



AUSTRALIAN WATER POLO INCORPORATED



STRATEGIC PLAN

2005-2009

ENDORSEMENT

Australian Water Polo Incorporated faces many challenges over the period of this Strategic Plan, some of which we have direct control over, others over which we have no control or influence.

Our commitment to our Members is unswerving through the delivery of high quality services and the provision of a healthy, safe and protected environment.

Risk Management and Member Protection have been, and will continue to be, very high priorities within the culture of the organisation, as is our dedication to provide a clean and harassment free sport. It is important that Members are aware that the association’s commitment to a clean, healthy and drug free identified through our Anti-Doping Policy will continue to be supported by education, promotion and a rigorous testing program.

One of our goals is to provide our Members and Stakeholders with a clearly defined way ahead through the best possible governance and management practices with total accountability to all.

We have set specific goals within the Strategic Plan and have further detailed our aspirations for the twelve month period July 2005 to June 2006 in the Operational Plan which forms part of this sport development strategy.

I commend this Strategic Plan to you.



Peter Kerr
President



THE PROCESS

This Strategic Plan sets forth the Focus Areas, Categories, Strategic Priorities and Key Performance Indicators of Australian Water Polo Inc. for the period 2005 - 2009.

Following the review of our previous Strategic Plan 2004-2007, many of the issues covered in that plan have been carried forward within the major Key Result Areas. This Strategic Plan should be read in conjunction with the 2005-2006 Operational Plan which outlines the day to day activities of AWPI undertaken to achieve our goals.

This document has been developed as a result of substantial consultation and input from a broad spectrum of stakeholders within the sport. Input has been provided by both formal and informal means from numerous sources including:

Member States and Delegates
Australian Water Polo Coaches and Managers
Referees Commission
Australian Sports Commission
National Elite Sports Council
Athletes
Board Members and Staff

EXECUTIVE SUMMARY

Much of the energies in 2004 were directed towards the preparation for and the participation in the Athens 2004 Olympic Games. Whilst the results for the Men's team were moderate, the Women's team's performance was quite good and the team will have the same core players taking us through to the Beijing Games. The current AIS Men's Program has been successful in fast tracking junior men into the Senior Men's team for forthcoming international events.

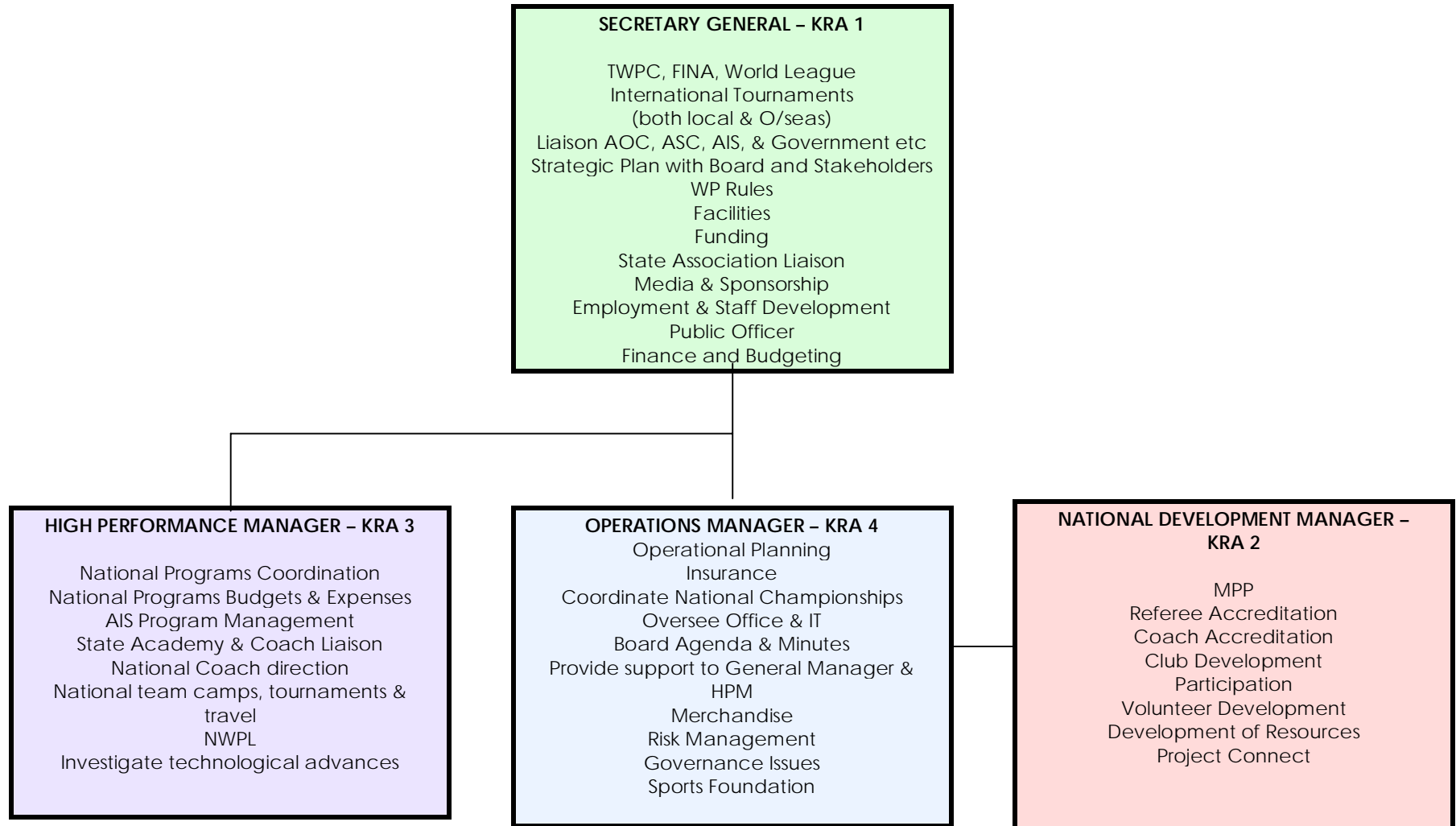
Much has been achieved in the area of Management and Governance with many Policies and Procedures put in place, including AWPI Codes of Conduct, Member Protection Policy, with Risk Management as an ongoing process.

The Referees Commission has been revamped to make it more responsive to the referees' needs including education and training. Coaching and Officiating records and responsibilities are gradually being brought "in-house".

An Athletes Commission is being established and the Board is being expanded to incorporate "Appointed Directors" with specialist areas of expertise. The Board is committed to the practice of good governance.

This plan has been structured to reflect the responsibilities and accountability of each major area within the organisation which also parallels the allocation of duties to staff members.

In the next four year period, "The Way Ahead", AWPI will focus on the following Key Result Areas -



1 MANAGEMENT AND GOVERNANCE.

AWPI will continue to develop policies and procedures in order to strengthen its accountability, developing more informative and timelier reports for the Board upon which decisions can be taken with more certainty. Member data recording will be enhanced to provide more accurate demographic information of its constituents upon which decisions can be made regarding the optimum allocation of resources. The constitution and regulatory by-laws will be constantly reviewed as will the operating structure of the office and staff. We will compete resolutely for commercial excellence.

2 SPORTS DEVELOPMENT.

Every effort will be made to enlarge the sport's player base at grass roots level. This will be achieved through coordination with SSO's and the development of resources for referees' education, volunteer recognition, coaching education, club development and participation. Additional emphasis will be given to the implementation of the new Junior Water Polo Sports Framework. This will include protection of children making water polo a fun and safe junior sport and, as a result, encourage young people to make a life long commitment to water polo. Further resources will be put towards developing and implementing the "Project Connect Disability Action Plan" and enhancing the Member Protection Policy and its Procedures. A Club Development Framework will be formulated based on results of an Australian-wide club survey.

3 HIGH PERFORMANCE.

The goal in this key area is outstanding performances in World Cups, World Championships, World Leagues and the Olympic Games during this period. This will be achieved through the appointment of the highest quality coaches and coaching support staff and the refinement of techniques for squads training and participating in events. Pathways for athletes will be improved with specialised coaching and athlete development. The National Water Polo League remains the cornerstone of interstate senior competition. Compliance with our Anti-Doping Policy will be stressed with participants at all levels.

4 OPERATIONS.

This key area goes to the heart of the organisation and the sport. It addresses issues of the culture of water polo, its ethics, traditions, leadership and celebrations. A sports foundation will be established to provide opportunities for less privileged participants, rural athletes and women. The promotion and display of a "Hall of Fame" through which the sport can celebrate our highest achievers will be created with a dinner to acknowledge and induct these people. A new member category will be added to the constitution to provide for non-playing participants to belong to the water polo family. An Athletes Commission is to be established to provide input on behalf of our most important asset, the athletes. In addition, the experience for participants in National Championships through all age ranges will be enhanced as AWPI improves the presentation of these events.

AWPI's VISION

“To facilitate and nurture the sport of water polo for the enjoyment of all levels of participation.”

Water Polo is the oldest, continuously conducted team sport of the modern Olympic Games. It is a sport that maintains the interest of many of its participants for a lifetime once they have been exposed to it. Consequently, AWPI has a responsibility to ensure that all who participate in the sport are considered as part of the planning process, including players (junior, elite, and seniors), administrators, coaches, referees and officials, willing volunteers and supporters.

AWPI's MISSION

Our mission is that:

“AWPI will be recognized and accepted as a successful major sporting organisation both in Australia and internationally through its astute and planned management, the performance of international teams and the delivery of water polo at all levels”

AWPI's VALUES

AWPI continues to believe in:

- working to ensure **equity** in access to water polo, taking into consideration gender, age, ability and geographical location
- encouraging and recognising the achievement of **excellence** in water polo
- **communicating** with its members and fostering the involvement of its stakeholders in the organisation and development of the future of water polo
- **representing** the interests of water polo to various government, and other agencies, significant to the development of water polo
- **accountability** for **financial** and **organisational management** of water polo at the national level
- provision of the highest standard of **coaching and officiating** at all levels
- adoption and application of **best practice** in the management of water polo as a business and in **elite sports development**
- showing **respect** to all those involved in water polo, and all those involved in water polo to each other
- making water polo an **enjoyable experience** for all those involved in the sport, no matter in what capacity.

FOCUS AREA	Where have we come from	Now (2004)	Where are we going (2009)
Management & Governance	Inefficient governance structure. Board has legal liability but not authority. Lack of direction and policies. Organisational structure and position responsibilities ill-defined. Work loads for all paid staff unreasonable.	Some significant changes have been made with revised Constitution and more effective and skill based Board. Some policy documentation has been developed and adopted. Long term planning is being slowly implemented through plans such as this. No regular reporting against progress at government level. Regular meetings with Australian Sports Commission. Unable to access demographic information on our player base.	Clearly defined direction and written policies for all aspects of the operation. Structured Board with sub committees and commissions Adherence to the Strategic Plan and Strategies with clear long term goals/strategies. Clear role definition for all staff and volunteers. Accountability and meaningful reporting occurring at Board level. National data base and registration scheme in place. Be a best practices employer.
Sports Development	Ad hoc and non-integrated development programs which lacked vision. Insufficient facilities and lack of access to current pools. Limited access to suitable pools at desirable times. Facilities in some states do not meet international standard and cost of access to facilities prohibitive in a few circumstances.	National Development Manager's hours extended. A comprehensive Development Plan has been produced for the period 2002-2005. MPP developed and distributed. Aust Referees Commission in place. Still have limited access to suitable pools at desirable times. There have been improvements in access but greater access still required. At the end of 2004 there were 918 accredited coaches and 162 accredited referees.	Development Plan fully implemented. Fulltime Development Manager in place. Development Plan for the next 4 year period developed and approved. (2005-2009). Have NCAS in-house and pathways enhanced for referees and coaches with interactive delivery. Volunteer Management Program/ Club Administration Program implemented. Improved access on similar basis to swimming squads. Success in influencing local governments to develop facilities that comply with requirements for Water Polo. Increased number of coaches and all National Championship teams coached by qualified coaches.

FOCUS AREA	Where have we come from	Now (2004)	Where are we going (2009)
High Performance	Domestic competitions inferior to that of major European competitors. Elite programs from talent identification to national programs in place but not integrated.	National League conducted over summer months with women’s teams competing. Strong, well-resourced domestic competitions contested by dedicated and committed clubs, some with professional coaches. High Performance Programs managed professionally from talent ID, through talent development, through elite squads, AIS squads and national senior programs. Some players in overseas competitions. Current rankings are Men ranked 9 in the World Women ranked 4 in the World Junior Men ranked 9 in the World Junior Women ranked 3 in the World	Men ranked in top 8 to ensure entry into World Cups. Women ranked in top 3. Junior Women remain in the top 3. Junior Men ranked in top 8. Have a competition, training and touring structure that optimizes elite performance. We want to have an environment where international teams want to come here and compete. Continued representation of AWPI at international level.
Operations (2004 - Marketing & Communications)	No current marketing program. AWPI lacks marketing focus.	Marketing program developed and implemented. Water polo packaged as an attractive sport for sponsors. Web site needs revamping. TV coverage of Athens Olympics has led to greater recognition of water polo. A major sponsor on board	A Sports Foundation with its inherent benefits to participants. Recognise of our athletes by Hall of fame style project. Provide recognition of our athletes within the broader sports community. Nominated programs to be self sufficient through sponsorships. Media awareness so they come to us. Have best practice communications using latest technology, email, web page, SMS, MMS with all states linked nationally electronically. Operate a self-sufficient merchandising arm.

WHO ARE OUR STAKE HOLDERS?

MANAGEMENT & GOVERNANCE

- Members
- Regulatory Bodies
- FINA
- Australian Sports Commission
- Australian Institute of Sport
- State Depts of Sport & Recreation
- Participants
- Australian Olympic Committee
- Sponsors
- Facility Operators

SPORTS DEVELOPMENT

- Members
- Australian Sports Commission
- Australian Institute of Sport
- State Institutes of Sport
- Participants
- Volunteers
- Sponsors
- Schools & School Associations
- Facility Operators

HIGH PERFORMANCE

- Members
- FINA
- Australian Sports Commission
- Australian Institute of Sport
- State Institutes of Sport
- Elite Athletes & Participants
- International Federations
- Sponsors

OPERATIONS

- Members
- Australian Sports Commission
- Australian Institute of Sport
- State Institutes of Sport
- Elite Athletes & Participants
- Sponsors

FOCUS AREA:

1. Management and Governance

AWPI will achieve the following outcomes –

- The association will have a Strategic Plan to which all stakeholders are committed
- The Board will conduct itself in such a manner that it will be accountable to its Members and Stakeholders with audit systems established
- The sport of water polo will be governed in a transparent, professional and ethical manner which will hold up against external scrutiny
- Defined roles and responsibilities of Board, subcommittees, staff and key volunteers to ensure accountability
- Expanded profile of the sport and our influence in local and international arenas
- Strengthened alliances with the State Associations will maximise the resources of Australian Water Polo
- Financial growth with set targets
- Utilization and enhanced use of IT when at least eighty percent of communication will be by email or web site

Categories

1.1 Appraise our Strategic Plan

Use the Strategic Plan as the prime document to display the direction of water polo in Australia for the next four years. Review the strategic plan on an annual basis to evaluate its relevance to current situations, progress and actions needed for the next period. Update the Annual Operational Plan in conjunction with this action. Review with the stakeholders and

forward a report with outcomes to members. Communicate the plan outcomes to Members through the website and annual report. The Annual Operation Plan is a critical document used in partnership with this plan and explains the direct responsibilities of all parties in achieving the goals of AWPI.

1.2 Maximise all staff and key volunteer resources

Review the organisational structure of staff to ensure the best possible utilisation of skills and roles is achieved and position descriptions reflect the roles undertaken. Identify skills and expertise needed by the organisation and seek if not already available within the organisation. The performance of Board Directors, staff and volunteers to be reviewed against PD's and undertaken formally and annually for staff, and from time to time for other participants.



1.3 Rebuild a strong partnership with the State Associations

Based on shared objectives and negotiated agreements for jointly beneficial roles and commitments, further strengthen the relationship with the state associations by sharing and adopting Policies and Procedures which are of benefit to all parties. Achieve these objectives through mutual negotiation and respect.

1.4 Enhance Board Governance

Commit to best practice in governance of the organisation to ensure the association is run in a business like manner with due diligence given to all decisions without favour. Implement policies and Board operational frameworks (yearly calendar, annual agenda, presentation of information to Board members, establishment of sub committees etc). When areas of expertise are not available to the Board from within the elected Directors, co-opt appointed directors. Through personal development courses and conferences, keep Directors and staff abreast with current trends and issues, to ensure that AWPI complies with the relevant statutes, regulations and other requirements placed on it by external stakeholders.



1.5 Develop best practice financial processes

Actively review financial procedures and, if necessary, implement changes, including the presentation and development of budgets, recording and meaningful reports of financial information. Formulate a specific budget for each Focus Area so that expenditure can be monitored by department heads and introduce more stringent responsibility and accountability. Provide the AWPI Board with monthly financial statements including on going assessment against budget, cash flow, and costing for specific projects. Meeting the financial forecasts for the periods of utmost importance. The revenue required from Memberships and Corporate sources need to be determined so that there is adequate funding for operational and developmental programs. AWPI needs to ensure that it is financially secure and is able to meet all of its financial obligations in the normal process of business. Target a predetermined surplus to be achieved over the life of this Plan.

1.6 International Stage

AWPI places a high value in having continued representation on FINA TWPC and exposure for our officials, volunteers to international events. Submit further nominations for representation at international level for various positions. Continue to bid for commercially viable international events (particularly in areas of greatest membership and population mass). Seek the financial support of State and Local Governments for such events. Our aim is ensure that current funding levels are sustained, while AWPI will continue to seek assistance outside of the normal funding sources.

1.7 Develop and disseminate Policies and Procedures

Continue to develop Policies and Procedures consistent with best practices, and provide guidance for our members with a safe water polo environment. A Policy Manual will be used by AWPI to be made available to State Associations to ensure that the policies are applied uniformly across Australia with common Interpretation of all policies. Implement risk management and member protection

policies and other governance policies as required and ensure that all Board members of AWPI and State association committee persons have access to and utilize training courses and seminars covering these subjects. Evaluate an accreditation system for AWPI and state administrators and other appropriate persons to ensure that the persons holding responsible positions are "qualified".

1.8 Organisation & the Sport

It is absolutely vital to separate and recognize the difference between the development of the organization and the development of the athletes in our sport. The measurements of success are quite separate, if AWPI has a successful events result, it does not necessarily mean that the structure of the organization has been a success, and vice versa. Clearly identify and separate the goals.

1.9 Facilities

A review of the current facilities with a register of pools and centres catering to water polo use. Use this research to build a business case for the facility development and access at local, regional and state level. The Water Polo family to maintain and enhance relationships with Centre Managers, local government representatives and other appropriate bodies. Evaluate development of water polo specific venues through the cooperation of people with relevant skills and expertise who are prepared to put in the hard work that this project will involve. Be proactive by attending meetings, contributing to feasibility studies and by providing technical expertise. Seek grants and funding avenues for such projects.

1.10 Grants and funding

Continue to build relationships with those institutions which currently contribute towards funding the organisation. Seek opportunities for further funding and grants as and when

appropriate. Identify specific programs which may attract tied grants and apply for such funding. Examine other avenues of grants and funding. Ensure that deadlines for all grant applications are met and that supporting documentation is of a high standard.

1.11 Develop and enhance AWPI sponsorship strategy

Review and document value and benefits which can be offered to potential sponsors. Value adding will be investigated including the "sale" of athletes. Packages for sponsorship will be developed for the various events in which AWPI players participate with different level packages developed. A template for issuing sponsorship proposals will be made available to the state associations along with a register of AWPI sponsors, potential sponsors and benefits. Recognition and servicing of sponsors to be improved. AWPI will establish a sub-committee dedicated to sponsorship and utilize sport industry specialists to assist in the identification of potential sponsors. We recognise the worth of its current sponsors and will endeavour to a) keep its current sponsors, b) encourage greater commitment from its current sponsors and c) attract new major sponsorship.



FOCUS AREA:

2. Sports Development

AWPI will achieve the following outcomes –

- Increased athlete participation in the sport of Water Polo, increasing player numbers by twelve percent over the life of this plan
- Development of more effective club structure and enhanced management capacity leading to all clubs being profitable
- Development of new and streamlining of existing pathways for players, volunteers, coaches and officials, with growth of twenty percent of coaches and officials over the life of the plan
- Accept direct control of Coaching and Officials accreditation programs with twenty accreditation courses delivered over the life of the plan
- Allocation of funding for a fulltime National Development Manager
- Investigation of business models and partnerships for water polo development programs

Categories

2.1 Programs aimed at increasing community awareness and participation

Seek to increase participation across all membership and participation categories and increase general awareness of the sport. Achieve by better utilization of our elite athletes to promote the sport, by better delivery of our National, state and club competitions, creating an interest in the sport within the

swimming community and by joining other likeminded organizations in joint and mutually beneficial activities. Build programs which are appealing to sponsors who see the health and wellbeing of water polo players.

2.2 Junior Development

Junior development strategies will provide safe and enjoyable environments to encourage the long-term participation of young people. Junior water polo is important because it provides the entry to a lifelong involvement in water polo that is associated with healthy lifestyles. It is envisaged that strategies will address:

*improved long term retention of young people in sport;
more young people reaching their sporting potential;
equal opportunities for all young people to participate in sport;
quality delivery of water polo following best practice.*



2.3 Club & SSO Development

Development of a new Club Development Program based on stakeholders responses from the AWPI Club Development Survey. Assess the material which is available at national and state level, and develop new material where required to increase efficiency of club administration. Delivery of resources and improvements in club-based management. Actively encourage and support State Associations to investigate establishment of headquarter facilities.

2.4 Enhance the experience for Volunteers

Form a volunteers' sub-committee, create and implement a volunteer policy and procedures. Develop written material and resources to assist in player, volunteer, coach and officials development. Increased resources available to assist development

of players, coaches, volunteers and officials with a Volunteer recognition program in place.



2.5 Coaching Accreditation, Education & Pathways

Take control of the NCAS systems and develop new educational opportunities and pathways for coaches. Ensure that all coaches have access to training, mentoring and opportunities to progress to their level of expectation. Provide coaching workshops to help coaches update and learn new skills

2.6 Referee Accreditation, Education & Pathways

Develop appropriate training courses in line with ASC NOAS Program to reflect current refereeing pathways. Continue the development of the Referees Commission with associated training and education.



2.7 Member Protection

Promote the values of this policy and educate members and associated personnel on the importance of people being able to play without fear or favour. Ensure that State Associations are utilising this policy as a resource for their members. Continue to monitor trends in the area of member protection, privacy and child protection.

2.8 Disabilities – 'Project Connect'

Opportunities will be developed for people with a disability to participate in water polo. 'Project Connect' in essence will create opportunities nationally by providing networks in education, classification and training. Specific focus areas will cover:

Disability Education – delivery of water polo, specific disability, and educational and training modules at the local level.

Accreditation – training of coaches and officials.

Classification – sport specific classifier program.

Athlete Support – administrative and technical support for the classified athlete.



FOCUS AREA:

3. High Performance

AWPI will achieve the following outcomes –

- Improved performance of national teams at benchmark events –
 - Men ranked top 8 in the World
 - Women ranked top 3 in the World
 - Junior Men ranked top 8 in the World
 - Junior Women ranked top 3 in the World
- National development pathway reviewed and refined
- Programs and competition structures are continually reviewed
- Optimal competition, training and touring structure in place
- Effective partnerships that promote the development of athletes in place across Australia
- Identification, access and utilization of new research, training techniques, information and equipment to optimize performance

Categories

3.1 Program for senior teams

Analyze structure for strengths and weaknesses of the existing programs. Programs for the women’s team will be implemented with performance at the Beijing Olympic Games being a significant litmus test for the success of the program. A separate program structure will be in place for the men. Funding is critical to the success of this project. An evaluation of the current junior



men’s AIS project will be established to consider the effect of the tenure of scholarship on the athletes in the following areas..... performance of those athletes, their progress (fast tracked), how they fit back into the decentralized senior elite programs, and their personal development.

3.2 Participate in international matches

Play in as many quality events and tournaments as financially viable. The target number of international matches contested by all (target a minimum of 40 international matches between major championships). Examine the feasibility of establishing a European training base for our athletes. The active overseas player placement program with professional clubs will be encouraged and facilitated.



3.3 Review and evaluate domestic competition structure

Evaluate the domestic and club competition structures to ensure they best utilize time/resources and complement the preparation of elite teams. e.g. Men's National League and

Women's National League. The opportunity to play different versions of the game will be examined, along with alternative competition structures.

3.4 Utilize ancillary services of Australian Institute of Sport and State Institutes/Academies

Utilize the facilities offered by the AIS and the state institutes by the athletes. Athletes will be encouraged to apply for scholarships at the two levels of institutes to ensure world best practice in preparation of teams e.g. Sports Science, Sports Psychology, Nutrition experts etc.

3.5 Anti-Doping

The Anti-Doping Policies already adopted will be further promulgated, implemented and enforced. Rules and programs that conform to and comply with the Australian Sports Commission anti-doping strategies will be core to our policies and procedures.

3.6 Athlete support services

AWPI will develop and implement appropriate athlete support programs. These will address the issues of personal development, study advice, living away from home support, career choice advice, support in blending the sporting life with a working life. Pathways for personal and sporting development will be documented and made available in consultation with the athletes' representatives. Oversee this program and manage the same across Australia. Contracts for players in our elite teams will be evaluated in conjunction with the representatives to establish clear mutually beneficial guidelines covering the responsibilities of both parties. Athletes to be contracted to represent AWPI and the sport of water polo with sponsor's appearances and related goodwill promotions.

3.7 Enhance management skills

AWPI must take steps to get the best people to lead these elite squads and athletes. These people will have the combination of best skills knowledge and people skills. This will encompass coaches,

managers, sports science/sports medicine personnel and all other support members. The further updating of these people's skills will be an ongoing priority. Education and training will play an integral part in our development.

3.8 Identify research needs

AWPI will conduct sweeping surveys, internationally and nationally to identify trends within the sport, and within other sports and businesses to evaluate potential high performance developments. In conjunction with AIS, evaluate programs which will deliver in this area.

3.9 Identify technology & equipment to enhance performance

An ongoing review will be undertaken to evaluate new equipment and technological trends for the high performance program.

3.10 Achieve world rankings

AWPI will determine the success of the athletes' program based on the following rankings

Men ranked top 8 in the World

Women ranked top 3 in the World

Junior Men ranked top 8 in the World

Junior Women ranked top 3 in the World

3.11 National Water Polo League

Continue to develop strategies to improve the opportunities and experiences of those participants in the National Water Polo League. Review the optimal format of the competition in line with pathways for participants. Examine possible expansion to the Australasia region to include our neighbours and strategic alliances with other sports.



FOCUS AREA:

4. Operations

AWPI will achieve the following outcomes –

- Recognition of its culture and history with Hall of Fame progressed
- An Athletes Commission established with all eligible players participating
- Promotion of a Sports Foundation
- Be inclusive of all participants with new membership categories with two hundred affiliated members
- Provision of opportunities for participants to excel through National Championships with Mature age competition established
- Be totally professional in the delivery of our sports events

Categories

4.1 National Championships

Enhance the experience for participants through the range of age range National Championships conducted on an annual basis. Provide support to the Member States that conduct the events. Review the age range for events to match International Championship age ranges. Look for opportunities to introduce Masters water Polo on a permanent National Championship basis to ensure the longevity of the participants. Look at rule changes to ensure opportunities exist for participants to continue with the sport for a longer time frame. Provide a more dynamic environment in which all National Championship events are played. Develop a Sanctioned Event Policy to ensure that all events are conducted in accordance with the AWPI's strategic development plans.



4.2 Sports Foundation

Establish a Sports Foundation which allows for tax deductible donations to be made by individuals and organisations for the purpose of promoting water polo. Funds from the foundation to be available for participants to use for sport development in areas where traditional funding might not be forthcoming.

4.3 Past heroes' recognition

The culture of the sport and organisation to be recognised and past players to be nominated for the Australian Sporting Hall of fame, whilst establishing water polo's own Hall of Fame with associated fanfare.

4.4 Broaden membership category and base

The water polo family to be broadened by the addition of membership categories catering for individuals who are not players but who might like to "belong".

4.5 Athletes Commission

Due recognition and encouragement given to athletes and their opinions on matters relating directly to them. Representation at Board and Annual meetings to be an integral part of this process. Seek the cooperation of athletes to build role models to attend National Championships and competitions as part of the athlete development pathway programs.



4.6 Operational Planning

The Risk Management Plan will be further developed to recognise key areas of concern. These will be prioritised and remedial actions identified, reported to the Board for authorisation to take appropriate steps to rectify any problems. The Risk Management Plan will become a key tool for the Board to access the state of the organisation. The design of a National Database will continue to allow participants to lodge an application form which will singularly update Club, State and National data bases. Common application and registration forms for all states and territories will be introduced along with standard medical, behavioural and state team application forms. Best practices will be pursued in the area of insurance offering protection to AWPI and its Members across a range of insurance applications.

4.7 Utilize IT to enhance communication with members and the media

The media guide to the staging of events will be further developed with the use of templates for reporting events to both the members and the media, and giving feedback to other stakeholders. Blue-tooth technology will be evaluated, specifically to update the web site with minute by minute action from NWPL and international events, including web cam, streaming, digital photos and up to the minute progressive scores. In other words, stakeholders will be able to watch a match "live" on the web site.

4.8 Identify state member communication requirements

The most cost-effective means of communication in this decade is through electronic media from a cost point of view and a time element. AWPI will negotiate with state associations to use a standard membership data-base, such as Clubsinc, or similar, which allows for easy and standardized transfer of membership information between members and AWPI. Through the use of e-mail and associated electronic media, AWPI can communicate with individual members without adding a burden of distribution on state associations.

4.9 Merchandise

AWPI will promote a selection of merchandise which members purchase as part of being in the water polo family, advertising to the public that there is such camaraderie.



The review process is critical to the success of this four year plan. This section is included to record that process and decisions made as a result.

FOCUS AREA	WHEN/WHERE REVIEWED	DECISION/ACTION TAKEN
