



Ulster Water Polo
Development Plan
2015-17



This plan will help build our delivery capacity and provide a direction of travel for Ulster Water Polo as we move towards development of a four year 2017/21 plan, which will bring Ulster Water Polo into line with our Governing Body's planning cycle



Introduction

The overarching objectives of Ulster Water Polo are:

- **To promote the teaching and practice of water polo;**
- **To strive to compete at the highest available levels of water polo, at home and abroad.**
- **To help Ulster water polo Clubs achieve excellence in both playing and administering the sport**
- **To make a positive contribution to the health and wellbeing of the community by promoting physical activity and social engagement through the sport of water polo**
- **To work with partner organisations in promotion of our objectives and to our mutual benefit**

In terms of our planning process, it is our intention to develop a 4 year planning cycle, consistent with Swim Ireland, Ireland Water Polo and Swim Ulster planning arrangements. However, in the short term, this plan represents a way forward during the intervening period and interim arrangements developed give direction & focus to Ulster Water Polo up to March 2017 and sets the scene for future development.

This UWP Development Plan is a framework which will provide us with direction, progression and evaluation processes designed to help UWP achieve our fundamental objectives.

The high level objectives of the 2015/17 Plan include:

1. To secure funding to aid delivery of this plan, ensuring that all efforts are focused on the promotion of the UWP objectives and accurately reflecting the goals of our governing body.
2. To promote and ensure good practice in water polo.
3. To place UWP in a better position to apply for funding and support from partner/stakeholder organisations.
4. Provide clear and measurable objectives which can be monitored and reviewed.
5. To communicate a clear vision and focus, reflecting our ambitions to develop water polo in Ulster.
6. To enhance volunteer moral and commitment by encouraging responsibility and ownership of our objectives through the timely implementation of our plan.
7. To broaden the player base and as a priority, enable more junior members to participate in Ulster water polo.
8. To provide clear development pathways for players, coaches, volunteers and administrators
9. To ensure sustainable good governance of UWP

Development Plan

This document has been created as an interim two year plan to take UWP towards a four year cyclical planning process (2017-21) and this is a living, working document, which will be frequently reviewed and adjusted depending upon new opportunities and revised priorities.

In developing our plan, we have undertaken an honest appraisal of where we are now and have identified clear objectives and targets setting out where we would like to be by the end of March 2017. In addition, we have given a strong indication of our intended 'direction of travel' over the medium to longer term.

Activity around implementation of the plan will be regularly monitored and reviewed by the UWP Committee/Ulster Region Water Polo Committee.

It should also be noted that, in terms of water polo activities provided in Ulster and additional to National events, Ulster Clubs have been at the forefront in the provision of local competition, as exemplified below:

Club	Events
Cathal Brugha	U10, U12 & U14 Leagues & Tournaments
Clonard	U19 League & Masters Tournament
Donegall Diamonds	U19 League & Ladies Masters Tournament
Grads	Firestone Tournament for Juniors
Newry	Camlough Tournament

We believe that the objectives set out within this plan are realistic and achievable, however it will be a challenge to source adequate resources required to enable complete delivery of these activities....we cannot do it alone.

Should UWP be unable to access necessary resources sufficient to enable delivery of this plan; then UWP could not deliver on critically needed developmental activities and in effect, without resources, could no longer function as the body charged with coordinating water polo activities in the region.

Index

Reference			Page(s)
		Introduction	1-2
		Index	3
1.0		Context and Background	4
2.0		Ulster Water Polo SWOT Analysis	5
	2.1	Needs Analysis	6
3.0		Finance	7
4.0		Key Priority Areas	8
5.0		<i>Overview of Priority Actions</i>	
	5.1	Good Governance – Revised Structures	9-10
	5.2	Sustainable Funding	11
	5.3	Education & Coaching	11-12
	5.4	Increased Participation and Growth	12
	5.5	Affordable Access to Suitable Facilities	12
	5.6	Improved Communication	13
	5.7	Develop Partnerships which help Deliver our Priorities	13
6.0		Evaluation and Review	14
7.0		Plan, Action and Review	14
		Source References	14
8.0		Actions List	15-22

1.0 Context & Background

Ulster Water Polo (UWP) is the regional Committee of Ireland Water Polo which is a Standing Committee of Swim Ireland with responsibility to oversee water polo in Ireland. Swim Ireland is the governing body for all pool-based aquatic sports in Ireland and Swim Ulster is the de facto governing body of aquatic sports in the region. UWP are seeking to build a closer working relationship with Swim Ulster.

Ulster Water Polo has, for a long time, suffered from a lack of resources which would enable the strategic planning needed to help create wide ranging Ulster based water polo activities and to provide sustainable development of the sport in Ulster. The reasons for this have largely been due to a lack of funding and the omission of a strong working partnership at all levels between swimming and water polo in Ulster. There have however been many successes by Ulster water polo teams in National competitions e.g.:

- The Cathal Brugha Club has continuously challenged for and won National competitions at all levels and in both Male and Female events.
- Clonard have a history of successes at the highest level and in recent years been National Cup champions at Boys under 19 level.
- Other Ulster Clubs have had both individual and team successes.
- Ulster has two LEN qualified water polo referees
- The current Irish National Senior Women's Coach is from Ulster
- Ulster is regularly very well represented on Ireland male and female water polo teams, at all age levels.

UWP is made up of five Clubs which regularly compete at Senior level i.e. Cathal Brugha, Clonard, Grads, Setanta and Donegall Diamonds. In addition, Newry, Bangor Barracuda's and Lisburn are Clubs which mainly compete at junior level. Four schools also compete on a regular basis and they are St. Mary's, St. Malachy's, RBAI and Belfast Royal Academy. Queens University and University of Ulster also compete at varsity level. Although, it must be recognised that Schools water polo has declined over the years and a regeneration of activity at this level will be a priority of UWP during the life of this plan.

Water polo in Ulster suffers from a number of substantial issues that have constrained growth in the sport and these include:

1. UWP receives no direct funding from governing body or statutory organisations and all administration is undertaken on a voluntary basis
2. There has been no sustainable growth in the number of participating Clubs or schools in Ulster over a significant period of time. The long standing Donegall Water Polo Club ceased to be active from last year.
3. The potential to grow the sport has been severely constrained due to the lack of resources and UWP struggles to maintain current activity levels
4. Competition venues in Ulster suffered a severe blow when the Grove Leisure Centre closed. Most other venues have restricted availability and in any case do not offer suitable spectator accommodation e.g. Falls Leisure Centre and Grove Wellbeing Centre. A key venue in Ulster is the Lagan Valley LeisurePlex in Lisburn, which unfortunately offers restricted access to booking space and is expensive to hire. Additionally, the new Bangor Aurora pool is gradually being introduced as a water polo venue, with a very successful Irish Senior Cup being held there in 2014.

2.0 Ulster Water Polo SWOT Analysis

SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves identifying the internal and external factors that are favourable and unfavourable to achieving our vision and addressing the needs identified previously. The following table outlines the SWOT analysis exercise for UWP.

STRENGTHS	WEAKNESSES/ AREAS FOR IMPROVEMENT
<ul style="list-style-type: none"> • Ulster Water Polo is a long established organisation, linked to Swim Ireland & Swim Ulster • Member Clubs have an excellent reputation within the communities they serve • Member Clubs have a history of successful achievement; previously in swimming & water polo and now exclusively in water polo. • Established recognition at SportNI and within local authorities • History of influence at some schools and colleges • Relatively large numbers of male & female participants over a long number of years • Capacity to attract large numbers of ‘new’ young male & female participants. • Key development in recent years has been at junior level with the creation of Mini & Maxi and Under 14 water polo events. • General determination to improve. • Water polo is a dynamic sport with high youth profile. • Strong relationship with local media sources 	<ul style="list-style-type: none"> • Access to resources, necessary for sustainable improvement, is required to deliver sports development • Structure of local competitions requires review & development • Coaching and refereeing require improved development pathways. • A planned focus on objectives and targets is required by all member Clubs • Need to grow our volunteer base. • Influence at Irish level should be enhanced in order to help deliver our objectives • Need to establish effective Education & Coaching plans within Clubs • Need to recruit new players within existing and new Clubs • Sustainability of existing Clubs is a priority • Link with Education section is not strong
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Improved access to funding from Government bodies and other funding bodies • 50m pool in Bangor will drive elite progress. • Potential to attract sponsorship / partnership • Enhance partnerships with key stakeholders e.g. Swim Ulster, Swim Ireland, Council, Education and Health sectors • Member Clubs operate Website and Facebook sites. There is an opportunity for Ulster Water Polo to ‘piggy back’ on a governing body sites • Communication plan needs to be developed • Recruit more Volunteers (coaching, refereeing, admin.) • Coach education and player development present opportunities for improvement at Club & Ulster level • There is an opportunity to develop closer links with swimming clubs and Swim Ulster • Mini-polo may be used as a ‘partnership’ tool • Closer links to be developed with Schools water polo • Look for development advantage within governing body subsuming arrangements • Encourage all Clubs to commit to Clubmark processes • Look for opportunities to help develop ‘New Clubs’ possibly by encouraging swimming Clubs to play water polo 	<ul style="list-style-type: none"> • We have no ownership of pools, therefore dependent upon councils for pool availability. • Running costs could have the effect of the sport becoming more expensive and risks becoming socially exclusive. • Growth depends on funding and access to facilities. Increased competition for funding awards or removal of government funding for Club schemes would be a threat. • It is becoming increasingly unsustainable to depend on volunteers to provide their expertise without covering costs as new regulations have doubled the personnel commitment required. • Reduction/Withdrawal of local authority funding from Clubs • We have created an increased demand for water polo, particularly at Junior level, however current resources cannot meet increased demand e.g. schools project

2.1 Needs analysis

The identification of ‘need’ and distinguishing ‘needs’ from ‘wants’ will allow Ulster Water Polo to prioritise our actions over the next planning period. ‘Wants’ may in fact become needs as ‘Need’ objectives are attained.

NEEDS	WANTS
<ul style="list-style-type: none">• Dedicated resource to help deliver junior development opportunities across all existing Clubs and in helping to encourage growth of new Clubs• Consolidate improvements made to ensure development is sustainable amongst Clubs and at a regional level• Additional funding targeted towards our priority needs• Increased number of Clubs, players, volunteers and coaches• Implement Coach and Player Development Pathways towards Provincial and National level recognition.• Establish an Elite Performance Programme for Ulster Squads• Increase junior participation, based upon our experience at Mini/Maxi and U14 Levels• Increased participation from local schools, Belfast City Council ‘Make a Splash’ programme and swimming clubs• Play a strategic role at National governing body level• Build on partnerships with key stakeholders	<ul style="list-style-type: none">• Long term financial stability and self-sufficient in terms of organisational needs• Large numbers of junior boys & girls participating at all age groups• Smooth player transition from junior to intermediate to senior status• Have a continuous increasing active membership amongst Clubs• Develop a mutually beneficial partnership with Swim Ulster• Delivery of a Province wide Mini/Maxi Water Polo League• Ulster Clubs winning at least one junior & one senior National competition each year

3.0 Finance

Statement from Gerry O'Neill (Hon. Treasurer):

“In the season 2012/13 we had an operating bank balance of £6,868. Since that time our main source of income, gate and match receipts, has totally dried up as a direct result of the incorporation of the IWPA into S.I. We have continued to try to promote and develop the discipline with little or no direct assistance from any governing body. We have incurred net losses in the following areas:

<i>Mini/Maxi & Junior Event Development Programme</i>	<i>£1300</i>
<i>Subsidies for Ulster squads</i>	<i>£1964</i>
<i>Affiliation to Swim Ulster</i>	<i>£1230</i>
Total	£4494

The estimated balance in the account at the end of the financial year is £1300 and to the best of my knowledge there are no outstanding debts or liabilities.

It is quite clear from the above that we cannot sustain our present position for much longer.

*Gerry O'Neill
Hon. Treasurer”*

Financial Summary

The financial capacity of Ulster Water Polo at present is extremely low in that, as mentioned previously in this plan, UWP does not receive direct funding from any Governing Body, Government, Local Authority or any other statutory organisation and since the withdrawal of any facility to raise funds through the hosting of National Competitions in Ulster, the survival of Ulster Water Polo, as an organisation tasked with developing the sport in the region, is at risk.

The activities listed within the Action List of this plan are the minimum required to inject much needed development into water polo in the Region. Indeed, we would like to accomplish much more and a regional body charged with the development & delivery of a sport would under normal circumstances have a much longer list of necessary tasks and associated expenditure. However, we believe that the tasks which are proposed within this plan are ‘conservative’ and represent the minimum expenditure necessary to kick-start water polo development in the Province.

To assist when consideration is being given funding and delivery priorities, we have designated tasks and associated expenditure within the Action List as either applying to Year 1 or Year 2 of the plan and also have allocated a prioritisation to each of these proposed activities within the table below:

Action List – Financial Overview

	Year 1 (2015/16)	Year 2 (2016/17)	Sub Total
Priority 1	£8,650	£6,200	£14,850
Priority 2	£650	£1,650	£2,300
Priority 3	£2,280	£2,280	£4,560
Sub Total	£11,580	£10,130	£21,710 (Total)

4.0 Key Action Areas

The key action areas emerging from our SWOT Analysis and Needs Analysis which will require focus during the lifetime of this plan and are as follows:

1. Good Governance
2. Sustainable Funding
3. Education & Coaching – Players, Coaches, Referees & Administrators
4. Increased Participation & Growth
5. Affordable access to suitable Facilities & Events
6. Improved Communication
7. Develop Partnerships which help Deliver on our Priorities

Delivery of this two year plan will provide an opportunity to lay a foundation to help prepare the way for more strategic approach over the longer four year planning period ahead.

5.0 Overview of Priority Actions

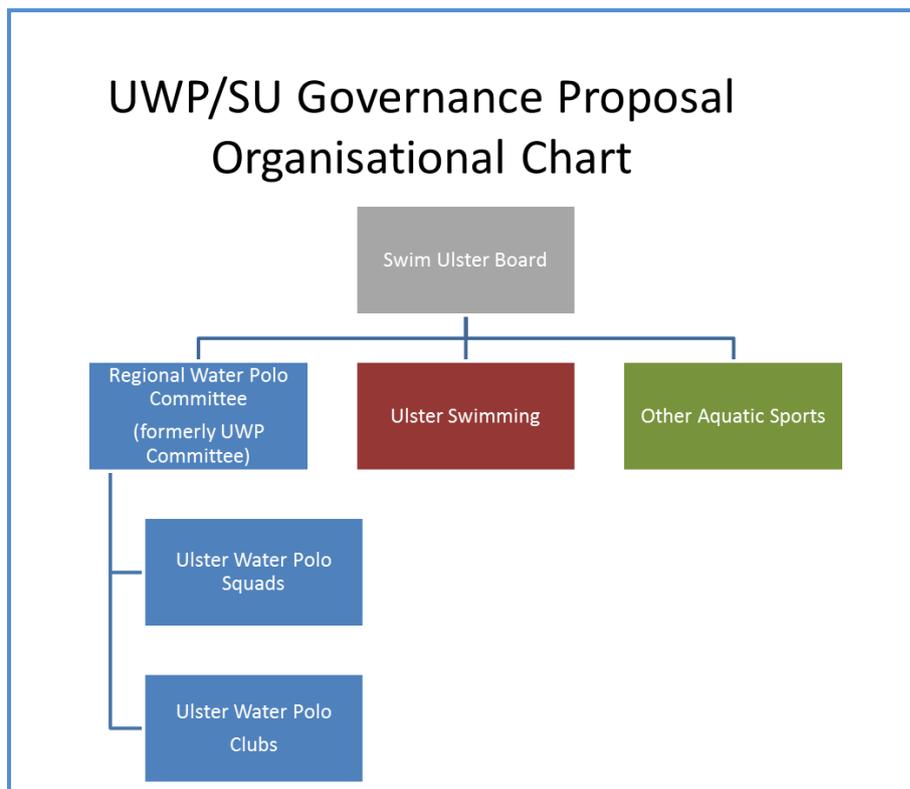
Highlighted below are some comments summerising actions to be taken during 2015-17 within each priority area, however explicit & quantified actions are specified within the Action List section of this plan.

5.1 Good Governance

Presently the governing structure of Ulster Water Polo is a Committee made up of a Chairperson, Hon. Secretary, Hon. Treasurer, Referees Controller, Team Coaches & Managers – assigned as required, and Club Representatives (2 each Club) which has no active governance link to our Regional Governing Body, Swim Ulster. However discussions are ongoing at present which may address this matter in that a proposal is being considered whereby UWP would become a Standing Committee (a Regional Water Polo Committee) of SU with an operational function of overseeing the development & delivery of water polo in Ulster, although maintaining a strategic link to our National Water Polo Committee.

Hopefully, current discussions between UWP and SU will be successful and a strong partnership will be built between swimming & water polo in Ulster.

The figure below represents Regional governance arrangements, as proposed by UWP for consideration:



Meanwhile, the following UWP committee structure is proposed for consideration at our next AGM:

**Governance Structure –
Ulster Water Polo Committee (Regional Water Polo Committee)**

Current Governance Structure		Revised Governance Structure (To be in place by start before end of 2015/16 Season)
Chairman		Chairman
Secretary		Secretary
Treasurer <i>(title & function to be changed under subsuming arrangements)</i>		Finance Officer
Referees Controller <i>(function now undertaken via IWP Competitions Committee)</i>		Development & Education Officer
Club Delegates (2 per Club)		Child Protection Officer
		Club Delegates (2 per Club)
		Non-Exec attendees
		Senior Ulster Coach (s) (M & F Teams)
		Junior Ulster Coach (s) (M & F Teams)
		There may also be potential to appoint a Competitions Committee to mirror the Ireland Water Polo set up. TBC

5.2 Sustainable Funding

Ulster Water Polo is in a particularly difficult position in terms of our access to potential funding opportunities.

As a regional branch of Ireland Water Polo (a National Committee reporting to the Board of Swim Ireland) we receive no direct funding from our National Governing Body or our National Committee and neither do we receive funding from our Regional Governing Body, Swim Ulster. Additionally, organisations such as SportNI will only fund through a sporting Governing Body and unresolved affiliation issues between UWP and SU have restricted water polo access to funding in this way.

Lastly, arrangements previous to water polo subsuming into Swim Ireland were such that regions had a degree of financial autonomy when arranging locally based water polo events in that UWP could generate a small amount of funds through in-kind contributions e.g. Clubs & local officials foregoing payment in lieu of services which generated a small amount of revenue that could be used for example to offset meeting room costs or occasional pool hire for Ulster Squad training sessions. However, even this small income generating source is no longer available and with local authorities not prepared to fund regionally i.e. outside their rate base, UWP is being starved of resources. With registration, affiliation and competition entry fees still having to be paid financial subsistence is very difficult and if it weren't for the innovation and resilience of local water polo Clubs, Ulster water polo would be in a much sadder place.

In effect, this situation means that Ulster Water Polo operates through the goodwill of volunteers and, by means of prudent financial management, UWP delivers a programme of largely junior water polo leagues and cup competitions, paid for by entry fees and the occasional donation.

This is a very precarious financial situation which significantly constrains the potential for growth of water polo participation in Ulster.

Water Polo's subsuming into Swim Ireland may provide access to development resources and discussions between Ulster Water Polo and Swim Ulster are taking place with a view to developing a closer working partnership between the two organisations. Hopefully these evolving situations will help deliver opportunities whereby UWP may gain access to potential funding sources such as SportNI or other bodies leading to a more financially sustainable position for water polo in Ulster.

5.3 Education & Coaching

Traditional understanding of 'education' in sport is often restricted to a commitment to Coach education/qualifications and whilst of course this is extremely important, Ulster Water Polo extends the Education priority to include:

- Creating player development pathways through a Long Term Athlete Development Plan
- Developing referees through domestic and international recognition
- Providing training to Club and UWP administrators, Match Officials, Team Managers & Chaperones
- Information to Parents
- Coach education in both Water Polo & Swimming

To deliver on all of these areas of Education is a significant undertaking which may only be substantially addressed over the longer term.

5.4 Increased Participation & Growth

UWP is made up of five Clubs which regularly compete at Senior level i.e. Cathal Brugha, Clonard, Grads, Setanta and Donegall Diamonds. In addition, Newry, Bangor Barracuda's and Lisburn are Clubs which mainly compete at junior level. Four schools also compete on a regular basis and they are St. Mary's, St. Malachy's, RBAI and Belfast Royal Academy. Queens University and University of Ulster also compete at varsity level. Although, it must be recognised that Schools water polo has declined over the years and a regeneration of activity at this level will be a priority of UWP during the life of this plan.

To increase participation a number of strategic action areas have been identified:

- The necessity to broaden the player base at 'introductory level' at each of our Water Polo Clubs i.e. introduce water polo to more young players
- Develop a closer working relationship with Swimming Clubs. It is recognised that water polo players come to sporting maturity later than swimmers and this would have long term benefits to traditional swimming only Clubs.
- Build closer links to Schools Water Polo, as part of a Player Development Pathway from school to club and in particular explore opportunities for partnership in relation to schools water polo competitions
- In order to give a greater assurance in terms of the delivery of increased water polo participation it will be necessary to devote a resource specifically to this priority area; therefore there is a necessity to appoint a Water Polo Development Officer as a paid post, either as a single dedicated or shared resource, although funding to support such a position is not available currently

5.5 Affordable access to suitable Facilities

Local authorities are the main provider of available pool space and currently all water polo Clubs are finding it extremely difficult to access suitable pool time. The main issue being that junior players require access in early evening and this of course is the busiest time for public access to local authority swimming pools. Discussions with Leisure Centre Managers and Council Sports Development Officers has led to some improvement in recent times, however this remains a significant barrier to junior water polo development. However, the management of Belfast City Council facilities will transfer to Greenwich Leisure Limited (GLL) from 1st January 2015 and we look forward to exploring opportunities for water polo with this organisation.

In addition to issues around permitted access, the matter of facility suitability has caused problems in the past i.e. new pools at Falls and Grove do not have adequate spectator accommodation and a number of other pools have shallow ends which restricts the level of water polo which may be played at those locations.

Fortunately, the recent development of Mini Water Polo in Ulster means that double shallow ended pools, which have up to recently been unable to accommodate water polo, are now prime locations for mini water polo played across the pool in shallow water. Although, without development of 'gala pools' suitable for competitions we may face problems when young players mature into senior athletes who need suitable venues in which to play our sport.

5.6 Improved Communication

Modern communication trends demand that UWP constructs a website, or partners on a governing body website, and registers for Facebook.

When available, it is paramount that these communication tools are kept updated and are used as key information highways for all interested parties to follow.

In terms of UWP committee meetings, these are held very regularly and minutes are available within days of each meeting. This level of activity should be maintained within any new governance arrangement.

5.7 Develop Partnerships which help deliver on our Priorities

In order to make progress within the Action Areas identified, it is essential that UWP build working partnerships, either directly or indirectly, with key stakeholder organisations. These organisations include:

- Swim Ireland
- Swim Ulster
- Ireland Water Polo (National Committee)
- Irish Schools Water Polo Association
- Local Authorities
- Education Sector, Schools & Colleges
- Health Sector
- Funding Bodies
- SportNI
- Irish Sports Council
- Media organisations

6.0 Evaluation & Review

This development document is a live document covering the period 2015/17. It will be constantly monitored through its lifespan by the UWP Committee.

7.0 Plan, Action & Review

This monitoring and review process will ensure that UWP continues to move forward. It will highlight areas where we need to reprioritise or change direction depending upon opportunities or obstacles.

To all intents and purposes the monthly review will involve returning to each Action Area and reviewing where we are then resetting the targets, based on latest situation.

Reference Sources:

- 'Investing in Performance Sport, 2009-2013' (SportNI)
- 'A Physical Activity and Sports Development Strategy' (Belfast City Council/Sport Belfast)
- 'Long Term Athlete Development Plan' (Irish Water Polo Association)
- 'Safeguarding Children Policies and Procedures 2010' (Swim Ireland)
- Swim Ireland Strategic Plan
- Swim Ulster Business Plan
- Preliminary discussions relating to an Ireland Water Polo Development Plan

8.0 ACTIONS LIST

Action Area 1 Good Governance

Key Goal To enhance the process of Good Governance
--

ACTIONS					
Objective	Actions	Who	By When	Cost Estimate	Targets
Priority 1 Create a sustainable good governance arrangement	Approve and install an agreed governance arrangement with Swim Ulster	UWP Committee	March 2015	Whilst it is anticipated that the majority of work to be undertaken will be offered on a voluntary basis, some expenditure will be required in terms of administration, meeting rooms etc., and this has been estimated at £1200 (£50 per month) Year 1 - £600 Year 2 - £600	Introduce new governance structure by the start of the 2015/16 season
	Committee meetings well-structured and targeted towards delivery of Development Plan	UWP Committee	Ongoing		Regular meetings held & targeted outcomes achieved
	Appoint volunteers to all UWP Committee posts at AGM	UWP AGM	Feb. 2015 & Feb 2016		All posts filled by enthusiastic volunteers
	Provide clarity in terms of roles and responsibilities for all post holders	UWP Committee	May 2015		All Committee posts have clear roles & responsibilities by the start of the 2015/16 season
	Executive Committee commit to delivery of current plan and to build the 2017-21 plan	UWP Committee	UWP Committee		March 2015 & ongoing

Action Area 2

Sustainable Funding

Key Goal
To create sustainable funding arrangements

ACTIONS					
Objective	Actions	Who	By When	Cost Estimate	Targets
<p>Priority 1 Obtain financial support from governing bodies</p>	Work with governing bodies of Swim Ireland, Swim Ulster and the National Water Polo Committee to deliver planned and appropriate financial support	UWP Committee	September 2015, & ongoing	See administration costs identified within Key Priority Area 1	<ul style="list-style-type: none"> • Intermediate funding arrangements to be sourced for delivery of this two year plan • Longer term funding arrangements to be sourced to enable delivery of a 4yr plan
<p>Priority 1 Obtain external funding, possibly project based</p>	Explore funding opportunities with other organisations e.g. Swimathon, Children in Need etc.	Hon Treasurer (Finance Officer)	September 2015 & ongoing		<ul style="list-style-type: none"> • Obtain funding from at least one new external organisation by end 2015
<p>Priority 1 Clarify & implement financial management arrangements</p>	Consult with SI/SU to identify regional financial management arrangements for water polo to be implemented under new Governance structure	UWP Committee	May 2015		<ul style="list-style-type: none"> • Regional financial management arrangements in place

Action Area 3

Education & Coaching

Key Goal To improve Education & Coaching levels within a range of priority areas
--

ACTIONS					
Objective	Actions	Who	By When	Cost Estimate	Targets
Priority 1	Deliver 3 Regional Water Polo Academy's per year e.g. Oct, Feb & April	UWP Committee	Starting Oct 2015	Fri evening & Sat non-residential academy's £1000 per academy – Year 1 - £3000 Year 2 - £3000	Academy's facilitate various skill/age levels and participation numbers & skill level improvements used as critical success factors
Priority 1 Build a sustainable resource of qualified referees	Developing referees through domestic and international activities	UWP Committee	December 2015	Year 1 - £500	Appropriate referee courses planned – UWP/Ireland WP to facilitate
Priority 2 Development pathway created from Club to Ulster team level	UWP to help Clubs build a development pathway for players through the LTAD programme	UWP Committee (Ulster Coaches when appointed)	February 2016	Whilst most work will be accomplished on a voluntary basis some costs will be required to cover external facilitation & admin. – Year 1 - £250 Year 2 - £750	<ul style="list-style-type: none"> All Clubs agree development pathways by February 2016 Annual plan produced for training and competition at Ulster level – apply during 2016/17 season
Priority 2	UWP to help Clubs create Club specific development plans	Facilitated via UWP (with possible assistance from SI/SU)	May 2016	Room Hire & Admin. Year 2 - £500	Each Club has a development plan feeding into UWP plan

Action Area 3 Education & Coaching (Contd...)

ACTIONS					
Objective	Actions	Who	By When	Cost Estimate	Targets
Priority 1 Develop a 'Coach Education Plan'	Develop a structured Coach educ. programme e.g. host Coaching Courses at Club Helper, Level 1 & Level 2 water polo coaching.	UWP Executive Committee (Education Officer when appointed)	September 2015	3 x Courses at £1,000 UWP contribution per course Year 1 - £2,000 Year 2 - £1,000	<ul style="list-style-type: none"> • Club Helper Course held by April 2015 & repeated in Feb. '16 • Level 1 Water Polo Course - by end 2015 • Level 2 Water Polo Course - by end 2016
Priority 3 Package of admin training sourced and resourced	Providing training to Club and UWP administrators, Match Officials, Managers & Chaperones	UWP Committee	May 2016	Room Hire, Administration, Facilitator Year 1 - £400 Year 2 - £400	<ul style="list-style-type: none"> • Introductory level training during November 2015 with follow up in May 2016 • Further training incorporated within 2017-21 plan

Action Area 4

Increase Participation & Encourage Growth

<p>Key Goal To increase Participation and Grow Water Polo Player Base in Ulster</p>
--

ACTIONS					
Objective	Actions	Who	By When	Cost Estimate	Targets
<p>Priority 1 To improve working relations with Swim Ulster and encourage more young people to play water polo</p>	<ul style="list-style-type: none"> Offer to facilitate 'showcase' water polo events to Swimming Clubs, either within the Club time or as separate opportunity 	UWP Committee	December 2015	Year 1 - £500	<ul style="list-style-type: none"> Facilitate water polo demonstration at two swimming clubs by end 2015 Facilitate swimming clubs mini-polo event by end 2016
<p>Priority 1 Build a Junior Water Polo programme of events</p>	<ul style="list-style-type: none"> Create and invite entries to a pre-planned annual programme of mini water polo events at various junior age levels 	UWP Committee	June 2015	Year 1 - £500 Year 2 - £700	<ul style="list-style-type: none"> Junior water polo programme created and delivered by season end June 2015 & extend into 2016/17 season
<p>Priority 2 Establish a summer 'boot camp' for junior water polo players</p>	<ul style="list-style-type: none"> Junior Water Polo 'Boot Camp' established at a Belfast Leisure Centre All Clubs invited to attend 	UWP Committee	August 2015	Year 1 - £400 Year 2 - £400	<ul style="list-style-type: none"> Junior 'Boot Camp' delivered by end August 2015 & 2016
<p>Priority 3 Establish a 'Kick-Start' fund for new junior water polo development initiatives</p>	<ul style="list-style-type: none"> Source resources Develop funding application process Invite applications Deliver initiatives 	UWP Committee	June 2016 (implementation 2016/17 season)	Year 1 - £900 Year 2 - £900 (£300 per project – max 6 projects, one per Club)	<ul style="list-style-type: none"> Clubs submit feasible new project proposals Range of new junior development initiatives delivered in 2015-17

Action Area 5

Affordable Access to Suitable Facilities & Events

Key Goal
To create Affordable Access to Suitable Facilities & Events

ACTIONS					
Objective	Actions	Who	By When	Cost Estimate	Targets
Priority 1 Host a major water polo event at the international size pitch at Bangor Aurora each year	Host Irish Senior Cup or International water polo event at Bangor each year	UWP Committee	March 2016 & ongoing	Pool at Nil Cost Other expenditure unclear at present	Host major event at Bangor by December 2015
Priority 1 Explore the opportunity to agree 'shared space' i.e. Ulster squads & Clubs	Discuss with Clubs the potential to share pool space with Ulster squads at certain times of the year	UWP Committee	December 2015	Year 1 - £250	Shared access to existing Club pool time at certain times of the year
Priority 1 Improve access for under-represented groups e.g. increase participation by females	<ul style="list-style-type: none"> Apply for 'Women in Sport' SI funding Promote Girls events at introductory/junior level 	UWP Committee	December 2015 & 2016	Year 1 - £400 Year 2 - £400	<ul style="list-style-type: none"> Funding sourced New event established for Females
Priority 3 Improve access to representative water polo	Host one Inter-Provincial event per year	UWP Committee	Nov. 2015	Pool Hire for team preparation and event 15 hours x £52 = £780 Admin/Officials = £200 Event Budget = £980 Year 1 - £980 Year 2 - £980	Successful Inter-Pro event held
Priority 3 Agree programme of affordable Ulster squad training sessions at pools	<ul style="list-style-type: none"> Identify resources Approach local authorities and/or GLL to request access 	UWP Committee	October 2015	Costs covered within Action Area 3	Agree increased access to new and existing pools

Action Area 6

Improved Communication

<p>Key Goal To create Improved Communication Arrangements</p>
--

ACTIONS					
Objective	Actions	Who	By When	Cost Estimate	Targets
<p>Priority 1 Improve communications through use of IT</p>	Agree shared access to Swim Ulster new website for water polo page	UWP Committee	April 2015	Nil cost	UWP Web page delivered
	Create an UWP Facebook account	UWP Committee	April 2015	Unknown at present	UWP Facebook account on-line
	Appoint a person responsible for the management and updating of both the UWP website and Facebook accounts	UWP Committee	April 2015	Nil Cost	Website/Facebook information manager appointed
<p>Priority 1 Information pack developed to include parental notification forms</p>	Build process to provide appropriate information to parents of Ulster players	Hon. Secretary	September 2015	Allow for some admin costs Year 1 - £300	Parental information templates produced
<p>Priority 1 Improve understanding of UWP development planning</p>	Development plan distributed to all Clubs, IWPA, SI & SU	Hon. Secretary	March 2015		UWP Development plan circulated

Action Area 7 Partnership Development

Key Goal
To develop partnerships which help deliver our priorities

ACTIONS					
Objective	Actions	Who	By When	Cost Estimate	Targets
<p>Priority 1 Establish a formal relationship & working partnership with Swim Ulster</p>	Consult with Swim Ulster to identify synergy opportunities to assist water polo development	UWP Committee	April 2015	Nil Cost	<ul style="list-style-type: none"> • Formal relationship with Swim Ulster establish • UWP plan appended to current SU business plan • UWP plan for 2017-21 integrated with Swim Ulster Plan
<p>Priority 1 Establish a working relationship with Schools water polo</p>	Approach schools water polo with proposal to explore working relationships	UWP Committee	May 2015	Year 1 - £1,000 Year 2 - £500 (Pool hire & equipment)	<ul style="list-style-type: none"> • Draft action plan by Dec 2015 • Implement pilot projects by Dec 2016 • Project for inclusion within 2017/21 plan
<p>Priority 1 Establish a 'Calendar Conference' with the SU</p>	Identify a composite calendar of swimming & water polo events to permit improved coordination of pool bookings in Ulster	UWP Committee	May 2015	Nil Cost	<ul style="list-style-type: none"> • Competition framework agreed which sets out key dates and national competition formats for the foreseeable future