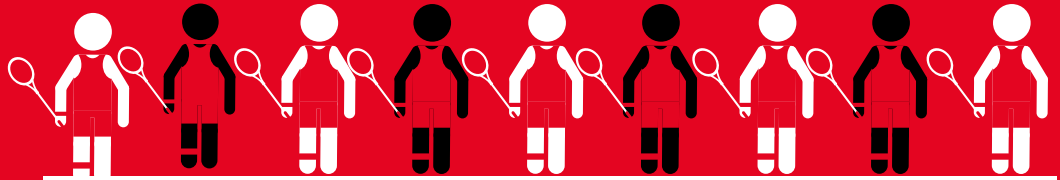


ANNUAL REPORT

2018/19





3%

INCREASE IN FEMALE ENTRY
IN JUNIOR EVENTS



1,080,000

PLAYED BADMINTON EVERY MONTH

**THANK
YOU**

A YEAR ACHIEVING GROWTH

14%

CORE

ADULT PLAYING BASE
RE-ENFORCED



7.1 M
WEB IMPRESSIONS



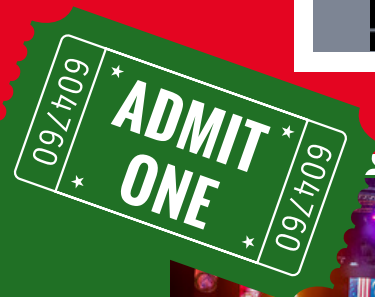
96%

INCREASE IN PLAYERS
UPGRADING TO
COMPETE



26,154

NEW RECORD
TICKET SALES YEAR
YONEX ALL ENGLAND



6

RECORD
COMMONWEALTH
GAMES MEDAL HAUL



167

NEW CLUBS
AFFILIATED

111



12.2%

GROWTH IN CONTACTABLE
FANBASE **263,392**



**FEMALE
COACHES
QUALIFIED**

AND SUCCESS



48,700

LITTLE SMASHERS AGED U11 PLAYED BADMINTON
THROUGH THE RACKET PACK

NEW JUNIOR
CLUBS FORMED

+52

9.7%

**INCREASE IN
MEMBERSHIP**



12%

6,156 PLAYERS TRACKED ON
RANKINGS/GRADING SYSTEM



61%

INCREASE IN THE NUMBER
OF YOUNG LIONS ON THE
JUNIOR ENGLAND PATHWAY



% INCREASE IN
NUMBER OF CIRCUIT
TOURNAMENTS
HOSTED YEAR ON
YEAR

A WELCOME WORD FROM OUR PRESIDENT

FOREWORD

I cannot believe that three years have passed since I was elected as your President. I very much enjoy visiting different events around the country and meeting up with so many people who are all interested in our sport from players, parents, officials, administrators, visitors and many more. It never ceases to amaze me just how many people give up their time and expertise to host and administer tournaments so that our members can enjoy their competition.

The YONEX All England Championships - this gets better every year. It is so professional, which stems from good leadership and the coming together of the staff, volunteers and partners who make the Championships so special. Well done everyone.

We are all fortunate to be part of the badminton family that covers so many aspects of our sport from junior groups and clubs, teams of competitive players through the numerous age groups, to adult clubs, county and international representation and to the ultimate representation at Commonwealth, World, Olympic and Paralympic representation - what a pathway this gives to our wonderful sport!



I would like to express a big thank you to all the wonderful volunteers in our sport who make that happen. The clubs and counties would find it very difficult to achieve their goals and ambitions without volunteers so please keep up the good work. I am proud that we are all part of a great team who work tirelessly with Sport England, UK Sport, Badminton Europe, the Badminton World Federation and Government to develop our great sport.

Many thanks for your support over the past three years; I really do appreciate it, along with your friendliness for making my position so enjoyable. I wish you all the best for the oncoming season.

“

Times and systems change and our sport is constantly evolving to ensure the millions who play, continue to enjoy badminton.

”

Diana Troke
President



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“

This year has seen a period of strong performance as we continued our journey to enable more people to Discover Badminton - to play badminton more often, and to consistently win more medals, in a financially sustainable way.

”



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UNSUNG HEROES
AND AWARDS



CHAIRMAN'S

It is fitting that I commence this report by recording a landmark date in the history of Badminton England (and, probably, in the history of badminton worldwide) i.e. 13 September 2018 when Badminton England celebrated its 125th birthday, reaffirming its position as the oldest national badminton association in the world.

For much of the early part of the year, the Board of Directors and Corporate Management Team gave much of their time over to conducting a Strategic Review with the objective of ensuring a balanced budget over the current four year funding period whilst delivering on the triple aims of “more people playing and more medals”, whilst continuing to ensure compliance with the UK Sport / Sport England Code for Sports Governance [the Code]. However achievement of the objective had to take account of affordability, sustainability, and with all involved “owning” the goals set in pursuance of the aims.

Early on it was recognised that investment would be necessary if the aims were to be achieved and that some difficult decisions would have to be taken.



“

Throughout the year a number of initiatives were undertaken in support of the objective to enable greater sustainability and the signs to date are that these are meeting with success.

”

The Board of Directors also took the view that investment was necessary for longer term returns that would also contribute to achievement of the aims, secure longer term sustainability, and maintain the YONEX All England Open Championships as one of the three Super 1000 tournaments on the HSBC BWF World Tour. Also in pursuance of the aims it was agreed to invest in a national team league. In all cases of longer term investment potential for return on investment [ROI] was a significant factor.

REPORT

DEREK BATCHELOR

Also during the year under review it became evident that the terms of office of more than 50% of the members of the Board of Directors would come up for renewal / replacement at the 2019 Annual General Meeting. To ensure as smooth a recruitment process as possible that was in compliance with both the Code and our Articles an early start was made – initially by updating the skills matrix to ensure that the Board of Directors comprised those with the breadth of skills, commitment, knowledge, and experience to take Badminton England forward into, what I feel will be, uncharted territory in terms of future support from the public purse.

The Board of Directors had already said goodbye to Anita Bickerdike (who left us part way through the year because of pressure of work), and at this year's AGM we also know that Sandra Dodd, Eric Brown and I will not be seeking re-election. Whilst it is always invidious to single out any single member of the Board, in the case of Eric I feel it is right to do so as his contribution to badminton in England (particularly at junior level) has been second to none. Some will also recall that he was Acting Chief Executive for a period of time. Although I am sure Eric will remain totally entrenched in the badminton fold, his insightful contributions to the proceedings of the Board will be missed.

That said, my thanks go to all members of the Board of Directors for their help, support and commitment throughout the year.

During the year, we also launched an App containing Badminton England's Equality and Diversity, Safeguarding and Anti-Bribery

policies, thus ensuring that they were available to the widest possible audience.

Failure to adhere to those policies is only one of the many risks reported to the Board of Directors in accordance with its approach to risk management and the Board regularly reviews these areas of risk and the relevant mitigation that is in place to reduce them.



The strategic relationship between Badminton England and its constituent parts has engendered some lively and interesting discussions throughout the year. Whilst these have not yet reached a conclusion it has been useful to investigate the preferred / best means of communication throughout our governance structure and to seek opinion on the delivery of badminton at a local level. Some areas definitely seem to have a dearth of volunteers or an ageing population of them. Addressing this is one common to most sports and is a challenge that we all have to address going forwards.

My thanks, as ever, to my colleagues and to the staff, volunteers, sponsors, partners, and stakeholders, who through working together ensure our ongoing success.

Derek Batchelor
Chairman

STATE OF THE NATION

CEO
STATEMENT
BY ADRIAN
CHRISTY

I would like to start my report by expressing my gratitude and appreciation to our outgoing Chairman, Derek Batchelor. Derek took up office in 2010 and in that time has led Badminton England's Board with great pride and distinction.

I have thoroughly enjoyed working alongside Derek during that time and Derek, I would like to thank you for your support, guidance and confidence. You have been a great friend and colleague to me, to the Board and to badminton and I wish you every future success.

“

This year has seen a period of strong performance as we continued our journey to enable more people to Discover Badminton - to play badminton more often, and to consistently win more medals, in a financially sustainable way.

”

We've been busy developing and evolving great programmes and opportunities for people to pick up a racket and play badminton in a way that not only supports badminton in schools and the traditional



club structure but one that also reflects the flexibility demanded by modern society.

This year has also seen the completion of the first year of our revised talent pathway and a growing recognition of the critical role coaches play in the development young players.

We have made a very positive start as we seek to accelerate the development of players, and coaches, at all levels of the game, will receive a greater investment of our resources going forwards.

We once again welcomed the world to Birmingham in March for the 119th All England Championships and record crowds witnessed an extraordinary level of world class badminton.

This year was also the 36th consecutive year of YONEX title sponsorship and during the

Championships, I was delighted to sign a contract to extend YONEX support through to 2025. This is a partnership that we are incredibly proud of, and along with all our partners and volunteers, I would like to say a huge thank you for the support given to make the All England the greatest badminton event in the world.

During the year, we saw the Board of Directors approve the recommendations in the Competition Review and I am delighted to look forward to competition being such a fundamental part of our investment into grass roots badminton.

I was also pleased that we were able to recover some investment from UK Sport into our World Class Programme. We were able to achieve an investment from a new fund – Medal Support Plan – that is targeted at specific athletes; in our case, Chris and Gabby Adcock. Later in 2018, UK Sport announced a further fund – Aspiration Fund – that is designed to support the maximising of qualification into the Tokyo 2020 Olympic Games. We have been successful in our bid to that fund.

Whilst on the subject of Tokyo 2020, the qualification period for the Paralympics is now underway and I am delighted with the progress of the GB Para-Badminton programme. The athletes with the potential for Tokyo qualification have a very exciting period ahead of them and I wish them every success in the quest to be part of the first Paralympic badminton event next year.

Away from the court, our focus has been on driving revenue growth, and the profitability, of a number of our activities so that we can invest more into growing the game and the medal aspirations we have.

More members have joined, we have secured a major new sponsor (and we are delighted to welcome 12BET to the family of All England partners), the surplus from the National Badminton Centre has increased, ticket income from the YONEX All England Championships is up, and we continue to reduce overhead costs.



Our focus for the year ahead will see us restructuring the way in which we operate at a regional and local level so as to drive even greater participation, support clubs who are keen to further develop, invest in the development and education of our registered coaches, begin to establish a nationwide network of early pathway opportunities and create greater competitive opportunities locally which will include the final scoping of the new national team league which is scheduled for launch in 2021.

We will seek to establish more consistent local governance while continuing to demonstrate our compliance with the Code for Sports Governance.

Our focus on the four pillars of our commercial model will continue – Sponsorship, Ticket Sales, the NBC and Membership – as we seek to provide greater investment into the growth and success of badminton in England.

I would like to conclude by thanking our players, members and fans for your tremendous support and also our talented team of staff and volunteers for your continued time, passion and expertise and to the range of partners who are equally ambitious for what our great sport is trying to achieve.

Adrian Christy
Chief Executive

GETTING MORE PEOPLE PLAYING

£150K

RE-INVESTED BACK INTO
CLUBS BY WAY OF CLUB
DEVELOPMENT GRANTS

432K

SIZE OF BADMINTON
CORE MARKET; UP
10.5% YEAR ON YEAR

847

SETTINGS
DELIVERING THE
RACKET PACK TO
LITTLE SMASHERS

154

AFFILIATED CLUBS
SUPPORTED TO
GROW MEMBERSHIP

68%

INCREASE IN SIZE OF
CLUB PLAYER POOL
TO 144,360

Our priority remains encouraging more young people to take part in badminton.

The Racket Pack is now delivered in 847 schools and leisure centres with over 48,700 enjoying our sport at primary age. Our aim for the coming year is to see junior clubs embrace The Racket Pack as a key part of their delivery.

Support for the club network is also integral to our work – in the past year, 154 affiliated clubs received investment totalling over £150,000 to help grow their membership; we were also delighted to see a further 19 new clubs established during the year.



“Our work with national leisure operators has started to bear fruit, with 69 new adult sessions established during the year and ambitious plans to grow No Strings Badminton during 2019/20.”

A new addition to the competition circuit was piloted during the year and this new tier 5 level will be fully launched in the coming year, creating even more playing opportunities.

In 2019/20 we will implement a new regional planning structure to support this and continue to work with clubs, leagues, counties, volunteers and leisure partners to fulfil our aim of more people playing.



1.08M

ADULTS NOW PLAYING
BADMINTON AT LEAST ONCE
A MONTH

70%

INCREASE IN THE NUMBER
OF UNDER 11S PLAYING
WITH THE RACKET PACK
(48,703)

52

NEW JUNIOR CLUBS
FORMED IN THE PAST 12
MONTHS

65%

INCREASE IN THE NUMBER
OF FEMALE ADULTS
PLAYING ONCE A MONTH

111

TOTAL NEW CLUBS
AFFILIATED TO THE
NETWORK FOR THIS SEASON

“Continued growth of the game remains integral to our aspirations.”

10.5%

GROWTH IN
BADMINTON CORE
MARKET YEAR ON
YEAR

A YEAR OF TOURNAMENT GROWTH

COMPETITION

241

CIRCUIT
TOURNAMENTS
DELIVERED + 14 TIER
5 PILOT EVENTS

12%

INCREASE IN
PLAYERS TRACKED
ON RANKING AND
GRADING SYSTEM

3%

INCREASE IN
FEMALE ENTRY IN
JUNIOR EVENTS

34

NEW TOURNAMENT
ORGANISERS
INDUCTED

6750

PLAYERS UPGRADING
TO A COMPETE
LICENSE (UP 96% ON
LAST YEAR)

Gold, silver, bronze, the new tier 4 circuit tournaments, along with the new tier 5 level provided competition for over 4,100 players throughout the season across 241 tournaments.

The launch of the new senior tier 4 level, with eight new tournaments, boosted the circuits this year and brought with it an increase in the number of players competing.

The rest of the circuit remains healthy and saw an encouraging 3% growth in female junior representation.

County Competition continues to be well supported at Seniors, Masters and U18 ICT. Middlesex were crowned winners of the Senior County Championships for the second year running.





3% 
INCREASE IN FEMALE ENTRY
IN JUNIOR EVENTS

The Competition Review is now published, and with it saw the launch of the new tier 4 level and a pilot of the new tier 5 social circuit.

We continue to work in the background on the other proposals which includes the national team league for 2021 onwards.

The national team league will enhance the competitive opportunities for our network of over 1,400 clubs nationwide and enhance our local league structure



**% INCREASE IN
NUMBER OF CIRCUIT
TOURNAMENTS
HOSTED YEAR ON
YEAR**

**COMPETITION REVIEW
PUBLISHED JULY 2018**

CLICK TO READ



MAJOR EVENTS



With two Senior National Championships, a European Mixed Team Championships Qualification event, and the YONEX All England Open, it's been an exciting year of major events for Badminton England, and our many passionate volunteers and fans, both here and overseas.

Equally as important, we've continued to drive change and the boundaries of our sport.

August saw us return to Wycombe Leisure Centre for the English National Badminton Championships, joined by more than 1,000 spectators, and then in a bold move, we reinstated the Championships back into week 5 of the calendar (February 2019), supporting Hampshire Badminton Association in their hosting of the 2019 Championships at Westgate Badminton Centre – a contrast to previous deliveries – with great success.

Badminton England would like to take this opportunity to thank the volunteers of Westgate Badminton Centre and Hampshire County Badminton Association for hosting a National Championships that the sport in this country can be very proud of – well done to you all.

In December, England hosted Qualification Group 1 of the European Mixed Team Championships at the National Badminton Centre, welcoming teams from Belgium, Hungary and Italy to compete for a place in the Finals in February. After three days of competition, England emerged as group winners, and we were treated to an impressive display of European badminton on home soil after an eight year absence.



57%

ALL ENGLAND
CONTRIBUTION TO
OWNED INCOME

32K

RECORD BREAKING
CROWDS IN
BIRMINGHAM

1400

ACCREDITED EVENT
PERSONNEL

23

NATIONS REPRESENTED
IN BIRMINGHAM

2025

YONEX TITLE
SPONSORSHIP OF THE
ALL ENGLAND
EXTENDED

In March, Arena Birmingham once again became home for the YONEX All England Open in front of a record breaking 32,000 spectators.

With a new court configuration, world class sports presentation and breathtaking entrances to complement the outstanding displays of badminton and commitment of 300 volunteers, it was another landmark week for these incredible Championships.

BUILDING OUR

Reach, engagement and revenue remains a key strategy to achieve our organisational goal of increasing unrestricted income, thus reducing our reliance on Governmental funding. Our fanbase growth is crucial to this.

With a fanbase in excess of 260,000, this has grown by 28,819 fans choosing to keep in touch with Badminton England over the past 12 months which represents a 12.2% growth rate. This has been stimulated through a mix of marcomms activity that has driven both international and domestic fan acquisition and engagement.

Over 30% of new fans have joined us via a newly introduced free fan ID for the YONEX All England. This unique online login unlocks exclusive content such as videos, downloads and competitions; It has a high international focus and is heavily driven by social referral.

Improved customer journey, higher frequency, segmented e-comms with the introduction of a free website sign up has driven our fanbase throughout Q3. This has been bolstered with new sign up incentives from Q4 and tactical online advertising to expand awareness in new audiences.

12%

CONTACTABLE
DATABASE
GROWTH

14M

MINUTES WATCHED
ON YONEX ALL
ENGLAND YOUTUBE
CHANNEL

22%

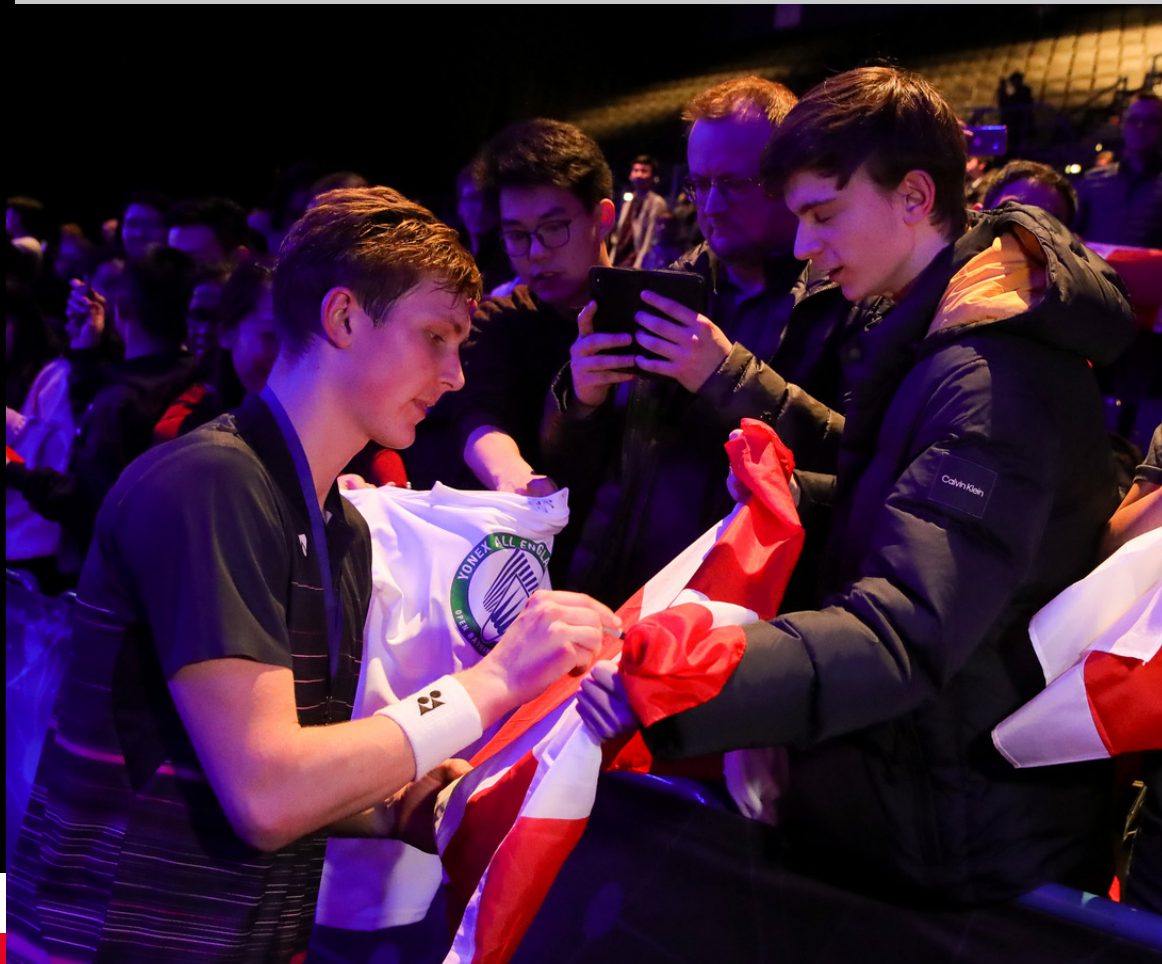
GROWTH IN SOCIAL
PLATFORM
FOLLOWING

190K

DOMESTIC AND
INTERNATIONAL
FOLLOWERS
ACROSS OUR
SOCIAL CHANNELS

72%

IMPROVEMENT IN
OPEN RATES ON E-
COMMS



FAN BASE

Away from direct sign-ups, our indirect fanbase has expanded with a 22% growth in social media channel followers reaching 190,208 followers; the rise driven by 'always on' approach to social listening and increased post frequency on Facebook (17%) and Twitter (21%). Youtube grew by 36% in the year seeing 14 million minutes watched during the All England Championships event week alone.

A 'Discover Badminton' multi-channel digital campaign activity in Q3-Q4 has expanded our reach into 2.3 million new online users bringing future opportunities to engage. Programme feeds and leisure operator relationships have also been reviewed in 2018.

This presents an opportunity to engage with a much wider audience leading into the 2019/20 strategic year.

“ OVER 30% OF NEW FANS HAVE JOINED VIA THE NEWLY INTRODUCED FREE FAN ID FOR THE YONEX ALL ENGLAND CHAMPIONSHIPS. ”

7M

PAGE VIEWS ACROSS
OUR WEBSITE
PORTFOLIO

686K

MAINTAINED UNIQUE
DIGITAL AUDIENCE
(WEBSITE)

28K

NEW CONTACTS ADDED
TO THE CONTACTABLE
DATABASE IN THE PAST
12 MONTHS

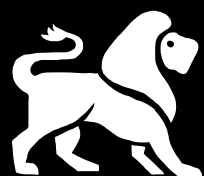
36%

INCREASE IN ENGAGED
YOUTUBE SUBSCRIBERS
ON OUR CHANNELS IN A
YEAR

2.3M

NEW AUDIENCE
REACHED THROUGH THE
DISCOVER BADMINTON
VIDEO CAMPAIGN IN Q4





ENGLAND

“ Another eventful and transformational year has passed with unprecedented levels of investment and commercialisation of our sport globally. ”



The revamped and newly named HSBC BWF World Tour is a huge opportunity to grow badminton and we will need to adapt how we support and prepare players when they will be competing and travelling so extensively for much of the year.

As we continue to recover from the removal of funding by UK Sport in 2017, we have established a level of stability as a result of the modest additional UK Sport funding announced in 2018 and more recently the “Aspiration” award to support qualification and preparations for Tokyo.

At senior level, the England Performance Programme (EPP) has focussed on positioning players for the commencement of Olympic qualification and integrating the next generations into the national training environment.

Notable performances include:

2x Gold, 2x Silver, 2 Bronze at the Commonwealth Games

1x Gold, 1x Silver, 1x Bronze at the European Championships

1x World Championships quarter final

Marcus Ellis & Lauren Smith qualified for the World Tour Finals

The reorganisation of the England Junior Pathway (EJP) has continued at pace with further refinement to programme criteria and the level of opportunity offered to each player.



6 

COMMONWEALTH
GAMES MEDALS
INCLUDING 2 GOLD

16

YEAR HIGH MEDAL
HAUL ON THE GOLD
COAST

3 

EUROPEAN
CHAMPIONSHIPS
INDIVIDUAL MEDALS

2

PLAYERS IN ROUND
OF LAST 16 AT U19
WORLD JUNIORS

6 

MEDALS WON AT
U17 DANISH CUP &
U15 8 NATIONS

A YEAR TAKING ON THE WORLD PERFORMANCE

PARA-BADMINTON

It has been an exciting year for Para-Badminton with the establishment of the GB programme based in Sheffield.

Paralympic qualification commenced on the 1 January 2019 and already it is clear that many nations are now investing heavily in their programmes in advance of Tokyo; the quality and depth in many sporting classes is improving.

The four GB squad members are adapting well to the increased volume and intensity of their new training environment and have maintained their performance levels despite increased opposition.

Significant international Para-Badminton performances have included:

European Championships – 12 (5 Gold) medals including 4 won by members of the GB Squad

Japan International (Paralympic test event) – 5 (3 Gold) medals including 4 won by members of the GB Squad

Turkey International – 3 medals including 2 achieved by members of the GB Squad

Medal wins for members of the GB Squad in Canada and Dubai during the Paralympic qualifying period



In addition to the success on court, Jack Shephard was justifiably been named BWF Male Para-Badminton Player of the Year and Badminton Europe Para-Badminton Player of the Year.

12  **5**

PARA-BADMINTON
EUROPEAN
CHAMPIONSHIP
MEDALS WON

5  **3**

MEDALS WON AT
THE JAPAN PARA-
BADMINTON
INTERNATIONAL

4

4 GB SQUAD
PLAYERS IN THE
WORLD TOP 5 OF
THEIR CLASS

1

BWF MALE PARA-
BADMINTON PLAYER
OF THE YEAR
JACK SHEPHARD

10 

MEDALS WON IN
PARALYMPIC
QUALIFYING TO
DATE

GOVERNANCE

The Board believes Badminton England operates to a high standard of governance and, as such, are pleased to report that during the year we received confirmation from Sport England that Badminton England complies with the provisions of the Code for Sports Governance. On-going compliance is a requirement of future funding and the Board keeps compliance under regular review.

Details regarding risk management and internal controls are given in the Strategic Report.

EQUALITY AND DIVERSITY

Badminton is recognised as a global sport (there are 185 nations within the membership of the Badminton World Federation) and that worldwide appeal is reflected in those taking part in badminton in England. Badminton England also celebrates the inclusivity and diversity of its membership – being a sport played by those from primary school age to the older population and from all sections of society.

Badminton England strives to ensure that the diverse representation of those taking part in badminton is reflected across its governance structure and welcomes the Code and its requirement that “Organisations shall recruit and engage people with appropriate diversity, independence, skills, experience and knowledge to take effective decisions that further the organisation’s goals”.

Badminton England has made significant progress in recent years in recruiting greater female representation to its Board of Directors. The female representation on the Board (40%) currently exceeds the requirements in the Code; that being a minimum of 30% of each gender on the Board. However, Badminton England remains committed to making further progress by working towards gender parity on the Board and also to ensure that the composition of the Board better reflects the diversity of those taking part in the sport in England. In doing so it will ensure that Board members possess the skills and experience necessary to deliver its strategic plan and to ensure good governance. This requirement is reflected in the terms of reference of Badminton England’s Nominations Committee when recruiting and making recommendations for new members of the Board and will remain under regular scrutiny.

Official recognition of our commitment to equality came through the awarding of the Racial Equality Charter for Sport, Badminton England achieving the Preliminary level in 2002. When the Standard became wider to embrace further forms of equality, Badminton England achieved both the Foundation and Preliminary levels of the Equality Standard for Sport in 2006. The Intermediate level of the Equality Standard for Sport was awarded in December 2014.

We have had dedicated resource and a lead officer within the organisation and a designated Board equality champion.

RISK MANAGEMENT

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

PRINCIPAL RISKS & UNCERTAINTIES

A key business risk relates to the certainty of future revenue streams, particularly the significant reliance on the income generated from YONEX All England Championships, commercial partners and membership income, as well as government grant funding. The risk of the non-receipt of revenue from the Yonex All England Championships is mitigated by a sponsorship contract being in place until 2025. Given the large contribution that the YONEX All England Championships makes to Badminton England's results (57% of 'owned' income in 2018/19), Badminton England is exposed to a potential catastrophic loss of revenue in any single year due to cancellation, although insurance covers this risk where possible.

Sport England has confirmed funding in support of our talent and participation programmes for the period 2017-21, reviewed annually against agreed performance targets.

Continued investment from Sport England is also dependent on remaining compliant with the Code for Sports Governance. Contracts with our other commercial partners are due for renewal periodically over the next three years and negotiations are ongoing in relation

to renewals and new sponsors. Badminton England is exposed to a degree of credit risk in these commercial arrangements, which is managed, but cannot be completely mitigated.

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.

The risk of non-delivery of our strategy of getting more people taking part in badminton is mitigated through our commitment to working alongside those who share our purpose including players, coaches, clubs, volunteers and commercial partners.

Badminton England is also committed to winning World, Olympic and Paralympic medals. The Board recognises the risks associated with elite sport and in developing talented players for future years. Badminton England has policies in place to deal with these risks, along with programmes of player and coach education.

We have a long-term strategic plan, Discover Badminton (2017-2025). Resources are allocated appropriately to deliver our strategy. Progress against the objectives contained within the strategic plan can be found elsewhere in this report.

ASSESSMENT OF INTERNAL CONTROLS

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



FINANCIAL

8%

INCREASE IN SELF
GENERATED
INCOME

13%

POSITIVE VARIANCE
ON THE 2018-19
ANNUAL BUDGET

19%

INCREASE IN
MEMBERSHIP
INCOME YEAR ON
YEAR

27%

YEAR ON YEAR
INCREASE IN GROSS
TICKET SALES
REVENUE FOR THE
YONEX ALL
ENGLAND (£639K)

9%

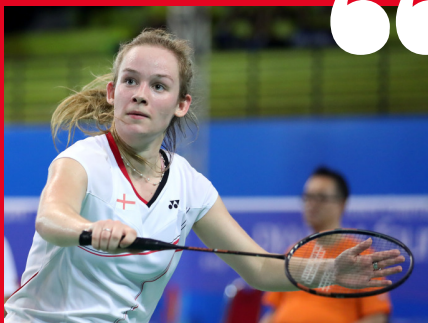
INCREASE IN
INCOME FROM OUR
3 KEY REVENUE
STREAMS

The audited accounts for the year ended 31 March 2019 show a deficit for the year of £338,000 (2018: deficit of £377,000) against a budgeted deficit of £391,000, a positive variance of £53,000.

The Statement of Financial Position shows that we have net assets of £2,286,000 (2018: £2,624,000), which amounts to approximately six months of operating expenditure. The net asset position consists of fixed assets of £3,523,000 (2018: £3,489,000), net current assets of £1,691,000 (2018: £2,101,000) and long-term grant funding of £2,868,000 (2018: £2,966,000). Included within net current assets is cash at bank of £1,534,000 (2018: £2,425,000).

During the year we received three key income streams:

- Income derived from Badminton England's own activities of £4,274,000 (2018: £3,944,000), which is up £330,000 on the prior year and this included membership income of £587,000 (2018: £492,000);
- Investment from Sport England of £2,688,000 (2018: £2,690,000) to support the growth in badminton participation; and
- Investment from UK Sport of £545,000 (2018: £135,000) related to the GB World Class Performance Programme.



“

We continued 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.

PERFORMANCE

At the start of the current funding period, the Board approved a financial plan that will result in the organisation running at a deficit of up to £1,000,000 for the period 2017-2021. The deficit this year is lower than planned and our Statement of Financial Position remains strong. Reserves are retained in order provide adequate resources for the future development of the sport, as well as to ensure the continued financial strength of the organisation.

FINANCIAL KEY PERFORMANCE INDICATOR

INCOME

£7,605,000

increase 9% yoy

(2018: £6,949,000 : 20% decrease)

FUTURE DEVELOPMENTS

In the third year of this funding cycle, we will continue to pursue the plan, supported by Sport England, to grow grass roots badminton and develop our talented players; and invest in the success of our elite athletes and, in particular, maximising qualification for the Tokyo 2020 Olympic Games, supported by a number of awards from UK Sport, most recently £168,000 from the newly created

Aspiration Fund (for the period 1 April 2019 – 31 March 2021).

In order to fund Badminton England's own activities, the Board remains committed to growing income from commercial sources and this will continue to be a strategic priority for the coming years. A project to develop our digital capability is well underway and the Board believes that this is essential to driving greater engagement with our members, fans and other stakeholders and that this will ultimately drive increased revenues. The Board are also exploring opportunities to increase the levels of investment into the YONEX All England Championships.

Our ability to support the development of badminton in the future is dependent on the success of the commercial strategy. This will mean attracting more members and fans, developing new programmes (such as the national team league) and assets and securing new sources of revenue, as well as managing costs carefully.

The Board expects to incur a deficit again in the current year, in line with the financial plan and return to surplus in the final year of the cycle. The Board believes that this will position us well for the future, should there be continued pressure on Government funding thereafter.

UNSUNG HEROES



415

NEWLY QUALIFIED
COACHES

36

14-16 YEAR OLDS
ATTENDING THE
YOUNG LEADERS
ACADEMY

89

COACHING
BURSARIES
AWARDED

300

VOLUNTEERS
PUTTING ON THE
YONEX ALL
ENGLAND SHOW

75

DELEGATES ATTENDED
THE INAUGURAL
VOLUNTEER
CONFERENCE



This year saw Badminton England host our first ever volunteer conference – held in Birmingham as part of the YONEX All England Championships, 75 volunteers from across the country attended a series of presentations and workshops designed to help them enhance delivery in local clubs, leagues and counties.

The vast majority rated the conference as inspiring and informative and a second conference for next year is already being planned.

The focus during the year also switched to the next generation of volunteers and coaches with 36 young people aged 14-16 attending the Young Leaders' Academy and now supporting delivery in their schools and clubs.

The coaching workforce remains integral to local delivery – 415 coaches were newly qualified, 130 progressed to Level 2 and 89 received bursaries in the last 12 months, but work has concentrated on establishing a programme of coach learning and development to support existing coaches enhance their skills and improve players. This, along with rewriting the Level 1 and 2 awards, will be a focus during the coming year.

All forms of competition from grass roots to the YONEX All England cannot run without the support from our army of over 300 trained and skilled volunteers and officials – this year saw the number of tournament organisers increase from 61 to 95. Supporting the recruitment and training of these competition officials will be a key priority in the coming year.

AWARDS

The English Badminton Award was instituted in 1993 to reward and celebrate long standing, exceptional service to badminton in England.



A number of individuals have been recognised for their achievement and service to our sport and to the wider badminton community.

Those recognised with an English Badminton Award are:

- Jean Wilson
- Rowan Sutherland
- Hazel Marks
- Gordon Milne
- Terry Gooding
- Robin Hart
- Alan Gilberthorpe
- Graham Long



Two National Badminton Awards were presented in 2019

Imogen Eagles

YONEX Young Volunteer of the Year

Phil Jones

YONEX Volunteer of the Year

IN MEMORIAM

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

- | | |
|---------------------------|--------------------|
| • Elisabeth Nichols | • Kay Veasey |
| • Frank New | • Peter Williams |
| • Rex Lucas | • Edward Richart |
| • Colin Williams | • Michael Hyde |
| • Caroline Poole | • William Baddeley |
| • Howard Roger Holdsworth | |



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