevant LGAs and facility managers at events held in those facilities.</li> <li>Work with 5 separate local govts to ensure that when new facilities are being planned, requirements for badminton (eg lighting and markings) are considered.</li> </ul>		

	the future.	<ul> <li>Confirmed the arrangement between BAWA and the City of Wanneroo regarding the next lease arrangement for Kingsway.</li> <li>Support regional clubs / associations with their facility management and maintenance needs through support, advice and assistance.</li> </ul>	
Coaching	Increase the number and quality of accredited coaches.	<ul> <li>In conjunction with the DSR, develop and implement a comprehensive Work Force Development Plan that focuses on all aspects of the 'badminton workforce' whether paid or unpaid (volunteers).</li> <li>Work with the Member Clubs to develop and deliver an annual calendar of coaching courses.</li> <li>Additional focus on development of elite level coaches in WA.</li> </ul>	
Officials	Increase the number and quality of qualified officials.	<ul> <li>In conjunction with the DSR, develop and implement a comprehensive Work Force Development Plan that focuses on all aspects of the 'badminton workforce' whether paid or unpaid (volunteers).</li> <li>Work with the Member Associations to develop and deliver an annual calendar of officiating courses.</li> <li>Source appropriate PD opportunities for high level WA officials</li> </ul>	
Junior Development	Increase in the total number of Junior players Increase the pool of talented players in the 13 – 19 year bracket	<ul> <li>Focus on the development of junior players through existing clubs and via the school programs.</li> <li>Establish squad programs for U/15, U/17, U/19 with a minimum of 20 players in each.</li> <li>identify a pool of high performance coaches to develop our sub elite and elite players with the support of BAWA</li> </ul>	
Inclusive participation	Provide increased access to people from a CaLD background to Badminton. Provide increased access to people with a disability to	<ul> <li>Source financial support to assist in this area to expand participation in existing programs.</li> <li>Work with the DSR, affiliated clubs and other relevant stakeholders and partners to implement, monitor and review initiatives that provide opportunities for CaLD communities</li> </ul>	

	Badminton. Provide increased access to Badminton for Indigenous communities	-	Work with the DSR, affiliated clubs and other relevant stakeholders and partners to implement, monitor and review initiatives that provide opportunities for PWD. Work with the DSR, affiliated club and other relevant stakeholders and partners to deliver sustainable programs and events for indigenous communities.	
Exposure to High Performance	A high performance system with a clear pathway for players, coaches and officials is developed. Increase the number of players exposed to HP Badminton. Increased the number of regional athletes involved in performance squads and state teams by 20% Increase the number of regional athletes involved in performance squads and state teams by 20%	-	In conjunction with the DSR (and Badminton Australia), further develop and expand the BAWA High Performance Plan. Communicate this plan and the existing pathway to members, coaches and officials. Promote, implement, monitor and review current programs high performance programs and make improvements, as required.	
Results	Achieve a 10% increase in the percentage of medal winning performances from teams and individuals at national championships.	-	Implement the new BAWA High Performance Plan and monitor results of WA players.	

KRA 3: Event Management         Objective:         • Develop, coordinate and support a robust and sustainable competitive events program of the highest standard which meets the needs of players at all stages of the athlete development pathway.         Key Targets for 2016:         • Bid for 201?? National Championships.         • Develop a marquee event involving the Indian Ocean Rim countries.							
Sub Category	Outcomes	Broad Strategies	Timeline	Progress			
Event coordination	A well integrated events calendar	<ul> <li>Ensure events are held in a variety of metropolitan and regional locations throughout the year.</li> </ul>					
		<ul> <li>Increase the involvement of clubs and associations in running events, with BAWA acting as 'sponsor' rather than event manager.</li> </ul>					
Support and enhance existing events.	Local and regional events continue to be supported.	<ul> <li>Provide resources, support and training to Member Clubs and other stakeholders to assist with the staging of successful local and regional events.</li> <li>Develop an Event Management Manual for Badminton containing guidelines, timeframes and checklists for managing a badminton tournament/ event and distribute this via the BAWA website.</li> </ul>					
		<ul> <li>Increase the level of support by BA (in both funds and representation) for national / international events held in WA.</li> </ul>					
Identify and deliver new events to enhance the athlete pathway.	Local metro/regional events. Support at least one event in 90% of the regions.	<ul> <li>Develop a calendar of events offering increasingly more activity through:         <ul> <li>Weekend tournaments</li> <li>Interclub pennants</li> <li>Specialty events for CaLD, juniors, vets and corporate;</li> </ul> </li> <li>Institute regular (annual / bi-annual) regional events</li> </ul>					
	National events	- Stage the national championships once every 2-3 years.					

ſ	International event	-	Develop/secure a regular (annual, bi-annual) international event eg Asia Pacific Junior Event. Increase representation by players from other countries at major tournaments in WA	