



WATER POLO ACT OPERATIONAL PLAN 2023-2025



Water Polo
ACT



“Water Polo ACT would like to present the 2023-2025 operational plan. This document will help guide the board and management through the next two years as we aim to achieve our 2022-2025 strategic plan. This document outlines the holistic approach to developing the association through targeted and ambitious initiatives”.

Ryan McDermott,
Executive Officer, Water Polo ACT





OUR MISSION

**“TO CREATE A SUSTAINABLE SPORTING COMMUNITY
THAT IS INCLUSIVE AND WILL PROSPER INTO THE
FUTURE”**

We aim to sustainably grow the community to create opportunities for everyone.

We build long lasting, meaningful relationships.

Our community supports each other, in and out of the pool.

We foster a culture of motivation, participation and fun.

There is a Water Polo game for everyone.

Success is not just performance. Success is inclusive.



OUR VISION

“A COMMUNITY THAT EMBRACES ALL MEMBERS, INSPIRES AND ENABLES THEM TO ACHIEVE SUCCESS”

We welcome all participants of all genders, backgrounds and skill sets.

We promote the mental and physical wellbeing of all our members.

Players, parents, coaches, officials and volunteers feel valued in their contributions to Water Polo. People want to be part of our programs.

Our community has a voice in shaping how Water Polo is grown within the Territory and surrounding regions.

We aim to foster an environment where high performance can flourish.

Our high performance athletes lead by example in the community and inspire others to reach their potential.



ROLES & RESPONSIBILITIES

ROLES & RESPONSIBILITIES

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

STRATEGIC PILLAR 01

EMPOWER



01. EMPOWER

UNITE OUR SPORT TO UNLOCK ITS POTENTIAL

STRATEGIC PLAN INITIATIVE	OPERATIONAL PLAN INITIATIVE	STRATEGIC PLAN TARGETS
1.1 Define and establish more formalised governance arrangements that identifies the approach to periodic Board rotation, structure, composition and training	1.1.1 WPACT Board composition targets are developed. 1.1.2 Board Nominations Committee terms of reference are developed and include WPACT Board composition targets.	<ul style="list-style-type: none"> Define and implement governance arrangements and have in place for at least 3 years
1.2 Identify and implement practical ways for juniors and seniors to better mingle through competition and scheduling arrangements	1.2.1 Senior Competition games feature regularly in between Junior Summer Competition fixtures. 1.2.2 An events calendar is established highlighting key community events each year.	<ul style="list-style-type: none"> Implement at least 2 practical ways of improving junior - senior connectedness
1.3 Further establish a mentoring program between seniors and juniors across both men's and women's teams	1.3.1 Mentor training is included in the Women in Water Polo Leadership Program. 1.3.2 Mentor training is made available to key identities within the WPACT community including coaches, pool controllers and referees.	<ul style="list-style-type: none"> A mentoring framework is developed and 100% of clubs are enacting the framework
1.4 Update and Refine the WPACT constitution in alignment with the WPA constitution	1.4.1 Water Polo ACT develops and implements a modernised constitution.	<ul style="list-style-type: none"> Updated WPACT constitution, aligned to WPA and other water polo state associations
1.5 Continue to participate in and influence the direction and growth of the ACT Aquatic Alliance	1.5.1 WPACT continues to co-contribute towards the development of the ACT Aquatic Alliance.	<ul style="list-style-type: none"> WPACT is an active member of the ACT Aquatic Alliance and contributes to its success.

01. EMPOWER

UNITE OUR SPORT TO UNLOCK ITS POTENTIAL

INITIATIVE NUMBER	PRIORITY	START	FINISH
1.1.1	High	2023	2023
1.1.2	High	2023	2023
1.2.1	High	Completed	Completed
1.2.2	Low	2024	2024
1.3.1	Medium	2023	2023
1.3.2	Low	2024	2024
1.4.1	High	Completed	Completed
1.5.1	High	Completed	Ongoing

STRATEGIC PILLAR 02

DEVELOP



02. DEVELOP

ENHANCE CAPACITY & CAPABILITY TO ENABLE SCALABLE GROWTH

Develop an overarching Sport Development Framework that promotes continual learning and increase the Water Polo ACT workforce.

STRATEGIC PLAN INIATIVE	OPERATIONAL PLAN INIATIVE	STRATEGIC PLAN TARGETS
2.1 Develop a curriculum of free training with pathways available based on role (combination of online, in person and adapted content from WPA)	2.1.1 An annual Development Plan is put in place in conjunction with Water Polo Australia.	<ul style="list-style-type: none"> Implement a role based curriculum, with at least 70% of members enrolled and engaged in training
2.2 Refresh the awareness of Think.Act. Play across WPACT through targeted engagement activities, events and promotional material	2.2.1 WPACT adopts the updated THINK.ACT.PLAY strategy from Water Polo Australia.	<ul style="list-style-type: none"> 100% of players, parents and volunteers understand Think.Act. Play and demonstrate understanding through actions
2.3 Develop and implement a formal framework to address incidents	2.3.1 WPACT adopts Water Polo Australia incident management policies, including Sanctioning and National Integrity Framework Policies.	<ul style="list-style-type: none"> Developed incident management framework for both members and non members
2.4 Identify and holistically implement post game rituals to encourage sporting behaviour	2.4.1 A THINK.ACT.PLAY awards program is developed and rolled out at the WPACT awards night. 2.4.2 A THINK.ACT.PLAY round is held where targeted themes are identified and reinforced.	<ul style="list-style-type: none"> A new Think.Act.Play award is developed where by each team votes on a player from the opposing team at the end of each game.
2.5 Develop and offer increased referee support, specifically in reference to drawing the line on unacceptable behaviour. This could include increased collaboration and post game reflection between referees and pool controllers	2.5.1 WPACT appoints Pool Controllers to Senior Competition fixtures. 2.5.2 Pre-season Pool Controller training includes topics around post game reflection and collaboration.	<ul style="list-style-type: none"> Reduction in the number of referee incidents

02. DEVELOP

ENHANCE CAPACITY & CAPABILITY TO ENABLE SCALABLE GROWTH

2.6 Develop a support program for clubs to encourage additional volunteers to join and reduce burden on current volunteers

2.6.1 All clubs undertake the Australian Sports Commission (ASC) Game Plan assessment which will result in a clear Action Plan for club development and improved structures.

- Increased number of volunteers

2.6.2 Identify strategies from the ASC Sport Volunteer Action Plan that can be implemented within Water Polo ACT. A WPACT Volunteer Action plan is developed from these findings.

2.7 Identify and implement strategies to support inclusive cultural changes around the pool.

2.7.1 Appropriate language is a dedicated theme within the WPACT Pride Round.

- Significant improvement in use of appropriate language (e.g. gender neutral) and absence of inappropriate slang

2.7.2 Appropriate language is a dedicated theme within the WPACT THINK.ACT.PLAY Round.

INITIATIVE NUMBER	PRIORITY	START	FINISH
2.1.1	High	Completed	Ongoing
2.2.1	High	2023	2023
2.3.1	High	Completed	Completed
2.4.1	High	2023	2023
2.4.2	Low	2023	2024
2.5.1	High	Completed	Completed
2.5.2	Medium	2023	2024
2.6.1	Medium	2023	2024
2.6.2	Medium	2023	2024
2.7.1	High	2023	2023
2.7.2	Low	2023	2024

STRATEGIC PILLAR 03

PLAY



03. PLAY

MORE PEOPLE PLAYING WATER POLO

Develop an overarching Participation & Retention Framework that identifies targeted pilot programs, includes skills assessment matrix and outlines recruitment strategy for identified target groups.

STRATEGIC PLAN INIATIVE	OPERATIONAL PLAN INIATIVE	STRATEGIC PLAN TARGETS
3.1 Piloting of different products to experiment and identify popular options	3.1.1 Project plans, including timelines are developed for Pilot Programs.	<ul style="list-style-type: none"> Pilot at least three different products, and establish at least one
3.2 As product offering grows, provide upfront grading / skills assessment to align prospective players to the best fit	3.2.1 Skills assessment matrix is developed and easily accessible on the website.	<ul style="list-style-type: none"> A matrix is developed and easily available on the WPACT and club website for new members to self-assess their level and direct them to the recommended product
3.3 Develop a kit to engage with organisations including strategies that are mutually beneficial, and proposed promotional activities (e.g. water polo week at swim school)	3.3.1 Good fit Winter Invasion Sport organisations targets are identified.	<ul style="list-style-type: none"> Kit developed and in use to actively pursue partnerships
	3.3.2 Winter Invasion Sport value proposition is developed and outlined to targeted organisations.	
3.4 Leverage kit to identify, build and grow partnership with learn to swim organisations	3.4.1 Good fit Swim School organisation targets are identified.	<ul style="list-style-type: none"> Developed partnerships with 2 or more aquatic organisations
	3.4.2 Swim School value proposition is developed and outlined to targeted organisations.	
3.5 Build relationship with the aquatic community across Yass, Queanbeyan, Dickson and Canberra Girls Grammar with the intent of exploring opportunity for new water polo half clubs to be established	3.5.1 A "New Club" Kit is developed and presented to potential new clubs.	<ul style="list-style-type: none"> Establishment of 2 new water polo clubs
	3.5.2 Meetings to develop a pathway into the WPACT community is held with at least 2 groups annually.	
3.6 Leverage the Aquatic alliance to petition for additional facilities and AIS facility repurposing	3.6.1 WPACT staff and board support the ACT Aquatic Alliance in its proposals to government.	<ul style="list-style-type: none"> Access to 2 or more additional facilities for junior and senior trainings / competitions

03. PLAY

MORE PEOPLE PLAYING WATER POLO

3.7 Partner with schools to have water polo days

3.7.1 Aquatic venue map is developed to identify target schools.

- At least 2 partnerships established, with water polo days held at least once per semester

3.7.2 School value proposition is developed to secure new school programs.

3.7.3 Relationships with key aquatic facilities are developed to gain appropriate conditions to hold successful programs.

INITIATIVE NUMBER	PRIORITY	START	FINISH
3.1.1	High	2023	2023
3.2.1	Medium	2023	2024
3.3.1	High	Completed	Completed
3.3.2	High	Completed	Completed
3.4.1	Medium	2023	2024
3.4.2	Medium	2023	2024
3.5.1	High	2023	2023
3.5.2	High	2023	2023
3.5.1	High	Ongoing	Ongoing
3.7.1	High	Completed	Completed
3.7.2	High	Completed	Completed
3.7.3	Medium	2023	Ongoing

STRATEGIC PILLAR 04

PERFORM



04. PERFORM

PROVIDE AN ALIGNED PERFORMANCE FRAMEWORK TO
CREATE SUSTAINABLE SUCCESS

STRATEGIC PLAN INIATIVE	OPERATIONAL PLAN INIATIVE	STRATEGIC PLAN TARGETS
4.1 Increase memberships to enable greater selectivity in the high performance program	4.1.1 WPACT makes the representative program pathway clear to all members, in particular new members.	<ul style="list-style-type: none"> Total WPACT membership of 1200 active members
4.2 Additional representation for each age group and gender for club based national tournaments	4.2.1 Annual representative program calendar is developed and identifies target events for both club and state teams. 4.2.2 The WPACT representative program is promoted by Water Polo ACT and Clubs before each selection period.	<ul style="list-style-type: none"> Two Canberra Dolphins teams per age group per gender (16s/18s/20s) for club based national tournaments
4.3 Establish an opt-in high performance winter offseason program	4.3.1 Annual macro plans are developed for representative teams in conjunction with representative coaches.	<ul style="list-style-type: none"> Established representative team training program during the off-season
4.4 Establish a National League team (or at minimum 2nd Division) for both genders	4.4.1 Develop a Senior Representative Program Framework that supports senior representative players. 4.4.2 Develop a strategic partnership with the Canberra Kraken.	<ul style="list-style-type: none"> Established National League Team for both men and women (Division 2 if available)

INITIATIVE NUMBER	PRIORITY	START	FINISH
4.1.1	Medium	2023	2023
4.2.1	Medium	2023	2023
4.2.2	Medium	2023	2023
4.3.1	Medium	2023	2023
4.4.1	High	2023	2023
4.4.2	High	2023	2023

STRATEGIC PILLAR 05

PROSPER



05. PROSPER

RAISE THE PROFILE OF THE SPORT AND ITS PARTICIPANTS TO STRENGTHEN THE SPORT AND ITS FINANCIAL SITUATION

STRATEGIC PLAN INIATIVE	OPERATIONAL PLAN INIATIVE	STRATEGIC PLAN TARGETS
5.1 Develop a marketing strategy including employment of a WPACT marketing manager	5.1.1 WPACT Marketing Strategy is developed. 5.1.2 University of Canberra Intern is sourced each semester to implement marketing and communication plans until an employee is appointed.	<ul style="list-style-type: none"> Developed marketing strategy. WPACT marketing manager has been appointed
5.2 Establish funding committee, with funding requests aligned to a pipeline of initiatives	5.2.1 A Finance, Risk & Audit committee is established with skilled board members.	<ul style="list-style-type: none"> Established funding committee with roadmap of initiatives
5.3 Secure greater contribution from ACT government in grants, based on organisation structure and alignment to funding principles	5.3.1 A Sport and Recreation Investment Program strategy is developed to produce a strong application for the 2023/24 investment round.	<ul style="list-style-type: none"> Water Polo ACT completes an annual action plan to reach the highest level of operational funding available.
5.4 Increase WPACT sponsorship, targeting new sponsorship sources	5.4.1 A WPACT Commercial Strategy is developed to identify potential investment opportunities and outline a clear strategy to secure additional sponsorship funds.	<ul style="list-style-type: none"> WPACT has secured a number of major sponsors

INITIATIVE NUMBER	PRIORITY	START	FINISH
5.1.1	High	2023	2023
5.1.2	High	2023	2023
5.2.1	Medium	2023	2023
5.3.1	Medium	2023	2023
5.4.1	High	2023	2023



Water Polo
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