

Planning for the Future of Water Polo in Tasmania



Strategic Plan January 2007 – December 2010

(draft)

The plan is presented in the following sections:

Section 1 – Introduction

Section 2 - Key Stakeholders and their comments

Section 3 – SWOT Analysis

Section 4 – TWPI Statistics

Strategic Plan (draft)

Section 5 – Vision and Mission

Section 6 - Key Result Areas and Objectives

Section 7 - Strategic Priorities and Key Performance Indicators

Section 1 Introduction

- The Tasmanian Water Polo Association Incorporated (TWPI) is the body responsible for the development and promotion of the Olympic sport of waterpolo in Tasmania.
- TWPI is affiliated with Australian Waterpolo, the national body administering the sport of waterpolo in Australia.
- TWPI runs a successful schools and colleges competition in which some 50 schools/colleges and over 500 students participate.
- It also administers a club competition comprising teams from Sandy Bay, Wet Magic and Clarence.
- TWPI sends mens and womens State teams (14,16, 18, and 20 years and Under) to national competitions throughout Australia.
- Until 2005, TWPI sponsored a Tasmanian mens and womens team in the National Waterpolo League.
- Tasmania has been successful in having a number of men and women selected to national teams/squads over recent years.
- TWPI arranges the training and accreditation for coaches and referees and seeks to provide a pathway to national and international involvement.
- Development squads have been set up for elite waterpolo players with the potential to play at the highest level.
- TWPI assists accredited Tasmanian referees to obtain experience in officiating in games at national and international level.
- TWPI has successfully hosted national competitions in Hobart over recent years.
- TWPI has been soundly managed and is in a strong financial position.
- Waterpolo in Tasmania is administered by a core group of experienced and dedicated people.

Section 2 Key Stakeholders

The following individuals, groups and organisations have been identified as stakeholders affecting, or with the potential to influence the development of waterpolo as a sport in Tasmania:-

- TWPI Committee members.
- Current waterpolo players and their families.
- Affiliated Clubs and their Members.
- School and Colleges participating in TWPI competitions.
- Past players and officials.
- Australian Water Polo Incorporated.
- Tattersalls Hobart Aquatic Centre.
- Other aquatic venues and their management.
- Department of Sport and Recreation.
- Tas – AIS.
- Sponsors.
- Media.
- Other aquatic sporting clubs and associations in Tasmania including TasSWIM.

Stakeholder Comments

The following section contains all of the comments made by stakeholders consulted in the course of preparing this Strategic Plan:-

TWPI Structure and Objectives

- Need for a set of objectives and a plan for next five years.

- Position Descriptions for TWPI Committee members who have designated areas of responsibility (ie: Coaching Director)
- There is an urgent need for more involvement and new ideas at TWPI Committee level.
- There is a need to involve the waterpolo community planning the future of the sport in Tasmania.

Club Competition

- Why are numbers of competitors decreasing? Are the timing, cost and days on which we play the competition right?
- Should we run a Twilight Competition?
- Non-constituted clubs and unqualified coaches – are we running too great a risk?
- Competition needs to be 'balanced'.
- Need to look at other Codes – Tas Swim / Soccer.

Past Players and Officials

- Are we doing enough to keep former players involved? Their children are the players of the future.
- Should TWPI run or sponsor a Masters Competition?
- Why are sports like Hockey so successful in retaining the involvement of former players and officials.

Schools and Colleges Competition

- Schools and Colleges Competition is very successful. How to improve the transition to the club competition
- Schools and Colleges should be encouraged to have qualified coaches. (TWPI to offer level 1 coaching in 2007?)
- Starting games late and forfeits by some schools reflects adversely on sport.
- Scope for sponsorship and further growth of competition? (ie: eastern shore/western shore)

- An important revenue stream for TWPI.

National League

- Should Tasmania attempt to regain its place or should we simply look to establish a pathway? Need to decide once and for all what the position of TWPI is in respect to having a pathway for elite players.

Communication

- There is a need for a regular newsletter to the water polo community advising of all events and activities.
- There should be a single website where information is current and easy to find.
- Past players association or network
- Notice board and promotional materials needed at the THAC, Clarence and other aquatic venues.
- Need for THAC to recognize waterpolo as a priority user of aquatic centre.

State Teams

- Provide all State Team Officials with information packs.
- Greater fundraising / subsidization to bring down cost and encourage maximum participation.
- Need to establish a process for state team selection.

Junior Development

- TWPI needs to urgently appoint a 'Development Officer' on a part-time basis.
- Offer junior development squad training throughout the year
- 'Come and try days'.
- Sponsorship of Flipper ball as a pathway to waterpolo.

Training and Accreditation of Coaches and Referees

- Basic level courses should be offered by TWPI before School and Colleges Competition
- There needs to be a career path developed for coaches and referees to keep them interested.
- TWPI Directors of Coaching and Referees are critical roles for which there should be clear Position Descriptions.

Fundraising, Sponsorship and Grants

- Find a sponsor for schools and colleges competition.
- Apply for Government Grants to maintain, replace and update equipment.

Section 3 SWOT Analysis

The following table of perceived Strengths, Weaknesses, Opportunities and Threats (SWOT) was compiled from comments made by stakeholders during the consultation process:-

Strengths	Weaknesses
<ul style="list-style-type: none">• Successful school and college competitions	<ul style="list-style-type: none">• Low Committee numbers and not enough volunteers

- Strong financial position
- Link with Hobart Aquatic Centre
- Sending State teams to national competitions
- Adequate equipment in good repair
- Dedicated Committee
- Secretary General of AWPI on Committee
- Team sport that can be played throughout life
- Short game times suit busy, time-poor lifestyle
- Olympic sport for men and women
- Only water based team sport

- Lack of clear national development pathway for elite players
- Declining standard of club competition
- Too few accredited coaches and referees
- Clubs have no formal structure
- Not enough involvement from former players
- Inadequate marketing/promotion of sport
- Insecure tenure at THAC – not on basis of ‘preferred tenant’
- current roles of Board members not clearly defined
- Lack of networking with other aquatic sports
- Clubs not adequately involved in planning for the sport
- The image in the minds of some people is that the sport is violent and for “amazonians, people who love wedgies, just for the macho and super fit”.

Opportunities	Threats
<ul style="list-style-type: none"> • Appointment of a Development Officer • Enormous scope for increased marketing of sport • Hosting of national competitions • Sponsorship • Emerging community awareness of the need for regular activity for children to combat the effects of lifestyle choices on individual and community health • Pathway for ex swimmers to continue a water based team sport • A healthy safe low impact option for the older generation looking to remain active in a club based team sport • Further development of club Flippa ball programs • Development of Twilight/Masters Competition 	<ul style="list-style-type: none"> • Loss of player interest after College • Huge variety of sports and leisure activities available • Increased competition for water times at THAC - water polo a lower priority in space allocations • TWPI not seen as a 'priority user' by • Alternate competitions being run at other facilities • High charges for pool hire • Opening of major facility at Launceston • Apathy and reluctance of people to become involved • Reduced leisure time for individuals to participate in sport as either a competitor or volunteer • Less than professional approach

STAKEHOLDER SURVEY

Stakeholders were asked to identify what tasks TWPI should undertake and to accord a priority to each area:-

What functions should TWPI have?	Essential	Desirable	Insufficient Resources	Comments
Junior Development (ie:Flippa Ball/Junior Polo)	•			Sponsor sessions at Clarence as feeder for polo?
School Competition	•			Can we grow the competition even more?
College Competition	•			Can we grow the competition even more?
Club Competition	•			Critical to establish a transition from College.
Recruitment and training of coaches	•			Needs to be available and ongoing
Recruitment and training of referees	•			Needs to be available and ongoing
Selection of State teams for national competition	•			Continue as present
Junior Hammerheads		•		Is it working? What can be done to improve?
Participation in National League			•	Are there alternatives? (ie: regional championships)
Past Players' Association			•	How can we involve them more?
Masters Competition			•	Is there demand for such a competition?
Regular newsletter		•		Electronic and to total waterpolo community
Website	•			Must be easy to find / navigate and be up to date
Appointment of Development Officer		•		Strong support for commencement in 2007

Section 4 TWPI Statistics

4.1 Participation (indicative figure only; official figures to be provided)

Schools Competition		
	2006 Season	2007 Season
Number of participating schools	12	
Number of teams entered	32	
Number of participants	350	

Colleges Competition		
	2006 Season	2007 Season
Number of participating schools	6	
Number of teams entered	10	
Number of participants	110	

Club Competition		
	2006 Season	2007 Season
Number of participating clubs	3	
Number of teams entered	14	
Number of participants	120	

State Teams		
	2006 Season	2007 Season
Number of State teams		
Number of players training		
Number of participants		

4.2 Financial

	2004/05	2005/06	2006/07	2007/08
Income		\$ 138,780		
Expenditure		\$ 134,085		
Surplus/Loss		\$ 4,695		
Investments (less debtors)		\$ 58,178		
Net assets		\$ 62,185		

5.0 Strategic Plan 2007 - 2010

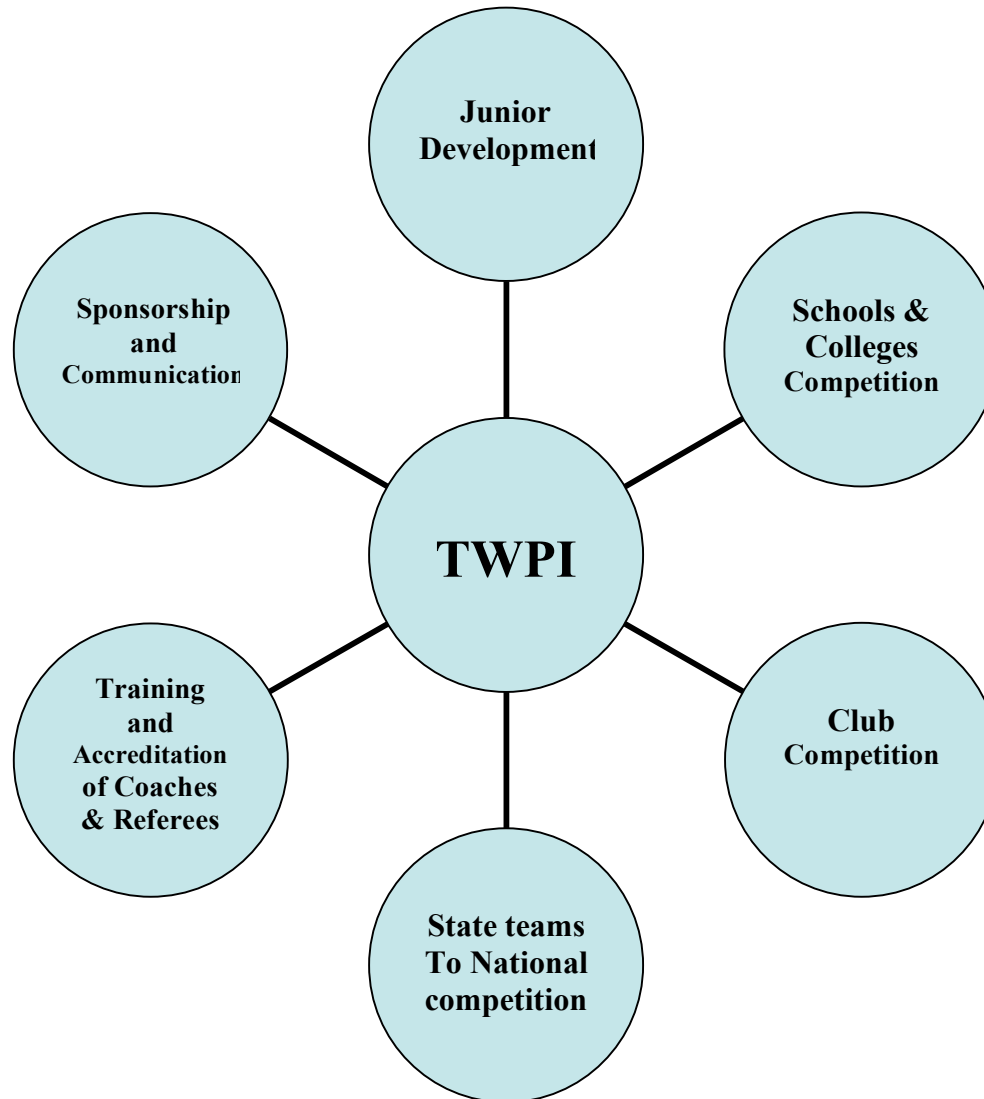
5.1 Vision

TWPI seeks to make Water polo a vibrant and growing aquatic sport of choice for all Tasmanians .

5.2 Mission

TWPI's Mission is to foster and develop water polo players, coaches, officials and administrators at all levels by providing:-

- ***Sound administration and governance of waterpolo in Tasmania.***
- ***players with a pathway to national competition at senior level.***
- ***Training, accreditation and a career path for coaches and referees.***
- ***competitions for clubs and schools / colleges.***
- ***opportunities for players to represent Tasmania in national competitions.***



Section 6

Key Result Areas and Objectives

The Key Result Areas of this plan have been mapped against the Australian Water Polo Incorporated Strategic Plan 2005-2009.

- 1. Management and Governance** – To be a best practice State Sporting Association that is committed to the highest standards of management and governance to ensure water polo in Tasmania is sustainable and well managed.
- 2. Participation** - To grow the participation and interest in water polo by 5% per annum through a range of strong development programs.
- 3. People Development** - To grow the number of coaches, officials, administrators and volunteers and ensure these individuals are well informed and resourced.
- 4. High Performance** - To provide a career path for elite athletes and to facilitate their participation at the highest possible level.
- 5. Marketing and Communication** - To effectively communicate with key stakeholders and raise the profile of water polo in the eyes of the Tasmanian public.

Section 7

Key Performance Areas

7.1. Management and Governance

Objective	Strategic Priorities	Key Performance Indicators
<p>To be a best practice State Sporting Association that is committed to the highest standards of management and governance to ensure water polo in Tasmania is sustainable and well managed.</p>	<p>Adopt a set of objectives and develop a Strategic Plan for the next five years.</p> <p>Regular review of Strategic Plan.</p> <p>Increase participation on TWPI Committee by people able to contribute to the growth of the sport or to assist in its administration.</p> <p>Maintain good financial management practices</p> <p>Develop policies and guidelines for all aspects of TWPI operation.</p>	<p>Conduct a Planning Day and invite stakeholders.</p> <p>Prepare and adopt a Strategic Plan for 2007 and beyond.</p> <p>Strategic Plan to be reviewed annually at session preceding AGM.</p> <p>All positions filled at AGM with clear position descriptions for all Committee members. Consideration of additional Committee positions not involving a portfolio.</p> <p>TWPI Committee to prepare a budget and appropriate reporting format for Committee meetings. Financial Statements and Balance Sheet to be presented at Board meeting at least bi-monthly.</p> <p>Prepare manuals and information sheets to assist those undertaking TWPI activities.</p>

	<p>Seek additional sponsorship/grants to grow sources of revenue</p> <p>Seek feedback from stakeholders each year on activities administered by TWPI.</p> <p>Continue to develop, strengthen and maintain relationships and partnerships with member clubs and key stakeholders</p> <p>Adopt strategies to manage identified risks</p>	<p>Sponsorship plan implemented and current levels of annual revenue exceeded</p> <p>Develop an electronic survey and invite stakeholder feedback each year.</p> <p>80% stakeholder satisfaction with level of communication according to annual member survey</p> <p>Develop and implement a Risk management plan.</p>
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7.2. Participation

Objective	Strategic Priorities	Key Performance Indicators
<p>To grow the participation and interest in water polo by 5% per annum through a range of strong development programs.</p>	<p>Utilise accumulated funds to appoint a part-time Development Officer for 2007.</p> <p>Establish central points of contact for all waterpolo enquiries.</p> <p>Promote the sport in school and colleges</p> <p>Increase levels of junior participation.</p> <p>Support and encourage any Flippa ball programs which are offered.</p> <p>Increase the number of School / College players choosing to play club polo.</p> <p>Announce State team selections at schools and Colleges.</p>	<p>Appoint a TWPI Development Officer with an agreed Position Description.</p> <p>Email, fax, fixed line and mobile contact points to be established and administered by Development Officer.</p> <p>Development Officer to offer to run waterpolo orientation sessions at Primary and lower level secondary schools.</p> <p>Develop a Junior Waterpolo Program in conjunction with THAC targeting primary schools.</p> <p>Promote the flippa ball programs currently being conducted at venues around Hobart.</p> <p>Increase level of participation in 2007 club polo by 10%.</p> <p>Principals to present State uniform etc</p>

	Strategic Priorities Ensure that competitions run by TWPI are conducted so as to attract maximum participation. Maximise participation by promoting polo as a sport which can be commenced at any time.	Key Performance Indicators Review the format and the nights on which club competition is run. Conduct a player survey if necessary to determine player / family preferences. In conjunction with clubs determine how best to accommodate junior and senior players wishing to play after the commencement of the competition.

7.3 People Development

Objective	Strategic Priorities	Key Performance Indicators
<p>To grow the number of coaches, officials, volunteers and administrators and ensure these individuals are well informed and resourced.</p>	<p>TWPI Board to ensure that there are properly accredited coaches and referees to undertake key roles.</p> <p>Conduct basic (Level 0?) Coaching and Referee Courses for those interested.</p> <p>Conduct Level 1 Coaching Courses.</p> <p>In conjunction with AWPI conduct level 2 Coaching Courses</p> <p>Conduct Level 1 Referee Courses</p> <p>Encourage and support developing referees to attend the FINA recognized courses and events.</p> <p>Encourage and support elite Coaches and Referees to participate in waterpolo at the highest possible level.</p>	<p>Separate Directors with explicit Position Descriptions to manage the recruitment and development of coaches and referees.</p> <p>At least two basic Coaching Course conducted per year with 10 attendees per annum - targeted at schools and colleges.</p> <p>Clubs to be encouraged to have properly accredited coaches. (Scott Schweickle in December)</p> <p>At least one Level 2 Coaching Course conducted every 3 years with 5 attendees</p> <p>Level 1 course for referees to be offered at least once each year.</p> <p>TWPI to assist two referees (preferably one male and one female) attend the FINA Referees School co-ordinated by AWPI annually</p> <p>Where opportunities arise, nominate local referees to officiate at national events and championships.</p>

7.4 High Performance

Objective	Strategic Priorities	Key Performance Indicators
<p>To foster the success of Tasmanian players at the highest possible level.</p>	<p>Adopt, develop and maintain an elite player pathway for talented players.</p> <p>Provide players with the opportunity to play at the highest level possible.</p> <p>Further develop the skills and knowledge of elite Tasmanian players.</p> <p>Establish a pathway for elite athletes wishing to participate at a national level.</p> <p>Conduct a competitive Men's and Women's Competition</p> <p>Adopt, develop and maintain Talent Identification programs.</p> <p>Need for TWPI to educate players about the need for an ongoing fitness regime.</p>	<p>TWPI Committee to determine an elite player pathway and put in place supporting coaching and programs. and programs implemented.</p> <p>Continue to send State male and female teams to national championships.</p> <p>Introduce a greater level of subsidy for State players to reduce overall cost per player.</p> <p>Review the Development Squad concept (ie: Junior Hammerheads) and make appropriate changes.</p> <p>Determine Tasmania's position in respect to participation in the National Water Polo League.</p> <p>Ensure that club competition includes senior mens and womens' teams.</p> <p>Agreed Talent Identification Programs developed and implemented in conjunction with Junior Development officer.</p> <p>Look at affiliations with swimming clubs and other sports to promote improved player fitness.</p>

7.5 Marketing and Communications

Objective	Strategic Priorities	Key Performance Indicators
<p>To effectively communicate with key stakeholders and raise the profile of water polo in the eyes of the Tasmanian public.</p>	<p>To dramatically increase the profile of water polo in southern Tasmania.</p> <p>Regularly communicate with the water polo community.</p> <p>Review the TWPI website and establish it as a primary source of easy to access information about all water polo activities.</p> <p>Increase the profile of water polo at participating schools and colleges.</p>	<p>Ask THAC management for a dedicated water polo notice board in a high traffic area.</p> <p>Ask THAC to provide TWPI with space on its website to include information about water polo in the same way it is doing for water-basketball.</p> <p>Distribute eye-catching glossy A4 posters to all aquatic venues featuring contact information for those interested in playing water polo.</p> <p>Prepare a monthly electronic newsletter for distribution to all players and families, officials, sponsors, prospective players and other stakeholders.</p> <p>New and simplified website updated on a regular basis.</p> <p>Design and disseminate some eye-catching posters with all contact details for display in prominent positions.</p>

	<p>Conduct allocated national championships and bid for any additional events</p> <p>To actively lobby for and host national championships to raise the profile of the sport in Tasmania</p> <p>To issue regular media releases in conjunction with key events on the waterpolo calendar.</p> <p>Target a high profile member of the community as a patron of the association</p> <p>TWPI to look at establishing sub-committees to meet in between Committee meetings.</p>	<p>TWPI to bid for 18 and under national championships in 2007.</p> <p>Review AWPI Programme for 2007 and target any likely events.</p> <p>At least 12 media releases to be issued and distributed electronically each year</p> <p>Board endorsed Patron sought and confirmed</p> <p>TWPI to establish sub-committees and invite appropriately qualified and interested persons to attend meetings.</p>
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