



BADMINTON
ENGLAND



Annual Report 2023



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Chair's Report

Review of the year

With a new leadership team in place towards the beginning of the year, we have made progress against a number of key objectives and we have started to look forward with a real sense of optimism.

Return to pre-covid levels of participation

We are pleased to report that badminton participation has returned to pre-Covid levels and a significant part of this is driven by a large increase in female participation. Whilst the numbers show an encouraging trend, there remains much work to do. In some areas, clubs are still looking for players, there needs to be a focus on encouraging young people and there are still challenges around the cost of play and access to facilities.

England Performance Programme

Following the "Walk the floor" review undertaken last year, we are making progress in building a programme that better meets the needs of each player, supported by a modern, multi-disciplinary team of experts and coaches. A singles programme has been reintroduced and regional training camps are getting underway to bring on talented youngsters.

40 Years of Yonex sponsoring the YONEX All England

30 Years of the YONEX All England being hosted in Birmingham



Mike Robinson
Chair, Badminton England

Record crowds enjoy the YONEX All England

We celebrated 40 years of YONEX sponsoring the YONEX All England and 30 years of the event being staged in Birmingham with record crowds and ticket revenues.

Organisational effectiveness

I reported last year the Board's view that if we wanted to be the organisation fit to lead badminton effectively in the future, significant changes were needed in the organisation, to our culture and how we work together. Work is progressing but I am pleased to report that already the organisation feels like a more upbeat place to work and that the content and nature of our external communications are improving. This will need to remain a priority if our new strategy is to be implemented effectively.

More detail on our activities and results for the year are contained in the rest of this Annual Report.

Governance

Having reviewed the requirements of the Code for Sports Governance (the Code), the Board believes we remained compliant with it, whilst work is underway to embed the requirements of the updated Code, by the end of 2023.

Following an independent review by our funding partners as part of their standard funding conditions, we are working to make the Board and Senior Leadership Team more effective as a group, as we emerge from a period of significant change, as well as to bring a number of our structures, policies and processes up to date.

Board changes

At the 2022 AGM, James Thomas joined the Board, bringing a wealth of experience of high-performance sport, most recently with British Gymnastics and now Manchester City. In recent weeks, both Nick Cox and Tosin Akinluyi informed us of their intention to stand down from the Board, having taken on additional responsibilities with their respective full-time employers. I thank them for their valuable contributions and wish them well in the future. The Board is looking to recruit up to three new non-executive directors to help us with the delivery of our new strategy over the coming years.



Looking ahead

The Board has recently approved a number of investments that will enable us to move forward, and ambitions to grow the game through a real focus on young people, developing talent and a strong coaching network, and unlocking facilities, will all remain priorities. To fund these, we are heavily dependent on grant income from our funding partners, Sport England and UK Sport, whilst our commercial strategy is aimed at generating new revenues.

As you read the rest of this Annual Report, I hope that you will get a sense of these priorities, as we finalise our strategy that we expect to publish before the start of the 2023/24 season.

We are under no illusion, however, that there is a long road ahead if we are to restore the pride in English badminton. Greater engagement with the badminton community will be key, as we learn to work in partnership with individuals and organisations who want to drive our sport forward.

Thanks

I am grateful to the support of my fellow Directors for their continued leadership, support and guidance that they have provided during the year. On behalf of the Board, I would like to thank all our staff, who are critical to the success of the organisation. Change is not easy, but they have remained positive and committed, and their enthusiasm for driving our sport forward is always inspiring to see.

We continue to work closely with Sport England and UK Sport, our principal funding partners, and they have been a great source of support during the year. We are also grateful to Yonex for their ongoing commitment to invest in the YONEX All England Open Badminton Championships.

Finally, my thanks to the many volunteers, sponsors and other stakeholders with whom we work, all of whom are vital to keep our sport functioning. Best wishes for a successful year of badminton.

Chief Executive Report

The buzz phrase for me and my personal vision over the past year has been 'I want everyone to pick up a racket and hit a shuttle', so what better way to consider my review - here is my RACKET

Review

What an amazing first year this has been. I am so proud and honoured to be leading the sport of Badminton and so excited about the real sense of future within the sport. I want say a huge thank you to everyone, you have all been welcoming, supportive, honest and your dedication and passion for this amazing sport shines through in every conversation. The team of staff who work so hard to deliver great service to the sport, the army of volunteers and wider workforce who deliver so much with so little across all levels of the sport, the fans who cheer us on so proudly in person at our events or on our digital channels, the board who provide leadership to our work – I thank you all.

I look back at this year with so much pride at how much we have achieved. This next year will be the start of our bold new strategy to build on the strong foundations of our sport for success by tackling the real challenges of the future.

Achievements

Wow so many to list!

An amazing YONEX All England with record attendance, fantastic sports presentation, record streaming numbers, huge increase in connections on social media.

Our Para players have had amazing success this year and our work to grow the squad and develop the para badminton pathway has been amazing, special mention to Head coach Para, Richard Morris whose passion, belief and dedication is inspiring.

Our masters squad, competition programme and achievements on the world stage are the envy of the world, I am so proud of our massive medal haul in the last year. I am humbled by the dedication and



Sue Storey
Chief Executive, Badminton England

work of the Masters Policy Group, athletes and our volunteers, thank you.

Commonwealth Games - I was very emotionally proud of winning 3 silver medals, the dedication and hard work of our athletes, coaches and support team led us to this fantastic success. We have seen great success in our legacy project supporting people in and around Birmingham to learn the enjoyment of badminton.

Performance – Morten Frost is setting strong foundations for building our England and GB squads for the future. We are delighted to be working more collaboratively and we will continue to share good practice and work together to achieve world class success and inspire the next generation.

Development and Badminton Pathway – we have transformed our development team to provide specific focus, including young people, facilities and taking forward work on the full badminton pathway.

Inclusion - we launched our Equality, Diversity and Inclusion strategy and have seen so much positivity and support for this work, we are confident we are making real changes that will support us towards our new vision – 'Badminton – a sport for everyone'.

Community

The biggest achievement, for me, is the sense of a better connection to our community, we will continue to provide better more meaningful links and connections and work in collaboration – we are stronger together.

I have been humbled by the dedication and commitment of our badminton family who deliver so much at all levels of the sport. Thank you for everything you do.

I want us all to focus on how we can better value, support and connect with and across our badminton community. I want us to look at new and innovative ways of working more collaboratively to achieve more success. I want us to be bold about our ambitions for our future so we can achieve more together and tackle the challenges we face.

Kids

Listening to our community, the need to focus on children and young people has come through very strongly. We will focus on this group as our way of building the future of the sport.

Young people's increased societal expectations, the variety of activities available, COVID and the draw of 'screens' have all affected numbers in sport for a number of years, we have to tackle this as a priority. As I have been told, we have to make badminton cool! I look forward with a real sense of excitement as to what that might look like!

Expectation

As we look forward to the coming year, there is a sense of expectation, lots to deliver and lots of exciting things happening, so what else can we expect this coming year?

in July the inaugural World Badminton Day was celebrated in over 60 countries. This year we will also be celebrating and I can't wait to see any exciting and quirky ideas our community will use to raise the profile of the sport – let's have some fun with this! Feenix, our long awaited outdoor shuttle will be launched and available in Decathlon stores. We are

very excited about the launch and I look forward to seeing people playing with this specially developed shuttle.

International influence – we will continue to voice our strong opinions on the global stage to support the growth and development of the sport here in England. I was cheering and shouting when our board member Peter Emptage won a close election to become a Board Member of Badminton Europe.

Preparation for Olympics and Paralympics, we are now into qualification period for the Olympic and Paralympic Games in Paris next year and the whole team is certainly feeling they are on the road to Paris. They all have a tough year ahead as the pressure intensifies, but I want you all to know we as organisation and a community are here to support and care for you as you ramp up for Paris. We wish you all every success in the next year. Good luck, work hard and enjoy!



Tactics

As with all aspects of sport, tactics are important and you have to have a plan. We are in the final stages of developing and launching a bold new 10 year strategy for badminton in England. By the time you read this, we should be into consultation of the ideas we have developed. I do get very excited that our areas of focus will make a significant impact on the sport for many years to come, I hope through the consultation we can collaborate and develop these ideas, and even more so I can't wait to see how we can progress and transform the badminton landscape.

Thank you to our amazing badminton family and I look forward to the coming year with so much excitement and anticipation for our sport

Participation

With the removal of Covid restrictions, it has been possible this year to focus on restoring and rebuilding participation across all levels of the game.

A key priority in the year has been to re-establish activity at primary age level. Across the country, 92 Racket Pack festivals were delivered, giving 27,000 young people the opportunity to play badminton for the first time and leading to the formation of eight new junior clubs and three new junior leagues. A revamped and rebranded primary programme will be launched in the coming year to build on these successes and better support clubs to engage with young people.

We were successful in securing funding from Sport England for a Commonwealth Games Legacy Programme. This has seen the No Strings programme expand into new communities, training 51 new coordinators from diverse backgrounds, including South Asian and Somali backgrounds working in partnership with organisations such as Sirona Health and Care Partnership in Bristol and nationally, Muslimah Sports Association and Muslim Sports Foundation. This work provides a valuable platform for expanding the reach of badminton, and increasing/growing the numbers of clubs adopting No Strings as a means of attracting new players.



The latest participation figures, published by Sport England, encouragingly show that badminton participation has returned to a level about those pre-Covid, with 733,200 adults playing twice in the past 28 days. However, we recognise that this is not reflected in all levels of the sport, particularly for our clubs, and our focus in the coming year will be to ensure that growth positively impacts at a local level.

This is reinforced by the fact that overall membership stands at 33,605 members, still below pre-Covid levels despite an increase in the number of affiliated clubs to 1,356. A membership review has begun to examine how we can better support our clubs and members and build a stronger narrative that clearly demonstrates the value of membership and the contribution it makes to the development of the sport.

- **561 new primary schools playing badminton**
- **3 new junior leagues developed and 15 Futures events**
- **27 social clubs setting up new No Strings sessions**

An extensive survey of clubs and coaches and a programme of club visits during the year will drive a new clubs strategy that will launch in September 2023 at the Clubs and Coaches Conference. The feedback clearly shows a need to focus on attracting more young people into the game and supporting clubs to attract more female players. It also highlighted the importance of the National Schools Championships, which will be restarted in the 2023-24 academic year.

51

New No Strings coordinators trained.



97

New No Strings sessions.



92

Racket Pack festivals being delivered.



27,000

Young people playing badminton for the first time.



Awards

The following recipients were recognised for their outstanding contribution to badminton in the King's Honours:

- **Coral Warren** – British Empire Medal – founder of Sport Action for Women with and after Cancer Group in Wymondham, Norfolk.
- **Will Mellersh** – British Empire Medal – head coach Chew Valley Badminton Club and wider role within Avon Badminton Association.

The English Badminton Award was instituted in 1993 to reward and celebrate long standing, exceptional service to badminton in England. Those recognised with an English Badminton Award the past year are:

- **Barbara Lincoln** - stalwart of Bedfordshire badminton for over 50 years as a player and county association roles.
- **Bridget Crossman** – the main coach and organiser of Bedford Junior Badminton Club, the largest in the County; organiser of junior team tournaments and long standing member of the General Committee for Bedfordshire County Badminton Association.
- **Helen Richardson** - stalwart of county associations in Essex and Hampshire. National referee for over 15 years, prolific tournament organiser and mainstay of organising committee for ICT.
- **Janice Buckle** - founder of Biggleswade Junior Badminton Club in 1982, inspiring hundreds of young people to start playing over 40 years of running the club.
- **Paul Barber** – member of Southend & District Committee since 1991, serving as Secretary and Chair; Essex League Secretary and organiser of local tournaments.
- **Stephen Ramsbottom** – involved in badminton since 1960, winning many titles during his playing career and working tirelessly in various role in Lancashire, most notably for badminton leagues in Whitefield & District and Rossendale.



Three National Badminton Awards were presented in 2023:

- **Volunteer of the Year – Helen Thornton (Suffolk).** Helen was instrumental in setting up the Badminton Homes for Ukraine scheme, working with the Ukrainian Badminton Federation to support Ukrainian badminton players to settle in England.
- **Geoff Rofe Young Volunteer of the Year – Siân Phillips (Yorkshire).** Siân volunteers every week at the Bradford Kobras Performance Centre in Yorkshire, helping to coach and inspire younger players. She has led school assemblies on welfare and eating disorders in sport which have been received very positively from fellow pupils and teachers alike and is an active member of the National Youth Voice Forum.
- **Grassroots Coach of the Year – Anna Collis (Hertfordshire).** Anna runs fourteen clubs and sessions across Hertfordshire, expanding to take over a junior club in Biggleswade. Her main club has over 200 members with 75 children being coached each week.

We are grateful to Yonex for their continued support of these awards.

Competition

We have enjoyed the first complete and regular season of domestic competition since Covid, with the number of circuit tournaments, competitions and players competing, we are steadily climbing back to 5986 players competing across the last 12 months.

Regular match weekends returned for the Senior County Championships, although it was not without its challenges in securing venues throughout the season. Counties also saw the welcome return of the U18 ICT in April 2022 and the Masters County Challenge in January 2023.

Work is underway to support the recruitment of technical officials to address the steady decline in numbers over the last five years. The Umpire and Line Judge Associations of England, with our support, have focused on recruitment with 24 umpires and 11 line judges successfully attending



training courses, which has provided a significant boost to support competition. This focus will continue into 2023-24 alongside the development of new training material for referees and organisers.

The 'All England Junior Badminton Championships' has been sanctioned in the international calendar for 27-30 July 2023. This is the first U19 International tournament held in England as part of the European Circuit, providing players with world ranking points. The event will be held at the University of Birmingham and will be an exciting and valuable addition for many of our talented young players.

- **228 circuit tournaments**
- **5986 players**
- **35 new officials trained**



Equality, Diversity and Inclusion (EDI)

Badminton England launched our first Equality, Diversity & Inclusion (EDI) Strategy in July 2022, with a vision to be the nation's most accessible, diverse, and inclusive sport with an unrelenting focus on EDI. Year 1 has been centred around delivering direct impact in those areas where Badminton England has direct control which will then enable us to start to influence and inspire the badminton community to drive change in Year 2.

We have recruited and established an EDI Committee, consisting of 8 members, and appointed two Board Inclusion Champions. This group has driven, supported, and informed us to deliver our EDI Strategy, and Year 1 Action Plan, through bringing their knowledge, expertise, and lived experience from across wider sport and EDI sector to ensure inclusion is at the heart of our sport.

The development of an EDI Discussion Network internally, consisting of our EDI Manager and five EDI Ambassadors from different teams, has created a holistic, open, and safe space to discuss key topics and input in to decision-making.

271 Disability and/or inclusive clubs

182 Disability coaches



100+

New disabled juniors and adults trying badminton

We have embedded EDI data in to our internal system and EDI data collection is mandatory for staff via self-identification. In addition, EDI data is embedded into JustGo and we have started to collect this for our club network. In order to track progress, we needed to improve our data collection and establish baseline measures. This is now in place, and although we have not specifically implemented any targeted interventions, we have seen a 165% increase (from March 2022) in clubs that welcome disabled players with 271 disability and/or inclusive clubs (22% of our affiliated clubs). We will be building on this on 2023/24 to collect EDI data for members via self-identification. This will enhance our understanding of our badminton community and allow us to deliver targeted interventions to address inequalities that exist.

With disability as a priority focus, Badminton England have worked in partnership with four National Disability Sport Organisations (NDSOs) with badminton being delivered at five national events with 100+ new disabled juniors and

- **8 members on our newly established EDI Committee**
- **271 disability and/or inclusive clubs**
- **Partnership working with 4 National Disability Sport Organisations (NDSOs)**
- **182 Disability Coaches**

adults trying badminton. Our sport has also been delivered locally at five festivals, within two regional hub models, and two new regular sessions set up.

Workforce was an identified barrier to inclusive delivery, so Badminton England has now upskilled 182 coaches (19% of registered coaches) to become Disability coaches through delivery of Disability Workshops. Within 2023/24, we will be continuing our focus on disability through delivery of Disability Junior National Championships and working with our badminton community to embed inclusion within their delivery environments.



Major Events

With the impact of the covid pandemic reducing, the staging of live events is once again gathering momentum, and we've had an exciting year as a result.

The staging of qualification for the European Mixed Team Championships in December 2022 was a welcome opportunity to see Team England in action at the National Badminton Centre, with England emerging as group winners after three days of competition against Norway, Poland and Slovakia.

The English National Championships followed shortly afterwards – twice. The decision to move the Championships back to week 5 (early February) in the annual calendar meant potentially missing an opportunity to showcase our players and write history for the 2022 season, so after careful consideration, tournaments in December 2022 and February 2023 were delivered. Support from Yonex UK enabled the return and increase of prize money for our premier domestic event, and for the first time since before pandemic, the February event was delivered away from the National Badminton Centre. The University of Nottingham provided an excellent stage for England's finest, who were joined by in excess of 800 fans (plus those online) and a healthy volunteer workforce.



March 2023 belonged to the YONEX All England. Record-breaking attendance, anniversaries with Birmingham City Council, the NEC Group and Yonex, and the return of a full-strength workforce gave reason to celebrate. And the badminton on display didn't disappoint either! Alongside the launch of the new BWF cycle, our Super 1000 World Tour event, it wasn't a simple year by any means, but it certainly felt like the Championships regained its 'roar' and provided inspirational moments for everyone involved. The evolution of a schedule playing the first round over two days, two broadcast courts and enhanced backstage areas which supported athlete and workforce needs much better was well-received, and ensured we continue to set standards for our sport.

Needless to say, none of this would be possible without the exceptional contribution of countless volunteers, and our sincere thanks goes to everyone who played a part in this year's success story and to Yonex for their fantastic support and ongoing partnership.

- **Record-breaking spectator attendance at YONEX All England Open 2023 – 37,726**
- **Milestone anniversaries – 30 years in Birmingham, and 40 years of sponsorship by Yonex**

Coaching

Badminton England continued to support the development of coaches to provide great participant experiences throughout the badminton community in 2022/23 through a variety of programmes, events and initiatives.



The summer of 2022 saw the completion of the Coach Characteristic Model, which will underpin the support and development of coaches across the identified Critical Coaching Roles going forwards. This resulted in the launch of our coach development support programme, delivered through the Badminton England Resource Hub in September. This programme supports coaches to develop their technical and tactical knowledge, their coaching practice and ability to deliver in an inclusive manner via regular content.

83 Coaches attended our two Coach Open Days with Morten Frost at the NBC

619 Learners attended a Coach Education course in 2022/23

This was followed in November by Morten Frost hosting two Coach Open days, welcoming coaches from across the country to the National Badminton Centre to see what we do, learn about our future direction and ask Morten and the National Coaching Team any questions.

January brought about the conclusion of our inaugural Female Leadership and Coach Programme, a 12-month programme supporting the development of 9 female coaches.

116%

Increase in Coaching Members accessing the Badminton England Resource Hub for Coaches



Performance

England Performance Programme

Following the appointment of Morten Frost as Performance Director, the Performance Programme made notable strides in the year on the back of the previous year's UK Sport Cultural Health Check. The introduction of a new national squad open to players across the country now forms the pinnacle of a revamped performance structure. The three performance levels – National, Futures and Development – allow more players and coaches to benefit from world-leading support at the National Badminton Centre. This now incorporates comprehensive sports science and sports medicine support, with the aim being to develop rounded athletes with the necessary skills and attributes of both an athlete and a person.

The focal point of the year was the Birmingham Commonwealth Games 2022, which saw an England team comprising of a mixture of world class experience and young players experiencing a multi-sport event for the first time. Outstanding performances in both the team and individual events saw the team take fourth place and three individual medals



Silver – Women's Doubles – Chloe Birch and Lauren Smith

Silver – Men's Doubles – Ben Lane and Sean Vandy

Silver – Mixed Doubles – Lauren Smith and Marcus Ellis

Other notable results in the year were semi-finals for Ben Lane and Sean Vandy in the European Championships and the England team in the European Mixed Team Championships.



England Junior Performance Programme

The highlight of the junior year was two silver medals at the European Under 19 Championships. Lisa Curtin took silver in the girls' singles and then partnered Estelle Van Leeuwen to a runner-up spot in the girls' doubles. This was followed by seventh place in the team event at the World Junior Championships, with England the highest ranked European nation.

The programme's criteria was developed to align to the England Performance Programme and to include National Junior Trials as part of the selection process. A new communications platform was introduced, along with much stronger and proactive relationship with Safeguarding Team, to ensure we protect our young people when travelling abroad.

Other notable results in the year were:

2022 U15 European Championships

1 x QF in BS

2022 U15 Junior Quadrangular

Team Event Winners

5 x Gold medals, 4 x Silver medals, 8 x Bronze medals

2023 U15 8 Nations

3 medals - Gold and 2 x Silver Medals GS, GD

4 x QFs in BS, GS and BD

Para badminton

Following the success of the Tokyo 2020 Paralympic Games, the GB Para badminton Programme, based in Sheffield, continues to grow.

Paris 2024 qualification began in March of 2023 and the addition of SH6 Mixed Doubles to the Paralympic schedule provides us with an exciting opportunity. Multiple World Champion, Rachel Choong, came onto the programme in early 2022 and has progressed well in women's singles and mixed doubles with Jack Shephard.

Rachel is now ranked 3 in singles and 3 in mixed with Jack, whilst Jack also continues to compete in men's singles along with Krysten Coombs, with both ranked inside the world top 5.

The team achieved 3 medals at the Para badminton World Championships in November, with Jack Shephard losing 22-20 in the third game in the final. Krysten Coombs beat the Paralympic Champion in the quarter-finals. Rachel Choong and Jack Shephard also lost to the eventual winners in the mixed doubles.



Daniel Bethell has been unbeaten since April 2022, beating Pramod Bhagat, the Paralympic Champion, 6 times in the last year. Bethell was injured for the World Championships, but has continued his dominance of the SL3 men's singles sport class since returning to international competition in March this year to begin Paralympic qualification.

2022 saw the launch of our Para talent pathway which is vital to build a strong base of Para badminton players, accessing quality training and competition on a regular basis.

This pathway will support the development of players for future Paralympic Games. Work includes the introduction of Para Badminton to the BUCS Championships, a Para tournament and festival held by Kent County Badminton Association, attendance at a variety of national events and the establishment of regional camps. The UK Championships, held in Sheffield in December, attracted 53 classified players. 2023 will also see the first National Junior Disability Championships, a team event designed to introduce more players to the game.

Building our Fan Base/ Commercial

Our ambition at the start of the year was to inspire more people to pick up a racket, and the Birmingham 2022 Commonwealth Games in August gave us the perfect opportunity to do this. 1000's of new fans enjoyed the 'Have a Go' badminton activation and using data capture mechanisms on site, we were able to engage with nearly 1000 new potential players and drive them to our channels to find sessions, courts and clubs. As such, we are developing a new sport-wide proposition, that compliments the significant global platform of the YONEX All England, and delivers against the need for brands to make real and sustainable change to communities across the country, with programmes and initiatives that have real impact.

Our nation-wide 'Big Hit' campaign in September also supported 82 clubs who opened their doors to new players, with an estimated 1200 new players getting on court across the week.

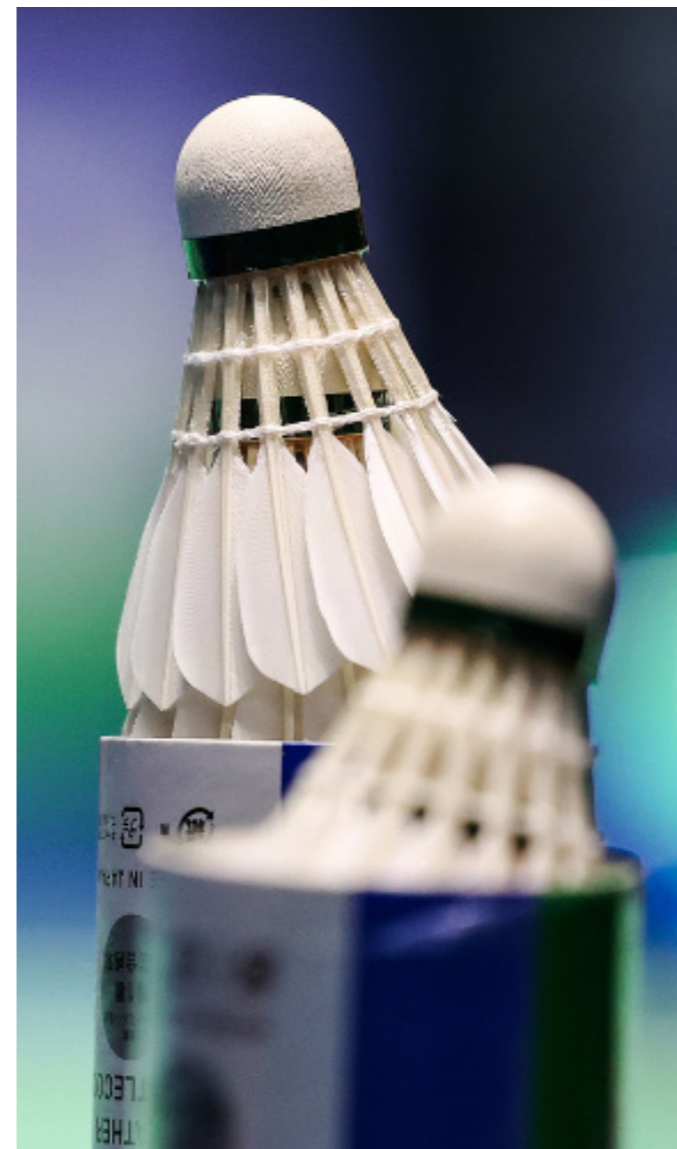
With overall record ticket sales and sold-out sessions across the weekend, the YONEX All England 2023 also provided the platform and opportunity to grow our digital reach, both on Badminton England and YONEX All England platforms. Overall reach on all channels across

82

clubs participated in
Big Hit campaign

10%

growth in
Badminton England
fan base



Our immediate priorities are focused on getting the necessary foundations in place as we embark on bringing our multiple platforms under one data management system and creating a Single Sign On functionality to improve the quality of experience for our players, coaches, volunteers and supporters. As the sporting landscape returns to normal, we have a renewed focus on diversifying and growing our revenue streams and ensuring less reliance on UK Sport and Sport England funding. We are committed to developing innovative and creative partnerships that grow the sport, and engage youth audiences. As such, we are developing a new sport wide partnership proposition which can deliver against the need for brands to make real and sustainable change to communities across the country, with programmes and initiatives that have real impact.

24K

new social followers
(YONEX All England 2023)



Championships week was 19.7m (up 8m). Success was achieved by content collaboration with our title sponsor Yonex and key players, but largely by delivering more exciting and sharable content with the aim of capturing the electric atmosphere that graced the arena throughout the week. This provides an incredible foundation as we embark on defining a new vision for the Championship, working in collaboration with Yonex who have proudly supported the event for 40 years.

Over the past few months, we also set out a new digital roadmap for the sport. Enhancing our digital infrastructure, content and capabilities is essential to enabling the successful growth of the sport from a participation and commercial perspective. Our new roadmap sets out a commitment to more effective data solutions, audience insights and targeted campaigns that ensure we can engage our audience in a relevant way.



We are very grateful for the support of our Commercial Partners – Yonex, 12 Bet and Babolat – without whom many of the achievements highlighted in this report would not be possible.

Facilities

The National Badminton Centre

The National Badminton Centre continues to strive to become the best possible training environment for our World Class Performance programme to perform whilst maximising income to enable investment into the sport.

During the year, substantial work has been undertaken to improve the building and Lodge as part of a long-term plan to enhance the overall environment. Solar panels were installed to support our financial and environmental sustainability and capital investment secured from UK Sport for performance improvement and funding from Sport England to improve court lighting. Lodge bookings remain high, gym membership has grown to its highest level since management returned in-house and the badminton courts continue to be oversubscribed during peak times, highlighting the need to consider additional provision.



170 additional hours secured for community access to sports halls per week



Lettings

Badminton England continues to support the badminton community to gain better access to facilities through our innovative lettings and facility management model. Our facility management partnerships with schools and colleges across the country allow us to open new sports halls for community use, deliver value to the badminton community and facilitate investment back into education. This has opened 13 new badminton courts and created 170 additional court hours per week for the badminton community. 10 coaches have been supported to deliver more activity, 9 clubs accessing new facilities, 6 No Strings sessions launched and 2 County Badminton Associations delivering activity in new facilities

Alongside other work across the facilities landscape, Badminton England will continue to grow and scale this model across the country to open more facilities for community use and help the badminton community overcome the facility access challenges they face.

People

At all levels of the sport, badminton is dependent on an army of volunteers to deliver activity, including clubs, county badminton associations, local competition and major events. Covid has had a significant impact on levels of volunteering across all aspects of society and badminton is no exception.

Work has already begun to increase the numbers entering umpiring and line judging. This will continue in the coming years, along with a focus on increasing the number of tournament organisers and referees.

Developing the next generation of volunteers is a key focus, with the Young Leader Academy continuing to offer opportunities for young people aged 14-16 to start their volunteering journey and support delivery in their schools and clubs – 24 young people from across the Country attended this year.



The National Youth Voice Forum was established during the year, with 13 young people sharing their views and experiences to inform our work. Encouraging more people to support badminton through volunteering is a key theme of our emerging strategy and the new Club and Coaches Conference, to run in September 2023, will underpin work in this area.



24 young leaders

13 young people supporting the National Youth Voice Forum

Governance

Clean Sport

Badminton England has achieved compliance with the UK National Anti-Doping (UKAD) Policy Assurance Framework this year, and also continued its implementation of the Clean Sport Education Strategy. An integral part of the strategy was the active promotion of clean sport which took place at the U17, U19, Senior and Para Championships, and through the recruitment of 3 Clean Sport Ambassadors to the sport: Sam Jones, Jack Shephard and Lauren Smith. In addition, James Thomas has become the nominated Board champion for Clean Sport, education has taken place throughout the sport through newsletter articles, there are now 3 staff members fully trained as UKAD educators to deliver clean sport training and workshops, clean sport workshops have been delivered for players and support staff in both the junior and senior programmes, and the anti-doping prohibited list information has been widely circulated throughout the sport.

Safeguarding

We know that sport has the power to play a significant role in our wellbeing and that, for more people to play and enjoy their sport, they need to feel supported and be safe.

We want badminton to bring the best out of everyone, at all levels and across all ages, shining the spotlight on the welfare of our members and volunteers, creating positive environments where individuals feel at ease when it comes to their physical and emotional safety.

In 2022 Badminton England met the requirements of the NSPCC Child Protection in Sport Unit (CPSU) Framework. We also completed the Ann Craft Trust (ACT) Safeguarding Adults in Sport Framework for the first time, and it was acknowledged that we have started our journey with an award of 'Conditionally Met.'

Our Safeguarding Case Management Group (CMG) was strengthened in September 2022 with the appointment of three new members. The

group now includes five independent volunteers who bring expertise to the process, with backgrounds in policing, sports law, education, safeguarding adults and safeguarding in sport. The CMG continues to meet every two months to review all reported concerns.

Moving forwards, we will demonstrate that Badminton England is committed to continually improving our safeguarding capability, response and systems, moving safeguarding from a reactive service to providing a proactive approach.

Social Impact/Sustainability

We recognise the importance of demonstrating our social impact and environmental sustainability and focus on both areas will increase in the coming year. A project group has been formed to examine how we can deliver social impact, whilst sustainability work undertaken in the year includes the donation of over 1,000 pieces of old team kit to KitAid for distribution in Tanzania, installation of solar panels on our own facility and a review of event sustainability for the YONEX All England Open Badminton Championships.



Risk Management

The Board of Directors (the Board) is responsible for risk management and internal controls. The Chief Executive and the Senior Leadership Team are responsible for identifying and reviewing the risks to Badminton England and reporting these to the appropriate Advisory Board, the Board of Directors, and the Finance and Risk Committee. Controls and suitable actions are put in place to mitigate identified risks as far as is possible and practical. The Finance and Risk Committee is responsible for assessing Badminton England's internal controls.

Principal Risks and Uncertainties

The increased expectations of the Badminton World Federation on tour events continue to present a challenge to the business. Continued support from Yonex enables these risks to be mitigated, but it is essential that we build on a record year of ticket sales and explore commercial opportunities to grow revenue. Our ability to deliver our strategy and fulfil the expectations of the badminton community is contingent on being able to generate greater revenue from commercial partners. A new commercial strategy is now in place and work is underway to build the digital infrastructure necessary to deliver against those plans. To an extent, the risk of revenue loss is mitigated in that a large element of expenditure into the sport is discretionary in each financial year and can be reduced in subsequent years without breaching legal commitments. In addition, Badminton England maintains adequate cash balances and reserves to mitigate any short-term financial impact from these risks.

Significant funding is provided by Sport England and UK Sport. Continued investment from both is dependent on remaining compliant with the Code for Sports Governance and the Board regularly reviews progress to ensure this. Sport England System Partner funding has been confirmed for our governance and systemic roles through to 2026-27 and is reviewed annually against agreed performance targets. The process of securing funding for talent activity and for the World Class Programme via UK Sport for the cycle through to Los Angeles 2028 will commence during the upcoming financial year.

Whilst participation numbers show a strong return from the impact of Covid, clubs are struggling for players in many areas and both the cost of play and access to facilities present major challenges. A new strategy will be launched in the next financial year. This will set out how we intend to grow participation, particularly amongst young people, build a pathway to develop talent (a key gap in our current structure), work with the badminton community to build a thriving network of clubs, counties, coaches and volunteers, address the facility challenges and ensure that we continue to work towards being a top ten nation in the world.



Assessment of Internal Control

The Board has conducted a review of the effectiveness of the Company's risk management and internal control systems and is satisfied that the Company's risk management and internal control systems provide reasonable assurance.

Financial

Badminton England has had a strong financial year, exceeding expectations in terms of net income, principally from sponsorship, ticket and other revenues.

As we move into the new financial year, we continue to focus on risks and opportunities to strengthen the financial position of the Association. In 2024 we have planned investments to deliver enhanced Membership and Digital experience and a new vision and growth strategy for the YONEX All England in order to build on the momentum of 2023 success, further enhancing development programmes and HR initiatives.



Key Highlights for 2023

Revenue: **£9,677k**

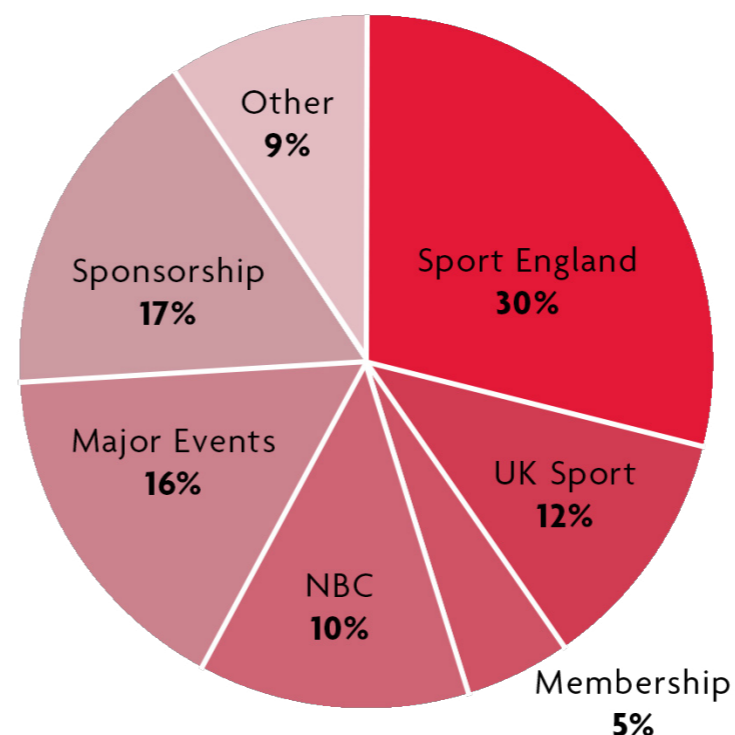
Operating Surplus: **£307k**

Reserves: **£2,591k**

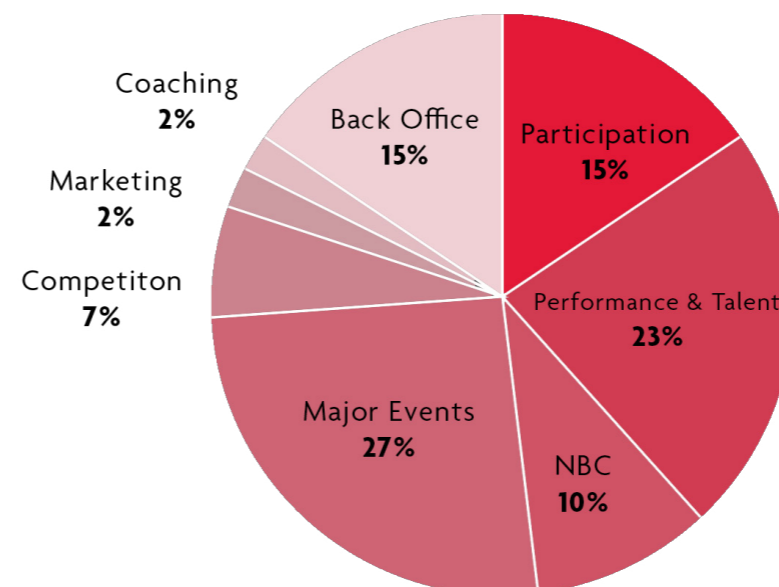
Cash Balance: **£3,012k**



Badminton England Income



Badminton England Expenditure



The audited accounts for the year ended 31 March 2023 show a surplus for the year of £307,000 (2022: surplus of £68,000).

The Statement of Financial Position shows that we have net assets of £2,591,000 (2022: £2,284,000). The net asset position consists of fixed assets of £3,461,000 (2022: £3,216,000), net current assets of £1,098,000 (2022: £1,642,000) and long-term grant funding of £2,476,000 (2022: £2,574,000). Included within net current assets is cash at bank of £3,012,000 (2022: £3,438,000).



We continue to invest into our sport, including significant amounts into programmes designed to increase participation, develop talent, and fund our elite athletes. Otherwise, we maintained careful control over other operating costs, whilst gaining more sustainability by increasing our self-generated income. A long-term new commercial strategy, underpinned by a digital engagement strategy, will drive increased income from commercial sources to fund Badminton England's own activities. This will continue to be a strategic priority for the coming years.

In Memorium

Badminton England pays tribute to the following friends who have passed away during the year:



Val Burch

David Burgess

Barbara Carpenter

Graeme Finch

John James

Larry Lamb

John Liddiard

Hazel Marks

Geoffrey Charles Snowdon

Rodney Southwell



Ian Spear



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