# WATER POLO IN AUSTRALIA NATIONAL STRATEGY DEVELOPMENT

# STATE STEERING COMMITTEE

# TERMS OF REFERENCE

## PURPOSE

Water Polo Australia (WPA), as the National Sporting Organisation for water polo in Australia will coordinate the development of a multi-horizon, short medium and long term[[1]](#footnote-1) whole of sport national strategic plan to ensure a sustainable future for the sport. To lead the community engagement of this the State Association is seeking to appoint a panel of appropriate skilled and experienced people to the State Steering Committee (SSC).

The purpose of the SSC will be to use their varied experience and perspective to provide recommendations in relation to the Strategies and Strategic Actions required to effectively deliver water polo in the state in a manner that aligns with the shared National Purpose, Vision and Objectives for Water Polo to be successful across Australia. The SSC will make these recommendations to their respective State Association Board. One member of the SSC will also be a member of the National Steering Committee and act as a communication link between the National and State level during this process.

## Project Scope

The scope of the project is to develop a whole-of-sport National Strategic Plan for Water Polo in

Australia, with aligned Strategic Plans for each member state who wishes to undertake this in 2020. The goal is that by 2022/23 the States and Territories are all operationalising a Nationally aligned Strategy for water polo.

The Whole-of-Sport Strategic Plan need to cover the full gambit of Water Polo’s responsibilities, including participation programs; coach and official education; national championships, leagues and competition pathways; high performance systems and talent ID and pathways; commercialisation and growth strategies; governance and operational structures; values and culture. Each of these elements will be addressed in the project. The project will be undertaken in five phases:

1. Current Landscape, focused on review of information, systems and documentation
2. Significant national stakeholder consultation designed to maximise scope and breadth of input
3. National Steering Committee and WPA Board Strategic Planning Workshop to discuss emerging themes
4. Design and finalisation of the National Strategic Plan
5. Design and finalisation of an aligned Strategic Plan for each State
6. Each organization will then develop their respective plans to Operationalise the National Strategic Plan.
7. Finally, it is proposed that WPA will host a Leaders Forum in September annually where WPA and States will have an opportunity to present their annual operation plan.

## STATE STEERING COMMITTEE OBJECTIVES

The objectives of the National Steering Committee are outlined below

* Utilise the information provided through the consultation phase and the relevant expertise and experience of the panel members to provide leadership and direction to the development of the State Strategy and Operational Plans, to align with the National strategy.
* Provide feedback and information to the National Steering Committee to ensure the whole of sport philosophy is maintained.
* Contribute to a whole of sport approach and ensure the focus is on strategies that will have significant, long lasting positive impact on water polo in the respective State as well as across Australia.
* Identify the risks and unintended consequences of proposed strategies and recommend alternatives or mitigation strategies
* This Steering Committee may also then revise/develop the relevant State strategy and operation plan, however the State Association can make this decision.

## ROLE AND FUNCTION

The SSC is a non-statutory body. The role and functions of the committee are purely advisory in nature and are focused on delivery of the objectives outlined in this document. Ultimately the National Strategic Plan will be endorsed by the National Steering Committee and approved by the WPA Board.

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## COMMITTEE MEMBER APPOINTMENTS AND COMPOSITION

The appointment of the SSC will be managed by the respective State Boards in a manner that ensures the SSC comprised appropriate skilled people who represent the key stakeholders in the Water Polo Community in the state or territory. This should include as a minimum member clubs, players and referees It is also recommended that States conduct a forum with a group of junior players to gain their view of water polo.

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## OBLIGATIONS

It is expected that the SSC will convene two to three times, either face to face or via video call fortnightly between late March and mid-May. Committee members will be provided with written documents to review 1 week prior to the video call, for discussion and feedback.

All Committee members are required to complete the conflict of interest register and be aware of the WPA Conflict of Interest policy. While the registration of conflicts in this instance will not exclude the member from discussions, it will create a greater sense of transparency for all committee members.

## QUORUM REQUIREMENTS/MINUTES

A quorum will be half the members plus one. Minutes will be kept of committee meetings and WPA will provide a minute secretary.

## CONFIDENTIALTY

Committee members will maintain confidentiality of the specifics of the discussions and deliberations of the committee to promote honest interactions within the committee, including by avoiding attribution of specific commentary, positions or argument to individual members.

This does not prevent members providing information back to their State Steering Committees which is a function of their membership of the NSC:

* in furtherance or delivery of the communications plan as approved and authorised by the committee; and
  + members representing bodies or groups may (and are expected to) report the substance of discussions that have occurred or are occurring and committee decisions made to update the bodies or groups which they represent and to obtain feedback to better inform the committee’s deliberations while avoiding attribution to individuals.

## APPENDIX 1

1. Water Polo Australia’s current [Strategic Plan](https://www.waterpoloaustralia.com.au/about-us/strategic-plan/)
2. [Conflict of Interest Policy](https://s3-ap-southeast-2.amazonaws.com/piano.revolutionise.com.au/cups/wpal/files/hpjoun7os2bbvjhb.pdf)
3. National Strategy Development Information Pack – attached pdf
4. Signing Page

## State Steering Committee Member – Acknowledgement of Terms Agreement

Please indicate by signing and returning this page to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, 2020 that you:

1. agree to be part of the State Steering Committee from February 24, 2020 to February 23, 2020, unless the Committee’s role is finalized by the State Association earlier, and
2. understand and will abide by the terms and conditions set out in this document
3. are willing to declare any conflicts of interest and add those to the conflict of interest register.

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Name Signature Date

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1. ([The Three Horizons of Growth)](https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/enduring-ideas-the-three-horizons-of-growth) [↑](#footnote-ref-1)