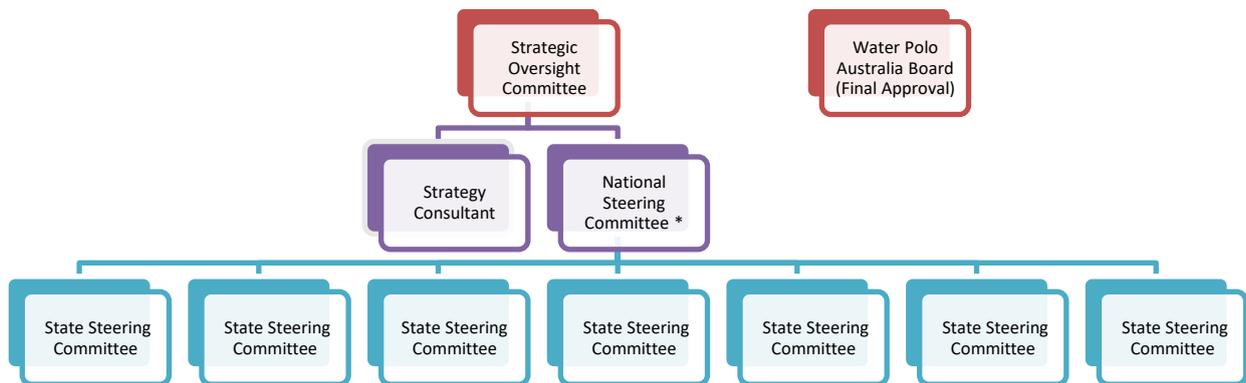


# WATER POLO IN AUSTRALIA NATIONAL STRATEGY DEVELOPMENT STATE STEERING COMMITTEE TERMS OF REFERENCE

## 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,<sup>1</sup> whole of sport national strategic plan to ensure a sustainable future for water polo in Australia. WPA is seeking to convene a panel of appropriate skilled and experienced people to the National Steering Committee (NSC) who will play a significant role in the development of the national strategy.

The purpose of the NSC will be to use their experience and expertise in strategy, business and sport to provide recommendations in relation to the Purpose, Vision, Objectives and Strategies to the Strategic Oversight Committee and ultimately to the WPA Board for final approval. The NSC will comprise a representative from each State Steering Committee to work closely with the WPA CEO and the Strategy Consultant. The NSC will include one member from each state who is also a member of the State Steering Committee. The continuity between the National and State Steering Committee is a vital element and will contribute to the genuine alignment in strategy.



## 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:

- I. Current Landscape, focused on review of information, systems and documentation

<sup>1</sup> ([The Three Horizons of Growth](#))

- II. Significant national stakeholder consultation designed to maximise scope and breadth of input
- III. National Steering Committee and WPA Board Strategic Planning Workshop to discuss emerging themes
- IV. Design and finalisation of the National Strategic Plan
- V. Design and finalisation of an aligned Strategic Plan for each State
- VI. Each organization will then develop their respective plans to Operationalise the National Strategic Plan.
- VII. 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.

## NATIONAL STEERING COMMITTEE OBJECTIVES

The objectives of the National Steering Committee are outlined below

- Utilising the information provided through the consultation phase and the relevant expertise and experience of the panel members provide leadership and direction to the development of the National Strategy.
- Provide leadership, information and feedback to their respective State Steering Committees ensuring that the whole of sport philosophy is maintained.
- Take a whole of sport approach and ensure the focus is on strategies that will have significant, long lasting positive impact on water polo in Australia, being mindful of the resources and capacity that is available.
- Identify the risks and unintended consequences of proposed strategies and recommend alternatives or mitigation strategies

## ROLE AND FUNCTION

The NSC 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 approved by the WPA Board.

## COMMITTEE MEMBER APPOINTMENTS AND COMPOSITION

Member of the NSC will be nominated by their respective State Steering Committee and approved by the WPA Board. The NSC will contain a representative from each State Steering Committee along with two WPA Board Members and the WPA CEO. Consideration will be given to some of the smaller states combining to form one State Steering Committee, which may mean there are less than seven SSC representatives joining the WPA representatives.

## OBLIGATIONS

It is expected that the NSC will convene for 2 or 3 video calls 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 regular members plus one. Members may nominate a replacement if unable to attend however the replacement must also be a member of the State Steering Committee. 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.

## APPENDICES

1. Water Polo Australia's current [Strategic Plan](#)
2. [Conflict of Interest Policy](#)
3. National Strategy Development Information Pack – attached pdf
4. Signing Page

## National Steering Committee Member – Acknowledgement of Terms Agreement

Please indicate by signing and returning this page to [Richard.McInnes@waterpoloaustralia.com.au](mailto:Richard.McInnes@waterpoloaustralia.com.au)

FRIDAY FEBRUARY 28, 2020 that you:

1. agree to be part of the National 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