



# NATIONAL STRATEGIC FRAMEWORK

PHASE 2  
FINAL VERSION



# OUR VALUES

Across Water Polo in Australia we will **UNITE** under a common set of values to advance our sport.

F U N  
I N C L U S I V E  
P U R S U I T O F E X C E L L E N C E  
T E A M W O R K  
R E S P E C T





## OUR BEHAVIOURS

We have **FUN**: we love our sport and enjoy the camaraderie of our community

We are continually in **PURSUIT of EXCELLENCE**: we inspire people to be their best and do their best

We are **INCLUSIVE**: we are a welcoming community for everyone

We embrace **TEAMWORK**: we collaborate and act with a unity of purpose in the best interest of the sport

We act with **RESPECT**: we play fair, ensuring what we do is ethical, transparent and honest.

# 2030 GOALS FOR WATER POLO IN AUSTRALIA

## Empower

- WPA partners with States and clubs, empowering, incentivising and supporting, to deliver the sport's vision and to grow and develop its people and programs

## Develop

- Volunteers are empowered, supported, and recognised leading to a strong club culture.
- Coach and referee development pathways are world best resulting in sufficient high-quality officials.

## Play

- Water Polo offers value for money for all participants
- Pools are accessible with most capital cities having a dedicated or priority access water polo facility
- Each capital city has a high-quality A-Grade competition (with at least four competitive teams, 6 in larger cities) and multiple feeder divisions
- States offer a range of annual club / regional events

## Perform

- The Australian Water Polo League is a high-quality fully funded, truly national, competition, with Clubs underpinned by active affiliate clubs who in turn supported by their National League club.
- WPA conducts National Junior Events with most clubs participating
- The athlete and official frameworks are firmly established, well understood and are delivering international success and a high level of competition throughout the sport.
- We hold justifiably realistic expectations of being in the mix for medals at most benchmark international events.

## Prosper

- WPA is a well-managed, financially independent organisation that partners with multiple funding streams to achieve its strategic objectives.



# ROLES & RESPONSIBILITIES

# ROLES & RESPONSIBILITIES

	EMPOWER	DEVELOP	PLAY	PERFORM	PROSPER
<b>Clubs &amp; Associations</b>	<ul style="list-style-type: none"> <li>Club Operation Plan</li> <li>Live the Values</li> </ul>	<ul style="list-style-type: none"> <li>Create a positive participant experience</li> </ul>	<ul style="list-style-type: none"> <li>Create a positive participant experience</li> </ul>	<ul style="list-style-type: none"> <li>Local rep teams</li> <li>Club Development Programs</li> </ul>	<ul style="list-style-type: none"> <li>Local partnerships</li> <li>Local community engagement</li> <li>Enhance participant base</li> </ul>
<b>SSO's</b>	<ul style="list-style-type: none"> <li>SSO Operation Plan</li> <li>Empower Clubs</li> <li>Lead by example</li> <li>Live the values</li> </ul>	<ul style="list-style-type: none"> <li>Support &amp; lead the development of coaches, referees, paid and unpaid staff</li> </ul>	<ul style="list-style-type: none"> <li>State Competitions</li> <li>State Teams, Coaches and Referees</li> </ul>	<ul style="list-style-type: none"> <li>State Development Programs for players, coaches &amp; referees</li> <li>State Championships</li> </ul>	<ul style="list-style-type: none"> <li>State government</li> <li>State School Sport</li> <li>State based partners, sponsors</li> </ul>
<b>NSO</b>	<ul style="list-style-type: none"> <li>NSO Operation Plan</li> <li>Lead National Strategy</li> <li>Empower &amp; support States &amp; Clubs</li> <li>Lead by example</li> <li>Live the values</li> </ul>	<ul style="list-style-type: none"> <li>Lead the development of coaches, referees, paid and unpaid staff</li> </ul>	<ul style="list-style-type: none"> <li>National Competitions Calendar &amp; framework</li> </ul>	<ul style="list-style-type: none"> <li>National programs for players, coaches and referees</li> </ul>	<ul style="list-style-type: none"> <li>Federal government</li> <li>Sport Australia and AIS</li> <li>NIN network</li> <li>AOC</li> <li>FINA</li> <li>National partners and sponsors</li> </ul>

# OUR MISSION

CREATE SUCCESS TODAY, INSPIRE TOMORROW AND BE A TEAM FOR LIFE



## Iconic Australian Team Sport

- High impact, low risk, water based, summer team sport for all communities



## Unmatched Growth Opportunity

- 10-fold growth in 10-years
- Invest in capability and capacity
- Industry leading learning and development programs



## Community Outcomes

- Enhanced water competency for all communities
- Flexible participation formats for all ages, abilities and backgrounds
- Building communities around aquatic activities
- Supporting climate sustainability



## Pride and Inspiration

- Olympic teams drive pride and inspiration in our community



# Our Sport, Your Sport

## Prosper

Financial sustainability to enable reinvestment

## Perform

Develop aligned programs for success for all

## Play

Grow participation to build healthy communities

## Develop

Enhance capability and capacity to enable growth

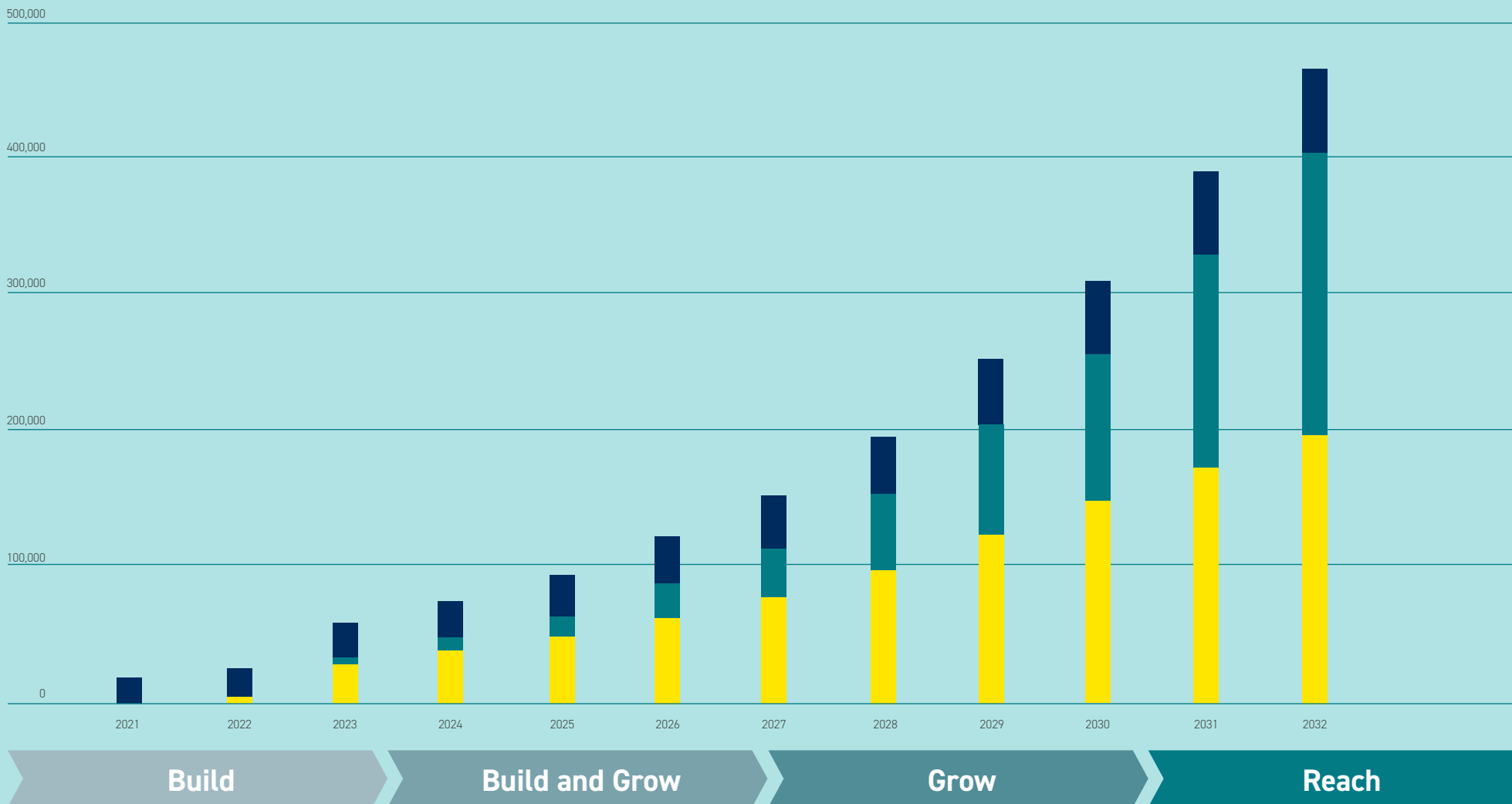
## Empower

Unite our sport to unlock its potential

# PROJECT 10X - 10 YEAR TARGETS

## WATER POLO EXPOSURE, PARTICIPANTS & MEMBERS

- LTS Exposure to Water Polo
- Total Participants
- Total Members



**LTS Exposure:** A person of any age who is exposed to water polo skills or a ball as part of another activity, but they do not play in-formal or formal games.  
**Participant:** A person of any age who participates in any form of organized, in casual/ social/ modified water polo, which can include all modified versions of the game  
**Member:** A person of any age who participates in formal or in-formal water polo competitions (Platinum, Gold, Silver, Bronze)



# NATIONAL STRATEGIC FRAMEWORK

## PHASE 2 - 2022 TO 2024

	Success by June 30, 2024 is defined as....	Targets to be achieved by June 30, 2024
Empower	Water Polo is considered to have an optimal operating model for sport, with clear alignment, communication and efficiency of operation.	<ul style="list-style-type: none"> <li>• &gt;75% of members and participants are satisfied with communication systems and access to information</li> <li>• WPA scores 4 and States &gt;2 on Sport Australia Governance Assessment.</li> <li>• &gt;75% of Members are satisfied with shared services and support received from WPA</li> </ul>
Develop	Growth in availability of suitable coaches, officials and administrators exceeds the growth in demand at all levels.	<ul style="list-style-type: none"> <li>• &gt;75% of coaches and referees are satisfied with L&amp;D framework and the support they receive</li> <li>• There is no more than 70% of any one gender in coaching and officiating roles across Australia in any level of the game.</li> </ul>
Play	Water Polo achieves exponential growth in participation, and provides opportunities for all.	<ul style="list-style-type: none"> <li>• 90,000 people are exposed to (LTS) or participate in some form of water polo annually</li> <li>• 5% of members are from culturally diverse backgrounds</li> <li>• Water Polo is played in 20 Universities around Australia</li> <li>• 100 LTS centres around Australia include some water polo activities in their program</li> <li>• There is a 20% reduction in member protection complaints through an improved culture and education.</li> </ul>
Perform	Water Polo has integrated pathway and performance programs that provides Australians with the best chance of success.	<ul style="list-style-type: none"> <li>• National teams achieve Olympic Games target performance</li> <li>• &gt;80% of process targets achieved in Senior and NAGP Campaign plans</li> <li>• Each of the engaged top 30 coaches and referees have individual development plans in place and each mentor at least 3 others within the system</li> <li>• At least 20 Schools of Excellence are established around Australia</li> </ul>
Prosper	Water Polo is positioned as the number one Australian Olympic team sport in terms of commercial partnerships and community profile.	<ul style="list-style-type: none"> <li>• Water Polo doubles its exposure and awareness through increased reach, content and engagement</li> <li>• 5% of general population are familiar with water polo</li> <li>• WPA generates an additional \$1.2M in revenue</li> <li>• Deliver two events annually to celebrate Water Polo</li> <li>• Grow Alumni to 300 members</li> </ul>

# WPA OPERATION PLAN

## 2022 TO 2024

	Strategic Priorities to be delivered by WPA to June 30, 2024	WPA Projects to June 30, 2024
Empower	<p>1.1 Deliver excellent communication for all participants and members.</p> <p>1.2 Deliver optimal, fit for purpose governance practices at NSO and SSO level in line with the Sport Australia Governance Principles.</p> <p>1.3 Deliver whole of sport efficiencies with a shared alignment around one vision to make our sport, your sport.</p>	<p>1.1.1 Deliver a multi-directional data and communication framework that adds value to the sport.</p> <p>1.2.1 NSF aligned and documented annual operation plans for NSO and SSO's</p> <p>1.2.2 Facilitate annual governance self assessment and enhancement plan.</p> <p>1.2.3 Enhance gender and cultural diversity across all levels of water polo.</p> <p>1.3.1 Enhance the value and uptake of the shared services project.</p> <p>1.3.2 Develop National and State Government engagement strategy.</p>
Develop	<p>2.1 Deliver an effective coach and official development framework, based on a blended learning model, that engages and supports people at all levels.</p> <p>2.2 The AWL delivers on its agreed and stated vision and objectives for Clubs, players, coaches and officials.</p>	<p>2.1.1 Deliver the Learning &amp; Development Framework including enhanced digital access to content and extensive practical content delivery across Australia</p> <p>2.1.2 Implement a targeted program to enable greater diversity in coaching and officiating roles</p> <p>2.2.1 AWL is valued by all as critical to the development of elite coaches, referees and players</p> <p>2.2.2 Grow the IP of the AWL through enhanced match day presentation and broadcast quality to drive commercial value of the AWL.</p>
Play	<p>3.1 Deliver exponential growth in the number of people exposed to some form of water polo activity.</p> <p>3.2 Deliver a fit for purpose Integrity and Policy framework to deliver a culture in water polo that is consistent with community expectations.</p> <p>3.3 WPA to support States and Clubs with a focus on delivering an outstanding participant experience through the entire journey.</p> <p>3.4 Provide affordable, access to the appropriate level of competition to all participants.</p>	<p>3.1.1 Deliver phase 1 (FY23) and 2 (FY24) of Project 10X</p> <p>3.1.2 Enhance access to water space across Australia through innovative and new partnerships</p> <p>3.1.3 Reduce barriers to entry and enhance the participant experience of water polo for all.</p> <p>3.2.1 Implement the National Integrity and Policy Framework and associated education program.</p> <p>3.2.2 Implement initiatives to ensure player, coach and official's behaviour delivers the desired culture for water polo in Australia.</p> <p>3.2.3 Adopt environmentally sustainable practices</p> <p>3.3.1 National focus on enhancing the consumer experience at all levels.</p> <p>3.4.1 Annually review and enhance the competition framework.</p>
Perform	<p>4.1 National Senior team programs running at optimal levels in preparation for Paris Olympics in 2024.</p> <p>4.2 Performance pathways programs are aligned and connected to the National senior programs.</p> <p>4.3 Deliver sustainable, fit for purpose, development programs for the leading coaches and referees.</p>	<p>4.1.1 Develop and deliver fully integrated and thorough Paris 2024 Campaign Plans</p> <p>4.2.1 Develop and commence delivery of a fully integrated Performance Pathways strategy to deliver sustainable success to 2032 and beyond.</p> <p>4.2.2 Develop international relationships to ensure Australian teams can access adequate International competition.</p> <p>4.3.1 Deliver the elite Coach &amp; Referee Development Project in partnership with the AIS</p>
Prosper	<p>5.1 Deliver a National Commercial Strategy and revenue to leverage the value of the sport.</p> <p>5.2 Increase the general population's awareness and exposure to water polo through increased marketing, broadcast and opportunities</p> <p>5.3 Recognise and reward the "Champions" in the Water Polo community and double the WPA Alumni group</p>	<p>5.1.1 Develop clear, compelling value proposition for partners based around three key programs and align with partners who will promote water polo in their own interests to grow awareness and exposure</p> <p>5.1.2 Increase the exposure and awareness of water polo through enhanced reach, content and engagement</p> <p>5.2.1 Deliver State and National Water Polo broadcast partnerships nationally.</p> <p>5.3.1 Deliver the Annual Water Polo Awards to recognise and celebrate our champions.</p> <p>5.3.2 Deliver an engaging and valuable Alumni program</p>



**Water Polo**  
OUR SPORT, YOUR SPORT