



B A D M I N T O N
Oceania
STRATEGIC PLAN
2025–2028



CONTENTS

Strategic Plan 2025 – 2028 3

Our Values 4



CAPACITY AND CAPABILITY

Governance 6

Administration/Operations 7

Member Associations 9



ENGAGEMENT

Communication Channels 11

Marketing 12

Stakeholders 13



TOURNAMENTS AND EVENTS

International Competition 15

Technical Officials 17



BADMINTON FOR ALL

Participation 20

Para Badminton 23

Development 24

Education 26

Abbreviations

BOC – Badminton Oceania Confederation | **BWF** – Badminton World Federation | **MA** – Member Association



BADMINTON Oceania

STRATEGIC PLAN 2025 - 2028

VISION: Badminton – The Sport
For All For Life

MISSION: To Inspire, Empower,
and Unite Oceania Through
Badminton

CAPACITY AND CAPABILITY

*To strengthen and grow BOC
and MAs*

Governance

- Implement and follow good governance practices

Administration/Operations

- Effective management of the day-to-day activities of BOC
- Financial sustainability

Member Associations

- Enabling growth at a national level

ENGAGEMENT

*To promote, communicate and
connect*

Communications

- Growth of cumulative audiences across all platforms
- Promotion of players and BOC activities

Marketing

- High awareness and recognition of brand BOC
- Increasing media coverage in the region

Stakeholders

- Regular communication
- Enhancing MA communications
- Relationship building

TOURNAMENTS AND EVENTS

*To inspire and enhance positive
competition experiences*

International Competitions

- Pathways and opportunities to develop and realise potential
- Quality delivery, positive experiences, member participation

Technical Officials

- Opportunities and pathways to achieve the highest level
- High standards of officiating through education, training and evaluation
- Standardisation

BADMINTON FOR ALL

*Providing opportunities to
develop and fulfil potential*

Participation

- Growth across all areas, new people to integrate into national programmes
- Clear pathways providing direction and growth

Para Badminton

- Creating meaningful opportunities for people with physical impairment

Development

- Opportunities and pathways for players and coaches
- Improved quality
- Identification of talent and targeted support

Education

- Empowering people with knowledge
- Integrity awareness

BadmintonOceania.org



THE VALUES THAT DRIVE OUR ORGANISATION

EXCELLENCE Quality outcomes in everything we do.

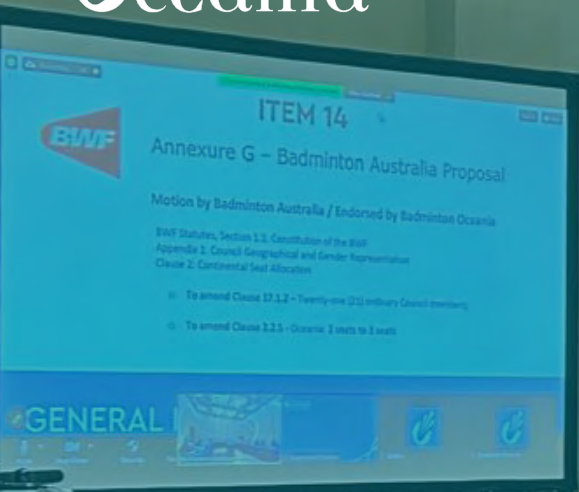
LEADERSHIP Empower, be bold, brave, innovative, collaborative and inspirational.

INNOVATION Embrace, adapt and implement change.

INTEGRITY Honesty, transparency, ethical behaviour in all that we do, creating trust and respect.

INCLUSIVENESS Embrace and demonstrate diversity, inclusivity, and accessibility





CAPACITY AND CAPABILITY

To strengthen and grow BOC's organisational capacity, to support and guide our Member Associations to drive growth.

Strategic Priority - Capacity and Capability

To strengthen and grow BOC's organisational capacity, to support and guide our Member Associations to drive growth.

Governance: Implement and follow good governance practices

Programmes/ Activity

Strategy and Goal

KPIs

1. Executive Board (EB)

- Demonstrate Leadership, Accountability, Compliance and Responsibility
- Continuous improvement in good governance practices
- Ensure BOC Constitution, regulations and policies are fit for purpose
- Ensure well organised meetings in compliance with the Constitution
- Recognise achievements, contributions and service of members, organisations and individuals
- Increased Oceania representation on the BWF Council

- Regularly review timelines set and implemented
- 40% female representation on the EB
- Minimum quarterly EB meetings
- Conflict of Interest register maintained
- Risk Dashboard assessed at every meeting
- Consider award nominations where relevant



Administration/Operations: Effective management of the day-to-day activities of BOC

Programmes/ Activity

Strategy and Goal

KPIs

1. Office Management

- Manage office operations adhering to BOC Constitution, Regulations, Policies and Procedures
- Preparations for meetings: AGM, EB, sub-committees are thorough and within set time-lines
- IT equipment and systems are reliable, fit-for-purpose and enhance the operations and efficiency
- All data is securely stored
- Effective Communications to Members, EB and Staff
- Monitor and report risks to the EB
- Ensure the EB is well informed and aligned to BWF matters

- Standard operating procedures in place, documented with regular reviews
- IT requirements reviewed annually
- IT asset plan ensures timely upgrade and replacement of software and hardware
- Robust training provided to all staff on the use of IT systems
- Ensure appropriate insurance cover
- Identify risks and potential impacts
- BWF notices shared with the EB
- BWF Council members have regular engagement with BOC management

2. Human Resources

- Ensure BOC has sufficient capacity and capability to achieve the strategic objectives
- Support the workforce to showcase excellence and best practice
- Good employer practices followed

- Right people, right roles
- Roles and responsibilities regularly reviewed
- All obligations of a good employer are met
- Provide a positive healthy work environment where all people feel valued
- Provide Professional development opportunities

3. Historical Records

- A BOC history document is maintained, regularly updated, stored electronically and published on the BOC website
- Comprehensive data recorded and stored for all activities, programmes, individuals for analysis and tracking

- History document updated within the first half of each year
- Tracking document updated and reviewed quarterly

4. Finances

- Robust, reliable and transparent financial practices
 - Manage BOC funds to deliver the strategic objectives and ensure sustainability
 - All legal obligations met
 - Monitor and manage financial risks
 - Relevant, detailed and as accurate as possible budgets
 - Reporting provided to BWF and EB according to timelines
- Financial policies and procedures in place, reviewed bi-annually
 - Ensure all staff adhere to internal financial controls and processes
 - The annual audit report is without qualification
 - Quarterly reporting against budget to the EB
 - Financial reporting submitted to BWF mid and end of year



Member Associations: Enabling growth at a national level

Programmes/ Activity

Strategy and Goal

KPIs

1. Member Association (MA) Governance and Administration

- Support MAs in good governance practices including: Planning, Constitution, Regulations, Policies, Meeting Procedures, Human Resources and Financial Management, Internal communications
- Promote and advocate the importance of good governance for sustainability and functionality of MAs
- High attendance and engagement from Oceania MAs at both the BWF and BOC AGMs
- Support MAs to develop the capacity and capability of their organisational structure and workforce

- Deliver the BWF administration course adapted for the Oceania Region where need is identified
- All MAs have strategic and operational plans that align with BOC
- 10 MAs to attend BWF & BOC AGMs when held concurrently. 14 when held online
- Investigate externally provided training courses to assist with the development of MA personnel
- Identify and support MA personnel who have the potential to work outside of their MA with a regional focus

2. Member Association Categorisation

- Support and provide input into the MA questionnaire and categorisation tool
- Identify MAs who have the potential to improve on their categorisation rating or to move within their rating level
- Support targeted MAs through formal agreements
- Agreements in place with MAs for services, funding and equipment provided by BOC
- Alignment of BWF MA Grants to improving MA categorisation ratings

- 80% MAs to complete the MA questionnaire
- 6 MAs to move up at least one category rating from the baseline in 2024
- 6 MAs to improve within their categorisation level
- MA agreements in place for 6 MAs
- Quarterly reporting provided from MAs aligned to agreements
- Annual review of the agreement format

3. New Members

- Identify and develop a strategic approach to gaining potential new Members

- 1 new Member
- Other potential new Members identified.



ENGAGEMENT

To promote, communicate and connect



Strategic Priority - Engagement

to promote, communicate and connect

Communications: Growth of cumulative audiences across all platforms, promotion of players and BOC activities

Programmes/ Activity

Strategy and Goal

KPIs

1. Communication Channels

- Manage and create content for the BOC website and social media platforms to maximise the exposure of badminton within the region
- Produce new and unique content to attract new engagement
- Promote development activities across the region
- Quarterly e-newsletter to stakeholders and members
- Monitor Analytics to determine strategy and effectiveness

- Overall increased frequency of content generation
- Increase statistics across all BOC communication channels: website, social media, YouTube, newsletter distribution
- Effective new ways of storytelling
- Development activities are captured with consistent messaging
- MA content in news section of the BOC website

2. Tournaments and Events

- Extensive content of all international tournaments in the region
- Continue to enhance the user experience of streaming coverage of all Oceania Championships, BWF Grade 3 and Junior International Oceania tournaments and Para badminton international tournaments on the BOC YouTube Channel

- On-site communications manager for every international tournament
- Minimum 2 courts streamed
- Increasing viewer statistics
- Annual audit of streaming equipment, processes and production
- On-going research to keep up to date on new and innovative technologies and ways to improve streaming production and viewer experience
- High quality photos produced at all international tournaments

3. Players

- Profile Oceania players on our website
- Create engaging human interest stories to enable the public to better know the players
- Provide players with media training

- Work with MAs to ensure a cross section of players are profiled
- Social media and media training sessions at Oceania Junior Championships

Marketing: High awareness and recognition of brand BOC, increasing media coverage in the region, financial sustainability.

Programmes/ Activity

Strategy and Goal

KPIs

1. Branding

- Continued implementation of BOC Branding Guidelines
- BOC brand to have a consistent 'look and feel' across all areas
- Branding in all activities and tournaments with BOC involvement

- The brand guidelines document to be reviewed annually
- Branding consistent with the brand guidelines across all platforms, products and Member Association's
- Visible branding in all coverage of BOC activities and tournaments

2. Media Relationships

- Grow coverage of badminton across all platforms within the region
- Maintain up-to-date media contact list
- Monitor and measure media exposure
- Timely distribution of news to the contact list
- Maintain a comprehensive image database for media use

- 6 monthly review of media contact list
- Develop 2 key media relationships in each country/state or region in conjunction with the MA
- Media releases indexed and archived digitally
- Maintain an image database

3. Diversify Income Streams

- Investigate potential new income streams for financial sustainability
- Identify potential commercial partners whose values align with those of BOC to grow commercial revenue
- Maintain and service existing sponsor relationships

- Potential value propositions to future partners are identified
- New commercial partners are secured
- Maintain and grow existing partnerships
- Investigate ways to monetise streaming of tournaments
- Further grow and enhance the Oceania Masters in Paradise model to provide increased benefits for the host and BOC

Stakeholders: Regular communication, enhancing MA communications, relationship building

Programmes/ Activity

Strategy and Goal

KPIs

1. Member Association Connection

- Positive functional relationships with all MAs
- Regular informative two-way communications with MAs to ensure both BOC and MAs are informed and aligned
- Keep MAs updated on BOC governance decisions and activities

- Regular 1:1 meetings with MAs
- MA update distributed following EB meetings

2. Member Association Communications

- Enhance MA generated communications
- Identify and develop lead communications personnel within each Member Association
- Educate, assist, support and provide guidance to form a MA communications strategy on a needs basis
- Maintenance of the Communications Guidelines document for MAs

- Identify a key communications contact in 75% of MAs
- Minimum bi-monthly contact with MA communications personnel
- Review and update the communications guidelines annually
- 2 human-interest stories developed from each MA communications lead per year
- Each MA to have an active Facebook business page
- 1 x new MA website developed per year

3. Partnerships

- Maintain regular communications with relevant BWF departments
- Engage and collaborate with key Oceania regional stakeholders with similar objectives as BOC to strengthen and grow our MAs
- Connect and collaborate with other sports to share best practise and future opportunities
- Collaborate and partner with other sports and organisations to deliver multi-agency programmes
- Representation at relevant events, forums, conferences, workshops, meetings to maximise networking opportunities and form long-term partnerships

- Actively contribute to meetings, workshops and programmes of Oceania Organisations where relevant
- Positive return on investment (ROI) from attendance at externally organised forums
- Delivery of multi-agency programmes increasing



TOURNAMENTS AND EVENTS

To inspire and enhance positive competition experiences

Strategic Priority - Tournaments and Events

to inspire and enhance positive positive experiences

International Competition: Pathways and opportunities to develop and realise potential, quality delivery, positive player experiences, member participation

Programmes/ Activity

1. Continental Championships

- Open
- Junior
- Para

Strategy and Goal

- Identify and appoint hosts to stage cost neutral Championships
- Continuously improve the quality of delivery ensuring a consistently high standard of presentation, implementation, brand exposure and streaming production
- Provide the best possible event experience for all
- Development activities aligned with the Championships where relevant

KPIs

- Develop minimum standards and guidelines for hosting
- Provide training and support for hosts
- Identify potential new hosts
- Reporting to the host, capturing recommendations for future
- All MAs are well informed on details of the Championships

2. Grade 3 International Tournaments

- Create sustainable Grade 3 international tournaments within the region
- Continually seek to increase the number and level of tournaments in the region
- Publish an annual Oceania calendar of BWF sanctioned tournaments
- Partner with current and potential host organisers to develop and increase capacity and capability
- Provide a competition structure to support the Player Development programme
- Continuously improve the quality of delivery ensuring a consistently high standard of presentation and implementation
- Ongoing review of Oceania tournament regulations and host guidelines documents
- Event reporting templates in place to capture relevant information

- Minimum 3 x MAs hosting tournaments
- Minimum 5 x tournaments per year including a minimum of 2 at International Challenge level
- Hold an online host organisers meeting each year
- An MOU in place with all host organisers to capture roles, responsibilities, expectations and support provided
- Annual review of Regulations and Host Organisers Guidelines
- Provide reporting to each host capturing recommendations for future

3. Para Badminton Tournaments

- Identify potential venues and hosts to stage BWF sanctioned international para badminton tournaments
- Partner with hosts to deliver high-quality tournaments with positive player experiences

- Minimum 1 BWF sanctioned tournament every 2 years aligned with the Oceania PB Championships
- Investigate development opportunities aligned with tournaments

4. Other International Tournaments

- Investigate new international tournaments
- Advocate to the Pacific Games Council for badminton to become a core sport
- Advocate and support MAs bidding to host the Pacific Games for badminton to be in their list of sports on the programme
- Assist and support hosts in the operations and delivery of the Pacific Games
- Continue to stage Oceania Masters in Paradise every 2 years

- 2 new international tournaments in the region
- Badminton included in all Pacific Games
- High quality Pacific Games 2027 delivered with minimum of 8 countries
- Increasing entries in Oceania Masters in Paradise



Technical Officials: Provide opportunities and pathways to achieve the highest level, high standard of officiating through education, training and evaluation, standardisation

Programmes/ Activity

Strategy and Goal

KPIs

1. Administration

- Develop and implement policies, procedures and guidelines encompassing all areas of technical officials (TOs) development, performance and operations
- Develop and maintain a comprehensive database of TOs in the region
- Provide support to the Training and Assessment Panel (TAP) Promotion of TO resources, opportunities and pathways
- Recognition of service and achievements

- Connect 6-monthly with the key contact for TOs in each MA
- BOC office to maintain an up-to-date database of all TOs including training, assessments, appraisals, record of work, support provided
- Co-ordinate BWF appointments as requested
- Nominate for awards, recognise retirements and service as appropriate
- Ensure all TOs are kept up to date with the latest information and regulation changes from BWF
- Review of policies biennially

2. Education and Training

- Increase the number and quality of trained TOs in the region
- Learning opportunities maximised at international tournaments in the region

- An annual plan developed and implemented for both on-line and face to face workshops (aligned with tournaments)
- Minimum 1 x Pacific Umpire Course to be held each year
- Provide opportunities for Pacific Umpires to gain experience and training at international tournaments in the region
- Para badminton to be included in all training
- Implement a mentoring system for Oceania and Pacific umpires and referees

3. Development and Education

- Identify and develop TOs who have potential to achieve BWF level
- Continuation of the AUS/NZ Referee & Umpire Development Programme, expanding to a whole of region programme

- Review Referee & Umpire Development Programme annually
- Identify and mentor targeted people from the Pacific to join the development programme
- Develop individualised plans including timelines for progression to BWF level
- Review the BOC TO Pathway criteria biennially
- Minimum of one candidate at BWF Referee Courses (2025, 2028)
- Minimum of one candidate at all BWF Umpire assessments
- Minimum of 4 x MAs represented as BWF Line Judges

4. Appraisals and Assessments

- Establishment of a Training and Assessment Panel (TAP)
- Annual appraisal and assessment plan developed and implemented taking into consideration the best ROI

- Terms of Reference for the TAP to be developed
- TAP members appointed
- Appraisal and assessment calendar developed, budgeted and implemented annually
- Recognition of successful candidates including certificates and uniforms





BADMINTON FOR ALL

Providing opportunities to develop and fulfil potential

In all activities and programme areas Badminton Oceania values, encourages and strives to ensure inclusiveness which includes ability, age, ethnicity and gender.

These principles should be key considerations when implementing BOC plans and projects with the minimum of 40% per gender on all courses and activities.

Strategic Priority - Badminton For All

making badminton accessible and inclusive

Participation: To increase participation in all areas; new people to integrate into national programmes, clear pathways providing direction and growth

Programmes/ Activity

Strategy and Goal

KPIs

1. Shuttle Time

- Ensure each MA has the capacity and capability to deliver Shuttle Time effectively
- Develop and nurture a workforce to deliver in each MA
- Provide equipment to support implementation
- Establish MA pathways to connect Shuttle Time with school/club play and competitions
- Support in-country partnerships for sustainable programmes
- AirBadminton to support Shuttle Time implementation

- All active MAs delivering Shuttle Time
- Participation increasing by 5% year on year
- Minimum 1 Tutor in each MA
- 10 MAs delivering Youth Leadership Award
- Refinement of Monitoring and Evaluation tools to measure Shuttle Time impact
- Facilitate engaging in suitable competitions as the next step from Shuttle Time
- Share best practice between MAs
- The Oceania Shuttle Time community to regularly connect

2. Community

- Promotion of the health benefits of badminton
- Encourage MAs to engage with local groups and organisations to provide recreational and social playing opportunities for life
- Consultation groups in-country to determine needs and drivers to participate
- AirBadminton to be utilised for recreational participation where suitable

- Facilitate MAs to establish Youth Advisory groups
- Sport for development programmes implemented in MAs through partnerships
- Facilitate AirBadminton activations in Pacific MAs particularly where indoor venues are not suitable
- Encourage community activities both indoor and outdoor

3. Special Olympics

- MOU in place with SO Asia Pacific
- Collaborate with MAs and National SO organisations to deliver in-country programmes

- Minimum 2 MAs participate in first Asia Pacific badminton tournament in 2025, growth of MAs and participants in future editions
- Minimum 4 MAs delivering regular SO activities

4. Member Capacity

- Ensure MAs have capacity to support and drive badminton growth
- Ensure MA structures enhance accessibility to badminton driving growth

- 50% MAs to have badminton included in the school curriculum
- Best practice National Participation Models shared with MAs, guidance provided to fit within the local system
- Assist all MAs to deliver BWF MA Grant supported participation initiatives

5. New Initiatives

- Support new initiatives introduced by the BWF which align with BOC strategy

- Investigate each initiative as it is presented to determine alignment to BOC and MA objectives



3. Pathways

- Develop models to provide guidance to MAs on linkages and pathways between Shuttle Time programmes and sustainable participation projects

- Develop guidelines, review annually
- Share best practise models
- Nurture and keep the existing workforce engaged to provide regular quality delivery
- Deliver Player Pathways Programme (PPP) in targeted MAs in conjunction with the player development programme
- Connect OSEP courses with BOC education programmes
- Increasing participation in competitions
- Facilitate MAs to provide pathways from participation to performance programmes.

4. Inclusion

- In partnership with Special Olympics Asia Pacific develop and deliver programmes in targeted MAs
- Encourage Shuttle Time as the core programme for people with intellectual and physical impairments

- Special Olympics programmes delivered and reported in minimum of 4 MAs
- Ensure Shuttle Time reporting captures people with disabilities participation data

5. Gender Equity

- 50% gender balance in Shuttle Time workforce and participants

- Identify, from data reported, imbalances
- Where there are identified imbalances, design programmes and initiatives to address

Para Badminton: Create meaningful opportunities for people with physical impairment

Programmes/ Activity

Strategy and Goal

KPIs

1. Development

- Build the knowledge and capacity of MAs in Para badminton
- Foster in-country collaboration between the MA and the NPC to improve performance
- Establish pathways to allow coaches and players to fulfil their potential
- Implement Coach Education programmes
- Provide opportunities for the training of Classifiers to work at both national and international level
- Assist MAs to develop in-country competition structures

- Identify players with potential to qualify for Paralympic Games 4 players at 2028 Paralympic Games
- Targeted player development plans and implementation – Road to LA
- Regional training camps to include on-court and off-court training and education
- 1 disability coach module delivered per year

2. Participation

- Create awareness of Para badminton
- Increase participation in Para badminton programmes at grassroots level
- Facilitate partnerships between MAs, NPCs, Disability Organisations and other relevant organisations to promote para badminton in-country to increase participation
- Assist MAs to develop opportunities for integration with able-bodied badminton programmes

- Partner with identified MAs to develop and implement a national plan to promote and implement grassroots participation
- Align with MAs to develop a database of players to track and monitor progress

3. Competitions

- Assist MAs to provide in-country competition opportunities
- Provide opportunities for Para badminton players to play tournaments within the Oceania region
- Support opportunities for players to participate in international tournaments

- 4 national Para badminton championships
- Increase of MAs and participants at each Oceania Championships
- Increasing, year on year, players and MAs playing international tournaments

Development: Opportunities and pathways for players and coaches, improved quality, identification of talent and targeted support

Programmes/ Activity

Strategy and Goal

KPIs

1. Talented Player Identification and Support (Tier 1)

- Collaborate with MAs to identify and nurture players who have potential to qualify for Brisbane 2032
- Determine what support networks are required in-country for these players to succeed
- Individualised plans and support for targeted players in conjunction with the MA (u25)
- Robust selection framework in place in MAs

- Support MAs to ensure they have correct tools and processes to both identify and support talented players
- Work with MAs to develop and agree long term (4 years) plans with targeted players
- Provide MAs with guidance and assistance in the development of a fair and transparent selection framework to support a long term programme
- Singles players ranked in top 85 on the WR list and top 40 on JWR list
- Double players ranked in top 60 on the WR list and top 40 on JWR list

2. Pathways (Tiers 2, 3, 4)

- Facilitate quality Pacific in-country national training programmes
- Regional training camps and competition – targeted MAs: u15 & u17
- International training camps and competitions for targeted players: u19
- Junior (u19) team competitions – CC and BWF

- 2 Pacific players (1 x M/F) qualify bipartite places at YOG 2026
- 4 Players (2 x M/F) qualify for YOG 2026
- An annual u15 or u17 Pacific training camp and team competition aligned with Oceania Championships
- Identify suitable training and competition opportunities for maximum benefit to players considering both on-court and off-court factors
- Guide and facilitate, in conjunction with the MA, identified Pacific players from junior to open level badminton training and competition

3. Coach Development

- Provide opportunities for coaches to gain more experience
- Investigate opportunities for expert international coaches to partner with targeted countries to work alongside local players and coaches for extended periods of time

- Facilitate regular communications between lead coaches in AUS and NZL
- Identify suitable out of region opportunities for targeted coaches to experience high level international training and coaching programmes
- Individualised Pacific coach mentoring programmes implemented
- Provide development for targeted Pacific coaches (min. 1M/1 F) per year
- Pacific Coaches to deliver at BOC training camps

4. Competitions and Tournaments

- Provide support to MAs to develop in-country competition structures
- Support MAs who do not currently hold national championships

- 80% MAs holding national championships – junior, open, and para
- Deliver Event Management L1 courses to support competition implementation and delivery in MAs where national championships are not currently held
- Develop a resource to provide guidelines to MAs on different competition formats which could be implemented at different levels



Education: Empowering people with knowledge, providing integrity awareness

Programmes/ Activity

Strategy and Goal

KPIs

1. Coach Education

- Continue delivery of Foundation Coach Courses in the Pacific to prepare for BWF coach qualifications
- Continued opportunities for coaches to attain BWF coach qualifications
- Increased number of BWF qualified coach tutors (L1, L2)

- Minimum 20 new BWF L1 coaches in the Pacific
- Maintain a minimum of 5 x BWF L1 courses per year
- Minimum 1 BWF L2 course every second year
- Minimum 4 targeted Pacific Coaches to undertake L2
- Targeted coaches to undertake L3
- Targeted candidates to attain L1 & L2 Tutor Qualifications

2. Players

- Promote and encourage players to engage in education programmes
- Align with BWF resources to deliver workshops and online programmes to players

- Dual Career Pathway delivered at identified tournaments
- I AM Integrity programme delivered at identified tournaments
- Promotion of WAoS Athlete Certificate programme to junior players
- Junior Umpire Programme delivered in a minimum of 8 MAs to give players a greater understanding of the laws of badminton

