

**WORLD
SQUASH**

WSF

World Squash Federation

Forward Plan 2023/2024

Strategic Priorities

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 responsive, knowledgeable and sustainable staff team.
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 and 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

Strategic Priorities

Athletes

	This Commission, jointly chaired with PSA, will be increasingly 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

Strategic Priorities

a)	To support the bookkeeper with the continuous enhancement of monthly financial reporting.
b)	To maintain the improvement in the quality of the monthly accounting reports and the year-end accounts.
c)	To support the WSF office with the planning and presentation of the budget.
d)	To continue to build the relationship with the new Auditors while building the in-house capacity to produce annual accounts to reduce costs.
e)	To complete the transition to a UK company from one incorporated in the Isle of Man by transferring the business into the UK company and deregistering the Isle of Man company. This will require as the next step opening new bank accounts for the UK company.
f)	To finalise the project to determine when the WSF should have registered for VAT, agreeing registration with HMRC and implementing VAT into the accounting processes.
g)	To continue to monitor and enhance the Risk register of the WSF and to support the office in producing a business continuity plan.

Strategic Priorities

Championships

a)	Tender and Regulations Review: Review the Championships Tendering Process and finalise a new and improved version of regulations, including new events.
b)	Rankings and Ratings: Create rankings (Junior & Nations) and ratings (SquashLevels) to provide accurate and up-to-date player performance data.
c)	Software for Events: Implement advanced event management software to streamline tournament organisation and improve the overall fan experience.
d)	Protected Dates with PSA: Collaborate with the Professional Squash Association (PSA) to secure protected dates for our championships, avoiding scheduling conflicts.
e)	Technical Delegate Workshop/Courses: Conduct workshops and training courses to enhance the skills of Technical Delegates for better championship management.
f)	WSO: To discuss matters concerning WSO
g)	Review WSF Championships (structure and formats), and advise on the implementation of new structures and/or formats

Strategic Priorities

Coaching - WSC

a)	Continue to grow the website, newsletter, best practices and communicate with nations
b)	Continue to pursue integration of PSA players through on-line Foundation course and move onto Level 2.
c)	Pursue WSF Coaching Awards
d)	Pursue online webinars
e)	Continue developing resources in other languages
f)	Pursue clothing provider for tutors
g)	Review pricing structure of Coaching Courses in different continents
h)	Continue running WSC courses of all Levels in all continents.
i)	Continue tutor training for all levels in all continents
j)	Assist National Federations with development programmes and aligning with WSC syllabus, as and when requested

Strategic Priorities

Courts & Equipment

a)	Ensure compliance with specifications for courts, rackets and other equipment
b)	Respond to technical queries in a timely manner
c)	Provide technical support to Accredited Companies and their customers
d)	Promote and support the Product and Company Accreditation programmes
e)	Respond to any technical enquiries resulting from the Court Registration Scheme
f)	Monitor and recommend amendments to the Squash Court Specification, as necessary
g)	Evaluate applications for Product Accreditation, carry out site inspections and report on suitability for approval
h)	Ensure that WSF certified protective eye wear is re-tested to the new standards and guidance is updated on the web site.
i)	Administer the Squash and Squash 57 Ball Approval programme.
j)	Further develop the link between the website's WSF court specification and the Accredited companies on the WSF website.
k)	Continue to liaise with companies to develop and promote outdoor squash to help develop the sport to a wider market.
l)	Develop an approach to ensure that outdoor squash courts are built to a minimum safety standard worldwide.
m)	Liaise with specialist companies to further develop outdoor squash on floating platforms. To assist development in waterfront and harbour locations.
n)	Further push squash and squash57 to wider markets and increase the number of persons from every background and location to try the sport.
o)	Implement change to squash court diagram to ensure that it is clear that the dims provided are the internal dims and that allowance should be made for wall thicknesses on top of the provided court dims. This will assist architects and developers.

Strategic Priorities

Digital

a)	Enhance exposure of the activities of the Commission
b)	Support the further development of WSF OTT platform.
c)	Make recommendations to improve digitalisation of the activities of our Commissions and WSF.
d)	Support the development of a digital strategy regarding the 2024 WSF Championships
e)	Develop frameworks/processes to support the decision making procedure related to digital activities
f)	Propose a digital approach accompanying the launch of the World Junior Ranking
g)	Guide the creation of the WSF digital eco-system.
h)	Continue the evaluation of potential WSF foray in the Esport world.
i)	Closely cooperate with the Marketing/Commercial Commission to maximise the appeal of our assets.
j)	Organise series of webinars to inform other commissions and our MNFs about digital & data trends in the sports industry.'
k)	Assist WSF Continental Federations' development of their digital communication strategy.
l)	Create relevant digital reporting framework & analytics.
m)	To grow the global audience and engagement around squash on all relevant digital platforms

Strategic Priorities

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

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

Strategic Priorities

Governance & Compliance

	The Governance & Compliance Commission will continue to strive for excellence in governance and compliance, with the following objectives for the coming year:
a)	Complete the transition to a UK company from one incorporated in the Isle of Man, leading to cost savings and administrative ease for the WSF staff.
b)	Review and finalize proposed changes to the various policies and documents of the WSF Code of Ethics and Conflict of Interest (CoI)
c)	Assist the implementation of Conflicts of Interest policies and monitor their effectiveness across the Commissions and committees, fostering a reinforced culture of transparency and accountability.
d)	Provide support and advice to review the voting structure, promoting democratic practices within the organisation.
e)	Awaiting a revised version of the Risk Register and beginning a review of the WSF's risk management framework to identify potential improvements.
f)	Draft and introduce a Business Continuity Plan for WSF.
g)	Advise on the establishment of a Nominations Panel, offering insight and guidance to ensure a fair and comprehensive selection process.
h)	Review articles to ensure clarity and consistency, thereby enhancing the transparency of our governance practices.
i)	Continue to work with the Board to fill any remaining gaps in policies, with a focus on those identified as the highest priority.
j)	Ensure compliance of the WSF and its Continental Federations with legal, financial, and other requirements including data protection, reinforcing our commitment to good governance and legal compliance.
k)	Review non-financial worldwide data collected from National Federations and make recommendations on improving what and how it is collected and used. This has enhanced our ability to make data-driven decisions. Implement the recommendations for improving the collection and use of non-financial data from the National Federations.
l)	Assist the office and Board in the implementation and utilisation of new financial control tools and practices.

Strategic Priorities

Marketing & Commercial

a)	Review the official apparel tender process
b)	Propose a template for an economic impact study of the 2024 World Masters in the Netherlands
c)	Support the development of the M&C strategy regarding the 2024 WSF Teams Championships
d)	Provide guidance on sports agencies solicitation.
e)	Support sporting agencies partnering with WSF
f)	Review the commercial aspect of Friends Of World Squash and provide proper guidance
g)	Assist the LOCs of our 2024 WSF Championships to leverage any commercial opportunities.
h)	Contribute to specific task groups to ensure commercial aspect is considered.
i)	Guide the evaluation of the WSF Communications.
j)	Propose a branding review of WSF assets according to the WSF budget possibility.
k)	Advise the revenues generated strategy for the OTT WSF platform worldsquash.tv
l)	To ensure the future programme of WSF events takes into account commercial considerations.

Strategic Priorities

Masters

a)	To Confirm new Masters Commission Chair (Proposed as Garry Irwin)
b)	Develop and promote the World Masters Tour to National Federations and Event Organisers
c)	Improve wsfmasters.com profile and content and actively support social media feeds
d)	Continue to liaise with SquashLevels to establish a closer collaboration to create a world masters rating/ranking
e)	Assist Squash Bond Nederland in the preparations (around seeding, rules etc.) of the World Masters 2024 in Amsterdam.
f)	Provide advice on matters, rules and regulations related to Masters Squash
g)	Assist the Marketing/Commercial Commission and the WSF CEO to consider sponsorship opportunities for Masters Tour events and www.wsfmasters.com
h)	Support the organisation of the squash competition for upcoming World Masters Games (Taipei 2025)

Strategic Priorities

Medical & Anti-Doping

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

Strategic Priorities

Rules

a)	The Commission will continue attending to the mandate received from the WSF Exco to update or improve the Singles in accordance with various submissions received during the current period under review.
b)	The Commission shall 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
c)	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
d)	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 as envisaged.

Squash57

a)	Balls: get PRICE of Bath balls officially approved by WSF (2023 Q4); persuade DUNLOP to meet the new specifications (2024 Q1)
b)	Officials: develop Squash57 Officiating Course (2023 Q4) – dependent on acceptance of Squash57 into Squash Masters events
c)	Marketing: Squash57 exhibitions and competitions in parallel to WSF key events, e.g. the World Squash Masters in Amsterdam (Oct 2024)
d)	Inclusivity: continue to support initiatives pushing the inclusive nature of Squash57 (ongoing), includes setting up a task force to review recommendations for wheelchair specifications and mobility classifications needed to get to the next steps in obtaining IPC sanctioning.

Strategic Priorities

World Squash Officiating- WSO

a)	Employ a full-time WSO coordinator – before September 23
b)	Produce and implement a media and marketing plan – 23/24 season
c)	Make Level 4/5 content available for Cohorts 1,2, and 3 (specific groups of referees undertaking these levels) – before the start of the 23/24 season
d)	Complete Cohort 2 appraisal process and begin Cohort 3 appraisals – before December 23
e)	Identify and develop a group of appraisers to WSO specifications – 23/24 season, 21 identified
f)	Identify and develop female referees and continually work with them moving forwards – working group established 23/24 season
g)	Produce regular player directives and educate referees on how to implement the directives via written/video content and Refiners (Referee Webinars)– as required
h)	Encourage more nations and continents to implement the player certificates into their tournament pathway BJO 24, ESF 24
i)	Get all PSA players to complete the Tournament Level Player Certificate by January 24
j)	Increase educational content and communications for WSO referees to quarterly Workshops and monthly newsletters
k)	Increase the number of WSO users from 4308 to 5500
l)	Increase the number of Member Nations from 24 to 34