



Annual Report 2024



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Derek Batchelor

A new role, a new approach! Having contributed to several previous annual reports as Chairman it seems strange to be writing this from an entirely different perspective, as President, a role to which I am both proud and humbled to have been elected only four months ago at the time of writing. In approaching the role I was very conscious that I was following in the footsteps of some great stalwarts of badminton – the most recent being the late Diana Troke with whom I was proud to be both a friend and colleague on the Board of Directors of Badminton England as well as a fellow Chair of the county badminton association.

Anybody visiting the Members' Lounge at the YONEX All England Open Badminton Championships over the years will almost certainly have been welcomed by Di. It was certainly a role she relished every year and she will be sadly missed.

The YONEX All England Open presents a unique opportunity in

the badminton calendar to enjoy some fantastic badminton but also to work with and honour some dedicated volunteers. Those we see at this event are the tip of the iceberg in terms of the huge and committed band of volunteers who deliver week by week throughout the country and we are indebted to them for their massive contribution.

**“Badminton is not only
a sport for everyone
but also a sport
for life.”**

Their contribution is well recognised as being essential to the delivery of the themes which underpin Badminton England's strategy covering the period 2023 – 2033. It is so good to see that the themes of Inspire, Thrive, Develop, Perform, and Places have the intention of ensuring that badminton is the most inclusive and accessible

sport in England – truly ‘a sport for everyone’. The priorities of engaging with young people and becoming yet more inclusive chime very well with areas of priority to which I have been committed for many years. However, these are only two of the priorities identified in the strategy and they, and others, are set out in more detail within this annual report.

In the short time that I have been President I have had the pleasure and privilege of meeting many of all ages who comprise the English ‘badminton family’, as well as many old friends from around the world, and those from our sponsors and stakeholders – to whom we continue to be indebted. It has served to convince me that badminton is not only ‘a sport for everyone’ but also a sport for life. I commend this annual report to you and I look forward to continuing to working with and for you.

Introduction from the Chair

“It’s an enormous honour to be writing this in my first few months as Chair of Badminton England. Although this moment is tinged with sadness following the loss of our previous Chair Mike Robinson, we have been left a great legacy and direction to build on.”



Peter Emptage

In my first few short months I have begun to realise the astonishing amount and variety of work that gets done by the team here at the National Badminton Centre.

There has been plenty to do and it's only when you start looking under the bonnet of the organisation that you see that we are not an ordinary national governing body. For most members all we see is the play on a court in an arena somewhere ... but we also run a sports centre, a gym, a café, a hotel, an elite training centre, and of course we run the greatest tournament in the world – The All England Championships. And each of these areas makes a financial contribution to allow us to invest in our sport.

It's probably realistic to say that badminton in England is not where we would all like it to be, not only on the court but also on places to play and the numbers of kids enjoying the game.

I am super excited about what is coming! We're implementing a leaner, more focused governance structure that empowers our expert committees. By shifting decision-making to these groups, we're giving our amazing volunteers a clearer purpose for their valuable time and expertise. This new structure aligns with a revamped executive team, ready to deliver our exciting new strategy.

Securing funding and easing financial pressures across all our departments is our top priority. This enables them to effectively deliver their areas of our strategy. My discussions with other national governing bodies and member associations worldwide reveal we're not alone in facing these challenges. However, we're highly regarded for how we're tackling them.

I've been around our great sport long enough to know that it hasn't always been plain sailing, but I really believe we are about to turn

a corner. And while things won't happen overnight there is good reason to be optimistic about the future of badminton.

A big thank you to our CEO Sue Storey and her senior leadership team for retaining her positivity through some really challenging times recently and also to my fellow directors on the Board of Badminton England who all give up their time freely and enthusiastically for our great sport.

We all want the same thing: the success of badminton!

CEO's Report

Sue Storey

A key distinction in our sport is the shuttlecock, so here is my **'SHUTTLE'** review of the year.

Strategy

What an amazing year. A highlight was launching our exciting new 10 year strategy 'Badminton – A Sport for Everyone', aiming to make Badminton the most inclusive and accessible sport in England. Truly a sport for everyone.

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.

I was so proud of the amazing work and collaboration to develop the strategy and truly believe this will 'shift the dial', getting badminton back to where it belongs as a key participation sport in England, a leading nation on the world stage, delivering the best badminton event in the world and driving forward innovation. We are starting to make progress, however, we all know this will take time, hard work and collaboration. I truly believe we can do it.

Hundred and twenty fifth YONEX All England Open

This year we celebrated the 125th YONEX All England Open Badminton Championships. Wow, what an amazing event! New look branding, coupled with our desire to create a 'festival of badminton', we delivered the highest ever attendance and a truly world class event we can be proud of. I loved every second of it! As we aim to inspire young people, the stand out moment for me - Day 1, I stood in the arena bowl with 2,000 children all excited for the start of play. The third shot of the first match was a jump smash, they all shouted 'Wooooaaahhhh', I thought 'we have done it!' Those kids are now hooked with the excitement of our sport.

Uniqueness

It's always worth taking a moment to reflect on the uniqueness of our sport. Here are some amazing facts to celebrate this:

- ✦ That beautiful sound when a racket hits a shuttle.
- ✦ Fastest sport in the world – shuttle regularly travels at over 400km per hour.
- ✦ Badminton players are in top ten fittest athletes across sport.
- ✦ Second biggest participation sport in the world - 400 million people play regularly.
- ✦ Global fan base of more than 700 million.
- ✦ Badminton started in England in the mid 1800s (to learn more, visit the fascinating National Badminton Museum)

Triumphs

Our achievements this year:

- ✦ Record attendances at the new look YONEX All England Open.
- ✦ Para badminton players continue to dominate the world stage. I can't wait to see how they perform in Paris this summer.
- ✦ Our Masters squad also thrive internationally, bringing medals home from every tournament.
- ✦ Our top level athletes are working hard and continuing to develop. We watch their progress with interest, with younger athletes now breaking into top level rankings and winning more and more matches – a very positive outlook.
- ✦ Players have qualified to represent Team GB at the Olympic Games this summer in Paris. We will be cheering you on.
- ✦ Domestic competition programme is growing as we update the rankings system.
- ✦ Coach development delivers strong support to our amazing army of coaches.
- ✦ We are working hard to meet the needs of our badminton community. I remain humbled and proud of our amazing badminton family, the backbone of our sport who do so much to deliver our sport.

Team

A massive thank you to all the amazing staff at Badminton England who work tirelessly to improve our sport. Thank you to our amazing athletes, you give so much to the sport, I am in awe of the effort you all put in. Also, a huge thank you to our Board who support us so well and work tirelessly behind the scenes. We have a new President - Derek Batchelor - and Chair - Peter Emptage - following the sad passing of Diana Troke and Mike Robinson. Peter spoke at his first meeting of his personal wish to hear anyone who talks about Badminton England, saying 'we' not 'they' – I share this ambition and I know we are all working hard to achieve it.

Life

We aim to encourage and support everyone to enjoy badminton for life. We have coaches working with preschool children. We have people over 80 still playing competitively. Badminton truly is accessible at every age. I am so proud of how this sport transcends England's rich diversity and we will continue to be inclusive in all that we do

Expectations

And next year?

- ✦ A new programme - Shuttle Stars - getting primary age children playing and loving badminton.
- ✦ More work on key aspects of the strategy.
- ✦ A new look senior team, driving and influencing innovation and transformation, building on the progress to date.
- ✦ A continued focus on showing and improving the value of membership to build better connections to our community.
- ✦ Refurbishing the National Badminton Centre to increase income to invest back into the sport.
- ✦ Continual growth and development of all aspects of the sport. Every penny of income is used to grow and develop our sport.

Strategic Priorities

Young People

Over the past twelve months there has been a collective focus on creating opportunities for young people, embedding the youth voice in our governance, creating training opportunities for young people and relaunching the National Schools Championships.

The national Children and Young People Active Lives Survey showed significant increases in the number of young people aged 5-16 participating in badminton, increasing by over 70,000 pre-Covid, and an increase of 30,000 from the previous year. There remains much to do, but these figures show a healthy appetite for badminton amongst young people.

Through the Development Fund and local delivery, we have supported and invested in 29 junior projects and six new junior club sections.

The National Schools Competition relaunched this year, with 272 schools entered from 36 different counties, providing an opportunity for 702 teams to represent their school. The event was a collaborative effort with many county badminton associations providing significant support. With a near even gender split (54% boys and 46% girls) this is one of the most inclusive

schools events in the country. Inevitably, with a relaunch there are lots of positives and learnings to take into an expanded event for the next academic year.

421,400

Young people are playing badminton regularly

87 young people accessed this year's Young Leader Academy over four locations across the Country (North, South, East and West), building skills in coaching, officiating and developing the sport. A total of 68 different clubs and 28 counties were represented, with 16 of these young leaders volunteering at the National Schools Championships Finals and four at the Disability Junior National Championships.

The National Youth Voice Forum has been extended to 15 members, each with clear roles and responsibilities, a development plan in place and links to the main Badminton England Board and internal teams. The group is now looking at developing insight on the needs of young people in the badminton community and is focused on projects that will create more opportunities for young people to play, volunteer and coach in badminton.



702

Teams in National Schools Championships

87

Young people attended the Young Leader Academy

A priority for the year has been to reflect the demand for a revamped junior programme, to recruit more young players into our sport. Significant work and insight has been undertaken during the year, developing a programme of content that is suitable for young players. With a real focus on supporting clubs and coaches, our flagship junior programme, Shuttle Stars, will launch in 2024.

Strategic Priorities

Inclusion

With inclusion being a fundamental focus of our ambitions, our continued priority on disability and a place-based approach has seen a significant growth in under-represented groups playing and engaging with badminton.

There has been a significant increase in the number of affiliated clubs welcoming disabled people, with now 35% of our affiliated clubs (434 clubs), compared to 22% in 2023-24, offering inclusive environments.

A key priority was to deliver a new competition structure to underpin our Para Badminton pathway to engage young people with a physical disability to participate in our sport. The Disability Junior National Championships was delivered in May 2023, and saw six regions compete with 12 new players trying our sport. The recruitment of eight regional disability coaches supported this structure regionally and enhanced disability badminton locally through proactively building an improved regional programme ahead of the event. They engaged with schools, local and national disability partners and organisations, and new players - ultimately increasing disability activity locally.

434

Affiliated clubs welcome disabled players - up 60%

Badminton has been delivered consistently at five national disability sport organisations (NDSOs) national events, with 311 new disabled juniors and adults trying badminton. Alongside this, our regional disability coaches and GB Para Badminton coaches have delivered at two NDSO festivals, three Badminton England festivals and two British Paralympic Association Paralympic Discovery Days which saw an additional 118 new players with disabilities trying our sport. Working closely with WheelPower, we developed our offer for badminton to be one of five competition sports, as well as a taster sport - 59 disabled people competed in badminton at this event, and all players from NDSO events have been signposted to local activity. We have also created a new partnership with Sense to develop Sensory Badminton, due to be launched in 2024.

Investment into our badminton community has established 103 new community sessions for under-represented groups; specifically disabled people, women and girls, and diverse ethnic communities. Our new partnership with Gateley Legal will support delivery of our Inclusion Champions Programme within the badminton community in 2024.

We have recruited two new passionate and inspiring members onto our EDI Committee; representing the voice of our badminton community, they will share their lived experience and expertise to support inclusion being at the heart of our decision making.

103

New community sessions established for under represented groups

8

Regional Disability Coaches recruited

In partnership with GB Badminton, Badminton England submitted our Diversity & Inclusion Action Plan (DIAP), aligned with our EDI Strategy, which will inform our delivery over the next few years.

Inspire - Major Events

Para Badminton International 2023

Following an exciting partnership with the other Home Nations to deliver an annual BWF Para Badminton World Circuit tournament, we staged our edition of the Championships during August 2023 in Sheffield. Targeting the qualification period for Paris 2024, we welcomed 177 athletes from 33 nations (including five on the GB programme), streaming every match and engaging the local community through a 'live site' and spectator tickets. British players won 5 medals overall and protected some crucial points ahead of the summer Games.

National Badminton League 2023/2024 Pilot Season

A reinvented National Badminton League was cited as an exciting product to help deliver our new strategy, aligning to the Inspire pillar. Comprising of four teams, the scoring, staging of matches, and recruitment/deployment of players was tested with the aspiration of creating a sustainable and engaging product for the future. Team Skyfall triumphed as the season concluded in March 2024, and although greater work needs to be carried out, the initial feedback was positive and we are looking ahead to autumn 2024 as a continuation.



European Men's Team Championships Qualification 2024

Working in partnership with Badminton Scotland, we hosted Groups 3 and 5 for the Men's qualification event in Milton Keynes during December 2023. Whilst no spectators were permitted, we streamed all matches and England were able to win their group and proceed to the Team Championships (and subsequently to the recent Thomas Cup).



12,481

Volunteer Hours
across Major Events

English National Badminton Championships 2024

The Championships returned to the University of Nottingham, and alongside some superb performances, we were able to make some landmark advances in other supporting areas too. We celebrated the new 'Open' events and awarded new trophies, amended our score screen font to become more readable, and streamed every match on every court – a huge step for the visibility of our sport and athletes. And for the first time since before the pandemic, we were joined by a paying audience which added to a great atmosphere throughout the weekend.

65,000
Views

Birmingham Legacy

An integral element of our plans around the YONEX All England Open Badminton Championships is the development of a legacy programme, focused on our strategic priorities of young people and inclusion. Successes in 2024 include:

- ✦ Racket Pack Festival for ten schools and 100 children from Birmingham who received free tickets in the morning then picked up a racket for themselves in the afternoon
- ✦ Four SGOs ran Racket Pack festivals as part of our offer leading up to the week of the All England and selected two schools each to progress to the All England Festival
- ✦ KS3 half court singles competition run for five schools and 50 children (watched in the morning, took part in the afternoon)
- ✦ Sport Birmingham noticed schools stocking up on badminton equipment and running their own festivals after the event
- ✦ A 2-day Racket Pack CPD day in partnership with Sport Birmingham where we trained up teachers and 70 young leaders at Nechells Wellbeing Centre
- ✦ Bursaries to support Foundation and Level 2 courses where 20 new Warwickshire and Birmingham coaches were trained
- ✦ Masoomin Sports Club in the city of Birmingham was given a £400 grant to start its own junior club off the back of their social senior sessions with 20 children attending weekly.



YONEX All England Open Badminton Championships 2024

Our annual Championships once again returned to Birmingham in March 2024, and introduced some exciting and very important advancements. Sporting a vibrant and ambitious brand identity and growth strategy, spectators and players were greeted by an impactful new grey court mat – an asset distinguishing us from other World Tour events – and digital perimeter boards on two courts adding to the presentation and fan engagement.

With record ticket sales and bespoke offerings for young adults, the atmosphere was notably energised, which was enjoyed by our special guests – the Duke and Duchess of Edinburgh – during their historic visit on the Thursday.

40,847

Tickets issued for the YONEX All England Open 2024 - a new record for attendance

We also celebrated the 125th anniversary since our first Championships, and also some very special members of our workforce as they joined us for their final time after considerable years of service, all against the backdrop of being a crucial tournament in the qualification for Paris 2024. It was an event to be hugely proud of, and one which will springboard us towards exciting things in the future.



A New All England Content Strategy

A collaborative, creative and dynamic content strategy was planned for the YONEX All England Open and more than 250 bespoke pieces of video content were published during the week. Targeting Gen-Z, we combined core content with 'behind-the-scenes' features and elite athlete activations and collaborations. On Instagram, more than 5.9m accounts were reached, earning nearly 21m impressions and more than 25 million views on Reels alone! Via TikTok, we totalled 5.1m views and 2.4m unique viewers with 105 separate pieces of content. Across Instagram, Facebook, YouTube and TikTok we gained more than 24,500 new followers/subscribers in just one week.

A Festival of Badminton

We successfully delivered a festival feel to the concourses and onto the arena floor at this year's YONEX All England Open with drummers, DJs and a lively brass ensemble bringing #AllTheNoise. Fans in the stands shared photos and videos on the screen, took virtual selfies with the stars on our digital wall, competed in live interactive quizzes and caught signed shuttles fired from the arena floor.

A Platform for Badminton



To celebrate one month until the 125th YONEX All England Open, we took badminton to the heart of Birmingham with a pop-up court for the public at New Street station. A DJ brought the festival vibe and we hosted a cross-sport collaboration between badminton and football freestyle influencers to bring the sport to a wider, youthful audience on social media.

30%

Increase in active database records
in our data warehouse

Engaging with the Badminton Community

We are committed to creating engaging content for our badminton community, founded in case studies from within that community. From the Shree Swaminarayan Mandir temple in Bolton, a junior outreach programme in Hartlepool or flourishing No Strings sessions in Hertfordshire or Darlington or Blackmore Vale, we try to tell the story of how Badminton England is investing in the growth of our sport.

A total of 252 bespoke pieces of content (excluding Instagram Stories) were produced throughout the tournament, reaching 5.9m accounts, earning nearly 21m impressions and more than 25 million views on Instagram alone!



Thrive - Participation



A key focus during the year was delivery of the Commonwealth Games Legacy Project, focused on extending No Strings Badminton into new and under-represented communities. Funded by Sport England, the project initially focused on Birmingham and the West Midlands, but was extended to areas such as Manchester, Sheffield, Leeds, Nottingham, Bristol, Slough, Leicester and Luton. The project trained coordinators and coaches from local communities to deliver badminton in a variety of settings, opening up several new venues for future activity. As a result, 365 new No Strings Badminton sessions have been established and the recruitment of 105 new coordinators and 32 coaches provides a strong base for future expansion.

365

**New No Strings
Badminton Sessions.**

105

New No Strings Coordinators.

Hyderi Girls Sports Club

Hyderi Girls Sports Club is blazing a trail in Croydon with the help of a recent funding injection from Badminton England. The club has provided an inclusive space for Muslim women to meet socially, keep active and get to grips with a new sport.



Shafana Dewji, Badminton England Coordinator and Programme Leader, started providing sessions 18 months ago and has created a sustainable foundation for the club to continue facilitating the growth of badminton.

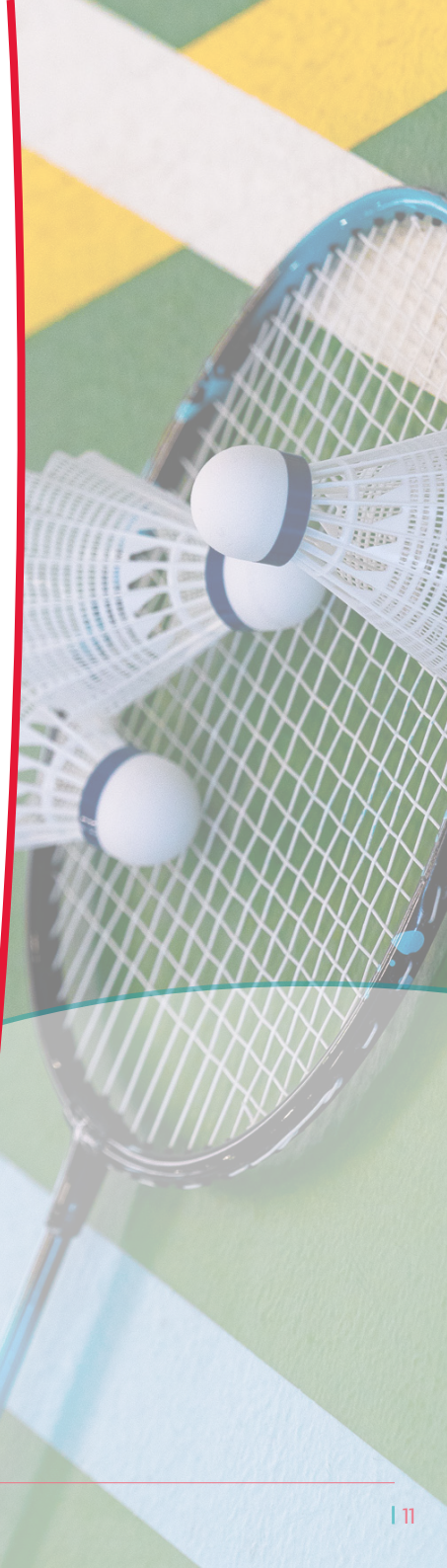
Recent financial support forms part of Badminton England's Commonwealth Games Legacy Project, to improve participation rates in areas of England where activity levels are lowest.

Initially starting with 20 members, Hyderi Girls Sports Club now welcomes up to 40 participants per week, where two hour-long sessions are held across two separate age-groups.

And the programme leader is not stopping there, having started sessions at local leisure centres twice a week to welcome complete newbies into the sport.

Shafana said: "I'm hoping that it will not only encourage wider participation from even more girls and women from the community, but also help sustain the playing of badminton for the years ahead.

Hopefully having women from our own community facilitating and providing quality badminton coaching will encourage others to attend.



Thrive - Participation



As a direct response to community feedback, a Development Fund was introduced during the year to directly support clubs and local groups to expand badminton provision. A total of 49 projects were funded in the first year, with investment totalling £43,485. Priority projects for the upcoming year are to support clubs to meet minimum standards, particularly around the training and development of welfare officers.

A priority for membership during the year has been to build a stronger narrative on how important membership is for the sport and how membership fees are spent to support the development of the sport at a national and county level. Alongside this, work continues to improve the membership offer.



49

Projects were funded

£43,485

Investment total

Hartlepool Badminton Club

Hartlepool Badminton Club has seen its junior outreach programme flourish thanks to funding from Badminton England.

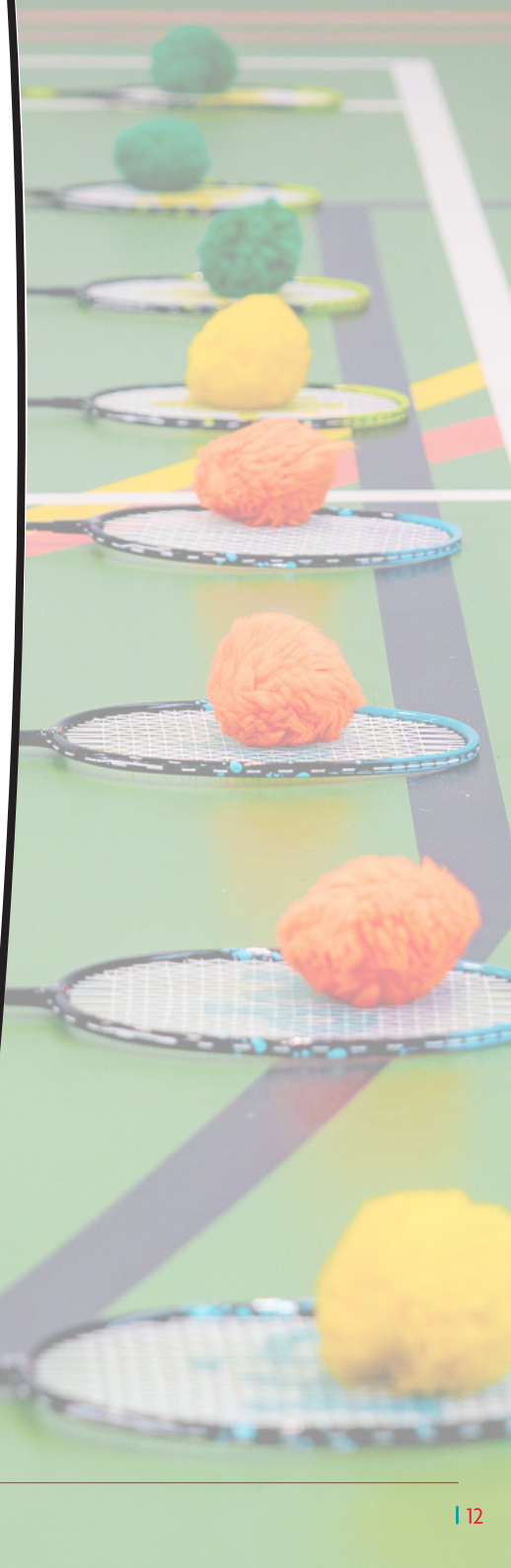
The County Durham club previously struggled to attract youngsters to join and found it difficult to get access to schools as it faced competition from coaching companies.

But with the help of Badminton England funding, Hartlepool has been able to offer reduced prices on its coaching package for schools with four schools taking up the offer.

“From my perspective, and the clubs and schools, the sessions have been a huge success with six children coming to the club regularly,” Vicky Evans, one of Hartlepool’s coaches, said. “I’m certain that more will follow after the half-term.

“The funding has worked really well as the schools have all asked us to work with an additional group of 30 children, as well as the original 30.

“This has meant that over the course of the programme, we will have provided high-quality coaching to more than 240 children for 6 hours.”





We continue to deliver a full range of tournament and county competitions across juniors, seniors and masters, with the support of many dedicated volunteers and officials. The number of circuit tournaments significantly increased by 21% to 276 sanctioned tournaments, providing a wider range of opportunities as the number competing across tournaments and county competitions surpassed 6,000 players. The season closed with the Age Group Nationals Championships in November and December, which welcomed the re-introduction of the under 11 age group nationals.

The Senior County Championships 2023-24 had 110 teams entered, consistent with the past few seasons. During the summer we held a county and player wide review of the format, county eligibility and competition regulations, including changes to bring the competition in line with equality and transgender policies.

The new YONEX All England Junior Badminton Championships took place in July, being the first ever BWF sanctioned junior international held by Badminton England. It attracted an entry of 169 players, of which 92 were non-English, spread across 25 nations. Two courts (of six) were streamed across the week with a peak of 6.7k views and we crowned one English Champion, Michael Pang, in the Men's Singles, capping off a fantastic tournament.

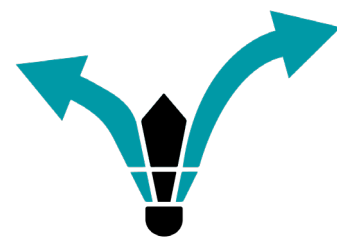
276

Circuit tournaments,
21% increase

6,275

Players competing in circuits
and county competitions





The key focus for pathway work during the year has been to ensure that the new Shuttle Stars programme is able to build a strong foundation for our sport, supporting clubs and coaches to recruit new young players and equip them with the skills for a lifelong love of badminton and to maximise their potential. The programme will launch in the coming months and will create a large base of participation for future pathway work.

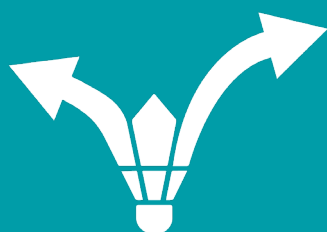
A new Badminton Pathway Working Group was established, comprising of experienced representatives from diverse sectors of the community. This group has focused on leveraging its knowledge and expertise to make recommendations for the future development of a badminton pathway and will report in the summer of 2024.

69

**Technical Officials
Trained**

3

**International
Certifications
Achieved**



We continued to invest in the recruitment and development of technical officials throughout the year, supplemented by the award of a UK Sport Grant to accelerate the development of new content and remove initial financial barriers to recruitment.

The Umpire and Line Judge Associations of England have delivered a number of initial training courses throughout the year and trained 30 umpires and 14 line judges, which continues to turn the tide on the past decline in their volunteer numbers. The umpires, with 68 active members, have officiated at 1,085 competition days, and the line judges' 60 active members have supported 17 tournaments.

We have enjoyed supporting a number of high performing technical officials with attending international assessments resulting in some fantastic personal achievements:

- ✦ Ross Blyth – achieved Badminton Europe Continental Referee certification, and now one of just three internationally accredited referees in England.
- ✦ Lizzy James – achieved Badminton Europe Umpire certification.
- ✦ David Evans – achieved BWF Umpire certification, and now one of just two BWF level umpires in England.

A new referee course has been developed in conjunction with one of our international accredited referees. The course was delivered in September over two online sessions, with 25 people attending. Further training modules and assessment will be developed to provide a clearer pathway for referee progression in 2024.

Perform

The last 12 months has predominantly been a building year, spiced with Olympic qualification. With our focus on creating an optimum environment to produce courageous, world class players, our ambition is to grow players from a place of 'talent' for them to be able to achieve world rankings of within the top 10.

A key ongoing theme is implementing better performance behaviours and uplifting athletes' physical ability. Our plan is for this culture to run seamlessly from our U11s to our senior programme, with a clear focus on improving these essential qualities. To start this journey, we have employed age group coaches in the Junior Performance Pathway, set up Performance Hubs, initiated collaboration days and training camps and set up 1:1 and group sessions between players within the senior programme and our sport psychologist.

Performance Hubs

The EJPP Team has successfully seen the establishment of three new Performance Hubs which are currently operating in the North (Sheffield), Midlands (Loughborough) and South (Surrey), adding to the existing NBC Hub. These hubs run sessions up to twice a week for identified junior players (between the ages of 14-19) to train together on a regular basis to support an increase in training hours and increase the rate of development of players within the Junior Pathway, supported by their existing training.



England Junior Performance Programme

During the year, two national pathway coaches and five age group coaches have been recruited to identify upcoming talent across the network and are pivotal to ensuring the message around the expectations and performance culture of the performance programme is fully understood.

Junior Pathway Coach Development

Working in collaboration with Coach Education Team, a two-year bespoke programme is about to launch to support the development of coaches working with players within the Junior Performance Pathway.

The EJPP also ran its first EJPP Coach Network and Update Day in 2024, delivering on key themes such as strength and conditioning and physical capabilities in junior players and introducing the Player Characteristic Model, which received really positive feedback.

Significant achievements in 2023/24:

- ✦ Team participated in the Sudirman Cup finals in China.
- ✦ Men's team winning bronze at European Championship to qualify for the Thomas Cup finals in China in April 2024
- ✦ European Games, Krakow 2023, MD, Silver, Ben Lane/Sean Vandy
- ✦ European Games, Krakow 2023, XD, Bronze, Marcus Ellis/Lauren Smith
- ✦ Swiss Open 2024, Super 300, MD, Winner, Ben Lane/Sean Vandy
- ✦ MS top 100 world ranking, March 2024, Harry Huang

Some Key International Junior Player/Team Successes:

- ✦ 2023 U19 YONEX All England Junior – 1 x Gold medal
- ✦ 2023 BWF World Junior Championships – two last 16 finishes with BD pair beating the top seeds on their way to reaching the 4th round
- ✦ 2023 U19 Danish Junior Cup – 5 Medals, 2023 U17 Danish Cup – 2 medals
- ✦ 2024 U17 6 Nations – Bronze Medal in the Team Event
- ✦ 2024 U15 French Girls Cup Winners
- ✦ Junior Programme players having Senior International success – 2 x Medals in 2024 Iceland FS, 1 x Gold and 1 x Bronze at 2023 Spanish FS

Para Badminton

This year has been focused on Paris qualification. Collectively we attended 11 tournaments with numerous medals coming back to England, with standout performances including Jack Shephard and Rachel Choong picking up gold at the inaugural European Games in SH6 mixed doubles, Daniel Bethell winning a silver medal at the World Championships in SL3 men's singles and Krysten Coombs

picking up a SH6 men's singles silver in our home Level 1 tournament held in Sheffield.

The England and GB pathway is developing at pace. A huge effort has been made by to attract more players involved in the sport. The aim to have a full tournament at the National Junior Disability Championships, ten pairs in the BUCS event in 2024 and the regional camps and

festivals have had the highest attendance to date.

Coaching development has been one of the top priorities. We have established eight regional coaches that are working hard in their region to promote, educate and increase participation. Collaboration with NDSOs gives us the best chance of catching young talent as early as possible.





27

**Tournaments
hosted at the NBC**

1,212

**NBC Badminton
Members**

874

NBC Gym Members

Plans have started to create a national database of facilities as we start to work closer with our data providers to ensure that we are displaying information which is accurate, relevant and up to date with our community. We are currently displaying 260+ sites across the country on our facility finder and the plans are now in place to increase this rapidly over the next 12 months.

We are supporting our dedicated badminton facilities more, working closer with them for advice and guidance around all elements of facility management. We have undertaken site visits to offer support and ran the first national dedicated facilities meeting at the YONEX All England Open. It was fantastic to have 12 facility managers and volunteers for a round table discussion focusing on the importance of places to play in our strategy and how we best maximise the opportunities in these centres.

We have reviewed the Schools Lettings Model to ensure that the process and procedures are in place to scale up the programme as required. We have changed the booking platform to reduce the administration burden and allow us to increase the revenue by advertising onto multiple platforms, not just the Badminton England website, to increase our reach.

NBC - National Badminton Centre

The National Badminton Centre is committed to two main objectives: fostering an environment conducive to the success of the World Class Performance Programme and maximising profitability to support the wider organisation and sport. Extensive efforts have been invested in devising a comprehensive long-term plan for the NBC, aimed at providing clear guidance for its future growth.

In November 2023, we were thrilled to obtain Elite Training Centre UK Sport accreditation for the Paris cycle, positioning us as one of only eight such facilities nationwide.

Throughout the year, substantial upgrades have been made to enhance both the infrastructure and surroundings of the buildings. This includes the installation of new LED lighting in the badminton hall, offering performance, financial, and sustainability advantages. Lodge bookings remain robust, with positive feedback from guests, while gym membership has seen a slight increase. Court demand and usage continue to remain very high.



Enablers

Coaching

Badminton England continued to support the development of coaches to provide great participant experiences throughout the badminton community in 2023/24 through a variety of programmes, events and initiatives.

16%

Increase in
Coach Membership

133

Coach Education bursaries
awarded by Badminton England

Throughout 2023/24, 685 learners attended a coach education course as they embark on their journey as a coach within badminton. Away from those starting their coaching journey, we continued to support coaches and their development through the Badminton Resource Hub for Coaches, supporting coaches to develop their technical and tactical knowledge, their coaching practice and ability to deliver in an inclusive manner via regular content.

September saw a launch of a new coach membership structure, designed to better support coaches in the role they undertake whether as a volunteer or paid coach. This has seen an increase in coach membership by 16%.

685

Learners attended
a Coach Education
course in 2023/24

February brought about the launch of our Performance Coach Programme, designed to support the development of coaches working with players within the junior pathway network. Fourteen coaches have been accepted onto the 24-month programme.

Enablers

Commercial Growth

This year we have seen huge strides forward in our journey towards increased commercial revenues into the sport.

A new commercial strategy aligned to the new 10-year strategy for the sport, focused on ensuring the right foundations were in place across our digital infrastructure, brand and narrative, with enhanced collaboration across the business and wider sport.

We were proud to announce a new partnership with Gateley as our Official Legal Partner. Importantly, the collaboration will deliver value direct to the wider badminton community, placing our member clubs and coaches at the very heart of the partnership. A legal helpline will provide up to one hour's free support and the same exclusive preferential legal rates as Badminton England.

It was also an exciting and successful year for the YONEX All England Open, with a new dynamic and youthful brand unveiled, that redefined the Championships as a true festival of badminton, whilst staying true to its heritage. The energised new campaign saw fantastic results with a 28% uplift in ticket revenues due to record attendance of 40,847, including over 4,000 school children who were able to experience the thrill of live badminton for the first time through our Kids for a Quid initiative.

A new partnership with West Midlands Trains provided free travel to our valued volunteer force, important in our efforts to grow the impact of the event regionally and reduce the costs of the event.

Renewed and expanded partnership with



Thanks to Yonex and Babolat for their continued and extended support. Babolat renewed their long term relationship, including enhanced support for the re-launched National Schools Championships and investment into our new full time coaches programme, and Yonex further expanded their partnership via the well-established All England Senior events and the new junior championship.

We continue to focus on developing new brand partnerships that support our strategic priorities, define new retail and merchandise opportunities and open up new and innovative revenue streams that can be invested right back into the game.

New Official Partnership with



Enablers

Digital Transformation & Communication

The commitment to digital transformation laid out a roadmap for Badminton England to focus on improving user journeys through smarter and user-friendly digital infrastructure, improve communications through audience segmentation and deliver commercial growth to support the development of badminton.

Following the first year of the digital transformation project, we have seen tangible results including a 20% growth in active records, an increase in YONEX All England Open tickets and Badminton England membership sales. More effective segmentation due to deeper insight into the badminton community has resulted in a 141% increase in email engagements.

30%

Increase in Active Database Records

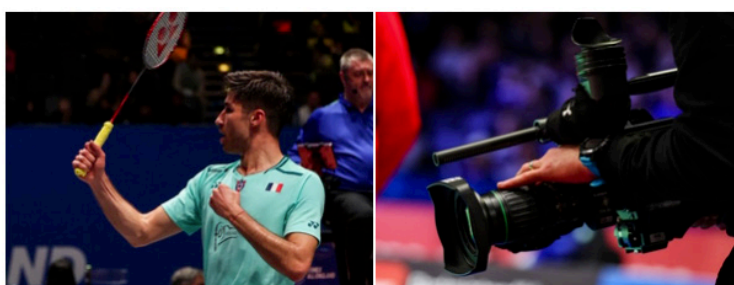
5%

Increase in U17 Data Records

Additional work has been completed around identifying strengths and weaknesses in the digital infrastructure and clarifying the most appropriate next steps to meet our digital and strategic goals.

194%

Increase in Email Communications



LIVE SCORES

If you can't join us today you can still follow all of the action live online.

WATCH AT HOME

Live coverage is available on BBC and TNT Sports

LIVE SCORES & RESULTS

WATCH AT HOME



Finance & Governance

Finance

Badminton England performed well in the year to deliver a surplus of £274K, driven by increased success of the YONEX All England Open and stringent attention to cost savings in all departments.

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

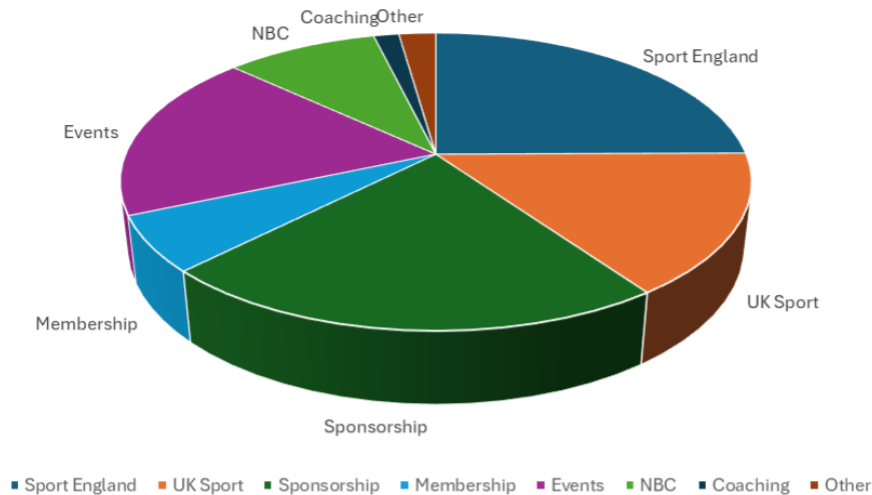
The next financial year will see continued focus on delivery of the 10-year strategy, with significant investment in engaging and inspiring young players and building on the digital strategy work started in 2024, communicating with more players and increasing the ease of connecting with the badminton community.

During the 2023/24 financial year, Badminton England implemented a new financial accounting system and brought all financial management in

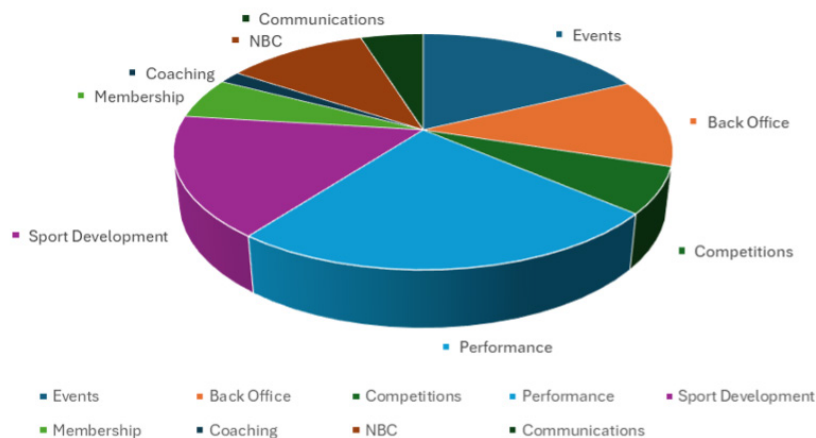
house. The transition to a new system and a new finance team has been smooth, the new system has been fully reconciled to the old system and all staff have been trained in essential functionality. In addition to the internal system implementation, we launched a new expense management system, Continia. We were delighted to support the All-England volunteers with personal training during the event, the finance team processed over 1,000 claims and made payments within ten days of the event. Over 90% of volunteers were paid within a week of the event. A huge thank you goes out to all volunteers, for embracing and supporting the change.

The finance team, supported by the Finance Audit and Risk Committee, continue to focus on key risks, ensuring Badminton England is compliant with all regulatory bodies and consideration is given to potential future risks with contingency plans in place.

Income FY24



Expenditure FY24



Risk Management

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

Principal Risks and Uncertainties

Generating increased commercial income remains a key focus for the organisation. Whilst the market remains challenging, significant strides have been made to improve our digital infrastructure to underpin this work alongside an increased focus on other areas of income generation, most notably the planned refurbishment of the National Badminton Centre. As we move towards the end of the current world tour cycle, the plans and increased expectations of the Badminton World Federation on tour events continue to present a challenge to the business. Continued support from Yonex enables these risks to be mitigated, but it is essential that we continue to build on a record year of ticket sales and explore commercial opportunities to grow revenue. To an extent, the risk of revenue loss is mitigated in that a large element of expenditure into the sport is discretionary in each financial year and can be reduced in subsequent years without breaching legal commitments. In addition, Badminton England maintains adequate cash balances and reserves to mitigate any short-term financial impact from these risks.

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

Sport for the cycle through to Los Angeles 2028 is mostly complete with awards to be confirmed in the summer of 2024.

The new strategy – Badminton: A Sport for Everyone – provides clear direction for the coming years and highlights priority areas to address to ensure a strong and sustainable future for the sport. Key challenges remain the cost of play and access to facilities, introducing more young people to the sport and retaining them, building a pathway to develop talent, working with the badminton community to build a thriving network of clubs, counties, coaches and volunteers and continuing to work towards being a top ten nation in the world.



Assessment of Internal Control

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



Governance

The past year has seen significant change within the governance structure of Badminton England. With the passing of Mike Robinson, Peter Emptage was elected as Interim Chair in January 2024, with an open transparent recruitment process for Chair to be completed ready for the 2024 AGM.

During the year, Nick Cox and Tosin Akinluyi stepped down as Board directors and we thank them for their contribution in their roles. Three new directors – Kate Aldridge, Chris Clements and George Wood – were appointed, bringing a wealth of expertise and experience to support the organisation's work.

Key decisions during the year included the approval of a new strategy – Badminton: A Sport for Everyone – and the Diversity and Inclusion Action Plan, progress on which and the wider EDI strategy is reported earlier. Badminton England continues to work with Sport England to ensure compliance with the Code for Sports Governance. As part of this, significant work has been undertaken during the year to update the governance structure (in line with the new strategy), modernise the Articles of Association and associated governance policies and update policies. An action plan is in place with Sport England's agreement, scheduled for completion in the summer of 2024.

Social Impact

We recognise the importance of demonstrating our social impact and environmental sustainability and focus on both areas will increase in the coming year – we are part of a pilot programme, led by UK Sport to understand the impact of, and our impact on, climate change and sustainability.

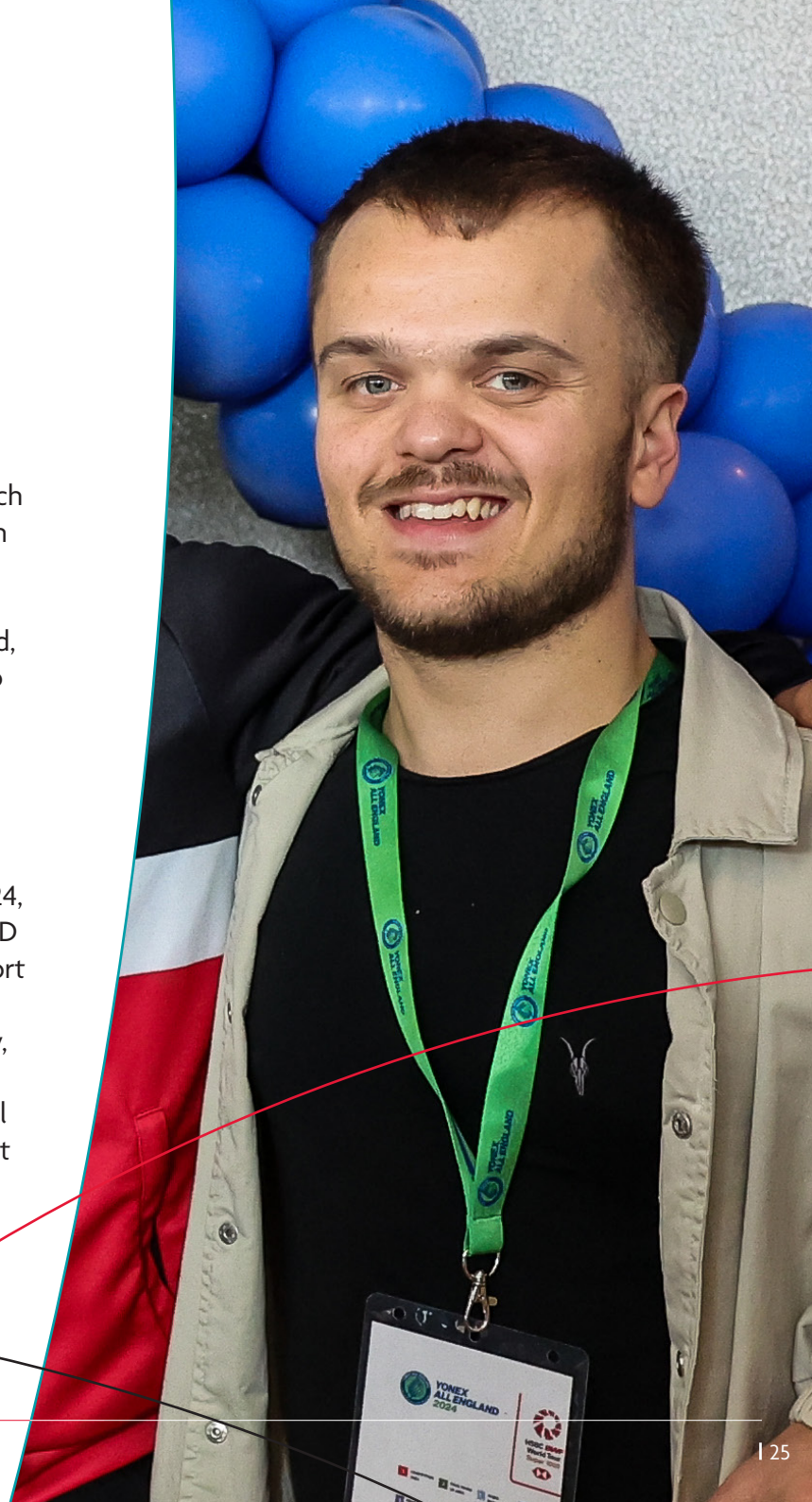
BE Green was launched in October 2023 in Milton Keynes and Sheffield. The aim of the project is to use the World Class funded athletes to create a project they are passionate about to create social impact, make a difference to the wellbeing of young school children and inspire them to play badminton.

Partnering with Street Games, the Milton Keynes project delivered badminton sessions using recycled equipment in schools in areas of deprivation. In total, 36 primary school age children took part in 20 badminton sessions across two schools; 11 rackets, 37 tubes of shuttles, shoes and clothing were all donated to these schools to support the project.

Clean Sport

Badminton England has submitted its 2024 annual submission and continues to work towards continually achieving compliance with the UK National Anti-Doping (UKAD) Policy Assurance Framework. As part of the Assurance Framework, Badminton England has created its 2024 Education Strategy and Education Implementation Plan which sets out all of education/workshops and outreach we will do across the year to promote Clean Sport throughout our sport. The prohibited list and TUE information has been widely circulated through the Senior England Squad, Paralympic Squad and the Junior Pathway to ensure everyone is aware of the updates.

The work of the three Clean Sport Ambassadors continues into this year, with Jack Shephard spreading awareness at the Yonex All England Open. As of February 2024, we now have four members of staff as UKAD educators who will plan to deliver clean sport training and workshops to players, support staff and parents across the year. And finally, pressing into the Olympic season, Clean Games workshops have been planned for all Olympic and Paralympic players and support staff, which will occur in May and June just before the Games begin!



Workforce

Four regional Young Leader Academies were delivered for 2023-24 with 102 applications and 87 young people taking part in the academies to develop their leadership skills.

The National Youth Voice Forum was restructured in late 2023 and now has a committee of 15 young people from across the country who offer their ideas and opinions on our programmes and initiatives.

In order to recognise the incredible work of our volunteer and coach workforce, the National Volunteer and Coach Awards were once again presented at the YONEX All England Open.

Volunteer of the
Year 2024 – **Thomas Feilding**

Geoff Rofe Young Volunteer
of the Year 2024 –
Sophie Girgis

Grassroots Coach of the
Year 2024 – **Stephen Kiernan**

The English Badminton Award was also presented to Jenny Abbott for long standing, exceptional service to badminton in England.

87

Young leaders took part in
the 4 Regional Young Leader
Academies

There were 447 responses to the 2024 Volunteer Survey which will be used to shape our volunteering offer and the support we provide for volunteers going forwards.

447

Responses to the 2024
Volunteer Survey

Virtual Volunteer Forums for No Strings Coordinators and Referees/Tournament Organisers have been delivered to offer these volunteers the opportunity to network and share learning.



Stakeholder Engagement & Partnerships

Strong stakeholder engagement and partnerships are essential to successful delivery of our strategy. During the year, we have sought to collaborate, listen and learn from the whole badminton community in developing our strategy and plans for future delivery. Extensive consultation took place during the summer to ensure the views of our stakeholders were incorporated into the future direction for the sport. We have provided support to the badminton community to deliver locally and identify those best placed to drive the sport.

To complement this, new partnerships have been formed with a range of stakeholders, including local community groups and national disability sports organisations to increase opportunities for badminton. We continue to work closely with key national stakeholders to influence and shape policy.



Guiding Principles

Leaders

Badminton England plays a leadership role, providing direction and support that connects all parts of the badminton system. We seek to support, enable and facilitate those best placed to deliver. During the past year, we have published a strategy for the sport and a safeguarding strategy, providing overall direction and guidance in our aspiration to ensure a safe sport for all. We have supported expansion of facility lettings, the reintroduction of the National Schools Championships, which were

delivered in partnership with the badminton community, and provided direct and financial support to clubs. We have introduced performance hubs and age group coaches, whilst also seeking to support more coaches to engage with talent and performance programmes. We provided leadership in challenging areas such as launching an updated transgender policy and in the upcoming year we will continue to provide leadership and support, enabling and facilitating the badminton community to deliver locally.

Strategic

In September, we launched a new strategy – Badminton: A Sport for Everyone. Developed in collaboration with the badminton community, this sets out a vision for the future of the sport through to 2033 with a new vision, purpose and values. Built around two strategic priorities – young people and inclusion, five pillars will drive activity over the lifetime of the strategy – inspire, thrive, develop, perform and places. The strategy is underpinned by an annual implementation plan to ensure delivery and the annual report in

future will allow everyone to assess progress against both short term actions and long term aspirations. The strategy provides a framework for collective and long term decision making and prioritisation. However, it will only be successful in making badminton the most accessible and inclusive sport in England if the badminton community works together and we look forward to being able to work collaboratively and build on the commitment and passion of those without whom badminton would not be delivered locally.

Collaborative

The badminton community working together is key to realise our ambitions for the future of our sport. Badminton: A Sport for Everyone was developed in conjunction with the community, listening carefully to the thoughts and views of the badminton family. We have sought to listen and learn from stakeholders across the sport, for example, with the return of the National Schools Championships and building stronger partnerships with national disability sports organisations to increase

provision for people with disabilities. During the coming year, we will seek to increase collaboration and continue to listen and learn from each other, sharing challenges, opportunities and good practice.

Insight Led

This year we have undertaken 26 insight projects/surveys with over 7,400 responses from the badminton community. Thank you for taking the time to provide your views, we are listening to your feedback. We will continue to develop how we share these findings with the badminton community to create more 'you said, we did' stories.

These projects have included surveys to important stakeholders in the badminton community including volunteers, club administrators, and members. We used research to engage the community who play badminton but are not members to develop better understanding of their wants and needs so we can improve our offer and bring them closer to Badminton England to help grow the sport.

The investment in our digital infrastructure and CRM enabled more detailed insights to be generated, this approach was important in informing decisions around the YONEX All England Open marketing activity to maximise attendance, sales and revenue in 2024.

Across the year, we have proactively sought feedback from people when attending events (e.g. Club and Coach Conference), competitions (e.g. Nationals) and courses run by Badminton England. With over 850 responses, we can understand what has worked well at these events and what hasn't worked to make changes for future versions.

Innovative

Our strategy recognises the need to be innovative with a forward-thinking mindset that is genuinely transformational for the sport. Areas of innovation are covered elsewhere within this report, including the development of a new junior programme – Shuttle Stars – and the strong digital transformation that is underpinning the growth of commercial activity. This past year saw the reintroduction of the National Badminton League, with clear plans in place to develop and grow this back to a professional, commercially viable offer, and the development of new partnerships to support both Badminton England and the wider sport, including Gateley.



A Safe Sport for All

The commitment that we have given to safeguarding over the last year has been a significant step forward in making sure its importance is more widely understood.

In June 2023, we developed and published our first Safeguarding Strategy for badminton in England. The aim of this strategy is to provide clear direction for safeguarding over the coming months and years, creating new norms that will result in a great experience for everyone involved in our sport.

We have already started to deliver on some of those actions identified in our safeguarding strategy:

- ✦ Following Sport England and UK Sport's response to the Whyte Review, we have been actively involved in the project group to co-design the Sport Welfare Officer network. We are now excited to be working alongside these new roles and look forward to reporting on how our relationship with them is contributing to a culture of good practice and safer club environments.
- ✦ We launched our keyword partnership with Text Shout to offer free and confidential mental health text support for everyone, across all ages, whatever their level of need.
- ✦ We listened to our National Youth Voice Forum and created a QR code keyring tag that we have shared at events, competitions and club visits. Providing a quick and direct link to safeguarding and wellbeing information.
- ✦ We have used our social media channels to celebrate best practice within our sport, raise the profile of the role of Club Welfare Officers and promote national campaigns for Mental Health Awareness, Safeguarding Adults and Keeping Children Safe in Sport.

These small steps have made a big difference to ensure access to support is more visible for the badminton community when they need help, or something is worrying them.

Following a review in 2023, we are also pleased to report that we continue to meet the NSPCC Child Protection in Sport Unit (CPSU) framework requirements for safeguarding children, with the CPSU recognising that we are strong in our commitment to prioritise safeguarding for everyone across our sport.

This is just the start. There is always something we can do to make things better, safer and more enjoyable. We will continue to listen and learn, celebrating best practice, sharing new ideas and responding to concerns to make badminton a safer sport for everyone.

Thank You

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