

Squash Wales Strategy 2025–2030



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Introduction

The 2025-2030 strategy builds on the successes of the 2020-2025 strategy, combined with input from the board, staff, partners and external stakeholders and is shaped by the current sporting landscape, not least the inclusion of Squash in the LA28 Olympics. The new strategy consists of a set of pillars and priorities that will help Squash Wales navigate through the next few years of both significant opportunity and national and global pressures on finances.

#WSFmens

Sporting Landscape

The profile and coverage that the LA 2028 Olympics will bring, is a once in a generation chance to create a new vision of squash in Wales by bringing a modern, exciting and TV friendly version of squash to a mass audience.

Squash Wales, its clubs and members will need to build resource and capacity to maximise the opportunity that the Olympics will bring, particularly if there is success for Team GB. Variations of the traditional competitive offer including adapted offerings of Squash and Squash57 (racketball) for different groups will be essential to maintain long term retention of new members.

Closer to home, the Welsh sporting horizon remains one of challenge, mainly due to wider pressures around funding, health, and inequality within Wales as a nation. Sport, especially squash has a role to play in meeting these challenges, with notable pockets of success already being seen in areas such as Merthyr, Porthcawl and Cardigan where engagement is strong and growing due to a dedicated volunteer base and effective investment.

The pressing need to shift away from public funds to sustainable revenue streams has driven the development of the strategy, using data and metrics to measure impact and value.

On Court Success

Led by three-time British National Champions, Tesni Evans and Joel Makin, Squash Wales is uniquely placed to contribute to Team GB during the LA cycle. At the time of writing Joel Makin is the highest ranked UK player on the PSA tour, currently ranked at World number 4. With decisions expected in early 2026 regarding the qualification process for the Olympics and thus the size and shape of TeamGB, it is anticipated that Welsh representation will be significant. Ensuring on court success at the Olympics as Team GB and world and European level as Team Wales will invigorate relationships with partners, supporters, funders and members

Growth and profile on the world stage will be a catalyst for interest in the game and junior pathways need to be resourced to accommodate future growth. Workforce growth, desirable facilities and accessible playing opportunities will align to a boost in membership and long-term talent identification.

A photograph of an indoor racketball court. In the foreground, a young boy in a maroon t-shirt and blue safety glasses is running towards the right, holding a racket. Behind him, an adult woman in a red and black jacket is also running. In the background, four other children are standing near the wall, watching the game. The court has a light-colored wooden floor and white walls with red boundary lines. A black ball is visible on the floor to the right.

Vision & Mission

*Be the number one indoor racket sport in Wales that creates a positive and sustainable environment for all our stakeholders, generating **growth** through **data** insights and **engagement** with our **communities**, members, and partners.*

Strategic Pillars

This five-year strategy sets out a clear and ambitious roadmap for **Squash Wales** to strengthen the sport's foundations, expand participation, and achieve excellence at all levels. Centred on **four strategic pillars; Data, Community, Engagement and Growth** this plan reflects our commitment to growing squash across Wales and delivering meaningful impact for players, clubs, coaches, and supporters.

Each pillar defines a focus area critical to our vision: inspiring the next generation, supporting elite athletes, building strong connections within our communities, and ensuring Squash Wales is robust, innovative, and future-ready. Together, these priorities will guide our attention and intention.

Each component of the strategy—vision, pillars, and measures—works in an integrated cycle where the vision defines the desired future, a future viewed through four pillars that drive coordinated action. Taking a data driven lens on progress will allow us to both inform and adjust, ensuring that all parts reinforce one another to achieve sustained success. Commitment to this will secure the long-term success and vibrancy of Squash in Wales.

Strategy 2025-2030

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Data

Places to play
Raised Performance
Increased Participation

Engagement

Raised Profile
Technology augmented offers
Inclusivity
Well supported members

Community

Adapated versions
Custodians of the sport

Growth

Number 1 racket sport in Wales
Financially sustainable
Performance pathway

Data

Data-driven Decision Making to Underpin All Activity

Data sits at the heart of an effective, modern sports organisation. Squash Wales recognises that to grow participation and sustain performance, we must understand who is playing, where they are playing, and how our programmes are making a difference. An evidence-led approach will enable transparent decisions, optimise resources, and build trust with stakeholders.

Squash Wales will:

- Audit all existing data sources, identifying gaps and prioritising what we need to know to inform decisions.
- Develop a detailed inventory of facilities, their condition, accessibility, and sustainability.
- Use data insights to shape investments, detect trends, and evaluate impact over time.

Squash Wales will do this by:

- Building a RAG-rated (Red, Amber, Green) register of courts and facilities, updated quarterly, and published openly.
- Linking facility mapping with Sport Wales GIS data to visualise provision geographically and overlay with demand and publicly available socio-economic data.
- Establishing agreed player profiles and performance tracking with data led funding decisions.
- Establishing who are the current, future and potential audience for squash in Wales

Squash Wales will measure success by:

- Maintaining a minimum percentage of courts retaining “green” status across Wales.
- Producing an annual Data Impact Report summarising trends and actions.
- Demonstrating improved player development outcomes through data-driven performance support.

Community

A Strong and Inclusive Squash Community

Squash Wales is committed to cultivating a vibrant community where everyone feels ownership and pride. This means supporting clubs, advocating for members, and creating opportunities for all demographics to engage, regardless of background or ability.

Squash Wales will:

- Develop versions of the game that are accessible for all needs, including adapted equipment, scoring, and disability-inclusive formats.
- Act as the custodian of the sport in Wales, strengthening governance and championing squash regionally, nationally, and internationally.
- Actively influence key stakeholders to secure investment and policy support for the squash community.

Squash Wales will do this by:

- Establishing an adapted squash programme targeting under-represented and protected characteristic groups.
- Working closely with Sport Wales, local authorities, and other partners to ensure equitable access to facilities and programmes.
- Creating a Community Advocacy Plan to engage and empower clubs and volunteers.

Squash Wales will measure success by:

- Demonstrating increased participation across diverse groups and protected characteristics.
- Securing new funding streams and policy commitments that benefit clubs and members.
- Publishing case studies showing the impact of community-driven initiatives.

Engagement

Raising the Profile and Visibility of Squash

To secure the sport's future, Squash Wales must deliver a compelling offer to both current and future members. This means promoting Squash as an exciting, social, and rewarding activity accessible to all ages and backgrounds.

Squash Wales will:

- Develop a clear profile strategy that goes beyond social media to improve recognition and engagement.
- Introduce technology-enabled versions of the game that appeal to younger generations, including gamified and immersive squash experiences.
- Reframe the narrative of squash to highlight its social benefits alongside competition.

Squash Wales will do this by:

- Conducting a full audit of the current profile and reach of squash in Wales, including competitor analysis.
- Launching new youth-focused initiatives targeting specific generational cohorts including Gen Z and Gen Alpha.
- Use feedback from current and future member surveys, town hall style meetings and staff visits to clubs, to prioritise work programmes and investment.
- Promoting stories and role models that showcase squash's value as a lifelong, socially rewarding activity.
- Pursuing opportunities to bring major squash events to Wales.

Squash Wales will measure success by:

- Increasing social membership numbers by 20% in Year 1 and by 5% in each subsequent year.
- Achieving overall membership growth of 25% during the life of the strategy.
- Gaining recognition through nominations and finalist positions for Welsh Sports Association Awards.
- Hosting high profile squash events in Wales during the lifetime of the strategy.

Growth

Sustainable Growth in Participation and Performance

Squash Wales aspires to be the number one indoor racket sport in Wales, defined by annual growth, engagement on and off court, and excellence in performance and governance. This requires a clear focus on financial sustainability, an expanded playing and audience base, and a high-performance player pathway

Squash Wales will:

- Increase the footprint of squash in Wales digitally and physically, ensuring a fit-for-purpose offer for all players, allowing participants, particularly junior players to reach their highest potential.
- Diversify revenue streams through events, partnerships, and sponsorship.
- Equip clubs with the knowledge and workforce they need to grow sustainably.

Squash Wales will do this by:

- Developing a Profit and Loss approach to all programmes and activities.
- Reviewing current and where necessary establishing new models of coach education, mentoring, and talent development.
- Creating a Growth Investment Fund to reinvest in participation and performance.

Squash Wales will measure success by:

- Reducing reliance on Sport Wales funding by 20% through commercial income.
- Achieving the highest medal-winning performances at World, European, and Commonwealth events.
- The number of juniors participating in league and tournament events.
- Evidencing sustainable financial and participation growth over the strategy period.