

BADMINTON England

National Facilities Strategy

2012-2016



BADMINTON England's Facilities Vision is that everyone in England should have access to a badminton court that enables them to play at the right level for them.

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INTRODUCTION

Badminton is an Olympic sport that enjoys great popularity in England and across the globe, with a strong history of growth, achievement and delivery. According to the Active People 6 Survey there are over 535,400 people playing badminton once a week in England and around 880,000 playing once a month. Almost every secondary school in the country includes badminton as part of its sporting offer and around a third of primary schools do the same. In “A Decade of Delivery” BADMINTON England published plans for the growth of the sport, and its major contribution to the health and wellbeing of society. Underpinning any strategy for increasing the number of people enjoying and regularly participating in sport must be a programme of investment in the provision of high-quality sports facilities. This National Facilities Strategy aims to support BADMINTON England’s plans by guiding the development of the facilities needed to deliver growth.

Badminton in England is largely a non-asset owning sport with very few clubs owning their own facilities or having direct control over those that they play within. This means that in order to continue to grow and deliver success, the sport needs to work with partners to secure access to appropriate facilities. In Sport England’s 2011 SQSE survey, badminton players gave facilities and the playing environment a score of 7.9 out of 10 for importance but only 7.2 out of 10 for satisfaction - the largest gap between importance and satisfaction among the 10 factors investigated. This shows that the facility is an important factor in the enjoyment of our sport and one that needs to be addressed to ensure that players have access to the right quality and quantity of courts.

There are specific requirements of facilities if they are to host badminton regularly:

- The hall should have a sprung floor as a minimum
- The lighting must be suitable (no lights above the courts and no natural light)
- There should be appropriate space around the court for safety
- The walls must be the right colour (green or blue, not white)
- The ceiling must be the appropriate height

If the above requirements are not met, the positive experience for the participant is significantly reduced and higher levels of play are compromised.

Badminton does not have the resources to build facilities of appropriate standard unilaterally. BADMINTON England is therefore seeking to work in partnership with other organisations such as schools, local authorities and higher/further education institutions to deliver the outcomes described in this document. The advantage that badminton has is that a badminton court is used as the basic measurement for most multi-purpose sports hall builds. There are therefore many current facilities that have the potential to host badminton, even if they do not all currently have the necessary specification.

BADMINTON England’s facilities vision is that everyone in England should have access to a badminton court that enables them to play at the right level for them.

THE JOURNEY SO FAR

Since the implementation of our 10 year strategic plan “The Decade of Delivery” in 2006, we have fundamentally shifted the way in which our sport is delivered; engaging with new customers, improving presentation and forming partnerships with key players in the voluntary, public and private sectors. We have implemented a new performance system at local level, introduced innovative new products and services, extended our reach, seen periods of participation growth and raised the coverage and profile of the sport.

No Strings Badminton

The No Strings Badminton brand has been a real success, offering a fun, sociable, relaxed badminton experience to a new market segment. In just over 2 years we have sold 276 franchises, made 25,000 No Strings Badminton Friends and already have over 5,000 people playing weekly. We have formed partner relationships with seven major leisure operators to rollout No Strings Badminton.

Community Badminton Networks

We recognise that partnership working is crucial to the delivery of our sport and in particular for enabling an effective route to market for our products – both participation and performance. We have formed over 100 Community Badminton Networks to ensure that we maximise the local resource available to deliver the sport.

Performance Centres

We have introduced the radical new Performance Centre programme that, within four years, has resulted in the establishment of 35 community level talent environments catering for over 1,500 players. We have partnered with universities to drive participation, support some of our Performance Centres and host our High Performance Centres.

Center Parcs National Schools Championships

We have grown the Center Parcs National Schools Championships from 1,000 to over 21,000 players per year.

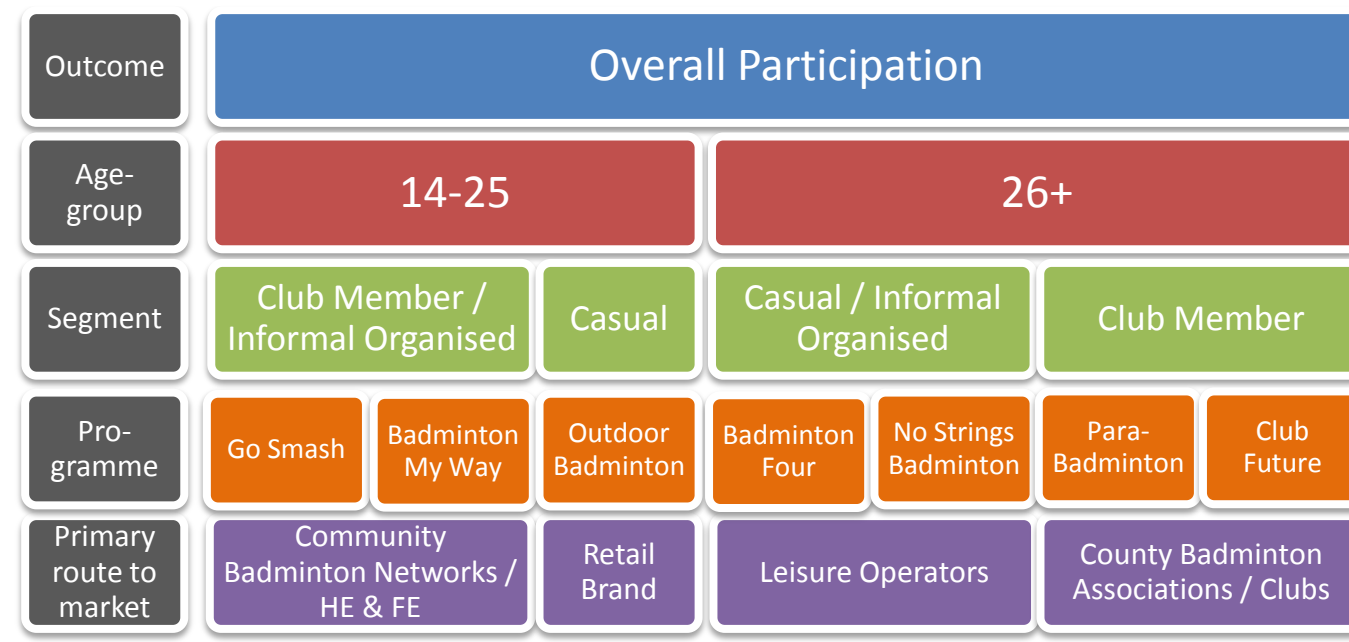
Other Programmes

We have been a key sport in programmes such as Premier League 4 Sport and Change 4 Life.

THE NEXT CHAPTER

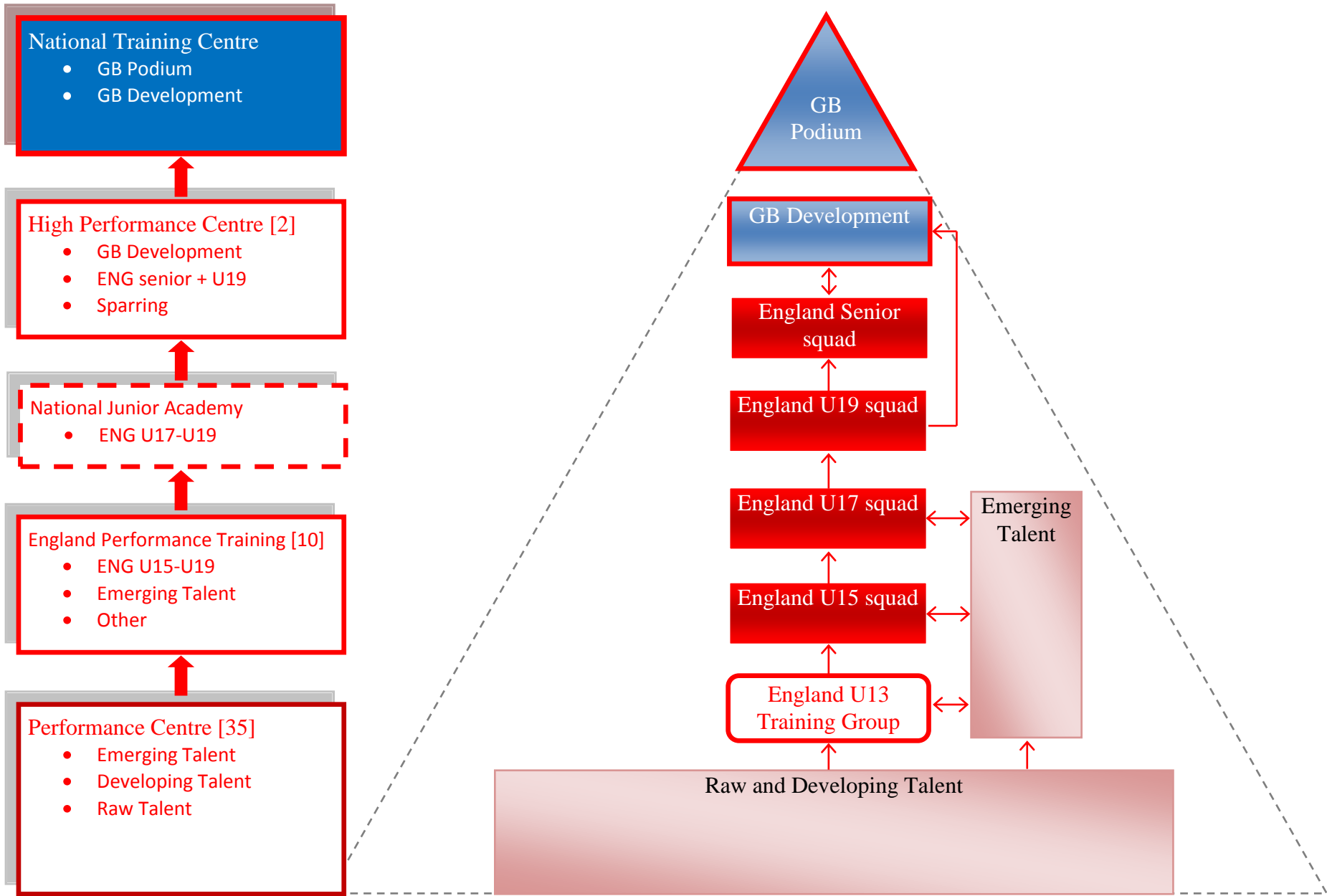
Participation

We have developed a mix of programming to address the needs of the whole market for badminton, including scaling up current programmes, such as No Strings Badminton and the development of new programmes such as Go Smash. All of our offers are intended to be inclusive, engaging people with disabilities whilst also widening access further through the specific Para-Badminton programme. The diagram below shows how we will provide our offers through the appropriate route to market to make an impact and drive 14-25 and 26+ participation.



Talent (The Performance Pathway)

We are also seeking to grow and strengthen the pool of talent within the sport. At entry level (talent development), we will ensure that there is a high quality offering in the community, that is attractive to talented young players, linked with the Go Smash programme and the Community Badminton Networks. At high performance level, we will provide for players wanting to progress from talented junior player to a competitor ready for the GB World Class Performance Programme. The diagram on the next page shows how the talent programmes fit together to provide a joined-up pathway, enabling players to progress to the level that offers the requisite degree of training, competition, coaching and challenge.



THE ROLE OF FACILITIES

Facilities are crucial to playing badminton, both for participants wanting to find a court at a time that suits them and to talented performers needing to do the requisite level of training. The quality of the design and layout of a badminton facility has a big impact on a player's enjoyment of the game and their progress in the sport. This is reinforced in the 2011 survey for BADMINTON England by the Sport Industry Research Centre, in which 29% of respondents felt that if they could improve one thing in badminton it would be badminton facilities.

BADMINTON England's Vision is to:

“Consistently develop Champions, get the nation playing badminton and create a buzz around the sport”

Our strategic aims are to:

“Stand on the Olympic Podium, Grow the Game, and be Fit for Purpose”

We intend to deliver the following outcomes:

School Club Links	500 - 650 total
14-25 participation	10,000 - 15,000 increase
Lifelong participation	10,000 - 20,000 increase
Talent	A high quality, linked England system fully aligned to the GB World Class Performance Programme

Investment in facilities will help to deliver our aims and outcomes in the following ways:

Standing on the Podium

Investment will give our sport the influence it needs to secure the appropriate quality and quantity of court time to deliver programmes to talented young people. It will help to develop a talent pool of young performance players. Improved access and security of tenure will allow talented players to invest the training time required to accelerate their progression along the performance pathway. Quality flooring will also reduce the risk of talented players developing injuries at a young age.

Growing the Game

Investment in facilities is absolutely vital to growing the game. Increased numbers of participants will require increased court-time. Through a combination of constructing new courts and increased access to existing courts, this strategy seeks to ensure that the appropriate level of court-time can be secured to attract new participants and retain them within the sport.

The quality of facilities has a direct impact on satisfaction with a sporting experience in general, and badminton is no exception. In the 2011 Badminton Facility Needs Survey, the quality or type of floor, the positioning or level of lighting and the colour of walls were all cited as issues which could significantly reduce the quality of the experience when playing badminton. Investment to alleviate these problems will improve satisfaction for badminton participants.

'PESTLE' ANALYSIS OF THE CURRENT MARKET:

Political

In January 2012 the Government published a youth sport strategy "Creating a Sporting Habit for Life" with the aim of making participation in sport a lifelong habit and, in particular, increasing the number of 14- to 25-year-olds playing sport. That strategy reaffirms national governing bodies' pivotal role in increasing participation.

"Creating a Sporting Habit for Life" also recognises that "underpinning any strategy for increasing the number of people enjoying and regularly participating in sport must be a programme of investment in the provision of high-quality sports facilities". The document therefore also confirms that a further £160m of Lottery funding will be spent on new and upgraded sports facilities, on top of the £90m already invested via Sport England's *Places, People, Play* programme. BADMINTON England will work with its partners to maximise the benefit of Government and Lottery funding for badminton.

Economic

The current global and national financial situation has intensified our commitment to widening the base of investment into BADMINTON England and finding more commercial income to support our activities. However, the pressure on publicly funded organisations affects us indirectly too, through a range of partners.

Local Authority Sports Development Teams have been key partners within Community Badminton Networks and in some cases, Performance Centres. For example, Local Authority sports development teams often run participation programmes engaging with priority groups and also hold access to funding and facilities that are necessary for CBNs. In a number of areas these teams have been reduced, merged into other departments or removed. This clearly causes issues in the development of CBNs, reduces the capacity for delivery and means that we must rely more heavily on other partners, especially from the voluntary sector.

The changing school sporting landscape and in particular the removal of the School Sport Partnerships Network has created capacity issues for BADMINTON England too, especially with schools competition. The SSPs have been key partners within CBNs and their loss will impact on the development of badminton within schools, the formation of school club links, the growth of the Center Parcs National Schools Championships and access to school facilities for community use.

Reductions in public funding available to sport have led to a number of cuts that have had an impact on facility provision. The reduction or removal of subsidies for use of school halls has put costs up and in some cases have led to the withdrawal of facilities from the market. Reductions in deficit funding of contracted out public leisure facilities have led to relaxations of sports development requirements and the introduction of more commercial activities. Some local authorities are closing or off-loading less viable facilities, and many authorities are reducing maintenance and repair budgets. Badminton is heavily reliant on these facilities and several clubs have been made homeless by such changes. BADMINTON England will continue to support efforts to open up more school sports halls to community use.

However, the desire to off-load or close facilities provides opportunities for badminton clubs, CBNs and PCs to secure long-term access to facilities through asset transfer. Where badminton organisations are too small to take on the management of a facility independently, partnerships with other sports may be possible.

CBNs and some clubs utilise a high number of court hours per week and some are seeking to expand. They could therefore become attractive anchor tenants and possibly key-holders in community facilities that are seeking to realise greater financial returns from their facilities whilst reducing management overheads.

Social

The 2011 Sport Industry Research Centre survey of badminton participation identified a decline in participation in the casual play market. This downward trend in casual play was confirmed by Active People 5 in December 2011. In response BADMINTON England has identified the key segments within the casual market in terms of current participation and latent demand and then assessed the motivations of the participants and the barriers to participation. Some of these barriers are facility related such cost, accessibility and quality. BADMINTON England will continue to work with its partners to encourage sustainable charges, improve accessibility and ensure quality in design and maintenance.

Community Badminton Networks are local partnerships, designed to make local decisions and driven by local volunteers. This means that they are well-placed to work within a landscape based on “Big Society” values of social enterprise and localism. CBNs may have the opportunity to be commissioned to deliver outcomes that would previously have been delivered through local authorities and SSPs. This will potentially enable greater investment to flow into the CBNs and particularly the clubs that drive them and to increase the influence of the CBNs within their communities.

Technological

There are several facility related technological advances which are of interest to BADMINTON England.

We are particularly interested in developing a steel framed fabric building design to meet the requirements of badminton. These buildings can offer a substantial cost saving over traditional construction methods, bringing the capital cost of a new hall within reach of more of our partners, but there are two key issues to overcome:

Firstly, the elimination of the high levels of natural light that tend to penetrate the fabric. This is often promoted as a benefit of this type of construction, but it causes significant problems for badminton players trying to track the path of a fast moving shuttlecock.

Secondly, the maintenance of a comfortable ambient temperature on winter evenings and summer days in a way that complies with building regulations, but does not significantly erode the cost benefit of this type of building, or create an air flow likely to affect the path of the shuttlecock. BADMINTON England will continue to work with fabric building suppliers to improve the design of these structures for badminton.

Legislative

There are several alternative ways of constituting bodies seeking to operate facilities for badminton. BADMINTON England does not recommend one above others since every circumstance is different, but we have supported projects involving Community Amateur Sports Clubs (CASCs), Charitable Companies Limited by Guarantee and Community Interest Companies (CICs). BADMINTON England will continue to monitor and evaluate options for the constitution of bodies seeking to operate dedicated badminton facilities.

BADMINTON England supports the Sport and Recreation Alliance's campaign to give sports facilities more protection under the proposed new National Planning Policy Framework by requiring that any sports space destroyed as part of a development should be replaced by developers. We also support the Communities and Local Government Select Committee view that the planning system should be a tool to enable communities to plan for sports facilities. BADMINTON England will continue to support efforts to protect and enhance sports hall provision through planning and other legislation.

Environmental

The other area of facility technology that BADMINTON England wishes to explore is the reduction of energy costs through the use of renewable energy and the development of an effective method of lighting sports halls with LED lights. BADMINTON England will continue to work with LED lighting suppliers to improve the effectiveness of their products for badminton.

IMPACT OF PREVIOUS CAPITAL INVESTMENT

Overview

The first major opportunity afforded to BADMINTON England to influence capital investment in facilities was the Community Club Development Programme (CCDP) which ran from 2004-2008. This was a partnership between Sport England, the Department for Culture, Media and Sport, and National Governing Bodies of Sport (NGBs) aimed at improving facilities used by community sports clubs. NGBs strategically identified capital projects for investment and then worked in partnership with Sport England to ensure the projects were delivered.

In 2009 Sport England further empowered NGBs by giving them the opportunity to bid for capital with which to fund their own capital investment programmes. BADMINTON England was awarded almost £2.5m for facility improvements. In order to maximise its impact, the BADMINTON England Board of Directors approved a very clear strategy for our capital programme, targeting the money at projects that support the development of our network of Performance Centres and strengthen their relationship with the County Badminton Associations.

Impact of Community Club Development Programme 2004-2008

The Community Club Development Programme delivered 22 projects with a badminton focus. BADMINTON England's efficiency and effectiveness in managing the process was recognised by Sport England through the allocation of additional funding to badminton. The total cost of the 22 projects amounted to over £9.2m, with 66% coming from partnership funding and just over £3m (33%) coming from the CCDP programme.

In terms of delivery against the declared objectives of the programme, the post award monitoring of these projects by Hall Aitken demonstrated significantly improved performance in all the areas related to the objectives:

Objective 1: To assist in creating a sustainable and financially viable sports club infrastructure in England that links with schools, provides appropriate support and pathways for identifying and developing talented individuals and meets the needs of communities.

- Active Members: Increase of 36%
- Coaches: Increase of 64%
- Volunteers: Increase of 22%
- Participants: Increase of 17% (2009-13 WSP target is a 13% increase)

Objective 2: To increase club membership levels and to support the development of quality assured 'junior' sections of the clubs.

- Active Members aged 0-15: Increase of 80%
- Volunteers aged 0-15: Increase of 500%
- Participants 0-15: Increase of 37%

Objective 3: To increase club membership among women

- Female Active Members: Increase of 36%
- Female Coaches: Increase of 71%
- Female Volunteers: Increase of 32%
- Female Participants: Increase of 12%

Objective 4: To increase club membership among black/minority ethnic (BME) groups.

- BME Active Members: Increase of 89%
- BME Volunteers: Increase of 4%
- BME Participants: Increase of 139%

Objective 5: To increase club membership among people with disabilities.

- Disabled Active Members: Increase of 22%
- Disabled Volunteers: Increase of 200%
- Disabled Participants: Increase of 189%

Impact of BADMINTON England Capital Investment Programme 2010-2013

BADMINTON England's capital investment programme opened for bids in 2010 and in the first three years of the programme our award of £2,453,524 was allocated to sixteen projects: nine refurbishments and seven new builds. These projects created 59 new badminton courts and improve a further 51 courts. The projects attracted a further £34,195,315 in partnership funding, making the average BADMINTON England contribution per project just 6.6%.

In return for this investment, BADMINTON England required grant recipients to commit to substantial secured access for badminton through long term partnership agreements. In total, the investments made to date have secured 82,280 court hours per week for badminton performance activity and community participation in the sport, through community use agreements averaging 16 years in duration.

BADMINTON England's 2010-13 capital investment programme was firmly tied to our Whole Sport Plan and all applicants were required to show how their project would contribute to that Plan's strategic outcomes. Not all projects have yet entered their delivery phase, but the following table shows the targets that the projects have committed themselves to over their first three years of operation, and the performance achieved to date by those that are already operational:

BADMINTON England's 2009 - 13 Whole Sport Plan strategic outcome	Three year target across the 16 projects receiving capital funding.	Target for first year of operation after completion of capital project	Percentage of target achieved in first year by those projects that are already operational
A year on year increase in the number of adult (16+) players participating in badminton at least once per week.	3,482 adults using funded facilities to play badminton at least once a week.	2,472	126%
12,000 9 -13 year olds receiving 2 hours per week of quality coaching.	5,074 9-13 year olds receiving 2 hours per week of quality coaching at funded facilities.	3,362	138%
A 25% reduction in the number of participants dropping out of badminton between the ages of 16 -18.	1,311 16-18 year olds retained within badminton through activities at funded facilities.	568	150%
A talent pool of 2,500 players at 'Raw', 'Developing' or 'Emerging' level.	1,109 players at raw, developing or emerging level within performance centres based at funded facilities.	794	120%
10% of players at 'Emerging' level challenging to access England Performance Training.	102 emerging players within performance centres based at funded facilities challenging to access England Performance Training.	41	56%

CAPITAL INVESTMENT STRATEGY 2013-17

Support for facility development can be broadly divided into two levels: direct investment and an enabling function. BADMINTON England is not able to fund the development ambitions of all its key partners, so project proposals must be prioritised to ensure that investment is directed to the areas where it is likely to have the greatest impact on our objectives. Where direct investment is not possible we may still provide design and funding application guidance, NGB endorsement and regional team involvement.

The quality of the design and layout of a badminton facility has a significant impact on a player's enjoyment of the game and their ability to progress in the sport. BADMINTON England has produced a Design Guide to help facility providers deliver the right quality of facility for the level of badminton being played at their facility. All new facilities and refurbishment projects should adopt this guidance at an early stage in their project planning (for details please see Annex Two).

Around two thirds of sports halls in England are at least 20 years old and almost half are over 30 years old; one third of sports halls have not been refurbished in the last 20 years (Active Places 2011).

The Badminton Facility Needs Survey 2011 asked clubs to identify the features of their current facilities which were hindering badminton development. A quarter of all respondents cited the quality or type of floor as their biggest issue, closely followed by the positioning or level of lighting, the lack of social/spectator provision to generate a club feel and the wrong choice of colour for the walls - white won't wash! Other issues frequently raised were the poor quality or lack of changing rooms, poor disabled access and ineffective heating.

The Survey showed that 66% of badminton clubs use educational facilities and key issues particular to school facilities were the loss of courts during exams and design conflicts between the requirements of an assembly hall and those of a sports hall, now that most schools expect one space to fulfil both functions.

23% of clubs use local authority leisure centres and the key issues specific to them related to financial pressures, included rising costs and increasingly frequent displacement by income generating events.

In addressing the above issues we will build on the excellent value for money that we have driven in the 2009-2013 period by investing in facilities that will support our key programmes. Our approach will be as follows:

Investment	Purpose	Programme
Priorities for Exchequer Capital (subject to confirmation of final settlement)		
Badminton Centres	Building on evidence of participation growth driven by badminton specific facilities, we will invest in 4-6 halls with a focus on increasing consistency and continuity of participation.	All Centres will be expected to deliver: Go Smash No Strings Badminton

National Operators	Investing in Leisure Centre sites to make them more appealing and to access more court time, especially for the casual / informal organised market in order to improve consistency of participation.	Investment will be made into Operators involved in the Badminton Four programme.
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Performance Centres	Continuing the investment into the PC Network to support sustainability and the appropriate training environments for talented young people. We will also ensure that any investment contributes to participation increase.	All facilities will be expected to be the home venue of a Performance Centre and also to offer Go Smash and No Strings Badminton.
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Priorities for Lottery Capital (subject to success of bids)

Community Badminton Network support	Smaller projects to refurbish facilities in Priority One local authority areas where there is an active Community Badminton Network with a pressing need for more court time and synergy with other sports hall sports' priorities.	Facilities will be expected to support some or all of: Go Smash No Strings Badminton. Badminton My Way.
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Warehouse Badminton	Pilot project to develop the concept of a city based multi-court mass participation venue in an industrial warehouse to drive acquisition and continuity of participation.	Programming to be determined in partnership with a suitable organisation that will deliver the warehouse concept.
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PRIORITY AREAS

These are the local authority areas which are currently identified by BADMINTON England as priority areas for the development of additional court capacity. Selection is based on statistical analysis of sports hall availability, population, market segmentation and empirical evidence from regions. Priority One areas are those where BADMINTON England is already working, and which therefore have the greater potential for growth.

This list is constantly kept under review and project teams working in areas not listed below are still encouraged to contact their BADMINTON England Regional Officer if they think their project will address a badminton related need.

Priority One

North West Region

Bury
Eden
Trafford
Warrington
Wigan

Priority Two

Pendle
Preston
St Helens

North East Region

County Durham
Gateshead
Newcastle upon Tyne
Northumberland West
Stockton-on-Tees

Hartlepool
Northumberland North
Northumberland South East
Sunderland

Yorkshire Region

Harrogate
Kingston upon Hull
Sheffield
York

Barnsley
Bradford
Leeds
Kirklees
North East Lincolnshire
North Lincolnshire

West Mids. Region

Birmingham Central
Birmingham South
Coventry
East Staffordshire
Newcastle-under-Lyme
Sandwell
Wolverhampton
Worcester

Birmingham North
Cannock Chase
Dudley
Nuneaton & Bedworth
Redditch
Rugby
Shropshire North
Solihull
Stafford
Stoke-on-Trent
Tamworth
Telford & Wrekin
Wyre Forest

Priority One**Priority Two****East Mids. Region**

Leicester
Lincoln
Mansfield
Northampton
Nottingham
South Kesteven

Amber Valley
Blaby
Boston
Corby
Derby
Erewash
Gedling
Newark & Sherwood
North Kesteven
Rutland
South Derbyshire
South Holland

East Region

Bedford
Broadland
Cambridge
Colchester
Epping Forest
East Hertfordshire
Forest Heath
Great Yarmouth
Huntingdonshire
Luton
Mid Suffolk
North Hertfordshire
Norwich
Peterborough
St Edmundsbury
South Bedfordshire
South Cambridgeshire
Stevenage
Tendring

Basildon
Braintree
Breckland
Castle Point
Central Bedfordshire
Dacorum
Fenland
King's Lynn & West Norfolk
North Norfolk
St Albans
Welwyn Hatfield

London Region

Barnet
Bexley
Brent
Bromley
Croydon
Greenwich
Harrow
Hounslow
Islington
Merton
Newham
Redbridge
Richmond upon Thames
Tower Hamlets

Barking & Dagenham
Camden
City of London
Ealing
Enfield
Hammersmith & Fulham
Hackney
Haringey
Havering
Hillingdon
Kensington & Chelsea
Kingston upon Thames
Lambeth
Lewisham
Southwark
Waltham Forest
Wandsworth
Westminster

Priority One**Priority Two****South East Region**

Aylesbury Vale
Epsom & Ewell
Guildford
Hastings
Oxford
Portsmouth
Southampton
Surrey Heath
Wycombe

Cherwell
Dartford
Eastleigh
Fareham
Gosport
Reading
Reigate & Banstead
Runnymede
Woking

South West Region

Bristol
North Devon
Torbay

Bournemouth
Christchurch
Gloucester
Isles of Scilly
Mid Devon
Poole
Torrige
West Cornwall
West Devon
West Somerset
West Wiltshire

BADMINTON CENTRES

Analysis of previous capital investments suggests that those projects where badminton has had the greatest control over operations have proved most sustainable and have delivered the greatest return in terms of participation and performance. Case studies of capital funded badminton centres in Winchester, Hounslow, Wycombe, Leicester, Nottingham and Hull, show that dedicated badminton centres can be very successful in developing the sport at participation and performance level.

Case Study of a Dedicated Badminton Centre

Hounslow Badminton Centre

Nicknamed 'The Dome', Hounslow Badminton Centre is a six court facility owned and run by Hounslow Badminton Association (HBA) It is an accredited Performance Centre and was used as a training venue for the 2011 World Badminton Championships. Rajiv Ouseph and Amir Ghaffer came through the HBA's junior system and achieved international success, representing England. Hounslow's current junior players could repeat this success, with a number of players already playing for senior county teams.

However, it is the flexibility that comes from being a dedicated badminton facility that has enabled The Dome to offer much more than a performance coaching programme. They work closely with schools, including running the 'Busy Bees' badminton club for local primary schools; they run the No Barriers Club, an inclusive club that welcomes able bodied and disabled players and they support the local council's family cohesion project - Women and Girls Badminton. The Dome is a 'No Strings Badminton' hub, a stop off point for healthy walks groups and a venue for several tournament and competitions. In total, there are around 40,000 visits to The Dome each year, a figure that would be difficult to achieve if the HBA was based in a school hall or local authority leisure centre.

BADMINTON England has recognised HBA's contribution to badminton by awarding a grant of £127,000 towards the creation of a designated treatment room for a resident osteopath, extra viewing areas, a meeting room and a fitness studio, along with improvements to access for disabled people.

However, England still has very few centres where badminton is the priority sport. Currently, in Denmark, our major European competitor nation, almost every town has a hall designed for badminton as a priority sport and most badminton clubs own their own purpose-built badminton facilities or have great access and guaranteed tenure. This wealth of access has enabled clubs to grow their membership (several have 1000+ members) and create a sense of community within the club, and is thought to be a major factor in Denmark's high participation rates and international success (source Danmarks Idræts Forbund).

The Badminton Facility Needs Survey 2011 revealed that only 15% of English badminton clubs have security of tenure longer than a year and that only 11% are based in their own hall, or a hall that is part of a wider sports club over which they have some influence. Two thirds of clubs are based on education premises; this often leads to their season being disrupted for several weeks at a time by the use of the hall for exams. A further quarter of clubs are based in local authority facilities and many of these reported disruptions, often at short notice, for major events such as sports tournaments, weddings, shows and exhibitions. 63% of clubs cited lack of court time as the key issue hampering their development and almost a fifth said they could expand immediately if they could secure more access to courts. 10% believed that the best solution to this issue for them would be a dedicated badminton centre.

BADMINTON England will invest in the development of another four to six dedicated centres as further regional pilots of this model of provision, working with partners such as entrepreneurs, Community Badminton Networks and motivated clubs with an aspiration to grow and develop.

These new centres will be expected to deliver a full badminton package from participation to excellence, with involvement in a wide variety of our programmes, including *Go Smash*, *Club Future*, Performance Centres and England Performance Training. These centres may be achieved through asset transfer or through new building, and will be in areas identified as a priority for additional court capacity: (see '*Priority Areas for Investment*' above). We will then provide support and advice to help these centres develop and will monitor them to ensure they contribute to our success measures. We will work with our partners to develop business plans and other materials from this experience and earlier successes, to create a package that can be rolled out as future opportunities arise.

NATIONAL OPERATORS

If we are to provide once a week badminton for an additional 15,397 adults through our No Strings Badminton and Badminton Four programmes we will need access to an additional 4,812 court hours per week (assuming that 75% of those people will be playing doubles and 25% will be playing singles this gives us an average 3.2 people per court and $15,397 / 3.2 = 4,812$). This would need an hour on 45% of all pay and play courts or 3 hours on each of the 15% (1,551) courts we are targeting through Badminton Four (source Active Places).

BADMINTON England's 2012 Court Capacity Survey (Annexe 3) covered almost 300 pay and play facilities providing over 1,500 courts between them. The results show that the average pay and play court in England has only around four hours per court of peak time (weekday evening) capacity, which theoretically gives enough capacity, but that capacity is mostly 5-6pm or 9-10pm which is not so popular with adults, or it is aggregated odd half hours, which are hard to make use of. The South East and the North have lower availability, whilst the East Midlands region has slightly better capacity. It should also be borne in mind that the survey was conducted at the end of the badminton season and start of summer term when there is less indoor sport played. An autumn survey would be likely to show even less spare peak time capacity. We will therefore seek to use our programmes to gain greater share for badminton at peak time and to drive greater off peak usage where the survey indicates there is still some capacity for growth.

As well as a lack of availability, there is also a problem with the condition of many pay and play courts. 45% of public 'pay and play' sports halls were built in the 1970s and 1980s, and 44% of these have not yet been refurbished; a much higher proportion than for all sports halls collectively (source: Active Places). Local authorities are increasingly re-directing internal facility management through the commissioning of trusts or private contractors. During 2006-10, internal facility management fell from 62% to 48%, as trust management escalated from 21% to 34% (source: Active Places). Therefore, an increasing number of these older 'pay and play' halls in need of refurbishment have transferred to the responsibility of national leisure operators. BADMINTON England has established a strong relationship with a number of these national operators, particularly through No Strings Badminton.

As part of the Badminton Four programme BADMINTON England will invest in partnerships with four to seven operators to upgrade and increase the usage of sports halls under their management in identified priority areas.

In return for this investment we will seek to secure increased court access. This initial capital investment will be to ensure that the operators can offer suitable environments. Typical work might include improvements to walls, floor, lights etc. and we envisage investments in the range of £50-£125k in each partnership matched, on average, £1.50 per £1 by the operator. Through *Badminton Four*, we will then work with the operator on programming that will increase usage and revenue streams whilst helping to deliver our strategic objectives alongside those of the operator. Initial discussions with our partners have been positive and suggest that this approach would be welcomed.

PERFORMANCE CENTRES

Performance Centres (PCs) are player-centred high quality environments underpinned by Premier Club (Clubmark) accredited badminton clubs. PCs have established specialised 'performance squads' to nurture and develop talented young players at community level so that they can fulfil their potential. PCs require a considerable level of access to quality badminton courts on a weekly basis and consequently often have to operate out of more than one venue. As a minimum they require 12 hours per week in a 4 court hall with appropriate flooring, lighting, wall colour and ancillary facilities. They also require additional access to courts for events and extra training provided to talented players.

The increased level of activity resulting from becoming a PC has put extra pressure on the facilities of clubs and organisations that are already successful and therefore only have limited spare capacity. Our Badminton Facility Needs Survey 2011 showed that 59% of PCs rely on one or two venues for their operation and there is no security of tenure on 33% of venues used. 72% of PCs believe they have enough court time to deliver at current demand, but 86% expect to need more court time to meet projected growth. 83% had plans to address this anticipated need, mostly on new sites, but needed funding and technical advice to realise these plans. Through investment in the construction of new courts and the upgrade of existing ones to meet the requirements of performance play, BADMINTON England has so far enabled 16 PCs to secure access to the extra court time they need and gain long-term security of tenure. This investment priority, albeit significantly reduced, needs to be maintained until all PCs have long-term secure access to appropriate facilities, although there will be significant variation between the facility requirements across the network with some PCs requiring more than others.

BADMINTON England will invest in between seven and ten further PC related projects to ensure that all PCs have access to the facilities they need to deliver their programme.

However, evaluation of bids will now place greater emphasis on the benefits that a project offers to community badminton in addition to the outcomes for the PC, and investment will ultimately be made where returns are greatest for the sport in overall terms. Any facility receiving investment will have to agree a long-term usage arrangement with the PC.

Each investment will differ depending on the local need however likely areas of investment will be:

- Painting walls an appropriate colour
- Installing appropriate lighting
- Laying sprung wooden / cushioned flooring
- Creating space for equipment storage
- Improving ancillary facilities (changing / meeting)
- Disability access
- Ensuring height requirements for performance play are met
- Development of additional court space
- Development of fitness training facilities

Case Study of a Performance Centre Facility Project

Merseyside Performance Centre

The Merseyside Performance Centre had a total of 50 players registered, but their capacity to expand was restricted by facility size and availability of court time, particularly at the raw level (lowest level squad in a PC).

Meanwhile, the St. Helens Badminton Development Group was working to increase participation in badminton amongst the residents of St Helens, but the capacity for badminton to grow in St. Helens was severely restricted by the Borough's limited facility stock.

Against this background the opportunity arose to get involved in the refurbishment of the disused Broadway Sports Centre. The main part of Broadway School had been demolished and the site is being developed for housing. However, St Helens Council were keen to retain the sports facilities for community use.

A grant of £250,000 from BADMINTON England enabled the complete refurbishment of the hall to provide six quality courts, a club room and a coaching room. The finished facility will principally be for the Performance Centre, giving them the court time they need to deliver their objectives, but will also be used by other badminton groups in St. Helens and the wider Merseyside area and will host tournaments and coaching courses.

The facility will be managed by St. Helens Youth Service but, to keep costs to a minimum, designated users will hold their own keys. This significantly increases the sustainability of the site and makes it an attractive proposition for users by minimising the cost of hire.

COMMUNITY BADMINTON NETWORK SUPPORT

BADMINTON England has had discussions with the governing bodies for Basketball, Netball and Volleyball about collaboration on projects to bring additional sports halls into use or up to standard in areas where our strategies have identified common priorities in terms of a shortfall in facility provision. BADMINTON England is seeking funding for this multisport collaboration. However, specific projects have not yet been agreed upon because work on identifying priorities is at different stages across the NGBs and is not yet at a stage where it can be brought together at a local level.

Community Badminton Networks (CBNs) are based at local authority level. CBNs deliver participation programmes to engage priority groups, activity in schools to engage young people and pay and play opportunities for casual participants. This activity is linked with a hub club or clubs to reach out to local people who may not currently have an interest in badminton, through No Strings Badminton and other forms of informal play, and to provide quality player pathways and sustainability.

Community Badminton Networks (CBNs) require facilities for the hub club and all of the associated activities. A key issue for clubs has been the difficulty in accessing suitable facilities and gaining long-term security of tenure. The 2011 Badminton Facility Needs Survey identified that 86% of clubs have a maximum of one year security and over half were only certain of their courts for one school term ahead. This limits the ability of clubs to expand the number of participants and plan for the future.

Around two thirds of sports halls in England are at least 20 years old and almost half are over 30 years old; one third of sports halls have not been refurbished in the last 20 years (source: Active Places). The Badminton Facility Needs Survey 2011 asked clubs to identify the features of their current facilities which were hindering badminton development.

A quarter of all respondents cited the quality or type of floor as their main issue, followed by (in order of priority); the positioning or level of lighting/intrusion of natural light, the lack of social/spectator provision to generate a club feel and the wrong choice of colour for the walls. Other issues frequently raised were the poor quality or lack of changing rooms, poor disabled access and ineffective heating.

BADMINTON England will work with a range of other partners to refurbish and make available facilities in Priority One local authority areas where there is an active CBN and strong synergy with the priorities of our partner NGBs.

Awards of between £50k and £100k are proposed to enable improvements to between 10 and 20 facilities, in return for long-term access agreements for the badminton club partners.

Since over three quarters of all sports halls are on education sites and most sport hall based club sport takes place on education sites, the most likely facility partners for this intervention are education providers. A rapidly increasing percentage of sports halls are on academy sites (3% in 2010 and 7% in 2012 according to Active

Places and predicted to be 10% in 2013). Individual academies and the emerging academy trusts will therefore be important partners, and initial discussions about collaboration have already taken place with the Academies Enterprise Trust which expects to represent over 120 academies, including around 110 sports halls, by 2013.

Where a CBN is instrumental in obtaining funding for improvements, the facility will be expected to agree a long-term usage arrangement with the CBN or hub club.

Each project will differ depending on the local need, however, the work is likely to include:

- Painting walls an appropriate colour
- Installing appropriate lighting
- Laying semi-sprung / cushioned flooring
- Creating space for equipment storage
- Improving ancillary facilities (changing / social)
- Disability access

Case Study Of A Club Working With A School To Open Up Facilities

Millbrook Badminton Club

The facility used by Millbrook Badminton Club, a Premier Club with 36 senior members and 61 junior members, was scheduled for demolition as part of the building of a new academy school in Ellesmere Port. In the long term, the Club was told it would be able to access facilities at the new academy school, but it had no suitable facility in which to play whilst the academy was being built. Although the Club had been offered various facilities across the area, none of the session times offered were suitable and, in some cases, the facilities were not appropriate.

The BADMINTON England Regional Officer for Cheshire contacted all schools in Ellesmere Port to identify potential options. One, the Catholic High School, expressed an interest in hosting Millbrook, but was struggling to persuade governors of the merit of opening up sports facilities in the evenings. Millbrook's commitment to use the school's six court hall for 3 hours every Wednesday evening, and the guaranteed income, persuaded the governors to change their policy and the School is now also open for evening use by other sports. The School is investing in some minor upgrades to the sports hall and has employed a caretaker to open up facilities after school. More importantly, one of the top clubs in Cheshire now has a home from which to continue its excellent work.

LOCATIONS OF CBNs AND PCs

The following table, based on the 9 Regional Plans, outlines the current (**in bold**) and proposed (*in italic*) geographical locations of the Community Badminton Networks and Performance Centres across England up to 2013. The proposed locations are based on current knowledge, but are subject to change depending on local factors.

Region	North West	North East	Yorkshire	West Mids.	East Mids.	East	London	South East	South West
Locations For Community Badminton Networks	Blackpool Bury Carlisle Cheshire East Chester East Lancs. Eden Liverpool Manchester Nth Rochdale St Helens Sefton Trafford Warrington Wigan Wirral <i>Bolton</i> <i>Lancaster</i> <i>East Manchester</i> <i>Ellesmere Port</i> <i>Sth. Manchester</i>	Durham City Gateshead Hartlepool Newcastle North Tyneside North Northumberland South East Northumberland Stockton-on-Tees <i>Tynedale</i>	Barnsley Bradford Hull & East Riding Kirklees Leeds North & North East <i>Lincolnshire</i> Sheffield York	Central Birmingham Coventry East Staffordshire North West Birmingham Sandwell Solihull Stoke-on-Trent Telford Worcester City <i>Cannock</i> <i>Hereford</i> <i>South</i> <i>Birmingham</i> <i>South</i> <i>Shropshire</i> <i>Wolverhampton</i> <i>Wyre Forest</i>	Bassetlaw Blaby & Harborough Charnwood Chesterfield Derby & South Derbyshire Kettering Leicester Newark & Sherwood Northampton Lincoln South Kesteven South Northants Amber Valley East Lindsey Mansfield	Bedford Bury St Edmunds Cambridge & South Cambs Chelmsford East Herts Epping Harlow & Bishops Stortford H. Hempstead & St Albans Ipswich Luton Newmarket North Herts Norwich Tendring & Colchester Thurrock & Basildon Welwyn Hatfield West Norfolk <i>Central Beds</i> <i>Great Yarmouth</i> <i>Peterborough</i>	Barnet Brent Croydon Greenwich & Bexley Harrow Hounslow Islington Newham Redbridge Richmond Tower Hamlets	Arun Aylesbury Bracknell Brighton Canterbury Cherwell Crawley North & East Hampshire Epsom Guildford Hastings Isle of Wight Maidstone Medway Oxford Reading & Wokingham Southampton South Bucks & Chiltern South Oxon Surrey Heath Vale of White Horse Wycombe	Banes Bristol East Dorset Exeter Gloucester Mid/West Wilts Penryn Islington Plymouth Salisbury St Austell Sth Gloucester- shire South Somerset Torbay West Dorset Weymouth <i>North Devon</i> <i>North Somerset</i> <i>Swindon</i> <i>Tone</i>
Locations For Performance Centres	North Cumbria Bolton East Cheshire West Cheshire Manchester Merseyside	Teesside Newcastle	Bradford Hull & East Riding Leeds North Yorkshire Sheffield	Potteries Solihull & Shirley West Midlands Worcester	Nottingham Leicester Loughborough Derbyshire	Essex South Ipswich <i>Luton</i> <i>Peterborough</i>	Bromley Hounslow Redbridge Wimbledon <i>Haringey</i>	Eastleigh Epsom Horsham Oxfordshire Reading Winchester Wycombe	Bournemouth Exeter Gloucester

WAREHOUSE BADMINTON

According to market analysts at Jones Lang LaSalle, total industrial market take-up this year is projected to be 10% or more below last year's level and, given the weak economic outlook and uncertainties, they expect take-up next year to remain suppressed (source: UK Industrial Property Trends Today). There are therefore likely to be increasing opportunities to creatively re-purpose industrial buildings in estates no longer being fully utilised.

BADMINTON England will seek to work with other NGBs and a suitable commercial partner to develop a pilot project to test the concept of a city based multi-court mass participation venue in an industrial warehouse.

Several clubs have already expressed an interest in the concept and England Basketball and England Netball are also keen to explore a potential partnership.

A 20 court facility would require 3,000m² and basic fit out costs can be kept as low as £194k, assuming that changing rooms, toilets, showers and a social area are hired in the form of portable units, with hire costs met out of revenue.

There are a number of other factors to consider with conversion of commercial premises, including heating and ventilation, roof height, planning policy and parking, but BADMINTON England believes this concept may have the potential to replicate the success of similar small sided football ventures in areas of high population.

PROACTIVE SUPPORT TO OTHER PROJECTS

In addition to the above, BADMINTON England will continue to provide technical support and funding advice to a wider range of badminton related projects to provide pro-active support for applications under Sport England's '*Places People Play*' programme that relate to projects in Priority One areas. This may include identifying potential projects that meet our facility needs, helping those project teams through the '*Developing the Right Sports Hall*' process and assisting them with drafting lottery applications.

BADMINTON England is also developing a suite of model documents to help clubs secure the facility access that they need. These include simplified community use agreements, model venue risk assessments, advice on programming, business planning and negotiations. Where necessary we will support clubs to access additional facilities by brokering relationships and negotiating access. We will also be using our regional networks to broaden access to Active Places databases and other Sport England facility related tools, so that all available information can be considered when deciding the location and specification of projects.

PERFORMANCE

The England Performance programme primarily operates out of two High Performance Centres (HPCs), with the very best players based at the National Badminton Centre (NBC) in Milton Keynes.

High Performance Centres

The two HPCs are based in Bath and Leeds Metropolitan Universities. These Centres provide daily training and coaching to players currently on the Lottery Funded World Class Performance Programmes, and this programme is overseen by High Performance Coaches. The aim of the programme is that players can combine a playing career with further study, and form part of a pool of players challenging the England squad at the NBC.

At HPC level, BADMINTON England works in partnership with Higher Education Institutions to access the appropriate level of facilities. The provision at Bath and Leeds Metropolitan Universities meets current needs. It is not envisaged that there will be any need for BADMINTON England to invest resources in HPCs in the lifetime of this strategy.

The National Badminton Centre

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

In August 2012 BADMINTON England's Board of Directors approved a proposal to investigate options for the development of a new national facility to replace the NBC, probably on a different site in Milton Keynes. This would incorporate the needs of Badminton and possibly other sports in a building centred around a 2,000 seat sports arena. The rationale for this focussed on:

- Creating world class training facilities for England and the GB World Class Performance Programme
- Enabling BADMINTON England to host major events, saving the significant costs of hiring third party venues.
- Increasing the number of courts available for hire by the local community, thereby increasing the number of clubs that can be based at the NBC
- Developing a commercial strategy around the facility to include hosting major events run by other sports, increased health club provision, hotel style accommodation and complimentary retail outlets.

Specialist reports are currently being prepared to further explore the feasibility of this proposal.

FACILITIES FOR MAJOR COMPETITIONS

The major competitions programme operates from a variety of larger venues across the country.

BADMINTON England sanctions approximately 270 tournaments, of which 90% are booked and run locally by other organisations such as the County Badminton Association and typically require six courts. These tournaments are run in almost every County, use local facilities and typically attract players from the surrounding counties. Some of these tournaments receive larger demand and have moved to eight court facilities where these are available.

BADMINTON England books and runs the remaining 10% of tournaments, which accounts for between 30-35 tournaments during the badminton season (August – June). With the exception of one or two tournaments, all of these require eight or more courts and attract players from all over England, so are distributed across the country to provide as much coverage as possible.

The main issue for those organising major badminton tournaments is the lack of quality large venues in the right places in the country. 80% of the sports halls in England are three or four badminton courts in size, 14% are five or six courts and only 5% have seven or more courts (Active Places 2011). Specifically, there is a lack of high quality facilities in the North and Central parts of England, especially those offering twelve courts. Therefore, the majority of tournaments requiring twelve courts are based in the South of England. Other problems with competition venues are poor floors, limited spectator seating, a lack of good quality catering services and ventilation systems that affect the flight of the shuttlecock.

BADMINTON England's forward plan forecasts that entries for BE sanctioned tournaments will rise in the next four years, which will lead to more tournaments seeking to move from six court to eight court venues. This will, in turn, heighten the demand for quality eight court venues across the country.

BADMINTON England will support the development of an eight court facility for locally organised tournaments, and a high standard twelve court facility to support national tournaments, in the triangle between Birmingham, Nottingham, and Northampton, and another eight court competition venue in the Leeds to Sheffield corridor, to provide a distribution of national tournaments.

Several existing competition venues do not meet the latest design guidance for quality badminton halls and investment will also be required to bring these venues up to standard.

STAKEHOLDERS AND PARTNERS:

BADMINTON England will seek to build networks and lobby to influence policy on sporting facilities at all levels from national government to local community, in order to safeguard Badminton's interests and enhance opportunities to develop the sport and improve the experience for participants.

BADMINTON England cannot deliver the outcomes in this document in isolation and will therefore seek to work with a number of different partners and stakeholders, each of which will contribute in different ways:

County Badminton Associations

- To provide local knowledge of venue threats and opportunities.
- To support the development of the coaches and volunteers that this structure relies on.
- To be a partner in major facility developments in their area.

Performance Centres and Premier Clubs

- To provide local knowledge of venue threats and opportunities.
- To build the player base and programmes of opportunities necessary to ensure the viability of new facility developments.

Universities

- To be a partner in major facility developments in their area.
- To build the coach and player bases and programmes of opportunities necessary to ensure the viability of new facility developments using BADMINTON England's HE/FE officers and the new College Sports Makers recently announced by the government.

County Sports Partnerships

- To help BADMINTON England to engage with Education and local community new build / refurbishment projects in order to find suitable venues for Community Badminton Network / Performance Centre activity.
- To identify appropriate projects, bring partners together and help to negotiate usage.
- To be a key conduit to identifying and accessing local funding and resources necessary for facility builds / refurbishments.
- To identify local partners that may be able to bring value to the facility e.g. a partner sport.

Local Authorities

- To be a key partner in the development of new facilities / refurbishment of existing ones, in their role as owner of most local badminton facilities.
- To support the development of new facilities through their strategies and planning processes.

- To work with BADMINTON England on delivering the Government's strategic aim of opening up all secondary school sport facilities for wider public use, by making the necessary adaptations to enable schools to host community badminton clubs.

National Leisure Management Operators and Leisure Trusts

- To support the delivery of BADMINTON England's programmes.
- To assist in the securing of access to good quality venues in their role as managers of a large proportion of local authority sports facilities.

Other National Governing Bodies

- To be a key partner in the development of new facilities / refurbishment of existing ones, in areas where there is a shared priority.

Sport England Facilities Team

- To help BADMINTON England maximise the outcomes of this strategy and to ensure that best practice is being delivered.

National Government

- To develop policy and legislation that maximises community use of school sports facilities and discourages non-sporting use of sports halls e.g. for exams, shows or exhibitions.
- To maintain a financial framework that gives Sport relief from business rates and VAT.

Entrepreneurs

- To provide the finance, business acumen and entrepreneurial spirit necessary to take advantage of asset transfers and other facility development opportunities as they arise.

COURT DIMENSIONS AND ANCILLARY PROVISION:

As a minimum, halls used for badminton should have a combined elastic or area elastic floor, walls coloured blue or green, lighting between the courts not above them, no natural light penetration and heating/ventilation systems that keep air speeds below 0.1 metres per second. All badminton courts should be 13.4m x 6.1m. The following table outlines the ideal space required around the courts and the range of ancillary provision that should be available, for each level of play. For definitions and full details please refer to Badminton Design Guidance 2011 (see Annexe 4)

Note: the details for major competitions are intended as a guide only - check with event organisers as requirements will vary between competitions. For example, changing rooms and lockers are required for match official as well as players at national tournaments.

Level of Play Category Equivalent BADMINTON England Category	International		Premier	Club	Community
	Major Competition	High Performance Centres	Premier Club in Performance Centre	Premier Club in Community Badminton Network	Local League or Recreational Club
Minimum clear height above court	9.0m	9.0m	9.0m	7.5m	6.7m
Minimum run-off side line to side line and side line to wall	2.0m	2.0m	1.5m	1.5m	1.5m
Minimum run-off side line to division curtain	1.5m	1.5m	1.3m	1.3m	1.2m
Minimum run-off back line to wall	2.0m	2.0m	2.0m	2.0m	2.0m
Minimum run-off back line to division curtain	2.0m	2.0m	2.0m	1.5m	1.5m
Car parking	●	●	●	●	●
Changing rooms with showers for both males and females	●	●	●	●	●
Provision for hire of playing equipment			●	●	
Basic catering e.g. vending	●	●	●	●	
Restaurant	●	●			
Space for spectators, parents, players etc. to sit and wait /socialise		●	●	●	
Area for waiting / resting players	●				
Space for a minimum of 150 spectators either in the hall or in a gallery	●				
On site first aid				●	●
Dedicated first aid room	●	●	●		
Physio / medical treatment provision, in addition to first aid	●	●			
Access to weights / cardiovascular training equipment		●	●		
Meeting / seminar room for 20 to 30 people	●	●	●		
Office to accommodate two people, with internet access	●	●			
Additional rooms for various purposes according to level of competition	●				
Residential accommodation for a minimum of 20 people	●	●			
A good quality PA system covering all areas	●				

Timetable for Review:

- The National Badminton Facilities Strategy will be reviewed in 2013 and 2016
- The priority areas for investment will be reviewed in 2014 and 2016
- The action plan associated with this Strategy will be reviewed annually

Acknowledgements:

With thanks to Badmintonphoto and Alan Spinks Action Photography for some of the pictures on the front cover.

Annexe One: Finance

BADMINTON England is not in a position to contribute any of its own funding to the capital programmes, outlined in this Strategy. Therefore, with the exception of the investigative costs associated with the proposed new national centre, the finance for the delivery of this strategy will come entirely from external sources and will not impact on normal budget planning. However, we will continue to provide the in-house officer resource to manage and monitor the programmes and develop the supporting documentation, guidance and advice.

External sources will include Exchequer and Sport England funding that is ring-fenced for capital investment, bids to Lottery and other grant sources, and funding raised by project partners. There is a target of £1.50 of partnership funding per £1 of BADMINTON England sourced grant aid. This is based experience gained through our 2009-13 Capital Investment Programme in which our 16 funded projects attracted £34,195,315 in partnership funding or £14.22 for every £1 invested. However, this may be somewhat skewed by the three multi-million pound projects that we contributed to. If these are excluded then we attracted £1.62 of partnership funding for every £1 invested, which makes £1.50 per £1 a realistic target for 2013-17.

	Target	Likely Range of Awards	Expected Number of Awards	Total Funding Requirement	Potential Sources	Partnership Funding	Total Partnership Funding
1	National Operators	£50-125k	4-7	£0.5m	Exchequer	£1.50 from operators for every £1 from BE	£0.75m
2	Badminton Centres	£150-250k	3-5	£0.75m	Exchequer	£1.50 per £1 of BE grant aid	£1.125m
3	Performance Centres	£100-150k	5-7	£0.75m	Exchequer	£1.50 per £1 of BE grant aid	£1.125m
4	CBN Support	£50-100k	10-20	£1.0m	Lottery	£1.50 per £1 of BE grant aid (Including contributions from other NGBs)	£1.5m
5	Warehouse Badminton	£200k	1	£0.2m	Lottery	Capital contributions towards pilot from other NGBs involved	£0.2m
				£3.2m			£4.7m

Annexe Two: Facility Needs Survey 2011

BADMINTON England recognises the contribution which good quality facilities make to the development and growth of the sport. We can draw a fairly accurate picture of the national distribution of courts, using data from Sport England's Active Places database, but this does not tell us whether those courts meet our current standards, or offer sufficient capacity to meet our current and future needs. In order to present potential funders with a properly justified case for working in partnership with BADMINTON England we need to be able to describe in some detail, what Badminton's facility needs are for the next few years.

In September 2011 we therefore invited County Badminton Associations, Premier Clubs, Community Badminton Networks, Performance Centres and our university partners to complete a questionnaire regarding their facility needs. The results of that survey have helped shape our emerging National Facilities Strategy and enabled us to prioritise project proposals, ensuring that investment is directed to the areas where it is likely to have the greatest impact on our objectives.

The survey achieved a 25% return rate, which makes the findings statistically relevant.

1. KEY ISSUES

Respondents were asked to identify the key facility related issues which were hindering badminton development for them. Nine percent said they had no issues, but of those that identified issues, the most frequently raised were:

Lack of Court Time	63%
Poor Quality of Floor	25%
Badly Positioned Lighting or Intrusive Natural Light	19%
Lack of Social/Spectator Provision	15%
Inappropriate Colour of Walls	12%
Poor Quality or Quantity Changing Rooms	10%
Absence of Disabled Access	10%
Inadequate Heating	10%

It is no surprise that lack of court time was the most frequently raised hindrance, but it is concerning that almost 2/3rds of our key partners stated that they were unable to access the court time they needed to deliver their programmes effectively. 18% stated that they could expand their activities and outreach immediately if they had access to more courts.

Of the remaining issues raised by at least 10% of respondents, problems with the floor, lighting and wall colour are perennial concerns for badminton players. These issues are priorities to address as part of refurbishments funded through our Capital Investment Programme. What is more worrying is that, despite widely

available design guidance, 7% of respondents said they had encountered new facilities that were unusable for badminton due to poor design.

FACILITY OWNERSHIP

Respondents were asked who owned their facilities?

Education	66%
Local Council	23%
Sports Club	11%

It is no surprise that most of our partners play on education sites, because Active Places tells us that 76% of all English sports halls are on education sites. What is concerning is the very low proportion of respondents who play in sports clubs where there might be some potential for influence over management and operation.

SECURITY OF TENURE

Where the respondent did not own the freehold of their facility, they were asked whether they hired their courts weekly/monthly/termly, had an annual agreement, or had some form of longer term lease or licence.

Less than 1 year	55%
1 year	31%
Longer	15%

86% of our key partners have security of a year or less over the courts on which they play their badminton. This is of great concern as a significant risk to our sport's future development, and is being addressed through a number of initiatives including the requirement that facilities receiving grants from us agree to long term access agreements.

OTHER COMMENTS

Respondents were invited to identify other facility related issues which had an impact on their ability to deliver badminton outcomes. 10% of them complained about the impact of special events and school exams that regularly disrupt bookings.

Annexe Three: Court Capacity Survey 2012

According to Active Places, there are 3,306 sports halls in England that offer pay and play, on 10,340 courts. Around 40% of this market is held by leisure operators.

In order to ascertain how many of those pay and play courts might be available for the expansion of our participation programmes, BADMINTON England conducted a survey of court capacity in April 2012.

310 pay and play facilities (10% of the market) were contacted by our regional staff and asked about the amount of badminton already being played and the spare capacity at peak and off peak times. 286 facilities provided data and this is summarised by region in the table on the following page.

Some caution is needed when interpreting these results, because the survey was conducted at end of the badminton season and the start of summer term, when there is less indoor sport played. If the survey were conducted in the Autumn, the results would probably show even less spare capacity.

The survey shows that the average pay and play court in England has only around 4 hours per court of peak time (weekday evening) capacity, which theoretically gives enough capacity, but that capacity is mostly 5-6 or 9-10pm which is not popular with adults, or it is odd ½ hours aggregated together, which are hard to make use of. The South East has nearer 3 hours per court available and the North is also lower in availability. The East Midlands has slightly better capacity.

There are nearer 16 hours of off peak time available on average, but this is mostly at weekends. Again, the South East and North West have less availability off peak, but is the East and South West that have the most off peak hours available.

Also, we already average 8 court hours peak and 8 court hours off peak usage and some centres do not want any more of one sport as they are required to offer a broad range of opportunities.

Given the above caveats, we also need to consider alternative provision:

- Opening more school sites to community use (although most schools are not geared for P&P so we would have to staff them)
- Building more/renovating more halls suitable for badminton
- Consider different times for programmes (e.g. the off peak free time at weekends)
- Consider shorter blocks of time e.g. 45 min blocks would give four slots per three hours

Court Capacity Survey 2012 - Summary of Findings

	North West	North East & Yorkshire	West Mids	East Mids	East	London	South East	South West	ENGLAND
Number of facilities responding to survey	30	33	23	19	52	35	50	44	286
Target	40	40	20	30	50	30	60	40	310
Number of badminton courts in sports hall	166	185	131	103	289	184	286	215	1,559
Averages	6	6	6	5	6	5	6	5	5
Number of court hours used for badminton at peak time	931	681	976	693	2,526	2,142	2,137	1,242	11,328
Averages	31	21	42	36	49	61	43	28	40
Number of court hours used for badminton off-peak	553	608	686	821	3,753	2,193	1,714	1,335	11,663
Averages	18	18	30	43	72	63	34	30	41
Number of peak court hours available but not used	627	722	585	535	1,233	820	856	1,136	6,514
Averages	21	22	25	28	24	23	17	26	23
Number of off-peak court hours available but not used	1,598	2,554	1,859	1,418	4,789	2,857	3,089	4,333	22,497
Averages	53	77	81	75	92	82	62	98	79

Assumptions

Court Hour = 1 badminton court available for 1 hour

Peak Time = Mon to Fri 5pm onwards

Off Peak = Mon to Fri before 5pm and all day Sat and Sun

Annexe Four: Key websites

BADMINTON England <http://www.badmintonengland.co.uk/splash.asp>

Badminton Design Guide http://www.sportengland.org/facilities__planning/design_and_cost_guidance/sports_halls.aspx

The Laws of Badminton http://www.bwfbadminton.org/file_download.aspx?id=37390

Sport England <http://www.sportengland.org/>

Developing The Right Sports Hall http://www.sportengland.org/facilities__planning/design_and_cost_guidance/sports_halls/developing_a_sports_hall.aspx
(a tool to help develop a robust needs and evidence base for a project)

Annexe Five: Glossary of Terms and Acronyms

Active People	The Active People survey is a national telephone survey about participation in sport and cultural activities. The survey is managed by Sport England in partnership with the Department for Culture, Media and Sport (DCMS), Arts Council England and the Museums, Libraries and Archives Council. More information about the content and management of the Active People survey can be found on the Sport England website. (http://www.sportengland.org/research/active_people_survey.aspx)
Active Places	Active Places is a public database of sports facilities in England, which helps get people active by providing free information on where to take part and by showing them where to go on a map. (www.activeplaces.com)
CBA	County Badminton Association - There are forty one CBAs, each of which is responsible for the organisation, promotion and development of badminton within their county.
CBN	Community Badminton Network (see page 7 for definition)
CSP	County Sports Partnerships - There are forty nine CSPs across England, each of which has a small core staff group and a wider partnership of different agencies that work together to help people access and benefit from sport.
HPC	High Performance Centre (see page 13 for definition)
NBC	National Badminton Centre (see page 13 for definition)
PC	Performance Centre (see page 8 for definition)
PESTLE	Political, economic, social, technological, legislative and environmental. A framework for analysing the impact of various external factors which may affect an organisation.
SQSE	Satisfaction with the Quality of the Sporting Experience - an annual survey conducted by Ipsos MORI for Sport England (http://www.sportengland.org/research/sport_satisfaction.aspx)
SSP	School Sports Partnership - A group of schools working together to develop sporting opportunities for young people. A typical partnership consisted of a full time partnership development manager, up to eight school sport co-coordinators working across a family of schools to improve out of hours activities, competitions and club links, and up to 45 primary school link teachers aiming to improve the quantity and quality of PE and sport in their own schools.
Talent Pathway	A system for the identification and development of talent that offers gifted players a different, more focussed route through which to progress in the sport and maximise their potential.
Talent Pool	A group of players who's ability makes them eligible to be in a gifted program and receive specialist coaching.



Published November 2012 By:

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