



BADMINTON  
ENGLAND

# Badminton --- A Sport for **Everyone**

10 year strategy  
2023 - 2033

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**Sue Storey** Chief Executive, Badminton England

I am very proud and excited to present our new strategy for badminton in England – ‘Badminton – A Sport for Everyone’.

We have been listening carefully to the thoughts and views of our amazing badminton family as we shaped our thinking on how to grow, develop, transform and innovate our sport. We believe that working together is the way to deliver our collective ambitions, and at the heart of this strategy is the badminton community, which I am so proud to be a part of.

This is intentionally long term, unashamedly focused on young people and inclusivity, and focused on the need to support and develop a thriving badminton community and find many more places to play badminton. We want everyone to pick up a racket and hit a shuttle, regardless of their gender, ethnicity, disability, sexual orientation, background, or circumstances,

**“ We want everyone to pick up a racket and hit a shuttle, regardless of their gender, ethnicity, disability, sexual orientation, background, or circumstances, proud to be part of a thriving community and develop a lifelong passion for our sport.**

proud to be part of a thriving community and develop a lifelong passion for our sport.

We aim to deliver inspirational moments as we strive to become a top badminton nation in the world, by supporting our players and coaches to be successful at World, Olympic and Paralympic level.

We will continue to deliver the most prestigious badminton event in the world, the YONEX All England Open Badminton Championships - a truly exhilarating and memorable festival of badminton that showcases the best in the world, bringing together the global badminton community and inspiring the next generation.

We will think differently, building on what we have and not being afraid to innovate and challenge ourselves. We will underpin our collective work with data and insight to help inform our decision

making and develop strong digital platforms as key transformative tools in changing and enhancing how we work. We will connect more with everyone in our community to enhance everyone’s experience when they pick up a racket.

I am committed to ensuring we continue to listen, share progress and provide regular updates to ensure that everyone has a safe, welcoming, inclusive and enjoyable experience when they connect with our sport.

This strategy is aiming high for badminton and I am so excited about what this will mean in the coming years. I thank each and every member of our community for what you do and your commitment and passion. We look forward to working together to make badminton the most inclusive and accessible sport in England, a sport for everyone.

A handwritten signature in black ink, appearing to read 'Sue Storey'. The signature is stylized and written in a cursive-like font.

## Vision

Badminton – the most **inclusive** and **accessible** sport in England.  
A sport for **everyone**.



## Purpose

We are all at the heart of a **thriving badminton community** to nurture a **lifelong passion** for our sport, consistently **performing** and **delivering** inspirational moments.



## Two strategic priorities


will guide our collective focus over the lifetime of the strategy. This is designed to ensure best use of resources and ensure we are collectively focused on securing the best possible future for the sport of badminton in England:



01

### Young people

Young people, particularly primary age children, are vital to the long-term future of our sport and will be the main focus of our strategy. We will encourage and support more young people to start playing, stay playing and progress.



02

### Inclusion

We want to develop badminton as the most inclusive and accessible sport in England by putting inclusion and safeguarding at the heart of our decision making, connecting everyone to and within the sport, providing welcoming, safe, inclusive and enjoyable environments and giving everyone access. We believe that a more diverse and inclusive game supports the growth and success of English badminton in all aspects of the game.

## Do what matters

We are courageous, and honest, always putting the best interests of badminton first.

## Include intentionally

We create safe and connected environments that welcome open and diverse views.

## Play for each other

We listen, respond to feedback and celebrate the successes of our sport and communities.

## Do today brilliantly

We innovate and constantly challenge the status quo through collaboration, active listening and encouragement of others.

# Values

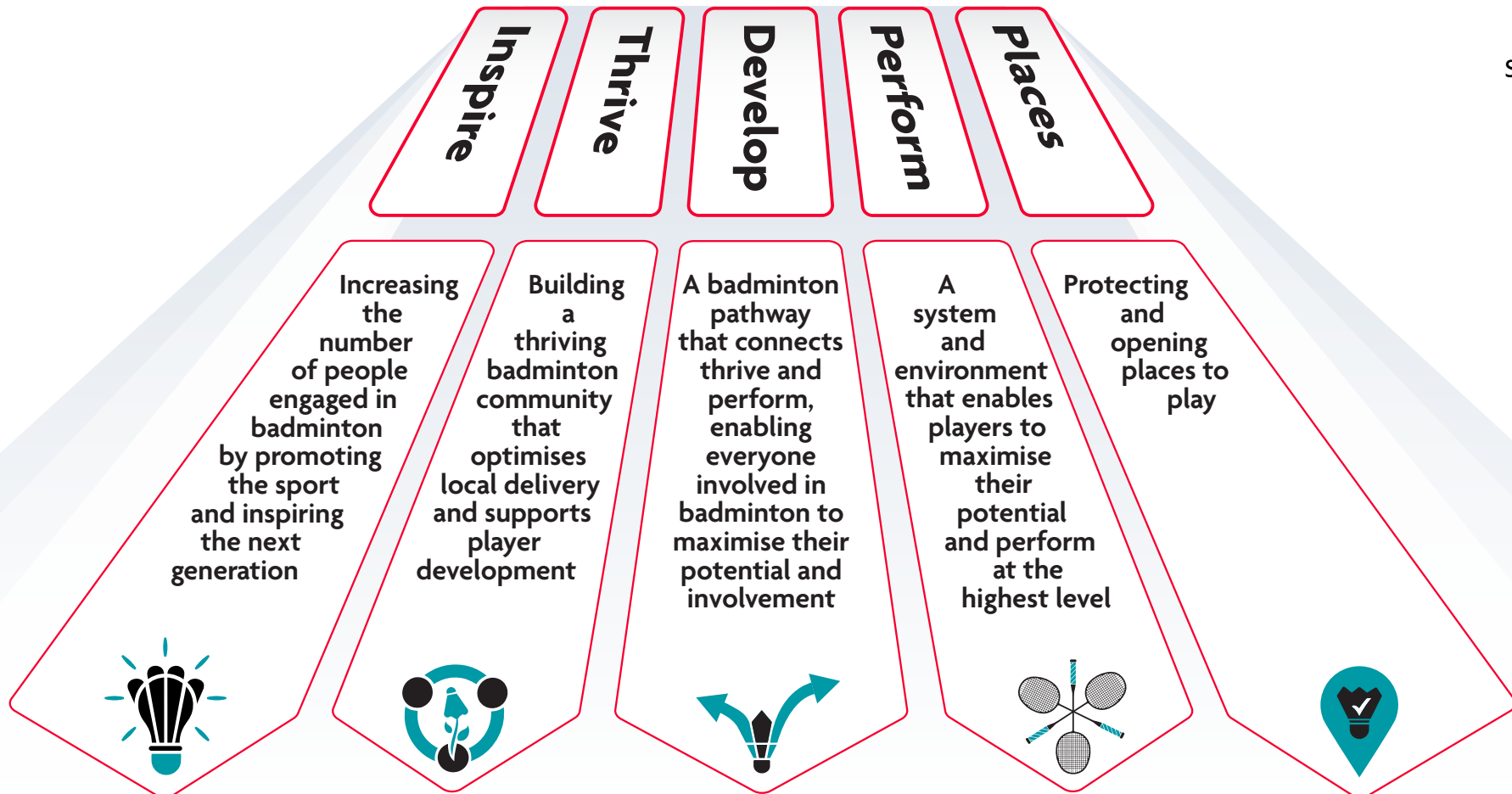
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Vision

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Purpose

Strategy Pillars



## Six guiding principles

will direct our decision making and ensure we maintain focus on our strategic priorities:

01

### Be leaders

**Badminton England will** play a leadership role, providing direction and support that connects all parts of the badminton system. We will seek to support, enable and facilitate those best placed to deliver.

02

### Be strategic

**We will** be strategic, ensuring that we are thinking with a collective and long term view, checking and challenging our decision-making against the priorities within this strategy.

03

### Be collaborative

**We will** be collaborative and work with all stakeholders across the sport to ensure we can create a thriving and sustainable sport for the future. We will listen and learn from each other, not being afraid to adapt and change where required.

04

### Be insight-led

**We will** be insight-led and focused on where we can make the biggest impact.

05

### Be innovative

**We will** be innovative with a forward-thinking mindset that is genuinely transformational for the sport.

06

### Be a safe sport for all

**We will** ensure our vision of ensuring a safe sport for everyone is threaded through all decision making.



## Enablers for badminton in England

The five pillars provide the overall strategic direction for the sport of badminton in England. Success, however, is dependent on a number of enablers, mainly driven by Badminton England, that will support and drive change:

01

### Coaching

A strong network of qualified coaches committed to lifelong development.

02

### Commercial growth

We will drive a commercial strategy that seeks to build new commercial partnerships and income streams to reinvest and support the growth of badminton.

03

### Digital transformation and communication

Investment in our digital infrastructure, content and communications to ensure content is relevant, engaging and showcases the values, opportunities and successes in our sport.

04

### Finance & governance

Good governance principles will be cascaded across the sport to support the development and sustainability of the badminton network.

05

### Workforce

Our Workforce Plan will set out how the badminton community can work together to recruit, train, deploy, develop and celebrate the people who will drive the future of our sport.

06

### Stakeholder engagement and partnerships

Strong stakeholder engagement and partnerships will support delivery of the strategy. Our priority will be to collaborate, listen and learn from the whole badminton network and provide support to ensure that the organisations best placed to drive delivery are equipped and facilitated to achieve success.

# Inspire

Increasing the number of people engaged in badminton  
by promoting the sport and inspiring the next generation





The future success of badminton is dependent on being able to inspire a lifelong love of the sport, increasing participation and engagement in badminton from an earlier age. In an increasingly competitive landscape, we need to inspire the nation, especially young people, to get involved in our sport.

The aim will be to increase the visibility and profile of badminton and consistently deliver inspirational moments, nationally and locally, that inspire, promote and celebrate a deeper engagement in badminton at every level.



**Inspire**

## **Build a sport that is loved and that everyone is proud to be a part of**

Our foundations are strong - there are a million people playing badminton regularly in this country, but to ensure our long-term health, we need to develop a sport that engages, energises and connects this community and attracts more young people.

Our focus will be to create an enhanced sense of community and belonging, with an emphasis on story-telling, highlighting

the value badminton brings to individual lives and communities and celebrating the people that make this possible.

Driving increased visibility of badminton requires a proactive approach to engage with different partners who have access to communities we currently do not engage with, connecting the badminton community to new partners and networks.

## **Deliver more inspirational moments nationally and locally, celebrating the heroes and role models within our sport**

To inspire greater engagement, we will collectively build a network of diverse and authentic community heroes and role models, who will help to deliver major events, facilitate local events and crucially visit schools across the country.

We will raise the profile of our players and the sport's global stars by creating inspiring and engaging content, collaborating, and using the power of sport to champion inclusion and social impact. Greater recognition of volunteers, coaches and technical officials will highlight the

different ways in which everyone can engage with badminton and annual campaigns, such as the Big Hit, will support the badminton community to encourage local engagement.

**Inspiring more young people to take up badminton is crucial to the sport's future success – we will build on the success of work with primary age children to deliver a programme that inspires and engages more young people to start playing and stay involved.**



## Create more opportunities to see top players play domestically and watch live world-class badminton

It is essential that more people have the opportunity to see top players in action. We will continue to develop the YONEX All England Open Championships as the premier international tournament, using the event's global status as a platform to showcase and grow the sport. We will create a major events strategy focused on attracting events that will inspire and engage our nation.

The lack of high level domestic competition is a barrier to our top players fulfilling their potential.

We will relaunch the National Badminton League and seek to grow a sustainable, commercially viable league that increases the profile and visibility of badminton as a sport that supports our players.

Sport is increasingly accessed through digital platforms – so we will work with partners to increase the access to top class badminton action and develop streaming options that allow more badminton at all levels to be accessible to more people.

## Drive greater engagement and connection across the sport through innovation

We will seek to drive greater engagement and connection, inspiring the whole sport to come together around their love for badminton. We will create and promote new and emerging formats of the game, such as outdoor and beach badminton, to engage and grow new communities as well as serving our existing networks.

This will seek to connect the badminton community with partners inside and outside the sport through digital engagement and provide a sense of community and belonging that benefits the whole sport.

Inspire



### In the first 18 months you will see:



- An increase in communication that champions the social impact of badminton and individual members of the badminton community.
- Implementation of a digital strategy that increases engagement across the sport and moves us towards our target of 250,000 active and registered supporters by 2026.
- An engagement offer that connects more of the 1 million regular players to the rest of the sport.
- An expanded Big Hit campaign that supports the growth and sustainability of clubs – minimum 250 clubs engaged.
- A growth strategy for the YONEX All England Open Championships.
- Re-introduction of the National Badminton League as the first step towards a professional league that is commercially sustainable.

### Over the lifetime of the strategy you will see:



- Greater demand for badminton supporting local development.
- Changed perception of badminton, evidenced by increased social media engagement and a larger fan and membership base.
- An increase in the number of people actively engaged with badminton as a player, coach, volunteer, official, parent or fan.
- Growth in the number of opportunities for top class badminton to be accessed live and digitally, including a National Badminton League.

# Thrive

Building a thriving badminton community that  
optimises local delivery and supports player development





Badminton is delivered by a network of counties, clubs, coaches and volunteers. This network provides the opportunities to start building a lifetime love for badminton and for players to develop through a variety of environments.

In order to thrive, we will support this network to consistently provide welcoming, safe, inclusive and enjoyable experiences to instill a lifelong habit of playing and enjoying badminton.

**Thrive**



## Grow and develop a diverse and inclusive coaching workforce

A strong and diverse workforce is essential. This requires an increase in the number of activators and coaches at all levels and greater support and continued professional development to support a culture of lifelong learning and development in the coaching workforce. We will examine ways in which foundation coaches can provide more activity to new players and support their clubs, whilst growing the number of coordinators and activators that are vital to playing opportunities at all levels.

Crucial to the future of badminton is ensuring that coaching badminton is seen as a viable and recognised career choice. Full-time coaches who earn their living from badminton are often key drivers of strong and successful programmes and we will seek to increase their number across the country through greater support, including the development of business and career models, connecting these coaches to work to increase facility access.

## Build a workforce that supports the growth of the sport

Badminton is reliant on an army of volunteers to run activity at all levels of the sport. However, insight shows that the landscape is changing significantly and the number of volunteers is shrinking.

The ambitions of this strategy are dependent on being able to reverse the decline in volunteering through a systematic approach to recruitment

and retention, identifying ways in which more volunteers, particularly young people and those from communities traditionally under-represented, can be identified to support local delivery. At the same time, societal change needs to be reflected by supporting efforts to increase the number of people making a living from badminton.



## **Increase opportunities for people to get started and to play**

Inspiring young people to take up badminton is fundamental to the future health of our sport. To encourage junior participation, we will develop a revised primary age programme and ensure continued visibility of badminton for those of secondary age and beyond. We will continue to grow the No Strings programme and build on the work developed as part of the Commonwealth Games legacy programme to expand No Strings into more communities.

A focus on transition points to reduce dropout will be key, with increased opportunities for play and competition across all ages. Fundamental to this will be ensuring there is clarity of the roles of all partners within the badminton community, especially county badminton associations and greater partnership working, particularly with a wider range of community and non-traditional partners ensuring an unrelenting focus on opportunities for play regardless of an individual's background and circumstance.

## **A thriving network of sustainable and viable badminton clubs**

Badminton clubs drive engagement and retention in the sport, providing regular opportunities for playing, coaching, and competition for players. We will support and encourage clubs to provide a range of opportunities across all levels of the sport, including better connection of recreational players to the club system, growing the number of female players and supporting clubs to be more sustainable. Fundamental to this will be driving a culture of providing welcoming, safe, inclusive, and enjoyable experiences.

Our priority will be to develop a network of clubs that ensure every young person has access, within a 30 minute drivetime, to a club that offers safe, welcoming, inclusive and enjoyable activity and meets key standards, including access to coaching and links to senior playing opportunities.

## **Build a competition structure that meets the needs of players and allows them to thrive**

Competition is a key driver of retention and continued participation. We will review the competition structure to ensure that it meets the needs of players, supports their development and aspirations. We will examine the need for new playing formats for primary age players and develop a national junior league to allow the best players to compete against each other.

A key focus will be the quality of the competition experience – from making it easier to find and enter competitions to an improved rankings system. The increased recruitment, retention and development of tournament organisers and technical officials is crucial to success in this area.





**In the first 18 months you will see:**



- Development of support to increase the number of full-time coaches and increase the status of coaching as a full-time career.
- Expansion of the Young Leader Academy to each of the eight regions.
- Development of a training programme for referees and tournament organisers.

- Mapping the junior club network against agreed standards and a plan to ensure every young person can access a junior club within 30 minute drivetime.
- Implement club healthcheck to support the future sustainability and viability of clubs.
- National Schools Championships reintroduced.
- New primary age programme launched.
- Junior league and new formats for primary age players tested and piloted.
- New rankings system launched.

**Over the lifetime of the strategy you will see:**

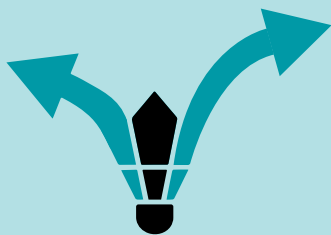


- Badminton coaching recognised as a valued and worthwhile career option.
- An increase in the number of full-time coaches.
- A workforce of volunteers and paid roles that supports the growth of the sport.
- An increase in the number of primary age children playing badminton through a programme adopted by 75% junior clubs and being delivered in schools and leisure centres.
- 1,000 No Strings sessions – with 50% connected to clubs to support player recruitment.
- Every young person able to access a junior club offering Level 2 coaching within a 30 minute drivetime.
- An increased number of players playing competitively, with all members having a national ranking.

# Develop

A badminton pathway that connects thrive and perform, enabling everyone involved in badminton to maximise their potential and involvement





Insight highlights the absence of a clearly defined pathway to facilitate the development, progression and retention of players, coaches and volunteers.

It is essential that a strong and clear national badminton pathway is built if we are to sustain and grow participation levels and increase the quantity of players capable of challenging for places on the England programme.

We will define a pathway, building programmes that offer more opportunities to start playing at a younger age. To complement this, we will also develop a competition structure that progresses and retains players with a systematic and regionalised talent identification structure.

**Develop**

### **Map and promote a clearly defined player pathway**

The journey a player takes within badminton is not always clear.

Developing a clear pathway is paramount to ensuring that the young people brought into the sport are able to progress and be retained. A clear pathway will identify how players can be

supported to maximise their potential and involvement in badminton, increase the volume of players retained in the sport and increase the number of players capable of challenging at national and international level.

### **Map and promote clearly defined pathways for volunteers, tournament organisers and technical officials**

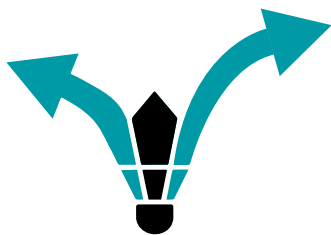
Alongside the need to recruit more volunteers, tournament organisers and technical officials, these groups also require clear pathways to sustain their involvement, underpinned by the provision of education and training,

resources, support and opportunities that allow everyone to fulfil their potential regardless of role. The player pathway cannot evolve without a focus on supporting those people who facilitate that pathway.

### **Develop a coaching workforce that maximises the player pathway**

A successful player pathway requires a strong network of coaches capable of delivering the required experiences. The Performance Characteristics Model sets out what is required at different levels of player development to maximise their sustained involvement and

potential. Greater support, including mentoring programmes, will ensure that the lifelong development of coaches is supported in a way that drives both the player pathway and development of players.



### **Clarify the roles of all partners in the pathway**

A successful pathway across the sport requires all of the badminton community to understand their respective roles. For many this is not presently clear. Development of the pathways for players, volunteers,

coaches, tournament organisers and technical officials will be accompanied by clear identification of the role different partners are best placed to play and support to enable fulfilment of that role.

### **A competition pathway that supports the player pathway with high quality experiences**

Competition is an integral element of ensuring player retention. There is a need to re-evaluate the competition structure and pathway, but this needs to be driven by a reshaped and refined player pathway. There is a lack of local tournaments in many areas, which prevents players accessing

other levels of competition, there is a need for increased competitive opportunities for younger players and to increase the exposure players, especially young people, have to international level competition by expanding access without the need to travel internationally.

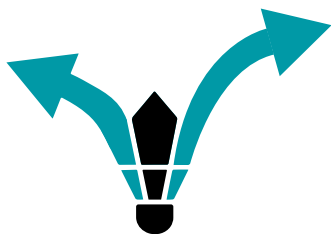
### **Ensuring the player pathway is inclusive**

The cost of accessing coaching and international competition is a significant barrier for many players, especially young players. Athlete education and training will focus on supporting players to access sponsorships, partnerships and

other opportunities to support their playing aspirations. Alongside this, a charitable foundation, focused on supporting young players, will be developed as a means of increasing the financial and other support available.

**Develop**





**In the first 18 months  
you will see:**

20  
23

20  
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A clearly defined player pathway across the whole breadth of the sport.

Clear identification of the roles different partners play in that pathway – starting with county badminton associations.

Clearly defined pathways for volunteers, tournament organisers and technical officials.

A clearly defined route for developing a charitable foundation to support players.

**Over the lifetime of the strategy you will see:**

20  
23

20  
33

A clearly defined and promoted pathway that maximises both retention and development which clearly sets out the role played by all elements of the badminton community.

Increased number of players capable of challenging for England programmes.

A regionalised structure of talent identification and development.

A programme of mentoring support and development for coaches that drives a pathway and progression for coaches.

A clearly defined and promoted pathway, with appropriate training, education, support and resources for volunteers, tournament organisers and technical officials.

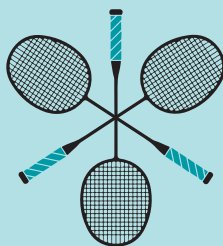
A competition structure that supports player development with a greater emphasis on local competition and increases international age group events staged in England.

A charitable foundation ensuring that no player is unable to fulfil their potential because of their circumstances or background.

# Perform

A system and environment that enables players to maximise their potential and perform at the highest level





Success at World, Olympic and Paralympic level is the pinnacle of achievement.

Whilst much delivery at this level is part of a wider GB World Class Performance Programme incorporating all the home nations, a successful England programme is integral to fulfilling ambitions on the world stage.

The principles and plans set out here apply equally to the Olympic and Paralympic programmes through their respective talent pathways and England Performance programmes feeding the GB World Class Performance Programme.

Success is also fundamental to the wider aspirations of this strategy – success on the world stage helps inspire the next generation of players to take up badminton and the increased profile and publicity it generates enables fulfilment of commercial plans, which, in turn, facilitates investment into all areas of the sport.



**Perform**

## Create an environment which develops and delivers courageous world class players from talent to top 10 who can build on our history and represent England and GB. It will be a system and environment that players want to be part of

Success is driven by creating an environment that develops and delivers players by:

Creating a shared understanding of how players and staff move from acceptable to exceptional;

Exposing players to high-quality sparring opportunities through competitive training so they are confident to deliver;

Partnering with players in planning their development and performance;

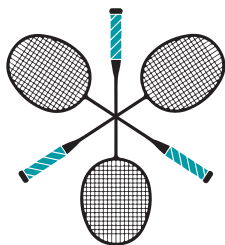
Role modelling curiosity and innovation in how we continue to be better.

We will be providing a supportive and challenging environment that nurtures players as people and performers, inspiring and driving them to find out what they are capable of.

We will ensure connectivity and alignment of standards across the sport,

building a network of high performance hubs catering for players aged 14-19 on the junior talent pathway.

We will continue to develop high performance training environments/networks for the Para badminton pathway to be aligned to the training environment in Sheffield. The quality of training will be enhanced by regular visits from international players and multi-disciplinary support, such as strength and conditioning, nutrition, psychology and lifestyle support, will be enhanced across the programmes. A long-term plan will be implemented to ensure that the National Badminton Centre offers the best possible environment and meets the needs of the GB World Class Performance Programme and the England Performance Programme. Player welfare will be at the heart of our decision making, ensuring they are engaged in decision making.



## Increase strength and depth across the sport

To be genuinely considered as a top 10 nation in the World, we need to be competitive internationally in all five disciplines and all six Para

badminton sport classes. A key focus will be inspiring, encouraging and retaining players for as long as possible in the system.

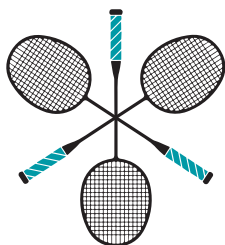
## Develop a diverse and inclusive workforce capable of delivering

High quality coaching is fundamental to enabling players to maximise their potential. The Player Characteristics Model will be placed at the heart of everything we do, especially coaching. In seeking to raise the standard of coaching that supports the GB World Class Performance Programme and the England Performance Programme, and at every stage of the Performance Pathway, we will increase access for coaches across the England

Performance Pathways, initiate a High Performance Coach Programme, support player transition to coaching, increase the number of coaches working in the Performance Pathways and create a sustainable pipeline of coaches through a systematic programme of mentoring and coach development, underpinned by the Coach Characteristics Model.

**Perform**





**In the first 18 months you will see:**

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Increased connectivity and alignment of standards across the performance pathways to increase player understanding of the requirements at each level.

A network of up to 6 High Performance Hubs catering for 100 players aged 14-19 on the Junior pathway.

An expansion of the Para badminton high performance training environment to complement the training environment at Sheffield with more coaches identified and developed to support the programme.

An enhanced programme with greater multi-disciplinary support across the pathways and greater use of international players in training.

Increased number of coaches from across the Performance Pathway regularly contributing to the World Class Programme and England Performance Programme, providing open and inclusive environments to train and compete.

Develop a plan to create a sustainable pipeline of coaches including a High Performance Coach Programme.

**Over the lifetime of the strategy you will see:**

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23

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England achieving and maintaining a position as a top 10 nation in the World.

Medal success at the highest levels across Junior, Senior and Para badminton pathways.

Competitiveness internationally across all five disciplines and Para badminton sport classes.

Commonwealth, Sudirman, Thomas and Uber Cup England Teams challenging for medals.

European Team events – medal placings.

**DRIVEN BY:**

A network of high performance hubs.

An increased number of coaches from across the Performance Pathway regularly contributing to the England Performance Programme.

A High Performance Coach Programme with focus on providing individualised development opportunities.

More players supported to transition into their coaching careers.

# Places

Protecting and opening places to play





The successful delivery of this strategy is dependent on having places to play. Recent trends show closure of facilities, reprovision of smaller facilities, reduced opening hours, increased prices and increased pressure on available court space. These all pose a significant threat to the future of our sport. The aim, over the lifetime of the strategy, is to increase the influence the badminton community has on the management and operation of facilities.



# Places

## Place data at the heart of decision making and consistently lobby to protect and open up facilities

Access to good quality data will support the protection and opening up of facilities. Enhanced data will be used to support a lobbying campaign for increased

investment into facilities and underpin work to protect facilities and campaign for new facilities and improved access.

## Develop a network of dedicated badminton facilities

Where badminton has regular and consistent access to a facility, there are strong levels of activity, offering opportunities across all levels of the sport and often supporting player development. This activity is often driven by a coach or coaches who earn a living from their work.

We will build business models and seek investment to enable the creation of more dedicated facilities for badminton, with the aim of securing at least one dedicated facility in each county over the lifetime of the strategy.

## Expand the facility lettings model

Badminton England has pioneered a lettings model that supports local clubs and coaches to access school facilities. Many clubs and county badminton associations operate similar models. We will utilise appropriate models, including lettings and community

asset transfer, so that the badminton community can work collaboratively to protect and open places to play. A key element of this will be to build the capacity and capability of the badminton community to operate facilities.



## Open community centres, village halls and non-traditional venues for play

Work to engage new communities to play badminton has demonstrated the importance of being able to access local facilities. We will seek to open up more community centres, village halls, faith venues and

other suitable environments to increase the opportunities to play. With the development of more sophisticated outdoor shuttles, the potential to develop more places to play outdoors, including on beaches, will be explored.

## Advocate and drive digital transformation

Finding and booking a badminton court is not as easy as it should be. We will continue to advocate and drive digital transformation across

the sport that makes it as easy for anyone to book a badminton court as booking a holiday.

## Build partnerships with facility providers

We will develop strategic partnerships with facility providers of all sizes to fulfil the aspirations of this pillar. This will include increasing badminton programmes and activity designed to ensure

that the experience of playing badminton is as welcoming, safe, inclusive and enjoyable as possible.

**Places**





**In the first 18 months  
you will see:**

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A national database of facility access.

A consistent lobbying campaign to protect facilities and secure greater investment into sports hall provision.

An increase in the number of schools opened up through the lettings model to 10.

A business plan/model that demonstrates the case for dedicated badminton facilities.

Strategic partnerships in place with three leisure operators.

**Over the lifetime of the strategy you will see:**

20  
23

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33

An increase in the number of courts available for badminton use.

A dedicated badminton facility in each county.

100 schools opened for community use through the lettings model.

100 community centres/village halls/non-traditional venues opened for badminton.

All facility providers making court access open and bookable.

Badminton programme in operation across 500 leisure centre sites.

# Badminton - A Sport for Everyone





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