

A Strategic & Operational Plan

England Water Polo Management Group

14 Nov 2015

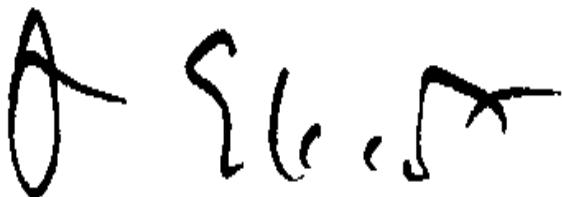
Contents	Page
1. Foreword from the England Water Polo Manager	1
2. Key EWPMG Proposals	2
3. Water Polo Strategic and Operational planning timeline	5
4. EWPMG mandate	6
5. EWPMG personnel	8
6. Substantive Management	11
6.1 Governance and commercial	12
6.2 Marketing and communications	23
6.3 Participation	34
6.4 Performance Pathway	43
6.5 Competition and Events	54
6.6 Match Officials Development	56
6.7 Coach Education and Development	63
7. Stakeholder endorsement of the EWPMG strategic plan	67
8. Explanatory notes re Resource Schedule & Future Costs Schedule	68
8.1 Governance and commercial	68
8.2 Marketing and communications	70
8.3 Participation	71
8.4 Performance Pathway	71
8.5 Competition and Events	72
8.6 Match Officials Development	72
8.7 Coach Education and Development	72
9 Resource Schedule	74
10 Future Costs Schedule	76

1 England Water Polo Manager summary

The EWPMG has now analysed the ASA's Strategic Review of Water Polo (the Tunnicliffe Report) and its recommendations, and identified the tools which are needed to manage the sport of water polo in England. Much progress has already been made since Jan 2015 in bringing leadership to the sport, and establishing good and robust governance, while our marketing and communications activity has significantly raised the profile of the sport in England, and more widely.

A National Development Officer has been appointed for water polo by the ASA, and is working in conjunction with the EWPMG in planning delivery of a strategy to increase sport participation levels. A complete overhaul of the ASA Talent pathway for water polo and associated competition and events has been planned and is set out in detail in this document, while match official and coach education and development has begun, with further advances planned.

I have pleasure in presenting the EWPMG's Strategic and Operational Plan for Water Polo in England, a blueprint for the future management of the sport.

A handwritten signature in black ink, appearing to read "Ian Elliot". The signature is fluid and cursive, with a large, stylized 'I' at the beginning.

Ian Elliot, England Water Polo Manager

2 Key EWPMG Proposals

Governance, Finance & Resources

2.1 The EWPMG has identified the authorities which must be delegated to the EWPMG in order to manage water polo and deliver the strategic objectives for water polo as set out in the ASA Strategic Review, ‘The Tunnicliffe Review’.

2.2 Those authorities should be delegated by the ASA to the EWPMG to manage the sport of water polo in England, in line with principles of good corporate governance.

2.3 There are 2 options for the management of the sport by the EWPMG, namely direct management of ASA staff by the EWPMG, referred to as Governance Option 1, or management by means of an ASA-employed Water Polo Manager accountable to the EWPMG, Governance Option 2.

2.4 The EWPMG is clear that Governance Option 1 is its preferred option for delivery of the strategic objectives for water polo.

2.5 The ASA should determine which of the EWPMG Governance Options proposed will best deliver the requirements of the Jan 2015 ASA Strategic Review, ‘The Tunnicliffe Review’, and put the chosen governance option in place as soon as possible.

2.6 The EWPMG recognises that the only current meaningful and sustainable element of the sport is that managed by the BWPL, and that the BWPL is a major stakeholder across the programmes of England Water Polo.

2.7 The EWPMG has identified a schedule of resources required from the ASA to deliver management of water polo.

2.8 The EWPMG has produced a consolidated water polo cost schedule to deliver the strategic objectives for water polo.

2.9 The ASA must determine a budget, and EWPMG will allocate the budget and resources accordingly to support England Water Polo.

2.10 The EWPMG should be transparent and report on its progress, and proposes to do so, including by way of an annual report and conference to the water polo community.

2.11 The EWPMG should be subject to audit, and held accountable by stakeholders for the management of water polo.

2.12 The volunteer workforce must be supported and developed for all activities.

Marketing & Communications

2.13 The EWPMG has identified that the aspirational brand values of England Water Polo are athletic dedication, hard work, professionalism and sporting achievement, and has created a visual identity for the brand which is in line with existing ASA brands' visual identities.

2.14 The aspirational values of England Water Polo should be adopted by the ASA and the water polo community, and the visual identity of England Water Polo similarly should be adopted and utilised by the ASA.

2.15 England Water Polo should be promoted by the ASA as a popular, well organised aquatic team sport for males and females, which delivers on its sporting and administrative goals.

2.16 The EWPMG has demonstrated that well managed social media can be effective in communicating with the water polo community, and that there is an appetite and value in providing comprehensive comms support for our representative teams, and in relation to England Water Polo generally.

2.17 The EWPMG has identified matters of underperformance in relation to the management and delivery of PR & comms and web-based marketing by the ASA in relation to England Water Polo.

2.18 The ASA should therefore manage its PR & comms, and web-based marketing effectively, and in particular the ASA should develop the concept of editorial planning, improve the performance of its water polo hub, evaluate the performance of its PR & comms and web-based marketing, and provide appropriate resources, as identified by the EWPMG, in order to support and promote England Water Polo.

Participation

2.19 A sustainable increase in participation in water polo should be achieved, by means of implementation of a considered participation strategy.

2.20 There should be an increase in the number of Swim21 water polo centres.

Performance Pathway

2.21 The England Men's and Women's Senior Program should re-commence in 2016.

2.22 The International Age Group Programme should be re-focussed to encompass age groups within 2 years of competition, in line with the U19 and U17 European competition format.

2.23 The RTC program for junior athletes should be reviewed and refocussed. Broader engagement with the Regions will be required in order to deliver a credible regional programme of training (RTC) and Competition (Competition Blocks).

2.24 The junior and senior competition structure should be reviewed and revised to increase the level and number of competitive fixtures.

Match Official Development

2.25 The number and quality of match officials should be increased by means of a considered programme of changes.

Coach Education and development

2.26 By means of a comprehensive and affordable education programme, the number and quality of coach and team managers should be increased.

3 Water Polo Strategic and Operational planning timeline

- Sept 2014, the ASA COO advised the ASA Sport Governing Board that a consultant, Dr Neil Tunnicliffe, had been engaged to undertake a strategic review and to develop a plan for water polo in England.
- Jan 2015, Wharton Consulting's Dr Neil Tunnicliffe presented the ASA's Strategic Review and Recommendation for water polo to the ASA Sport Governing Board on 25 Jan 15, and the Report and its recommendations were unanimously accepted.
- Jan 2015 – Feb 2015, the ASA COO declared in ASA Water Polo, The Future, “the ASA Water Polo Management Group should use the recommendations set out in the Review document as a framework for a revised strategic and operational plan consisting of detailed plans for the next two to three years with an outline plan for ten years.”
- “The ASA has also committed to ensuring any changes in the current structure are aligned to the recommendations outlined in the review to start to move the discipline towards the revised plan.”
- Jan 2015 – Feb 2015, the England Water Polo Manager and EWPMG leads were appointed, and were mandated by the ASA to draft a Strategic and Operational plan for Water Polo, and report on the same to the ASA SGB in Oct 2015, revised to Nov 2015 to accommodate the ASA SGB timetable
- Nov 2015, EWPMG's presentation of its Strategic and Operational plan for Water Polo to the ASA SGB and the polo community

4 EWPMG mandate

4.1 The ASA's Strategic Review and Recommendations for water polo

The headline recommendations for water polo within Dr Neil Tunnicliffe's report are reproduced below.

- A new leadership, governance and management structure with clear powers and responsibilities.
- Consolidation of existing finance and resource within a water polo budget.
- Unification of the sport domestically under the brand 'England Water Polo'.
- Improved communications, making best use of internet technology and social media
- The suspension of the GBR programme for men and women pending reconstruction of the support structures
- Changes in the performance pathway
- Changes in the training culture, including revision of the talent pathway, including regionalisation up to age 16, and more focus on individual athlete development
- Changes in domestic competition structure and calendar to raise standards
- Institution of a senior representative England Water Polo programme
- A focus on clubs or centres most able to meet standards and deliver development or training or competitive outcomes
- An agreed introduction to the sport via modified formats of the game
- Definition, and promotion of, a "quality experience" at club level to support recruitment and retention
- Increased numbers and quality of coaches, through a more comprehensive and affordable education programme
- Increased numbers of referees and officials, to address current shortages

4.2 ASA's instructions to the EWPMG as set out in the ASA COO's document, 'ASA Water Polo. The Future' 25.01.15

4.2.1 The ASA agreed that the ASA England Water Polo Management Group should use the recommendations set out in the review document as a framework for a revised strategic and operational plan consisting of detailed plans for the next two to three years with an outline plan for 10 years. As part of the formulation of the plan the resource requirements will be identified and priorities agreed.

4.2.2 The ASA committed to ensuring any changes in the current structure were aligned to the recommendations outlined in the review to start to move the discipline towards the revised plan.

4.2.3 The ASA noted that there was a need to maintain a relevant and appropriate international programme, both for the future of the sport globally and to ensure there is a complete pathway for athletes.

4.2.4 The ASA will ensure appropriate resources are available to formulate a realistic and achievable plan which leads to a sustainable programme from grassroots to performance.

5 EWPMG personnel

5.1 England Water polo manager, Ian Elliot



Leading England water polo is Ian Elliot, who combines this role with a very successful career in business as Managing Director of a leading Midlands construction service company. Ian's strategic vision, his track record of implementing change in organisations, and his can-do approach provide the benchmark for the Group.

5.2 Governance and Commercial, Simon Tinkler.



With a professional background in corporate legal work as a Senior Partner at Clifford Chance, one of the world's largest law firms, Simon brings extensive legal and commercial experience to the role of establishing sound governance for our sport.

5.3 Marketing and Communications, Chris Dean



Chris is the Managing Director of a firm of specialist litigation solicitors, and with 15 years of marketing experience in the sector, provides both legal skills and specific commercial expertise.

5.4 Performance Pathway, Phil Winstanley



With a background as a player in elite rugby union, and now as Rugby Director for Premiership Rugby, Phil has extensive experience of performance management in sport.

5.5 Competition and Events, Mike Hesketh



Mike combines many years of national polo administration and club administration, and the insight derived from having two daughters who play at elite level, with a passion for the game. He has extensive organisational skills and experience, gained in both the police force and the education service.

5.6 Match Officials development, Mike Jukes



Mike is one of GB's representatives on both the LEN and FINA water polo referees' list, and has for a number of years been involved in GBR's and the ASA's officials groups.

5.7 Coach Education and Development, Sarah Dunsbee



Sarah has experience of working with both the senior and junior GBR teams, and her wealth of experience in water polo world class programme management for the ASA and British Swimming, her coaching background and her passion for the sport provide the basis for her strong leadership of England water polo's coach education and development.

ASA employee appointees to EWPMG, Suzy Stevenson - National Development Officer Water Polo, Norman Leighton - Talent Officer Water Polo

ASA employee contributor to the EWPMG Strategic & Operational Plan, Jon Keating - Head of Club Development

6 Substantive Management

- 6.1 Governance and commercial
- 6.2 Marketing and communications
- 6.3 Participation
- 6.4 Performance Pathway
- 6.5 Competition and Events
- 6.6 Match Officials Development
- 6.7 Coach Education and Development

6.1 Governance

6.1.1 Governance, ASA Strategic Review Jan 2015 key recommendations

- New leadership, governance and management structure with clear powers and responsibilities
- Rebuild trust between the ASA and the water polo community
- Establish an EWPMG with portfolio / competence based sub-groups
- ASA to delegate powers to the EWPMG to enable the Group to fulfil its role eg fund-raising, budgets, staff management & deployment
- Consolidate existing finance/resource within a water polo budget
- Identify potential additional sources of income

6.1.2 Governance; progress to date following ASA Strategic Review recommendations

- *New leadership, governance and management structure with clear powers and responsibilities*

6.1.2.1 By way of background, the ASA's Strategic Review in Jan 2015, which was approved and endorsed by the ASA, concluded that the most appropriate structure for governance of water polo in England was a properly appointed England Water Polo Management Group ("EWPMG") with appropriate accountability to the ASA, and "the requisite powers to fulfil its duties" and "clearly and properly delegated authority". This included "budgets, staff management and deployment".

The EWPMG has also considered other possible governance options. In particular we considered as a first alternative:

A An England Water Polo Advisory Group

ASA staff taking on full management, control and responsibility for planning and delivery of all objectives for the sport, with no delegation of authority or powers to an EWPMG; the ASA could perhaps set up an advisory body to provide water polo specific insight to assist it, but the ASA would not delegate any authority or responsibilities to that body for any aspect of the management or delivery of water polo;

And, as a second alternative:

B Demerger of England Water Polo

Described in the ASA's Strategic Review as Water polo declaring 'UDI' this would involve the sport of water polo ceasing to be managed under the ASA umbrella, and the sport operating independently via its own resources e.g. with BWPL or another structure

These 2 alternatives are, in the view of the EWPMG, not going to deliver the overall objectives of the ASA's Strategic Review for the following reasons.

The first option is, in our view, highly unlikely to deliver the ASA's (and British Swimming's) stated objectives for water polo. The ASA does not have the water polo management expertise nor is it sufficiently focused on water polo to deliver the objectives, as the track record under its management demonstrates. It is, as its name suggests, an organisation whose priority is swimming. Even if the ASA recruited dedicated staff focussed on water polo, we believe that it would still not achieve its stated objectives without meaningful water polo input to guide, direct and prioritise the activities of the ASA staff. We also do not believe that the ASA would sufficiently prioritise water polo without a strong external water polo group holding it accountable for delivering its objectives. For example, under its own current plans to meet the stated objectives for water polo, the ASA dedicates only around 1% of its annual budget to water polo. Similarly, British Swimming dedicates less than 0.1% of its annual budget to water polo. These figures are our estimates based on publicly available information. We also estimate that of the c.250 ASA/BS staff there are at best 3.0 FTE ASA staff engaged with water polo. There have over the past decade been multiple examples of how this cultural lack of engagement with water polo prevents objectives being achieved.

The EWPMG believes that the second option, under which water polo in effect demerges from the ASA, carries material short to medium term risks to the sport. In particular the sport has no infrastructure established for governance, has no financial infrastructure, nor any paid staff to carry those functions currently carried out by the ASA.

In our view it would be possible to transition those services in an orderly demerger but only if a proper, self-sufficient governance and funding structure existed. In terms of governance there are multiple stakeholders in water polo in addition to the ASA (including clubs, BWPL, regions, schools, players/parents) whose interests would need to be accommodated.

Furthermore, there are some benefits to all aquatic sports in being under one umbrella, both operationally (eg. common policies and administration) and financially (it should be possible to have greater leverage /a better offering to sponsors and other organisations involved in aquatics)

C England Water Polo Management Group, with proper accountability to the ASA, alongside powers and delegated authority to act.

The EWPMG has therefore reviewed in detail the different possible governance options for water polo in England to test the conclusion reached in January. Having done so, the EWPMG confirms it agrees with the ASA's Strategic Review original conclusion.

EWPMG Governance Option 1

We therefore confirm that in our view the appropriate governance structure to achieve the stated objectives for water polo is an England Water Polo Management Group with proper

accountability to the ASA, with powers and delegated authority to act on behalf of the ASA. This includes directing ASA staff and resources by the EWPMG in line with the strategy approved by the ASA/EWPMG. We have called this Option 1.

EWPMG Governance Option 2

On the other hand, we understand that the ASA currently believes that line management responsibility for ASA staff should remain with paid ASA employees and not with an ASA appointed body such as the EWPMG. In other words, the proposed EWPMG authorities would be split so that there will be a senior ASA employee dedicated to water polo who would manage ASA staff to deliver some aspects of the EWPMG strategy, whilst the EWPMG would have authority to deliver the other aspects of the strategy. We have called this Option 2.

The EWPMG believes Option 1 is the most likely way to achieve the stated objectives.

However we also believe that, subject to some key principles, Option 2 could also achieve the stated objectives. We therefore have included both Option 1 and Option 2 for consideration as workable proposals.

We believe the key principles necessary for Option 2 are:

1. The ASA will employ a WP Manager ("WPM").
2. The WPM will have line management responsibility over the relevant employees of the ASA (whether employees who are specific to water polo or employees who are non-specific to water polo) and manage them to deliver the agreed water polo strategy to agreed timescales.
3. The WPM will sign off water polo expenses and manage the review of spending against budget.
4. The EWPMG will set the strategy, targets and responsibilities for the WPM in line with the overall objectives agreed with the ASA, and set the KPIs against which performance will be measured.
5. The WPM would report to the EWPMG on progress against objectives, and other issues as they arise; the EWPMG will provide assistance and guidance to the WPM to ensure overall objectives are met.
6. The ASA will ensure it has sufficient staff with sufficient available time to meet the agreed objectives and KPIs to agreed timelines, and ensure that the staff have access to appropriate ASA resources to do so.
7. The COO (or CEO) of the ASA will be the line manager of the WPM, and responsible for ensuring the WPM performs in line with agreed objectives.

- ***Rebuild trust between the ASA and the water polo community***

6.1.2.2 The individual members of the EWPMG have been active in discussions with all sections of the water polo community to identify priority areas for action, to seek out ideas for improvements and to become known as a body to which the sport can turn to resolve problems and drive it forward. The EWPMG has also regularly engaged with the COO of the ASA, and on day to day matters with numerous ASA employees throughout the organisation in order to build trust in the EWPMG within the ASA. The EWPMG has in essence become the key overall interface between the ASA and the water polo community and is, we believe, building trust and credibility with both sides.

The EWPMG recognises BWPL as a major stakeholder within the water polo community running the only established and successful senior competitive programme. EWPMG has identified that the support of BWPL for the programmes of England Water Polo is critical to the success of the same.

- ***Establish a EWPMG with portfolio / competence based sub-groups***

6.1.2.3 This has been achieved with sub groups looking at Governance, Marketing and Communication, Coaching, Player Pathway, Officials and Competitions. In the EWPMG's view a further sub group is required to manage the finances and audit of those finances and this one of our recommendations. We also believe a commercial / fundraising member would be valuable.

- ***ASA to delegate powers to the EWPMG to enable the Group to fulfil its role eg. fund-raising, budgets, staff management & deployment***

6.1.2.4 This has not been achieved as the ASA has not to date delegated any powers to the EWPMG.

However the EWPMG, as set out in the ASA's Strategic Review and in accordance with its recommendations, has now identified those delegated authorities that would in its view optimise the likelihood of achieving the Strategic Review's objectives.

Under **EWPMG Governance Option 1**, these authorities would be directly exercised by the EWPMG, whereas under **EWPMG Governance Option 2**, the ASA Water Polo Manager would exercise these authorities where they relate to actions being delivered by ASA staff.

The delegated authorities which the EWPMG have identified as necessary for management of water polo by the EWPMG and WPM are as follows;

The Delegated Authorities required by the EWPMG

- 1 to approve all water polo activities in line with the strategy including the allocation and use of funding derived from Sport England or other sources, liaising with ASA officers.
- 2 to direct all ASA staff on water polo related activities.

- 3 to identify, direct and recruit all paid coach, assistant coach, TMs and specialists for England Water Polo within approved budgets and in accordance with agreed strategy.
- 4 to appoint, manage and remove volunteers engaged as assistant coaches, TMs and other specialists for EWP squads.
- 5 to organise training camps for EWP squads including overseas camps.
- 6 to identify and agree all ASA WP competitions and events.
- 7 to direct and manage all water programmes (including Talent, RTC) but excluding existing Beacon programs (which the ASA Club Development team will continue to manage).
- 8 to liaise with regions to co-ordinate training and best use of identified and allocated funding.
- 9 to liaise with Wales and Scotland WP to harmonise training, coaching and competitions and development of match officials and coaches.
- 10 to decide training and coaching strategy for coaches and officials and to direct delivery of coaching and training courses for coaches and officials.
- 11 to approve ASA-drafted new WP disciplinary codes and rules to harmonise existing but different standards across different WP competitions.
- 12 to approve entry on behalf of England of GBR teams to international tournaments within agreed budget in agreement with other home nations, and to approve on behalf of England GBR nominations for officials to LEN/FINA.
- 13 to engage with all third party bodies on water polo related matters (including Sport England, ESSA, BWPL, and British Swimming).
- 14 to approve individual player/club/talent squad/tournament funding/sponsorship as long as in line with current ASA sponsorship guidelines (as issued to clubs).
- 15 to put forward funding proposals to third party bodies on behalf of water polo, in conjunction with ASA if proposals part of overall aquatic funding.
- 16 to source and negotiate sponsorship that relates solely to water polo that does not conflict with ASA overall aquatic sponsorship.
- 17 to direct the activities of the ASA design, web, PR, marketing and comms teams in relation to water polo, including in Swimming Times and other ASA publications, and for water polo press and media coverage generally.
- 18 to manage all water polo budgets agreed by the ASA and finance teams linked to water polo.

6.1.2.5 The EWPMG is accountable to the ASA for delivery of the overall strategy. The ASA retains responsibility for:

- 1 The laws of the sport and overall control of disciplinary matters.
- 2 All ASA membership matters.
- 3 Training, monitoring and education to ensure child protection and safeguarding.
- 4 Anti-doping policies, procedures and monitoring.
- 5 Other HR policies and procedures.
- 6 Insurance of volunteers, staff and players.
- 7 Administration of expenses.
- 8 Administration of ASA bank accounts.
- 9 IT systems and security including data protection and retention, and hosting the web site.
- 10 Lobbying of central government and other named organisations on behalf of water polo in accordance with strategy set out by EWPMG.
- 11 Negotiating overall aquatic sponsorship to the extent including water polo and ensuring appropriate proportion of that sponsorship is made available to water polo.
- 12 Identifying and promoting third party funding opportunities for water polo as part of overall aquatic funding.

- ***Consolidate existing finance/resource within a water polo budget***

6.1.2.6 Current Funding of water polo

Water polo funding in England can broadly be split into two revenue and expenditure streams.

The first is funding from players/parents that goes directly to clubs, and which covers the cost of club training and activities, including competition and league fees such as BWPL, local leagues, NAG tournaments and the like. This funding is unrelated to the ASA and is completely outside ASA control and direction. To give a sense of scale we estimate that the total annual funding/expenditure in this category is probably between £1.5m and £2m per annum.

The second funding stream relates to activities currently under ASA control or direction, or closely related to ASA programmes. This includes the Talent Programme, National Age Group squads, RTCs, Beacons programmes, regional programmes, and coaching/match official/volunteer expenses paid by the ASA. We estimate that the total current annual funding costs for these are in the order of £850,000 per annum. That money is funded as to around £590,000 from players/parents, £120,000 from Sport England (via the ASA), £100,000 from regions and £25,000 from the ASA, ignoring minor sources of revenue. In addition the ASA provides additional certain non-financial support eg ASA staff time on water polo matters, the benefit of ASA insurance and the like. We have no actual hard data on the value of this non-financial benefit but believe it could be in the region of £50,000 per annum, taking total current water polo funding to £900,000.

ASA current Total Annual Investment

We therefore estimate the total annual investment by the ASA in water polo is around £75,000. We have not reduced this figure to reflect money raised by the ASA from water polo via membership fees and profit on IOS courses.

This £75,000 contribution represents 8% of funding in this second category, and under 5% of overall water polo funding. Player/parent funding on the other hand makes up c65% of funding in this category, and over 90% of overall water polo funding.

The ASA group revenue in 2014/15 was £20.3m. This includes "pass through" money from Sport England, so adding the Sport England "pass through" money for water polo, the total ASA spending on water polo of £195,000 represents just under 1% of its annual budget.

The EWPMG has identified what it believes are most of the funds allocated within the ASA to water polo. These are not currently consolidated within one budget nor does the EWPMG have authority from the ASA to consolidate them, or authorise expenditure. It will be a key function of the WPM to identify and manage this budget going forward.

- ***Identify potential additional sources of income***

6.1.2.7 Work in this area is ongoing. EWPMG has identified sources of future funding to include sponsorship (either via part of any ASA/BS overall aquatics sponsorship, or for water polo on a standalone basis), partnerships with local authorities to reduce/share costs, a targeted program seeking contributions from water polo alumni or legacies from former players and general fundraising.

The EWPMG also believes that water polo would benefit from setting up a water polo specific charitable trust and a separate water polo legal entity. The legal entity (eg. a company limited by guarantee of which the directors were EWPMG members) would enable water polo to enter into its own legally binding agreements eg. for partnership with local authorities or pool hire, or sponsorship. The charitable trust would allow water polo specific fundraising, and also help increase the value of current fundraising by gift aid and similar schemes, and would allow the water polo community control over how best to spend money raised.

6.1.3 Governance; strategic planning

6.1.3.1 Performance against the ASA Strategic Review Recommendations

Most of the activities are covered elsewhere in this document but in relation to governance key progress includes:

- introducing a proper system for management of the finances of talent programme payments from parents.
- structuring parent contributions via a charity to allow gift aid to be claimed, reducing player costs for the GB under 20 Women's team tournament in Greece by c20%, saving them over £7,500.
- reviewing and standardising responsibilities and accountability for team managers, coaches and assistant coaches so there is clarity on what is expected and sharing best practice.
- reviewing and updating selection and communication policies on talent programmes to be more open and clear with players and parents.
- identification of areas of sponsorship and funding that can be undertaken by water polo even within the confines of the current ASA / BS sponsorship arrangements.

6.1.3.2 Medium term strategic planning and resource implications

In our view the EWPMG should comprise:

- A Chair (the current EWPMG manager).
- Members for Audit/Finance; Governance; Match officials; Coaching; Player Pathway; Competitions; Marketing/Communications and potentially for Commercial/Fundraising.

These should be volunteer roles with the possible exception of the Chair where some form of daily rate may be appropriate if the commitment exceeds say 12 days a year. The group should be appointed following a proper and open recruitment process run by the ASA setting out full job specifications. Appointment of the Chair would be made by the ASA, and appointment of other members would be made by the Chair after consultation with the ASA. The suggested term of appointment is 4 years with a maximum of two terms of appointment. In order to ensure continuity we suggest that the initial termination dates are staggered so that only one third of members retire in any one year.

Members should report to the Chair who should have the right to remove members, after consultation with the ASA. The ASA should have the right to remove the Chair.

The governance structure **EWP MG Governance Option 2** requires the ASA to appoint a new employed Water Polo Manager, to work with the Chair and England Water Polo Management Group with delegated authorities from the ASA.

The new Water Polo Manager should be appointed following a proper and open recruitment process, which should be open to internal ASA candidates and also external candidates. The interview panel should include the EWP MG Chair and possibly one or more other EWP MG members. The appointment should be made by the ASA with approval of the EWP MG Chair.

6.1.3.3 Identified KPIs

- If **EWP MG Governance Option 2** is chosen, ASA to employ a new WPM by 28 Feb 2016 (though the candidate may not start their role until later depending on notice period).
- Recruit/identify all ASA water polo staff by 30 June 2016.
- All authorities and reporting structures fully in place by 30 June 2016.
- EWP MG appointments and terms of office to be all confirmed by 28 Feb 2016.
- EWP MG to meet at least 6 times per year of which at least 4 meetings in person with other meetings by phone/skype if appropriate.
- Chair to meet ASA CEO/COO at least once per quarter and full EWP MG to meet ASA at least once per year.
- EWP MG to present a progress report to ASA SGB annually.
- EWP MG to hold an annual water polo conference to report to all involved with the sport on progress against strategy.
- Each EWP MG member to have individual objectives for each year of their appointment.
- Each EWP MG member to produce an annual report on their area / achievement of objectives to be made available to all involved with the sport.

6.1.3.4 KPI targets

See **6.1.3.3** above.

6.1.3.5 Long term strategic planning

The water polo management group structure should be maintained and strengthened so that it is as self-sufficient and robust as possible, and therefore less reliant on the ASA and others to achieve its objectives. The group itself should ensure it has proper succession planning to ensure a future pipeline of possible suitable members drawn from a broad section of the water polo community, and also bringing in expertise from outside the

community where appropriate. Those members should bring experience from their particular background but operate for the benefit of the sport as a whole. The group should actively engage with similar groups in other sports, with water polo bodies in other countries, and with similar bodies in other fields (eg arts funding) to promote England water polo and share ideas from as many different sources as possible in developing the sport. It should ensure proper channels of communication and relationships with the senior governing bodies within the sport and outside it.

It would be a reasonable expectation for the Chair position of the EWPMG to be afforded membership of the ASA Sport Governing Board.

At an individual level EWPMG members and ASA employees specific to water polo should be role models for the sport, have individual objectives for which they are accountable, and should seek to engage with the broader water polo community as much as possible.

6.1.4 Future Funding of water polo

The total funding required annually from all sources, including players, the ASA, Sport England and the regions to deliver the Strategic & Operational Plan for Water Polo in England can be broadly split as follows:

Governance	£16-71,000
Marketing and Communications	£35-40,000
Participation	£67,000
Performance Pathway	£1,338,000
RTC Programme, RTC Competition blocks and National Academy	£396,000
International Age Group Squads	£692,000
Senior Programme	£231,000
Miscellaneous	£19,000
Match Officials	£20,000
Coach Development	£27-£33,000

In addition there are the costs of the Beacon programmes which have allocated funding ring fenced until 2017, as well as non-financial support from the ASA as identified above.

Unsurprisingly the principal spend identified is to deliver the athlete pathway. The EWPMG have estimated have identified the need for a focussed International Age Group Programme and Senior programme, both of which require significant investment. It is estimated the cost for a single athlete within the Age Group Programme or Senior Programme within the Strategic Operational plan is between £4,250 and £7,000 per year.

The further funding from players/parents that goes directly to clubs, and which covers the cost of club training and activities, including competition and league fees such as BWPL, local leagues, NAG tournaments and the like additional is excluded from these funding calculations and is assumed to remain similar to the current estimate

The EWPMG have also identified that broader engagement is required with the Regions in order to deliver a credible regional programme of training (RTC) and Competition (Competition Blocks). This includes focusing regional planning and budgets to support the athlete and coach development pathways through prescribed programmes of training and competition.

Finally, the Strategic & Operational Plan assumes a continued significant level of volunteer support from the water polo community and although this is not financially recognised the importance of such is immeasurable.

6.2 Marketing and communications

6.2.1 Marketing and communications, ASA Strategic Review Jan 2015 key recommendations

- Rebuild trust between the ASA and the water polo community, and improve communications.
- Develop a clearly identifiable brand, England Water Polo, to unify the sport.
- Develop an England Water Polo logo and use the same in all communications.
- Develop a dedicated web-site to be a single point of reference for all content/information.
- Create social media outlets for England Water Polo.
- Link England Water polo social media and website to create a consolidated internet presence.
- Establish an annual meeting for the polo community to report to members against strategy and gather feedback.

6.2.2 Marketing and communications progress to date following ASA Strategic Review recommendations

6.2.2.1 EWPMG Marketing and comms team established with the appointment of Andy Rollé and Rachel Drabble, both current water polo players, in April 2015. Andy Rollé is an experienced journalist having worked on Britain's best-selling magazines and newspapers for more than 10 years, and is an accomplished sports writer and event specialist with experience of supervising editorial teams at two Olympic Games. Andy is London-based. Rachel Drabble is PR professional with 10 years as GB water polo player and is NW-based.

- *Develop a clearly identifiable brand, England Water Polo, to unify the sport*

6.2.2.2 The EWPMG has identified that England Water Polo's aspirational brand values are;

- **athletic dedication**
- **hard work**
- **professionalism**
- **sporting achievement**

We intend to promote England Water Polo as a popular, well organised aquatic team sport for males and females, which delivers on its sporting and administrative goals.

- ***Develop an England Water Polo logo and use the same in all communications***

6.2.2.3 To support this aim, in April 2015 an England Water Polo logo was proposed to the ASA complete with draft imagery. The ASA design team finalised the brand image in July 2015 and this is now in use in relation to all relevant England Water Polo activities. In April 2015, an England Water Polo talent programmes logo was proposed to the ASA by EWPMG complete with draft imagery. Progress by the ASA in this area is not clear.



- ***Create social media outlets for England Water Polo***

6.2.2.4 Social media channels were created by EWPMG M&C in April 2015

Twitter @ENGwaterpolo.

Facebook England Water Polo page.

WhatsApp Multiple groups, comprising competitive squads' coaching teams and EWPMG M&C subgroup members

England Water Polo Twitter

Protocol for Twitter use established under the control of EWPMG M&C. Synchronised with FB postings. Reporting EWPMG activity, performance water polo, England and GB water

polo news and results. England Water Polo twitter will be delivered by EWPMG M&C going forward.

England Water Polo Twitter account analytics

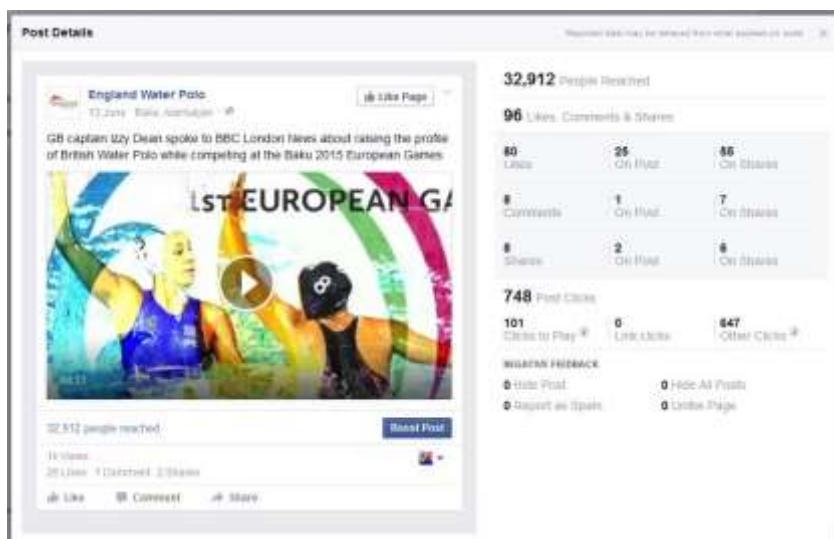
- Period 12.04.15 to 12.10.15.
- 510 followers.
- 526 tweets including 173 pictures and videos.
- EWPMG have posted an average of just over 20 tweets per week for the period. reflecting higher levels of activity during competitive events.

England Water Polo Facebook page

Protocol for Facebook activity established under the control of EWPMG M&C. Synchronised with twitter activity. Reporting EWPMG activity, performance water polo, England and GB water polo news and results. England Water Polo Facebook will be delivered by EWPMG M&C going forward.

England Water Polo Facebook page analytics

- Period 08.04.15 to 08.10.15.
- 230 Facebook articles have been posted over the period by EWPMG.
- England Water Polo posts have an average reach of 1,106 people.
- EWPMG has posted an average of nearly 9 Facebook articles per week, reflecting higher levels of activity in the run up to and during competitive events.
- 7,182 interactions, including likes, comments and shares.
- Collectively over the 6/12 period the England Water Polo Facebook page has reached 254,515 people.
- Top reach was a Baku related BBC video share which appeared in the timelines of nearly 33,000 people, below.



- ***Develop a dedicated web-site to be a single point of reference for all content/information***

6.2.2.5 EWPMG review of the ASA water polo hub

The EWPMG M&C was advised in March 2015 that the ASA were developing a sports specific water polo hub and that the design for the same had already been signed off by the ASA. EWPMG M&C was not involved in the water polo hub project which had already been fixed from a design perspective by the ASA. In the opinion of the EWPMG M&C team there are significant flaws in the architecture of the water polo hub.

There have been 40 news articles published on the ASA water polo hub since the hub went live in June 2015, 29 of which were written by the Water Polo Management Group compared with 11 drafted by the ASA web content team. This is an average of 10 news articles per month. Accordingly the EWPMG M&C team has drafted c.75% of the news articles on the ASA water polo hub since it went live.

We are advised by the ASA that ASA water polo hub visitor numbers have been falling month on month since the polo hub's launch, with monthly total visits to the polo hub down to below 1800 for the Sept-Oct period.

We are further advised that the time spent on the water polo hub and related work amounts to 5 hours per week for the ASA Content Manager and 1 hour per week for the Web Manager.

EWPMG M&C are of the opinion that the disappointing performance of the ASA water polo hub in terms of declining visitor numbers is in part related to the decision to utilise a sub domain of swimming.org for the water polo hub rather than a standalone domain, in part related to the architecture of the hub, and in part a lack of focussed ASA management in relation to water polo hub activities, lack of promotion of the hub and the lack of content generation for the same. This is linked to the limited time spent by relevant ASA employees in generating new site content and Search Engine Optimisation.

Search Engine Optimization (SEO) is the process of improving the visibility of a website or a web page in a search engine's unpaid results or 'organic' results. In general, the higher a site is ranked on the Google or other search engine's page, and the more frequently a site appears in the search results list, then the more visitors a website will receive. SEO may target different kinds of search, including image search, local search, video search, academic search, news search and industry-specific vertical search engines.

SEO requires an understanding of how search engines work, and what terms or keywords people use. Optimising a website may involve editing its content and coding to increase its relevance to specific keywords and to remove barriers to the indexing activities of search engines.

The EWPMG are clear that the ASA web content team must be responsible for the generation of all water polo hub news content going forward. We estimate that to sustain

the current level of content generation for the water polo hub alone, namely the generation of 10 articles per month would require the ASA content manager to work 20 hours per week, compared to the current 5 hours per week spent by the ASA, which has to date yielded 2.5 new articles per month.

To generate the additional non-news web content required for the hub to get better traction on search engines; identified recently by the web manager as general content about water polo, articles about water polo workouts, water polo fitness, water polo tips, water polo tactics and more rich media – will, we estimate, require at least an additional 5 hours per week over and above the existing hours which are being spent on content generation, making a total of 25 hours per week. **See 8.2 below.**

To rectify the currently ineffective search engine optimisation we estimate would require the web manager to provide at least 8 hours per week work on the water polo hub, compared to the current 1 hour per week. **See 8.2 below.**

- *Link England Water polo social media and website to create a consolidated internet presence*

6.2.2.6 The EWPMG M&C requested the inclusion of the @ENGwaterpolo twitter feed on the hub which was effected. The EWPMG M&C team has asked for, but has not been given publishing rights on the ASA water polo hub.

- *Rebuild trust between the ASA and the water polo community, and improve communications*

6.2.2.7 Talent Programme Intra squad comms

A requirement for Talent Programme Intra squad comms was identified in April 2015. Pre-existing comms. were noted as weak, non-standardised and/or non-existent. Protocols for ongoing squad comms. were identified and actioned using closed Facebook Groups with lines of accountability established.

Communication with parents and supporters of the Talent Programme squads has been regularised with protocols established and the role of the Team Managers adjusted. This has been particularly important with the rise in fundraising initiatives by parents and supporters in the absence of central funding for junior representative teams in 2015.

6.2.2.8 Reporting representative team activities

An absence of information about the preparation and international performances of our representative junior water polo sides was identified, and community-wide interest in the same noted. It was noted by the EWPMG M&C team that England Water Polo representative sides are key brand ambassadors, and comms around the teams was therefore essential to building the brand.

A protocol for international representative comms was therefore developed and propagated by the EWPMG M&C, involving the coaching and management staff of the relevant representative team, and the identification and training of a designated individual to provide onsite content using online tools, and liaise with the M&C team in the UK.

EWPMG M&C also introduced the concept of a media pack in relation to the appearance of our representative junior teams in European and World Championships.

The EWPMG International Representative Games comms protocols and media pack were successfully trialled during the preparation for and performance of the GBR 1998 women's water polo team at the high-profile Baku European games June 12th – 28th.

In conjunction with the ASA's own comms team, team photographs were taken and interviews conducted with players and coaches between February and April, and then the EWPMG M&C designed and drafted the TeamGB Baku water polo pack. The media pack was released by the ASA to relevant media.

<http://www.swimming.org/assets/uploads/library/MediaPackGB.pdf>.

The England Water Polo social media campaign in connection with the Baku European Games ran from the BOA team announcement on April 23rd 2015 to the conclusion of the games on June 28th. CD attended as a self-funded accredited media representative and provided live social media coverage including text, still images and video clips of all GB games throughout, allowing supporters in the UK and elsewhere to access comprehensive live coverage of all GBR games, and post-match interviews with our athletes and coaches.

EWPMG M&C drafted match report articles with photographs from Baku which were submitted to the ASA water polo hub, and then published by the ASA, Swimming Times and by British Swimming and other home nations.

The media interest in the GBR U17 women's water polo both before and during the Baku event was high, with many of the players featuring in local print media, and others appearing on both radio and TV. Unfortunately the ASA does not subscribe to a 'cuttings' service and therefore analysis of the whole Baku campaign is not possible – this is a deficiency in terms of ASA PR and Comms management.

6.2.2.9 EWPMG International Representative Games Comms support and media packs production, matching the delivery in relation to the Baku Games, were then provided by EWPMG in connection with the following events:

ESSA, English Schools' men's U19 water polo team, Exiles International Invitation Tournament, Malta, July 17th – 21st.

GBR 1995 women's water polo team, FINA World Junior Championships, Volos, August 17th – 23rd. British Swimming provided media pack lay-up and design.

England 2000 women's water polo team, EU Nations U17 Water Polo Cup, Prague, Sept 4th – 6th. No media pack provided.

England 1999 men's water polo team, Baltic Amadeus Trophy 2015, Lithuania, Oct 22nd – 25th. No media pack provided.

6.2.2.10 In June and July 2015, EWPMG M&C researched the Universities in Britain which provide sports scholarships for which our elite junior polo athletes would be eligible. All relevant universities were contacted and a data set produced by EWPMG with click through links providing a valuable resource for all junior water polo athletes when considering University choices. This dataset was provided to the ASA in July 2015.

To date, some 15 weeks later there has been no publication of this time-sensitive resource by the ASA on the Water Polo Hub. Accordingly EWPMG have made the document publically available.

<https://dl.dropboxusercontent.com/u/56955303/Sports%20Scholarship%20info%20-%2044%20Institutions.pdf>

6.2.2.11 The EWPMG M&C has established satisfactory working relationships with ASA's PR & Communications team members, and EWPMG M&C has initiated some joint planning meetings.

However despite this, there is continuing opacity about how the area is managed within the ASA, and EWPMG M&C has formed the impression of a lack of effective management of the ASA PR & comms area. There is no information available to us of the % of ASA PR & comms resource which is available to water polo although this information has been sought. There is no evidence of internal planning by ASA PR & comms in relation to water polo PR & comms. EWPMG M&C has been unable to discern any clear objective on the part of the ASA when it engages in PR & comms activities in relation to water polo; the ASA does not appear to know why it is promoting water polo other than it wishes to see increased participation. Accordingly the PR & comms efforts of the ASA are unfocussed, and inefficient.

There appear to be no management tools with which to analyse quantitatively the performance of PR & comms campaigns. The ASA teams are potentially doomed to repeat mistakes and under deliver in perpetuity because of this lack of management insight into performance.

Where issues have arisen in relation to delivery of PR/Marketing & comms in relation to water polo, EWPMG M&C infer that these relate to the EWPMG's lack of delegated authority to act or direct the ASA to act, and/or the absence of effective management of the ASA PR & comms, and/or the absence of sufficient resource within the ASA to supply the requested service.

6.2.3 Marketing and communications strategic planning

6.2.3.1 Performance against the ASA Strategic Review Recommendations.

Five of the seven M&C Recommendations within the ASA Strategic Review have been addressed by the EWPMG M&C team. The ASA had already initiated the stand-alone ASA water polo hub prior to the EWPMG appointment and therefore retains responsibility for the same.

As regards the outstanding Recommendations It is proposed to organise an annual conference for the community in 2016, responsibility for the organisation of which is considered at **section 6.5.**

Rebuilding trust is the final Recommendation to be addressed and the EWPMG note that this will require time to achieve. Furthermore the EWPMG note that trust will only be engendered if the ASA demonstrates to the water polo community a willingness to empower the EWPMG to run the sport for the benefit of all, and provides the appropriate resources for the same.

6.2.3.2 M&C Medium term strategic planning and resource implications

The development of England Water Polo aspirational brand values of athletic dedication, hard work, professionalism and sporting achievement, and the promotion of the brand, England Water Polo as a popular, well organised sport for males and females, which delivers on its sporting and administrative goals, will be achieved by publicising the re-focussing of the England Performance Pathway and events, reporting upon the re-emergence of successful junior and senior representative teams, improved governance for the sport, increased participation and the development of coaching and match officials.

The EWPMG M&C plan to develop current delivery of M&C in relation to England Water Polo-relevant activities, including but not limited to ASA Talent programme, England and GB teams, EWPMG initiatives, Regional contacts, Polo participation initiatives, senior club competitions, performance pathway competitions and events, EWPMG match official and coaching education and development initiatives and relevant governance activities.

All ASA PR, marketing and comms activity re England Water polo must be focussed to support the brand values of the sport which EWPMG has identified and must be managed so as to promote the brand. In short, the ASA must be on message.

ASA PR and Communications

There is a requirement for the marketing and promotion of brand England Water Polo which falls into the area of ASA PR and Communications. There is currently no clear marketing strategy in relation to England Water Polo within the ASA insofar as can be determined, and we believe little or no resource available to water polo. The ASA PR and comms team, and the ASA Marketing department must develop a strategy, and be equipped with sufficient resource, to support and promote England Water Polo in line with our brand values and our marketing objectives.

- The resource currently committed to water polo by ASA PR & comms is not known to EWPMG M&C. EWPMG M&C has requested the information but it has not been supplied. We surmise that the information may not be known to the ASA due to the lack of effective management in the area.
- Until, or unless, the ASA provide information regarding the current commitment to ASA PR & comms, the EWPMG cannot identify the uplift in resources required in this area.

6.2.3.3 Identified KPIs

- EWPMG M&C to have regular management meetings with relevant ASA teams to ensure effective management by the EWPMG in the relevant areas of ASA activity in relation to water polo, including drafting of editorial plans by the ASA, meetings timetabled in advance and effected using standard video call options – Skype, Hangout etc as applicable. Relevant ASA Teams to include ASA Marketing/PR and Communications, Web Content & Website management. Meetings to be minuted.

- Quarterly PR/Marketing campaign calendar to be agreed between EWPMG M&C and the ASA teams in advance.
- ASA to recognise the importance of effective planning and management of its PR/Marketing activities, to draft Editorial plans including water polo, and to assess quantitatively the outcome of its PR/marketing initiatives.
- ASA water Polo hub to reverse the decline in traffic and achieve significant reach monthly.
- Growth in numbers of England Water Polo Twitter followers to be sustained for the next 6/12 and thereafter. Posting levels to be sustained.
- Growth in numbers of England Water Polo Facebook page likes by 01 April 2016 to be sustained for the next 6/12 and thereafter. Posting levels to be sustained.
- EWPMG M&C written report to EWPMG. Report to be annual and a public document.

6.2.3.4 KPI targets

- 12 minuted management meetings between EWPMG M&C and ASA teams in 2016.
- Jan 2016, April 2016, July 2016, Oct 2016 Quarterly PR/Marketing water polo calendar to be agreed between the parties.
- ASA to develop a suite of analytic tools in the area of PR/Marketing including subscription to a 'cuttings' service by end Q1 2016, and to use the same to analyse and improve the performance of its PR/Management campaigns.
- ASA water Polo hub to achieve monthly user number of 8,000 by Nov 2016.
- England Water Polo Twitter to reach 1000 followers by 01 April 2016.
- England Water Polo Facebook to reach 1000 page likes by 01 April 2016.
- EWPMG M&C annual and published written report to EWPMG in 2016.

6.2.3.5 M&C Long term strategic planning

The long term success of the England Water Polo Management Group project will require the support of the water polo community in England.

Communication with the water polo community by those responsible for management of the sport, not only in terms of match results and related news, but also in our view by providing transparency about management of water polo including the provision of full

information about management governance and decision making will be critical in gaining the community's trust long term.

EWPMG M&C propose a transparent approach to sport management with relevant data being a matter of public record including EWPMG meetings, coach appointment, athlete selection criteria and so on.

The vehicle proposed by the EWPMG M&C to achieve the same is a dedicated England Water Polo website, separate from the existing ASA offering, community-facing and managed by the EWPMG

EWPMG M&C long term planning includes support for proposed senior representative water polo teams alongside the junior teams and development of brand England Water Polo to maximise revenue streams into the sport, and develop a long term future for water polo in this country.

6.3 Participation

6.3.1 Participation, ASA Strategic Review Jan 2015 recommendations

- Agreed introduction to the sport via modified formats of the game, need agreed, progressive introduction via small-sided games
- Structured recruitment through quality programmes
- Recruitment/retention requires a “quality experience” in clubs
- Emerging Beacon club model for an agreed hub-club framework

6.3.2 Participation progress to date following ASA Strategic Review recommendations

National Development Officer – Water Polo appointed by the ASA in September 2015.

Overall objective of the role will be to deliver the participation section of this strategy in order to grow the sport at a grass roots level.

Only limited progress has been made in the area due to the very recent appointment.

6.3.3 Participation strategic planning

6.3.3.1 Performance against the ASA Strategic Review Recommendations

- ***Agreed introduction to the sport via modified formats of the game***

No progress since review, although ‘Mini Polo!’ format is already in existence.

- ***Structured recruitment through quality programmes***

No progress since review, although existing operator programme delivered through Aquatic Skills Framework Stages 8-10 ‘Mini Polo!'

- ***Recruitment/retention requires a “quality experience” in clubs***

Swim21 accreditation provides a strong foundation for a quality club environment; 44 ASA affiliated water polo clubs (3 are Swim21 accredited), 321 water polo sections in ASA affiliated clubs (66 are Swim21 accredited)¹

- ***Emerging Beacon club model used to inform an agreed hub-club framework***

Three Water Polo Beacon ‘Clubs’ up and running with ongoing quarterly reviews to identify best practice. Budget secured to pilot additional Beacon model(s) until March 2017 to continue to inform new ‘hub framework’ for 2017-21 whole sport plan cycle.

¹ Figures taken from ASA Integra Membership Database – report dated 15/09/2015

6.3.3.2 Medium term strategic planning and resource implications

The four key strategic recommendations to support the growth of participation in water polo as part of the ASA Strategic Review have been used to inform five key areas of focus for participation, which are designed to build strong roots for the sport to grow over the next five years.

1 Develop a clear, progressive introduction to the sport through modified formats of the game, for all ages

Offering adapted versions of different sports in more accessible and flexible formats is a well-established method of introducing young people and adult beginners to new activities and something that water polo needs to create. Small sided games are an ideal format to try the sport for the first time or to continue in a more recreational or social environment, allowing new markets to be attracted to water polo.

Smaller fields of play, for fewer people, in shallower water, ensure that new markets can experience the essential elements of the full game but with more ball contact and less reliance on an ability to swim, therefore providing an easier, more engaging environment for those new to the sport. Additionally, a reduced water polo field in shallower water, offers a more cost effective use of swimming pool space, across more venues, making it a more accessible and financially viable option for pool operators and recreational sections of clubs who wish to increase participant numbers.

2 Develop quality, structured recruitment programmes for all levels of water polo directly linked to clubs, for new, key markets.

Individuals young and old drop out of sport for various reasons throughout their lives due to significant life events such as leaving education, relocating or having a family. Identifying and understanding the key drop off areas for water polo and designing interventions to recruit and retain these markets will have a direct impact on participation figures.

Based on current participation data, four key markets have been identified as having the highest potential for growth in the sport over the next three years;

- A. ‘Learn to Swim’ pupils
- B. Secondary schools
- C. University students
- D. Adult recreational/social sport market

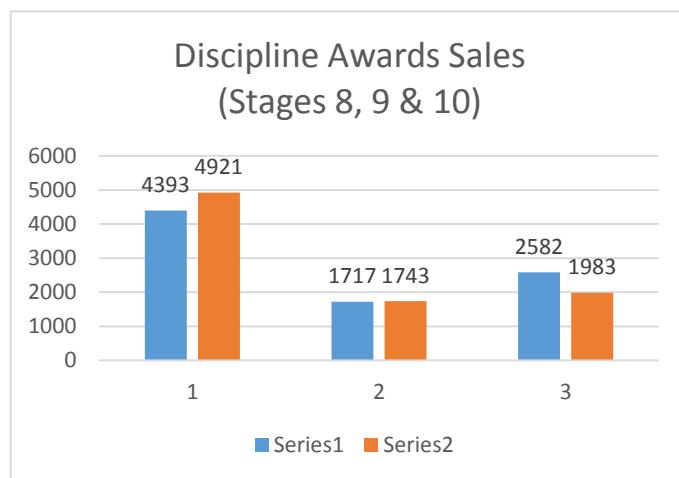
A. Learn to Swim pupils

The Tunnicliffe Review states that there is a flawed assumption that the Learn to Swim Pathway will produce more water polo players and to date the anecdotal evidence suggests that this is correct. However, in principle the idea of introducing the basic skills required to

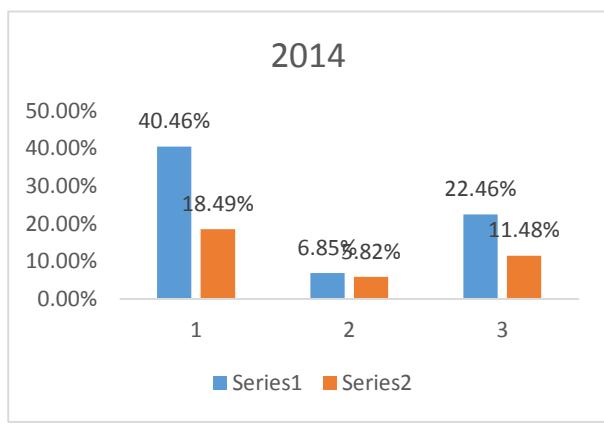
play in a small-sided version of the game to Learn to Swim pupils, before they join other aquatic clubs, is sound and seemingly works for the other aquatic disciplines of diving and synchronised swimming. Moreover, with 130 pool providers² across the country plus 485 private Swim Schools³ registered with the ASA to deliver the Learn to Swim Pathway, the market is significant and represents anywhere between 60,000 and 2,000,000⁴ young people who have committed to participating in an aquatic activity.

The ASA do not currently capture the participant numbers for each Learn to Swim programme, as such the closest data held that can provide an indication of participation is the associated award sales data.

Sales of stages 8-10 water polo awards dropped significantly between 2013 and 2014 and are in decline again when looking at the sales to date for 2015, whilst the disciplines of diving and synchro have experienced an upward trend. This is particularly so for diving and demonstrates that the model works if the product and the landing and delivery of the product is right.



More significantly, the percentage drop off in award sales between stage 8 and stage 9 and again between stage 9 and stage 10 of water polo was far greater than the drop off in the other disciplines in 2014.



A 40.46% drop off between stage 8 and stage 9 water polo, in comparison to a 22.46% drop off in synchro and a staggeringly low 6.85% reduction in diving, suggests either; high transition rates for water polo from stage 8 to a club, low purchase rates of awards by the end user beyond stage 8, or that the scheme is not retaining participants effectively.

The ASA Strategic Review confirms that the comparatively high awards sales drop off rate between stage 8 and stage 9 of water polo is not due to high transition rates of young people into clubs. And as the other aquatic disciplines are able to maintain much higher award sales beyond stage 8, the drop off cannot be attributed to a disinterest in awards. Therefore, the significant drop off rate is

² Number of signed ASA Pool Provider Programme agreements in place of 29/10/2015

³ ASA registered Swim Schools list as of 19/10/2015

⁴ Based on there being between 100-4,000 pupils per Learn to Swim programme. The ASA do not currently hold all of the data for each LTS programme.

most likely due to the content of stages 8-10 Mini Polo!, the delivery of the product or the landing of the product itself.

The reasons for failure of the Learn to Swim pathway to increase the number of water polo players joining clubs to date is not clear and further research into why will be carried out over the next 12-18 months. The research will be used to inform a complete review, refresh and relaunch of the content, teacher training and awards offered as part of the framework as well as a review of the support provided to establish the delivery of water polo stages within existing Learn to Swim programmes.

B Secondary schools

Nationally it is commonly reported that young people are dropping out of sport at key ages and remains a major challenge for the sector, particularly amongst women and girls. Water polo debunks this theme to an extent and can demonstrate a continual increase in membership across age groups from age 8 up to age 19.

	8-10yrs		11-13yrs		14-15yrs		16-19yrs	
	No. of members	% difference						
Male	59	-	336	↑ 469.5%	425	↑ 26.5%	779	↑ 83.3%
Female	32	-	222	↑ 593.8%	236	↑ 6.3%	341	↑ 44.5%

ASA registered members 2015-16⁵

However, the membership data does reflect a male-dominated sport, with almost twice as many boys than girls registered by age 14-15 years and represents a gap that continues to increase into adulthood. Also, while the general trend up to age 19 is an increase in membership numbers, there is significantly less of an increase at the 14-15 age group across both genders than any other age group amongst young people. This represents a potential key age group to target in order to grow the sport.

Research will be carried out to understand the motivations and barriers of this age group and to better understand the secondary schools market in order to create an effective programme with the primary aim of increasing participation across secondary schools, both state and independent.

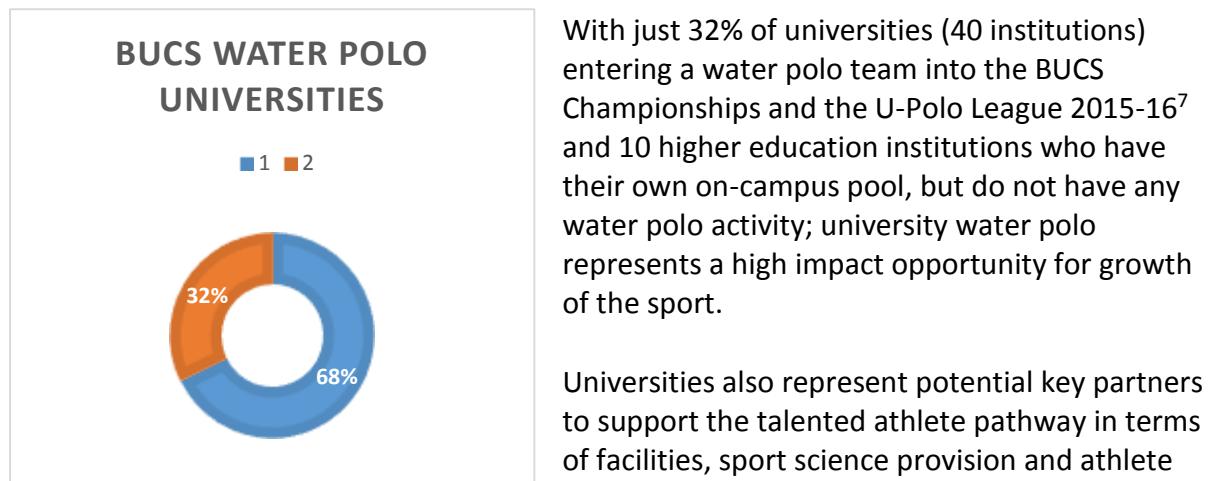
C University students

There are 114 recognised higher education institutions in England⁶ and with increasing university fees, institutions are being challenged to create an enhanced student experience,

⁵ Figures taken from ASA Integra Membership Database – report dated 15/09/2015

⁶ www.gov.uk/education

putting a higher premium on sport opportunities. As such a targeted offer into the higher education market should result in an increase to student participation.



With just 32% of universities (40 institutions) entering a water polo team into the BUCS Championships and the U-Polo League 2015-16⁷ and 10 higher education institutions who have their own on-campus pool, but do not have any water polo activity; university water polo represents a high impact opportunity for growth of the sport.

Universities also represent potential key partners to support the talented athlete pathway in terms of facilities, sport science provision and athlete scholarships. Additionally, student committee

members represent the future workforce of the sport and therefore an investment in the training and mentoring of individuals at this stage will result in more club volunteers for future years. With this in mind, high quality partnerships with higher education institutions should be brokered alongside the delivery of a well-funded, effective, student club development programme based on a clear understanding of the needs of the market.

D Adult recreational/social sport market

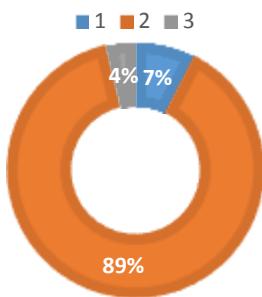
There is growing evidence across the sport sector that participants are increasingly looking for more informal, less traditional environments to participate in sport that better suits their needs and are designed to create a more social environment. Ultimately, the industry is adapting the traditional club offer in order to remove barriers to participation, in a way that will excite and engage new markets, in innovative ways. As a minority sport, water polo has a unique opportunity to offer something new and different to this market in order to attract and retain a different type of participant. This is particularly so for those “newcomers [who] wish to play immediately but who do not have the skill or knowledge to compete more formally”⁸ and who have therefore not been retained in clubs.

⁷ www.bucs.org.uk and www.u-polo.com

⁸ Clubs Strategy 2013-17, pg. 9. Original source: ASA Club Survey Results, June 2013.

Almost 90% of the ASA water polo membership base is made up of category 2 members⁹, as such it is clear that county-level and above competition is key to the water polo community, for both male and female members alike and a focus on delivering quality, appropriate-level, domestic competition and events should be pursued for these members, as per section 6.5 of this strategy.

WATER POLO MEMBERS



The comparatively low percentage of category 1 members suggests that there is an opportunity for growth of the water polo membership base for clubs at the grass roots level and will be targeted as part of the hub-club framework.

Outside of the club environment there is not currently an option to become a member of the ASA, nor is there any motivation for an individual to do so. However, the creation of a modified format of the game to introduce adult beginners to the sport in a more accessible and social environment would create a new cohort of participants who should be captured. A subsequent ‘social water polo’ membership option should therefore be created, for those who wish to participate in new recreational sessions, outside of a club environment or established league.

The development of a recreational form of the sport or a product for the social market, with a corresponding recreational or social membership represents a key opportunity to grow the sport and will provide an opportunity for pool operators to drive additional income through centres or enable clubs to diversify their offer and attract new participants at the lower end of their adult player pathway.

3. Support new and existing clubs to offer a quality club experience that will ensure the recruitment and retention of participants.

Water polo clubs are essential to the sustainability, growth and success of the sport. A participant’s experience within a club can determine their future in the sport both in terms of longevity as a member as well as level of success, but also in terms of their recruiting ability – consider how likely you are to recommend that a friend or family member try something if you have personally had a highly positive experience.

As such geographically convenient clubs, offering a quality experience are essential to the future of water polo and pursuing Swim21 accreditation will ensure that our water polo clubs are providing a quality club environment. To this end the level of investment into club development support, specifically around attaining Swim21, from The ASA and ASA Regional Associations is significant and should be harnessed more effectively by the sport.

⁹ Figures taken from ASA Integra Membership Database – report dated 15/09/2015

The ASA Club Strategy 2013-17 outlines clear direction on how the Clubs Team can support water polo clubs surrounding the following objectives;

- To improve the overall effectiveness and sustainability of ASA affiliated aquatic clubs.
- To help to enhance the skills and capabilities of the aquatic clubs workforce.
- To work collaboratively with England Talent to ensure there are defined athlete pathways that lead to an increased talent pool.
- To assist in retaining and increasing club membership levels.
- To have a clear understanding of, and deliver against, the needs of affiliated aquatic clubs and individual members.

4. Create a strong network of closely linked water polo clubs, based on a clear hub-club framework, who are ready and eager for growth.

Water polo club members, always have and always will, be key to the future growth and development of the sport and have been actively driving the sport forwards under their own development plans for years. Water polo is extremely privileged to have an array of quality clubs who have strong expertise across a range of different participation levels. It is time for the sport to begin to understand where different clubs fit in the current landscape and which levels of the player pathway they would like to deliver in the future.

Participants are increasingly viewed as consumers and what is right for one consumer is not necessarily right for the next and in this ever-adapting, increasingly competitive market place for people's leisure time, it is imperative to understand that one size does not fit all and a variety of different environments and opportunities will need to be offered in order to maximise the number of people who can and will participate in water polo, whatever the format or level may be.

With this in mind it should be understood that not every community club will be in a position to offer a range of different formats and environments and that strong water polo club links with external organisations and closely-linked club networks, should be created and relied upon to signpost individuals to the most appropriate water polo experience for them, however they wish to participate. One water polo club may be highly successful in developing large numbers of junior water polo players, whilst another may provide a high-level coaching environment for competitive adults, as such a formal link would be encouraged between the two in order to deliver the entire player pathway.

The ASA Strategic Review recommends that the emerging Beacon club model should be utilised to inform a new hub-club framework that water polo clubs should aspire to achieve. The learning from the Beacon club programme will continue until the funding ceases in March 2017 and as such the detail for such a framework will continue to be developed and form part of the planning process for the 2017-21 whole sport plan cycle.

5. Identify the needs of affiliated water polo clubs and individual members and use to inform all work.

A key part of growing the participation level of water polo will be to truly understand consumer attitudes towards water polo and quality assuring individuals' first experiences of the sport. Therefore it will be essential to work closely with the ASA Insight Team to gather more robust insight and analysis surrounding water polo and to better understand club and individual participant motivations and behaviours, as well as to influence wider insight projects to include water polo strands where appropriate.

Focussed investment will be sought for key geographical areas that can demonstrate a readiness for investment, based on data and insight that outlines a clear potential for growth in the key target markets outlined above. Pilot work and learning will be communicated as widely as possible so that best in class practice may be replicated across the country.

6.3.3.3 Identified KPIs

- Establish a clear participant pathway for entry into water polo, regardless of age.
- Create targeted recruitment programmes for key markets to attract new participants to water polo.
- Increase number of Swim21 accredited water polo clubs or water polo sections.
- Create a hub framework for water polo clubs to work towards in order to develop stronger networks of delivery.
- Develop robust insight and data to underpin all development work for water polo.
- Increase the number of people participating in water polo.

6.3.3.4 KPI targets

Key Performance Indicator	Target
Establish a clear participant pathway for entry into water polo, regardless of age	4 progressive, modified formats of water polo agreed and established
Create targeted recruitment programmes for key markets to attract new participants to water polo	4 participation products launched for Learn to Swim, secondary school, University and adult social sport markets
Increase number of Swim21 accredited water polo clubs or water polo sections	26 Swim21 water polo clubs 70 Swim21 water polo sections
Create a hub framework for water polo clubs to work towards in order to develop stronger networks of delivery	1 hub framework written and launched in conjunction with England Talent 4 "participation hubs" established Deliver Beacon Programme objectives: <ul style="list-style-type: none">• 358 athletes engaged• 268 category members• 24 international competitors• 20 athletes in England Talent• 26 clubs engaged through Beacon Network
Develop robust insight and data to underpin all development work for water polo	1 water polo insight project per year commissioned and carried out
Increase the number of people participating in water polo	Increase ASA water polo membership by 2.5% (Increase to 5,605 members)

6.3.3.5 Long term strategic planning

2025 vision for participation: 10,000 people participating in vibrant and engaging water polo environments that are directly linked to quality clubs. Clubs that will have a clear and defined role as part of a seamless and appropriate participation pathway and that will be ready and eager to grow, in order to increase ASA membership numbers across all categories.

6.4 Performance Pathway

6.4.1 Performance Pathway, ASA Strategic Review Jan 2015 recommendations

- GBR programme for men and women to be suspended pending reconstruction of the support structures.
- ENG programme to be instituted.
- Revision of talent pathway, including regionalisation and more focus on individual athlete development. Progressive pathway, Training culture, Regular intense elite domestic competition.
- A revised domestic competition structure and calendar to raise standards at the higher levels.
- A focus on those clubs or centres most able to meet standards and deliver development or training or competitive outcomes.
- Review points along the way, as to when circumstances allow return to EC qualification.
- Long-term aim to qualify team(s) for 2024 Olympic Games.

6.4.2 Performance Pathway progress to date following ASA Strategic Review recommendations

- ***GBR programme for men and women to be suspended pending reconstruction of the support structures***

6.4.2.1 The GBR programme for senior men and women was suspended by British Swimming in 2014.

A British Water Polo Management group for the management of activities relating to British teams competing in LEN and FINA events under the auspices of British Swimming has been established with representatives of England, Scotland and Wales ASAs. Entry for junior men and women for the Under 19 European Championships has been approved for 2016 by British Swimming with agreed performance KPIs.

- ***ENG programme to be instituted***

6.4.2.2 The existence of a senior international programme is considered as essential to underpin the aspirations of all sportsmen and sportswomen to perform at the highest level and is aligned to the ASA's Strategic Review. International representation is the pinnacle of any sporting career and water polo needs an international programme to meet the aspirations of its athletes. Without such ambition and aspiration, the sport at an elite level will almost certainly fail. Ultimately, the ambition of British Water Polo must be to qualify

for, and compete at, European Championships and the ASA needs to support a strategy culminating in English and British athletes competing in European competition by 2019. In the meantime, the international aspiration must be on the development of an England team strategy.

The timing of the reintroduction of any England programme, the calibre of any international opposition and the competition programme is crucial and all have been considered by the EWPMG. An informal Sub Group has been formed comprising of ex-International players and coaches to ensure that a strategy is created which allows for the development of a new group of athletes capable of competing at International level in 3-5 years' time with a view to achieving a podium finish at the Commonwealth Water Polo Championships every 4 years.

- ***Revision of talent pathway, including regionalisation and more focus on individual athlete development. Progressive pathway, Training culture, Regular intense elite domestic competition***

6.4.2.3 For many years, the pathway from Club participation to representative water polo has generally been through the Regional Training Centres known as “RTCs”. The RTCs are tasked with developing the technical and tactical ability of water polo players at the key development ages between 11 and 15. In their initial years, the RTCs delivered a very prescriptive programme developed by the Talent Officer for Water Polo but as this role has been diluted by other demands, so has the level of guidance and support provided to the RTCs. In addition, the concept of the RTCs providing the “next step” on the pathway for the best junior water polo athletes from the club system seems to have been somewhat eroded with the RTCs essentially becoming accessible to all athletes, including those of a lesser ability, with the consequence that the most talented athletes within each age group are held back. Anecdotally, the impact has been that the technical and tactical ability of water polo athletes emerging from the RTC system has deteriorated placing greater need for basic core skill development in national squads. Greater resource is required for the production of better coaches delivering basic and core skill development against an agreed template within the RTC system and who can work with individual athletes to address their individual requirements.

In addition to the development requirements through the RTC, children at the 11-15 age groups have an extremely limited competition programme playing with and against their peer group with 1-3 weeks of the ASA National Age Group competition (depending on their success within that completion) and a single weekend of Inter Regional competition. More competition is required through a variety of opportunities through the schools programme, ASA National Age Group competition, the Inter Regional competition and in fixtures within the age groups pitting the best against the best.

The EWPMG has created an informal advisory group to review the current provision of technical and tactical delivery and development through the RTC programme, to identify how the deficiencies of individual athletes can be identified and improved and to review and make recommendations to ensure that children in the 11-15 age groups have an

appropriate competition programme. Whilst the work is only in its initial stages, this is likely to focus on:

- Children 2-4 years out from European competition.
- The existing RTC programme of 30 weeks x 2 hour sessions divided into 10 week blocks.
- Review the role of the National Academy in terms of timing, age groups and objectives.
- A prescriptive programme provided by the Water Polo Talent Officer against which all volunteer coaches will be required to comply.
- Delivery of the programme by volunteer coaches of requisite standard who must engage in regular CPD.
- 3 national camps/competition weekends per annum for the best athletes.
- The first national camp to be based on a North/South regional selection.
- A selection of the best 10 athletes from each RTC (this can be flexible) selected against predetermined performance and physical criteria.
- A selection of 100 athletes in each region competing in teams of 10 but not as individual RTCs i.e. mixed teams.
- The second national camp for c. 60 of the best athletes from the first camp.
- A third camp of the best c 30 athletes who will make up the initial National squad entering the programme 2 years out from competition.
- ***A revised domestic competition structure and calendar to raise standards at the higher levels***

6.4.2.4 The existing domestic competition programme of regular season fixtures and Super 5 fixtures is provided through the British Water Polo League (“BWPL”) and supplemented by the British Championships through British Swimming. The EWPMG recognises that the only current meaningful and sustainable element of the sport is that managed by the BWPL. It is noted that BWPL is a self-governing entity which sits outside the purview and control of the ASA and that BWPL have provided much of what is positive in the sport to date. The overall programme is, arguably, too short and the talent too diluted, and does not provide a sufficiently high level of intense competition for the best athletes to prepare them for international competition.

The future of the British Championships is in doubt following the withdrawal of funding through British Swimming. The EWPMG has been able to identify funding to ensure that the competition goes ahead for the 2015/16 season so that there is no breakdown of the competition format. In addition, a British Management group has been established with representatives of England, Scotland and Wales ASA's to review the British Championship competition format for 2016/17 and beyond. This group needs to be expanded further to include representatives of the BWPL and needs to consider the programme within the BWPL competition.

- ***A focus on those clubs or centres most able to meet standards and deliver development or training or competitive outcomes***

6.4.2.5 Work has not started in this area. However, the focus for centralising athletes around identified and criteria driven training centres is likely to:

- Be centred on Clubs in University towns and cities. Work has started to establish Universities with scholarships available for water polo athletes and Clubs must be encouraged to forge links with University programmes;
- Be focused around the high performing Clubs with access to modern and well equipped training venues.
- ***Review points along the way, as to when circumstances allow return to EC qualification***

6.4.2.6 Development of KPI's and criteria to measure a return to European competition cannot be established until the strategy has been approved by the ASA and the programme introduced and given opportunity to produce positive outcomes. However, a British Management group for the management of activities relating to British teams competing in LEN and FINA events under British Swimming from representatives of England, Scotland and Wales ASA's has been formed and believe that a return to European competition in 2019 should be targeted. This will require the buy-in and support of British Swimming.

- ***Long-term aim to qualify team(s) for 2024 Olympic Games***

6.4.2.7 As above. A long term objective based around Olympic qualification is fruitless and cannot be considered until a revised strategy is agreed and implemented by the ASA and given time to mature and produce athletes.

6.4.3 Performance Pathway strategic planning

6.4.3.1 Performance against the ASA Strategic Review Recommendations

Any performance pathway strategic plan will overlap with other elements of the strategy contained within this document. In particular, the performance pathway is reliant on the numbers of athletes engaged within the sport and the ability of the coaches to develop these players through the different stages of their development from the core skills at the outset in their schools and clubs, through the RTCs and on into an International age group programme, through a competitive domestic landscape and into senior international competition. For the benefit of this section it is assumed that there will be more players in the system, that a domestic programme is intense and competitive as outlined above and that both these are supported by appropriately qualified and experienced coaches.

The performance pathway is, essentially, divided into 4 sections:

1. Clubs and schools.
2. Regional Training Centres (“RTCs”).
3. International age group programme.
4. Senior international programme.

1 Clubs and schools

The EWPMG has been discussing with the English Schools Swimming Association a combined strategy to broaden the water polo agenda in schools. These discussions are in their infancy but are likely to include an expansion of the number of schools engaged in water polo, a continuation/expansion of the current girls and boys ESSA competition programmes and the creation of an annual ESSA tour for both girls and boys which will be aligned to the age group players leading into European competition.

The expansion of Club polo and the engagement of new athletes in the sport are addressed at other points within this document. However, the current cohort of general aquatics officers focus, understandably, on swimming and two initially, rising to four, specialist water polo development officers are required to assist club growth and engagement. See recommendation below in relation to water polo development officers.

2 Regional Training Centres

The provision of a revised strategy for the RTCs has been considered and is outlined below in section **6.4.3.2**.

3 International age group programme

The current talent development system within English water polo was introduced around 10 years ago. This system has centred around 7-8 national camps each year for players between 12-19 years old. The camps have focused on the development of teams and generic skills rather than the individual development of players and their specific strengths or weaknesses and the whole of the ASA talent budget has been invested in this area. In addition, the decision to begin selection for a national squad 5 years out from competition makes no provision for late developers within the sport and means that time and resources are invested in individuals who drop out of the sport prematurely.

The measure of success for the system is not good; the boys have failed to qualify for a European Championships at Under 17 or Under 19 for the last 10 years whilst the girls, who have generally had automatic qualification, have failed to make any impression on the “bigger” nations and have shown no overall improvement in performance.

The EWPMG has proposed a revised approach to the development programme which focuses on:

- More regionalised support of the best athletes through the RTC structure.
- A focus on individual development of a broad group of athletes 2-4 years out from competition.
- The development of a national squad 0-2 years out from competition which focuses on the individual through basic athlete screening, strength and conditioning provision, sports psychology support, performance analysis, nutritional advice, specific athlete education and specific specialised coaching support across an expanded programme of engagement.

4 Senior international programme

It is generally accepted that the sport needs to rid itself of the financial, performance and system expectations created around both the men's and women's programmes immediately prior to and post the 2012 Olympic Games. There now needs to be an acceptance that the sport can never again demand the investment needed for a home Olympics and that the sport must now be managed on more realistic financial basis and with realistic performance measures established across realistic time scales.

Specifically, player expectations need to change from those associated with the 2012 Olympic Games' squads. We believe that water polo can still be managed professionally (with a small "p") and effectively, with realistic expectations set, more effective investment of time and resource in essential and effective programmes, and the continued reliance on an extremely dedicated work force of volunteers.

It is highly unlikely that the current cohort of athletes within the English system would be capable of winning Commonwealth medals or competing within any European Championships if the competition was held today. The vast majority of the more capable athletes currently within the system have had the benefit of the pre-2012 investment, but neither these athletes nor the other athletes within England have had the level and intensity of training, the intensity of domestic competition or the experience of recent international competition to compete at this level of competition today. In addition, many of the athletes who competed in the 2012 Olympics and who won Commonwealth Gold in 2014 have now embarked on their own professional careers. It is questionable whether all of these athletes would have the time to reinvest into water polo and compete at an international level again and improbable that they would do so at great personal expense after having had the good fortune of being funded at very little or no cost for many years.

Conversely, the age group athletes who have competed over the last 3 years since the cessation of funding was announced have developed in a system where they accept that large elements of the programme are self-funded. Furthermore, the production of an international athlete requires mental, physical and tactical development over several years and an exposure to experiences over that time. In order to have a strategy for developing players for the 2018 Commonwealth Water Polo Championships and for a reintroduction

into European competition, the focus for the next 3 years should be on developing a group of players who will be aged 22-25 in 4 years' time and supplemented by any of the current cohort committed to a programme across the next 3 years. Whilst these players may not necessarily be the best in the country now, they must be developed with a view to being the very best in the country in 3 or 4 years' time i.e. those athletes born 1994-1998. A team made up of this cohort would not currently compete at a level required for European or even Commonwealth competition today but the sport needs to re-establish itself for the future and must build now for the longer term.

The EWPMG would recommend a professional programme with specialist coaching provision led by a Head Coach across each of the men's and women's programmes who is capable of not only developing players and coaching the senior programme, but also acting as a strategic lead for the age group programme and as a mentor for the development of coaches within the talent programme. Consideration still needs to be given as to whether one individual could fulfil both men's and women's functions or whether two separate positions are required.

The EWPMG also believes that a clear strategy must be adopted to identify and develop English-based coaches rather than continue a strategy based around reliance on overseas support. The support from more "specialist" or experienced overseas based coaches will be required initially but the need for these coaches at every level of the sport must be reduced and the water polo coaching provision found from within the corps of English based coaches.

Whilst there is a general acceptance that water polo is a self-funded sport, the precise meaning and understanding around what this means exactly needs to be clear. Athletes and coaches accept that the personal cost of domestic travel to and from camps, training and tournaments will need to be borne by them. However, some of the cost of any international programme for a sport at this level needs to be borne by the ASA (and/or British Swimming for European competition) as governing body. It is simply not possible to develop a group of athletes at international level, even within a completely amateur sport, and expect the full costs of the broader programme to be borne by the individual athletes. Any programme needs to cover the cost of:

- Pool hire.
- Coach, Assistant Coach and other staff expenses.
- Specialist support in terms of strength and conditioning, psychology, medical screening etc.
- Competition medical support.
- Analysis software.
- Competition travel and entry fees.
- Provision of kit and appropriate team apparel.

For the avoidance of doubt, all management roles and all specialist positions other than Head Coach need to be appointed on a volunteer basis where at all possible although it must be accepted that the quality of the individuals available under this type of policy may be more limited and that this policy must be kept under constant review.

Finally, whilst it is desirable that a team is capable of competing and winning at any level of European competition, either as England or GBR, it is a tall order and the expectations must be carefully considered and cannot be unrealistic. A team must compete and it must be accepted that this will be a difficult period whilst establishing itself back into the international competitive environment. However, it is essential that the ASA (and British Swimming) continue to support this aspiration as it is essential that experiences at this level, whether good or bad, will contribute to the longer term success. This may also include the support for a national team to compete under the auspices of a club team in the European Cup to provide to ensure that appropriate intensity, competition experience and team cohesion.

6.4.3.2 Medium term strategic planning and resource implications

RTC program

The EWPMG Recommendation:

- Revise the RTC programme support to provide for a more prescriptive model for the delivery of basic and core skills against an agreed template.
- To make the RTC programme more aspirational with agreed entry criteria to ensure a base level of each athlete.
- To create a “best v best” training and playing opportunity so that the best athletes within the system can be identified.
- Provide additional Water Polo Development Officers to ensure delivery of strategy against the agreed template.

Junior & Senior Performance Pathway

The EWPMG Recommendation:

- Invest time and resources into developing a group of younger players capable of competing in the Commonwealth Water Polo Championships in 2018 and the European Championships in 2019.
- Support existing senior athletes committed to the medium term objectives.
- Invest time and resources into developing an Under 23 programme for current male athletes to bridge the gap between age group and senior water polo (on the basis that the best female players are unlikely to need an intermediate level of competition between the age group and senior programme).
- ASA and British Swimming to support the entry of the England national team into the European Cup under the auspices of a club team.
- ASA to support the entry of the England national teams into other appropriate international competitions including the EU Nations.
- Appoint a senior coach for each of the men’s and women’s senior programmes capable of acting as a strategic lead for the age group programme and as a mentor for young, developing coaches.
- The ASA must bear some programme costs of the IAG and senior international programme.

Senior International water polo

The EWPMG Recommendation:

- The ASA must support international representation in water polo at the highest possible level.
- An England senior squad for men and women to be established by the EWPMG in 2016.
- To support the development of an English programme through to the 2018 Commonwealth Water Polo Championships and which includes competition at an appropriate level for the quality and ability of the athletes at each stage through to 2018.

- Continuation of a senior strategy for England post 2018 subject to any agreement for a GBR strategy through British Swimming.
- Support from the ASA to engage in a strategy with the Scotland and Wales ASA for the reintroduction of a senior GBR programme through British Swimming by 2019.

6.4.3.3 Identified KPIs

- Men's and women's national coaches to be appointed.
- England programme to be agreed, adopted and supported by appropriate resource.
- Agree a plan with Scottish ASA, Welsh ASA and British Swimming on the development of a GBR strategy.
- Introduce a new prescriptive RTC programme supported by appropriate competition programme.
- Appointment of additional new water polo talent assistants.
- Agree a domestic competition programme with Scottish ASA, Welsh ASA, BWPL and British Swimming.
- Compliance with Sport England KPIs for Talent.
- KPIs have been identified with British Swimming for the girls and boys Under 19 age group European Championship Qualifiers in May 2016.

6.4.3.4 KPI targets

- National coach appointments confirmed by June 2016.
- England programme to be agreed, adopted and supported by appropriate resource by June 2016.
- Plan agreed with Scottish ASA, Welsh ASA and British Swimming on the development of a GBR strategy by December 2016.
- New prescriptive RTC programme supported by appropriate competition programme introduced by September 2016.
- Additional water polo talent assistants appointed by June 2016.
- Domestic competition programme agreed with Scottish ASA, Welsh ASA, BWPL and British Swimming by July 2016.
- Comply with Sport England KPIs on an ongoing basis.

- Achieve KPI's identified with British Swimming for the girls and boys Under 19 age group European Championship Qualifiers in May 2016.

6.4.3.5 Performance Pathway Long term strategic planning

It is our considered view that the revised performance pathway will take 10 years to bear fruit. Accordingly our expectation is that we are unlikely to qualify for the Olympics earlier than 2024. Regular reviews of performance against the criteria established above are required with a continual review of this long term strategic objective.

6.5 Competition and Events

6.5.1 Competition and Events - ASA Strategic Review Jan 2015 recommendations

- A revised domestic competition structure and calendar to raise standards at the higher levels.
- Structured season Sept – May with an agreed hierarchy of competitions.
- Regular intense elite domestic competition.
- Junior and youth competition programme which increases quality match play for young players, is aligned with athlete development pathway with appropriate periods to support outcomes, creates appropriate balance between domestic and representative water polo, consolidates school and club activity, and is sympathetic to academic commitments.
- Establish an annual meeting for the polo community to report to members against strategy and gather feedback.

6.5.2 Competition and Events progress to date following ASA Strategic Review recommendations

- Calendar updated and published via ASA website.
- Review of U21 (Junior) domestic competition programme to identify quality competition for young players through representative teams e.g. Associations, Counties, Regions, Universities and Schools.
- Festivals identified as key vehicle for introducing new players into the game quickly.
- Calendar coordination meeting stage 1 completed with BWPL to enable structured season of competitions between Sep-May and alignment with athlete development pathway to be implemented.
- Informal management meetings have taken place with BWPL in order to identify how BWPL can assist EWPMG with the overarching development of the sport.
- National Age Group Championships programmed and budgeted as three separate competitions for 2016-17 to allow for periodisation linked to athlete development pathway.
- Water Polo Hub populated with all competitions and events information.

6.5.3 Competition and Events strategic planning

6.5.3.1 Performance against the ASA Strategic Review Recommendations

Awaiting the outcomes of athlete development pathway review in order to ensure this is properly supported with desired competition framework.

6.5.3.2 Medium term strategic planning and resource implications

- Expansion of National Age Group Championships. Additional resources required from ASA Events team and Water Polo Hub page administrators.
- Expansion of Inter Regional Championships. Resources required from ASA Events team and Water Polo Hub page administrators. Currently done by volunteers.
- Unable to assess level of additional financial resources required until ASA respond to queries regarding current budgets.
- Potential increase in budget for pool hire, officials, equipment and medals - to cover additional competition proposed in athlete development pathway.
- EWPMG propose to hold an annual meeting in May to report to members against strategy and gather feedback. Require budget to facilitate the meeting and for publicity of same.

6.5.3.3 Identified KPIs

- Deliver annual EWPMG community meeting.

6.5.3.4 KPI target

- Annual EWPMG community meeting delivered.

6.5.3.5 Long term strategic planning

Support the athlete development pathway in producing a sustainable, successful sport at both national and international level.

6.6 Match Officials Development

6.6.1 Match Officials Development, ASA Strategic Review Jan 2015 recommendations

- Achieve an increase in the numbers of match officials.
- Develop match officials to support the calendar.
- Pathway review.
- Promotional initiative to drive recruitment.
- Introduce junior officials' award.
- Finalise table officials' award.
- Improve protection for officials. Code of conduct etc.

6.6.2 Match Officials Development progress to date following ASA Strategic Review recommendations

To move forward with a plan for the review, the first task was to carry out a review of where we as a sport are now in terms of officials. It was decided that a fully detailed review was required to provide a true position of the current situation.

Copies of lists for all registered referees and table officials were obtained from ASA records. These were then initially reviewed by a number of senior officials, resulting in a large number of officials being identified as inactive. This was then sent to each region for comment, and the request for any other officials known and active within each region to be added. This provided a current list of active officials within the ASA, and also allowed for a review of current grades where officials were regularly operating above their current grade status.

Starting with leadership of each area, the devolvement of British Swimming into the Home Country elements split the previous centralised roles for management. However, this has enabled a strategic review of all leadership to be carried out. Four separate sub-groups have been identified, with a group leader to each section.

- Delegates. Led by Andrew Allen, a LEN and FINA referee of many years, who retires from those lists at the end of 2015, Andrew is the ideal candidate – keen to develop officials, a good speaker and listener, and who will work with the other sub-group members to move the role of the delegate forward Group members Mike Jukes and Tad Detko.
- Referees. Led by Damien Taylor, an active LEN and FINA referee. Group members Mike Jukes, Andy Allen, Gareth Twohey and one further to be confirmed.
- Table Officials. Led by Karen Jones, one of England's most experienced table officials. Group members Lily Woodruff, Mike Saunders, Mike Jukes.

- Appeals. A role set so that any decisions made by the other groups in terms of individuals have a formalised path to appeal. Led by Brian Littlejohn, a double Olympian referee. Group member also EWPMG member Governance.

Numbers of Match Officials

- So far this year there has been an increase in the number of courses for referees and table officials, though in some cases the numbers of participants have been disappointing.
- We have held courses for referees as follows;
North East (2)
East (1)
West Midlands (1)
Malta (ESSA School Squad).
- We have held courses for table officials in the East (1) to Oct 2015.
- The BWPL have held and are planning to hold further courses to develop match officials.

Development of Match Officials

- As part of the initial review of officials, a number of officials were promoted to the next higher grade where it was identified they were of higher standard than actually graded.
- A number of individuals are identified as potential for development.
- Agreement reached over officials' development and the need to teach during national training and on trips.

Pathway Review

- In 2007, grading for all officials was amended with a new set of grades brought in.
- Courses were rewritten at this point, though over time, the level of information and currency has been degraded, and diluted. As such, course updates, which had previously been identified as required, have now started to be developed, including the use of more visual presentation software and video displays.
- New exam papers have been drafted, and are currently being evaluated in a practical manner. The previous papers were considered far too long and as such the question numbers have been reduced, but actual numbers of questions vastly increased so that each exam can now be randomly generated.
- A revised practical assessment set of rules has also been introduced – which it is envisaged will benefit new referees in their initial development, without exposing them to unnecessary pressures.
- The progression pathway has been reviewed to provide a more formal document, and it is intended that the officials' pathway be linked to competition levels.

6.6.3 Match Officials' Development Strategic Planning

6.6.3.1 Performance against the ASA Strategic Review Recommendations

- ***Achieve an increase in the numbers of match officials***
 - Review with each region their specific needs taking into account size and numbers of local leagues and regional events.
 - Organise and run more courses at beginner level. Aim is for a minimum of one D grade course, and one RTO course per year per region.
 - Increase ability to assess officials. Regions to provide fuller and better details of appointments within their region, together with information in relation to names of officials requiring assessment for either positive or negative reasons.
 - Increase delegate numbers.
 - Develop and run a number of the new Club Table Official courses in conjunction with both regions and leagues nationally.
- ***Develop match officials to support the calendar***
 - Better use of events to which to appoint suitably graded officials, improved assessment of officials by senior referees and delegates.
 - Ability of EWPMG to reject a region's nominated referee for events if requirements are not met.
 - Increased feedback and assessment by senior officials and delegates.
 - Increase liaison with tournament event managers, ASA calendar and leagues to ensure maximum use of officials.
 - Better use of IT facilities for training and review procedures.
- ***Review the pathway***
 - Define and publish the revised pathway.
 - Define and publish an event/grade priority and level document.
- ***Promotional initiative to drive recruitment***
 - Work with leagues and regions to ensure courses are implemented.
 - Review potential for issue of ASA t-shirts and equipment relevant to the course.
 - Work with England talent to encourage all players take a referee and/or table officials course (dependent on age).
- ***Introduce junior officials award***
 - Work to produce a method of awards and recognition within the confines of ASA child safeguarding policies.

- ***Finalise table officials award***
 - Produce standard certificates as a record for candidates for all courses.
 - Promote membership of the IoS officials' scheme.
- ***Improve protection for officials; Code of conduct***
 - Expand the “new” player disciplinary rules after trial period is complete in the current BWPL season.
 - Encourage miscreant players to be reported and recorded.
 - Work with both the ASA Legal department, and the Office of Judicial Administration to ensure speedier resolution of complaints.
 - Make all coaches aware of rules and conduct requirements.

6.6.3.2 Medium term strategic planning and resource implications

Achieve an increase in the numbers of match officials.

- Work with clubs and leagues so that all clubs have at least one active referee and three active table officials, all qualified.
- Work with England Talent and RTC so that young players have the opportunity to qualify as both referee and table official.
- Ensure that all national squad players have at least passed the theory element of both table officiating and refereeing.

Develop match officials to support the calendar

- Keep abreast of the calendar on a regular basis including regional events.
- Ensure planning and needs are met to suit the calendar.
- Utilise “lower” events to bring on new officials (for clarity the term “lower” refers to the perceived difficulties of officiating at the competition – senior men competitions being harder to referee than Academy age children).
- Formalise and utilise a priority scheme for events.
- Increase the ability to mentor officials.
- Conferences to be held with all officials and coaches invited to attend. To include guest speakers from both a coaching and officiating background.
- Provide regular regional updates to officials over current rules and interpretations, either by from of a newsletter or meetings.
- Involve officials in EWP training camps.

Review the pathway

- Fully implement the pathway / game level recommendations.
- Develop a strategic pathway from initial qualification up to international level.
- Maintain a potential for fast tracking of officials should the need arise.
- Work with all leagues and regions to progress officials development.

Promotional initiative to drive recruitment

- Promote the sport more.
- Promote benefits more.
- Provide incentives to referee – shirts, whistles, cards, etc.

Introduce junior officials' award

- Review fully, taking ASA child safeguarding implications into consideration.
- Potentially work with ESSA to allow younger referees to participate – where all coaches are subject to school rules, etc.

Finalise table officials' award

- Specific to table officials, create a pathway and specific ways to reward, particularly as international qualification is not available to table officials.

Improve protection for officials; Code of conduct

- Work with both the OJA and ASA Legal department to improve the disciplinary regulations in relation to players and respect for officials.
- Start the “respect” requirements at a lower age.
- Coach seminars to explain why respect is important.
- Codes of conduct to be introduced for officials at national level competitions.
- Codes of conduct to be introduced for coaches at national level competitions.
- Water polo to consider having its own jury of appeal at national finals, with defined powers similar to that of OJA.
- Increased power to be granted to delegates in terms of sanctions.

6.6.3.3 Identified KPIs

- Number of referees passing the theory referees course (beginners).
- Number of referees passing the practical referees course (beginners).
- Number of U20s taking referees course.
- Number of new CTOs.
- Number of new RTOs.

6.6.3.4 KPI targets

- 40 referees passing the theory referees course (beginners) in 2016.
- 20 referees passing the practical referees course (beginners) in 2016.
- 20 under 20s taking referees course in 2016.
- 15 new CTOs in 2016.
- 50 new CTOs in 2017.
- 15 new RTOs in 2016.

6.6.3.5 Long term strategic planning

Achieve an increase in the numbers of match officials.

- Provide formalised mentors for all officials in case of issues.
- More courses to be held.
- Offer incentives, with sponsorship, for aspiring referees – trips to international events and the like.

Develop match officials to support the calendar.

- Work with all leagues nationally to be able to assess officials regularly, and to enable an aspiring referee to progress through from junior polo, to senior polo to national level competitions.

Review the pathway

- Continual Professional Development, attendance mandatory at least one session per annum.
- IoS membership and log book subject to regular review.
- Officials wanting to develop to commence on a formulated pathway, to run in parallel but separate from those officials who have no pathway development aspirations (ie. merely to officiate at a local level).

Promotional initiative to drive recruitment.

- In addition to entering competitions, all clubs to provide a named referee to officiate either at that venue or a crossover competition.
- Review potential for payment of officials, as is the case with other team sports (eg. beach volleyball, bobsleigh & boules).
- Officials' sponsorship separate from general sport sponsorship.

Introduce junior officials' award.

- Working with the likes of ESSA, Inter-regions, RTCs and the like, begin to develop officials at an earlier age, subject to strict guidelines in relation to age of official and players.

Finalise table officials' award.

Improve protection for officials; Code of conduct.

- Water Polo to have its own disciplinary code, taking into account the unique nature of the sport within the Aquatic Disciplines.
- All officials to be IoS members.
- All officials to sign Code of Conduct.

6.7 Coach Education and Development

6.7.1 Coach Education and Development, ASA Strategic Review Jan 2015 recommendations

- Increase coach numbers and quality
- Amend elements of existing course levels
- Develop water polo specific modules for level 1 and 2 courses
- Finalise and propagate Level 3 course
- Address the cost of the Coach Education Program

6.7.2 Coach Education and Development progress to date following ASA Strategic Review recommendations

- *Increase coach numbers and quality*

The EWPMG has identified a need for a formal Coaches' Association.

The EWPMG has identified a need to plan, write and implement and review CPD for water polo over a 2 year period – aimed at regional and club coaches.

The EWPMG has identified a need to plan, write, implement and review CPDs for senior water polo coaching staff - aimed at international and national team staff.

The EWPMG has identified a requirement for a technical administrator to coordinate a Coach Education plan, being a paid position for the first 2 years to ensure CPDs are progressed managed and delivered as per plan.

- *Amend elements of existing course levels*
- *Develop water polo specific modules for level 1 and 2 courses*
- *Finalise and propagate Level 3 course*

In development of the formal qualifications and in particular content, the EWPMG is assisting the NGB with advice on technical content of the formal qualification from level 1 to level 3.

To improve tutor training and development, the EWPMG is working with the NGB to identify potential tutors and help develop a formal training programme specifically for Water Polo.

- ***Address the cost of the Coach Education Program***

Formal Qualifications, Cost. Table 1: Coach Education cost comparisons from ASA Strategic Review

Cost in £	FA	RFU	RFL	EN	IoS / WP
Level 1	100-175	100	140	150	192-370
Level 2	100-175	138	200	360	620-650
Level 3	450	750	850	1200	???

The EWPMG continues to look into cost of courses with the above information and collectively work with the NGB to attempt to reduce cost of tuition to coaches.

6.7.3 Coach Education and Development strategic planning

6.7.3.1 Performance against the ASA Strategic Review Recommendations

Much of the activities are covered elsewhere in this document but in relation to governance key progress includes:

- ***Increase coach numbers and quality***
- This will be achieved through a strategic coach education pathway supported by informal learning.
- ***Amend elements of existing course levels***
- Pre-Level 1 course – “Ready to Coach” to be developed within the review of ‘mini-polos’!
- Work in progress with ASA and EWPMG.
- ***Develop WP specific CPD modules for Level 1 and 2 courses***
- Development strategy formulated, and funding required to implement.

- ***Finalise and propagate Level 3***
- Work in progress with ASA and EWPMG.
- ***Address cost of Coach Education Programme***
- Analysis and planning has been undertaken in the area. The EWPMG now has a considered plan to ensure an increase in the number of coaches and the quality of coaching improves, through a more comprehensive and affordable education programme.

6.7.3.2 Medium term strategic planning and resource implications

Over the next 2 years EWPMG will work with the ASA in the redevelopment and delivery of the formal qualifications. This will be undertaken by EWPMG developing the qualification process with professional staff. EWPMG will assist the ASA in finding tutors to train and deliver courses, and support will be given to tutors by way of the advanced practitioner that is now in place for water polo. The advanced practitioner is self-employed but guided within the ASA workforce.

There will be improved systems to ensure coaches with advanced knowledge can achieve certification, and the water polo Coach Education group and the advanced practitioner will facilitate the process by working with the current professional staff.

The sport urgently needs more tutors to ensure the delivery above is possible and EWPMG will work with the ASA to help find suitable tutors for the future.

The main area of work needed for Water Polo Coach Education is the development of CPDs aimed at delivery for regional and club level coaches. Over the next 2 years EWPMG proposes to write and deliver in ten areas of CPD across 2 years, as outlined in the plan below.

Informal training of Senior Water Polo staff is proposed to ensure development continues for coaches at international level.

EWPMG will formally agree terms of reference for a self-financing association for Water polo coaches to assist with education and development.

6.7.3.3 Identified KPIs

- Formal course changes to be completed.
- Tutors to be identified and training to commence.
- Substantive CPD documentation to be written and implemented.

- A national water polo coaches association to be formed.
- A coach education coordinator to be appointed.

6.7.3.4 KPI targets

- Formal course changes to be completed by the end of 2016.
- Tutors x2 to be identified and training started by the end of 2016.
- Substantive CPD documentation in 5 areas to be written and implemented by the end of 2016, and in a further 5 areas by the end of 2017.
- Substantive CPD documentation for senior coaches in 3 areas to delivered by the end of 2016, and in a further 3 areas by the end of 2017.
- A national water polo coaches association to be formed by the end of 2016.
- A coach education coordinator to be appointed by February 2016.

6.7.3.5 Long term strategic planning

In the long term Water Polo will have formal qualifications for coaches that are fit for purpose and continuing professional development to ensure water polo coaches develop and improve in time frames that are learner specific and cost effective.

7 Stakeholder endorsement of the EWPMG strategic plan

The sport of water polo is at a crossroads and desperately needs strong leadership that governs by consent. To that end, and in his role as Group Manager, Ian Elliot has brought together a talented team from a variety of sporting and commercial backgrounds and their collective expertise has helped create this all-encompassing strategy. The proposal is faithful to the Tunnicliffe report, commissioned and subsequently applauded by the ASA earlier this year, and the BWPL recommends the proposal is adopted and endorsed in its entirety.

In addition to its endorsement of the strategy, the BWPL is committed to working with this group to help the sport progress.

*David Andrews
BWPL Chairman.*

The English Schools' Swimming Association has, over the years, developed a very strong water polo competition for boys and girls of school age. Following the Tunnicliffe Report, the ESSA has created links with Ian Elliot and the EWPMG to develop junior water polo throughout the country. This is an ongoing project and the ESSA would like to endorse the EWPMG proposals whole heartedly.

*John Stiven
Hon. General Secretary ESSA.*

8 Explanatory notes re Resource Schedule & Draft Budget

8.1 Governance

8.1.1 Labour resource implications

- **Water Polo Manager**

The WPM will be appointed by the ASA after a recruitment process open to both existing ASA staff and external candidates. The selection panel will include the EWPMG chair and possibly other EWPMG members. The final decision will need approval of both ASA and EWPMG chair.

The WPM will be responsible for delivery by the ASA of the strategy, targets and responsibilities set by the EWPMG in line with the overall objectives agreed with the EWPMG/ASA, and for the KPIs against which performance will be measured.

In broad terms the WPM role is likely to include:

1. Overall responsibility for delivery by ASA staff of all water polo related activities.
2. Liaising with other aquatics activities within ASA to benefit from best practice in other areas and to ensure water polo is appropriately factored into all ASA actions
3. Managing all ASA water polo budgets including directing finance teams on water polo matters.
4. In conjunction with EWPMG, identifying, directing and recruiting all paid coach, assistant coach, TMs and specialists for England Water Polo within approved budgets and in accordance with agreed strategy.
5. In conjunction with EWPMG, appointing, managing and removing volunteers engaged as assistant coaches, TMs and other specialists for EWP squads.
6. Ensuring training camps for EWP squads are organised including overseas camps:- all camps to be funded or within approved budget.
7. Working with EWPMG competition sub group in identifying and organising delivery of all ASA WP competitions and events and deliver with support as required by EWPMG from ASA Events Team.
8. Directing all water programmes (including Talent, RTC) but excluding existing beacon programs (which the ASA Club Development team will continue to manage [in this funding cycle]).
9. Liaising with regions to co-ordinate training and best use of identified and allocated funding.

10. Working with EWPMG coaching/match/competition groups in liaising with Wales and Scotland WP to deliver training, coaching and competitions and development of match officials and coaches.
11. Approving new WP disciplinary code and rules to harmonise existing but different standards across different WP competitions.
12. Working with EWPMG to engage with all third party bodies on water polo related matters (including Sport England, ESSA, BWPL, British Swimming).
13. Identifying funding sources and drafting funding proposals to third party bodies on behalf of water polo, in conjunction with other ASA disciplines if proposals are part of overall aquatic funding.
14. Sourcing and negotiating sponsorship that relates solely to water polo that does not conflict with ASA overall aquatic sponsorship.
15. Working with EWPMG comms sub group in directing the activities of the ASA design, web, PR, marketing and comms teams in relation to water polo, including in Swimming Times and other ASA publications, and for water polo press promotion and media coverage generally.
16. Engagement with the regions and regional WP managers to support delivery of the national Strategic & Operational Plan

WPM salary cost - £45-55K pa

- 9 volunteer EWPMG members.
- Other ASA labour resources.

8.1.2 Financial and other resources (annual)

- Out of pocket expenses of EWPMG £8,600 (9 members @ £400 each pa plus £5,000 general expenses). Daily expenses for EWPMG leader for excess days £9,600 (24 days at £400 per day). Total financial cost £18,200
- Access to ASA IT systems and maintenance
- Participation in ASA insurance
- Access to ASA membership records relating to water polo
- Access to ASA policies across all areas affecting water polo
- Ad hoc access to ASA HR/legal when required

8.2 Marketing & Comms Labour Resource Implications

ASA Water Polo Hub

Over the last 6/12 the EWPMG M&C has provided 75% of content generation and comms activity in relation to England Water Polo on the ASA water polo hub because of the lack of ASA management and activity in relation to water polo. Going forward this is unsustainable and the EWPMG is clear that the ASA web content team, and not the EWPMG, must be responsible for the generation of water polo hub content going forward.

3 year representative teams

- 2016 qualifying rounds, Junior Euros, representative tournaments incl Senior Eng.
- 2017 qualifying rounds, Junior Euros, representative tournaments incl Senior Eng.
- 2018 qualifying rounds, Junior Euros, representative tournaments incl Senior Eng.

To deliver the same, see **section 6.2.2.5**, the EWPMG has determined ASA manpower resource requirements as follows:

- It is assumed that there is no existing resource within the ASA web content team to provide more than the currently provided 5 hours per week re water polo, whereas an estimated 25 hours per week are required.
- Therefore EWPMG M&C requires an ASA web content manager or similar to work an additional 20 hours per week, in excess of the existing ASA resource commitment, on the water polo hub and associated content.
- Accordingly the ASA must provide **c70% of the time of a full-time employed web content technician or similar** to provide content for the water polo hub.
- It is assumed that there is no existing resource within the ASA web management team to provide more than the existing 1 hour per week, whereas an estimated 8 hours per week are required.
- Therefore EWPMG M&C requires an ASA web manager or similar to work an additional 7 hours per week, in excess of the existing ASA resource commitment, on the water polo hub SEO and web promotion.
- Accordingly the ASA must provide **c25% of the time of a full-time employed web manager or similar** to provide content for the water polo hub.

In order to satisfy the requirements of the delivery of web-based comms for water polo, excluding social media, EWPMG M&C therefore proposes the recruitment by the ASA of a **dedicated full-time water polo web content and promotion technician**, with necessary competence to draft content and engage in effective SEO.

ASA PR and Communications

There is a requirement for the marketing and promotion of brand England Water Polo which falls into the area of ASA PR and Communications. There is currently no clear marketing strategy in relation to England Water Polo within the ASA insofar as can be determined, and we believe little or no resource available to water polo. The ASA PR and comms team, and the ASA Marketing department must develop a strategy, and be equipped with sufficient resource, to support and promote England Water Polo in line with our brand values and our marketing objectives.

- The resource currently committed to water polo by ASA PR & comms is not known to WPMG M&C. WPMG M&C has requested the information but it has not been supplied. We surmise that the information may not be known to the ASA due to the lack of effective management in the area.
- Until, or unless, the ASA provide information regarding the current commitment to ASA PR & comms, the EWPMG cannot identify the uplift in resources required in this area.

England Water Polo social media

The England Water Polo Twitter and Facebook accounts are managed and delivered by the EWPMG M&C team and the delivery of the same going forward has no resource implications for the ASA.

Media Packs

The Media Packs produced in relation to the Junior European & World Championship representative teams in 2015 have been drafted by the EWPMG M&C team. The only resource implication for the ASA is that of taking team photographs and short athlete interviews, say no more than 4 hours per Media Pack – de minimis.

8.3 Participation

Labour Resource Implications - TBA

8.4 Performance Pathway Personnel

Labour Resource Implications

Water polo needs to identify executive personnel capable of delivering a water polo strategy; it is simply not possible for volunteers to devise policy and deliver it. The resource implications of the recommendations above are as follows:

- 1 x full time/part time performance director reporting to the ASA capable of delivering the strategy (depending on other personnel this may be a 3 day per week

role) and managing the water polo executive team. This role has not been included in the Resource Schedule or Draft Cost Schedule.

- 1 x PT water polo administrator.
- 2 x FT water polo talent assistants (rising to 4).
- 1 x PT men's coach.
- 1 x PT women's coach.

It needs to be noted that these roles are in addition to existing executive staff.

8.5 Competition and Events

Labour Resource Implications

- Annual EWP MG Water Polo Conference.

8.6 Match officials

8.6.1 Labour Resource Implications

- PT water polo administrator.

8.6.2 Financial and other resources (annual)

- Estimated resources £750 per region in terms of courses, ditto for selected England Talent weekends.
- Estimated resources £1,000 per conference (though some recoverable with entrance fee).
- Allow £500 per overseas training camp.
- Provide incentives to referee – shirts, whistles, cards, etc.
- Miscellaneous resources £750 per annum.

8.7 Coach Development

8.7.1 Labour Resource Implications

- In order to ensure the above is achieved an education coordinator should be appointed to oversee the development of the CPD'S. The cost to this has been identified as half a full time position or the equivalent thereof.

8.7.2 Financial and other resources (annual)

- The sport urgently needs more tutors and due to the cost of this EWPMG would ask for 2 tutors to be financially assisted through their initial training by the NGB helping with their course fees and training development. This can then be tied into a contract of so many delivery hours free of charge once the tutor is earning. £3000 has been identified to enable 2 tutors to be trained initially.
- Ten areas of CPD across 2 years, as outlined in the plan below. The identified cost for this is £10,000. This covers the cost of writing, registering and training the delivers. £5000 per year over 2 years.
- Informal training of Senior Water Polo staff is proposed to ensure development continues for coaches at international level. This will cost £7,050 and will include the writing of an overall training plan, the writing of the sessions being delivered and the delivery. As well as some money identified for individual training needs.
- National Coaches Association = £500.

9 Resource Schedule

The ASA provides resource to the sport to support daily management. As an integral part of the ASA, water polo will continue to benefit from this resource.

Current water polo dedicated resource and additional requirements have been identified as part of the Strategic & Operational plan, this is summarised in the table below.

Substantive section	Resource	Requirement	Annual Payroll costs (£K)	Start date	Comments
Governance	Water Polo Manager	Estimated FT	45-55 *	01 Mar 2016	EWPMG Governance Option 2 only and only if existing staff cannot be identified.
	Water Polo meeting administrator	PT	Existing	N/A	
M&C	Web content and promotion technician	New - FT	35-40	01 April 2016	Hub content and promotion to meet KPIs
	PR and comms	Unknown			No information available to EWPMG
Participation	Unknown		Existing		Club development and participation
Performance Pathway	Head Coach women	New -50 days pa	20	30 June 2016	Includes expenses. Likely increase in Yr 2-4
	Head Coach men	New - 50 days pa	20	30 June 2016	Includes expenses Likely increase in Yr 2-4
	Water Polo administrator	PT	Existing	N/A	Assume use of water polo meeting administrator
	Water polo Talent officer	FT	Existing	N/A	
	Water polo talent assistant x2, rising to 4	New - FT	25x2 (1 st year only)	01 June 2016	Could start 01 April if available.

	EWP Performance Director	New - PT	TBA	TBA	TBA
Competition and Events	ASA Events Team		Existing	N/A	
Match Officials	Water Polo administrator	PT	Existing	N/A	
Coach Development	Education Co-ordinator	New PT	6-12	01 April 2016	CPD development

*Cost could be £0 if existing resource exists

10 Future Costs schedule

Substantive section	Requirement	YR 1 (2016-17) cost £K	YR 2-4 cost £K	Comments
Governance	Labour resource	0 - 45-55		Uplift in line with ASA policy if new employee.
	EWPMG General Expenses	18.2		Increase by 5% pa
M&C	Labour resource	35-40		Uplift in line with ASA policy
Participation	Unknown	67	Unknown after YR 1	Prepared by SS (Participation)
	Beacon Programme	Not included	Current programme finishes March 2017	Club Development team to provide
Performance Pathway	Labour Resource *	90		Uplift in line with ASA policy
	RTC Programme	97		Increase by 5% pa
	RTC Competition blocks	233		Increase by 5% pa
	National Academy	66		Increase by 5% pa
	International age group programme	642		Increase by 5% pa
	Senior Programme	161		Increase by 5% pa. Further uplift for Commonwealth games to be identified
	Senior club entry into Europe		20	LEN European Cup
	Analysis software	0.5		Maintenance
	General Expenses	18		Review annually

	Commonwealth Games		2018 uplift	Unknown
	National Finals - Senior	10		Increase by 5% pa
	International Competition entry			Unknown.
	Apparel for officials	20		Review annually
Competition and Events	NAGs			ASA Events team to provide
	Annual EWPMG Conference	1		Increase by 5% pa
Match Officials	Match officials budget	20		To be confirmed. A budget with BS exists currently.
Coach Development	Labour resource	6-12		Review requirement after Yr1 as it could reduce
	Coach development	21		Consultant required on PT basis

*Performance Director Requirement not included



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www.swimming.org/waterpolo