

Annual Report 2021/22

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From the President

Dear Members

Another year has passed by and what a year it has been!

There have been so many challenges on and off court, but thanks to the hard work of too many people to mention we are all working through them and making good progress. So, a big thank you to everyone who has played the game this year.

The game has always been difficult to coordinate even in a 'normal' year, given the number of people who play it and the numerous aspects to its structure. However, the disruption of the past season has been anything but normal. Personally, I prefer to almost forget last season and look forward to the future, which hopefully will be like a breath of fresh air to us all. I know that all clubs and associations have people that are enthusiastic to get everything back in working order to take the game forward and to achieve the best results possible.

No doubt we will continue to face difficulties when clubs, competitions and leagues get underway again in the Autumn. We must all be patient to assist and help one another to achieve the best we can, continuing a community spirit that we witnessed during the 'darkest days' of the pandemic.

I hope that we have been able to retain club players because the club structure is the backbone of our sport. It is where most people start their competitive play and it allows those with the ambition to progress to higher levels. Our sport helps people to learn how to play in a team and respect other players, and is fundamental to the game, and I can think of so many examples over the years of how badminton has helped people to lead happier lives. I am confident that regardless of anything, this spirit has lived on and will continue to inspire people for decades to come.

I hope you all enjoy your holidays and I look forward to seeing you all at the AGM. On a personal note, I would like to say that I do enjoy being your President and I am grateful for the support of all players, clubs and associations. Please let me know if there is anything I can do to help you, and please do not be afraid to seek information or help from Badminton England if you have any problems, as they will be only too pleased to help and advise you.

Diana Troke
President

From the Chairman

2021/22 was a year of considerable change within Badminton England.

Review of the year

Having secured additional funding in the prior year, we started to look forward to a post-Covid world, where badminton could be played without restriction. More detail on our activities and results are contained in the Strategic Report that follows my report.

Return to play

Overall, we were encouraged by the numbers of players returning, although many clubs reported issues with access to facilities, higher costs and a lack of volunteers, whilst there were regional differences in the trends. The extent of the return of junior players is uncertain and patchy, but remains very much on the watch list, being critical to the future of the game. Much time has been spent trying to help resolve local issues and I am grateful to our staff and all of the volunteers around the country for their efforts to get us going again.

Significant challenges

Unfortunately, however, I will remember the 2021/22 year for other reasons:

- Having embarked on an Organisational Effectiveness workstream, the results of a survey of staff, Board members and other stakeholders confirmed what the Board already believed, that if we wanted to be the organisation fit to lead badminton effectively in the future, significant changes were needed in the organisation, to our culture and how we work together
- Following GB Olympic selection, there was negative press comment on issues within our World Class and England Performance programmes at the National Badminton Centre. Following an independent review commissioned jointly by the GB and England Boards and conducted through UK Sport, we have been working at changing philosophy and the way all those involved engage with the programme. Along with the return of funding from UK Sport, which is allowing us to rebuild a modern, multi-disciplinary team to support our players, the early signs are that our players, coaches and staff have embraced the need for change.

We have seen a significant change in our management team, with three members leaving the organisation. The Board wishes them well. I am particularly grateful to Pete Fitzboydon for stepping into the role of Interim Chief Executive and for all the work he and all of our team have put into resolving these issues, whilst we searched for permanent replacements.

Our new leadership team

In March we announced the appointments of Sue Storey as our new Chief Executive and Morten Frost as our Performance Director. Sue led significant change as Chief Executive at Volleyball England and she has an open, collaborative style that is just what we need at this time. Morten has had an exemplary career, achieving extraordinary success as a player and a coach and we are delighted that he was keen to join us. It was clear to those involved in

their recruitment that Sue and Morten share the same philosophy as the Board and we are looking forward to the future under their leadership.

Fans return to the YONEX All England Championships

We were pleased to welcome fans back to the YONEX All England Championships, one of the few international sporting events to survive the pandemic. Fans created a great atmosphere in the Arena and they enjoyed some stunning badminton. I am grateful to Giles Dunning, Chris Miller (the Tournament Director) and all our staff who worked tirelessly before and during the Championships, along with an army of Technical Officials and other volunteers, BWF officials and our Championship sponsors, YONEX.

Dr Ashwin Patel stood down as the Lead Medical Officer for the Championships after many years. In recognition for his outstanding service, Badminton World Federation awarded him the prestigious Distinguished Service Award and he leaves with our best wishes.

Paralympic success

We enjoyed success at the Tokyo Paralympics, where Dan Bethell won a silver medal and Krysten Coombs won a bronze medal. Congratulations to them both and to the rest of the squad and support staff for the way in which the programme has come together. It was fitting that the Head Coach, Richard Morris, won the High Performance Coach of the Year at the UK Coaching Awards.

Governance

The challenges of the year have tested the effectiveness of our processes, the responsibility for which the Board takes very seriously. The Board believes that the changes we are implementing will allow us to emerge stronger and be more effective in the future.

Having reviewed the requirements of the Code for Sports Governance (the Code), the Board believes we remained compliant, whilst work to embed further enhancements and assess and implement the requirements of the updated Code is under way.

Board changes

At the AGM in June 2021, Jim Mann stepped down from the Board, having served his time. Jim was our Senior Independent Director, as a result of his knowledge of the game, his wide-ranging business expertise and his pragmatic, common sense approach and he made an enormous contribution to the Board. The Board appointed Jackie Newcombe as the Senior Independent Director.

At the same time, Mark King joined the Board and he brings a fresh perspective as Professor of Sports Biomechanics at Loughborough University, a Leicestershire CBA official and a Masters player of some note.

Alison Odell has decided that she will not seek re-election at the AGM in June this year. Alison has been a Board member for six years and was, most recently, Chair of the England Performance Board. I would like to thank Alison for her contribution during her time with us. The Board are looking to conclude the recruitment of a Non-executive Director with expertise in elite sport, for approval at the AGM.

Finally, Pete Fitzboydon has also decided to step down following his time as a Non-executive Director and then Interim Chief Executive. My thanks to Pete for taking on the role in such challenging times and for steadying the ship – we wish Pete well in his new role.

Looking ahead

As we look ahead, the Board is under no illusion that there is there is a long road ahead if we are to restore the pride in English badminton.

Whilst the Board has ambitions to grow the game, develop talent and invest in a strong coaching network and to win medals at the top level, we are heavily dependent on grant income from our funding partners, Sport England and UK Sport, supplemented by some self-generated revenues, to fund the development of our sport.

With limited resources, we will need the energy and commitment of the badminton community to implement our plans. We will need the patience to build strong foundations and not get ahead of ourselves. More than ever, now is the time for all badminton enthusiasts in England to come together to rebuild. We will be stronger together.

Thanks

A personal word of thanks to my fellow Directors for their unwavering commitment to change and for the support and guidance they have provided me and the organisation in this challenging year.

My thanks go to all our staff for their hard work, endless enthusiasm for our sport and for responding to change in a positive way. In the year, we have leant heavily on our funding partners, particularly UK Sport, for their support and expertise and I am extremely grateful to them. Finally, thank you to the many volunteers, sponsors and other stakeholders, all of whom are vital to keep our sport functioning, for their energy, enthusiasm and support.

Mike Robinson
Chair

From the Interim Chief Executive

It is fair to say that the last year has been both fast-paced and unpredictable, but also one of progress.

From a personal perspective, my seven months as Interim CEO will be something I look back upon very fondly, although it has been far from smooth sailing! My intention was to provide some general leadership, making some operational improvements, while a permanent CEO was recruited. However, my tenure was dominated by two issues: continued uncertainty caused by Covid-19 and assessing the damage; and the fallout from the Tokyo Olympic selection.

As you will read in this report, Covid-19 has impacted every part of Badminton England and the wider sport. In many cases this has been direct – for example, preventing people from playing – but also indirectly, such as uncertainty around our overall financial budget because of ticket sales for the YONEX All England Championships. In every respect, the team rose to the challenge and ensured that the organisation – and the sport – weathered the storm.

The second challenge may have been much smaller in terms of the number of people involved, but far louder in terms of the ‘noise’ it generated. The fallout following the Olympic selection is well-documented elsewhere and painful for all concerned. The positive that came out of it was a thorough review of how we nurture our best players and support them in their pursuit of success on the global stage. The conclusion was – in short – that despite efforts to persevere following the loss of government funding after Rio 2016, the programme needed comprehensive and fundamental modernisation. The resultant 50-point plan, put together in consultation with all parties, is already over 50% complete and while we still have a long way to go, I feel we are on the right road. The arrival of Morten Frost will provide a further boost of global insight, and I look forward to seeing us continue to compete for success on the world stage.

We have also looked to change how we operate as a governing body. Everyone I spoke to agreed that transparency was the key: an open and honest account of where we are, what needs to be done, and why. I feel that we have made progress on this front, not least in how we approached the above challenges, and I am confident that this will continue under the new leadership.

From a personal perspective, I am now finishing my ‘badminton journey’ following a period on the Board and latterly Interim CEO. I leave with fond memories of a small, but dedicated and knowledgeable team who have worked tirelessly to support the sport through challenging times. Personally, the turbulent times meant that many of my plans and aspirations needed to be constantly adapted, but ultimately, I feel that we have made good progress. Although I am moving on, I am proud to have ‘held the baton’ for a short time and look forward to seeing a new era for Badminton England, under a talented new leadership.

Pete Fitzboydon
Interim Chief Executive

STRATEGIC REPORT

Review of Business

Badminton England (BE) is the National Governing Body for the sport of badminton in England, with a vision to be one of the nation's most popular and inclusive sports and consistently win medals at World, Olympic and Paralympic level. As a part of our Discover Badminton Strategy, we have three strategic aims to help us to achieve the vision:

1. More people taking part in badminton
2. Win World, Olympic and Paralympic medals
3. Build financial resilience and be a well governed organisation

In the last year 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.

Overview

The 2021/22 financial year was one of continued uncertainty due to Covid-19, which had numerous direct and indirect effects. The sport endured continued disruption due to restrictions on indoor sport, with an associated effect on membership and competition entries. There was also continued uncertainty around being able to welcome back spectators to the YONEX All England Championships, and while this took place, ticket sales were influenced by challenges with consumer confidence in public events and international travel restrictions. In addition, the one-year delay of the Tokyo Olympic and Paralympic Games affected the timing of the return of UK Sport funding in our role of lead nation for our GB World Class Programmes.

The Olympic Team GB selection for Tokyo 2020 led to appeals from players and negative press coverage. While the appeals process largely upheld the decision, as the lead home nation for Team GB, the Badminton England Board in partnership with the GB Badminton Board commissioned a wider 'healthcheck' review of the training environments in Milton Keynes and Sheffield, conducted through UK Sport. The subsequent report was received in October 2021 and highlighted a number of recommendations, predominantly relating to enhancing the Milton Keynes performance programme and its culture. After significant consultation with players, coaches, support staff, funders and the boards of Badminton England and Great Britain Badminton, a 50-point action plan was agreed in January 2022. Implementation was given top priority, and by year end around half of the plan had already been implemented. Subsequent anonymous surveys have confirmed that significant improvements have already been felt by players, coaches and support staff involved in the programme.

There were significant leadership changes in 2021/22, with the CEO and Performance Director leaving the business during the year. An interim CEO was brought in to provide continuity while a permanent CEO and a Performance Director were successfully recruited.

However, through a combination of grant funding and restructuring, we improved a budget for 2021/22 from a projected deficit of £120,000 to a positive position of £68,000.

Covid-19 Return to play

The year was dominated by continued uncertainty around Covid, and in particular the long-term impact on the sport. Much of the focus of Badminton England over the last two years has been on mitigating its negative effect, to ensure the sport recovers and thrives in the longer term.

We have been continually tracking participation figures compared with pre-pandemic rates, and as of April 2022:

- 94.4% of players had returned to play, although playing slightly less frequently with 88.9% of the number of 'visits'
- 83% of BE members have been retained, mirrored by 84.4% of the number of affiliated clubs that have been retained.
- 73.2% of the pre-pandemic number of registered coaches
- 69.6% of the pre-pandemic 'Compete' members have returned, playing at the requisite level of competition
- 75.4% of the number of pre-pandemic tournaments are being run.

The figures above present a mixed picture, suggesting that less formal forms of the game have returned faster than more competitive play. This will be continually monitored, to allow us to tailor our further actions to ensure all forms of the game recover as fully as possible.

There is a further threat to the sport from facility closures and price increases, with the public leisure sector having endured particular challenges during Covid-19. In particular, the pandemic has accelerated many local authorities' plans to consolidate their leisure provision. This is often characterised by the closure of smaller, loss-making local sites to create one larger, more financially sustainable central leisure centre. Badminton is often reliant on the smaller local sites, and so this is a direct threat the future of many of our clubs. This is currently an anecdotal trend and work is being undertaken to understand the national picture and we will continue our work to protect these facilities from closure.

Much of the longer-term impact is yet to be fully assessed. In particular, participation rates in younger people are yet to emerge now that school curricular and extra-curricular play is now possible. Clearly, new players are crucial for the longer-term health and prosperity of

the sport, and so this will be closely monitored over the coming months to assess where action is needed.

YONEX All England Championships

Covid provided continued uncertainty around the 2022 YONEX All England Championships, both in terms of being able to hold the event and our ability to welcome fans back to the arena following the 2021 'closed door' championships. While optimism grew throughout the year that we would be able to stage the event, the emergence of the Omicron variant at the end of 2021 provided uncertainty and dented consumer confidence, both domestically and internationally.

We had already taken the decision to take out insurance, which covered costs in the event of forced cancellation, but there was significant financial risk presented by a poorly attended event. However, additional marketing helped generate later-than-normal ticket sales and all financial targets were subsequently achieved.

Looking ahead, the current hosting arrangement with the BWF World Tour, extended by a year due to Covid, is now up for retender for the period 2023-6. As one of three Super-1000 events, the YAE enjoys a reputation as one of the world's top events and BE is resourcing the bid process to ensure we maintain the Championship's global status.

Competition

As previously mentioned, competition was one of the areas hardest hit by the pandemic and significant effort has been exerted to re-establish competitive play across the country. Domestic competition returned in the summer of 2021 with a series of specially arranged Gold tournaments to support pathway player selection after such a long break. The full return of competition has been challenging, but tournament numbers are now at around 75% of pre-Covid levels and demand for competition remains strong. However, there is a regional disparity around recovery which we are working to address with county badminton associations and other stakeholders. Our focus is to support the network of volunteers and officials, without whom tournaments and other events would not be possible, to restore pre-Covid levels of opportunities and entries.

Safeguarding

Safeguarding the sport has always been a massive priority for us, ensuring anyone can take part safely. As always there are two streams to our work, case management and a proactive strategy to continually improve knowledge, understanding and good practice throughout the sport. To that end, we launched safeguarding training as an integral element of coach registration, which is key to our work to ensure badminton is safe and inclusive.

Equality, Diversity and Inclusion (EDI)

The last year has seen a renewed focus on EDI. While as a sport, we have always been proud of our diverse participation base and attributes as a particularly accessible and inclusive sport, we realise that there is always more that can be done. To that end, we created a new EDI strategy in 2021 setting out how we can build best practice EDI principles into every part

of the sport. A dedicated manager has been recruited to drive the strategy's implementation and resources allocated to fund the work. The detail of the strategy will be shared in due course, as well as the outcomes where we hope to attract new communities to enjoy the sport that we all love.

Performance

As set out above, much of the year has been dominated with changes to the performance environment to help drive future success. However, while there is much focus on the future there has been substantial on-court success, including winning our first Paralympic medals in Tokyo 2020, in our role as lead home nation for Team GB.

2021/22 was a challenging year on many fronts, with tournament cancellations ongoing as the world continued to be impacted by the pandemic; the challenge of qualification for the Tokyo Olympics; the selection fallout and subsequent UK Sport 'Cultural Health Check'; the creation of a new World Class Performance Programme including the worldwide search for a new Performance Director. Despite these challenges success on the court was achieved with notable performances at the Tokyo Games of Quarter Finals for Marcus Ellis and Lauren Smith in mixed doubles and Toby Penty in men's singles. Other results included:

Names	Results
Marcus Ellis / Lauren Smith	Tokyo 2020 QF, European Champ 2022 QF
Ben Lane / Sean Vendy	European Champ 2022 Bronze
Jess Pugh / Chloe Birch	Orleans Masters 2022 SF
Jess Pugh / Callum Hemming	European Champ 2022 QF
Rory Easton / Zach Russ	Welsh IC 2021 SF, Irish IC 2021 Final, Hungarian IS 2021 Final
Callum Hemming / Steven Stallwood	Orleans Masters 2021 SF
Toby Penty	Tokyo 2020 R16
Abigail Holden	Dutch IS 2022 SF, Hungarian IS 2021 SF, Dutch IS 2021 Final, Hellas FS 2021 Win

For the Paralympic programme it also had the same challenges, with tournaments being cancelled or postponed and qualification period being extended as well. All players on the World Class Programme at Podium and Academy level qualified for Para Badminton's inaugural Games, which in itself was a great success given the qualification criteria and allocation of places in the competition. Medal success followed with Daniel Bethell (SL3) winning silver in a very close fought Final and bronze medal for Krysten Coombs after beating Jack Shepherd in the opening round of the SH6 category as they were both drawn in the same group. Away from the games and disappointment for Jack not medaling at the Games, Jack still remains World Number 1 in SH6.

England Talent Pathway

The aim of the Talent Pathway, as we emerge from the restrictions of the pandemic, was to provide additional training opportunities for players and assist them with their development. We were successful in holding 14 Camps across the Pathway over the year, with a notable highlight being the Team Tournament Camp in Nottingham, working in collaboration with Umpires Association. This camp was a combination of pathway and non-pathway players, including University players.

During the year we also started to look at the level of support off-court, with the introduction of nutritional and lifestyle practitioner guidance. This is being enhanced further with strength and conditioning support.

As championships and tournaments started to take place we had notable success at the U17 European Championships in September 2021, with a Mixed Doubles Bronze; a U17 Six Nations Individual Event Boys Doubles Bronze; Team Gold at the U15 Home Countries Quadrangular Team Event; and 5 Golds, 4 Silver and 8 Bronze medals at the U15 Home Countries Quadrangular (Individual Event).

Success for Rory Easton and Annie Lado with their first senior title at Hungarian IS as well as a Silver for Rory Easton and Zach Russ at the same event. Successes continued at the Czech U19 Junior Championships, with GD & XD Gold medals, BD Silver, and WS Bronze.

Player Numbers on each step of the Pathway 2021-22

- Discover – 27
- Engage – 22
- Progress – 14
- Excel – 5
- Total – 68 (a further 15 were also engaged at camps)

Coaching

Summer 2021 saw the restart of our Coach Education programme delivery, resulting in high demand for courses and increased average number of learners per course across the programme. Between July 2021 and March 2022 over 440 learners attended a Foundation Award in Coaching Badminton course, 110 learners attending a Coach Certificate at Level 2 course and a cohort of 12 learners completed our Level 3 Certificate for Head Coaches in Badminton.

Away from the day-to-day delivery of our Coach Education programme, work started on the delivery of our Coaching Strategy, with the development of our new Coach Characteristic Model being completed. This model highlights the key attributes, knowledge and skills required to undertake each of the identified Critical Coach Roles across our sport and will underpin and drive Coach Education and Development going forwards from July 2022. In January 2022 we launched our Female Leadership and Performance Coach Programme, with a cohort of 9 coaches signed up to the fully funded 12-month programme.

Future Developments

In March we announced the appointments of Sue Storey as our new Chief Executive and Morten Frost as our Performance Director. Sue led significant change as Chief Executive at Volleyball England and she has an open, collaborative style that is just what we need at this time. Morten has had an exemplary career, achieving extraordinary success as a player and a coach and we are delighted that he was keen to join us. It was clear to those involved in their recruitment that Sue and Morten share the same philosophy as the Board and we are looking forward to the future under their leadership.

Work is underway to refresh Badminton England's Strategy. While this is ongoing, the emerging theme is that an additional focus is needed on supporting the core of the game: clubs, counties, competition and the volunteers who run them. Thorough consultation will take place over the coming months to ensure any new approach is the right one for the health of the entire game.

The talent pathway review will inform how the system can be optimised to support all badminton players to achieve their potential. In addition, feasibility plans have been created to enhance the National Badminton Centre in a number of respects, improving its outcomes in player development, commercial income, and as a functional office space.

A renewed focus on enhancing Badminton England's employee experience has also been commenced, with a 'People Plan' that will enhance staff training and development, motivation and organisational efficiency and effectiveness.

The Board remains committed to growing income from commercial sources to fund Badminton England's own activities and this will continue to be a strategic priority for the coming years.

This report was approved by the Board and signed on its behalf.

Pete Fitzboydon

Interim Chief Executive

DIRECTORS' REPORT

Governance

As set out above, Badminton England complies fully with the relevant Code for Sports Governance. A revised Code has now been published, which the organisation will need to comply with in future funding periods and work is underway to ensure compliance.

Equality, Diversity and Inclusion

Badminton is recognised as a global sport 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 and remains committed to making further progress by ensuring that the organisation, and badminton in England, is accessible to everyone regardless of their gender, race, disability, sexual orientation, background, or financial circumstances.

The Board has established an Equality, Diversity and Inclusion Working Group and looks forward to publishing its Strategy in the summer.

Ahead of that publication, the Board continues to work towards greater diversity on the Board and to ensure its composition better reflects those taking part in the sport in England.

Risk Management and Internal Controls

The Board of Directors ("the Board") is responsible for establishing and maintaining the risk management framework 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 and Risk Board and the Board of Directors. Controls and suitable actions are put in place to mitigate these identified risks as far as is possible and practical. The Finance and Risk Board is responsible for assessing the adequacy and effectiveness of Badminton England's internal control systems during the course of the year and for reporting its findings to the Board.

The Corporate Management Team have established a monthly risk review that focusses on all risks including Strategic, Operational and Financial risks.

The Board keeps appropriate and proportionate finance policies and procedures under regular review. The Board also conducts an annual review of the effectiveness of the organisation's risk management and internal control systems and is satisfied that they continue to provide reasonable assurance.

Principal Risks and Uncertainties

A key source of the organisation's self-generated revenue, and profit, is the Yonex All England Championships (YAE).

The risks to the income and profit of the YAE arise due the contract for the YAE to be part of the HSBC BWF World Tour being retendered every four years and there are specific risks associated with running such an event.

The next World Tour cycle will be for 2023 – 2026 and our risks are mitigated by a title sponsorship contract being in place, a fixed rights fee guarantee from the International Federation, the partnership with Birmingham City Council and other sponsorship agreements.

In addition, Badminton England has specific event insurance cover to protect itself against loss of revenue from the Championships. As with most insurance cover for events, sports and businesses, the Covid-19 situation exposed Badminton England to losses because event cancellation due to communicable disease was and is, excluded from our cover.

Badminton England continues to comply with the Code for Sports Governance and has met the KPIs agreed with Sport England for the period to date; the organisation is in good standing with its funders. The revised Code for Sports Governance has now been published and work is already underway to ensure full compliance.

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.

FINANCIAL PERFORMANCE

Key performance indicators

Overall, despite a combined fall in grant funding, increased non-public income, we improved a budget projection for 2021/22 from a deficit of £120,000 to a positive position of £68,000.

Our balance sheet remains strong. Reserves are retained in order to ensure the continued financial strength of the organisation, as well as to provide adequate resources for the future development of the sport.

Income - £8,189,000 (2021: £6,765,000); increase 21% (2021: 16% decrease)

Operating surplus - £68,000 (2021: £773,000)

Reserves - £2,284,000 (2021: £2,216,000).

Financial Summary

The audited accounts for the year ended 31 March 2022 show a surplus for the year of £68,000 (2021: £774,000) against a budgeted deficit of £120,000, a positive variance of £188,000.

The Statement of Financial Position shows that we have net assets of £2,284,000 (2021: £2,216,000), The net asset position consists of fixed assets of £3,265,000 (2021: £3,324,000), net current assets of £1,593,000 (2021: £1,564,000) and long-term grant funding of £2,574,000 (2021: £2,672,000). Included within net current assets is cash at bank of £3,438,000 (2021: £3,080,000).

During the year we received four key income streams:

- Income derived from Badminton England's own activities of £3,988,000 (2021: £2,177,000), which is up £1,811,000 on the prior year and this included membership income of £256,000 (2021: £424,000);
- Investment from Sport England of £2,876,000 (2019: £2,786,000), which includes capital grant funding, to support the growth in badminton participation and also grants awarded from the Sector Partner Fund.
- Investment from UK Sport of £1,131,000 (2021: £561,000) related to the GB World Class Performance Programme and also includes the award from the UK Sport Continuity Fund.
- The remainder of the Investment from the Winter Survival package totalling £180,000, which was directly related to the impact of the loss of spectators at the Yonex All England Championships 2021.

In Memorium

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

- Graham Belbin
- Dick Bickerdike
- John Ellis
- Ron Lockwood
- Kula Nirmaran
- Rizvan Sadikot
- Graham Troke

BADMINTON ASSOCIATION OF ENGLAND LIMITED
(A Company Limited by Guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR
THE YEAR ENDED 31 MARCH 2022

BADMINTON ASSOCIATION OF ENGLAND LIMITED

(A Company Limited by Guarantee)

COMPANY INFORMATION

Directors	M W Robinson (Chairman) J A Dishman (nee Newcombe) AG Odell CBE J WM Church NJ Cox PT Fitzboydon (interim Chief Executive from 31 October 2021) M P Mcsweeney O O Akinluyi PR Emptage MA King (appointed 24 June 2021)
COMPANY SECRETARY	P Fitzboydon
REGISTERED NUMBER	01979158
REGISTERED OFFICE	National Badminton Centre Bradwell Road Laughton Lodge Milton Keynes MK8 9LA
INDEPENDENT AUDITORS	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG
PRESIDENT	D Troke

BADMINTON ASSOCIATION OF ENGLAND LIMITED
(A Company Limited by Guarantee)

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STRATEGIC REPORT
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Introduction

The Badminton Association of England Limited, trading as Badminton England, is the National Governing Body for the sport of badminton in England. Our vision is to be one of the nation's most popular and inclusive sports and consistently win medals at World, Olympic and Paralympic level.

The financial and operating practices during the year were focused on the delivery and achievement of the three strategic aims of the organisation:

1. More people taking part in badminton
2. Win World, Olympic and Paralympic medals
3. Build financial resilience and be a well governed organisation

A review of our progress in meeting the business objectives contained in the Strategic Plan, Discover Badminton (2017-2025), is set out in the Annual Report which can be obtained from the Company.

Business review

The audited accounts for the year ended 31 March 2022 show a surplus for the year of £68,000 (2021: £773,000) against a budgeted deficit of £120,000, a positive variance of £188,000.

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During the year we received four key income streams:

Income derived from Badminton England's own activities of £3,988,000 (2021: £2,177,000), which is up £1,811,000 on the prior year and this included membership income of £256,000 (2021: £424,000);

Investment from Sport England of £2,876,000 (2019: £2,786,000), which includes capital grant funding, to support the growth in badminton participation and also grants awarded from the Sector Partner Fund.

Investment from UK Sport of £1,131,000 (2021: £561,000) related to the GB World Class Performance Programme and also includes the award from the UK Sport Continuity Fund.

The remainder of the Investment from the Winter Survival package totalling £180,000, which was directly related to the impact of the loss of spectators at the Yonex All England Championships 2021.

The 2021/22 financial year was one of continued uncertainty due to Covid-19, which had numerous direct and indirect effects. The sport endured continued disruption due to restrictions on indoor sport, with an associated effect on membership and competition entries. There was also continued uncertainty around being able to welcome back spectators to the YONEX All England Championships, and while this took place, ticket sales were influenced by challenges with consumer confidence in public

BADMINTON ASSOCIATION OF ENGLAND LIMITED

(A Company Limited by Guarantee)

events and international travel restrictions. In addition, the one-year delay of the Tokyo Olympic and Paralympic Games affected the timing of the return of UK Sport funding in our role of lead nation for our GB World Class Programmes.

The Olympic Team GB selection for Tokyo 2020 led to appeals from players and negative press coverage. While the appeals process largely upheld the decision, as the lead home nation for Team GB, the Badminton England Board in partnership with the GB Badminton Board commissioned a wider 'healthcheck' review of the training environments in Milton Keynes and Sheffield, conducted through UK Sport. The subsequent report was received in October 2021 and highlighted a number of recommendations, predominantly relating to enhancing the Milton Keynes performance programme and its culture. After significant consultation with players, coaches, support staff, funders and the boards of Badminton England and Great Britain Badminton, a 50-point action plan was

**STRATEGIC REPORT (CONTINUED) FOR
THE YEAR ENDED 31 MARCH 2022**

agreed in January 2022. Implementation was given top priority, and by year end around half of the plan had already been implemented. Subsequent anonymous surveys have confirmed that significant improvements have already been felt by players, coaches and support staff involved in the programme.

As set out above, much of the year has been dominated with changes to the performance environment to help drive future success. However, while there is much focus on the future, there has been substantial on-court success, including winning our first Paralympic medals in Tokyo 2020, in our role as lead home nation for Team GB.

There were significant leadership changes in 2021/22, with the CEO and Performance Director leaving the business during the year. An interim CEO was brought in to provide continuity while a permanent CEO and a Performance Director were successfully recruited.

The year was dominated by continued uncertainty around Covid, and in particular the long-term impact on the sport. Much of the focus of Badminton England over the last two years has been on mitigating its negative effect, to ensure the sport recovers and thrives in the longer term.

We have been continually tracking participation figures compared with pre-pandemic rates, and as of April 2022:

- 94.4% of players had returned to play, although playing slightly less frequently with 88.9% of the number of 'visits'
- 83% of BE members have been retained, mirrored by 84.4% of the number of affiliated clubs that have been retained.
- 73.2% of the pre-pandemic number of registered coaches
- 69.6% of the pre-pandemic 'Compete' members have returned, playing at the requisite level of competition
- 75.4% of the number of pre-pandemic tournaments are being run

The figures above present a mixed picture, suggesting that less format forms of the game have returned faster than more competitive play. This will be continually monitored, to allow us to tailor our further actions to ensure all forms of the game recover as fully as possible.

There is a further threat to the sport from facility closures and price increase, with the public leisure sector having endured particular challenges during Covid-19. In particular, the pandemic has accelerated many local authorities' plans to consolidate their leisure provision. This is often characterised by the closure of smaller, loss-making local sites to create one larger, more financially sustainable central leisure centre. Badminton is often reliant on the smaller local sites, and so is a direct threat to the future of many of our clubs. This is currently an anecdotal trend; work is being undertaken to understand the national picture and continue our work to protect these facilities from closure.

Financial key performance indicators

Overall, despite a combined fall in grant funding, increased non-public income, we improved a budget projection for 2021/22 from a deficit of £120,000 to a positive position of £68k.

Our balance sheet remains strong. Reserves are retained in order to ensure the continued financial

BADMINTON ASSOCIATION OF ENGLAND LIMITED
(A Company Limited by Guarantee)

strength of the organisation, as well as to provide adequate resources for the future development of the sport.

Income - £8,189,000 (2021: £6,765,000); increase 21% (2021: 16% decrease)

Operating surplus - £68,000 (2021: £774,000)

Reserves - £2,284,000 (2021: £2,216,000).

**STRATEGIC REPORT (CONTINUED) FOR
THE YEAR ENDED 31 MARCH 2022**

Risk management and internal controls

The Board of Directors ("the Board") 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 and Risk Board and the Board of Directors. Controls and suitable actions are put in place to mitigate these identified risks as far as is possible and practical. The Finance and Risk Board is responsible for assessing Badminton England's 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 these provide reasonable assurance.

Principal risks and uncertainties

A key source of the organisation's self-generated revenue, and the profit derived, is the YONEX All England Championships.

As set out above, there was continued uncertainty right up until the championships over the ability to welcome fans back to the event. However, the risks to the income and profit are mitigated by the title sponsorship contract being in place until 2025, a fixed guarantee from the International Federation (because the Championships are part of the HSBC BWF World Tour), the partnership with Birmingham City Council and other sponsorship agreements. This combined, contracted income is c£1.8m annually.

In addition, Badminton England has specific event insurance cover to protect itself against loss of revenue from the Championships, although the Covid-19 situation exposed Badminton England to losses because of communicable disease being excluded from our cover. We took out additional insurance to cover the majority of irrecoverable costs had the event been required to be cancelled, which protected the organisation against a potentially sizeable financial loss in the event of an enforced last-minute cancellation.

Commercial income recovered to exceed pre-pandemic levels during the year, following a challenging previous 12 months with Covid-19 restrictions on indoor leisure facilities. At the National Badminton Centre, Lodge occupancy rates were particularly strong, and gym membership returned to exceed pre-pandemic levels.

Badminton England continues to comply with the Code for Sports Governance and has met the KPIs agreed with Sport England for the period to date; the organisation is in good standing with its funders. The revised Code for Sports Governance has now been published and work is already underway to ensure full compliance.

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. To help enhance the creation of future generations of talent, Badminton England commissioned a comprehensive review of the system for developing players in England, which is due for completion during 2022.

We have a long-term strategic plan, Discover Badminton (2017-2025), and resources are allocated appropriately to deliver our strategy. Headline achievements against the objectives can be found in the Annual Report.

Future developments

In March we announced the appointments of Sue Storey as our new Chief Executive and Morten Frost as our Performance Director. Sue led significant change as Chief Executive at Volleyball England and she has an open, collaborative style that is just what we need at this time. Morten has had an exemplary career, achieving extraordinary success as a player and a coach and we are delighted that he was keen to join us. It was clear to those involved in their recruitment that Sue and Morten share the same philosophy as the Board and we are looking forward to the future under their leadership.

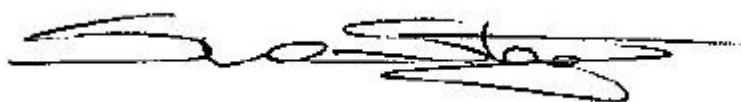
Work is underway to refresh Badminton England's Strategy. While this is ongoing, the emerging theme is that an additional focus is needed on supporting the core of the game: clubs, counties, competition and the volunteers who run them. Thorough consultation will take place over the coming months to ensure any new approach is the right one for the health of the entire game.

The talent pathway review will inform how the system can be optimised to support all badminton players to achieve their potential. In addition, feasibility plans have been created to enhance the National Badminton Centre in a number of respects, improving its outcomes in player development, commercial income, and as a functional office space.

A renewed focus on enhancing Badminton England's employee experience has also been commenced, with a 'People Plan' that will enhance staff training and development, motivation and organisational efficiency and effectiveness.

The Board remains committed to growing income from commercial sources to fund Badminton England's own activities and this will continue to be a strategic priority for the coming years.

This report was approved by the Board and signed on its behalf.



P T Fitzboydon (Interim Chief Executive)
Director

Date: 16/6/22

DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

The Directors present their report and the financial statements for the year ended 31 March 2022.

Directors' responsibilities statement

The Directors are responsible for preparing the Strategic Report, the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period.

In preparing these financial statements, the Directors are required to:

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Directors

The Directors who served during the year were:

M W Robinson (Chairman)
JS Mann (Senior Independent Non-Executive Director) (resigned 24 June 2021)
A Christy (Chief Executive) (resigned 31 October 2021)
J A Dishman (nee Newcombe) (Senior Independent Non-Executive Director) (appointed from 28 July 2021)
AG Odell CBE
J WM
Church NJ
Cox
PT Fitzboydon (interim Chief Executive from 31 October 2021)
M P Mcsweeney
O O Akinluyi
PR Emptage
MA King (appointed 24 June 2021)

Governance report

The Board believes Badminton England operates to a high standard of governance and, as such, are pleased to report the continued compliance with the Code for Sports Governance.

Compliance with the Code is a requirement of future funding and the Board keeps this under regular review.

DIRECTORS' REPORT
(CONTINUED) FOR THE YEAR
ENDED 31 MARCH 2022

Equality, Diversity and Inclusion

Badminton is recognised as a global sport 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 and remains committed to making further progress by ensuring that the organisation, and badminton in England, is accessible to everyone regardless of their gender, race, disability, sexual orientation, background, or financial circumstances.

The Board has established an Equality, Diversity and Inclusion Working Group and looks forward to publishing its Strategy in the Summer.

Ahead of that publication, the Board continues to work towards greater diversity on the Board and to ensure its composition better reflects those taking part in the sport in England.

Employee engagement

Badminton England is extremely proud of the talented, passionate, and resilient team that it employs and values their voice, and an employee engagement survey is conducted once a year.

During the pandemic, All Staff Briefings have been held every week to ensure staff have been kept informed and engaged as the organisation works through the challenges faced.

Furthermore, a range of activities have been operating, organised by various members of the team, to ensure staff remain engaged; these activities have included wellbeing sessions.

We will resume the activity of the Staff Forum whereby members of the organisation across all departments come together to discuss matters raised by the employees.

Directors' indemnity insurance

Badminton England purchases directors' and officers' liability insurance in respect of itself and its directors.

Matters covered in the Strategic Report

Details of future developments are included in the Strategic Report, as permitted under Section 414C (11) of the Companies Act 2006.

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH
2022

Disclosure of information to auditors


Each of the persons who are Directors at the time when this Directors' Report is approved has confirmed that:

- so far as the Director is aware, there is no relevant audit information of which the Company's auditors are unaware, and
- the Director has taken all the steps that ought to have been taken as a Director in order to be aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

Auditors

The auditors, Haysmacintyre LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board and signed on its behalf.



PT Fitzboydon (interim Chief Executive from 31 October 2021)

Director

Date: 1 Jo (b jzz.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BADMINTON ASSOCIATION OF ENGLAND LIMITED

Opinion

We have audited the financial statements of Badminton Association of England Limited (the 'Company') for the year ended 31 March 2022, which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Equity and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2022 and of its surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs {UK}) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BADMINTON ASSOCIATION OF ENGLAND LIMITED (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Directors are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act

2006 In our opinion, based on the work undertaken in the course of
the audit

- the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the Directors' Responsibilities Statement set out on page 5, the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

BADMINTON ASSOCIATION OF ENGLAND LIMITED
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In preparing the financial statements, the Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BADMINTON ASSOCIATION OF ENGLAND LIMITED (CONTINUED)

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Explanation as to what extent the audit was considered capable of detecting irregularities, **including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with the funding bodies, regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulations, including the Code for Sports Governance, and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

BADMINTON ASSOCIATION OF ENGLAND LIMITED
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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BADMINTON ASSOCIATION OF ENGLAND LIMITED (CONTINUED)

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Thomas Wilson (Senior Statutory Auditor) for and on behalf of
Haysmacintyre LLP
Statutory Auditors
10 Queen Street Place
London
EC4R1AG
Date: 16/06/22

BADMINTON ASSOCIATION OF ENGLAND LIMITED
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**STATEMENT OF COMPREHENSIVE
INCOME FOR THE YEAR ENDED 31
MARCH 2022**

	Not e	2022 £000	2021 £000
Turnover	4	8,189	6,765
Administrative expenses		(8,233)	(6,207)
Other operating income	5	112	215
Operating surplus	6	<u>68</u>	<u>773</u>
Interest receivable and similar income	10		1
Surplus before tax		<u>68</u>	<u>774</u>
Tax on profit	11		
Surplus for the year		<u><u>68</u></u>	<u><u>774</u></u>

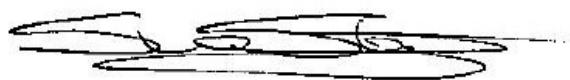
There was no other comprehensive income for 2022
(2021:£000NIL).

The notes on pages 18 to 32 form part of these financial
statements.

**STATEMENT OF FINANCIAL
POSITION AS AT 31 MARCH 2022**

	Not e	2022 £000	2021 £000
Fixed assets			
Intangible assets	12	12	27
Tangible assets	13	3,253	<u>3,297</u>
		<u>3,265</u>	3,324
Current assets			
Debtors: amounts falling due within one year	14	766	628
Cash at bank and in hand	15	3,438	3,080
		<u>4,204</u>	<u>3,708</u>
Creditors: amounts falling due within one year	16	{2,611 }	{2,144}
Net current assets		<u>1,593</u>	<u>1,</u>
Total assets less current liabilities		<u>4,858</u>	<u>4,</u>
Creditors: amounts falling due after more than one year	17	(2,574)	<u>{2,672}</u>
Net assets		<u>2,284</u>	<u>2,216</u>
Reserves			
Income and expenditure account	19	2,284	2,216
		<u>2,284</u>	<u>2,216</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:



PT Fitzboydon (interim Chief Executive from 31 October 2021)
Director

Date: 16 / b /-z._-Z...

The notes on pages 18 to 32 form part of these financial statements.

BADMINTON ASSOCIATION OF ENGLAND LIMITED
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STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2022

	Income and expenditur e accou nt	Total equity
	£000	£000
At 1 April 2021	2,216	2,216
Comprehensive income for the year		
Surplus for the year	68	68
	<hr/>	<hr/>
At 31 March 2022	2,284	2,284
	<hr/>	<hr/>

The notes on pages 18 to 32 form part of these financial statements.

BADMINTON ASSOCIATION OF ENGLAND LIMITED
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**STATEMENT OF CHANGES IN
EQUITY FOR THE YEAR ENDED 31
MARCH 2021**

	Income and expenditur e account £000	Total equity £000
At 1 April 2020	1,442	1,442
Comprehensive income for the year		
Surplus for the year	774	774
At 31 March 2021	2,216	2,216

The notes on pages 18 to 32 form part of these financial statements.

BADMINTON ASSOCIATION OF ENGLAND
LIMITED

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	2022	2021
	£000	£000
Cash flows from operating activities		
Profit for the financial year	68	774
Adjustments for:		
Amortisation of intangible assets	15	16
Depreciation of tangible assets	246	241
Interest received		(1)
(Increase) in debtors	(138)	(134)
Increase/(decrease) in creditors	369	(121)
Net cash generated from operating activities	560	<u>775</u>
Cash flows from investing activities		
Purchase of tangible fixed assets	(202)	(108)
Interest received		1
Net cash from investing activities	(202)	<u>(107)</u>
Net increase in cash and cash equivalents	<u>358</u>	<u>668</u>
Cash and cash equivalents at beginning of year	3,080	2,412
Cash and cash equivalents at the end of year	3,438	<u>3,080</u>
Cash and cash equivalents at the end of year comprise:		
Cash at bank and in hand	3,438	3,080
	<u>3,438</u>	<u>3,080</u>

The notes on pages 18 to 32 form part of these financial statements.

BADMINTON ASSOCIATION OF ENGLAND
LIMITED

ANALYSIS OF NET DEBT
FOR THE YEAR ENDED 31 MARCH 2022

	At 1 April 2021	Cash flows	At 31 March 2022
	£000	£000	£000
Cash at bank and in hand	3,080	358	3,438
	<hr/>	<hr/>	<hr/>
	3,080	358	3,438
	<hr/>	<hr/>	<hr/>

The notes on pages 18 to 32 form part of these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

1. General information

Badminton Association of England Limited is a private company (registered number: 01979158), limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the Company in the event of liquidation. The number of members as at 31 March 2022 was 43 (2021: 43).

The Company is incorporated in England and Wales. The registered office is: National Badminton Centre

Bradwell Road

Laughton

Lodge Milton

Keynes MKS

9LA

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies (see note 3).

The following principal accounting policies have been applied:

2.2 Going concern

The Directors assess whether the use of the going concern basis is appropriate for the preparation of the financial statements.

Having reviewed the financial plan for the next funding cycle, the budget for the year ending 31 March 2022 and cash flow forecasts for twelve months from the date of these financial statements, the Directors have concluded that there are sufficient resources available for the Company to meet its liabilities as they fall due. These financial statements have, therefore, been prepared on a going concern basis.

In making this assessment, the Board has considered the likely financial impact of Covid-19 on the cash flow forecasts, including considering a number of alternative scenarios. The Board has received assurances as to the on-going support of its funding partners and has assessed the levels of commercial income that may be generated, along with the measures being taken to manage cost and preserve cash. The Board considered the financial impact of various possible outcomes against the level of reserves and cash held.

NOTES TO THE FINANCIAL
STATEMENTS FOR THE YEAR ENDED
31 MARCH 2022

2. Accounting policies (continued)

2.3 Income

Income is recognised to the extent that it is probable that the economic benefits will flow to the Company and the income can be reliably measured. Income is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before income is recognised:

Grants receivable

Grants are accounted for under the accruals model with the deferred element of grants being included in creditors as deferred income. Grants relating to expenditure on tangible fixed assets are credited to the Statement of Comprehensive Income at the same rate as the depreciation on the assets to which the grant relates.

Grants of a revenue nature are recognised in the Statement of Comprehensive Income in the same period as the related expenditure.

Sponsorship revenue

Income arising from sponsorships is normally recognised over the period of the sponsorship term. When the sponsorship is linked to a particular event or condition, revenue is recognised when the specific event has taken place or the condition has been met.

TV broadcasting revenue

Income arising from TV broadcasting is recognised when a major televised event is aired and is recognised over the number of days of the televised event.

Ticket sales

Income arising from event ticket sales is recognised when the event takes place.

Sale of goods

Income from the sale of goods is recognised when all of the following conditions are satisfied:

- the Company has transferred the significant risks and rewards of ownership to the buyer;
- the Company retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the Company will receive the consideration due under the transaction, and;
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Rendering of services

Income from a contract to provide services is recognised in the period in which the services are provided in accordance with when all of the following conditions are satisfied:

BADMINTON ASSOCIATION OF ENGLAND
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- the amount of income can be measured reliably;
- the stage of completion of the contract at the end of the reporting period can be measured reliably,
- it is probable that the Company will receive the consideration due under the contract, and;
- the costs incurred and the costs to complete the contract can be measured reliably.

NOTES TO THE FINANCIAL STATEMENTS FOR
THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.3 Income

(continued)

Affiliation fees

Income from affiliation fees are recognised on a straight line basis over the period of the membership being from 1 November to 31 October.

2.4 Intangible assets

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Intangible assets consist of computer software and are amortised over their estimated useful lives of 5 years.

2.5 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Leasehold	- Amortised over 50 years
property Plant and	- 5-33% on cost
machinery Fixtures	- 20-50% on cost
and fittings	

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Comprehensive Income.

2.6 Debtors

Short term debtors are measured at transaction price, less any impairment.

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NOTES TO THE FINANCIAL
STATEMENTS FOR THE YEAR ENDED
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2. Accounting policies (continued)

2.7 Cash and cash equivalents

Cash and cash equivalents are represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

In the Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Company's cash management.

2. Accounting policies (continued)

2.8 Financial instruments

The Company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Comprehensive Income.

Financial assets and liabilities are offset and the net amount reported in the Statement of Comprehensive Income when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

2.9 Creditors

Short term creditors are measured at the transaction price.

2.10 Operating leases: the Company as lessor

Rentals income from operating leases is credited to the Statement of Comprehensive Income on a straight line basis over the term of the relevant lease.

Amounts paid and payable as an incentive to sign an operating lease are recognised as a reduction to income over the lease term on a straight line basis, unless another systematic basis is representative of the time pattern over which the lessor's benefit from the leased asset is diminished.

2.11 Operating leases: the Company as lessee

Rentals paid under operating leases are charged to the Statement of Comprehensive Income on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

2.12 Pensions

Defined contribution pension plan

The Company operates a defined contribution pension plan for its employees. A defined contribution pension plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company

has no further payment obligations.

The contributions are recognised as an expense in the Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of Financial Position. The assets of the plan are held separately from the Company in independently administered funds.

2.13 Interest income

Interest income is recognised in the Statement of Comprehensive using the effective interest method.

**NOTES TO THE FINANCIAL
STATEMENTS FOR THE YEAR ENDED
31 MARCH 2022**

2. Accounting policies (continued)

2.14 Holiday pay accrual

A liability is recognised to the extent of any unused holiday pay entitlement which is accrued at the reporting date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the reporting date.

2.15 Taxation

Tax is recognised in the Statement of Comprehensive Income, except where a charge is attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in reserves. In such cases the tax charge is also recognised in other comprehensive income or directly in reserves respectively.

3. Judgments in applying accounting policies and key sources of estimation uncertainty

In the process of applying its accounting policies, the Company is required to make certain estimates, judgments and assumptions that it believes are reasonable based on the information available. These judgments, estimates and assumptions affect the amounts of assets and liabilities at the date of the financial statements and the amounts of income and expenditure recognised during the reporting periods presented. On an ongoing basis, the Company evaluates its estimates using historical experience, consultation with experts and other methods considered reasonable in the particular circumstances. Actual results may differ significantly from the estimates, the effect of which is recognised in the period in which the facts that give rise to the revision become known. The following paragraphs detail the estimates and judgments the Company believes to have the most significant impact on the annual results under FRS 102.

Property, plant and equipment (PPE)

The estimated useful economic lives of PPE are based on management's judgement and experience. When management identifies that actual useful economic lives differ materially from the estimates used to calculate depreciation, that charge is adjusted prospectively. Due to the significance of PPE investment to the Company, variations between actual and estimated useful economic lives could impact operating results both positively and negatively, although historically few changes to estimated useful economic lives have been required. The Company is required to evaluate the carrying values of PPE for impairment whenever circumstances indicate, in management's judgment, that the carrying value of such assets may not be recoverable. An impairment review requires management to make subjective judgments concerning the cash flows, growth rates and discount rates of the cash generating units under review.

Income recognition and allowance for doubtful debtors

The Company recognises income to the extent that it is probable that the economic benefits will flow to the Company and the income can be reliably measured. When the Company considers that the criteria for income recognition are not met for a transaction, income recognition is delayed until such time as collectability is reasonably assured. Payments received in advance of income recognition are recorded as deferred income. At each reporting date, the Company evaluates the recoverability of

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trade debtors and records allowances for doubtful debtors based on experience. These allowances are based on, amongst other things, a consideration of actual collection history. The actual level of debtors collected may differ from the estimated levels of recovery, which could impact operating results positively or negatively.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

4. Analysis of income

An analysis of turnover by class of business is as follows:

	2022	2021
	£000	£000
Grants receivable	4,300	4,588
Sponsorship and rights fees	1,827	1,323
Affiliation fees	256	424
Ticket sales	508	-
Other income from the sale of goods	52	14
Other income from the provision of services	1,246	416
	<u>8,189</u>	<u>6,765</u>

Further details regarding grants receivable and the expenditure that they have funded is provided in Note 25.

5. Other operating income

	2022	2021
	£000	£000
Coronavirus Job Retention Scheme grants	12	215
Insurance claims receivable	100	-
	<u>112</u>	<u>215</u>

6. Operating surplus

The operating surplus is stated after charging:

	2022	2021
	£000	£000
Depreciation of tangible fixed assets	246	241
Amortisation of intangible fixed assets	15	16
Defined contribution pension cost	169	186
	<u>430</u>	<u>463</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

7. Auditors'
remuneration

	2022	2021
	£000	£000
Fees payable to the Company's auditors for the audit of the Company's annual accounts	14	13
Fees payable to the Company's auditor in respect		
of: Other services relating to taxation	<u>2</u>	<u>2</u>

8. Employees

Staff costs, including Directors' remuneration, were as follows:

	2022	2021
	£000	£000
Wages and salaries	2,303	2,244
Social security costs	192	228
Cost of defined contribution scheme	<u>170</u>	<u>186</u>
	2,665	<u>2,658</u>

The average monthly number of employees, including the Directors, during the year was as follows:

	2022	2021
	No.	No.
	<u>67</u>	<u>67</u>

9. Directors' remuneration

	2022	2021
	£000	£000
Directors' emoluments	192	157
	<u>192</u>	<u>157</u>

During the year retirement benefits were accruing to 2 Directors (2021 -1) in respect of defined contribution pension schemes. The total expense for the period was £19k(2021:£10k).

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During the year an amount totalling £50k(2021:£nil) was paid relating to compensation for loss of office.
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NOTES TO THE FINANCIAL
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10. Interest receivable

	2022 £000	2021 £000
Other interest receivable	<u> </u>	<u> </u>
		1
	<u> </u>	<u> </u>

11. Taxation

	2022 £000	2021 £000
Taxation on profit on ordinary activities	<u> </u>	<u> </u>

Factors affecting tax charge for the year

The tax assessed for the year is the same as (2021 - higher than) the standard rate of corporation tax in the UK of 19% (2021 - 19%). The differences are explained below:

	2022 £000	2021 £000
Surplus on ordinary activities before tax	<u>68</u>	<u>774</u>
Surplus on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2021 - 19%)	22	147
Effects of:		
Non-taxable (income)/expenditure	(22)	(143)
Deferred tax not recognised		(4)
Total tax charge for the year	<u> </u>	<u> </u>

**NOTES TO THE FINANCIAL
STATEMENTS FOR THE YEAR ENDED
31 MARCH 2022**

12. Intangible assets

	Compute r Softwar e £000
Cost	
At 1 April 2021	109
Disposals	(26)
At 31 March 2022	83
Amortisation	
At 1 April 2021	82
Charge for the year on owned assets	15
On disposals	(26)
At 31 March 2022	71
Net book value	
At 31 March 2022	<u>12</u>
At 31 March 2021	27

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

13. Tangible fixed assets

	Freehold property £000	Plant and machinery £000	Fixtures and fittings £000	Total £000
Cost or valuation				
At 1 April 2021	5,636	98	1,039	6,773
Additions	30		172	202
Disposals			(387)	(387)
At 31 March 2022	5,666	98	824	6,588
Depreciation				
At 1 April 2021	2,609	63	804	3,476
Charge for the year on owned assets	110	21	115	246
Disposals			(387)	(387)
At 31 March 2022	2,719	84	532	3,335
Net book value				
At 31 March 2022	2,947	14	292	3,253
At 31 March 2021	3,027	35	235	3,297

Sport England currently hold a Deed of Charge over the Sports Science Suite until 2024. The terms of this charge stipulate that should the facilities or part of the facilities be leased or otherwise disposed of, or cease to be used for the sports purposes approved by Sport England, an appropriate portion of the proceeds or value will be surrendered to Sport England unless otherwise agreed by them in writing in advance.

On 8 February 2022, the company purchased the Freehold of the National Badminton Centre for £30,000. The property was previous held under a leasehold arrangement and as such as been reclassified as freehold property..

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NOTES TO THE FINANCIAL STATEMENTS
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14. Debtors

	2022 £000	2021 £000
Trade debtors	490	305
Other debtors	52	134
Prepayments and accrued income	224	189
	<u>766</u>	<u>628</u>

15. Cash and cash equivalents

	2022 £000	2021 £000
Cash at bank and in hand	3,438	3,080
	<u>3,438</u>	<u>3,080</u>

16. Creditors: Amounts falling due within one year

	2022 £000	2021 £000
Trade creditors	839	542
Other taxation and social security	72	62
Other creditors	7	1
Accruals and deferred income	1,693	1,539
	<u>2,611</u>	<u>2,144</u>

17. Creditors: Amounts falling due after more than one year

	2022 £000	2021 £000
Accruals and deferred income	2,574	2,672
	<u>2,574</u>	<u>2,672</u>

Accruals and deferred income due after more than one year relate to deferred capital grants that are released into the Income and Expenditure account over the useful economic lives of the tangible fixed assets to which they relate.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

18. Receivables under operating leases

At 31 March 2022 the Company had future minimum lease receivables in respect of non-cancellable operating leases as follows:

	2022 £000	2021 £000
Within one year		32
	<hr/>	<hr/>
		32
	<hr/>	<hr/>

19. Reserves

Income and expenditure account

The income and expenditure account includes all current and prior period retained surpluses and deficits.

20. Capital commitments

At 31 March 2022 the Company had capital commitments as follows:

	2022 £000	2021 £000
Contracted for but not provided in these financial statements	123	
	<hr/>	<hr/>
	123	
	<hr/>	<hr/>

21. Pension commitments

The Company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. The pension costs charge represents contributions payable by the Company to the fund and amounted to £169,000 (2021: £186,000). Contributions totalling £Nil (2021: £Nil) were payable to the fund at the year-end.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

22. Commitments under operating leases

At 31 March 2022 the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2022 £000	2021 £000
Not later than 1 year	21	21
Later than 1 year and not later than 5 years	29	50
	<hr/> 50	<hr/> 71

23. Related party transactions

The only related party transaction during the year was remuneration paid to key management personnel of £648,000 (2021: £541,000).

24. Controlling party

The Directors consider that there is no ultimate controlling party.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

25. Grant income and expenditure

	Sport		Central	Non-public	
	England	UK Sport	Government	income	TOTAL
	£000	£000	£000	£000	£000
Revenue Grants	2,891	1,131	-	-	4,022
Capital Grants	98	-	-	-	98
Winter Survival Package	180	-	-	-	180
CJRS	-	-	12	-	12
Membership Income	-	-	-	256	256
Sponsorship Income	-	-	-	1,302	1,302
Other Income	-	-	-	2,431	2,431
Total Income	3,169	1,131	12	3,988	8,301
Overheads/Support Costs	529	140	-	671	1,340
Talent	599	-	-	42	641
Participation/Core Market	994	-	-	30	1,024
Performance	120	991	-	361	1,473
Capital facilities projects	-	-	-	-	-
Events & Courses	602	-	-	1,836	2,438
Marketing	117	-	-	65	182
Other Costs	208	-	12	915	1,135
Total Expenditure	3,169	1,131	12	3,921	8,233
Net Income	-	-	-	68	68

Cash and Deferred Grant Reconciliation

	Sport	UK Sport	Central	TOTAL
	England		governmen	
	£000	£000	t	£000
	£000	£000	£000	£000
Opening Balance - Deferred grants	3,233	119	(8)	3,344
Cash received	2,711	1,107	20	3,838
Release to I&E (to match expenditure)	(3,169)	(1,131)	(12)	(4,312)
Closing Balance - Deferred grants	2,775	95	-	2,870