

# CLUB *future*

A STRATEGY FOR CLUB DEVELOPMENT

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OCTOBER 2007

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## Introduction

BADMINTON England has recently embarked on a revolutionary 10 Year strategy which aims to position England as the best in the world by 2016 – Second to None!

*The 100 Point Plan ... A Decade of Delivery* places clubs at the top of the agenda in terms of support and activity and *Club Future* provides the structure to identify, nurture and deliver the Champions of tomorrow. The long term success of badminton in this country is very much dependant on a strong, vibrant network of forward thinking clubs that are accessible and welcoming, have good facilities and provide a range of coaching and competitive opportunities.

*Club Future* is about making a difference to clubs regardless of their size. It is about recognising that clubs have the most important role in badminton in this country and how we can work together to get more people into the game and offer a quality experience for players of all ages and abilities.

*Club Future*, a progressive club development programme, has a simple vision to:

- Increase the number of adults and juniors playing badminton through sound playing and competitive club programmes
- Increase the recruitment, education and development of coaches and volunteers
- Improve the infrastructure of our club network

This is being achieved by:

- Clubs contributing to the future of badminton both locally and nationally
- Understanding the developmental needs of our clubs
- A greater investment in club activity
- Identifying and supporting the training needs of coaches and volunteers
- Regular club 'self-assessments'
- Greater contact between clubs and BADMINTON England

The mechanics of *Club Future* has been developed in such a way as to include clubs in its broadest sense; members clubs, commercial clubs, clubs operating from schools, after school clubs, leisure centres and universities – anywhere where organised activity takes place. In addition, *Club Future* is structured in a way that allows any club, regardless of its size, to aspire to and achieve the highest possible levels of development.

*Club Future* has two main focuses:

1. Support for club activities is delivered through the Development Network and decisions on levels of support made on the basis of identified strengths and weaknesses.
2. Focus the larger percentage of area resources on those clubs that provide a 'badminton payback' – clubs who are committed to achieving *Club Future* and where our investment will make a significant difference to the sport.

This focussed approach will mean that a number of clubs will benefit from a tailored package of support to areas where they need it most. In short, we will be able to help provide whatever may be the missing ingredients for the club.

The identification of clubs is led by the club 'self-assessment' distributed to all affiliated clubs which will allow clubs to identify their own strengths and weaknesses and for us to be able to respond accordingly.

## The Self-Assessment Approach

Until now, BADMINTON England has had no formal way of undertaking an overall view of the prospects of a club. Instead clubs seeking dedicated officer time are considered more or less in isolation and consequently some clubs worthy of such time may not currently receive the appropriate level of support from our Development Network.

In order to implement a national strategy for club development and to make the correct decisions, BADMINTON England needs a comprehensive picture of each club and how it compares with other clubs. That information is best coming from clubs with the support of the County Badminton Associations and the Development Network.

The Club Self-Assessment will allow clubs to identify their own strengths and weaknesses, and for BADMINTON England to be able to respond accordingly we will apply the following 'grading' structure:

- **Level 1** Clubs are forward thinking and committed to achieving a level of *Club Future* within 6 months of undertaking an initial assessment
- **Level 2 (Foundation)** Clubs are early achievers, that given the necessary support, can develop significantly
- **Level 3 (Premier)** Clubs have many of the key elements for success in place and are in need of continuing support
- **Level 4 (Performance)** Centres are those with a proven track record of producing players and that demonstrate the ability to nurture players to County, Regional and National standard. In addition they have a sound infrastructure

The Self-Assessment and the stage achieved by any particular club will help BADMINTON England to respond and assess the type and scale of support that might be appropriate. And the pattern of stages across a county will help us to make a more informed decision as to where to direct resources.

All affiliated clubs will be invited to complete the Self-Assessment and completion ideally will take place in the presence of the Regional Development Manager, a county representative or an individual from the County Sports Partnership to assist this process. Dependant on the number of clubs in a given area, meetings will take place either individually or on a cluster basis.

The manner in which the Self-Assessment is presented to clubs will be critical to the success of the overall strategy. It is essential that clubs do not see this as a threat or a waste of time. It should be positioned as a useful tool to identify their strengths and weaknesses and to stimulate clubs to consider areas for development they would not otherwise have thought about.

## The Role of County Badminton Associations and the Development Network

County Badminton Associations and the Development Network will have a major role to play in the delivery of *Club Future*. Focusing the roles of County Badminton Associations and the Development Network will bring a sharper focus to club development. It will be vital to BADMINTON England establishing a real presence in each county in order to develop the sport, manage expectations and deliver the aims and objectives of *Club Future*.

The Regional Development Managers, with the support of Badminton Development Officers and County Badminton Associations, will manage all club relationships. On commencement of the new strategy, key tasks identified are:

- Working with counties to identify strategically targeted clubs
- Hosting club development clinics to stimulate interest
- Assisting BDOs/clubs to complete the Club Self-Assessment
- Working with BDOs/clubs/CBAs to set annual club development targets
- Coordination and administration of a regional coach/teacher education programme
- Coordination and administration of a regional tournament programme
- Highlighting best practice from within the local area
- Monitoring and evaluating the performance of clubs in the region
- Managing a regional coaching programme providing progression from club to county to regional badminton
- Developing links with education to deliver a wide ranging school badminton programme

### What *Club Future* could deliver

The Regional Development Managers will undertake a business planning process to plan for the growth of *Club Future*, using the Self Assessment form, to indicate what they believe the clubs within their particular region have the potential to achieve.

Based on a figure of 2000 affiliated clubs, initial estimates show that there are 390 clubs that have the potential to achieve *Club Future* status by March 2009.

Whilst it is accepted that in some cases, the figures are best estimates based on instinct and existing knowledge through clubs currently working towards accreditation, there is a large degree of accuracy with opinions formed on knowledge and experience of working with the club sector at a local level. It also takes into account the number of clubs that are in fact teams, those that register as a club in order to play in local leagues or those that we know have no desire to become a *Future* club.

The following table indicates the overall results showing that a significant number of clubs would require assistance to gain Foundation Level or above.

Grade	Target	Percentage	Accredited	Percentage
No. Of Clubs	1997	n/a	n/a	n/a
Level 1	250	12.5%	n/a	n/a
Level 2 (Foundation Club)	150	7.5%	n/a	n/a
Level 3 (Premier Club)	200	10%	113	5.7%
Level 4 (Performance Centres)	40	2%	n/a	n/a
<b>Total</b>	<b>390</b>			

For illustrative purposes, using the figures on the previous page, the table below gives an indication of the impact in terms of real value to badminton in England that *Club Future* can have on the club sector in the next 18 months leading to the review of our Sport England funding period.

<b>Deliverable Target</b>
<p><b>Levels</b></p> <ul style="list-style-type: none"> <li>▪ 150 Foundation Clubs</li> <li>▪ 200 Premier Clubs</li> <li>▪ 40 Performance Centres</li> </ul>
<p><b>Players</b></p> <ul style="list-style-type: none"> <li>▪ 2800 players in local performance environments</li> </ul>
<p><b>Coaches</b></p> <ul style="list-style-type: none"> <li>▪ 590 BADMINTON England registered coaches</li> </ul>
<p><b>Volunteers</b></p> <ul style="list-style-type: none"> <li>▪ 2010 volunteer roles within the clubs</li> </ul>
<p><b>Duty of Care &amp; Child Protection</b></p> <ul style="list-style-type: none"> <li>▪ 390 clubs have established a Child Protection policy and procedures</li> <li>▪ 390 clubs have appointed an internal or external Child Welfare Officer</li> <li>▪ 680 volunteers and coaches attending child protection training</li> </ul>
<p><b>Facilities</b></p> <ul style="list-style-type: none"> <li>▪ 3960 court hours access per week</li> </ul>
<p><b>Playing &amp; Performance Programme</b></p> <ul style="list-style-type: none"> <li>▪ 600 hours per week general on court coaching</li> <li>▪ 240 hours per week singles on court coaching</li> </ul>
<p><b>Competition</b></p> <ul style="list-style-type: none"> <li>▪ 200 junior competitions across age groups U11, U13 &amp; U15</li> <li>▪ 160 senior competitions</li> <li>▪ 240 singles competitions including the above mentioned junior age groups</li> </ul>
<p><b>Club Management</b></p> <ul style="list-style-type: none"> <li>▪ 240 clubs/centres with formalised Development Plans</li> </ul>

# FOUNDATION CLUB

Coaches		YES/NO/RESPONSE
All coaches are current members of the BADMINTON England Coaches Register		
The club has at least one BADMINTON England Level 2 or equivalent coach		
Total number of hours of all coaches operating at the club:	1 hour per week	
	1 - 3 hours per week	
	4 - 10 hours per week	
	11 - 20 hours per week	
	21 - 30 hours per week	
	31+ hours per week	
The Playing Programme		YES/NO/RESPONSE
Coaching activity operates to a coach: player ratio of 1:12		
Coaching activity operates to a court: player ratio of 1:6		
Coaching is available to members and/or non members		
<b>Not criteria, information only.</b> Club sessions or associated activities are open or available to new badminton participation:	Adults (16+)	
	Juniors	
Competition		YES/NO/RESPONSE
The club provides suitable match play or competition opportunities for all playing members		
Venue(s)		YES/NO/RESPONSE
The club has access to a minimum 2 courts for at least 2 hours per week		
All coaching, club sessions and home competition takes place with appropriate equipment and in a suitable venue		
Club Management		YES/NO/RESPONSE
The club is affiliated to BADMINTON England		
The club communicates regularly with its membership and the parents/carers of the junior members		
The club has a specific membership category and pricing policy for children and young people		
The club has the following voluntary/professional staff in place:	Chairperson/Manager	
	Secretary	
	Treasurer	
All volunteer/professional positions have defined role descriptions		
Duty of Care and Safeguarding and Protecting Children		YES/NO/RESPONSE
The club has adopted BADMINTON England's child protection policy and procedures		
All coaches and volunteers working with children and young people have obtained CRB checks via BADMINTON England		
The club has a nominated internal or external child welfare officer with clear roles and responsibilities as defined by BADMINTON England's child protection policy		
The Child Welfare Officer has attended recognised child protection training and is a member of BADMINTON England		
The club has adopted a code of practice for all coaches and volunteers working with children and young people		
The club has access to first aid equipment at all club, coaching and competition sessions		
The club has emergency procedures for dealing with serious incidents/accidents, including ensuring contact to emergency services		

## FOUNDATION CLUB cont...

The club has the contact details of parents/carers and emergency/alternative contacts for junior members		
The club has information on any medical conditions of its junior members and informs club personnel where appropriate		
<b>Sports Equity &amp; Ethics</b>	<b>YES/NO/RESPONSE</b>	
The club has adopted BADMINTON England's equity policy or has its own equivalent		
The club has an open constitution		
The club has a code of practice for parents/carers and other supporters		
The club has a set of rules for junior members and young people		

## PREMIER CLUB

Prerequisite		YES/NO/RESPONSE
The club has achieved all the criteria required for FOUNDATION level		
Coaches		YES/NO/RESPONSE
The club has the following qualified coaches	1 x Level 1	
	1 x Level 2	
Total number of hours of all coaches operating at the club:	1 hour per week	
	1 - 3 hours per week	
	4 - 10 hours per week	
	11 - 20 hours per week	
	21 - 30 hours per week	
	31+ hours per week	
All coaches have role descriptions with clear roles and responsibilities assigned		
The Playing Programme		YES/NO/RESPONSE
The club uses BADMINTON England's junior resources and other coaching material to enhance its coaching and assessment programmes		
The club provides a structured coaching programme for a minimum of 1 hour per week during the course of the year		
Club Management		YES/NO/RESPONSE
The club has a nominated volunteer coordinator to be in contact with:	BADMINTON England	
	County Badminton Association	
	County Sports Partnership	
	Local Authority - Sports Development Team	
	Community Sports Network	
	School or School Sports Partnership	
The club has contact with at least one local school or youth organisation formalised by a School Club link agreement		
The club has a development plan for a minimum of 1 year		
Duty of Care and Safeguarding and Protecting Children		YES/NO/RESPONSE
At least two club members, one of whom must be a coach and the other the nominated club child welfare officer have attended recognised child protection training		
The club has a nominated child welfare officer with clear roles and responsibilities as defined by BADMINTON England's child protection policy		
The club has at least one qualified First Aider, if not one present at venue		
Sports Equity & Ethics		YES/NO/RESPONSE
One member of the club has attended the runningsports <i>A Club for All</i> workshop		
One coach has attended the sports coach UK <i>Equity in your coaching</i> workshop		

## PERFORMANCE CENTRE

Prerequisite		YES/NO/RESPONSE
The PC has achieved all the criteria required for PREMIER level		
<b>Coaches &amp; Coach Education</b>		
The PC has the following registered coaches	3 x Level 1	
	2 x Level 2	
	1 x Level 3	
Total number of hours of all coaches operating at the PC:	1 hour per week	
	1 - 3 hours per week	
	4 - 10 hours per week	
	11 - 20 hours per week	
	21 - 30 hours per week	
	31+ hours per week	
The PC ensures that it is developing a coaching team with the knowledge and expertise to provide coaching at each stage of the player development pathway		
The PC will ensure that the Head Coach will complete mentoring training as agreed with BADMINTON England		
The PC provides an environment for coach development and as such will develop a process of mentoring and support for their coaches and those from associated clubs		
The PC and coaches can demonstrate commitment to ongoing learning and professional development through a combination of courses, self study, mentored support and self reflection		
The PC makes provision for coaching players with a disability either through links with partner clubs and coaches or using the coaching expertise within the PC		
<b>The Playing &amp; Performance Programme</b>		
A minimum of one coach is available to give individual lessons to:	Members	
	Non Members	
A minimum of 10 Junior Club Elite players are on the Talent Pathway of the Performance Centre programme		
The following weekly programme is provided for Junior Club Elite players	2 hours singles coaching	
	2 hours general coaching	
A minimum of 20 Junior Competitive players are on the Talent Pathway of the Performance Centre programme		
The following weekly programme is provided for Junior Competitive players	2 hours singles coaching	
	2 hours general coaching	
A minimum of 40 Junior Raw Talent players are on the Talent Pathway of the Performance Centre programme		
The following weekly programme is provided for Junior Raw Talent players	4 hours weekly structured coaching and promoting badminton, incorporating movement, agility, decision making and technique	
The following weekly programme is available to the club membership accessing the Club Pathway	2 hours singles coaching	
	2 hours general coaching	
	Separate games play sessions for players of all abilities	

## PERFORMANCE CENTRE cont...

The PC provides regular inclusive 'Come and Try' sessions that encourage people to take up badminton as a way of staying fit and healthy		
The PC provides regular sessions for women only		
Under guidance from BADMINTON England, the PC agrees to implement a player profiling system to support the monitoring of player development and assist with the selection and de-selection of players within the various levels of the Performance Centre and transition to the High Performance Centres		
The PC has developed an initiative involving local schools and clubs that enables the identification of talent		
Under guidance from BADMINTON England, the PC coach agrees to be responsible for the identification and nomination of players for the World Class Start and Potential programmes		
The PC has links with:	Senior County Squad Coaches	
	Junior County Squad Coaches	
	Junior Performance Cell Coaches	
	High Performance Centres	
For players on performance programmes, under the guidance of BADMINTON England, the PC agrees to develop a programme that introduces and educates players in the benefits of:	Strength & conditioning	
	Diet & nutrition	
	Lifestyle management	
	Performance analysis	
	Physiotherapy	
	Psychology	
Physiology		
The Sports Science Services programme should be developed in direct consultation with the Performance Team at BADMINTON England and the National Development Coach		
<b>Duty of Care and Safeguarding and Protecting Children</b>		<b>YES/NO/RESPONSE</b>
All coaches have attended recognised child protection training		
<b>Competition</b>		<b>YES/NO/RESPONSE</b>
Annual PC Championships are held for players in the following disciplines:	<b>Adults (16+)</b>	
	Male Singles	
	Female Singles	
	Male Doubles	
	Female Doubles	
	Mixed Doubles	
	<b>Juniors</b>	
	Boys Singles - U11	
	Boys Singles - U13	
	Boys Singles - U15	
	Boys Doubles - U11	
	Boys Doubles - U13	
	Boys Doubles - U15	
	Girls Singles - U11	
	Girls Singles - U13	
	Girls Singles - U15	
	Girls Doubles - U11	
Girls Doubles - U13		
Girls Doubles - U15		

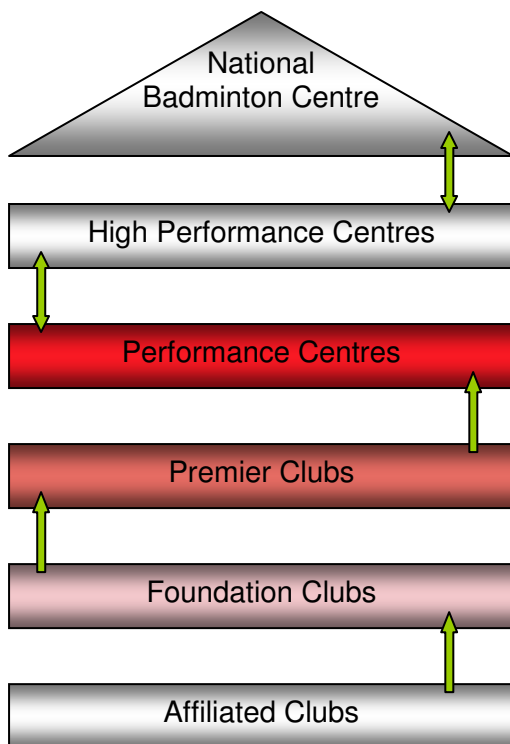
## PERFORMANCE CENTRE cont...

The PC provides a minimum of 2 competitive sessions per month with an emphasis on singles provision - box league or ladder system		
The PC ensures that all players on the Talent Pathway represent teams in local affiliated leagues		
The PC is represented in the BADMINTON England Cup		
The PC actively encourages individual tournament entry to the County Restricted tournament		
The PC promotes and encourages individual tournament entry relevant to the player profile		
The PC hosts a minimum of one Orbital, Satellite or Challenger tournament per season which includes a singles event for male and female players		
The PC hosts a minimum of one of the following tournaments per season which includes a singles event for male and female players:	Bronze tournament	
	Silver tournament	
The PC hosts a minimum of one Badminton Bonanza event per season		
The PC hosts a minimum of one Bisi Festival per season linked to a School Sports Partnership and / or local schools		
All tournaments have a minimum of two organisers / match control officials		
All tournaments have one Referee in attendance		
<b>Venue(s)</b>		<b>YES/NO/RESPONSE</b>
All facilities used have:	A minimum height of 7.6m	
	Appropriate lighting	
	Male, female & disabled changing facilities	
	Access to basic catering	
	Car parking on site	
	Access to Meeting/Seminar Room	
	Access to fitness facilities	
<b>Club Management</b>		<b>YES/NO/RESPONSE</b>
The PC has a 3 year development plan		
The PC has the following voluntary/professional staff in place:	Tournament Co-ordinator	
	Tournament Organisers x 2	
	Publicity Officer	
	Performance Centre Liaison Officer	
	Referee	
	Match Secretary	
	Young Leader/Helper x 2	
The PC has established relationships with a local university		
In partnership with BADMINTON England and local partners, the PC provides volunteers with the opportunity and support to access appropriate training and workshops relevant to their role		
The PC hosts a minimum of one Badminton Association of Umpires training workshop every other season		
The PC hosts one Badminton Junior Helper Award for young people per season		
The PC promotes and supports the National Badminton Awards by nominating appropriate candidates		

## PERFORMANCE CENTRE cont...

Marketing & Communication		YES/NO/RESPONSE
The PC has devised a plan to increase:	Participation	
	Membership	
	Active Coaches	
	New Volunteers	
	Officials	
	Competition	
The PC has a website with links to BADMINTON England, the CBA and other relevant websites		
The PC produces a regular newsletter/e-zine communication to club membership/parents/carers/CBA		
Funding		YES/NO/RESPONSE
The PC produces a budget that supports the Performance Centre programme		
The PC actively procures supplementary grants and funding to support the overall programme and long term development of the Performance Centre		

## The BADMINTON England Club Accreditation Structure



**Affiliated Club** is the lifeblood of our club structure and volunteer workforce. Clubs generally provide social and/or match playing opportunities for their members.

**Foundation Club** acknowledges all affiliated badminton clubs, which are accessible and welcoming to everyone and those which are organised to the highest level and with the safest standards.

**CLUB MARK Premier Club** is BADMINTON England's Clubmark standard for junior clubs or clubs with junior sections and is awarded to proven high quality badminton clubs. Premier status means that clubs ensure the well being of young people, whilst inspiring them to enjoy sport and build a healthy and active lifestyle. They encourage young people to optimise their talents and support the development of the most talented.

**Performance Centre** provides a platform to increase competitive opportunities and raise standards for all players. The structure of a Performance Centre may take on many guises: consortium of clubs, Premier Club, badminton centre, CBA. These environments will operate at local community level for badminton in clubs and schools by establishing an infrastructure in order to nurture talent, including the identification of athletes, coaches, volunteers and officials.

**High Performance Centre** provides quality training that caters for young elite players in education and for World Class Programme players to access training locally from time to time. HPC's provide regular access to courts, elite coaching and sport science support tailored to the needs of the athlete. The well established structure of 6 centres, with the potential to expand to 7, underpins the National Badminton Centre.

**National Badminton Centre** is established as the performance centre for Great Britain, it caters for all priority players identified as having the potential to achieve at the highest level including the World Championships and the Olympic Games in Beijing 2008 and London 2012. The Great Britain centre provides full-time access to courts, national coaches, accommodation and on site sport science support, including medical services and specialist strength and conditioning facilities.

**Club Future Strategy - Outline Planning Timetable April 2007 - March 2008**

Detail	January	February	March	April	May	June	July	August	September	October	November	December
<b>Staffing</b>												
Club Support Manager				Appointed								
National Development Coach							Advertise	Interviews	Appointed			
Working Party				Identified	Mtg 10/5/07				Mtg 19/9/07			
Assessment Panel								Identified				
Appeals Panel								Identified				
RDM / BDO				WP's amended to reflect C&C Fund						Revise JD's		
<b>Accreditation</b>												
Foundation Clubs						Draft criteria		KKP consult		Launch NBW		
Premier Clubs						Criteria updated			Notify Silver Clubs and re-issue certificates	Launch NBW		
<b>Performance Centres</b>												
Criteria						1st draft & consultation	Review by BoD members	1. Final approval with CE 2. Distribute draft criteria to priority clubs	Approval granted by Board of Directors	Presentation to Council		
Phase 1 - Strategic pilots						Potential centres identified				Stage 1 - Self-assessment to be submitted by 26/10/07	Stage 2 - Development Plan and supporting evidence to be submitted by 23/11/07	Announce and issue Award Conditions to Phase 1 applicants 7/12/07
Stage 1 - Club Self-Assessment Form	Phase 2 - 11/2/08						Club Self-assessment forms circulated to Silver Clubs			1. Club Self-Assessment to be sent to all affiliated clubs.		
Stage 2 - 3 Year Development Plan, incorporating 1 Year Action Plan, budget & supporting portfolio		Phase 2 - 29/2/08								Pilot (Phase 1) applicants to commence DP process and bid		
Performance Centres announced and Award Conditions issued			Phase 2 14/3/08									

**Club Future Strategy - Outline Planning Timetable April 2007 - March 2008**

Detail	January	February	March	April	May	June	July	August	September	October	November	December
<b>Club &amp; Coach Fund</b>												
National (incorporating Regional sign-off) Portfolio										Submit portfolio for 1st payment		
Project Reporting (1/4ly)												
Project KPI M&E (1/4ly)												
<b>Presentations</b>												
Regional/county seminars								8 meetings		2 meetings		
SMT												
Development Board												
Board of Directors									04/09/2007			
Council										02/10/2007		
<b>Marketing</b>												
Launch												Announce Phase 1 Performance Centres
Marketing & communication							Executive summary flyer	Power & precision	Magazine article	1.Press Release during NBW 2. Website		
Club Strategy								Name - Club Futures?	Board of Directors	Council	Membership	
Club manual & self-help guide												
Benefit Packages						Silver Club				Full package		
Local Delivery system								CSP engagement through tour	RDM's to commence meetings with potential applicants, CSP & CBA			
Communications Strategy								BE Consult	BoD	Council		
Club grading structure												