



# SQUASH: THE FUTURE STARTS TODAY

England Squash Strategic Plan  
2026 - 2029



# A NEW CHAPTER FOR SQUASH

Squash in England has a proud heritage built on generations of passionate players. Today, our sport sits at a crossroads. The world has changed, and we're competing harder than ever for attention and relevance.

We need to be honest about the situation: participation has dipped, there are fewer courts, our core player base is ageing, and whole communities remain underrepresented. This strategy sets out what we're going to do about it because 'business as usual' won't cut it.

We're changing how we show up - capturing the imagination of people new to squash, reigniting those who've drifted away, and making the game feel welcoming at every level. We're going to create more opportunities to play, modernise the squash experience, and make it easy for people to find their way in - and stay.

With squash's inclusion in the 2028 Olympic Games, we have an incredible opportunity to shine. We'll use it to show more people what squash looks and feels like - and help them take their first step onto court.

We know we must work together. The combined strength of our clubs, counties, coaches, volunteers, players and partners is what moves the game forward. Together, we'll tackle the challenges ahead, share the wins and shape a vibrant, welcoming future for squash.

This strategy is a call to action - a bold plan to support, energise and empower people across the game, creating the conditions for a new generation of players, leaders, fans and supporters.

# VISION

An inspired, connected and growing squash community where everyone can belong, play, contribute and have fun.



# MISSION

We'll make squash more visible, relevant and accessible. We'll get more people playing, build a bold and inclusive culture, and deliver success on and off court - energising today's players and inspiring tomorrow's.



# OUR ROLE AND PURPOSE

We're the catalyst for squash in England, a small team with big ambitions, working with the community to grow the game and ignite its future.



# VALUES

Our values shape how we show up every day. They guide our decisions and how we work with the squash community.

## IMPACT

### WE MAKE IT HAPPEN

We act quickly and bravely to create change. We test ideas, learn from results, and help squash get noticed.

## TEAMWORK

### WE MOVE AS ONE

We deliver more when we do it together. We share ideas, back each other, and punch above our weight.

## EXCELLENCE

### WE RAISE THE BAR

We set the standards and keep improving. We work smarter, try new things, and deliver both on and off court.

## INTEGRITY

### WE OWN IT

We do what's right and stand by it. We learn fast, fix issues early, and take accountability.

## INCLUSION

### WE OPEN DOORS

Inclusion isn't an add-on - it's how the sport thrives. We design out barriers, build equity, and amplify diverse voices - from the grassroots to the boardroom.

# GOLDEN THREAD: SAFETY AND WELLBEING

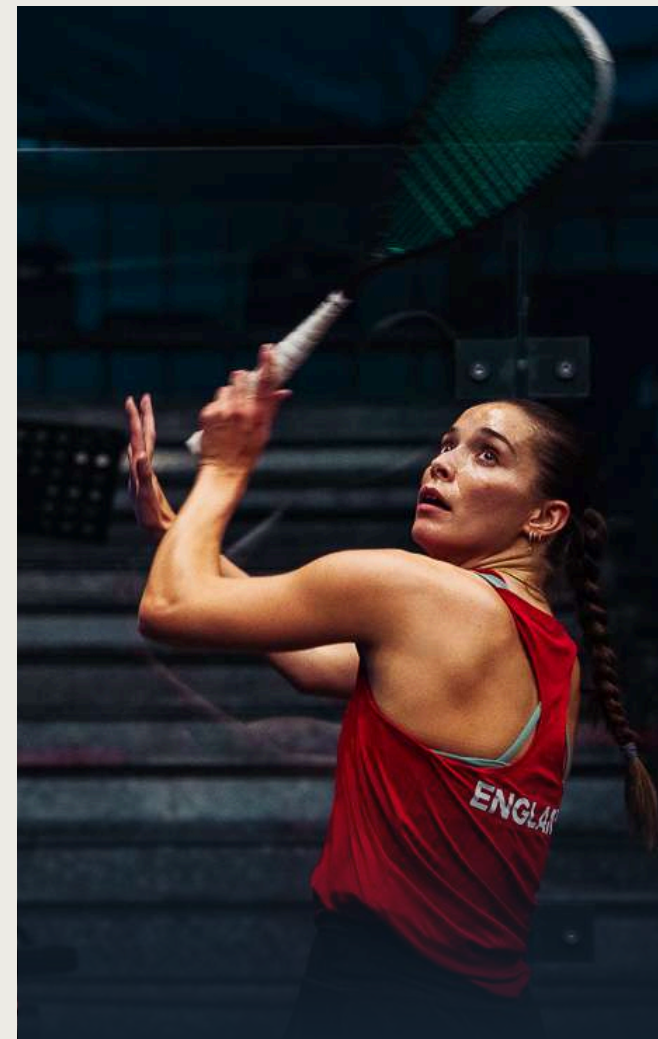
Safety and wellbeing guide everything we do. We embed care, protection and respect into every programme and place where squash is played, so the next generation of players, coaches, volunteers, referees and leaders feels safe, supported and included.



# OUR PILLARS



**PLAY**



**PERFORM**



**SUSTAIN**



**THRIVE**



**IGNITE**

# PLAY

# PLAY

## A SPORT FOR EVERYONE, EVERYWHERE

Squash's future will only be strong if it reflects the people and communities where it's played. We will spark new energy across England, create more ways to play and build a culture where everyone - especially women, girls and young people - feels welcomed, represented and excited to be part of squash's future.

This starts with the squash community - coaches, clubs and counties. We'll help people connect, share and learn from each other so it's easier for more people to get on court and stay playing.



## PILLAR / PLAY

### PLAYERS

- Attract new players by delivering experiences that are welcoming, fun and accessible to all.
- Champion new formats that lower barriers and bring squash into new communities - Squash 57, new courts, pop-ups and informal play.
- Redesign the participation journey - from a first try to a lifetime of playing.
- Celebrate every type of player - social, fitness, competitive and elite - so everyone feels they belong.

### PEOPLE

- Create simple, visible routes for coaches, volunteers, leaders, referees and staff to grow, develop and thrive.
- Build peer networks that inspire, support and strengthen the people delivering squash.
- Champion diversity and representation across every role and every community.

### PLACES AND WAYS TO PLAY

- Champion modern, vibrant, future-ready facilities that feel alive and welcoming.
- Partner with innovators to bring squash to underused spaces: schools, universities, outdoor and multi-sport environments.
- Help every venue feel connected, visible and embedded within the squash community.

### COMPETITIONS

- Make competitions exciting, welcoming and accessible for every level and ambition.
- Help players find events that fit their goals and fuel their passion.
- Create environments that build a sense of belonging so people keep coming back.
- Co-create new competition offerings to attract more women and girls.



# PERFORM

PILLAR / **PERFORM**

# PERFORM

## PEOPLE-POWERED PERFORMANCE THAT WINS WELL

We'll help players gain a deeper, more meaningful squash experience and realise their potential. We'll re-evaluate our competition structure, re-energise the talent system, and build a high-performance culture in which English players thrive and win well.



## PILLAR / PERFORM

### TALENT PATHWAY

- Help young people fall in love with squash for life.
- Support every young player on their journey.
- Provide talented athletes with exceptional coaching, world-class experiences and the platform to shine.

### TEAM ENGLAND

- Compete internationally with uncompromising excellence and athlete-first support.
- Embed a “Winning Well” culture in which performance and wellbeing go hand in hand.
- Showcase English squash and elevate our players on the world stage.



# SUSTAIN

# SUSTAIN

## STRONGER FINANCES, SMARTER OPERATIONS

For squash to thrive long term, we need a strong financial base. We'll pair crucial grant income with growing and diverse income streams, building mission-aligned partnerships that help us work smarter and reinvest into the game.



## PILLAR / SUSTAIN

### FINANCIAL STRENGTH

- Grow diverse, reliable income streams to reinvest back into the sport for generations to come.
- Build commercial partnerships that amplify our impact and extend squash's reach.
- Develop new revenue opportunities across competitions, events, participation, digital products and innovation.

### SMART, EFFICIENT OPERATIONS

- Ensure every investment of money and time delivers maximum value for the squash community.
- Embrace digital-first ways of working to streamline processes and free up time for high-impact activity.
- Leverage AI and automation to enhance decision-making, accelerate content creation, strengthen customer service and improve organisational efficiency.
- Invest in robust systems and data infrastructure to give our organisation clarity, speed and confidence in every action.
- Embrace a culture of innovation, where experimentation is encouraged and new technology helps drive smarter, faster, more cost-effective operations.
- Collaborate with innovators across the community that are reaching for the future and harness their energy and ambition.



# THRIVE

# THRIVE

## COMMUNITY, ENVIRONMENT, AND SOCIAL IMPACT THAT CHANGES LIVES

Squash is a powerful force for good.  
We drive meaningful social impact, protect  
the environment, and strengthen the role of  
squash within communities across England.



## PILLAR / THRIVE

### COMMUNITY AND WELLBEING

- Position squash as a catalyst for wellbeing, connection and community cohesion.
- Deliver inclusive programmes that tackle inequalities and strengthen local communities.

### PARTNERSHIPS FOR IMPACT

- Forge partnerships across education, health and inclusion to broaden squash's reach.
- Collaborate with innovators to bring squash to new audiences beyond traditional pathways.

### ENVIRONMENTAL SUSTAINABILITY

- Reduce squash's environmental impact and support the community to do the same.
- Promote sustainable facilities, responsible operations and environmentally-conscious choices.

### SHOWCASING SOCIAL IMPACT

- Measure, track and share our impact across England.
- Celebrate the stories of people and communities transformed by squash through brilliant two-way communication with all our stakeholders.





# IGNITE

# IGNITE

## AN OLYMPIC SPARK, WITH LASTING IMPACT

Squash's historic inclusion in the Los Angeles 2028 Olympic Games is a transformational moment. It's our chance to redefine how the sport looks, feels and grows and showcase the talent, ambition and spirit of English squash on the world's biggest stage. We'll use the Olympics to accelerate modernisation, ignite national interest and set the sport on a new trajectory.



## PILLAR / IGNITE

### A NEW ERA FOR SQUASH

- Use LA28 to reposition squash as dynamic, modern, youthful and high-energy.
- Launch a national campaign inspiring people - especially young people and women - to try squash.
- Create new entry points across schools, universities and communities tied to the Olympic moment.

### A GOLD STANDARD HIGH-PERFORMANCE SYSTEM

- Support our elite athletes to compete with distinction at LA28.
- Leverage Olympic partners to strengthen the talent pipeline - coaching, sports science, athlete wellbeing and personal development.
- Embed a “Winning Well” culture where excellence and athlete welfare are inseparable.

### GROWING VISIBILITY AND INFLUENCE

- Share compelling athlete and community stories across broadcast, digital and social platforms.
- Position squash as a fast-paced, inclusive, global sport aligned with Olympic values.
- Use LA28 to unlock new media, commercial and cross-sport partnerships.

### LEGACY WITH PURPOSE

- Convert Olympic momentum into long-term participation growth - more players, busier courts, thriving programmes.
- Support clubs, venues and coaches to be “Olympics-ready” to capture increased demand.
- Embed Olympic values – excellence, respect and friendship - into every squash environment.
- Learn from other Olympic sports to maximise long-term gains.



**Join us in building the future of squash.**

Discover more and get involved at  
[englandsquash.com](https://englandsquash.com)

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