



# TOGETHER FOR SQUASH IN SCOTLAND

Strategic Plan 2023-27

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# WELCOME

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On behalf of Scottish Squash, I am delighted to present this 2023-27 Strategic Plan – Together for Squash in Scotland. Over the next cycle, I urge the squash community in Scotland to work together and help the sport thrive.

Our board and executive want to build upon the great work delivered through the 2019-23 strategic plan and guide the sport on its continued recovery from the COVID-19 pandemic. We want everyone that is passionate about our sport to pull together to help squash recover and generate momentum all the way from grass roots to our high-performance athletes. We want to create a culture where everyone is working together for the good of the game.

Through feedback from volunteers and club members from clubs around the country, we understand that disruption caused due to the COVID-19 pandemic is still having an impact. At some clubs playing numbers are down, and we have lost people who have retired from the sport, as well as young people that haven't been introduced to the game. We want squash to recover at all levels; from beginners, to thriving clubs, strong leagues, a competitive Masters section and successful tournaments.

Club squash is at the heart of our sport and as a governing body we must continue to develop close relationships with the regions and clubs, to help

grow membership and encourage more people on court. We want to work more closely with our clubs, to support them to raise their profile within their community, utilise underused courts and build links with local schools. We need to think more creatively about how we make the most of the facilities which are out there to get more people playing.

By making progress in these areas, we hope to see further success for high-performance players at the top of the game. Scotland's recent Commonwealth Games medal success is a by-product of us getting the pathway correct, and so by putting the work in at all levels now, we will continue to see success on the international stage in future years.

The past four years have seen medal successes at the World Doubles and Commonwealth Games, improved world rankings for our international athletes and has culminated with a nomination for National Sports Governing Body of the Year from Team Scotland. This is an excellent achievement across Squash in Scotland and this 2023-27 strategy shows how we will build upon this.

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**PAUL MACARI**  
**PRESIDENT & CHAIR OF THE BOARD**

# THE STORY SO FAR

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Scottish Squash worked with partners across Squash in Scotland and has helped deliver real progress, on and off the court, for the sport in the past four years.

## 1 WINNING MEDALS

Winning medals at major events including European Team Championships, World Doubles Championships and Commonwealth Games.

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## 2 GROWING THE GAME

Growing the game within identified under-represented groups (young people and, women and girls), through a more targeted approach.

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## 3 EQUALITY STANDARD

Achieved the Intermediate level of the Equality Standard for Sport framework.

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## 4 COACHING CONNECTIONS

Better connected with the coaching network through an established Coach Licence and through the THRIVE Coaching programme.

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## 5 COMMERCIAL STRATEGY

Grown Scottish Squash's commercial strategy, developing partnerships and successfully delivering major events including World Doubles Championships 2022.

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## 6 SAFEGUARDING

Safeguarding against the COVID-19 pandemic.

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BIRMINGHAM  
2022  
Commonwealth  
games

e-on







# LISTENING TO THE SQUASH IN SCOTLAND COMMUNITY

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## WHAT WE DID:

- We listened to stakeholders, players, parents, coaches, regional and club administrators, referees, partners and sponsors.
- We engaged an external consultant to deliver a survey across the sport and to hold focus group sessions for those within the squash community. We also spoke to people who do not have an involvement in squash, through the **sportscotland** Young Person's Panel, Scottish Student Sport and a general public focused group.
- We conducted a post 2022 Commonwealth Games Review to understand the experience of the players and the coaches.
- We wanted to hear what is currently working well in the sport and what we need to do better or differently.
- We thank everyone for their input. The feedback from the survey and from our learning over the 2019-23 cycle underpins this 2023-2027 strategic plan.

## WHAT WE HEARD:

- Some view it as one of the most friendly and sociable sports they play.
- Some spoke with pride at what the Squash in Scotland community has achieved.
- Some view it as a 'closed sport'.
- Many feel that there needs to be a greater focus on encouraging young people and providing them access to play.
- Some view it as elitist, intimidating and difficult to access.
- Club investment into quality coaching drives increased and sustained participation.

## WHAT WE KNOW:

- Only 50% of squash clubs in Scotland offer junior development opportunities.
- Only 22% of players across Scotland are young people under 19 years old.
- Only 26% of players across Scotland are female.

# WHAT IS NEW?

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We have three Strategic Pillars, along with three Leadership Themes which are designed to bring a new focus and positive change.

## OUR STRATEGIC PILLARS

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- 1 Clubs
- 2 Performance Pathway
- 3 Leadership

## OUR LEADERSHIP THEMES

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- 1 Equality, Diversity and Inclusion
- 2 Collaborative Culture
- 3 Raised Profile

## OUR AMBITIONS

We set out our ambitions for the next ten years, linked to the three strategic pillars, and underpinned by four-year long-term outcomes.

There is a regional approach to local club support. Investment into clubs for coaching and marketing tools to increase and sustain participation in club squash, and to support player progress along the player pathway, at local and regional level.



Springfield  
.co.uk



# TOGETHER FOR SQUASH IN SCOTLAND

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## OUR MISSION

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Following an extremely challenging strategic cycle for the Squash in Scotland members and clubs, and currently in the middle of a cost of living crisis, Scottish Squash will work together with the regions and the clubs, to help you to enjoy your squash, be the best you wish to be, and have a lifelong participation in the game.



OUR VALUES

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## **1 INCLUSIVE**

We will work together as Squash in Scotland to embrace everyone and provide equal opportunity to access and achieve within the sport.

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## **2 COLLABORATIVE**

We will value the input of all stakeholders, unifying as partners to drive a shared vision through agreed goals and actions.

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## **3 TRANSPARENT**

We will aim to listen to the needs of everyone by seeking feedback, observing, and evaluating our work and openly communicating any changes.

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## **4 EMPOWERING**

We will empower Squash people as leaders, through increased awareness and understanding of each other's needs, increased self-responsibility and personal accountability, leading to positive change and the achievement of shared goals.

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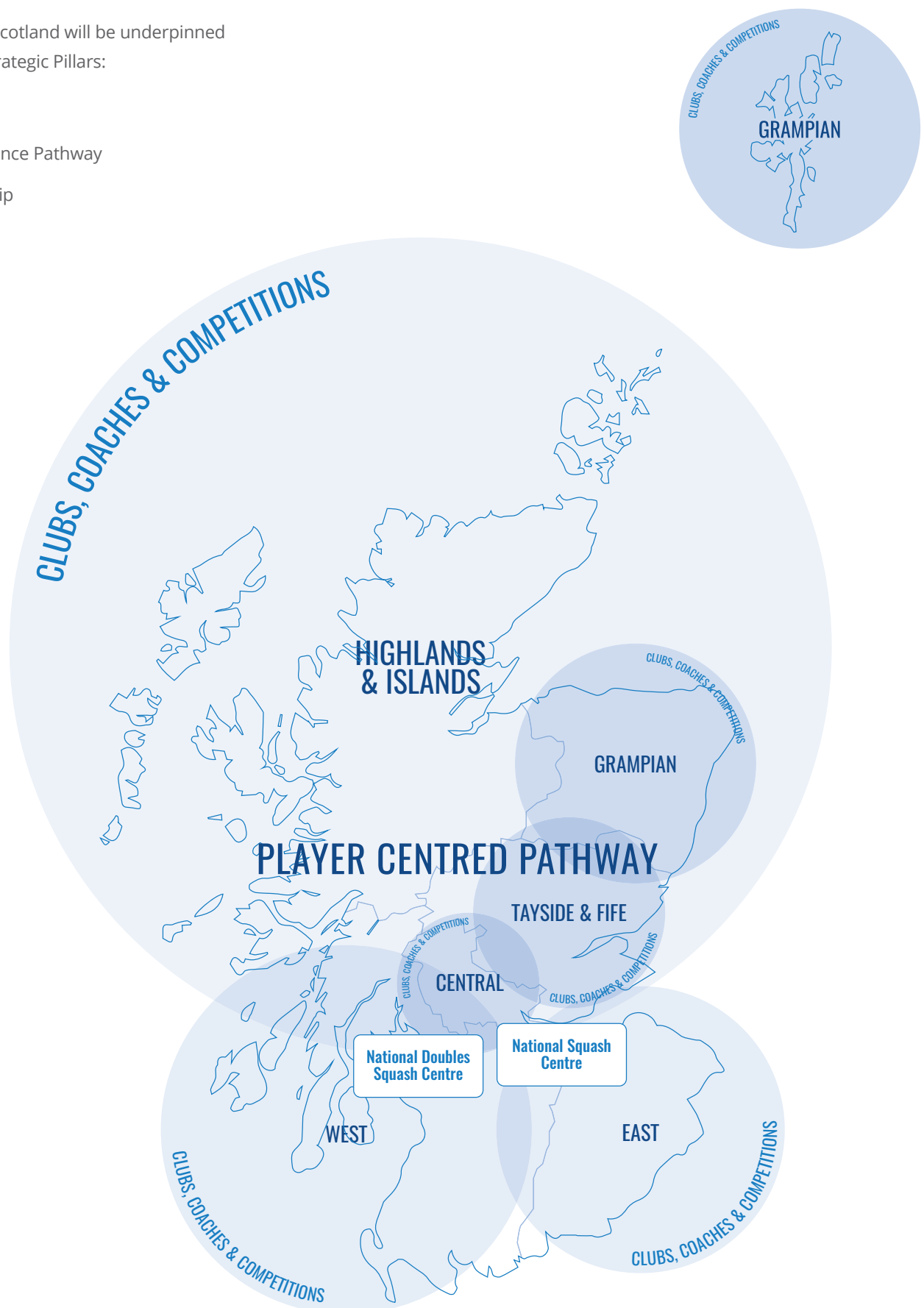
# STRATEGIC PILLARS

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# STRATEGIC PILLARS

Squash in Scotland will be underpinned by three Strategic Pillars:

- Clubs
- Performance Pathway
- Leadership







# CLUBS



*Our club offered free junior sessions for children to come and try squash, thanks to some external funding they received. Clubs offering more opportunities for children is of huge importance and will benefit the game in the long term.*

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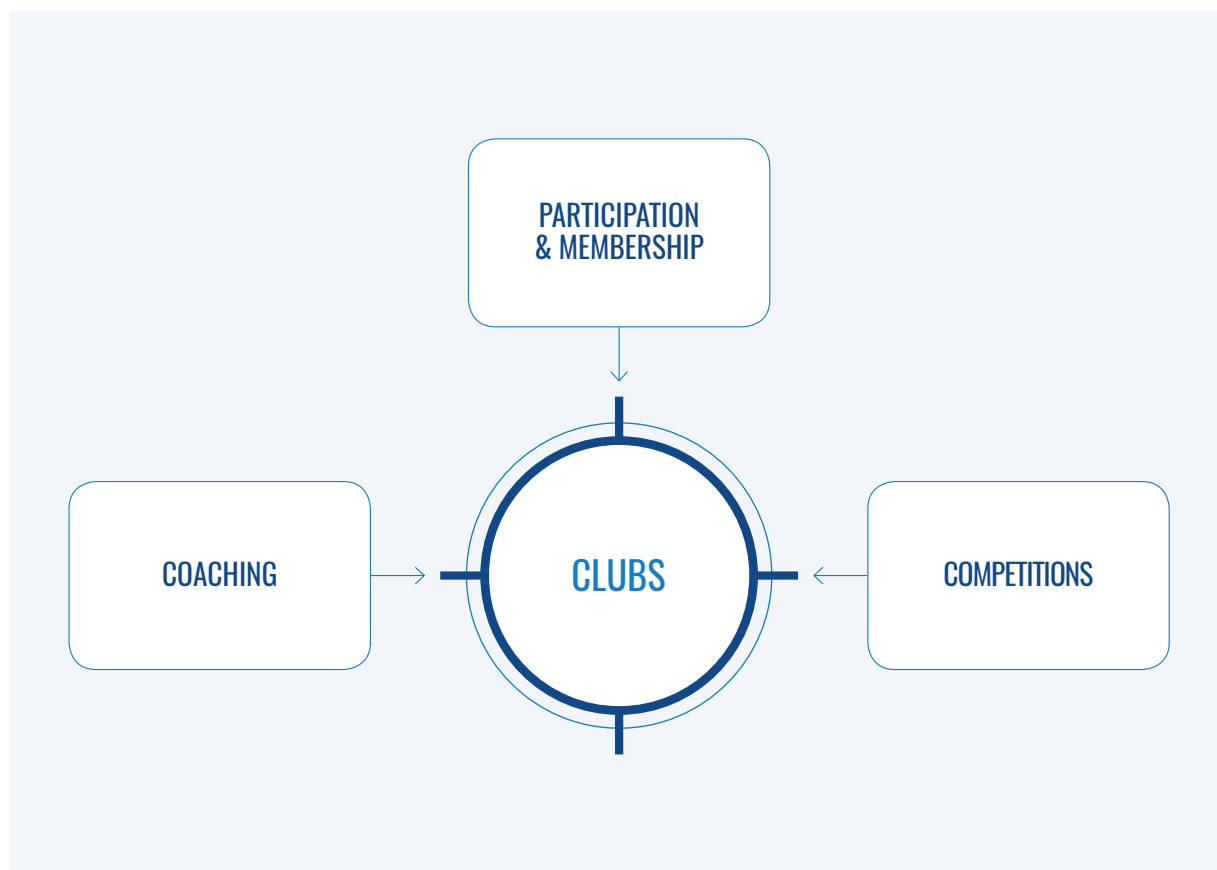
PARENT

## STRATEGIC PILLARS: CLUBS

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### AIM

Work through the regions to provide a fundamental shift in how we support clubs. To reenergise support for clubs and enable them to provide a sense of belonging for everyone and the opportunity to develop, education and training, investment in player-centred coaches, and provision of enjoyable, inclusive competitions.



### AMBITION 50:50 BY 2033:

- 50% male and 50% female membership across Squash in Scotland.
- 50% of members aged <35 years old and 50% of members >35 years old across Squash in Scotland.
- 50% male/female and 50% <35/>35 in all workforce positions across Squash in Scotland.

A close-up photograph of two men, likely athletes, smiling and holding Commonwealth Games medals. The man on the left is wearing a blue jacket with 'commonwealth games SCOTLAND' visible. The man on the right is wearing a blue and white athletic top. The background is a blurred banner with the text '2022 commonwealth games'.

# PERFORMANCE PATHWAY

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*There is need for a clearer pathway that engages players from all areas of Scotland.*

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PARENT & COACH

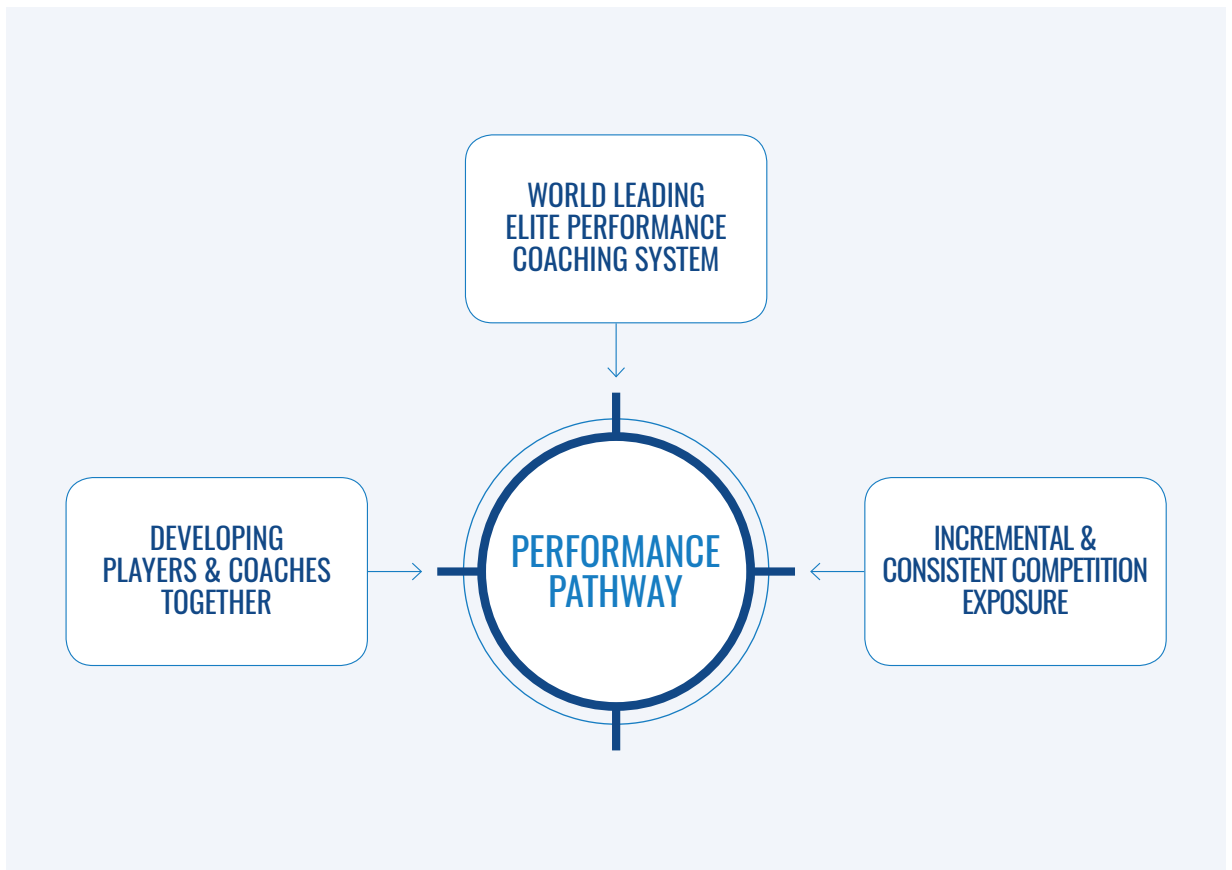


## STRATEGIC PILLARS: PERFORMANCE PATHWAY

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### AIM

More players introduced to, and sustained in squash, inspired through an open, transparent, and easy to navigate player pathway. Quality coaching and relevant competition, at club, regional and national level, enabling players to be the best they wish to be.



### AMBITION ACHIEVE BY 2033:

- Top 10 in the world players.
- Best doubles nation in the world.
- Transparent player pathway.

A photograph of several young men in blue Scottish Squash team shirts sitting at a table in a gym. One man in the foreground is holding a water bottle. In the background, a woman and another man are standing and watching. The gym has large silver ventilation ducts and a red and green flag hanging on the wall.

# LEADERSHIP

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*Scottish Squash recognises it has some areas for improvement – in particular equality monitoring of members. However, in recognising these shortfalls, they are determined to put actions in place to address these problems and create a more inclusive sport.*

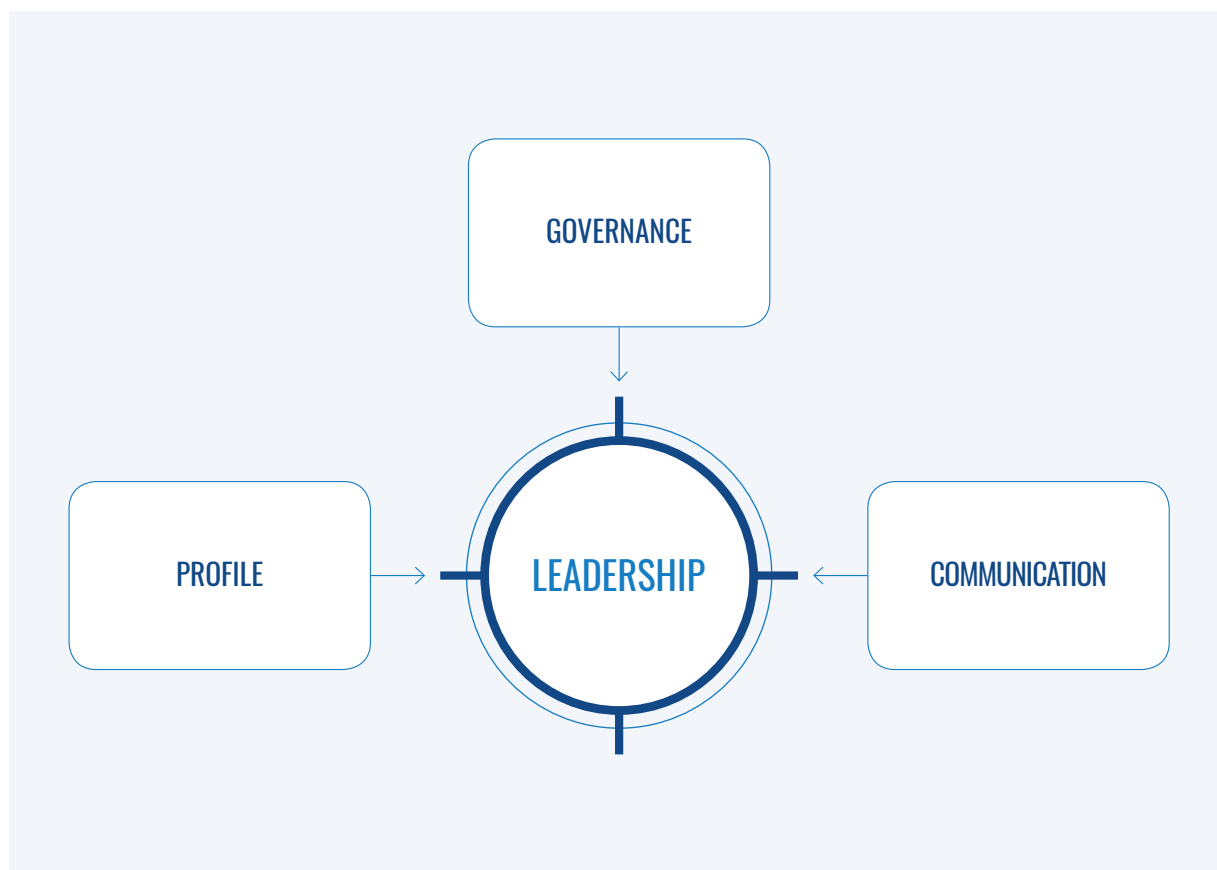
EQUALITY STANDARD ASSESSOR

## STRATEGIC PILLARS: LEADERSHIP

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### AIM

To be recognised as a governing body that seeks, listens and responds to feedback and one that is underpinned by strong governance to raise the profile of Squash in Scotland.



### AMBITION TOGETHER BY 2033:

- 50% male/female and 50% <35/>35 in all leadership positions across Squash in Scotland.
- Deliver a major events strategy in Scotland including a singles World Championships.
- Clubs, Regions, Scottish Squash - together for Squash in Scotland.





Oriam  
Heriot-Watt University  
Edinburgh  
EH14 4AS