

# An Independent Review of the World Squash Federation

***I TRUST SPORT***

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Commissioned by the World Squash Federation



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## 1) Executive summary

The World Squash Federation (WSF) commissioned sports governance consultancy I Trust Sport to conduct an independent review in July 2016 in order to determine whether the WSF and its partners are “fit for purpose” in their governance, structures, areas of responsibility and relationships.

The methods used were a combination of desk research to apply a governance assessment tool published by the Association of Summer Olympic International Federations (ASOIF) and a 360 degree review supported by VERO communications, which provided insights into the opinions of individuals within the WSF and representatives of stakeholder organisations.

### A) Governance assessment process

The analysis suggests that the WSF achieves relatively solid governance standards considering the modest financial resources but there are a number of potential areas for improvement.

Among the positive points are:

- The WSF has a limit of 2 x 4 year terms for elected positions
- The WSF publishes a good range of information about the organisation
- The WSF’s accounts are audited externally
- There is an appropriate and functioning internal appeals process

Room for improvement:

- There is no independent ethics committee
- Only some decisions from board and commission meetings are published
- There is limited information about the prevention of match-fixing in official documents
- There is limited representation of athletes and stakeholders in governing bodies
- There is no official procedure for internal control and risk management
- The WSF’s limited resources severely restrict its general development activities

### B) 360 degree review

16 individuals with a broad spectrum of views of the WSF provided input on a variety of topics.

Points that were generally agreed:

- The WSF and PSA need to work collaboratively towards a common vision for squash
- Given the funds available, the WSF administration operates effectively but there is a lack of resource at global and regional level
- The PSA has had a positive impact on the professional game in recent times
- Squash should continue to aspire to joining the Olympic programme

Some other recurrent themes:

- The WSF has failed to implement a strategic plan effectively
- The WSF leadership is not well-regarded beyond a small circle of supporters and acts on occasion in a unilateral manner without consulting or communicating openly
- The WSF has few assets to monetise and should be more ambitious

- The WSF has not been promoting the sport effectively
- The WSF governance structure needs to be reformed
- The WSF should continue to be responsible for international governance of the sport
- Olympic campaigns are perceived to have detracted from other WSF activities
- It is recognised that the WSF president has personally invested time and resource in the Olympic campaigns
- The PSA should dedicate some of its revenue to the development of squash
- WSF AGMs are poorly attended
- There is a worrying decline in squash in some developed markets

Some points where there was disagreement:

- Balance of responsibilities between WSF and PSA in promoting the sport
- Role of WSF in running events
- The WSF voting system – one member, one vote or a weighted system

## 2) Summary recommendations

Each recommendation derives either from the 360 degree review or from the ASOIF governance assessment tool, or both. It is encouraging to see that several recommendations overlap with proposals put forward for the 2016 AGM.

As in most complex bodies, organisational culture plays an important role. Well-designed structures and processes can only aid effectiveness if accompanied by a positive, collaborative attitude among the stakeholders in squash.

It is acknowledged that it would be very challenging to attempt to implement all recommendations at once. Full details can be found in paragraph 15 below.

### A) Technical governance

A.1) Develop a multi-year strategic plan for squash jointly with the PSA, regional federations and WSF members, which should include a formalisation of the arrangement between the WSF and PSA and a joint statement of commitment

A.2) Introduce a formal process for risk management

A.3) Make publishing minutes from WSF Executive Board and commission meetings the default option

### B) Governance structure (priorities may evolve, depending on the strategic plan)

B.1) Appoint one or more external, independent non-executive positions on the WSF Executive Board

B.2) Rename the WSF Executive Committee the “Stakeholder Council” and define its role and function more clearly so that it scrutinises the Executive Board

B.3) Introduce an independent ethics committee

B.4) Increase the role of athletes in decision-making and designate a member of the PSA Players’ Committee who will also serve on the WSF Athletes’ Commission

B.5) Look to broaden the responsibilities of the WSF professional staff while protecting the authority of the Executive Board

B.6) Review the WSF voting system

B.7) Encourage the WSF Regions to align more closely with the WSF

**C) Quest for additional resources**

C.1) Review WSF assets and consider creating new assets to seek further commercial development

C.2) Discuss the potential for a revenue share model with the PSA, designating allocated funds for agreed development projects

**D) Olympic Movement**

D.1) Seek to remain compliant with the requirements of the IOC Recognised International Federation status

D.2) Look proactively for opportunities to contribute to calls for expertise, drawing on the knowledge and skills of stakeholders in squash

### 3) Context of the project

The World Squash Federation (WSF) commissioned sports governance consultancy I Trust Sport to conduct an independent review of the sport in July 2016 following an announcement by President N Ramachandran that the WSF “is commissioning an independent review into the sport as a whole to evaluate governance, structures and relationships to maintain the process of improving practice and performance”. (Source: WSF website.)

### 4) Objectives of the independent review

- To determine whether the WSF and its partners are “fit for purpose” in their governance, structures, areas of responsibility and relationships, including relationships with the Olympic Movement and other key stakeholders
- To make recommendations within four months of the date of agreement.

### 5) About I Trust Sport

I Trust Sport is a sports governance consultancy established in London in 2013 which is dedicated to improving the governance of international sport through collaboration. Assessing governance of international federations is a particular area of expertise. Note that I Trust Sport has had no previous dealings with the WSF.

### 6) Approach

I Trust Sport adopted as its method a combination of desk research using a defined governance assessment process and a 360 degree review supported by VERO communications involving individuals within the WSF and representatives of stakeholder organisations.

The governance assessment process provides a relatively objective analysis of the WSF’s current state of governance, while the 360 degree review offers insight into the opinions of the WSF’s most important stakeholders. Together, the two elements provide a detailed independent review.

## 7) Governance assessment of the WSF using ASOIF tool

### A) Governance assessment process

I Trust Sport assessed the governance of the WSF using the ASOIF Governance Principles and Basic Indicators (published in February 2016 – see [here](#), especially pages 6-8) for the following reasons:

- The ASOIF tool is up-to-date and appropriately objective
- By measuring against ASOIF standards, the independent review tests the WSF on the same basis as the Olympic Movement
- It is derived from a previous tool - [Basic Indicators for Better Governance in International Sport \(BIBGIS tool\)](#) - which is a tried and tested method of assessing International Federations

There are 50 indicators equally divided among five principles:

- Transparency
- Integrity
- Democracy
- Sports development and solidarity
- Control mechanisms

### B) Method of assessment

In order to assess governance using the ASOIF tool, I Trust Sport has awarded a score of 0-4 for each of the 50 indicators based on analysis of WSF documents and expert opinions.

After an initial analysis of documents, the evidence for the scores was reviewed with Andrew Shelley, CEO of the WSF (see also paragraph 9 below for sources of information). Subsequently, a selection of indicator scores were reviewed separately by Gerard DeCourcy, a former WSF Vice President and current representative from Oceania on the WSF Disciplinary and Appeals Committee.

I Trust Sport has made the final decision on all scores and has not been pressurised in any way to increase or decrease scores.

### C) Note on definitions of scores

ASOIF published the list of indicators in February 2016. However, ASOIF confirmed that work to define the scoring system was not yet complete as of the start of September 2016. Consequently, I Trust Sport defined scores working from the BIBGIS model as a starting point. The definitions were reviewed and moderated by Professor Jean-Loup Chappelet, a member of the ASOIF Governance Task Force and author of the original BIBGIS paper.

## 8) Summary of assessment

Overall, the analysis suggests that the WSF achieves relatively solid governance standards considering the modest financial resources but there are a number of potential areas for improvement.

Among the positive points are:

- The WSF has a limit of 2 x 4 year terms for elected positions, which is regarded as international best practice, balancing the need for stability with a healthy turnover in senior positions
- The WSF publishes a good range of information about the organisation and its activities, ranging from details of member nations to financial accounts and summary outcomes of the results of anti-doping testing
- The WSF's accounts are audited externally
- There is an appropriate and functioning internal appeals process

Room for improvement:

- There is no independent ethics committee
- Only some decisions from board and commission meetings are published, including disciplinary bodies
- There is limited information about the prevention of match-fixing (referred to as "sports integrity") in official documents and no defined process for investigation
- There is limited representation of athletes and stakeholders in governing bodies
- There is no official procedure for internal control and risk management
- There are some guidelines relating to gender equality and continental representation but not full regulations; summary figure are not published
- There is no designated risk management process for the management of bidding and the allocation of major events
- The limited resources at the disposal of the WSF greatly restrict its general development activities (often referred to as "solidarity" in the Olympic Movement). For example, there is no social responsibility programme or regular co-operation with public authorities. The use of the modest funds distributed to member organisations is not monitored

As the revenue of the WSF is significantly smaller than that of International Federations with sports on the Olympic programme, the number of professional staff and other resources available are severely restricted. The assessment takes into account the fact that governance requirements should be proportionate to the size of the WSF. Some of the aspects of governance which achieve lower scores have therefore not been prioritised in preparing the recommendations.

There is a degree of overlap in responsibilities with the PSA, which is to be expected in the context of an International Federation and professional tour operating in the same sport. Lack of clarity in the roles of the WSF and PSA in certain aspects of their activities is also referenced in the 360 degree review below (paragraph 12).



## 9) Sources of information

Information was gathered from the WSF website and in particular from these documents:

- [Memorandum and Articles of Association](#) – 3 June 2016
- Executive Committee Report 2014-15
- Report of the Directors and Financial Statements for the year ended 30 June 2015
- [Code of Ethics](#)
- [Code of Conduct](#)
- [Minutes from the Extraordinary General Meeting on 3 June 2016](#)
- [Strategic Plan 2016-20](#)
- [Anti-Doping Rules 2015](#)
- [Environment Policy](#)
- Various issues of [Instant Update](#)
  
- Additional insight came from WSF CEO Andrew Shelley and Gerard DeCourcy, a former WSF Vice President and current representative from Oceania on the WSF Disciplinary and Appeals Committee
- Some of the content from the 360 degree review, consisting of semi-structured interviews (paragraph 12 below), has also informed the governance assessment

The analysis took place between 11 July and 11 September 2016. Recommendations were finalised after the publication of the 2016 AGM agenda on 23 September 2016.

## 10) Score definitions

I Trust Sport developed detailed, descriptive definitions for each score from 0 to 4 for all of the 50 indicators.

Score definitions for each indicator can be summarised as follows:

- 0 - not fulfilled at all
- 1 - partially fulfilled
- 2 - fulfilled
- 3 - well-fulfilled according to published rules/procedures
- 4 - totally fulfilled in a state of the art way

A score of 2 for a particular indicator therefore represents a good or at least adequate score. It is expected that a score of 4 will be difficult to achieve and rare.

## 11) Analysis of scores

Category	Average score (out of a theoretical maximum of 4)
Transparency	2.1
Integrity	1.5
Democracy	1.9
Sports Development and Solidarity	0.8
Control Mechanisms	1.4

## A) Analysis of scores by category

Category	Lowest score	Highest score	Total (out of theoretical maximum of 40)
Transparency	1	3	21
Integrity	0	3	15
Democracy	1	4	19
Sports Development and Solidarity	0	2	8
Control Mechanisms	0	3	14

Note: the grouping of indicators specified in the ASOIF tool is partially thematic and partially for convenience. It would be reading too much into the analysis to conclude from these scores that the WSF is “better” at one category than another.

## B) High scores (4 out of 4)

- There are term limits in place with a maximum of 2 x 4 year terms in the same elected role

## C) Other good scores (3 out of 4)

(Listed in the order of the indicators in the questionnaire, not in order of priority.)

- The statutes, rules and regulations are openly published on the website and easy to find
- Basic information on all of the member federations is openly published on the website
- The WSF complies with the World Anti-Doping Code and publishes summary outcomes
- Official accounting control mechanisms are in place and an external financial audit with accounts is published
- Decisions can be challenged through internal appeal mechanisms on the basis of clear rules with evidence that they are implemented

## D) Low scores (0 out of 4)

Note: The assessment takes into account the fact that governance requirements should be proportionate to the size of the WSF. Some of the aspects of governance which achieve low scores listed below have therefore not been regarded as priorities in preparing the recommendations.

- There are no known instances of co-operation with relevant public authorities on integrity matters (in fact, so far there has never been need of such co-operation)
- There is no monitoring or audit process in place for the use of funds distributed to stakeholders
- There is no social responsibility policy or programme

- There is very little in the way of education programmes and assistance to athletes during and after their career
- There are no legacy programmes to assist communities in which events are hosted
- There is no cooperation with relevant public authorities on social responsibility issues
- There is no independent audit committee
- There is limited due diligence assessment of elected and senior officials prior to election/appointment

## **E) Other aspects of governance with room for improvement (1 out of 4)**

- Only some decisions from board and commission meetings are published
- There is some acknowledgement of sustainable development and environment issues in official documents but no guidance or more detailed information
- There is only some limited information on integrity awareness available, not an official programme
- There are references to investigation of threats to sports integrity in official documents but no defined process
- Only some information about decisions of disciplinary bodies and related sanctions is published
- Elections take place for only a limited number of roles (although it could be argued that only the Executive Board is a genuinely executive body and so elections for other committee roles are unnecessary)
- There is limited representation of athletes and stakeholders in governing bodies
- Only some of the positions for election and appointment are openly publicised, without full details of the job descriptions and other details
- There is only some information about the allocation of resources in non-profit objectives, particularly grass-roots, not a defined process
- There are references to environmental responsibility in official documents but no specific measures
- There are some guidelines relating to gender and/or geographical representation but full regulations are not in place and summary statistics are not published
- There is some monitoring of ethical behaviour but no independent ethics committee
- There are some systems in place for internal control and/or risk management but no official procedure
- There are some tenders for major commercial and procurement contracts but tendering is not a standard procedure
- There is some due diligence and/or risk management in the management of bidding and allocation of major events but no designated process or external input

The scores for each indicator and the evidence justifying the scores are available on request from the WSF.

The recommendations deriving from these findings are set out in paragraph 15 below.

## 12) 360 degree review

### A) 360 degree review process

Starting on 7 July 2016, John Zerafa from VERO communications contacted over 30 individuals with significant expertise and experience in squash, comprising a mix of elected WSF officials and staff, WSF Regional Federation representatives, Member National Federation leaders, senior PSA representatives, current and former elite players, a promoter and a journalist. Overall, the list included people with a broad spectrum of views of the WSF.

The individuals were invited to contribute to the review by responding to questions either in a telephone interview or by e-mail. Respondents were also invited to raise any other issues not directly covered in the questions. Their views could be attributed or anonymous, as preferred.

Questions:

- What is your view of the World Squash Federation? What does it do well / less well?
- What should the WSF focus on going forwards e.g. should it simply be focussed on ensuring standards, rules and regulations in Squash, or should it take on more ambitious targets on coaching, development and the global promotion of the game for example?
- Should the WSF Regional Federations be more or less autonomous?
- How well are the Member Nations serviced by the WSF and Regional Federations?
- What is your view of the PSA in what it currently does? Should it be doing more to develop the game globally, or should its role be focussed solely on the Men's and Women's Tours?
- Should the PSA and WSF have a closer relationship – if yes, in what ways?
- What is your vision for Squash for the next decade and how can it best be achieved?

John Zerafa followed up during the course of July, prompting the individuals as needed and conducting telephone interviews with those who requested them. On 10 August he provided to I Trust Sport verbatim responses from the individuals who had either submitted written comments or given telephone interviews. This was accompanied by a summary of important themes arising from the interviews. I Trust Sport contacted a handful of individuals to seek further information.

After the elections on 9 November it will be a decision for the incoming WSF Board whether or not to make available the full report of the interview material.

### 13) Respondents

In total, 16 individuals provided input, as listed below (a response rate of about 50%):

Name (in alphabetical order of surname)	Organisation	Role
Craig Archer	Pan-American Squash Federation	Vice President
Neven Barbour	Oceania Squash Federation	President
Marcel Borst	European Squash Federation	Vice President
Gerard DeCourcy (+)	Downie Stewart Lawyers	Partner / former WSF Vice President 2006–10
Tom Duggan	National Association - England Squash	Performance Director
Jacques Fontaine (*)	European Squash Federation	Vice President
Alex Gough (+)	Professional Squash Association	CEO
Linda MacPhail	World Squash Federation	Vice President
David Mandel	National Association - Squash Australia	President
John Nimick	Event Engine Inc	President (tournament promoter)
N Ramachandran	World Squash Federation	President
Respondents who asked to remain anonymous		
Anonymous	Federation	President
Anonymous		
Anonymous	National Association	President
Anonymous	Federation	CEO
Anonymous		Journalist covering squash

\* In his response, Jacques Fontaine referred to the Working Group formed after the 2015 WSF AGM and declined to contribute to the Independent Review unless the contract was provided. The WSF was unwilling to provide the information required, citing confidentiality. Some other members of the Working Group were also among those who were approached to give input for the review but chose not to contribute. Marcel Borst, listed above, did provide input.

+ Gerard DeCourcy and Alex Gough subsequently responded to follow-up questions as well.

Some other unsolicited information was provided to I Trust Sport, including copies of correspondence. This material has been taken into account in the development of the recommendations. However, the project takes the form of a review rather than an investigation.

## 14) Analysis of responses

I Trust Sport analysed the verbatim responses. Comments made by multiple individuals were grouped where there were similarities and recurrent themes were picked out. The summary is below.

Points that were generally agreed:

- The WSF and PSA need to work towards a common vision for the sport in a collaborative rather than a confrontational way
- Both the WSF and PSA have important roles to play
- Given the resources available, the WSF administration operates effectively; there is limited extra capacity unless additional funding can be attracted to the sport
- Some Regional Federations lack resources and professional staff
- The PSA has had a positive impact on the professional game, particularly in increasing the visibility of squash on TV in recent times, which has brought financial benefits
- Squash should continue to aspire to joining the Olympic programme, perhaps starting with the Youth Olympic Games

Numerous respondents agreed:

- The WSF has failed to implement a strategic plan effectively
- The leadership of the WSF is not well-regarded beyond a small circle of supporters and is believed to act on occasion in a unilateral manner without consulting or communicating openly
- The WSF has not been promoting the sport effectively, particularly due to lack of resources
- The WSF has few assets available to monetise
- The WSF should continue to be responsible for international governance, standards, rules and co-ordination for the sport
- Coaching and development should continue to be important areas of focus for the WSF
- Regional federations have about the right level of autonomy from the WSF but need to play an active role as part of a united team; for its part the WSF should guide and support regions, and not always insist on taking the lead
- Time and resources dedicated to the Olympic campaigns are perceived to have detracted from other WSF activities
- The PSA should dedicate a modest portion of its revenue to the development of squash
- Both the WSF and PSA will need to compromise in the best interests of the sport

Some other recurrent themes:

- SPIN and coach education have been worthwhile new WSF initiatives
- The WSF governance structure needs to be reformed
- The WSF should be responsible for promoting the sport internationally
- There is recognition that the WSF president has personally invested considerable time and resources in the Olympic campaigns
- The WSF should support developing Member National Federations
- The WSF should be more ambitious, for example organising more events
- The PSA's scope of operations has been growing and overlaps with WSF in important areas such as refereeing

- The WSF and PSA should determine which organisation is best-placed to deliver each area of work
- WSF AGMs are poorly attended
- There is a worrying decline in squash in some of the developed markets

A selection of views expressed on important issues (not necessarily agreed with by multiple people):

- Some WSF committees should be replaced by panels and staff with authority to act
- Having a degree of autonomy helps the Regional Federations adapt to fit the culture
- Large Member National Federations seem to put more into the system than they get out
- The PSA should have contributed more to the Olympic campaigns
- It's right for the WSF to establish international standards but hard to implement them
- New events are needed, or revamped versions of existing events such as the World Team Championships
- The WSF ambassador programme makes a positive contribution to promoting the sport but is in need of a refresh
- Need to capitalise more on technology to innovate the sport

Disagreement among interviewees:

- Balance of responsibilities between WSF and PSA in promoting the sport
- Role of WSF in running events
- WSF voting system – one member, one vote or the weighted system (perhaps with adjustments); merits or disadvantages of the ban on proxy voting

The recommendations developed from these findings are set out in paragraph 15 below.

## 15) Full recommendations

### A) Introduction to recommendations

The recommendations set out below are grouped by theme with a brief description of the rationale. In each case the recommendation derives either from the 360 degree review or from the governance assessment with the ASOIF tool, or both. Some references are included, citing an example source of further information.

Where there is clear evidence or a widely accepted best practice approach, the recommendations are specific. In other cases, where the evidence has highlighted an aspect of governance which could be improved but without a clear way to proceed, the recommendation is more general in nature.

It is acknowledged that it would be very challenging to attempt to implement all of the recommendations at once. One possible next step would be to prioritise and set a timetable for their implementation.

This section of the review has been finalised after the publication of the 2016 AGM Agenda. It is encouraging to see that several of the recommendations overlap with proposals put forward for the AGM.

The important role of organisational culture in the achievement of objectives is now receiving increasing attention in the business world and beyond<sup>1</sup>. Well-designed structures and processes can only aid organisational effectiveness if accompanied by a positive, collaborative attitude among the stakeholders in squash. While these recommendations may help to improve co-ordination and collaboration (particularly A.1 below on a joint strategic plan), the future success of the great sport of squash depends in large part on the willingness of its leaders to work towards common goals.

The recommendations are the work of I Trust Sport. There has been no attempt by individuals within the WSF or beyond to exert pressure regarding the inclusion or exclusion of any particular topic.

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<sup>1</sup> [Financial Reporting Council \(UK\) press release on 20 July 2016](#)



## B) Table of recommendations

Key to rationale for recommendations:

- 360 - Commonly cited in 360 degree review interviews
- ASOIF - Best practice in the ASOIF governance assessment tool

No	Theme / Recommendation	Rationale		
		360	ASOIF	Additional detail
<b>A</b>	<b>Technical governance</b>			
<b>A.1</b>	<p>Develop a multi-year strategic plan<sup>2</sup> for the sport of squash jointly with the PSA, Regional Federations and WSF members. This should include a detailed analysis of functions delivered by each organisation and an assessment of whether changes are needed.</p> <p>The arrangement between the WSF and PSA should be formalised with a Memorandum of Understanding or similar, which would specify in which WSF bodies the PSA is represented.</p>	Y	Y	<p>Lack of implementation of a strategic plan was cited by many as an issue.</p> <p>The WSF and PSA both play important roles in the sport. There is no fundamental reason why they should not be able to collaborate successfully but the inevitable areas of overlapping interest should be managed more clearly.</p> <p>The strategic plan could include a joint statement of commitment to the sport of squash.</p> <p>Annual business plans could be developed by each of the parties involved to work towards the overall strategic plan.</p> <p>As part of the process, the WSF may also wish to ask about representation on PSA bodies.</p>
<b>A.2</b>	Introduce a formal process for risk management <sup>3</sup> .		Y	<p>Best practice.</p> <p>There have been instances of tournaments being cancelled due to circumstances beyond the control of the sport.</p>
<b>A.3</b>	Make publishing minutes from board and commission meetings the default option.		Y	<p>Best practice.</p> <p>There is growing recognition in the sports sector, as elsewhere, that increased transparency brings benefits through enhanced accountability to stakeholders.</p>

<sup>2</sup> Many strategic planning tools exist. [Bain & Company provides a summary process](#). External support may be helpful in the strategic planning process

<sup>3</sup> Many risk management models exist. [The Australian Sports Commission offers an example](#)

<b>B</b>	<b>Governance structure (some recommendations may evolve depending on the content of the strategic plan)</b>			
<b>B.1</b>	Appoint one or more external, independent, non-executive positions on the WSF Executive Board	Y	Y	<p>Best practice.</p> <p>The external, independent non-executive director(s) would be free from responsibility to a particular constituency, tasked with acting in the best interests of squash and providing constructive challenge to elected board members.</p> <p>Interviewees generally agreed that both the WSF and PSA will need to compromise in the best interests of the sport.</p> <p>There were general calls for governance reform.</p> <p>Recruitment should be via an open process with a defined job description and person specification focusing on an identified skills gap.</p> <p>It is acknowledged that even if the position is unpaid, the introduction of an additional board member will result in some additional costs for the WSF.</p>
<b>B.2</b>	<p>Rename the WSF Executive Committee the “Stakeholder Council” and define its role and function more clearly. It should scrutinise the Executive Board, meeting with the Executive Board at the AGM and on one other occasion annually. It would approve the strategic plan. The Executive Board would remain the key decision-making body.</p> <p>The PSA, WSF Regional Vice Presidents and Athletes’ Commission should be represented on the “Stakeholder Council”.</p>	Y		<p>There were general calls for governance reform.</p> <p>There is a lack of clarity about the role, purpose and functioning of this committee currently.</p> <p>The “Stakeholder Council” could act as a useful sounding board to test selected proposals by the Executive Board, particularly when it seems impractical or unnecessary to consult the AGM.</p> <p>In order for the “Stakeholder Council” to be effective it should be kept promptly informed of Executive Board activity.</p>
<b>B.3</b>	Introduce an independent ethics committee.		Y	<p>Best practice.</p> <p>Consistent with IOC guidelines.</p>

<p><b>B.4</b></p>	<p>Increase the role of athletes in decision-making.</p> <p>Designate a member of the PSA Players' Committee who will also serve on the WSF Athletes' Commission. Initially this could be as an observer.</p>	<p>Y</p>	<p>Best practice.</p> <p>Consistent with IOC Recognised International Federation status.</p> <p>If the "Stakeholder Council" recommendation is adopted (B.2 above), the chair of the WSF Athletes' Commission would have an enhanced role in decision-making.</p> <p>As the PSA is a members' organisation there is potential overlap in the scope of the WSF Athletes' Commission and the PSA Players' Committee.</p> <p>A specific induction process is needed and support should be provided to members of the Athletes' Commission to ensure that they can play their role effectively.</p>
<p><b>B.5</b></p>	<p>Look to broaden the responsibilities of the WSF professional staff.</p> <p>The authority of the Executive Board should be protected by developing a schedule of "Matters reserved to the Board" which cannot be delegated<sup>4</sup>.</p>	<p>Y</p>	<p>Interviewees generally regarded the WSF Administrative Office as effective.</p> <p>It is acknowledged that the WSF has limited volunteer capacity and that there is a need to modernise the committee structure, reducing the number and size of committees.</p> <p>However, the Administrative Office has very limited extra capacity. Any major reallocation of responsibilities may be dependent on resources being available to recruit new professional staff.</p>
<p><b>B.6</b></p>	<p>Review the WSF voting system.</p>	<p>Y</p>	<p>The voting system is clearly an important issue and therefore merits review from time to time. However, there was disagreement among interviewees about the best voting system for the WSF.</p> <p>There is considerable debate in sport and politics about the respective merits of a "one member, one vote" system versus a "weighted" system. Sports including football, cricket and rugby have considered this issue in recent times.</p> <p>Due to the specific nature of squash, where there are large differences in the number of active players between "large" and "small" nations, and several tiers of membership fees, I Trust Sport advocates that a weighted system for all AGM votes would probably best serve the interests of the sport. The information gathered so far is insufficient to make a specific recommendation on the voting system. It is acknowledged that the current disparity in the number of votes between WSF members serves as a disincentive for some countries to attend the AGM, which is a governance weakness.</p>

<sup>4</sup> [ICSA guidance on matters reserved to the board](#)

<b>B.7</b>	Encourage WSF Regional Federations to demonstrate that they are part of the WSF through closer alignment in policies, procedures and branding.	Y		<p>Most interviewees did not express strong views about the WSF Regional Federations needing to be much more or less autonomous. A degree of flexibility is surely practical. However, as all players around the world play the same sport a level of consistency is needed, which could also assist commercial development. Ideally, the motivation to align WSF Regional Federations with the WSF overall should come from the regions themselves.</p> <p>It is acknowledged that the Regions operate with very limited budgets and staff resources.</p>
<b>C</b>	<b>Quest for additional resources</b>			
<b>C.1</b>	Review WSF assets, the opportunity for further commercial development, and consider the scope to create new assets, including new events.	Y		<p>The need for additional resources was cited as a priority by many.</p> <p>One area to explore would be a qualification and registration system for referees, which could enhance the consistency and quality of refereeing while generating a new source of revenue.</p>
<b>C.2</b>	Discuss the potential for a revenue share model with the PSA which would allocate a proportion of PSA funds for development work to be delivered by the WSF with appropriate scrutiny from the PSA.	Y		<p>The need for additional resources was cited as a priority by many.</p>
<b>D</b>	<b>Olympic Movement</b>			
<b>D.1</b>	Seek to remain compliant with the requirements of IOC Recognised International Federation status.	Y		<p>It was generally agreed that joining the Olympic programme should remain a priority for squash.</p>
<b>D.2</b>	Look proactively for opportunities to contribute to consultations/calls for expertise where appropriate, drawing on the range of knowledge and skills among the stakeholders of squash.	Y		<p>Maintain proactive engagement with the Olympic Movement beyond a potential campaign to join the Olympic programme.</p>

## **16) Acknowledgements**

Squash is a great sport with an exciting future. In conducting this review it has been a privilege to learn from so many dedicated and knowledgeable people. I Trust Sport would like to thank everybody who has generously offered their time and support, particularly all of the interviewees, many of whom are volunteers. Andrew Shelley at the WSF has been unfailingly responsive and helpful throughout the process. Gerard DeCourcy kindly reviewed some of the analysis as well as responding to questions. Steve Line from squashpics.com generously provided the photo for the cover image. John Zerafa from VERO communications, who conducted the interviews, and Professor Jean-Loup Chappelet, who commented on governance assessment scoring definitions, have been excellent and collaborative colleagues. Any errors which remain are those of the author alone.

## **17) Further information**

A background document including all scores and references is available from the WSF on request.

**Contact:**

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## Appendix 1 - WSF governance assessment using ASOIF tool

### 1. About the ASOIF Governance Tool and this analysis

**I Trust Sport Ltd has analysed the governance of the the World Squash Federation (WSF) using a Governance Assessment tool produced by the Association of Summer Olympic International Federations (ASOIF). The study was commissioned by the WSF.**

**I Trust Sport ([www.itrustsport.com](http://www.itrustsport.com)) is a company dedicated to improving governance in international sport.**

**For further details please contact:**

**Rowland Jack**

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2. Transparency

The following 10 indicators relate to transparency.

1. Make public (i.e. place in public domain e.g. via official website) Statutes, Rules and Regulations

No	At least some information available	Latest version of statutes, rules and regulations published	Full publication, easy to find	Full publication, easy to find, with past Statutes and Rules
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Comments

[www.worldsquash.org](http://www.worldsquash.org)  
 Rules of squash from top menu -  
<http://www.worldsquash.org/ws/rules/rules-of-squash-2>  
 Memorandum and Articles of Association, Code of Conduct, Code of Ethics, Annual General Meeting information and separate Policies available from sub-menu e.g.  
<http://www.worldsquash.org/ws/wsf-information/articles-of-association>

2. Make public organisational charts for staff, elected officials and committee structures, and other relevant decision-making groups

No	Some basic information about organisation structure published	An organisation chart is published	An organisation chart is published with some information on how the structure works	An organisation chart is published, structure is clear, with several hierarchical levels
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Committees page from top menu:  
<http://www.worldsquash.org/ws/wsf-information/committees>

An organisation chart is published:  
<http://www.worldsquash.org/ws/wp-content/uploads/2016/08/WSF-Structure.pdf>

Relationship with PSA not explained in detail  
 Relationship with the regions not explained in detail



3. Make public vision, mission, values and strategic objectives

				Full publication, easy to find, extra data or info such as strategic plan with indicators/outcomes
No	Some information published	Full publication	Full publication, easy to find	
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Vision, mission, goals and other information in Strategic Plan 2016-20:  
[http://www.worldsquash.org/ws/wp-content/uploads/2016/06/160201\\_WSF-Strategic-Plan-2016-2020.pdf](http://www.worldsquash.org/ws/wp-content/uploads/2016/06/160201_WSF-Strategic-Plan-2016-2020.pdf)  
But it is not clear that the Strategic Plan has been formally adopted  
Some information in annual Executive Report presented to AGM  
News about campaign to join Olympic programme  
Some information in Articles of Association

4. Make public a list of all member federations providing basic information for each

				Full publication, easy to find, with extra data or explanation about members
No	Some member information published	Full publication of latest member information published	Full publication, easy to find, basic data on members	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Comments

List of members including contact details available via top menu:  
<http://www.worldsquash.org/ws/wsf-information/member-nations-2-2>

5. Make public all elected officials with biographical info

				Full publication, easy to find, with extra data or explanation and mandate years
No	Some information about elected officials available	Biographical information about all elected officials published	Full publication, easy to find, with photos	
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Committees page includes contact details:  
<http://www.worldsquash.org/ws/wsf-information/committees>  
Officers page includes biographies of the board members:  
<http://www.worldsquash.org/ws/wsf-information/officers>

6. Make public annual activity report and main events reports

		News published regularly and an annual report	News published regularly and multiple years of annual reports, easy to find	Full publication, easy to find, with extra data or explanation with past reports (for comparison)
No	Some news published			
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Annual General Meeting documents include Executive Committee report for the previous year  
 News stories published about main events  
 Including an archive of annual reports would be an option

7. Make public annual financial reports following external audit

	Some financial information published	Publication of externally audited financial reports	Publication of audited financial reports, easy to find	Publication of state of art audited financial reports, easy to find, extra data, management letter
No				
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Full, audited accounts up to 30 June 2015 published in Annual General Meeting section (but removed later in July 2016 pending availability of 2016 accounts in September)  
 Not easy to find

8. Make public allowances/financial benefits of elected officials

	Some information on allowances and financial benefits of elected officials	Allowances, per diem and benefits of elected officials published	Full details published, easy to find	Full details published, easy to find, with extra data or information
No				
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Some information in 2015 accounts: committee and travel expenses (page 13)  
 Executive Board members not paid but may be reimbursed for expenses (Articles of Association, para 67)  
 Expenses Guidelines published  
 President covers most of his own costs - could be listed separately when new president elected  
 GDC - practices are appropriate

9. Make public General Assembly agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda

		General Assembly agenda published in advance, minutes afterwards, and procedure for adding to agenda	General Assembly full details published with minutes, easy to find	Full publication, easy to find, extra data or information, minutes archive
No	Some information published on General Assembly	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Annual General Meeting documents in Meetings section (2015 versions removed in July 2016 pending availability of 2016 documents)  
 Notice, Agenda and Minutes of EGM in June 2016 published in Meetings section:  
<http://www.worldsquash.org/ws/wsf-information/members-area/meetings/wsf-egm-2016>  
 Some information about AGMs also published in News and Instant Updates (e.g. 59 - Nov-Dec 2015:  
<http://www.worldsquash.org/ws/wp-content/uploads/2015/11/IU-59.pdf>)

10. Make public a summary of reports/decisions taken during Board & Commission meetings and all other important decisions of IF

		All major reports/decisions from board and commission meetings are published	All major decisions are published promptly, easy to find and presented clearly	All major decisions published promptly, easy to find, presented clearly, extra detail or information
No	Some decisions from board and commission meetings published	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Comments

Summary reports of committee activity published (Executive Committee Report, paras 5-19)  
  
 Some committee reports in Instant Updates (e.g. 61 - Mar-Apr 2016 - page 4 covers coaching conference and committee:  
<http://www.worldsquash.org/ws/wp-content/uploads/2016/03/IU-61.pdf>)

3. Integrity

The following 10 indicators relate to integrity.

1. Incorporate in Statutes all appropriate ethical principles which align with and embrace the IOC Code of Ethics and are applicable to all members, officials and participants

No	Some ethical principles in Statutes or other official documents	Ethical principles in Statutes/official documents in line with IOC Code of Ethics, applicable to all	Ethical principles in Statutes in line with IOC Code, applicable to all, evidence of implementation	State of the art principles in line with IOC Code of Ethics, implementation, historic decisions
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Code of Ethics (updated 2016) for members, officials, available via a sub-menu: <http://www.worldsquash.org/ws/wsf-information/members-area/wsf-code-of-ethics>  
 Code of Conduct covers field of play and behaviour at events: <http://www.worldsquash.org/ws/wsf-information/members-area/wsf-code-of-conduct>  
 No information about ethics in Executive Report to AGM. New proposal for 2016 Executive Report (page 18) states that the President convenes Ethics Commission - no standing membership - contravenes requirement for 5 members

2. Have clear rules to guard against conflicts of interest

No	Some recognition of conflict of interest issues and an attempt to manage them	Conflict of interest rules in general use	Conflict of interest guidelines in general use, including a register of interests	State of art conflict guidelines in use, register of interests regularly updated, with examples
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Section on conflicts of interest in Code of Ethics (appendix 5): <http://www.worldsquash.org/ws/wsf-information/members-area/wsf-code-of-ethics>

### 3. Comply with the WADA World Anti-Doping Code

No	Recognition/signature of the World Anti-Doping Code with a limited degree of compliance	Compliance with the World Anti-Doping Code	Compliance with the World Anti-Doping Code including publication of results	Compliance with the World Anti-Doping Code and a state of the art independent anti-doping programme
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

#### Comments

WSF accepted the WADC in 2014 (page 4 of Anti-Doping Rules):  
[http://www.worldsquash.org/ws/wp-content/uploads/2016/07/150101\\_WSF-Anti-Doping-Rules-2.1.pdf](http://www.worldsquash.org/ws/wp-content/uploads/2016/07/150101_WSF-Anti-Doping-Rules-2.1.pdf)  
 Report on anti-doping activity in Executive Report (pages 5-8 in 2014-15 report) includes numbers of tests and a summary of results  
 Anti-doping info: <http://www.worldsquash.org/ws/athletes/anti-doping/anti-doping>  
 Reference in preamble of Articles of Association  
 Anti-doping rules not in Code of Ethics (listed as appendix 1 but not included)

### 4. Establish regulations to tackle match-fixing and manipulation of competitions in accordance with the IOC Code against the Manipulation of Sports Competitions

No	Some action to tackle match manipulation	Regulations in place to tackle match manipulation in line with the IOC Code	Regulations to tackle match manipulation in line with the IOC Code with evidence of implementation	State of art match manipulation rules implemented, results published, in line with CoE Convention
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Comments

Rules in place to tackle match manipulation (appendix 2 of Code of Ethics)  
 WSF Code of Ethics largely follows the IOC model:  
[https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Documents/Code-of-Ethics/2016/Book-Code-of-Ethics-2016.pdf#\\_ga=1.134215374.1552248895.1431957632](https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Documents/Code-of-Ethics/2016/Book-Code-of-Ethics-2016.pdf#_ga=1.134215374.1552248895.1431957632)  
 Both WSF and PSA are members of ESSA  
 PSA plans to run education sessions from 2017

5. Establish confidential reporting mechanisms for “whistle blowers”

No	Some evidence of a response to comments and allegations	A confidential reporting mechanism is in place for whistle blowers	A confidential reporting mechanism is in place for whistle blowers with evidence of action taken	State of the art reporting mechanism with evidence of action taken, externally verified
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Ethics and compliance "hotline" in place for e-mail reports <http://www.worldsquash.org/ws/ethics-compliance-hotline>

Link also available to anonymous IOC service

6. Respect principles of sustainable development and regard for the environment

No	Some acknowledgement of sustainable development and environment issues in official documents	Official guidance on respecting principles of sustainable development and environment in Statutes	Official guidance on respecting principles of sustainable development with monitoring in place	State of art guidance on respecting sustainable development, monitoring and sanctions in place
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

1 page environment policy available via sub-menu: [http://www.worldsquash.org/ws/wp-content/uploads/2016/04/120716\\_WSF-Environment-Policy.pdf](http://www.worldsquash.org/ws/wp-content/uploads/2016/04/120716_WSF-Environment-Policy.pdf)

Environmental impact is considered when venue inspections are made prior to World Championship events being awarded

No reference to environmental impact of travel

7. Put in place integrity awareness/education programmes

No	At least some information on integrity awareness programmes available	Integrity awareness/education programmes in place	Formal integrity awareness/education programmes in place with evidence of implementation	State of the art integrity awareness/education programmes in place with evidence of implementation
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Reference to using educational tools already in existence (IOC, ASOIF etc.) to raise athletes' awareness of risks of competition manipulation in appendix 2 of Code of Ethics:  
<http://www.worldsquash.org/ws/wsf-information/members-area/wsf-code-of-ethics>

PSA plans to run education sessions from 2017

8. Provide for appropriate investigation of threats to sport integrity

No	Some reference to investigation of threats to sports integrity in official documents	Defined investigation process for threats to sports integrity	Dedicated resources and process for threats to sports integrity, evidence of implementation	State of art investigation and reporting process for threats to sports integrity, implementation
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Responsibility is with the Ethics Committee, which has procedural rules (appendix 7 of the Code of Ethics):  
<http://www.worldsquash.org/ws/wsf-information/members-area/wsf-code-of-ethics>

No provision for proactive investigation

9. Cooperate with relevant public authorities on integrity matters

No	Some evidence of cooperation with public authorities on integrity matters	Ad hoc, officially sanctioned cooperation with public authorities on integrity matters	Formal cooperation with public authorities on integrity matters, evidence of activity	State of the art cooperation with public authorities, evidence of activity, agreements in place
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

No evidence of co-operation seen

No known instances

10. Make public all decisions of disciplinary bodies and related sanctions, as well as pending cases where and as applicable

No	Some information about decisions of disciplinary bodies and related sanctions published	All decisions of disciplinary bodies and related sanctions published	All decisions of disciplinary bodies and related sanctions published promptly, plus pending cases	All decisions of disciplinary bodies and related sanctions published, plus pending cases, extra info
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Some summary information about anti-doping violations published in Executive Report (pages 5-8)

A brief report on the Disciplinary and Appeals Commission is published (Executive Report, pages 11-12)

Integrated disciplinary process in place with professional leagues for mutual recognition [document provided]

In practice, there have been few serious disciplinary cases



4. Democracy

The following 10 indicators relate to democracy.

1. Election of the President and a majority of members of all executive bodies

		Elections for president and majority of members of executive bodies	Elections for president and majority of roles, voting numbers published	Elections for president and majority of roles, voting numbers published, external scrutiny
No	Some elections but for limited number of roles			
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

President and 3 vice presidents are elected (as of July 2016 there are only 2 vice presidents in post). There will be 4 vice presidents after 2016 AGM  
 Election rules covered in Articles of Association (paras 29-46, pages 6-9)  
<http://www.worldsquash.org/ws/wsf-information/articles-of-association>  
 News on 20/10/14 and Instant Update 53 (Nov-Dec 2014):  
<http://www.worldsquash.org/ws/wp-content/uploads/2014/11/IU-53.pdf>) both covered election outcomes but without reference to voting numbers  
 All committee posts are occupied by volunteers with exceptions: director of

2. Elections process which allows for a secret ballot at the request of voting constituents under a clear procedure/regulations

		Clear procedure/regulations in the statutes for secret ballots	Clear procedure/regulations for secret ballots, electronic and back-up manual options	Clear regulations for compulsory secret ballots, electronic/manual options, cover various scenarios
No	Some provision for secret ballots			
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Requirement for secret ballots in Articles of Association (para 34b, page 7)  
<http://www.worldsquash.org/ws/wsf-information/articles-of-association>  
 No reference to electronic or manual voting

3. Key stakeholders, e.g. active athletes, are represented in governing bodies. Due regard shall be paid to gender representation and the enactment of policies encouraging gender equality

No	Some representation of athletes and/or stakeholders in governing bodies	Designated athletes/stakeholders reps in governing bodies (not consultative), gender equality policy	Representation of athletes/stakeholders, gender equality policy, evidence of implementation	State of art athlete and other stakeholder representation, gender equality policy, implementation
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Athletes' Commission of 9 members, 8 previously appointed by PSA (now appointed by player director) and 1 by WSF Board  
 2 year terms, possible re-appointment (must have played in WC within 4 years)  
 They elect a director between them. No wider election for athlete representatives  
 No gender equality policy but provision to ensure at least 1 vice president of each gender (Articles of Association, para 34e:  
<http://www.worldsquash.org/ws/wsf-information/articles-of-association>)  
 Reasonable gender balance on committees

4. Candidates for elections have a possibility to present their vision/programmes while ensuring equal treatment for all candidates

No	Some opportunity for candidates to present their programme in advance	Designated opportunity for candidates to present manifesto/programme in advance with equal treatment	Candidates can announce at least 4 months in advance and present programmes, including at Congress	Candidates announce at least 4 months ahead and present programmes, with campaign funding rules
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Promotion by election candidates permitted - Code of Ethics (appendix 3):  
<http://www.worldsquash.org/ws/wsf-information/members-area/wsf-code-of-ethics>  
 No reference in news on 20/10/14 and 30/9/12 to candidates' programmes  
 Candidates must be nominated not less than 90 days ahead of the AGM  
 Statement published when candidates are nominated (Articles of Association, para 33c: <http://www.worldsquash.org/ws/wsf-information/articles-of-association>)  
 Candidates present themselves at AGM  
 GDC - ample and equal opportunity for candidates to campaign

5. Make public all open positions for elections and appointments including the process for candidates and full details of the roles, job descriptions, application deadlines and assessment

		All elections and appointments made public with details of roles, requirements, assessment provided	Elections/appointments advertised openly with details of roles, requirements, assessment	State of the art open recruitment for all roles with details or roles, requirements, assessment
No	Some open positions made public			
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Notice for 2016 AGM references nomination deadlines for presidents and VPs: [http://www.worldsquash.org/ws/wp-content/uploads/2016/07/160711\\_Notice.pdf](http://www.worldsquash.org/ws/wp-content/uploads/2016/07/160711_Notice.pdf)  
 Election rules published in Articles of Association: <http://www.worldsquash.org/ws/wsf-information/articles-of-association>  
 Positions advertised in Instant Update on an ad hoc basis - e.g. calling for expressions of interest for technical committee in (61, Mar-Apr 2016, page 3: <http://www.worldsquash.org/ws/wp-content/uploads/2016/03/IU-61.pdf>)  
 Member monthly info e-mails sometimes include details of open positions

6. Establishment and publication of eligibility rules for candidates for election

		Published eligibility rules for election candidates with unrestricted nominations process	Published eligibility rules with unrestricted nominations and a nominations commission	State of the art eligibility rules, a nominations commission
No	Some rules about eligibility for election candidates			
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Nominations should be made by a full member of the WSF (Articles of Association, para 31a)  
 Candidates should declare any financial interests (para 31c)  
 Age limit of 75 in the year of election  
<http://www.worldsquash.org/ws/wsf-information/articles-of-association>  
 Code of Ethics covers conduct of electoral candidates (appendix 3)  
<http://www.worldsquash.org/ws/wsf-information/members-area/wsf-code-of-ethics>

7. Term limits for elected officials

		Some term limits but possibility of multiple reelections to the same position	Term limits in place with a maximum of no more than 12 years in 1 role	Term limits in place with a maximum of 12 years cumulatively in the same or multiple roles	Term limits with a max of 2 x 4 year terms in same or multiple roles, waiting period before new role
No					
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Comments

2 x 4 year term limit for president and vice presidents with no re-appointment for 3 years (Articles of Association, paras 63-5)  
 Still possible to serve for up to 8 years as a vice-president and then up to 8 years as president  
 Age limit of 75 in the year of election  
<http://www.worldsquash.org/ws/wsf-information/articles-of-association>  
 However, limits do not apply to non-elected officials on any other committees  
 GDC - principle of term limits supported by members

8. Main decisions are taken by secret ballot with exclusion of members with a manifest or declared conflict of interest

No	Some major decisions are taken by secret ballot	Some major decisions are taken by secret ballot with an ad hoc conflict of interest policy	All or almost all major decisions taken by secret ballot with a defined conflict of interest policy	Major decisions by secret ballot with a defined conflict of interest policy checked against register
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Provision for secret ballots at the AGM or an EGM, if requested (Articles of Association, para 22)  
<http://www.worldsquash.org/ws/wsf-information/articles-of-association>

Most major decisions at the AGM are taken by secret ballot  
 Event hosting not decided at AGM  
 GDC - elections are by secret ballot, non-contentious issues by show of hands

9. Main decisions are taken on basis of written reports supported by criteria

No	Some major decisions taken on the basis of written reports	Major decisions taken on the basis of written reports supported by criteria recognised internally	Major decisions taken on basis of written reports supported by criteria and most reports published	Major decisions based on written reports, all reports published where possible, with voting numbers
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Little information published about executive board meetings

Sample board meeting papers provided - numerous documents presented to board

GDC - good written information provided in advance by HQ but perhaps not contrary views

10. Governing bodies meet regularly: the General Assembly ideally once a year

No	General Assembly meets at least every 2 years	General Assembly meets every year and other governing bodies meet at least every year	General Assembly is annual, other governing bodies meet several times per year, calendar published	General Assembly annual, other bodies meet several times per year, calendar and extra info published
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Annual General Meeting is held in each calendar year (Articles of Association, para 11)  
<http://www.worldsquash.org/ws/wsf-information/articles-of-association>  
An EGM took place in June 2016  
3 meetings of Executive Board in period covered by 2014-15 Executive Report (para 5.1), plus 1 just before the AGM and 1 just after  
Meetings of the Executive Committee tend to be annual (Executive Report, para 5.2) - calendar not clear

5. Sports Development and Solidarity

The following 10 indicators relate to sports development and solidarity.

1. Transparent process to determine allocation of resources in declared non-profit objectives, in particular grassroots activities

	Some information about allocation of resources in non-profit objectives, particularly grass-roots	Defined, transparent process to determine allocation of resources in non-profit objectives	Defined, transparent process for allocating resources in non-profit objectives, all info published	State of the art process for allocating resources in non-profit objectives, all info published
No	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

WSF resources mostly dedicated to administrative costs  
 Annual accounts identify £90,291 investment in Olympic strategy in 2014  
 Investment in coaching and development committee grew significantly 2014-15 from £3,023 to £18,547 (annual accounts 2015)

Ambassador programme takes players, coach and referee to a developing squash country each year - paid for by a sponsor

2. Redistribution policy and programmes for main stakeholders

	Some redistribution among main stakeholders	Formal redistribution policy or programme for main stakeholders	Formal redistribution policy or programme for main stakeholders with details published	State of the art redistribution programme for stakeholders, declared criteria and details published
No	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Redistribution of half of SPIN player registration income to 5 Regional Federations (Executive Report, 2.8 and 2.11)

Although sums are fairly small, the investment is significant in proportionate terms.  
 GDC - income from accreditation and fees just about covers running costs but little left for redistribution

### 3. Monitoring / audit process of the use of distributed funds

No	Funding recipients provide a report on how money is spent	Monitoring / audit process in place for use of distributed funds	Independent monitoring / audit process in place for use of distributed funds	Independent monitoring / audit process in place for use of distributed funds, results published
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

No requirement currently

### 4. Existence of environmental responsibility policy and measures

No	At least some reference to environmental responsibility in official documents	Policy and measures on environmental responsibility in place	Policy and measures on environmental responsibility, evidence of implementation, details published	State of the art policy on environmental responsibility, monitoring in place, details published
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

1 page environment policy available via sub-menu:  
[http://www.worldsquash.org/ws/wp-content/uploads/2016/04/120716\\_WSF-Environment-Policy.pdf](http://www.worldsquash.org/ws/wp-content/uploads/2016/04/120716_WSF-Environment-Policy.pdf)  
 Environmental impact is considered when venue inspections are made prior to World Championship events being awarded  
 No reference to environmental impact of travel  
 (Similar to 3.6)  
 GDC - WSF acts responsibly, even if the formal policy is limited

5. Existence of social responsibility policy and programmes

No	At least some reference to social responsibility in official documents	Social responsibility policy and programmes in place	Social responsibility policy and programmes in place, evidence of implementation, details published	State of the art policy on environmental responsibility, monitoring in place, details published
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Social media guidelines published:  
[http://www.worldsquash.org/ws/wp-content/uploads/2016/06/160614\\_Social-Media-Guideline.pdf](http://www.worldsquash.org/ws/wp-content/uploads/2016/06/160614_Social-Media-Guideline.pdf)

6. Education programmes and assistance to athletes during and after career

No	At least some educational support for athletes after their career	Education programme and assistance for athletes during and after career	Externally provided education programme and assistance for athletes during and after career	State of the art, externally provided education programme and assistance for athletes
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Link to IOC athletes' career page from top menu:  
<http://www.worldsquash.org/ws/athletes/ioc-athletes-career-programme>

PSA plans to conduct activity in this area in the near future



7. Due regard is paid to gender and geographical representation through guidelines

	Some guidelines relating to geographical representation	Formal guidelines covering geographical representation	Formal guidelines covering geographical representation, figures published	State of the art guidelines covering geographical representation, results published
No				
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

[Definitions changed to geog ref only on advice. Gender in 4.3]  
 Principle is that every committee has a representative from each region (e.g. Executive Committee, Referees' Committee, Championships Committee)  
 Commissions have invited members  
 GDC - policy to have broad geographical representation is well-established  
 [No gender equality policy but provision to ensure at least 1 vice president of each gender (Articles of Association, para 34e: <http://www.worldsquash.org/ws/wsf-information/articles-of-association>).]

8. Legacy programmes to assist communities in which events are hosted

	Some support for communities which host events in their legacy planning	Legacy programmes to assist communities in which events are hosted	Formal legacy programme and resources to assist communities in which events are hosted	State of art programme and resources to assist event host communities, monitoring, details published
No				
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Tender documents for major events list responsibilities

9. Anti-discrimination policies on racial, religious or sexual orientation

No	Recognition of anti-discrimination issues in official documents	Official anti-discrimination policy or policies in place	Anti-discrimination policy/policies covering all characteristics, evidence of implementation	State of the art anti-discrimination policies, evidence of implementation, results published
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

"No discrimination of any kind" (Code of Ethics, para 17)  
<http://www.worldsquash.org/ws/wsf-information/members-area/wsf-code-of-ethics>  
 Sanctions in place for bringing the sport into disrepute (Code of Conduct, para 2b)  
<http://www.worldsquash.org/ws/wsf-information/members-area/wsf-code-of-conduct>

10. Cooperation with relevant public authorities on social responsibility issues

No	Some evidence of cooperation with public authorities on social responsibility issues	Ad hoc, sanctioned cooperation with public authorities on social responsibility issues	Programme of cooperation with public authorities on social responsibility issues, details published	State of art social responsibility work with public/int'l authorities, details published, monitoring
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Nothing in place

6. Control Mechanisms

The following 10 indicators relate to control mechanisms.

1. Establish an internal ethics committee with independent representation

No	Some monitoring of ethical behaviour	Ethics committee with independent representation in place to monitor application of ethics rules	Ethics committee with majority independent representation in place, can propose sanctions	State of the art ethics committee, independent majority, starts investigations, proposes sanctions
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Executive Report (page 18) states that the President convenes Ethics Commission - no standing membership - contravenes requirement for 5 members in Statutes of Ethics Commission (Code of Ethics, appendix 6)  
 Code of Ethics (updated 2016) applies to members, officials and participants, available via a sub-menu  
<http://www.worldsquash.org/ws/wsf-information/members-area/wsf-code-of-ethics>  
 (Compare to 3.1)

2. Establish internal yet independent audit committee

No	Audit committee in place but no independence	Audit committee in place with independent representation	Audit committee in place with independent majority, activity published	State of the art audit committee with independent majority, activity published
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Independent audits annually

3. Adopt an internal control and risk management system

No	Some systems in place for internal control and/or risk management	Official procedure in place for internal control and risk management	Official procedure in place for internal control and risk management, evidence of implementation	State of the art internal control and risk management procedure, evidence of implementation
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

SWOT analysis in Strategic Plan 2016-20 (pages 5-6)  
[http://www.worldsquash.org/ws/wp-content/uploads/2016/06/160201\\_WSF-Strategic-Plan-2016-2020.pdf](http://www.worldsquash.org/ws/wp-content/uploads/2016/06/160201_WSF-Strategic-Plan-2016-2020.pdf)

Brief explanation of financial controls (Executive Report, para 2.12)

4. Adopt accounting control mechanisms and external financial audit

No	Some accounting control mechanisms and/or an external financial audit	Official accounting control mechanisms in place and an external financial audit	Official accounting control mechanisms in place and an external financial audit, details published	State of the art accounting controls in place and external financial audit, details published
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Comments

Detailed audited accounts published  
 Brief explanation of financial controls (Executive Report, para 2.12)

5. Carry out due diligence assessment of elected and senior officials prior to election/appointment

No	Some due diligence activity	Official due diligence assessment of elected and senior officials prior to election / appointment	Due diligence assessment of elected/senior officials before election/appointment, details published	State of the art due diligence of elected/senior officials with external provider, details published
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Rules for candidates for elected positions in place (Code of Ethics, appendix 3)  
<http://www.worldsquash.org/ws/wsf-information/members-area/wsf-code-of-ethics>

Election candidates must declare interests (Articles of Association, para 31c)  
<http://www.worldsquash.org/ws/wsf-information/articles-of-association>

6. Observe open tenders for major commercial and procurement contracts

No	Some tenders for major commercial and procurement contracts	Regular open tenders for major commercial and procurement contracts	Regular open tenders for major commercial and procurement contracts, full documentation	State of the art open tenders for major contracts, full documentation, publication of appointments
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Relatively few tender opportunities  
 Tender for adopted ball goes to all approved manufacturers - previously every 5 years  
 WSF operates Accreditation and Approval schemes for suppliers for the sport (Executive Report, para 2.4)  
 Protective eyewear can be certified via testing

7. Decisions can be challenged through internal appeal mechanisms on the basis of clear rules

			Internal appeals policy in place, evidence of implementation	State of the art appeals policy, evidence of implementation, outcomes published
No	Some opportunity for internal appeals	Internal appeals policy in place		
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Comments

Dispute resolution process in place (Articles of Association, paras 152-4) <http://www.worldsquash.org/ws/wsf-information/articles-of-association>  
 Rule for appeals in place (Code of Conduct, para 9) <http://www.worldsquash.org/ws/wsf-information/members-area/wsf-code-of-conduct>  
 Disciplinary/Appeals Committee activity published (Exec Report, para 12)  
 Appeals process for Ethics Commission decisions (Code of Ethics, rule 13) <http://www.worldsquash.org/ws/wsf-information/members-area/wsf-code-of-ethics>

8. Due diligence and effective risk management in bidding requirements, presentation, assessment and allocation of main events

		Designated due diligence and risk management process for bidding, assessment, event allocation	Due diligence and risk management process for bidding, assessment, event allocation, info published	State of the art due diligence/risk management for event process, info published, external input
No	Some due diligence and/or risk management in bidding and allocation of major events			
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Rules in place for member countries bidding for World Championships (Code of Ethics, appendix 4) <http://www.worldsquash.org/ws/wsf-information/members-area/wsf-code-of-ethics>  
 Tender document sets out bidding requirement and decision process

9. Awarding of main events to follow an open and transparent process

No	Some information published about process for awarding main events	Process for awarding main events with rules including criteria, fair timetables, outcomes published	Process for awarding events, rules include criteria, fair timetables, shortlisting	Process for awarding events, rules include criteria, fair timetables, shortlisting, external input
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Activity of Championships Committee published (Executive Report, para 9)  
Notices about tender deadlines for World Championships published (e.g. Instant Update 53, Nov-Dec 2014, page 2:  
<http://www.worldsquash.org/ws/wp-content/uploads/2014/11/IU-53.pdf>)  
News on 15/6/16 about a bid from China to host the WSF Women's World Team Squash Championship in 2018

10. Internal decisions can be appealed to the Court of Arbitration for Sport

No	Some opportunity for external appeals	Right of appeal for internal decisions to Court of Arbitration for Sport or similar	Right of appeal in statutes for all relevant internal decisions to CAS, evidence of implementation	Right of appeal in statutes for all relevant decisions to CAS, implementation, outcomes published
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Dispute resolution process in place, referring to Court of Arbitration for Sport (Articles of Association, paras 152-4)  
<http://www.worldsquash.org/ws/wsf-information/articles-of-association>  
CAS database includes 1 case for squash in 2006