ANNEXURE D

EUROPEAN SQUASH FEDERATION FORWARD PLAN 2021/2022

MISSION STATEMENT

Working as an independent Regional Federation of the World Squash Federation to ensure that squash remains a strong, viable and growing sport in Europe

PRINCIPAL AIMS

- Observe and advocate the principles of the Olympic charter
- Uphold and enforce the rules of squash, and protect its integrity
- Promote the growth and general vibrancy of squash within Europe
- To follow up the restart of squash in European countries and give support to our MNFs
- To gather information from our MNFs regarding the situation of squash after COVID-19
- To restart our Championships, Junior and Master circuit tournaments and various courses
- Oversee the governance and stewardship of regulations for European championships and other ESF competitions and events
- Attribute hosts for European Championships for teams and individuals (men, women, masters and juniors), and oversee the highest possible quality of delivery and presentation
- Strengthen the bonds of friendship between existing member associations, encourage the formation of new member associations, and encourage the sharing of best practice
- Work collaboratively with WSF, PSA and other relevant organisations to promote and develop the wider interests of squash. This includes the development of a global strategy for the sport
- Ensure ESF funds are used as effectively as possible in the best interests of the game
- Oversee the effective governance of ESF, in the best interests of its members and the sport

ORGANISATION AND MANAGEMENT

- Membership of the ESF comprises recognised National Squash Federations in Europe
- ESF's activities are determined by the principles and objects of its articles of association. Its priorities are determined annually by the directive of the Annual General Meeting
- Members (national federations) elect a President & 4 Vice Presidents to lead and manage ESF activities and interests between General Meetings, to direct, support and monitor the ESF Office to meet the needs of Members, and communicate with Members and others as appropriate
- ESF to organise a Members' Forum in 2021/2022

MEMBERSHIP

Recruit every nation with a National Squash Federation into ESF membership

Assist squash playing nations to establish a National Federation

Advise/support the development of their delivery infrastructure, whether governance, competitions, coaching and refereeing, and the sharing of good practice between nations. Encourage their participation in ESF Championships and Circuit events

Encourage Provisional Members to become Full Members

Raise awareness and profile of all European Championships, particularly ETC and EICC across Member Nations

FINANCE

Support	Sustain	Maintain
Support budget integrity via implementation of effective financial systems, controls and reporting	Sustain annual surpluses in order to restore reserves to a secure level	Maintain a Capital Fund to provide for investment in systems and exceptional payments and contributions

CHAMPIONSHIPS

Encourage members to host ESF events by securing Tenders for the following:

European U19 Mixed Team and Individual Championships

European U17 and U15 Mixed Team Championships

European Team Championships for men and women (Divisions 1, 2 & 3)

European Club Championships for teams of men and women

European Individual Closed Championships for Men and Women

European Masters Individual Championships for Men and Women in age groups over 35 (every other year)

Provide guidance and support to Host Federations and Clubs to ensure ESF Championships are organised efficiently and in line with current regulations

Provide standard forms, budget plan and event marketing advice to prepare and compare Host Federations and Clubs in tender procedure

Encourage small and developing squash countries to compete internationally and to participate in ESF Championships

Continue to review and improve the format and the regulations of all European Championships within the frame of the development of the game within Europe

Publish an ongoing calendar of ESF Championships and try to ensure that dates of main ESF events are protected. Publish ESF events on WSF world calendar

Ensure Europe is effectively represented within the WSF Championships Committee

Support member nations with training and educate organisers in how to use Tournament Planner software and the benefit for rankings

Develop Live Scoring

REFEREES

Link in	Link in with WSO - contribute where possible to development of the platform via feedback etc
Target	Target specific Referees for 3-year period
Hold	Hold a 1 or 2 day Referee Conference in Europe in 2021
Encourage	Encourage Member nations to sign up to WSO website
Look	Look to increase/maintain WSF and Regional Referees total over next 3 years
Work	Work to increase Assessor Level total over next 3 years

JUNIORS

Develop and maintain an effective and efficient Juniors Committee

Organise, together with the Host Association, the European Junior U19 Team and Individual Championships 2022, and Under 17/15 Championships 2022 and secure tenders for future years

Continue to develop and improve the European Junior Circuit for 2021/22

Maintain and update the online ESF Junior Ranking system on a monthly basis

Develop the European Junior Circuit to improve the players, the quality of the Circuit and it's tournaments. Continue to review and enhance the Junior Circuit Guidelines and the Junior Ranking System

Maintain the online evaluation system for all junior tournaments (for European Junior Circuit and the European Junior Championships) in order to monitor the quality of the tournaments and help organisers with future events

Develop a Junior section on the ESF website to give players the opportunity to communicate with each other, view rankings and results and enter tournaments on-line and to give the tournament organisers the opportunity to advertise and stream live from their tournaments

Develop the co-operation with PSA to further develop the European Junior Circuit, to continue offering free or reduced membership to the top Under 17/19 players on the Junior Circuit as an incentive to remain in the game of squash on reaching 17/19 years of age

Continue the communication between the ESF Juniors Committee, WSF and the other 4 WSF Regions to discuss and develop junior related matters

COACHING

Activate more European nations to adopt and develop the new WSF Coach Education Programme on the basis of success in establishing and developing the ESF coaching infrastructure at Levels 1, 2 and 3

Support Member National Associations in developing either WSF Coach Education Programme or their own national coaching systems

Maintain ESF's position as the leading region in coach education

Support the continuous development of ESF/WSF coach tutors, especially for new WSF Coach Education Programme. Identify new tutors and support them in their training, qualification and deployment

Provide refresher courses to re-train and upgrade coaches to a WSF qualification

Together with WSF, provide and update worldwide directory of qualified Coaches and Tutors

Organise a Conference in 2021/2022

MARKETING

Develop and start to implement long-term marketing plan

Develop and implement brand new ESF website with the possibility of presenting ESF main events

Activate ESF social media (Facebook, Twitter) in cooperation with the MNFs

Develop ESF Marketing Network in cooperation with the MNFs

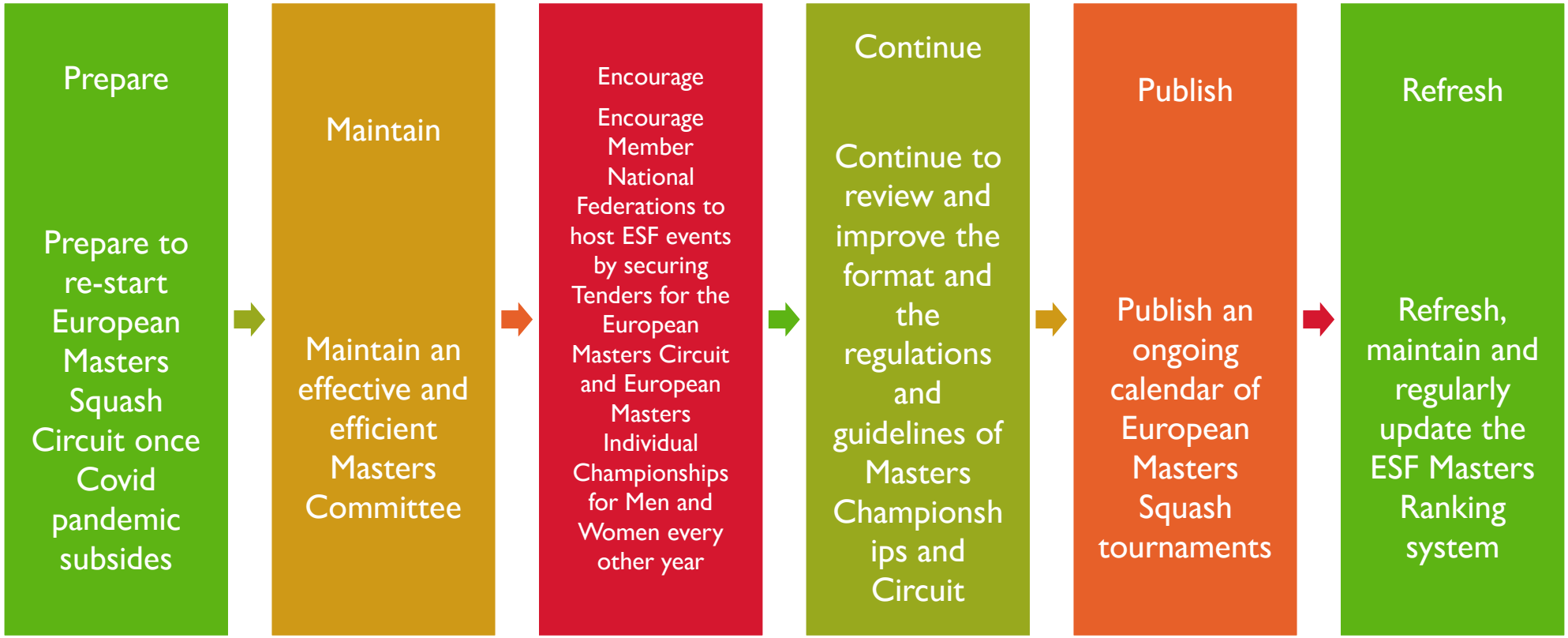
Liaise with WSF in order to participate actively in its strategic marketing plans

Co-operate with the WSF's marketing, especially in the field of sponsorship

Encourage greater co-operation between PSA in order to promote ESF events

Encourage and participate in the negotiations dedicated to the admission of squash in the European Games

MASTERS


Prepare
Prepare to re-start European Masters Squash Circuit once Covid pandemic subsides
Maintain
Maintain an effective and efficient Masters Committee
Encourage
Encourage Member National Federations to host ESF events by securing Tenders for the European Masters Circuit and European Masters Individual Championships for Men and Women every other year
Continue
Continue to review and improve the format and the regulations and guidelines of Masters Championships and Circuit
Publish
Publish an ongoing calendar of European Masters Squash tournaments
Refresh
Refresh, maintain and regularly update the ESF Masters Ranking system