

## STRATEGIC PRIORITIES (Forward Plan)

*Note: Although each of the following targets and plans are the objectives of the WSF Executive Board, Executive Committee and the WSF Commissions in the coming year, it is important to note that a further alignment of the Commissions structure with the 2022-2025 WSF Strategic Plan is under progress and should be completed before the end of 2022 hence some of the key priorities listed below will require amendments. This summer 2022, the return to normality with squash being successfully featured in two multisport events – the World Games and the Commonwealth Games- and the successful delivery of the World Juniors and the World Masters in France and Poland respectively demonstrate our capacity to rebound with the support of our Member Nation Federations as we experienced greater attendance.*

### MANAGEMENT & FINANCE

- a) Maintain and enhance the strength and stability of the WSF in conjunction with Continents and Member Nations, providing support and ensuring a robust and sustainable staff structure
- b) Review all WSF subscriptions e.g. membership, accreditation, Squash Personal Identification Number (SPIN) and coaching, in conjunction with Commissions. Specifically, to liaise with PSA concerning the SPIN membership requirement for the WSF & PSA Satellite Tours and World Squash Officiating
- c) Manage the SPIN and World Championship Management administration with Tournament Software
- d) Oversee the reintroduction of the software-links with WSF certified software providers to verify SPIN and supply results
- e) Continue the development of the WSF & PSA Satellite Tour and WSF Juniors Masters Tours and linked rankings in coordination with National and Continental Federations
- f) Proactively promote the adoption by Federations and individuals of World Squash Officiating in conjunction with PSA
- g) Maintain an active presence at all WSF Championships, major squash events and multi-sport meetings
- h) Proactively encourage and propose motions to improve the WSF Articles, rules and regulations in support of good governance
- i) Review the effectiveness of Commissions, their structure, composition, objectives and monitoring, to ensure effective alignment with our Strategic Plan
- j) Secure Commission Chairs where vacant
- k) Ensure the administration for the new UK registered company is undertaken appropriately
- l) Seek continued and new funding streams
- m) Continually improve the effectiveness and efficiency of WSF office and services generally
- n) Proactively seek discussions with all multisport events to facilitate the inclusion of squash
- o) Ensure all communication to our stakeholders are distributed in a timely and efficient manner

### ATHLETES

This Commission, jointly chaired with PSA, will be more and more engaged in different tasks such as – Transgender working group, Championships Commission etc. as the voice of squash athletes is essential to the development of our sport.

- a) Provide a forum for the athlete perspective to be properly considered in relevant WSF business
- b) Keep athletes informed about WSF activities and seek athletes' advice where appropriate
- c) Support the WSF with the promotion and development of Squash
- d) Engage with projects that protect and support clean sport
- e) Liaise with WADA and ITA Athletes' Commission when requested to contribute to their initiatives
- f) Support the admission of squash athletes into other sporting bodies commissions
- g) Represent the rights and interests of athletes from Grass Roots to Masters

## COACHING - WSC

- a) Implement and periodically review WSF's Coaching Strategy and share with the relevant stakeholders, including the development of a global coaches' community of practice
- b) Disseminate relevant resources to Continental and National Federations and others, via the WSF website, WSF Coaches Facebook page and the quarterly Coaches Newsletter
- c) Continually develop and promote WSF Coach Education Courses of all three levels in all continents
- d) Conduct an annual WSF Coaching Conference in addition to online webinars
- e) Continue tutor training for all levels in all continents and ensure WSF tutors are effective advocates for WSF and coaching
- f) Review accessibility and affordability of coaching resources to optimise the impact of WSF Coaching
- g) Support National Federations with squash development programmes in conjunction with continents, as and when requested
- h) Lead the wide dissemination of WSF's safe-guarding policy for coaches
- i) Assist with the launch of e-learning Squash57 Fundamentals

## COMMERCIAL & MARKETING

This Commission is under review to ensure its composition and terms of reference effectively align with the WSF 2022-2025 Strategic Plan. Its objectives should assist the WSF in all marketing and commercial matters and help generate new revenue streams. The rebranding of our assets will be envisaged according to WSF budget capacity. This Commission will also consider the appointment of external agencies to commercialise our events and enhance the value of the WSF brand globally

## COURTS & EQUIPMENT

- a) Ensure compliance with specifications for courts, rackets and other equipment
- b) Respond to technical queries in a timely manner
- c) Manage all aspects of the Courts and Equipment Accreditation process including site inspections and reports on suitability for approval
- d) Monitor and recommend amendments to the Squash Court Specification, as necessary
- e) Manage the technical information for WSF Accredited Products for the website listing
- f) Develop a strategy for development of temporary and outdoor squash courts, in conjunction with identified partners. Consider the feasibility of establishing standards and accreditation
- g) Administer the squash and Squash57 Ball Approval and Certified Eyewear programmes
- h) Continue to liaise with companies to promote technological developments in squash and Squash57 court and equipment
- i) Support the launch of the forthcoming IOC IPC IAKS Architecture Prize for students and young professionals.
- j) Enhance the effectiveness of the Commission via recruitment of relevant specialist experts to advise and develop standards

## DISCIPLINARY

- a) Continue to monitor any disciplinary incidents at WSF events and recommend actions
- b) Review the WSF Code of Conduct as necessary
- c) Continue to refine the Mutual Recognition of Penalties via an Integrated Disciplinary Panel in conjunction with PSA and Continental Federations
- d) Maintain development of offence benchmark penalties

## DIVERSITY & INCLUSION

The WSF 2022-2025 Strategic Plan informed the replacement of the para-squash commission with a new Diversity and Inclusion Commission to enable a broader approach to D&I. A new working group will propose clear terms of reference and appointment of the new D&I Commission.

- a) Define the scope of Inclusivity and Diversity areas for the WSF and its stakeholders
- b) Identify the current WSF activities/regulations that need to be amended
- c) Benchmark best practices across other sporting bodies including our National Associations
- d) Consider the relevance of inviting our MNFs to suggest names and individuals to join this Commission
- e) In the meantime, WSF to support a fixed-term working group to devise guidance on Transgender inclusion in the sport, benchmarking against current scientific and legal findings and application to other sports

## ETHICS

- a) Maintain the framework of ethical principles
- b) Update the Code of Ethics upon consideration of the Report on Conflict of Interest.
- c) Review operational procedures should there be appropriate amendments to the Code of Ethics.
- d) Monitor the application of the Code.
- e) Investigate any alleged breaches of the Code of Ethics

## EVENTS

The new chair of the Championships Commission will review the current objectives and composition of the Commission, the following items being a guide.

### CHAMPIONSHIPS - SENIOR

- a) Support the successful delivery of the remaining two 2022 World Championships:
  - i) World University Squash Championships – Egypt (7 – 13 November 2022)
  - ii) WSF Women's World Team Championship – Cairo, Egypt (10 – 16 December 2022)
- b) Ensure that all events are conducted to the highest possible standards, in accordance with the WSF World Championship Regulations and tender commitments, providing appropriate support to hosts
- c) Provide updated tenders and liaise with Continental Federations to encourage high quality bids to host future championships and promoting longer-term planning
- d) Provide information and guidance to potential hosts
- e) Review and update World Championship Regulations and monitor implementation of changes to the Championship Regulations
- f) Support the review of SPIN as the squash license across all players
- g) Assist with the development of a joint WSF/PSA World Calendar
- h) Liaise with Junior and Masters Commissions to support the WSF & PSA Satellite Tour and Masters Tour
- i) Work with the WSF Board to consider the launch of an U23 World Championship

### JUNIOR

- a) Advise on matters relating to Junior Squash generally, including seeding of World Junior Championships
- b) Work with the Continents and PSA to enable a more accurate world ranking and seeding system.
- c) Collaborate with the Championships Commission to update/amend Rules and Regulations of World Junior Championships.
- d) Make appropriate recommendations regarding future hosts for the World Juniors Championships

## **MASTERS**

- a) Develop and promote the World Masters Tour to National Federations and Event Organisers
- b) Improve wsfmasters.com profile and content and actively support social media feeds
- c) Liaise with SquashLevels to establish a closer collaboration to create a world masters rating/ranking
- d) Assist Squash Bond Nederland in the preparations of the World Masters 2024 in Amsterdam
- e) Provide advice on matters, rules and regulations related to Masters Squash
- f) Assist the Marketing/Commercial Commission and the WSF CEO to consider sponsorship opportunities for Masters Tour events and [www.wsfmasters.com](http://www.wsfmasters.com)
- g) Support the organisation of the squash competition for upcoming World Masters Games

## **GOVERNANCE**

### **AUDIT & RISK**

This new Commission has been formed from the former Governance and Audit Commission which is now two separate Commissions; the Audit & Risk Commission and Governance & Compliance Commission.

- a) Monitor and advise on the effectiveness of timely and accurate monthly financial monitoring reports and year-end accounts to the Board
- b) Provide oversight and advice on the budgeting processes, including capital budgeting
- c) Maintain a positive working relationship with the auditors. Continue to build in-house capacity to produce annual accounts to reduce costs.
- d) Complete the VAT review, including registration with HMRC and implementing VAT into the accounting process.
- e) Monitor and enhance WSF's risk register and continuity plan, their oversight by the Board and effective implementation by the WSF Office.
- f) Support WSF office in the setting up of new bank accounts for the new company.

### **GOVERNANCE & COMPLIANCE**

This new Commission has been formed from the former Governance and Audit Commission. Its initial objectives will be as follows:

- a) Complete the transition to a UK company from one incorporated in the Isle of Man to the UK
- b) Align the various policies and documents for Conflict of Interest to one consistent set
- c) Assist the implementation of Conflicts of Interest policies across the Commissions and committees
- d) Support and advise the task group and ExCo on the review of the voting structure
- e) Advise on the establishment of a Nominations Panel
- f) Review articles to ensure clarity and consistency
- g) Complete review of gaps in policies, prioritise and support the office and Board to produce missing policies
- h) Ensure compliance of the WSF and its Continental Federations with legal, financial and other requirements including data protection, aligned with good governance
- i) To review non-financial worldwide data collected from National Federations with a view to make recommendations on improving what and how it is collected and used

## INNOVATION

Innovation is increasingly relevant for all forward-thinking sporting bodies, partly driven by the foray of new sports considered more modern and innovative. Traditional sports have also built on the impact of Covid-19 to launch new projects which have provided a new customer experience.

Two specific pillars have been identified in this area: data management and e-sport.

a) Data Management

Improved data management will help us better leverage our sport at all levels. It requires the support of Continental Federations and key solution providers such as SquashLevels and Squash Apps for instance. This will also contribute to the launch of the World Graded Tour in monitoring all events for recreational players at the national and international level.

b) E-sport

The development of an e-sport for squash also falls within the remit of this Commission. The recent success of the e-sport Commonwealth Games in Birmingham, the partnership with the International Racquetball Federation with the Oculus headset at the World Games and the constructive relationship with the Global Esports Federation have evidenced the immense appetite for new e-sport experience amongst the new generation. Moreover, the Olympic Virtual Series launched last year by the IOC proves that the inclusion of e-sport in major multisport Games will become the norm in the years to come.

The creation of a new Innovation Commission enables WSF to respond effectively to any new innovative projects related to data management and e-sport and to also consider the future inclusion of e-squash in future major games.

## MEDICAL & ANTI-DOPING

- a) Respond to medical and/or scientific questions from the CEO, Commissions and the WSF Board
- b) Assist WSF, the Continents and Nations in the production of sanitary protocol when necessary
- c) Liaison with the Independent Testing Authority (ITA), which is responsible for WSF's Anti-Doping Programme
- d) Support webinars organised by ITA to educate our community on all issues related to anti-doping
- e) Support the production of the Standard Operating Procedure (SOP)
- f) Contribute to the development of WSF's Health and Safety policy(ies)

## RULES

The Commission does not currently have any mandate from the WSF Exco to update or improve specific aspects of either the Singles or Doubles Rules. The Commission shall accordingly:

- a) Continue to collate the usual submissions received from all interested parties who suggest or propose changes or improvements to the current rules. If any are deemed worthwhile the Commission will develop these further and draft the appropriate changes for submission to the WSF Exco
- b) The Commission shall continue to assist the WSO where required or requested with the development of its programme and more specifically levels 4 and 5
- c) The Commission shall continue to respond to all Frequently Asked Questions forwarded to it by the WSF office from time to time until the WSO platform takes this over entirely.

## SQUASH 57

- a) Upgrade specifications for Squash57 balls (2022 Q4)
- b) Coaches:
  - a. deliver Squash57 Fast Path Fundamentals for existing squash coaches (2022 Q4)
  - b. work towards a Squash57 Fundamentals course for new coaches (2023 Q4)
- c) Develop Squash57 Officiating Course (2023 Q4)
- d) Re-publish the detailed Squash57 rules with clearer wording for foot-faulting (2022 Q4)
- e) Competitions:
  - Proceed with Continents willing to host Squash57 events (ongoing)
  - Squash57 to be included in the 3WallBall World Championships - Las Vegas (2022 Q4)
- f) Envisage the launch of Squash57 exhibitions and competitions in parallel to WSF key events, eg the WSF World Championships and World Squash Masters in 2024

## WORLD SQUASH OFFICIATING - WSO

The WSO is a joint venture developed with PSA. After its official launch in spring 2021, the WSF and PSA are currently reviewing its business model and delivery plan to ensure it remains effective, financially sustainable and continues to be an effective pathway for a growing diverse and capable officials' community.

- a) Complete WSO Level 4 and Level 5 modules
- b) Develop and complete WSO Appraiser (Assessor) and Mentor modules.
- c) Provide multi language access (a minimum of three languages) within WSO
- d) Facilitate development of referee pathway plans with Continental and National Federations, linking to current WSO Strategic Plan
- e) Continue to provide input to source external funding for WSO. Including submitting Erasmus funding application to European Union Fund to develop referees within ESF by March 2023
- f) Achieve 3,500 total members of WSO (currently 2263)
- g) Achieve 60 total member Federations who have signed MOU (currently 20)
- h) Review the allowance policy for all WSF and PSA tournaments