

---

# SQUASH IN A CHANGING WORLD

---

OUR STRATEGY 2021-25

---

---

# CONTENTS

---

Introduction	3
Values	5
Purpose & Vision	11
Priorities	15
Objectives	17
Case Studies	32

SQUASH IN A  
CHANGING WORLD

---

# INTRODUCTION

# OUR STRATEGY



This strategy has been developed during one of the most challenging periods the squash community has faced with all areas of the game being impacted by the pandemic. The world has changed and squash must respond.

It outlines England Squash's plans to help the game rebound and drive forward during the years ahead. This will be a critical time for the sport and we must seize the opportunity to take a positive and inclusive approach to promoting and engaging people in our sport. England Squash will focus its energy on uniting the squash community and harnessing the goodwill, enthusiasm and excitement that exists throughout the game.

By working together, we have the opportunity to reshape how squash is presented, perceived and played. We must share the many benefits of playing squash with more people and ensure that squash is accessible and attractive to new and diverse audiences. Now is the time to be bold, to try new ideas and to remove the barriers to taking part, achieving our objectives has never been more important. Squash is, and deserves to be seen as, a sport and a game that is fun, accessible, sociable

and one that can add something of real value to people's lives in terms of improved mental and physical wellbeing.

This strategy builds on previous progress and is informed by what we've learned along the way, as well as by trends from across the sporting and social landscape. Our priorities will be: increasing the opportunities for people to participate, supporting the community to attract new and diverse audiences and nurturing talent.

If we, the squash community, work together we can achieve our vision for squash in England to be a thriving, diverse and growing community.

**Joy Carter**  
CHAIR

**Mark Williams**  
CEO

HOW WE SEE OURSELVES &  
WISH TO BE SEEN BY OTHERS

---

# OUR VALUES

---

# OUR VALUES

## **CONNECTING**

Relevant and responsive

## **DRIVING**

Passion with purpose

## **ADVENTUROUS**

Innovative and informed

## **TOGETHER**

Uniting the squash community



## OUR VALUES

# CONNECTING

Relevant and responsive

---

We will support and grow the game to encourage and engage with everyone; irrespective of social background, ethnicity, ability or gender.

We will focus on understanding our players, our partners and everyone associated with squash by communicating effectively; in what we say, how we say it and how we listen.



## OUR VALUES

# DRIVING

Passion with purpose

---

We will seek to inspire and be inspired by the game whilst ensuring that we focus all our efforts on delivering our strategy.

We will be champions for squash and for our organisation whilst maintaining our self-awareness to stay on top of our game.

We will stay grounded with humour and be aspirational without limit; using our head and heart.



## OUR VALUES

# ADVENTUROUS

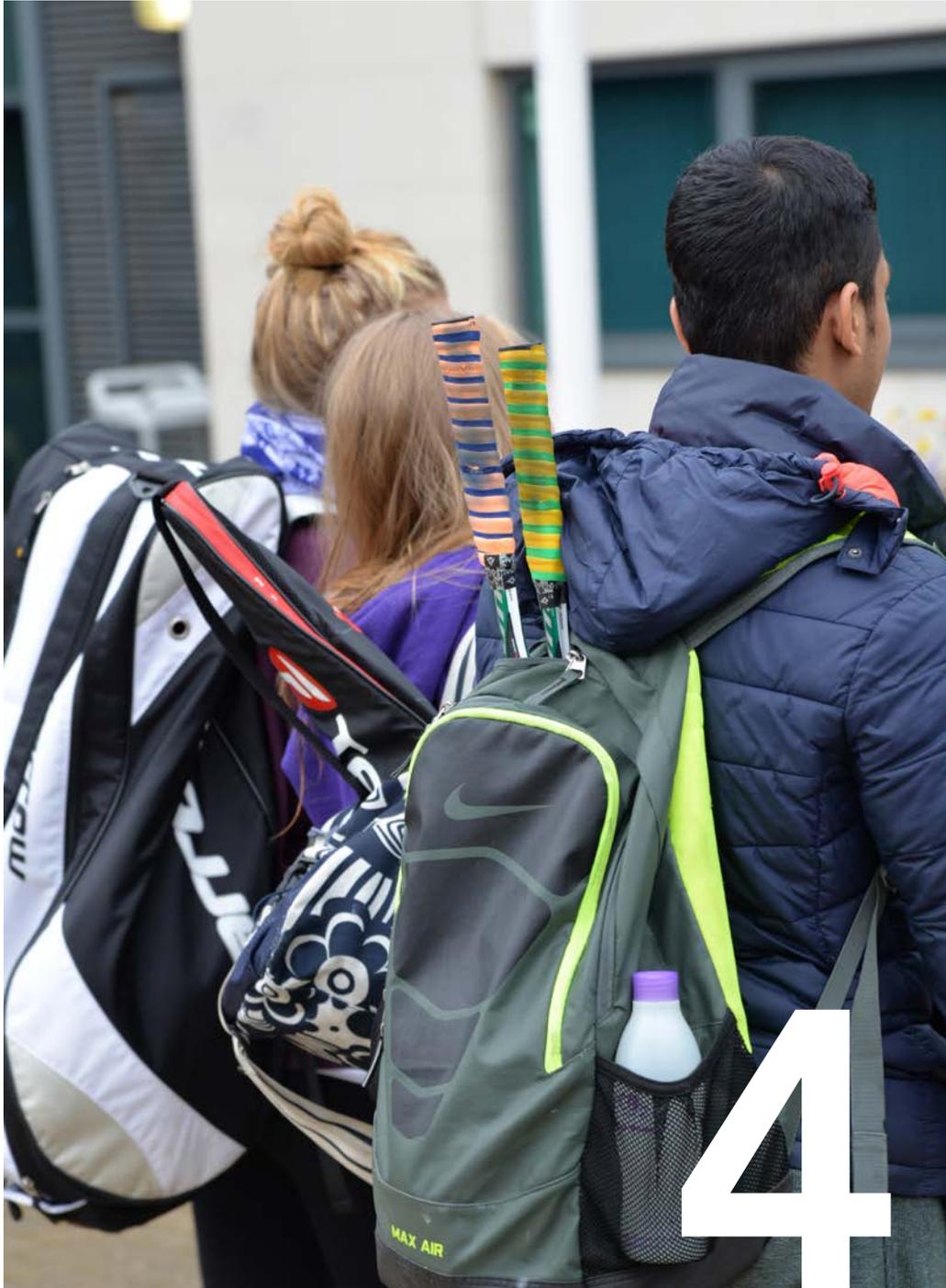
Innovative and informed

---

We will constantly push ourselves to provide creative solutions to our challenges - building on all available insight.

We will celebrate and respect our game's rich heritage but never allow that to compromise our delivery of squash in new ways and to new audiences and players.

We will always challenge ourselves and others in the best interests of the game.



## OUR VALUES

# TOGETHER

Uniting the squash community

---

We will work together as a team, sharing our collective skills and experience to deliver our strategy and to work for the benefit of the squash community.

We will bring together partners from across the game and beyond to sustain a vibrant squash community, to embrace equality, diversity and inclusion and to respond to the Climate and Ecological Crisis.

We will help those within the squash community at home and abroad to support each other, to learn from each other and to celebrate and build on each other's successes.

WHO WE ARE, WHAT WE  
DO & OUR VISION FOR  
THE FUTURE OF SQUASH  
IN ENGLAND

---

# OUR PURPOSE & VISION

## OUR PURPOSE

We are proud to be the National Governing Body for the game of squash and squash 57\*. We are custodians of the game's past, its present and its future. We serve as a catalyst for positive change across the sporting community at home and abroad.

\*Where we refer in this strategy to the game of squash, we mean both squash and squash 57, as well as other forms of the game.

## OUR VISION

Our vision for the future of squash in England is a thriving, diverse and growing community.





# OUR COMMUNITY

## Working together to achieve our ambition

As a small organisation, we recognise that we cannot do everything ourselves. In delivering this strategy, we will bring together County Associations, clubs, coaches, leisure centres, schools, universities, community groups, players and others. Because, as a squash community, we are stronger, more resilient and more effective when we work together.

And so this strategy is not just for England Squash, but for the squash community as a whole. We at England Squash will seek to coordinate, to connect, to support and to inspire. But it will take all of us, working together, to make it happen.

This alignment of the squash community, with the ambition and priorities set out in this strategy, is critical to the future of the game. And we expect all members of the community to play their part in helping us, collectively, to achieve them.

WHAT WE WANT TO ACHIEVE

---

# OUR PRIORITIES

---

# OUR PRIORITIES

## **INCREASING PARTICIPATION**

We will engage with our partners to get more people playing squash in a greater variety of ways.

## **ENHANCING DIVERSITY**

We will support the squash community to attract new and diverse audiences to the game.

## **NURTURING TALENT**

We will nurture talented players and help them to achieve success on the world stage.

HOW WE WILL DELIVER  
ON OUR PRIORITIES

---

# OUR OBJECTIVES

## OUR PRIORITIES



## OUR OBJECTIVES

### OBJECTIVE 1

Drive increased participation in the game, with a radical advance in equality, diversity and inclusion.

### OBJECTIVE 2

Inspire and train a community of world-class coaches, referees and volunteers at every level, who drive participation and increase engagement in the game.

### OBJECTIVE 3

Sustain world-leading talent pathways and programmes for high-performing players who achieve success on the global stage and inspire others to realise their potential.

### OBJECTIVE 4

Empower creativity and innovation in the game and in our organisation's culture, using ideas and technology to support the squash community and to engage with new audiences.

### OBJECTIVE 5

Spearhead new and creative ways to enhance the visibility and appeal of squash at local, national and international levels, including the pursuit of Olympic inclusion.

### OBJECTIVE 6

Provide leadership for the game nationally and internationally, including addressing the Climate and Ecological Crisis.

**SPECIFIC ACTIONS FOR  
THE SQUASH COMMUNITY**

---

# ACHIEVING OUR OBJECTIVES

# OBJECTIVE 1

## ACHIEVING OUR OBJECTIVES

---

Drive increased participation in the game, with a radical advance in equality, diversity and inclusion.

## OBJECTIVE 1



Drive increased participation in the game, with a radical advance in equality, diversity and inclusion.

#### 1. ENHANCE DIVERSITY & INCLUSION

Address the barriers to entry among under-represented groups – including women and girls, BAME\* communities and people with disabilities – and make the squash community more reflective of society as a whole.

#### 2. BROADEN ENGAGEMENT

Develop more sociable and group-oriented ways for people to engage with the game, and promote alternative formats that appeal to a broader range of players.

#### 3. IMPROVE ACCESSIBILITY

Identify and encourage opportunities to ensure that squash is accessible and affordable to all those who wish to engage with the game.

#### 4. DEVELOP JUNIOR PLAYERS

Promote the range of development opportunities available for junior players, both to attract them to the game and to sustain their engagement.

#### 5. INCREASE PLAYING OPPORTUNITIES

Develop and introduce a broader range of playing opportunities that attract and retain players of all backgrounds, aspirations and skill levels.

#### 6. DEVELOP COUNTY ASSOCIATIONS & CLUBS

Create development opportunities for County Associations and clubs, including ways for them to share their experiences and to learn from each other.

\*Black, Asian and minority ethnic

# OBJECTIVE 2

## ACHIEVING OUR OBJECTIVES

---

Inspire and train a community of world-class coaches, referees and volunteers at every level, who drive participation and increase engagement in the game.

## OBJECTIVE 2



Inspire and train a community of world-class coaches, referees and volunteers at every level, who drive participation and increase engagement in the game.

#### 1. CREATE WORKFORCE PATHWAYS

Better understand the motivations of coaches, referees and volunteers and create pathways that retain them within the squash community and help them to flourish.

#### 2. ENHANCE TRAINING METHODS

Enhance the way we train coaches and referees, including through increased digital delivery, so that more people can benefit from the training opportunities that are available to them.

#### 3. INCREASE DIVERSITY IN COACHES & REFEREES

Train more coaches, young leaders and referees from a more diverse range of backgrounds, so that more potential players see 'someone like me' in the squash community.

#### 4. MODERNISED COACHING QUALIFICATIONS

Continuously enhance our coaching qualifications and courses to meet the needs of the modern coach and to maintain their reputation on the world stage.

#### 5. DEVELOP THE WORKFORCE COMMUNITY

Create and manage a thriving professional community for coaches, referees and volunteers, including an outstanding continuing professional development scheme.

# OBJECTIVE 3

## ACHIEVING OUR OBJECTIVES

---

Sustain world-leading talent pathways and programmes for high-performing players who achieve success on the global stage and inspire others to realise their potential.

## OBJECTIVE 3



Sustain world-leading talent pathways and programmes for high-performing players who achieve success on the global stage and inspire others to realise their potential.

#### 1. AN EFFECTIVE TALENT PATHWAY

Operate a clear, transparent and inclusive pathway for the development of talented players at junior and senior levels.

#### 2. DEVELOP & PROMOTE COMPETITION

Organise, facilitate and promote a range of competitive opportunities and events.

#### 3. WORLD-CLASS COACHING & SUPPORT

Provide world-class coaching and support to players and teams with the potential for high performance.

#### 4. SUPPORT PLAYER WELFARE & WELLBEING

Maintain effective processes to secure the welfare and wellbeing of players at all levels of the game.

#### 5. CELEBRATE SUCCESS TO INSPIRE

Celebrate the success of England squads and programme players to inspire the next generation of world-class players.

#### 6. MORE INCLUSIVE COMPETITIONS

Develop and introduce more inclusive formats for tournaments and competitions that allow players from across the squash community to participate in a competitive environment.

# OBJECTIVE 4

## ACHIEVING OUR OBJECTIVES

---

Empower creativity and innovation in the game and in our organisation's culture, using ideas and technology to support the squash community and to engage with new audiences.

## OBJECTIVE 4



Empower creativity and innovation in the game and in our organisation's culture, using ideas and technology to support the squash community and to engage with new audiences.

#### 1. A DIGITAL FIRST APPROACH

Adopt a 'digital first' approach that allows us to enhance the way we work, to make better decisions and to create value for ourselves and our partners.

#### 2. DIGITALLY-ENABLED EXPERIENCES

Explore opportunities for digitally-enabled experiencing of and engagement with the game and facilitate their adoption across the squash community.

#### 3. EMBRACE NEW & EXCITING PLATFORMS

Continue to challenge the way we engage with our audiences and stakeholders by embracing new and exciting platforms that help us to connect more deeply with our audiences and to create lasting relationships.

#### 4. GENERATE INCREASED & SUSTAINABLE INCOME

Embed a commercial mindset and strategy that allows us to embrace new opportunities and to generate increased and sustainable income.

#### 5. CREATE LASTING VALUE FOR MEMBERS

Establish a compelling value proposition and membership scheme for clubs, coaches and players that inspires a lifelong relationship with England Squash, creates lasting value for our members and generates a sustainable income stream for England Squash.

# OBJECTIVE 5

## ACHIEVING OUR OBJECTIVES

---

Spearhead new and creative ways to enhance the visibility and appeal of squash at local, national and international levels, including the pursuit of Olympic inclusion.

## OBJECTIVE 5



Spearhead new and creative ways to enhance the visibility and appeal of squash at local, national and international levels, including the pursuit of Olympic inclusion.

#### 1. DELIVER TARGETED CAMPAIGNS

Design and work with relevant partners to deliver targeted campaigns to promote squash to new and existing audiences.

#### 2. HIGHLIGHT THE BENEFITS OF SQUASH

Emphasise in our communications and campaigns the role of squash as a fun, sociable and accessible way to improve physical and mental health and wellbeing.

#### 3. INSIGHT-DRIVEN ENGAGEMENT & COMMUNICATIONS

Use insight to inform our engagement and communications, especially how we can make squash relevant to new audiences.

#### 4. ENGAGE AUDIENCES THROUGH DIGITAL TOOLS

Develop and provide digital tools to enable more effective communication with and within the squash community and to engage effectively with new audiences.

#### 5. ELITE INSPIRATION

Draw on the profile of elite-level players and tournaments to enhance the visibility of squash and to inspire others to engage with the game.

#### 6. PURSUE OLYMPIC INCLUSION

Work with national and international squash bodies and federations to secure the inclusion of squash as an Olympic sport.

# OBJECTIVE 6

## ACHIEVING OUR OBJECTIVES

---

Provide leadership for the game nationally and internationally, including addressing the Climate and Ecological Crisis.

## OBJECTIVE 6



Provide leadership for the game nationally and internationally, including addressing the Climate and Ecological Crisis.

#### 1. CARBON-NEUTRAL STATUS

Be a carbon-neutral organisation and embed carbon awareness across our activities and ways of working.

#### 2. CHALLENGE & LEAD ON CLIMATE ISSUES

Challenge the domestic and international sports community to reduce its environmental impact and to respond proactively to the Climate and Ecological Crisis.

#### 3. THE HIGHEST STANDARDS OF GOVERNANCE

Demonstrate the highest standards of governance and management in all that we do and challenge our partners to do the same.

#### 4. PROTECT THE INTEGRITY OF THE GAME

Establish and enforce standards that protect the integrity of the game and the way in which it is played.

#### 5. MAINTAIN SAFE ENVIRONMENTS

Maintain an environment in which those who engage with the game of squash are able to do so safely, with a particular focus on safeguarding young people and vulnerable adults.

#### 6. DEVELOP STRONG PARTNERSHIPS

Develop strong partnerships with County Associations, clubs and other organisations that allow us to leverage the full power of the squash community in the achievement of our shared ambition for the game.

#### 7. CHAMPION ENGLAND AS A SQUASH NATION

Champion English squash, promote England as a venue for international tournaments and be a visible advocate for County Associations, clubs, coaches, referees and players.

#### 8. COLLABORATE FOR POSITIVE CHANGE

Collaborate with national and international squash bodies and federations and use our influence in the international squash community to advocate for positive change and to further the interests of the game.

HOW WE ARE ALREADY  
BEGINNING TO DELIVER  
THIS STRATEGY

---

# CASE STUDIES



## CASE STUDY 1

# SQUASH GIRLS CAN

## Enhancing diversity in the game

The Squash Girls Can campaign has inspired women and girls to play squash and has taught us how we can better engage with new audiences.

We will continue to drive Squash Girls Can and similar initiatives, with a view to broadening the appeal of squash among this and other under-represented groups.



## CASE STUDY 2

# DIGITAL SQUASH

## Driving creativity and innovation

Digital squash technologies allow players of all ages and abilities to hone their skills and to engage with the game in a fun and flexible way.

We will work with our partners to explore the opportunities offered by this and other innovations to inspire existing players and to attract new audiences to the game.

Photography:  
iSQ Court Pics



### CASE STUDY 3

## SQUASH 57

### Promoting a broader range of playing opportunities

Squash 57, with its bigger racket and bouncier ball, is growing in popularity among existing and new players alike. And it has brought new life to the clubs where it is played.

We will work with coaches and clubs to promote Squash 57 as an exciting alternative to 'traditional' squash and to attract new and more diverse audiences to the game.

## Improving Technical Faults

Watch the video below to see the key points of the fault diagnosis process in action with an advanced player.

Once you are able to identify the common faults process, you can implement measures in your coaching to help address these faults, assess and improve the technical ability of your players. These measures are called coaching interventions and some are outlined opposite.



- Feeding
- Targets
- Providing Feedback
- Coaching Scale

### CASE STUDY 4

# ONLINE TRAINING

### Introduction to the Assessment

10 Questions

80% Pass mark

✓ PASSED • 90%

06 May 2021

Retake assessment



### Introduction - Section 1

The first section of this module will enable candidates to deliver Squash 101 sessions to groups of participants aged 16 and over. The maximum group size per court is six (6) people.

There is an assessment for this module. Please note you can only take the assessment once you have thoroughly read through the following resources.

By undertaking this award candidates will:

- Understand the concept of Squash 101 and how it can be delivered in multiple settings
- Understand how Squash 101 can be marketed and promoted to increase participation in our sport
- Organise and deliver Squash 101 sessions in a safe, fun and informal environment
- Monitor and evaluate sessions through the England Squash App



### COURSE LIST

Here are all of your England Squash e-learning courses. Select a course below and you'll see all modules within that course. Before you start your course make sure you have pre-reqs enabled so you can see all of the videos and resources content. Click the 'i' button to view a summary of your progress.

✓ Courses complete: 4

Course	Status	Progress	Score
England Squash Level 1 - Participation Coach (Online)	Completed	100%	85%
Introduction to Coaching Squash	Completed	100%	88%
England Squash Programmes	Completed	100%	88%
Introduction to Group Coaching	Completed	100%	88%
Fault Diagnosis and Conditioned Games	Completed	100%	88%

Control your administrator | Change your password

### Straight Drop (Front Court)

Watch the video opposite and listen to the fault diagnosis process being assessed by Paul Carter. Note the difference in technique between both players. You can also click each heading to see some of the common faults and differences between both players.

- Grip
- Tracking
  - Both players following the ball in approach to shot
  - Beginner player has lower racket preparation, advanced is prepared from the offset
  - Beginner players foot slides and is not strongly static for balance
- Swing
- Connect



Fault Diagnosis Handout

## Making our training courses more accessible

Online applications and technology help to make training courses more accessible. They also reduce the costs – financial and environmental – associated with travel to and from in-person training sessions.

We will integrate online learning into our training programmes, as part of a blended approach to delivery that makes such programmes accessible to a broader audience.



## CASE STUDY 5

# COMMONWEALTH GAMES 2022

## Bringing squash to new audiences

The 2022 Commonwealth Games in Birmingham provide us with an ideal opportunity not only to showcase our talented players, but also to promote the game to a wider audience.

We will work with coaches, clubs and County Associations to develop a range of initiatives that leverage this and other events to promote squash and to attract new audiences to the game.

Photography:  
Tkreekphotography



---

[englandsquash.com](http://englandsquash.com)

---

National Squash Centre  
Rowsley Street  
Manchester  
M11 3FF

0161 231 4499

---

