



# 2024-2032 HIGH PERFORMANCE STRATEGY



# 2024-2032 HIGH PERFORMANCE STRATEGY



## OUR COMMITMENT TO WINNING WELL

All of us within the Water Polo Australia HP system pledge to **Win Well when it matters, to inspire a nation.** We will do this by committing to the holistic development of our people as individuals, performers and teammates.

We aspire to ensure all Australians, regardless of gender, race, cultural background, disability, or age see themselves in us, and the inspirational performances of the Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks.

By being purpose driven with behaviours aligned to our HP system values, we will ensure our custodianship of the Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks Win Well - One Team culture is not only maintained but strengthened over time.

By telling our athlete's stories and connecting Australia to our Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks performances on the world stage, we hope all Australians are inspired to chase their dreams and live more fulfilling lives, connected to water.

## OUR WIN WELL PLEDGE

We commit to being an organisation that strives to Win Well - where how we win is just as important as when we win. We commit to the holistic development of our athletes and our staff, recognising wellbeing as the foundation of sustainable success. We commit to leading sport with integrity, where we are accountable for the culture we foster and the decisions we make. We commit to acknowledging and learning from Aboriginal and Torres Strait Islander Peoples and their cultures, and to walk together as we embed their knowledge and experience into our organisation and build a greater sense of belonging and connection to communities and country.

We commit to a culture of challenge and care so our athletes and staff can perform at their best and reach their potential. We commit to creating safe and thriving environments for our people to fail so they can learn, grow and succeed. We commit to being custodians of sport and building a legacy where sport is more inclusive and representative of the diversity of Australian communities.

**We commit to Win Well!**

## ACKNOWLEDGEMENT

WPA gratefully acknowledges the support provided by the Australian Sports Commission to our HP Program, via the Australian Institute of Sport (AIS). The effective delivery of our HP Strategy is dependent on the world-leading system and financial support provided by the AIS and everyone within our HP system is extremely grateful for and committed to enhancing this partnership.



# 2024-2032 HIGH PERFORMANCE STRATEGY

## WATER POLO AUSTRALIA 2024-2032 HIGH PERFORMANCE STRATEGY

This dual Olympic Cycle High Performance (HP) Strategy provides the blueprint for how Water Polo Australia (WPA) will collaborate with purpose with our HP system partners to enable our Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks to Win Well when it matters and inspire Australia.

**OUR HP VISION:** For the Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks to Win Well at Olympic Games to inspire Australia.

**NATIONAL HP PROGRAM PURPOSE:** To provide the environments which sustainably enable the Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks to Win Well when it matters.

**NATIONAL PERFORMANCE PATHWAYS PROGRAM PURPOSE:** To provide the environments which sustainably enable a pipeline of high-quality athletes to be ready for Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks selection.

**OUR HP VALUES:** Our HP system values mirror the values within the 2032+ Australian HP Sport Strategy. To achieve our HP vision, we need to pursue **excellence**, create **belonging**, display **courage**, and build **connection** within our HP ecosystem, as we deliver our HP Strategy.

- **Excellence:** We pursue continuous improvement to be world's best in all areas that matter.
- **Belonging:** We harness the full potential of our people to perform at their best.
- **Connection:** We recognise that we are connected and contributing to something bigger than ourselves.
- **Courage:** We are decisive, resilient, willing to take risks and accountable for our individual and collective performances

## OUR HP STRATEGY ON A PAGE

### OUR PERFORMANCE TARGETS

	2028 LA Olympics	2032 Brisbane Olympics
Ord Minnett Aussie Stingers	Podium	Gold
Ord Minnett Aussie Sharks	Top 8	Podium

### OUR HP STRATEGY GUIDING PRINCIPLES



### OUR INTEGRATED PERFORMANCE ENABLERS



## OUR ALIGNED PLANNING FRAMEWORK

Our integrated HP Strategy is informed by and connected to an overarching planning framework.

### AUSTRALIAN SPORTS COMMISSION STRATEGIC VISION: OUR GREEN AND GOLD DECADE OF OPPORTUNITY

2032+ AUSTRALIA'S HP SPORT STRATEGY

AUSTRALIA'S HP COACH DEVELOPMENT STRATEGY 2028



### WPA STRATEGIC PLAN

WPA WITW ATHLETE AND TEAM SUCCESS PROFILES

WPA 2032 HP STRATEGY

WPA HP ANNUAL HP OPERATIONAL PLANS AND BUDGETS



# 2024-2032 HIGH PERFORMANCE STRATEGY

## PURPOSE OF THE STRATEGY

To provide the blueprint for how WPA will purposefully collaborate with our key HP partners to build, lead and deliver an Australian HP Water Polo System which **provides the environments to sustainably enable the Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks to Win Well when it matters.**

Importantly, the outcomes from a comprehensive, independent and stakeholder informed WPA HP Ecosystem Review, conducted in 2024, were used to shape the design of this dual Olympic cycle HP Strategy.

The result is an integrated HP Strategy with a sharpened focus on what is most important to enable our Ord Minnett Aussie Stingers to achieve repeatable Olympic Games podium performances, and to enable our Ord Minnett Aussie Sharks to continue their upward performance trajectory in LA 2028 and to podium at the Olympics for the first time in Brisbane 2032.

Our HP Strategy will guide WPA's HP decisions and drive the increased capability, capacity, sustainability and performance outcomes of our HP and Performance Pathways systems, as we power towards achieving our HP vision - **For the Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks to Win Well at Olympic Games to inspire Australia.**

## OUR THREE PLANNING HORIZONS

We are taking a staged approach to how we plan for the future of HP Water Polo in Australia, with our Strategy spanning the LA 2028 and Brisbane 2032 Olympic cycles. This HP Strategy will be delivered across 3 planning horizons:

ENHANCE (2024-26)

PERFORM (2027-28)

EXCEL (2029-32)

## A SNAPSHOT: WE WILL KNOW WE ARE WINNING WHEN...

### CULTURE

- Our nationally embedded, people first, performance focused HP cultural blueprint is driving behaviours needed across both Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks programs to achieve our HP vision.

### PERFORMANCE

- Our Ord Minnett Aussie Stingers are consistently producing podium performances when it matters and consistently on the Podium at Olympic Games
- Our Ord Minnett Aussie Sharks are consistently producing top 8 performances when it matters and achieve Podium success in Brisbane 2032.

### REPEATABILITY

- We implement a data informed, systematic approach to our HP program delivery, with embedded processes producing and retaining a pipeline of athlete and coach talent at a scale required to deliver on our performance objectives.

### INSPIRATION

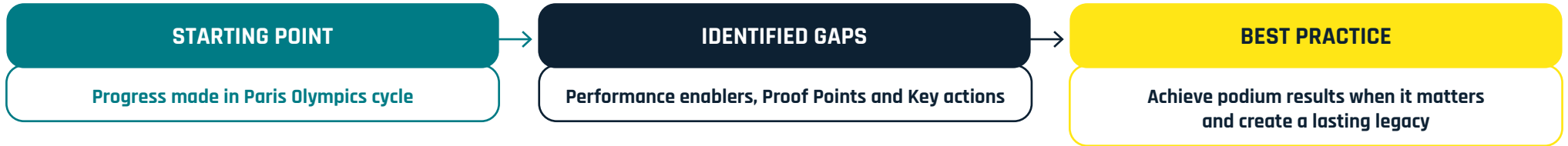
- Our Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks athletes and teams have a positive influence on retaining and growing our water polo community.



# 2024-2032 HIGH PERFORMANCE STRATEGY

## CLOSING THE GAP BETWEEN OUR HP SYSTEM AND WORLD'S BEST

The success indicators and key actions within this Strategy were designed using a gap analysis between the state of the WPA HP ecosystem in Australia in 2023/2024 and best practice, giving due consideration to the nature of the Australian water polo landscape and the resources WPA has available to invest into making change.



2023/2024	2025-2032 (BEST PRACTICE)
HP LEADERSHIP AND PLANNING	
<p>A step-change approach to HP governance improvement was implemented in late 2023. Further work is required to embed a sustainable, high performing governance framework to guide a world-class Water Polo HP system.</p>	<p>A fit for purpose, world class and stable HP governance framework is embedded, ensuring the program is exceptionally governed, planned, managed, and delivered.</p> <p>The Board, HP Committee, athletes and staff are committed to the HP Strategy and to playing their role in its effective delivery.</p>
<p>Unclear roles and responsibility framework aligned to the HP Strategy.</p> <p>Historically, there has been a high turnover of key leadership positions.</p>	<p>Our HP and Performance Pathways roles and responsibilities framework provides clarity of purpose, accountability, and recognition for all involved.</p> <p>The Board and executive recruit, develop, support and retain the right people, in the right roles, to deliver the HP Strategy.</p>
<p>A nationally inconsistent cultural blueprint across the Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks HP Programs.</p> <p>A 2023 review of the Ord Minnett Aussie Stingers program drove significant cultural enhancement ahead of the Paris Olympics, however further work is required to embed these learnings and transition from one-off improvement to an embedded culture across both teams.</p>	<p>A nationally embedded, people first, performance focused cultural blueprint activated across HP Programs, that articulates and drives the behaviours needed to achieve our vision in team specific environments - <i>to Win Well, when it matters, and inspire Australians.</i></p>
<p>Ad-hoc and limited data to inform WITTW, athlete development framework and HP investment decisions.</p>	<p>Our data driven WITTW, Athlete Development Framework and integrated HP Strategy are driving HP activities.</p>

# 2024-2032 HIGH PERFORMANCE STRATEGY

2023/2024



2025-2032 (BEST PRACTICE)

## DAILY PERFORMANCE ENVIRONMENTS

Lack of high-quality, nationally driven DPEs (within Australia and overseas) and unclear national team programs.

Individually tailored, WITTW informed, and nationally driven DPEs for Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks athletes and teams/squads (in Australia and overseas), with optimised national team assembly periods.

Under-resourced, state-led programs with short-term focus. Next cycle athletes not receiving adequate high quality DPE, or camp-based support.

High quality next cycle (Performance Pathways) programs in place, providing DPE and optimised camp-based training and support opportunities to progress "ready" athletes into senior national team programs.

## PERFORMING TEAMS

Lack of consistent access to world class domestic and international competitions / tournaments.

Senior team/squad athletes experiencing optimised exposure to targeted HP competitions to prepare Podium Ready athletes and teams.

## HP PEOPLE CAPABILITY AND DEVELOPMENT

Sub-optimal athlete-wellbeing framework and support offerings.

A HP workforce development program that continues to support athletes, coaches, administrators, and support personnel, in and out of the pool, enabling them to achieve great things in water polo and life.

An ad hoc and informal approach to HP leadership and coach development.

A HP leadership and coach development framework implemented and assessed through satisfaction surveys and retention data.



## HOW WE WILL KNOW WE ARE WINNING AND WHAT WE WILL DO TO MAKE THIS HAPPEN

To understand if we are succeeding, several success indicators are attached to each Performance Enabler. When we are observing these success indicators in real time, we will know we are getting it right!

If our HP Strategy is to truly drive WPA's HP structures and activities between 2024 and 2032, a lot of work will need to be done in addition to our "business as usual" HP activities. Critically, each key action outlined below aligns with a specific Performance Enabler (and one or more Guiding Principle) and will be designed to activate specific success indicators.

**Importantly, WPA will develop annual HP operational plans and budgets to guide the implementation and review of this Strategy across its lifespan - not everything can be done at once. Timeframes attached to the following key actions are a guide only - they may change across the lifespan of the Strategy.**

*Note: Although some success indicators and key actions are Ord Minnett Aussie Stingers / Ord Minnett Aussie Sharks program specific, the vast majority of differentiation between the men's and women's elements of the WPA HP Program will occur at the operational level, where each program will implement key actions in program contextualised environments, as required.*

**We are one HP Program, designed and delivered to meet the diverse needs of current and future Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks athletes and teams.**



# 2024-2032 HIGH PERFORMANCE STRATEGY

## HP LEADERSHIP AND PLANNING

The plans, processes and people in place to ensure the HP Program is well governed, managed and delivered.

### SUCCESS INDICATORS

- Our HP Strategy guides the HP operations of WPA between 2024 and 2032 – it is used by staff, monitored by the HP Committee and Board, and formally reviewed annually.
- Our Win Well – One Team HP culture drives honesty, integrity, care and performance in and out of the pool, across all elements of our HP Program.
- Our WITTW and Athlete Development Framework drive HP and Performance Pathways program planning, structures and activities.
- The WPA HP system operational structure (staff, contractors and volunteers) directly aligns with the effective and efficient delivery of the HP Strategy, and the right people are in the right roles.
- HP staff have the required direction and support to achieve in their roles.
- Our One Team program leadership model (men and women) embraces opportunities to share, support and learn between the programs – horizontally and vertically.
- Our athletes are supported through effective and efficient World Class partnerships.
- Increased satisfaction of key HP system partners.
- Evidence-based BME campaign plans increase the probability of athletes, teams, coaches and performance support personnel performing when it matters most.

KEY ACTIONS	ENHANCE (2024-26)	PERFORM (2027-28)	EXCEL (2029-32)
Embed a WPA HP Program Human Resource structure to optimally and sustainably drive the delivery of the HP Strategy across the LA cycle (Strategy – Structure – People).	●		
Develop and execute a Win Well HP Cultural Blueprint to drive the delivery of our HP culture across all elements of the WPA HP system.	●	●	●
Develop a HP and Performance Pathway System Roles and Responsibilities Matrix.	●		
Update our WITTW based on data collected from BMEs and high performing DPEs.	●	●	●
Develop a WPA Athlete Development Framework and associated support resources.	●		
Develop an updated National Athlete Categorisation Framework (NACF), aligned with the AIS NACF.	●		
Develop and implement DPE Partnerships Action Plan for Men's and Women's Programs.	●	●	●
Develop, execute and review Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks BME campaign plans.	●	●	●
Support the design and delivery of State Water Polo Association Development Pathway Strategies.		●	●
Develop and execute a HP system monitoring and review model (including BME campaign reviews) across the LA 2028 and Brisbane 2032 cycles.		●	●
Review the HP Strategy, and update as required.		●	●
Refresh the WPA HP HR Structure to optimally and sustainably drive the delivery of the HP Strategy across the Brisbane cycle.			●

## DAILY PERFORMANCE ENVIRONMENTS

The people, places and programs providing the Daily Performance support which prepares Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks athletes to Win Well when it matters.

### SUCCESS INDICATORS

- All categorised athletes have individual development plans in place (aligned to our WITTW), which are monitored and case managed effectively.
- Individually tailored, high-quality, WITTW informed DPEs (in Australia and overseas) for Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks athletes, with optimised national team assembly periods, maximising the probability of international success.
- HP athletes are supported through World Class DPE partnerships – DPEs provide categorised athletes with high-quality facilities, coaching and performance support, created by the provision of exceptional technical leadership and purposeful collaboration with key HP system partners.
- Embedded holistic athlete development systems and processes are facilitating both athletic and personal success in and out of the pool.
- High functioning multi-disciplinary performance support team working together in DPEs and on campaigns, to get optimal outcomes for athletes.
- Enhanced pathway progression is providing a pipeline of high-quality athletes ready to progress seamlessly into Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks Programs – we are producing higher quality athletes and more of them.
- Increasingly sophisticated data and national systems are tracking athlete progression.
- High quality next cycle (Performance Pathways) programs in place, providing adequate DPE and camp-based training and support opportunities to progress “ready” athletes into senior national team programs.
- The WPA National Integrity Framework supports the provision of safe environments for all involved in HP and Performance Pathway systems.

KEY ACTIONS	ENHANCE (2024-26)	PERFORM (2027-28)	EXCEL (2029-32)
Develop and implement individual athlete development plans (aligned to our WITTW), which are case managed effectively.	●	●	●
Develop, deliver and review of an integrated, WITTW informed, HP DPE Model – the purpose of which, to provide the environments which sustainably enable the Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks to Win Well when it matters.  This integrated HP DPE Model is to be designed to optimally and sustainably meet the differing needs of both the Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks Programs, and the individual performance and well-being needs of players within both programs. It will enable players to move within different elements of the Model over time, to meet their changing development and well-being needs. A case management approach to how categorised athletes engage with the integrated DPE Model will be used for it to have optimal impact.	●	●	●
Implement the DPE Partnerships Action Plan for Men's and Women's Programs (refer Leadership and Planning Enabler), including enhancing partnerships with the NIN and facilitating effective linkages with overseas DPEs for players and coaches.	●	●	●
Develop and deliver annual HP and Performance Pathways Program calendars.	●	●	●
Plan and deliver Ord Minnett Aussie Sharks and Ord Minnett Aussie Stingers squad intensive training camps which optimise national team assembly periods.	●	●	●
Develop a HP Program data and technology roadmap to improve communication, efficiencies, track athlete progression against WITTW performance parameters and the Athlete Development Framework.	●	●	●
Vertical Integration: Through the provision of exceptional technical direction, increase the vertical integration of our HP and Performance Pathways Programs, exposing identified athletes to more talent identification and development opportunities in the pursuit of future proofing our Senior Team performances.	●	●	●
Promote the use of the WPA National Integrity Framework across all elements of the HP and Performance Pathways systems and activate all associated policies and support as required.	●	●	●

# 2024-2032 HIGH PERFORMANCE STRATEGY

## PERFORMING TEAMS

Athletes and coaches who are ready to perform in the big moments.

### SUCCESS INDICATORS

- Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks implementing team specific Win Well behaviours, leveraging from the WPA Win Well HP Cultural Blueprint.
- Our HP coaches have individual development plans in place to successfully execute their respective roles and be the best versions of themselves; and these are case managed effectively.
- Evidence-based BME campaign plans increase the probability of athletes, teams, coaches and performance support personnel performing when it matters most (refer HP Leadership and Planning Enabler)
- Embedded team specific systems and processes in place which drive the achievement of our performance objectives.
- Categorised athletes have access to the right competitions at the right time in their development, each with a deliberate purpose.
- High functioning multi-disciplinary performance support team working together in DPEs and on campaigns to get optimal outcomes for athletes.
- WPA hosts targeted international teams / tournaments leading into the Brisbane 2032 Games.

KEY ACTIONS	ENHANCE (2024-26)	PERFORM (2027-28)	EXCEL (2029-32)
Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks (and National Age Group Teams) to develop and implement team specific Win Well behaviours, leveraging from the WPA Win Well HP Cultural Blueprint	●	●	●
Develop and implement individual HP coach development plans, which are case managed effectively.	●	●	●
Develop, execute and review Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks BME campaign plans (refer HP Leadership and Planning Enabler).	●	●	●
Develop and implement Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks international tournament / competition plans to optimise exposure to world leading teams and performance environments.	●	●	●
Establish and maintain an engaged, impactful and accessible performance support workforce capable of working collaboratively with athletes and coaches in DPEs and on campaigns.	●	●	●
Develop and execute a HP system monitoring and review model (including BME campaign reviews) across the LA 2028 and Brisbane 2032 cycles.		●	●
Identify and activate opportunities for high-quality international teams to visit Australia to compete / train with Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks squads in preparation for the Brisbane Games			●



# 2024-2032 HIGH PERFORMANCE STRATEGY

## HP PEOPLE CAPABILITY AND DEVELOPMENT

The systems in place to identify, develop, support and retain the world class WPA HP Human Resource Model needed to effectively deliver our HP Programs.

### SUCCESS INDICATORS

- Our world leading HP administrators, coaches and performance support personnel sustainably lead the delivery of integrated HP Programs which deliver sustainable BME success for Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks.
- The size and quality of the HP and Performance Pathways coach depth chart increases across cycles.
- Increased HP Program personnel and athlete satisfaction and retention.
- Enhanced holistic well-being, satisfaction and retention of HP and Performance Pathway athletes, coaches and support personnel.
- All HP Program personnel engage in annual Individual Performance Plans.

KEY ACTIONS	ENHANCE (2024-26)	PERFORM (2027-28)	EXCEL (2029-32)
Develop and execute a HP Personnel Wellbeing Framework to support the holistic well-being, satisfaction and retention of HP athletes, coaches and support personnel.	●	●	●
Develop and execute a HP Workforce Development Plan to optimally recruit, develop and retain high quality HP system personnel (staff, contractors and volunteers). This includes supporting all HP personnel to develop and implement annual Individual Performance Plans.	●	●	●
HP Coach Depth Charts developed and updated annually.	●	●	●
Support the development of a Coach Development Framework and associated supporting resources, which aligns directly to the WPA Athlete Development Framework. <i>Note: Prioritisation is to be given to the HP and Performance Pathways elements of the Coach Development Framework.</i>	●	●	●
Develop and deliver a HP Coach Accelerator Program to super charge the development of potentially outstanding male and female coaches, capable of readying high-quality athletes to enter Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks squads.		●	●



## OUR COMMITMENT TO DIVERSITY AND INCLUSION

As we work together to deliver our 2024-2032 HP Strategy, we commit to enhancing meaningful connection between water polo and all Australians. It is important that our HP system is truly representative of a modern, progressive and diverse Australia. We want all Australians to see themselves in their Ord Minnett Aussie Stingers and Ord Minnett Aussie Sharks heroes, which we hope will build national pride, drive participation growth in our sport and increase our talent pool across the performance and development pathway systems.

As a sport, and HP system, we will continue to strive to be more open and inclusive, and as the sports' governing body in Australia, WPA will set the example and champion this.



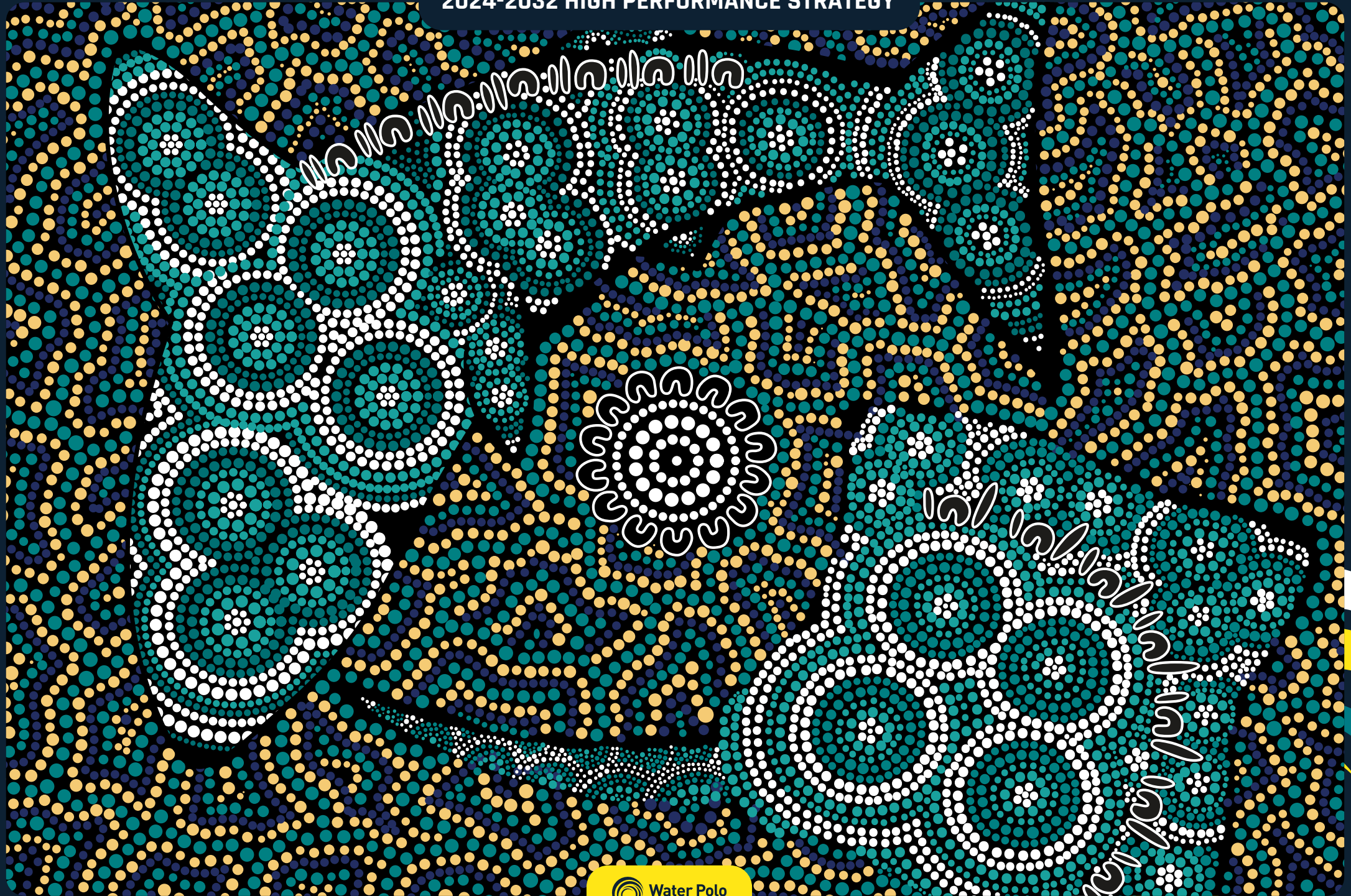
## OUR CONNECTION TO AND ACKNOWLEDGEMENT OF COUNTRY

In 2023 WPA took a key step on its journey of reconciliation through sport, with the launch of its **'Reflect' - Reconciliation Action Plan**. WPA believes reconciliation is a vital component of our social impact responsibility, but more importantly acknowledges the potential to support teams and the community to have a greater connection with the history of the country we represent, the lands and waters in which water polo is played and the cultures that can be learned from.

We welcome and will support our First Nations Peoples into the WPA HP System. We will work to connect water polo athletes, coaches and administrators to this ancient culture, and create more opportunities First nations people to contribute to us achieving our HP vision.

*We acknowledge the Australian Aboriginal and Torres Strait Islander Peoples of this nation, the traditional custodians of the lands and seas on which we live and play. We pay our respects to ancestors and Elders, past, present, and emerging. Through this HP Strategy, we are committed to honouring Aboriginal and Torres Strait Islander Peoples' unique cultural and spiritual relationships to the land, waters, and seas. We recognise the outstanding contribution they make to sport in Australia and celebrate the power of sport to promote reconciliation and reduce inequality.*

# 2024-2032 HIGH PERFORMANCE STRATEGY



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## THANKS TO OUR PARTNERS

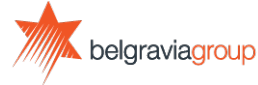
### MAJOR PARTNERS



### PRESENTING PARTNERS



### SUPPORT PARTNERS



### SUPPLY PARTNER



### PROGRAM PARTNERS



### PREFERRED PROVIDERS



### INDUSTRY COLLABORATORS

