







# WPA National Strategic Framework Phase 1 Scorecard - June 2022

Strategic Element	Status	Projects delivered and targets met	Project not delivered or target not met
Empower		8 of 12 = 66.7%	4 of 12 = 25%
Develop		7 of 10 = 70%	3 of 10 = 30%
Play		6 of 8 = 75%	2 of 8 = 25%
Perform		4 of 10 = 40%	6 of 10 = 60%
Prosper		8 of 13 = 62%	5 of 13 = 38%
<b>Total</b>		<b>33 of 53 = 62%</b>	<b>20 of 53 = 38%</b>

*Note: See individual PDF of each element for more detailed analysis*

# Progress Report

## Empower: Unite Our Sport to Unlock Its Potential

Strategic Priorities	Projects 2020 to 2022	Targets – June 30, 2022	Progress Report – Feb 2022
1.1 Deliver improved whole of sport efficiency	<p>1.1.1 Develop a single National Strategy and aligned Operation Plans for NSO and SSO's with clearly defined and agreed roles, responsibilities and targets.</p> <p>1.1.2 Provide an opt-in shared services model to reduce duplication of cost, resources and time across the sport.</p> <p>1.1.3 Gather accurate, complete information from members via the annual census to ensure projects are developed based on evidence and can be tracked against baselines for effectiveness.</p>	<ul style="list-style-type: none"> <li>• 100% of States engage in some part of shared services</li> <li>• &gt;80% Operation Plans targets are delivered successfully across the sport</li> <li>• 100% of States Operations Plans align with NSF</li> <li>• &gt;75% of Clubs Complete the annual census</li> </ul>	<ul style="list-style-type: none"> <li>• 5/7 Shared services</li> <li>• <b>Unknown</b></li> <li>• 5 / 7 stated</li> <li>• <b>39% in 2021</b></li> </ul>
1.2 Create one shared voice of advocacy and influence with government and stakeholders	<p>1.2.1 Develop a clear, consistent narrative about Water Polo's value proposition to the community that underpins the relationships with key strategic partners.</p>	<ul style="list-style-type: none"> <li>• Water Polo as a sport has a strong value proposition to Governments at all levels and is able to articulate and advocate appropriately.</li> </ul>	<ul style="list-style-type: none"> <li>• In progress</li> </ul>
1.3 Innovate the delivery models to enhance participant experience	<p>1.3.1 Support SSO's and Clubs with resources, education and training to innovate and implement delivery models that cater to a broader range of participants with a State specific focus.</p> <p>1.3.2 Implement a nationwide project to better understand the "user experience" from entry to exit, to identify gaps and opportunities to enhance the participant experience.</p>	<ul style="list-style-type: none"> <li>• Ensure Clubs (via SSO's) have the resources and knowledge to broaden the demographic of their membership</li> <li>• Establish retention rate baseline data in 2021</li> <li>• Aim for 75% player retention from 2021 to 2022 (Most sports are at 70% retention)</li> </ul>	<ul style="list-style-type: none"> <li>• Club Pool delivered</li> <li>• <b>Incomplete</b></li> <li>• Participation rates increased, so assumed retention better than 75%</li> </ul>
1.4 Celebrate Water Polo	<p>1.4.1 Deliver the Australian Water Polo Awards Annually as part of the Australian Youth Water Polo Championships to celebrate all aspects of the Water Polo community.</p> <p>1.4.2 To ensure every young player has a connection to a National League team, building an aspirational, tangible pathway through the creation of "local heroes" within the Clubs that young players can connect with.</p> <p>1.4.3 Deliver a match day experience that provides the community with a positive experience and encourages other organizations to become part of it.</p>	<ul style="list-style-type: none"> <li>• &gt;250 people attend Australian Water Polo awards night</li> <li>• 50% increase in attendees at home games in 2021/22</li> <li>• 100% increase in viewership of National League in 2021/22</li> </ul>	<ul style="list-style-type: none"> <li>• &gt;21K views of WPA Awards</li> <li>• <b>Home game attendance not counted</b></li> <li>• 89K minutes viewed of AWL 2022.</li> </ul>

# Progress Report

## Develop: Enhance Capacity & Capability to Enable Scalable Growth

Strategic Priorities	Projects 2020 to 2022	Targets – June 30, 2022	Progress Report – Feb 2022
2.1 Support Clubs to become more sustainable and deliver a positive participant experience	<p>2.1.1 WPA to support and incentivise Clubs (via SSO's) with a grant program to assist in delivering revenue generating participation programs to enhance sustainability and an improved participant experience.</p> <p>2.1.2 Implement a nationwide annual Club Health Check to assist in identifying the type of support required by Clubs.</p>	<ul style="list-style-type: none"> <li>• &gt;50 Grants provided to Clubs around Australia</li> <li>• 10% growth in overall participation membership</li> <li>• 20% increase in the number of Gold Standard Clubs in Australia</li> </ul>	<ul style="list-style-type: none"> <li>• \$465K funding to States in 2 years to June 30, 2022</li> <li>• 19% growth in FY21 and 3% growth in FY22</li> <li>• <a href="#">See Sport Aus Game Plan</a></li> </ul>
2.2 Deliver an effective coach and official development framework which offers value for money	2.2.1 Create a culture of continuous learning among coaches and referees through a revised development framework, that provides affordable access to information through a blended learning approach (online and face to face), including the development of a cohort of “experts” to deliver regular face to face workshops around Australia.	<ul style="list-style-type: none"> <li>• 15% growth in active coaches and referees</li> </ul>	<ul style="list-style-type: none"> <li>• No effective way to record number of active coaches and officials outside of RevSport registrations self nomination.</li> </ul>
2.3 Enhanced capability and critical skills to empower, support, and recognise staff and volunteers	<p>2.3.1 Provide nationwide development programs to support and develop the people who will manage strong, sustainable National, State and Club programs.</p> <p>2.3.2 Deliver the Leaders Assembly annually as part of the Australian Youth Water Polo Championships to provide a collective professional development opportunity and to celebrate and refocus our community on the National Strategic Framework.</p>	<ul style="list-style-type: none"> <li>• Annual Census Data indicates growth in capacity and capability of Clubs</li> <li>• All employed staff undertaking some form of professional development annually.</li> <li>• &gt;75 people attend the Leaders Assembly each year</li> </ul>	<ul style="list-style-type: none"> <li>• Census being merged with Sport Aus Game Plan survey.</li> <li>• Ongoing</li> <li>• <b>Not delivered due to COVID</b></li> </ul>
2.4 Proactively identify and develop coaches and referees for all levels	<p>2.4.1 Implement a talent identification, development and management program to develop an emerging cohort of coaches and referees at all levels.</p> <p>2.4.2 Deliver a targeted Coach Enhancement Program focused on development of the non-technical core competencies of aspiring national program coaches.</p> <p>2.4.3 Coaches and referees to be remunerated appropriately for their involvement in National Age Group programs.</p>	<ul style="list-style-type: none"> <li>• WPA and States have clear view on cohort of aspiring Coaches and Referees</li> <li>• &gt;80% Satisfaction from coaches in the Coach Enhancement Project</li> <li>• Minimum of three strong candidates for each National Head Coach (including Age Groups) when advertised</li> </ul>	<ul style="list-style-type: none"> <li>• Subjective but more coaches engaged and willing</li> <li>• <b>Incomplete</b></li> <li>• 50% rating</li> </ul>

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# Progress Report

## Play: More people playing Water Polo

Strategic Priorities	Projects 2020 to 2022	Targets – June 30, 2022	Progress Report – Feb 2022
3.1 Establish innovative partnerships to deliver growth in the participation programs	3.1.1 WPA to facilitate partnerships between Learn to Swim providers, pools and Water Polo Clubs, in mutually beneficial arrangements to increase retention in aquatic activities and to enhance water safety of Australians.	<ul style="list-style-type: none"> <li>&gt;20 formal partnerships established by 2022</li> </ul>	<ul style="list-style-type: none"> <li>On track to exceed target</li> </ul>
3.2 Proactively attract, support and retain participants through flexible, affordable and enjoyable products	3.2.1 Drive a strong focus on participant retention to ensure they remain part of the team for life through various formats, roles and opportunities to engage and re-engage. 3.2.2 Remove resistance to potential new participants finding and connecting with opportunities to participate in Water Polo.	<ul style="list-style-type: none"> <li>Social Playing Membership increased by 50%</li> <li>15% increase in coach and referee membership</li> <li>Participation Retention rate of 75% in 2022</li> </ul>	<ul style="list-style-type: none"> <li>Did not deliver in 2021</li> <li>Duplicate from 2.2</li> <li>Duplicate from 1.3</li> </ul>
3.3 Ensure participants have access to appropriate competition opportunities	3.3.1 Implement a National Calendar and Competition Framework to ensure participants have affordable, access to the appropriate level and volume of competition. 3.3.2 Develop a rolling 5-year National Event Calendar for the hosting of National competitions around Australia.	<ul style="list-style-type: none"> <li>Clarity of National Competition Calendar (Survey)</li> <li>Each State to host at least two National events in any 5-year window</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> </ul>
3.4 Facilitate adequate, timely and affordable access to pools across the country	3.4.1 Conduct national pools audit and mapping activity to identify the number of pools being accessed for Water Polo along with gaps and opportunities for growth and connection. 3.4.2 WPA, States and Clubs to collectively seek stronger partnerships with pool owners and operators, and other entities that own and manage pools such as schools and Universities re access, cost and mutual benefits.	<ul style="list-style-type: none"> <li>10% increase in the number of pools being accessed for Water Polo (Annual Census)</li> <li>10% increase in access to water for Water Polo Clubs (Annual Census)</li> </ul>	<ul style="list-style-type: none"> <li>Audit Completed,</li> <li>Access compromised by COVID, particularly schools</li> </ul>

# Progress Report

Perform: Provide an aligned performance framework to create sustainable success

Strategic Priorities	Projects 2020 to 2022	Targets – June 30, 2022	Progress Report – Feb 2022
4.1 Collaboratively deliver a successful, effective National Performance Framework	4.1.1 Develop Deliver a fully integrated National Performance Framework (NPF) that recognises and enhances the contribution made by all stakeholders to optimise the outcomes of the performance program. 4.1.2 merged into 4.1.1 4.1.3 Deliver clear Campaign Plans multi-year integrated Performance plans for all National Programs to deliver success of National Teams at benchmark events. Add Provide the appropriate levels of support and expertise around the National teams to maximise their chances of success in Benchmark Events. 4.1.4 – merged into 4.1.1	<ul style="list-style-type: none"> <li>80% of stakeholders in Performance system feel valued (survey)</li> <li>&gt;80% of surveyed members believe selection processes are fair and transparent (survey)</li> <li>&gt;80% of PONI Athletes progress to Local A Grade (longitudinal analysis over 5 years)</li> <li>Australian Teams reach Semi Finals of the Tokyo Olympics and FINA 2022 World Championships</li> </ul>	<ul style="list-style-type: none"> <li>Incomplete</li> <li>Complete</li> <li>In progress</li> <li>No</li> </ul>
4.2 Identify, develop and support players, coaches and officials to progress and succeed	4.2.1 Develop and implement a talent identification, development, and management framework to maximise the development of athletes, coaches, and referees with the appropriate characteristics to succeed at the senior International level. 4.2.2 Provide opportunities, through the National Competition Framework and National Performance Programs for aspiring coaches and referees to learn, develop and excel. 4.2.3 – merged into 4.1.3	<ul style="list-style-type: none"> <li>&gt;80% satisfaction with TID process</li> <li>&gt;3 strong local candidates for each National Coaching role advertised.</li> <li>3 players are considered genuine candidates for each position in the Sharks and Stingers Teams.</li> <li>&gt;80% of Surveyed coaches and referees feel supported to develop and progress (survey)</li> </ul>	<ul style="list-style-type: none"> <li>Incomplete</li> <li>Duplicate of 2.4.3 – 50%</li> <li>Stingers – Mod, Sharks – Low</li> <li>Incomplete</li> </ul>
4.3 Deliver an aspirational AWL	4.3.1 Develop and implement National League License agreements where Clubs are empowered, incentivised, and supported to deliver well prepared and highly competitive programs from entry level to the National League level in a financially sustainable manner. 4.3.2 WPA to work collaboratively with National League Clubs, Club Coaches, National Coaches and WPA staff to deliver a high quality, integrated Daily Training Environment.	<ul style="list-style-type: none"> <li>100% of National League Clubs are progressing towards the aspirational targets in license agreements – Not yet</li> <li>All National League Clubs are operating at Level 2 or above on 75% of the criteria described in the Daily Training Environment Audit by the end of the 2021/22 Season.</li> </ul>	<ul style="list-style-type: none"> <li>10/11 – 91%</li> <li>Yes</li> </ul>

# Progress Report

## Prosper: Raise the profile of the sport and its participants to strengthen the sport and its financial situation

Strategic Priorities	Projects 2020 to 2022	Targets – June 30, 2022	Progress Report – Feb 2022
5.1 Deliver a National Marketing, Communications and Sponsorship Strategy including the National League	<p>5.1.1 Deliver a National Commercial Framework to leverage value for the sport at all levels around major events and membership.</p> <p>5.1.2 Develop and implement a national communications, marketing and brand framework, that engages States, National League Clubs and other stakeholders (e.g. AOC, AIS, SA) to create value for all organizations and athletes.</p>	<ul style="list-style-type: none"> <li>Secure &gt;\$500,000 in sponsorship funding annually.</li> <li>Communication and brand guidelines are clear and used by all organizations -</li> </ul>	<ul style="list-style-type: none"> <li>Achieved - \$591k to date</li> <li>Partial used across States</li> </ul>
5.2 Raise the profile of the sport through hosting major events and promotions	<p>5.2.1 Pursue the rights to host a FINA World Championship in 2022 or 2023</p> <p>5.2.2 Establish a fully integrated broadcast strategy across traditional and digital broadcast, including the National League Competition.</p> <p>5.2.3 Review and refine the national media strategy to profile Aussie Stingers and Sharks squad members including establishing an ambassador program with Aussie Stingers and Aussie Sharks as WPA ambassadors for community engagement and PR campaigns.</p>	<ul style="list-style-type: none"> <li>FINA event secured by 2023</li> <li>&gt;50% increase in online viewership</li> <li>&gt;20% increase in social media engagement</li> <li>Increased awareness of Water Polo and Ambassadors in general community (Survey)</li> </ul>	<ul style="list-style-type: none"> <li>Did secure, released &amp; re-applied</li> <li>Baseline to be established</li> <li>Overall increase 17% (FB 19%, IG 23% &amp; T 3%)</li> <li>Base line established – 22% familiar with WP</li> </ul>
5.3 Make progress toward achieving financial independence	<p>5.3.1 Support and increase the number of Clubs that deliver the Flippa Ball program.</p> <p>5.3.2 Ensure National Performance Framework and Strategy enables federal funding to be utilised across the Performance system to deliver outcomes for the sport.</p> <p>5.3.3 Deliver a dedicated Fundraising Program including access to grants at local, State and National levels to support Water Polo Performance Programs.</p> <p>5.3.4 Work with SSO's to implement Sporting Schools Program to generate revenue for WPA and SSO's.</p>	<ul style="list-style-type: none"> <li>50% in number of Flippa Ball Programs conducted around Australia by 2022</li> <li>&gt;\$150,000 in sponsorship through fundraising annually.</li> <li>50 Sporting Schools programs running in Australia by 2022</li> </ul>	<ul style="list-style-type: none"> <li>Made it complimentary – no real change yet</li> <li>Alternate funding secured, AIS funding still tied</li> <li>Effective in QLD only</li> </ul>
5.4 Develop an effective Alumni network and engagement strategy	<p>5.4.1 Prepare and deliver a formal engagement strategy for the Alumni Group and allocate resources to manage and ensure sustainability of the project.</p> <p>5.4.2 Engage the Alumni group in various events and activities through the year to maximise promotion and engagement back into the WP community.</p> <p>5.4.3 Deliver a strong Alumni program, providing a support network for former players, coaches and referees as well as delivering an effective mentor program for current National team athletes.</p>	<ul style="list-style-type: none"> <li>75% of eligible people are members of the Alumni (currently about 30%) – Check numbers</li> <li>Minimum of two Alumni functions held annually</li> <li>&gt;80% satisfaction on Alumni member survey</li> <li>Mentor program established for all current National Squad members</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> <li>Limited events in 2020 &amp; 2021</li> <li>In progress</li> <li>Mentor program developed</li> </ul>

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