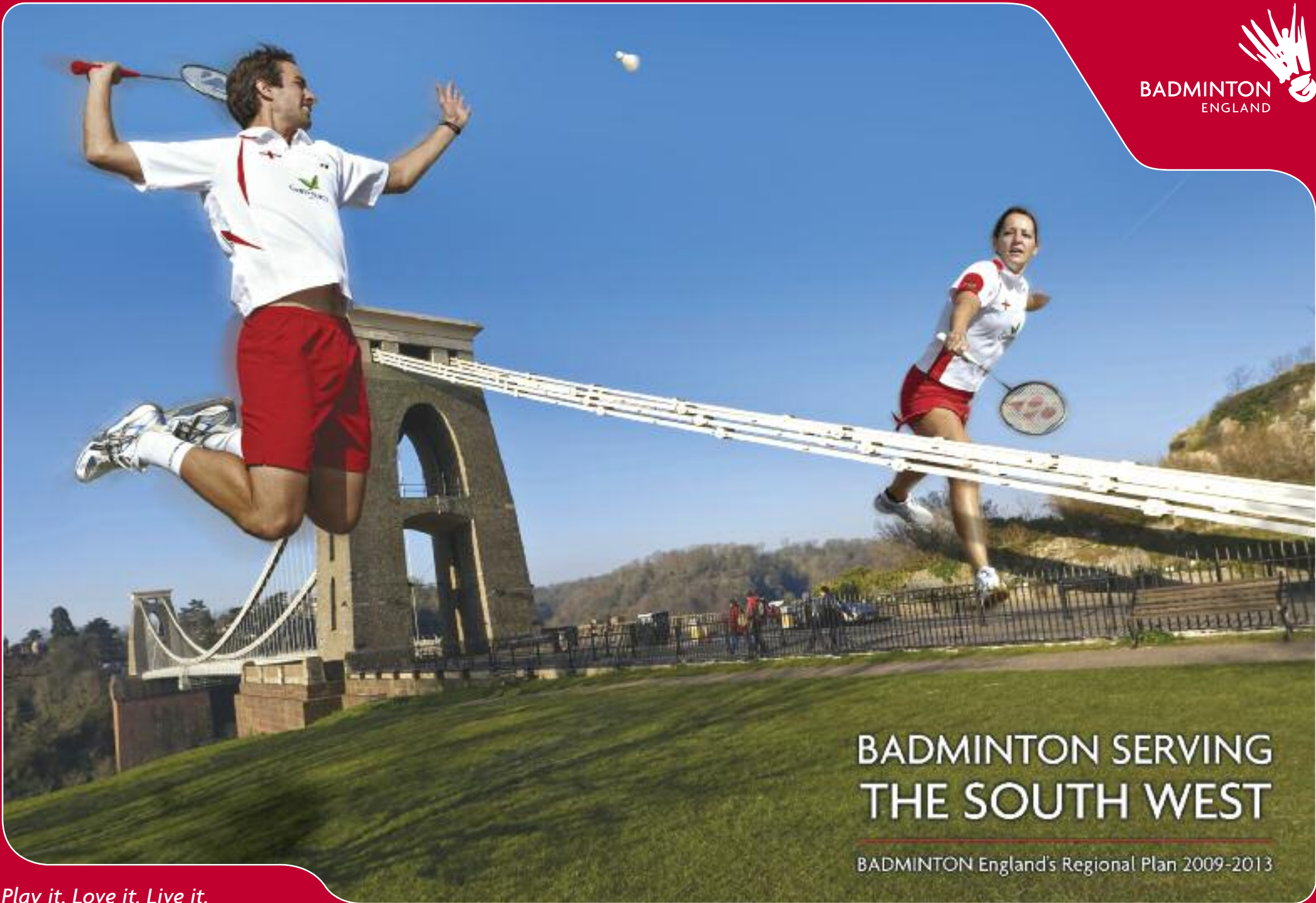




BADMINTON
ENGLAND



BADMINTON SERVING THE SOUTH WEST

BADMINTON England's Regional Plan 2009-2013

Play it. Love it. Live it.

The Opportunity

Badminton is an Olympic sport, with ambitious goals for the Games of 2012, and a national strategy to be number one in the world by 2016. It is a major sport in England and across the globe, with a strong history of growth, achievement and delivery.



'*BADMINTON SERVING THE SOUTH WEST*' outlines the regional impact of BADMINTON England's plans for the period 2009 to 2013. It sets out the aims and plans for BADMINTON England within the South West – for our development, results and standards, and for our contribution to the quality of life of all those living in the South West.

We simply cannot deliver this on our own. The fantastic badminton community: County Badminton Associations, the leagues and the network of clubs we have out there, all are indispensable if we are to achieve these aims. Furthermore, it is vital that we work with local partners on the ground – the County Sports Partnerships, Local Authorities and School Sports Partnerships to name but a few. Building on these existing relationships, seeking out and establishing new partnerships, and ultimately bringing people together that have a common interest, that is at the very heart of this plan.

Badminton is currently the 6th most participated in sport in this country and is the most popular of the racket sports. It has recently demonstrated significant growth, bucking the overall trend of static sports participation rates¹. With the 2011 Badminton World Championships and of course the 2012 Olympic Games both taking place in London, there will be no greater opportunity to deliver a lasting legacy for the sport of badminton in the South West...

Adrian Christy
CHIEF EXECUTIVE – BADMINTON ENGLAND



¹SIRC Research - 2008

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1. The Plan – BADMINTON England's Structure for Success

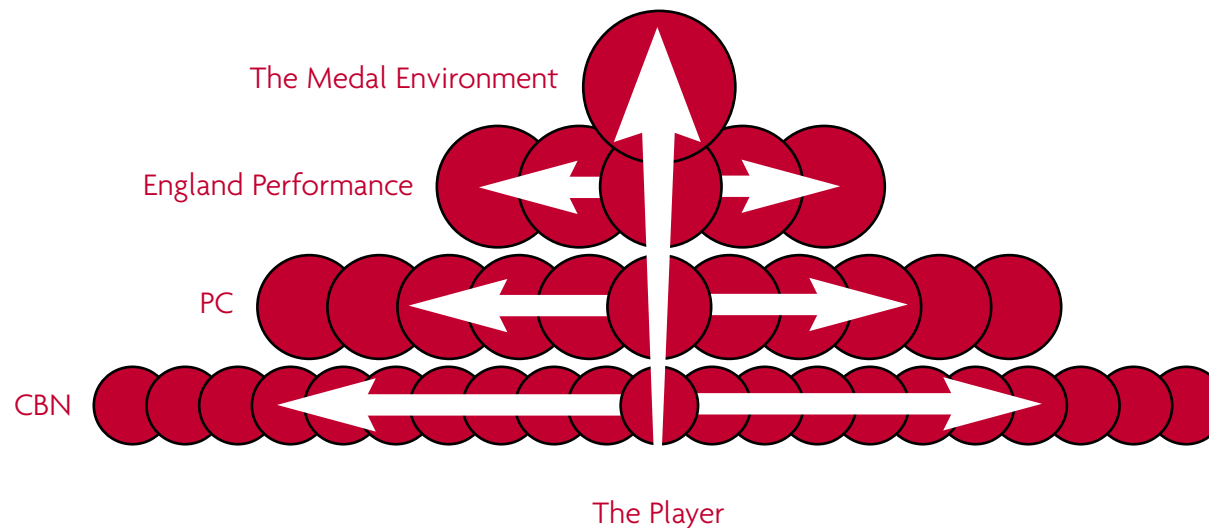
BADMINTON England is committed to developing a World Leading Badminton System with the ultimate aim of becoming the 'No. 1 badminton nation in the world' and generating significant growth in participation at every level.

In order to deliver these core objectives, BADMINTON England has designed a structure for the sport that seeks to:

- Provide an appropriate introduction to badminton at a grass roots / community level
- Ensure that participants are retained and enjoy badminton at the standard at which they are most comfortable
- Present a clear and identifiable pathway for the more talented players to progress to elite performance environments and competitions.

BADMINTON England's 'Structure for Success' is based upon four key programmes, that when brought together will provide a clear pathway to progress within the sport:

- **Community Badminton Networks (CBN)** – providing opportunities at grass roots / community level
- **Performance Centres (PC)** – identifying, nurturing and developing talented players
- **England Performance** – preparing quality players for elite level environments and competitions
- **The Medal Environment** – producing World and Olympic medal winners



1a. Community Badminton Networks

Based upon local authority areas, Community Badminton Networks offer a range of inter-connected programmes that seek to successfully introduce participants to badminton and then offer them a range of high quality, sustainable opportunities to enjoy lifelong participation in the sport.

Introduction to badminton opportunities will be provided in the following ways:

- **Schools & Further Education Colleges** – specific badminton projects will be set up in these institutions to introduce and engage young people in the sport
- **Participation Programmes** – these programmes will provide the wider adult (16+) community with an introduction to badminton, and will predominantly focus upon specific, hard-to-reach groups or university environments. We will also be targeting 16-18 year olds, and aiming to reduce the drop-off rate in that age group.

The following exit routes will be provided to ensure that those wishing to continue to play badminton can do so:

- **No Strings Badminton** – this new initiative will provide regular pay and play opportunities for all participants in a fun and sociable environment. Ideal for those who do not want to make a commitment to join a club or can't always find the right opponent to play against.
- **Club Badminton** – this will be the place to go for those wishing to take their badminton slightly more seriously, access some coaching and competition or simply make a new group of friends.

BADMINTON England will work with County Badminton Associations, County Sports Partnerships, Community Sports Networks, Clubs, Leagues, School Sport Partnerships and Local Authorities to develop 120 Community Badminton Networks across the country by 2013. Together these local partners will manage and deliver each Community Badminton Network by forming a steering group and producing a simple development plan.

No Strings Badminton

- Regular pay and play opportunities in a fun and sociable environment
- Hints and tips to help improvers

Participation Programmes

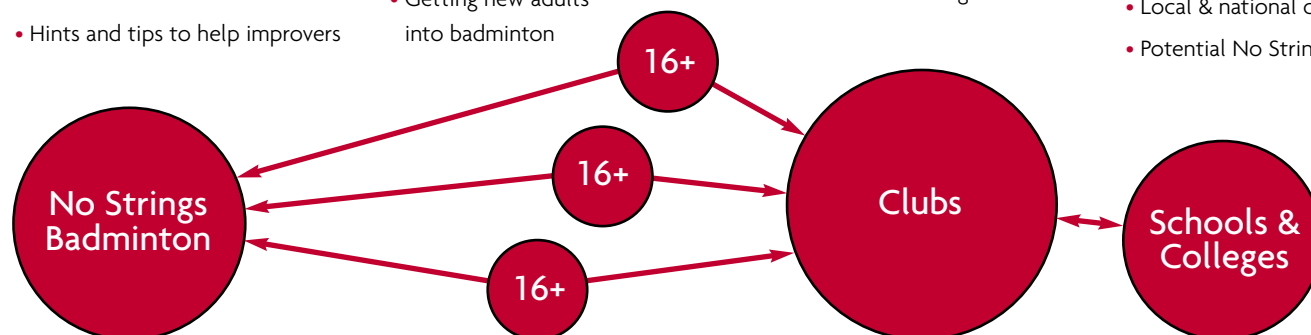
- Offering badminton opportunities for the community
- Getting new adults into badminton

Clubs

- The place to go for coaching, competition and socialising

Schools

- Engaging young people in Badminton
- Extra-curricular clubs
- Local & national competitions
- Potential No Strings Badminton sessions

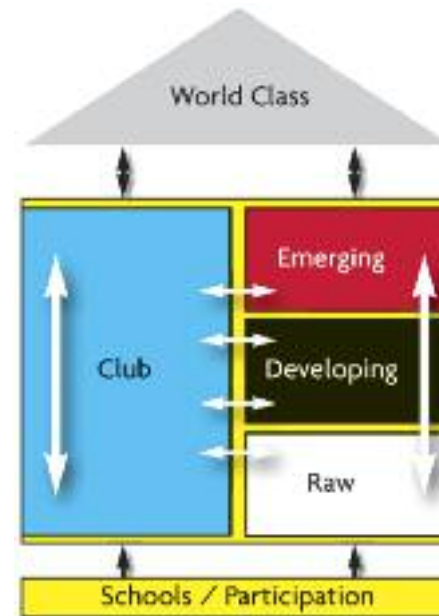


1b. Performance Centres

Launched in January 2008, Performance Centres are player-centred high quality environments underpinned by Premier (Clubmark) accredited badminton clubs and Community Badminton Networks. Performance Centres have established highly specialised 'performance squads' to guarantee that talented young players at community level can fulfil their potential.

By 2013, Performance Centres will have been established nationwide and these centres will aim to produce and widen the talent pool to at least 2000 high quality junior players. These players will put greater pressure on the existing England Performance programmes and thereby raise standards overall. In order to accomplish this Performance Centres must focus upon delivering the following:

- **High quality talent identification programmes** to proactively seek out young people that demonstrate considerable talent characteristics. These may be children that:
 - Have had little exposure to sports coaching
 - Have had a lot of exposure to sport but not necessarily badminton
 - Are already engaged in badminton
- **Implementing the appropriate player pathway** to support player development and enable them to maximise their potential, whilst also maintaining a clear route back into the club pathway
- **A high quality coaching team which:**
 - Sets the highest standards of professionalism
 - Is committed to all aspects of the coaching process (plan, do, review and evaluate)
 - Supports players as they move along the pathway
 - Is committed to Continuous Professional Development
 - Contributes positively to a mentoring system



- **Availability and access to the right level of competition** that will enable the players to experience the necessary level of challenge at each stage of the pathway

The performance pathway will be made up of players accessing 152 hours per annum of training across three specific, ability-based squads:

- a **RAW** squad – players building on their identified abilities, developing basic movement and hitting skills that are sustained under largely predictable conditions (predominantly ages 6-13).
- a **DEVELOPING** squad – players progressing from RAW to expand the range of movement and hitting skills and engrain learning so skills are sustainable under increasingly unpredictable, game-like situations (predominantly ages 10-15)
- an **EMERGING** squad – players progressing from DEVELOPING to refine movement and hitting skills and enhance tactical awareness so these skills are adapted successfully in competition (predominantly ages 13-19)

1c. England Performance and the Medal Environment

If talented players have developed successfully through the Community Badminton Network and Performance Centre programmes, they will then progress onto BADMINTON England's elite performance programmes. The England Performance programme primarily operates out of a network of High Performance Centres, with Great Britain's very best players based in the Medal Environment at the National Badminton Centre in Milton Keynes.

England Performance

High Performance Centres are predominantly based at selected university sites. Six High Performance Centres are currently in operation, with a seventh to be initiated in 2009. The existing locations are currently under review.

High Performance Centres provide daily training and coaching to players currently on the Lottery Funded World Class Performance Programmes, and this programme is overseen by a High Performance Coach. The aim of the programme is that players can combine a playing career with further study, and form part of a pool of players challenging the Great Britain squad at the National Badminton Centre.

The National Badminton Centre

The National Badminton Centre, based in Milton Keynes, is BADMINTON England's flagship facility and houses both the Governing Body's headquarters and the Great Britain and Olympic Squads. The Centre provides a top quality elite training facility alongside a thriving community club. It is operated on a sound commercial basis, and has been a key contributory factor to the recent successes enjoyed by the players based there.

BADMINTON England's National Badminton Centre is more than just a facility. The World Class Programme, which handles a budget in excess of £2million per annum, is considered a model of good practice, and has underpinned the delivery of a medal at both the Olympic Games in Sydney in 2000 and Athens in 2004, as well as a hatful of World, European and Commonwealth Games medals. The quality of the World Class Programme has attracted top coaches and administrators from across the world and is seen as cutting edge within the sport.



2. The Delivery

2a. The vision for badminton in the South West is:

'To establish a sustainable infrastructure for the sport of badminton in the South West that is capable of transforming the increased profile and interest generated from the UK hosting the 2010 European Championships, the 2011 World Championships and the 2012 Olympic Games, into improved performances and regular, retained participants.'

2b. As a result of this vision, the following strategic aims have been identified:

- 1 To consistently produce high performance players that ultimately achieve medal success at World and Olympic level.
- 2 To increase the number of people playing badminton *regularly* in the South West.
- 3 To deliver a sustainable and tangible legacy from London hosting the 2011 Badminton World Championships and the Olympic Games in 2012.



2c. This will result in a focus upon delivering the following objectives by 2013:

- 16 Community Badminton Networks at 'improving' or 'world-leading' level across the South West Region
- 3 Performance Centres accredited and established, and appropriately positioned geographically, across the South West region
- Delivery of the new No Strings Badminton initiative across a select number of leisure operators within the South West
- A competition structure for badminton in the South West that mirrors the emerging Community Badminton Network and Performance Centre infrastructure
- An effectively marketed, web-based system that registers interest in badminton and links that interest directly to the range of opportunities to play badminton across the South West
- A 'fit for purpose' Badminton workforce delivering a lasting and tangible sporting legacy for the South West
- A delivery structure for badminton in the South West that recognises the County Badminton Associations, the Pro-Active Partnerships and other agreed organisations as key strategic partners.

3. The Challenge

3a. Key Headline Measurements and 2013 Targets

The following section outlines the broad headline measurements that we will be using to track progress across our programmes, and the planned target alongside each measurement:

Key Headline Measurements	2013 Target
Community Badminton Networks	16
Performance Centres	3
New adult participants (playing once a week)	9,333
New 6-11 year old participants	2,981
New 12-16 year old participants	1,675
Reduction in drop-off for 16-18 year olds	467
Increase in satisfaction	5% increase
Increase in 9-13 year olds receiving at least two hours per week of quality coaching	1,067

3b. Where – regional mapping...

The following maps outline the number, geographical locations and stage of development of the Community Badminton Network (CBN) and Performance Centre (PC) programmes across the South West up to 2013. In April 2011 a further consultation exercise will take place to establish a revised regional map for the period 2011 to 2013.

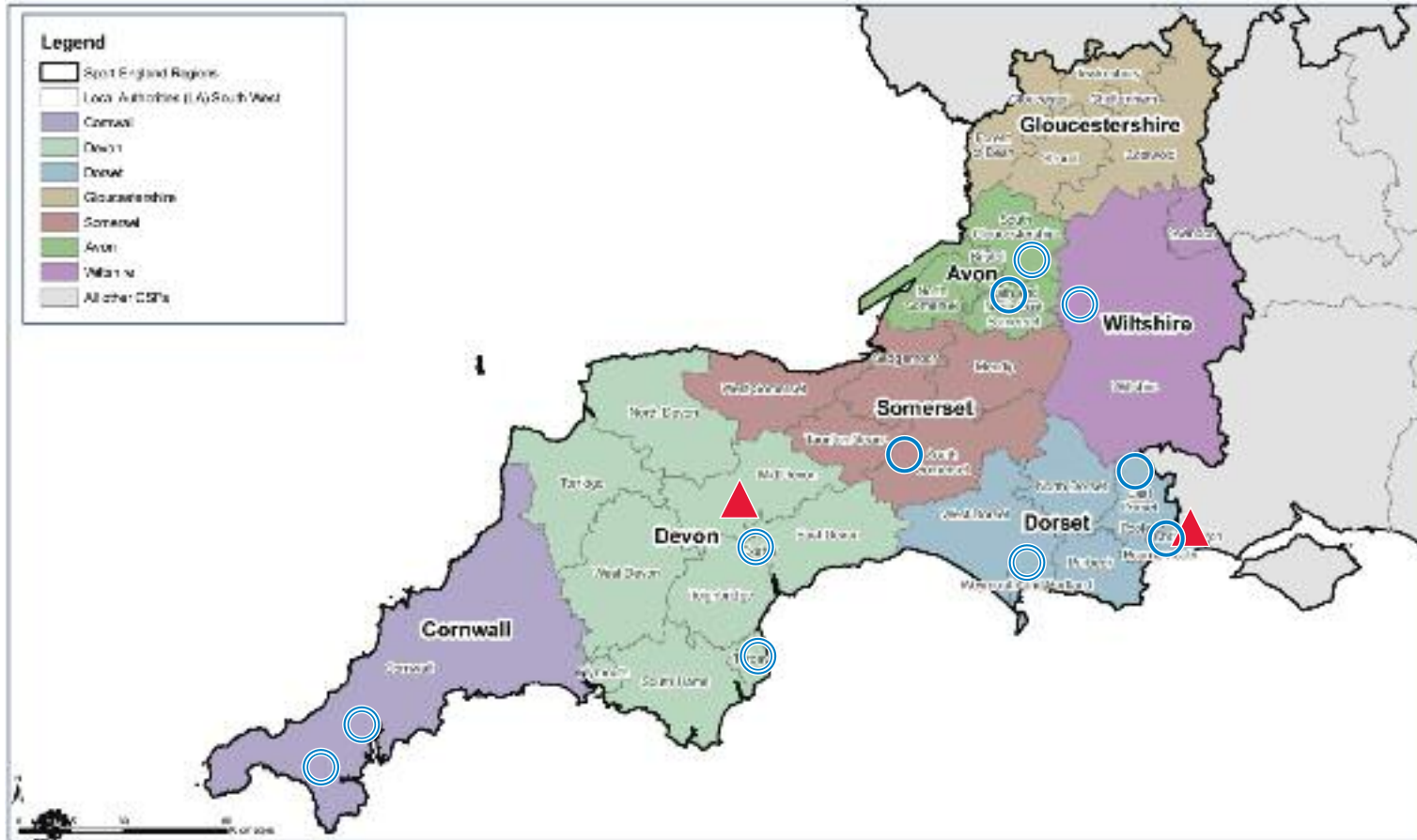
Please note that the maps are indicative and show likely areas and stages of development based on current knowledge as of August 2009, but are subject to change depending on local factors.





South West Region with County Sport Partnership and Local Authority Boundaries

1st October 2009



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Sport England 13000111 2009

Key

- Start Point CBN
- Improving CBN
- World Leading CBN
- In-Development PC
- Accredited PC

Performance Centres

- Queens
- Bournemouth

Community Badminton Network areas

- Kerrier/Carrick
- Penwith/Helston
- Torbay
- Exeter
- South Somerset
- Banes
- South Glos
- Weymouth
- Bournemouth
- East Dorset
- Mid/West Wilts

Key

-  Start Point CBN
-  Improving CBN
-  World Leading CBN
-  In-Development PC
-  Accredited PC

Performance Centres

- Queens
- Bournemouth
- Bristol
- Weymouth

Community Badminton Network areas

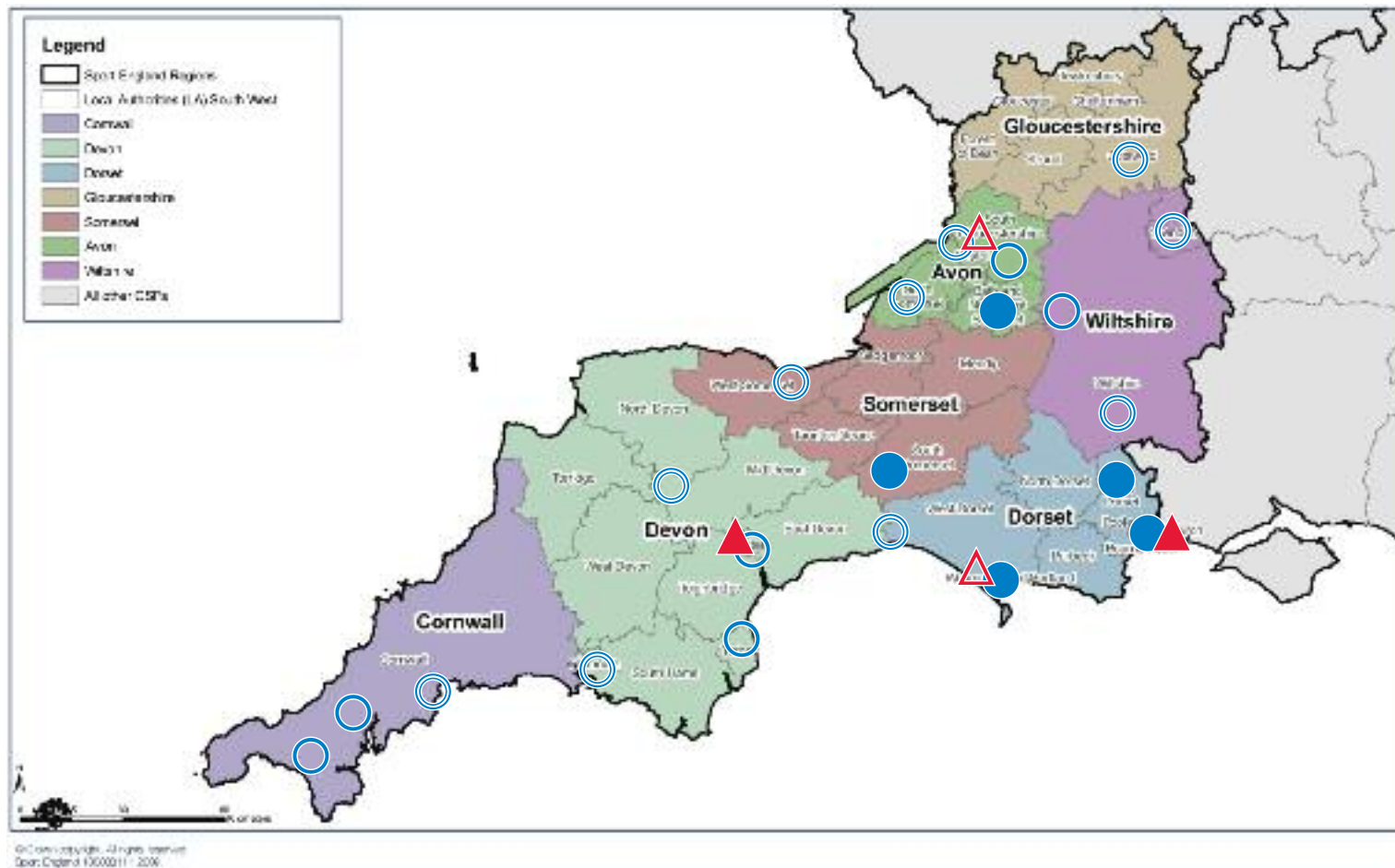
- Kerrier/Carrick
- Penwith/Helston
- Torbay
- Exeter
- South Somerset
- Banes
- South Glos
- Weymouth
- Bournemouth
- East Dorset
- Mid/West Wilts
- St Austell
- Plymouth
- Chulmleigh
- Lyme Regis
- Swindon
- Salisbury
- North Somerset
- Bristol
- Cotswold
- Tone



Creating sporting opportunities in every community

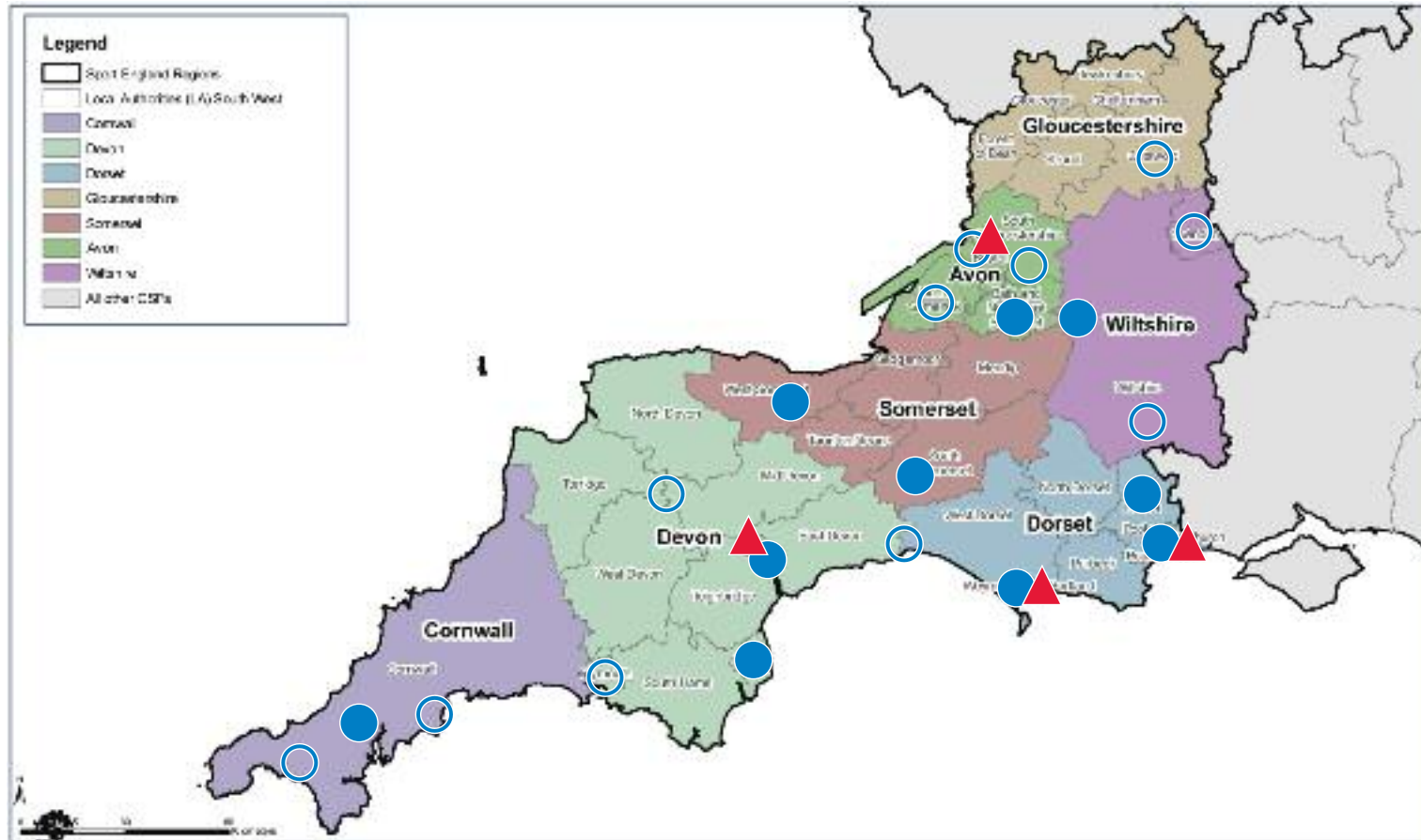
South West Region with County Sport Partnership and Local Authority Boundaries

1st April 2011



South West Region with County Sport Partnership and Local Authority Boundaries

1st April 2013



Legend

- Sport England Region
- Local Authorities (LA) South West
- Cornwall
- Devon
- Dorset
- Gloucestershire
- Somerset
- Avon
- Wiltshire
- All other CSPs

Key

- Start Point CBN
- Improving CBN
- World Leading CBN
- In-Development PC
- Accredited PC

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- Queens
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- Bristol
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- Swindon
- Salisbury
- North Somerset
- Bristol
- Cotswold
- Tone

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4. The Commitment

4a. Regional Capacity & Investment

Resource	Details
1 x Regional Manager	<ul style="list-style-type: none"> To lead the delivery of the Regional Plan To manage a team of Regional Officers To manage the Regional Budget To influence and negotiate with key partners to ensure the Regional Plan is delivered and sustained
4 x Regional Officers (FT)	FT Officer for : <ul style="list-style-type: none"> Avon/Glos Cornwall/Dorset Devon Wiltshire/Swindon/Somerset
Investment	£30,000 per Performance Centre over a three year period £20,000 annual regional budget to invest in Community Badminton Networks.

BADMINTON England will take a strategic approach to its Community Badminton Networks and Performance Centres. As a result of this, BADMINTON England will dedicate a large part of its resources to offering an enhanced service to Community Badminton Network areas.

A number of factors are taken into account when selecting areas as potential Community Badminton Network sites:

- Does the County Badminton Association support the delivery of a Community Badminton Network in the area?
- Does the location fit with the plans of the County Sports Partnership and Local Authority and will they pro-actively support it?
- What is the demand for badminton in the area?
- Is there a strong club that is willing to act as a hub site for the network?
- Is there a group of pro-active volunteers and coaches to drive and deliver activity?
- Is there the facility space to increase and expand the current badminton programme in a significant way?

Areas that are not selected as Community Badminton Network sites will not be neglected however – all areas will receive a standard level of service from the Regional Team (detailed opposite). In some cases, the specific Community Badminton Network areas for the period 2011-2013 have not yet been determined and will involve considerable consultation and engagement with all relevant groups and partners. Any interested parties are advised to consider the factors outlined above and discuss these directly with the appropriate BADMINTON England Regional Manager.

4b. BADMINTON England ‘enhanced’ support

In selected Community Badminton Network areas, BADMINTON England will provide the following support:

- Lead the establishment and management of the Community Badminton Network steering group and its development plan
- Act as lead role regarding project management of the Community Badminton Network for Years 1 and 2 of the project
- Funding contribution from regional budget
- Production of and / or support in preparing and submitting external funding applications
- Manage the collation of monitoring & evaluation information
- Work with hub club(s) to achieve club accreditation, increase capacity and address any volunteering gaps
- Ensure coaches are deployed, trained and developed effectively
- Work with facility providers to develop the No Strings Badminton initiative
- Oversee the delivery of the Center Parcs National Schools Championships
- Support school delivery with various resources / products
- Direct liaison and brokering of relationships with local partners such as Local Authorities, School Sports Partnerships, Higher and Further Education, County Badminton Associations and County Sports Partnerships.

4c. BADMINTON England ‘standard’ support

In all other areas, BADMINTON England will provide the following support:

- Point of contact / advisory support from Regional Officer and Regional Manager
- Advice and guidance as regards setting up and delivering a Community Badminton Network, or related activity
- Direct support to clubs and schools to achieve accreditation / affiliation
- Access to regional coach education and training programme.
- Encouraging and supporting School Sports Partnerships to access the Center Parcs National Schools Championships and utilise the Bisi programme
- Delivery resources such as training courses, equipment and coaching aids.



5. The Results

5a. Bournemouth Community Badminton Network

The Bournemouth Community Badminton Network was originally formed out of a close working relationship between Bournemouth Schools Sports Partnership, the Dorset Badminton Development Officer and the Badminton Community Coach who worked together to offer youngsters in both Primary and Secondary schools the opportunity to try the sport of badminton.

After school clubs then linked into the three local Junior Badminton Clubs in the area. The clubs themselves took on the challenge of achieving Clubmark status and membership has gone from strength to strength.

From this point onwards all development work became focused in this area and so Bournemouth developed as a Community Badminton Network with other partners offering participation opportunities, a coach education and development programme and competitive opportunities for youngsters of all ages.



Key Outcomes

- 3 badminton clubs have increased their membership by 50%
- Littledown Badminton Club, Dorset Badminton and Helen Troke Academy have achieved BADMINTON England Premier Club (Clubmark) accreditation
- 2 Senior affiliated clubs formed
- 25 schools received Badminton coaching
- 35 Bisi festivals including a Disability Bisi festival
- 6 new UKCC Level 2 qualified coaches and 8 UKCC Level 1 qualified coaches
- 15 Badminton Junior Helper Award courses
- 200 children took part in the Center Parcs National Schools Championships
- 8 Senior, 7 Junior, and 1 Girls only after school clubs
- 1 No Strings Badminton pay as you play session with 40+ players attending
- Dorset County Badminton Juniors/Seniors/Veterans all moved into the Bournemouth Community Network with over 250 children, 100 Adults
- 1 Coach currently on Level 3 UKCC course
- 1 Young Officials Tutor Course.
- Linking into the new Bournemouth Performance Centre which launches in Oct 09
- A number of 50+ pay as you go mornings with 40+ players attending.

5b. Case Study – Queens Performance Centre

Queens Badminton Club was created in 2000 from a school badminton club with two coaches and fifteen players meeting for one hour once a week. From these humble beginnings the club grew to its present day of over a 100 adult and junior members with over 22 hours a week coaching opportunity and over 30 players in the Devon County Badminton Squads.

Queens Badminton Club became a Performance Centre at the beginning of 2009 having been the first badminton club to reach the finals of the Central Council for Physical Recreation (CCPR) Sports Club of the Year 2004 and the first UK Badminton England Club to be reaccredited as a Premier Club.

Team Queens was the name then given to the coaching team who consists of Nick Masson Head Coach and Jim Feesey, Sharon Hawkins, Julie Tiao, Sarah Preece and Ben Herbert as lead coaches along with over 23 assistant coaches.

In support of them are the back up team of Chris Pike with a sports science qualification who carries out all the player profiling and fitness testing. Chris has worked extensively in the field of fitness testing.



Becky Tancock the physical conditioning coach is a former England and World Champion Tae Kwon Do athlete and Level III fitness instructor who produces all the players conditioning programmes. Becky's contribution to player performance has been significant and a real step in the right direction.

Another one of the early introductions was the introduction of the Badminton Development Officer (BDO) role which was designed to work in local schools to promote badminton and set up school clubs which then lead to the beginner U/8 year olds section named 'Jacks' within the main club. The BDO's main role as well as promoting badminton is the identification of talented players. This has been very successful.

One of the key tools to attracting players to the club from the schools has been the Scholarship Scheme. This offers free access for up to 20 new players each year for a whole season. Fundamental to this is the retention of these players to convert onto a fee paying membership once the year is up. This year 19 of the 20 scholarships converted.

Team Queens is also supported by the Managing Director of Forza and former men's singles national coach Steve Butler for all their continual professional development.

More recently the Performance Centre has joined forces with Exeter University to create a new role of Director of Badminton at Exeter University and Head Coach at Queens. This is an exciting opportunity to take the Performance Centre one step closer to creating a sustainable model for the future that will continue to provide a player pathway for our talented young players up to and beyond 2012.



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