

STRATEGIC PLAN DOCUMENT: 2017 - 2019*

*This Plan has been developed with the input of OUR key stakeholders, plus that of our committee and also incorporates relevant information from stakeholders' 'long term future' plans, such as our parent body.

- **Organization Name**

EASTERN SAINTS WATER POLO CLUB Incorporation number: A40197

- **Short history/background summary**

- **Eastern Saints Water Polo Club is SA newest club, and was established as a fourth club during the 2007-2008 season, becoming officially incorporated in March 2009.**
- **The concept has been supported by SA Water Polo and the Department of Recreation and Sport, who have provided financial support over three years.**
- **With St. Peters Sporting Centre Pool as its home training base, there have been strong links developed with the Saint Peters College and Saint Peters Old Collegians Water Polo fraternity.**

- **Vision**

A respected club that thrives through participation of volunteers and players in all aspects of the sport

- **Mission**

We will develop our club by:

- **Growing the club by achieving a team in every grade for both genders**
- **Developing and promoting a Eastern Saints national league team**
- **Insuring representation of players in Australian Club Competitions**
- **Maintaining financial sustainability through responsible management of our club operations**
- **Providing a focus of water polo by promoting our club to the broader community**
- **Improving integration between our club and other sports clubs for the mutual benefit of each**

- **Stakeholders**

- All members
- Water Polo SA and Water Polo Australia
- St Peter's College
- Schools in the eastern and north eastern district
- Communities in the eastern and north eastern district
- Players and their families
- Swim clubs
- Volunteers
- Sponsors and equipment suppliers
- The Office for Recreation and Sport

- **Core Values**

- Transparency:
- Safety:
- Fairness:
- Inclusivity:
- Welcoming and supportive:
- Sportsmanship:
- Success - both individual and team:
- Competitiveness:
- Involvement and participation:
- Collaboration:

'Pillars' Areas of focus upon which our objectives and strategies are based.

1. CLUB GROWTH AND DEVELOPMENT	2. COACHING AND DEVELOPMENT.	3. MARKETING AND PROMOTION	4. RELATIONSHIPS AND PARTNERSHIPS	5. GOVERNANCE	6. CULTURE AND VOLUNTEERISM
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PILLAR 1: CLUB GROWTH AND DEVELOPMENT

Objective	Strategies	Key Performance Indicators	Responsibility - Who will lead?	Timeframe /Priority level	Resources needed
1. Establish a men's and women's A grade team as a means to attract and retain senior players in order to help grow the club	<ol style="list-style-type: none"> Investigate the feasibility and likely demands on the club to support the development of A grade teams Promote the potential of establishing ES A Grade teams and access the number of players attracted to ES (or this reason) Consult with WPSA on the club's desired goal of establishing A Grade teams seeking their advice and determining their support 	<p>Achieve an increase in senior women & men players & overall membership</p> <p>Retain past, current & new senior players</p> <p>Attract & recruit a suitable A Grade women's coach to start to attract & build an A Grade women's team</p>	<p>Matt Martin in collaboration SPOC & B Grade men & WPSA C&G committee</p> <p>Catherine O`Sullivan & Lucy Burg in collaboration with ES committee& WPSA C&G committee</p>		<p>Junior & senior competent women players</p> <p>Experience A Grade Mens & Womens coach</p> <p>New set of caps x2 & new set of water polo balls</p>

PILLAR 1: CLUB GROWTH AND DEVELOPMENT (cont.)

Objective	Strategies	Key Performance Indicators	Responsibility - Who will lead?	Timeframe /Priority level	Resources needed
<p>2. Commit to increasing the availability of specialised training</p> <p>3. Maintain and increase the involvement of Juniors in the club</p>	<p>1. Increase the number of specialised skill sessions and clinics in collaboration with all affected parties</p> <p>1. Investigate potential junior competition development in Winter</p> <p>2. Initiate relationships with other schools to promote the benefits of participation with a view to gaining new members and thus furthering the development of the club</p>	<p>Attract & hire new high level coach. Meet with senior Jet coach & players to negotiate extra training & participation in ES</p> <p>Meet with Vikings to establish joint winter competition</p> <p>Send out flyers to all local schools & to identified PE leadership group</p> <p>Offer free bring a friend training sessions</p>	<p>Current senior coaches</p>	<p>Timeframe: Two years</p> <p>Priority level: Medium</p>	<p>High Level Coaches</p>

PILLAR 2 COACHING AND DEVELOPMENT

Objective	Strategies	Key Performance Indicators	Responsibility - Who will lead?	Timeframe /Priority level	Resources needed
<p>1 Identify individual pathways for all players together with opportunities for additional specialized training</p> <p>2. Undertake a commitment to pay coaches</p>	<ol style="list-style-type: none"> 1. Support players who demonstrate leadership and other behavioural characteristics suited to coaching 2. Formulate appropriate options for players at each level according to their identified potential 3. Coordinate with coaches potential winter training program and associated needs <ol style="list-style-type: none"> 1. Pay coaches a commensurate rate to ensure the club can attract quality coaches that maintain their skills suitable for junior, inexperienced, experienced and elite players 2. Recruit skilled coaches suitable for National League level and service players 3. Mentor good players with the option of moving into a coaching pathway 	<p>Ensure interested & talented players are identified & encouraged to participate in State Training.</p> <p>Have head WPSA coaches attend & contribute to our Come & Try programs</p> <p>Develop specialized skill development, strategy & tactic clinics/sessions</p> <p>Engage Matt Martin to coach A Grade & General trainings</p>	<p>Treasurer in collaboration with ES committee</p>	<p>Timeframe: 12 months</p>	<p>Financial reimbursement</p> <p>Access to accredited coaching & referee courses</p>

	4. Research financial opportunities that will enable the club to seek out coaches identified suitable for its requirements	Increase financial earnings from sponsorship & fundraising Obtain ABN Join Australian Sports Foundation		Priority level: High	
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PILLAR 3 **MARKETING AND PROMOTION**

Objective	Strategies	Key Performance Indicators	Responsibility - Who will lead?	Timeframe /Priority level	Resources needed
1 Investigate alternative approaches and sources to attract sponsorship from organizations that share our values	<ol style="list-style-type: none"> 1. Develop a promotional pack that articulates to prospective sponsors what we offer, including: healthy living, male and female participation, teamwork, community spirit and character development for young players 2. Look to match our values with organizations that have a close association with our needs, such as: sports medicine, healthy eating, building trades, Quit and safe driving 3. Develop a value proposition to targeted sponsors 	<p>Deliver developed promotional pack to select & targeted business & sporting recreational communities</p> <p>Meeting with Sports SA & OARS to consult & learn how best to access organizations that match our identified values</p>	ES committee in collaboration with Sponsorship sub committee		Funding to spend on developing promotional packs

PILLAR 3 **MARKETING AND PROMOTION (cont)**

Objective	Strategies	Key Performance Indicators	Responsibility - Who will lead?	Timeframe /Priority level	Resources needed
<p>2 Develop a leading edge multi media presence in the community</p>	<ol style="list-style-type: none"> 1. Investigate the possibility of using university level marketing students to get assistance with developing a marketing plan 2. Update the club's website to include all policies and our constitution and strategic plan to improve access to governance information for our members 3. Focus our promotional pack to inform target schools, sponsors, members, new enquires and potential members 4. Develop a promotional flyer to compliment the pack 	<p>Meetings with relevant sporting committee at Adelaide University</p> <p>Web site to be always current & updated & checked weekly</p> <p>Production of a suite of flyers & promotional material ready to be distributed in person & on social media</p>	<p>ES marketing committee in collaboration with ES committee</p>	<p>Timeframe: 12 months</p> <p>Priority level: High</p>	<p>Access to printer, ink, paper Laminator</p>

PILLAR 3 **MARKETING AND PROMOTION (cont)**

Objective	Strategies	Key Performance Indicators	Responsibility - Who will lead?	Timeframe /Priority level	Resources needed
<p>3 Replicate our relationship and link to St Peter's College with other selected schools to help grow participation in our club</p>	<ol style="list-style-type: none"> 1. Define our connection (not exclusive) with St Peter's College beyond the use of the Sports Centre pool 2. Articulate our values and operating style so these are appreciated by other schools 3. Road show what we can offer players from other schools (complimentary) from other school sports activities 	<p>More active promotion of our school holiday Come & Try's</p> <p>Regular meetings with St Peters School Leadership</p> <p>Promote & offer Water Polo Introductory sessions in selected local schools</p> <p>Develop advertising brochures & flyers</p>	<p>Will Simpson & Matt Martin, & Graham Litster in conjunction with ES committee</p>	<p>Timeframe: Next two years</p> <p>Priority level: Medium</p>	

PILLAR 4 RELATIONSHIPS AND PARTNERSHIPS

Objective	Strategies	Key Performance Indicators	Responsibility - Who will lead?	Timeframe /Priority level	Resources needed
<p>1 Identify linkages with other sporting clubs (e.g. SPOC) to access a greater range of resources and potential participants</p>	<ol style="list-style-type: none"> 1. Identify and document the benefits of interclub participation 2. Organise meetings with relevant representatives and initiate discussions to see how we can help each other 3. Assess the benefits to clubs and teams of mutual use of resources and access to players 4. Nominate dedicated club representatives to be points of contact to further any developed partnerships 	<p>More variety of local schools introducing water polo to their school, & encourage attendance at training.</p> <p>Local swimming clubs & schools attending ES Come & Try's</p> <p>SPOC representatives to attend all St Peter College relevant meetings & obligations</p>	<p>Graham Litster & Matt Martin in collaboration with ES committee</p>	<p>Timeframe: Next 12 months</p> <p>Priority level: Medium</p>	<p>Identified SPOC Leadership Representative</p>

PILLAR 5 GOVERNANCE

Objective	Strategies	Key Performance Indicators	Responsibility - Who will lead?	Timeframe /Priority level	Resources needed
<p>1 Maintain the ORS STARCLUB accreditation status by continuing to effectively operate all aspects of club management for the next three years</p>	<ol style="list-style-type: none"> 1. Review and update the club's policies and core documents as noted on the ORS STARCLUB checklist 2. Align policies and procedures with those of our parent body and consistent with ORS STARCLUB recommendations and ensure they are regularly reviewed at least annually and updated as required 3. Promote the club's Code of Conduct to increase awareness of expectation for all members, players, volunteers and administrators including publishing and circulating its effectiveness 	<p>That all Policies are current & updated & meet ORS & Star Club criteria & expectations.</p> <p>All policies to be reviewed regularly at last annually & recorded on Policy</p> <p>Address this issue via regular promotion & advertising thru our Newsletters & social media. Ensure team managers distribute info. To all players at start of season</p>	<p>ES committee together with coaches & team managers</p>	<p>Timeframe: Within next two years</p> <p>Priority level: High</p>	<p>Regular committee meetings</p>

PILLAR 5 GOVERNANCE (cont)

Objective	Strategies	Key Performance Indicators	Responsibility - Who will lead?	Timeframe /Priority level	Resources needed
<p>2 Maintain and review best practice of our Governance processes</p>	<p>1. Ensure implementation of each of the STAR CLUB recommendations/expectations of a best practice club including application through strategies such as:</p> <ul style="list-style-type: none"> - conducting effective committee meetings - communicating via newsletter and website - undertaking feedback style surveys - building resilience into club administration activities 	<p>To maintain highest level of Star Club enrolment & get renewed yearly</p> <p>Update Constitution</p> <p>Run Annual AGM as per obligations</p> <p>Transparent financial records & reporting at monthly ES committee meetings</p>	<p>ES committee, Chairperson</p>	<p>Timeframe: Within next 12 months</p> <p>Priority level: Medium</p>	

PILLAR 6 CULTURE AND VOLUNTEERISM

Objective	Strategies	Key Performance Indicators	Responsibility - Who will lead?	Timeframe /Priority level	Resources needed
<p>1. Build an environment and culture that encourages a willingness of volunteers to continue to 'give back'</p>	<ol style="list-style-type: none"> 1. Investigate the practices of other clubs such as Melville and other clubs/sports as to how they attract and retain volunteers 2. Utilise the strategies recommended on the ORS V-Star volunteer program and adapt as considered appropriate for the club 3. Identify a resource that is task oriented and has the capacity and skills to contribute to a positive volunteering climate such as a small working party 4. Promote a positive culture that keeps players and others in the club engaged, with a balance of fun but focussed 	<p>Obtain knowledge & resources</p> <p>Maintain Star Club status</p> <p>Promote & reward volunteer of the year</p> <p>Annual presentation night</p> <p>Establish a sponsorship & fund raising sub committee</p> <p>Ensure regular communication via social media, plan social events thru the year. Such as quiz & movie nights.</p>	<p>Graham Litster</p> <p>Chairperson ES in collaboration with ES Committee</p> <p>Newly elected member of ES committee</p> <p>SPOC, senior players & representatives in collaboration with ES committee</p>	<p>Timeframe: Within 12 months end of 2018</p> <p>Priority level: HIGH</p>	<p>Information</p> <p>Up to date computer access & connected relationship with Star Club coordinators</p> <p>Regular ES committee meetings</p>