



AUSTRALIAN WATER POLO INCORPORATED



STRATEGIC PLAN

2009-2013



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ENDORSEMENT

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

In titling this document “Shooting for Gold” we reflect on not only the aspirations and dreams of our athletes but our own as an organisation in providing an efficient delivery of the infrastructure to benefit all our member States and their members Australia wide.

In doing this we are committed to ensure equity in all who wish to participate and provide a healthy, safe and protected environment.

This year we have delivered the position of CEO earlier than planned in a resolve to create and deliver these strategies and streamline the organisational process.

To help us achieve this we have identified eight performance targets across four strategic areas. These are outlined within this document.

Water polo has and continues to play an important role in the lives of many Australians both young and old. In producing this new strategic plan, we have conducted

research, consultation and open discussion with our stakeholders.

“Shooting for Gold” 2009-2013 is our game plan moving forward that we hope embraces each and everyone to understand the challenges and how you can assist and support us in achieving our goals.

We look forward to the challenges of the next four years and the successful achievement of our performance targets by 2013.

Peter Kerr
President



Chris Harrison
Chief Executive Officer



THE PROCESS

This Strategic Plan defines the Focus Areas, Categories, Strategic Priorities and Key Performance Indicators of Australian Water Polo Inc. for 2009 - 2013.

A review of the 2005-2009 took place at the Annual Conference in December 2008 where all stakeholders laid out their views and aspirations for the association four years hence. This process also recognised the need for all stakeholders, with Member Associations identified specifically, to move forward with a national behaviour federated model to achieve common goals.

This Strategic Plan is 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
Athletes
Athletes Commission
National League Commission
Board Members and Staff***

EXECUTIVE SUMMARY

The period 2005-2009 saw some impressive results from the National teams culminating in a Bronze Medal for the women at the Beijing Olympic Games and a satisfying performance by the men at those Games. The Junior Women won gold at the FINA Junior Women's World Championships in Porto, Portugal, while the Junior Men finished a creditable fifth, having lost only one game in a penalty shootout at the FINA Junior Men's World Championships in Long Beach/Los Alamitos, USA in 2007.

The High Performance focus of this strategic period is the performance of the national teams culminating at the London Olympic Games in 2012. Target events have been identified along the path for youth, junior and senior national teams. It is recognised that these goals can only be achieved through strong underpinning programs in partnership with our stakeholders, Australian Sports Commission, Australian Institute of Sport and the State Institutes/Academies of Sport with whom AWPI intends to continue to develop a cooperative working relationship.

Focus again is directed to the development of the sport at state and club level. The realignment of the age groups of national championships and the introduction of a sub junior age club championship will provide athletes, officials and coaches with defined pathways and opportunities to develop to their full potential.

Australian Water Polo recognises that the greatest assets the association has are the people involved in the sport. AWPI will strive to provide the best possible support to these people through an administration that is transparent, progressive and responsive.

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.

WHO ARE OUR STAKE HOLDERS?

The ultimate success in Shooting for Gold depends upon engaging our stakeholders in partnerships which return a meaningful value to each party.

Listed below are our stakeholders with whom Australian Water Polo Inc has consulted in the development of this Strategic Plan and who share the same vision for our sport as we do.

- Australian Institute of Sport
- Australian Olympic Committee
- Australian Sports Commission
- Elite Athletes & Participants
- Facility Operators and Event Hosts
- FINA
- International Federations
- Members
- Media
- Regulatory Bodies
- Schools & School Associations
- Specialist Groups within Water Polo (Referees, Coaches, Officials, Volunteers, NWPL Clubs)
- Sponsors
- State Departments of Sport & Recreation
- State Institutes/Academies of Sport
- State & Territory Associations (including their Boards, Executives and committees)
- Suppliers and customers (of our online shop)

Key Performance Indicators by 30 June 2013

In Shooting for Gold, Key Performance Indicators have been identified as goals as at the 30 June 2013

- 1** Australian Water Polo Inc and its Member Associations share common purposes and objectives, Strategic and Operational Plans, policies and procedures based on a National Behaviour Federal Structure
- 2** Revenue from sponsorship of e-news and web sites to reach \$20,000
- 3** The number of registered participants will increase from 12,000 currently to include all schools competitions participants
- 4** The number of active referees has increased by 25%
- 5** Australian teams ranked
 - Men - top 4 in the World at London 2012
 - Women - top 3 in the World
 - Junior Men - top 4 in the World 2011
 - Junior Women - top 3 in the World 2011
- 6** The National League is strengthened as an important stepping stone to National teams
- 7** AWPI's on-line shop revenue has grown by 33%

FOCUS AREA:

KRA 1 Management and Governance

Performance targets are

1 Australian Water Polo Inc and its Member Associations share common purposes and objectives, Strategic and Operational Plans, policies and procedures based on a National Behaviour Federal Structure

2 Revenue from sponsorship of e-news and web sites to reach \$20,000

AWPI will achieve the following outcomes –

- The association will continue to consult with its stakeholders in the implementation of the Strategic Plan and vision for the future
- The structure and location of the association national office will be continually reviewed and staff and volunteers will be encouraged to perform at their optimum with appropriate rewards
- Strengthened alliances with Members and stakeholders with an emphasis on creating a national behaviour federal structure to maximise the resources of Australian Water Polo
- The Board will continue to seek best practices and review its performance, adjudicating with fairness and transparency
- Expanded profile of the sport and our influence in local and international arenas.

FOCUS AREA:

KRA 2 Sport Development

Performance targets are

3 The number of registered participants will increase from 12,000 currently to include all schools competitions participants

4 The number of active referees has increased by 25%

AWPI will achieve the following outcomes –

- Increased athlete participation in the sport of Water Polo, increasing player numbers over the life of this plan by implementing grass roots programs
- Enhanced club management capacity leading to all clubs adopting a professional image.
- Coaching and Officials accreditation programs run in-house with annual plans for accreditation courses delivered over the life of the plan and further development of current pathways for players, volunteers, coaches and officials and evaluation of new programs/pathways
- Investigation of licensing models and partnerships for water polo development programs

FOCUS AREA:

KRA 3 High Performance

Performance targets are

5

Australian teams ranked

- Men - top 4 in the World at London 2012
- Women - top 3 in the World
- Junior Men - top 4 in the World 2011
- Junior Women - top 3 in the World 2011

AWPI will achieve the following outcomes –

- Provision of the best opportunity for competition, training and touring structure as is financially sustainable including individual athletes accessing overseas playing and training opportunities
- Continued review and refinement of the national athlete and coach pathway
- AWPI will be effective in supporting the high performance program
- Effective partnerships that promote the development of athletes across Australia
- Identification of new research, training techniques, information and equipment to optimize performance.

FOCUS AREA:

KRA 4 Operations

Performance targets are

6 The National League is strengthened as an important stepping stone to National teams

7 AWPI’s on-line shop revenue has grown by 33%

AWPI will achieve the following outcomes –

- Provision of opportunities for participants to excel through National Championships with sub junior age competition established
- Establishment of a Sports Foundation
- Recognition of its culture and history through awards and ceremonies
- The Athletes Commission playing a contributing role in the development opportunities for athletes
- Establish a range of products to merchandise through on-line shopping facilities
- Continued review and provision of an environment in which domestic competitions are effective in supporting the national program.

