



WATER POLO ACT STRATEGIC PLAN 2022-2025

What is WPACT's Strategic Plan for 2022-2025

WPACT's Strategic Plan for 2022-2025 is a critical enabler for the success of Water Polo in the Canberra region. Aligned with WPA's National Strategic Framework (NSF) that was released in 2020 to unite the seven member states under a single mission and vision, WPACT's Strategic Plan expands upon this direction but tailored to be specific to the ACT.

WPACT's Strategic Plan is underpinned by:

- A WPACT-specific mission statement
- A WPACT-specific vision statement
- A set of guiding principles to support decision making
- Strategic Goals and targeted operational initiatives for each Strategic Pillar as defined in WPA's NSF

For a detailed view on WPACT's current priorities and operational initiatives, see WPACT's Operational Plan 2022.



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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.

STRATEGIC GOALS & GUIDING PRINCIPLES

Guiding Principles



National Strategic Pillars



EMPOWER

Unite our sport to unlock its potential



Increase the connectivity between players and clubs to promote a strong culture of unity and inclusion, giving WPACT a powerful presence with key stakeholders.

DEVELOP

Enhance capacity and capability to enable scalable growth



Volunteers and participants (including parents) are equipped and supported to perform their roles in the sport and understand what's expected of them, through training, information sessions and policies.

PLAY

More people playing Water Polo



Reduce the barriers for new clubs/participants joining Water Polo and increase retention of existing players by ensuring WPACT offers products that are fit for all types of players.
Establish innovative partnerships with other aquatic bodies in order to increase participation, club numbers and influence.

PERFORM

Provide an aligned performance framework to create sustainable success



Establish a high performance pathway for all age groups and genders.

PROSPER

Raise the Profile of Water Polo, strengthening the sport and its financial foundations



Embed financial security and stable streams of income, independent from board changes and membership numbers.

*Initiatives: 1.1, 1.2, 1.3, 1.4, 1.5

Initiatives: 2.1, 2.2, 2.3, 2.4, 2.5, 2.6

Initiatives: 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7

Initiatives: 4.1, 4.2, 4.3, 4.4

Initiatives: 5.1, 5.2, 5.3, 5.4

WPACT Strategic Goals to be Completed by 2025

STRATEGIC INITIATIVES 2022-2025

PILLAR	ACT STRATEGIC GOALS (BY JUNE 2025)	ACT STRATEGIC INITIATIVES	TARGETS TO JUNE 2025
EMPOWER	<ul style="list-style-type: none"> Increase the connectivity between players and clubs to promote a strong culture of unity and inclusion, giving WPACT a powerful presence with key stakeholders. 	<ol style="list-style-type: none"> Define and establish more formalised governance arrangements that identifies the approach to periodic Board rotation, structure, composition and training Identify and implement practical ways for juniors and seniors to better mingle through competition and scheduling arrangements Further establish a mentoring program between seniors and juniors across both men's and women's teams Update and Refine the WPACT constitution in alignment with the -WPA constitution Continue to participate in and influence the direction and growth of the ACT Aquatic Alliance 	<ol style="list-style-type: none"> Define and implement governance arrangements and have in place for at least 3 years Implement at least 2 practical ways of improving junior – senior connectedness A mentoring framework is developed and 100% of clubs are enacting the framework Updated WPACT constitution, aligned to WPA and other water polo state associations WPACT is an active member of the ACT Aquatic Alliance and contributes to its success.
DEVELOP	<ul style="list-style-type: none"> Volunteers and participants (including parents) are equipped and supported to perform their roles in the sport and understand what's expected of them, through training, information sessions and policies 	<ol style="list-style-type: none"> Develop a curriculum of free training with pathways available based on role (combination of online, in person and adapted content from WPA) Refresh the awareness of Think.Act.Play across WPACT through targeted engagement activities, events and promotional material Develop and implement a formal framework to address incidents Identify and holistically implement post game rituals to encourage sporting behaviour 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 Develop a support program for clubs to encourage additional volunteers to join and reduce burden on current volunteers Identify and implement strategies to support inclusive cultural changes around the pool. 	<ol style="list-style-type: none"> Implement a role based curriculum, with at least 70% of members enrolled and engaged in training 100% of players, parents and volunteers understand Think.Act.Play and demonstrate understanding through actions Developed incident management framework for both members and non members 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. Reduction in the number of referee incidents Increase number of volunteers Significant improvement in use of appropriate language (e.g. gender neutral) and absence of inappropriate slang
PLAY	<ul style="list-style-type: none"> Reduce the barriers for new clubs/participants joining Water Polo and increase retention of existing players by ensuring WPACT offers products that are fit for all types of players Establish innovative partnerships with other aquatic bodies in order to increase participation, club numbers and influence 	<ol style="list-style-type: none"> Piloting of different products to experiment and identify popular options As product offering grows, provide upfront grading / skills assessment to align prospective players to the best fit 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) Leverage kit to identify, build and grow partnership with learn to swim organisations 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 Leverage the Aquatic alliance to petition for additional facilities and AIS facility repurposing Partner with schools to have water polo days 	<ol style="list-style-type: none"> Pilot at least three different products, and establish at least one 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 Kit developed and in use to actively pursue partnerships Developed partnerships with 2 or more aquatic organisations Establishment of 2 new water polo clubs Access to 2 or more additional facilities for junior and senior trainings / competitions At least 2 partnerships established, with water polo days held at least once per semester
PERFORM	<ul style="list-style-type: none"> Establish a high performance pathway for all age groups and genders 	<ol style="list-style-type: none"> Increase memberships to enable greater selectivity in the high performance program Additional representation for each age group and gender for club based national tournaments Establish an opt-in high performance winter offseason program Establish a National League team (or at minimum 2nd Division) for both genders 	<ol style="list-style-type: none"> Total WPACT membership of 1200 active members Two Canberra Dolphins teams per age group per gender (16s/ 18s/20s) for club based national tournaments Established representative team training program during the off-season Established National League Team for both men and women (Division 2 if available)
PROSPER	<ul style="list-style-type: none"> Embed financial security and stable streams of income, independent from board changes and membership numbers 	<ol style="list-style-type: none"> Develop a marketing strategy including employment of a WPACT marketing manager Establish funding committee, with funding requests aligned to a pipeline of initiatives Secure greater contribution from ACT government in grants, based on organisation structure and alignment to funding principles Increase WPACT sponsorship, targeting new sponsorship sources 	<ol style="list-style-type: none"> Developed marketing strategy. WPACT marketing manager has been appointed Established funding committee with roadmap of initiatives Water Polo ACT completes an annual action plan to reach the highest level of operational funding available. WPACT has secured a number of major sponsors

APPENDIX

SWOT Analysis Findings
Planning Workshop with Deloitte

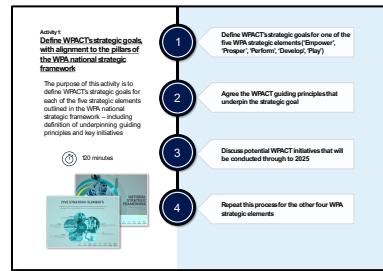
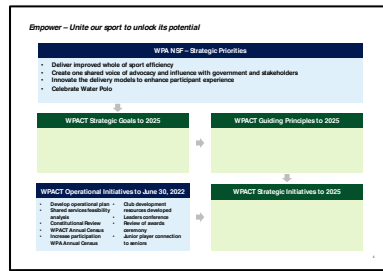
SWOT ANALYSIS OVERVIEW

Workshop participants completed a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis prior to the session, with the following key themes identified...

STRATEGIC PILLAR	KEY STRENGTHS	KEY WEAKNESSES	KEY OPPORTUNITIES	KEY THREATS
EMPOWER	<ul style="list-style-type: none"> Strong community Collaborative culture Well organised 	<ul style="list-style-type: none"> Overworked volunteers and resourcing challenges Disconnect between seniors and juniors 	<ul style="list-style-type: none"> Leveraging existing community member skill sets Additional paid positions (e.g. Development Officer, Marketing Manager) 	<ul style="list-style-type: none"> Volunteer burnout Loss of current paid positions
DEVELOP	<ul style="list-style-type: none"> Aligned leadership Experienced and knowledgeable community 	<ul style="list-style-type: none"> Lack of volunteers and officials (with minimal development opportunities for these groups) Poor behaviour towards officials 	<ul style="list-style-type: none"> Size of WPACT allows for easier change implementation Access to development opportunities for volunteers and officials 	<ul style="list-style-type: none"> Growth at a rate that outgrows current structure and systems
PLAY	<ul style="list-style-type: none"> Competition at all levels Diverse offering of activities Infrastructure 	<ul style="list-style-type: none"> Tension and differences between clubs High cost and commitment required to play Pool access is challenging 	<ul style="list-style-type: none"> Increased engagement with schools and universities Establishing additional stand alone clubs Engagement with new avenues (e.g. learn to swim schools) Increasing product offering 	<ul style="list-style-type: none"> Cost to participate Pool space and pool closures Perception as a rough sport
PERFORM	<ul style="list-style-type: none"> Strong opportunities for player development and growth 	<ul style="list-style-type: none"> No local pathway for progression after the age of 18 Poor communication of player development opportunities 	<ul style="list-style-type: none"> Establishing a National League Club Sending more teams to representative events 	<ul style="list-style-type: none"> Loss of talent, experience and skills to other states Access to good quality coaches Financial pressure that comes with running a national league team
PROSPER	<ul style="list-style-type: none"> Financial position and structure Board communication and collaboration Growth 	<ul style="list-style-type: none"> Limited revenue streams Retention of people 	<ul style="list-style-type: none"> Sponsorship opportunities Grant opportunities Additional revenue streams 	<ul style="list-style-type: none"> Relationship between WPACT, clubs and other stakeholders breaking down Lack of reliable funding

PLANNING WORKSHOP WITH DELOITTE

On 23 November 2021 the WPACT Board and Executive Officer attended a workshop with Deloitte to discuss WPACT's Strategic Plan for 2022-2025...



Workshop Attendees

Matt Turnbull	WPACT President
Tim Bennett	WPACT Vice President
Simon O'Connor	WPACT Secretariat
Ryan McDermott	WPACT Executive Officer
Liam Shepard	Vikings President
Greg Ward	Dragons President
Lawson Waser	CGS President
Sam Elliot	Nordek President
Chris Van Der Spek	Deloitte Team Lead
Chris Zhang	Deloitte Team
Esther Van Praag	Deloitte Team
Lachlan Traberger	Deloitte team



Workshop Activity #1 Define WPACT Strategic Goals

The purpose of this activity was to define WPACT's strategic goals for each of the five strategic elements outlined in the WPA national strategic framework – including definition of underpinning guiding principles and key initiatives



Workshop Activity #2 Define WPACT Mission/Vision

Building off Activity 1, the purpose of this activity was to create new mission and vision statements for WPACT, aligned to the WPA strategic framework and WPACT strategic goals