

WESTERN AUSTRALIA WATER SKI ASSOCIATION, INC.
Promoting Excellence In Water Skiing for the people of Western Australia



**STRATEGIC / OPERATIONAL PLAN
2024 TO 2027**



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1. Introduction and Background

The Western Australia Water Ski Association, Inc (the Association) is an affiliate of the Australian Waterski and Wakeboard Federation (WAWA) and an umbrella organisation, which represents, develops and controls the sport of water skiing in Western Australia.

The Association was established in 1955 and over time has strategically positioned itself to promote the sport and accommodate the needs of changing markets by accepting the affiliation of new divisions, clubs and individuals. Currently participation is encouraged through the following divisions:

- Tournament;
- Disabled;
- Show;
- Barefoot; and
- Wakeboard.

Competition opportunities are provided for male and female competitors from sub-junior to veterans.

Attached as Appendix A, B, and C respectively to this report are organisational charts that represent how the Association is positioned locally and nationally as well as a brief outline of how Australia fits into the International Water Ski Federation.

As a non-profit organisation, the Association is exhibiting a responsible approach to its financial management. Financing our State Association requires significant funding which we generate by internal fundraising, membership levies and must always seek Government funding to ensure continuing growth and administration of the sport

The policies and strategic directions taken by the Association are driven by our core values, which are that:

- People are our most important resource;
- Our organisation is dynamic and action orientated;
- Our organisation is based on integrity, mutual respect and trust;
- Our organisation fosters innovation and creativity; and
- Our organisation supports responsible use of resources.

As an organisation, the Association recognises that competition for the sports' participants is unprecedented as there are a range of different sports and leisure activities now available in the community. With this in mind, we are offering diversity and choice in participation through our competition divisions, and clubs as well as seeking to improve our Swan River headquarters facility at Burswood Water Sports Centre.

To build on the progress made by the Association and consolidate its position in the Aquatic Sports marketplace, a Strategic Plan (the Plan) is formulated for the consideration of the government and private sectors. Their financial support is essential if the Association is to continue to provide a worthwhile community service. Attached as Appendix D to this report is the Plan for 2024 – 2027.



2. Vision Statement

2.1 Vision

To see the Western Australia Water Ski Association established as a respected organization in the aquatic field, recognized for its safe and responsible use of resources.

2.2 Mission Statement

To enhance and promote the image of water skiing throughout the community by encouraging greater levels of participation and enjoyment through uniting the collective aspirations of affiliates.

2.3 Principal Objectives

2.3.1 Management

Through the effective use of resources including financial, human and natural, develop an organisational culture that ensures a professional and efficient administration of water ski activities at the State and National level.

2.3.2 Community Service

To ensure the delivery of quality participation and education programmes responsive to the needs of the sport, which increase appreciation of water ski among the general public, the business community, the media, and government. Communication with Government Authorities to establish new water ski areas, whilst ensuring existing public water ski areas are retained.

2.3.3 Facilities

To continue the development of a financially viable headquarters facility that is part of a statewide network of well planned and appropriately located water ski courses.

2.3.4 Ethical Standards

To provide programs and competitions that enable individuals to maximize their potential while supporting the ideals of honesty, integrity, unity and sportsmanship.



3. Sports Management

In accordance with the Ministry's goals, we have developed plans for Management, Financial Planning, Facilities and Community Service:

3.1 Management Plan

The Association has an ongoing program for management development designed to employ effective processes that lead to a clear sense of purpose and direction for the sport. Underpinning that program, is the management of the Association, which utilises sound business and human management principals that are responsive to the needs and expectations of the members.

Over a two-year period, it is intended to implement the following management initiatives:

- Ensure that the Association governance clarity is reflected in the constitution and complemented by the roles and responsibilities of the office bearers as well as the duty statements of paid personnel;
- Plan to develop an income stream to facilitate the future employment of professional staff;
- Complete the outstanding components of the Association's Strategic Plan;
- Maintenance of a client focus by obtaining timely and relevant information which identifies current division / member / club / sponsor and other stakeholder needs;
- Contribute to the efficient administration, strategic direction and co-ordination of water skiing at the national level; and
- Ensure the needs of water skiing are represented within the overall directions of the sport business in Western Australia.

3.2 Financial Plan

The Association recognizes that its success depends to a large extent on the effectiveness of financial management. The financial stability resulting from this intent, will enhance the ability to carry out the Association's programs and plans.

Over a two-year period commencing financial year 2021 - 2023, it is intended to continue to ensure the accountability and financial viability of the Association by:

- Ensure financial controls and record keeping allow for monthly reporting to the Association Board Meeting;
- Achieve a surplus of income over expenditure;
- Ensure other government granting agencies in particular Healthway and the Lotteries Commission are approached to financially support the implementation of the Association's Strategic Plan;
- Encourage Divisions to seek second tier sponsorship for themselves; and
- Review the Financial Plan and its implementation annually.
- Set aside funds to enhance our coaching programs by acquiring coaches both locally and internationally.



3.3 Facilities Plan

The Association recognises that it needs to be an accessible sport to competitors, children and parents. Accessibility is directly related to the existence of well-located skiing venues.

The framework of the facilities plan has been developed with the knowledge that the long-term existence of water skiing as a sport depends on environmentally sensitive and sustainable use of material resources. The plan framework will be pursued over two years and consists of:

- Effective use and development of the Burswood State Headquarters facility with a view to increasing its revenue producing potential;
- Planning and commencing negotiations for a statewide network of water skiing venues; and
- Maintain a close and positive working relationship with state and local government agencies that control the use of and access to existing and potential skiing venues.

3.4 Community Services Plan

The objectives of the community services and ethical standards plan are addressed within this plan. Products, services, and initiatives nominated are designed to ensure that all stakeholders have opportunities to positively participate in water skiing in a manner and at a level of their choice.

The following is to be implemented throughout the next three years:

Preparation of an annual competition programme through the competitive divisions;

Access for new and existing coaches and officials to education and training, which reflects the latest trends and technological advances in the sport;

Provision of opportunities for the training of volunteers to improve their competency and confidence in supporting divisional and club activities;

Encouragement of waterskiing in country locations;

Encouragement of disabled water ski programs;

Encouragement of school based ski activities;

Encourage and organise events such as open days to publicise the sport.

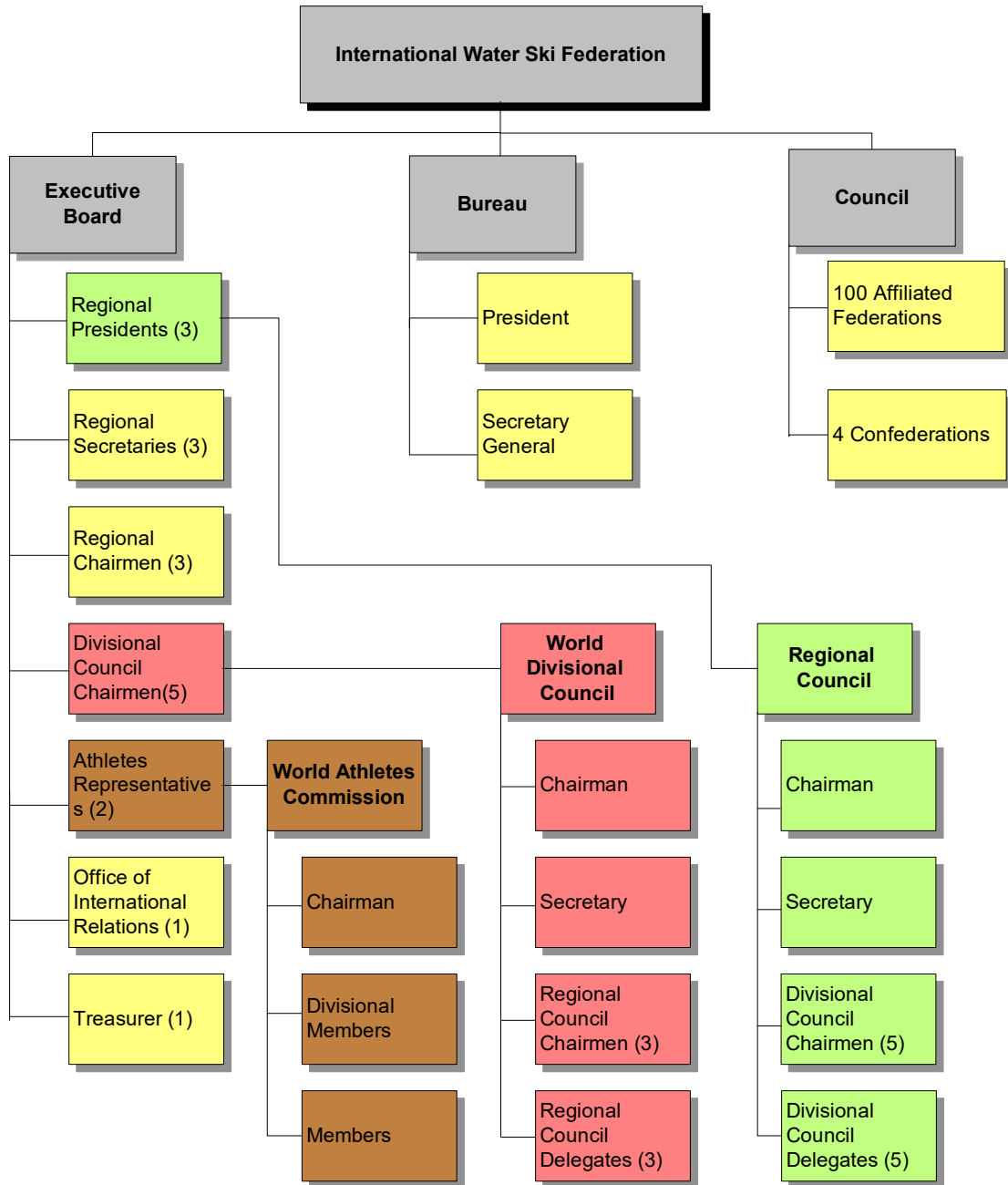


4. Request of Financial Support

See DLGSC Submission For Funding.

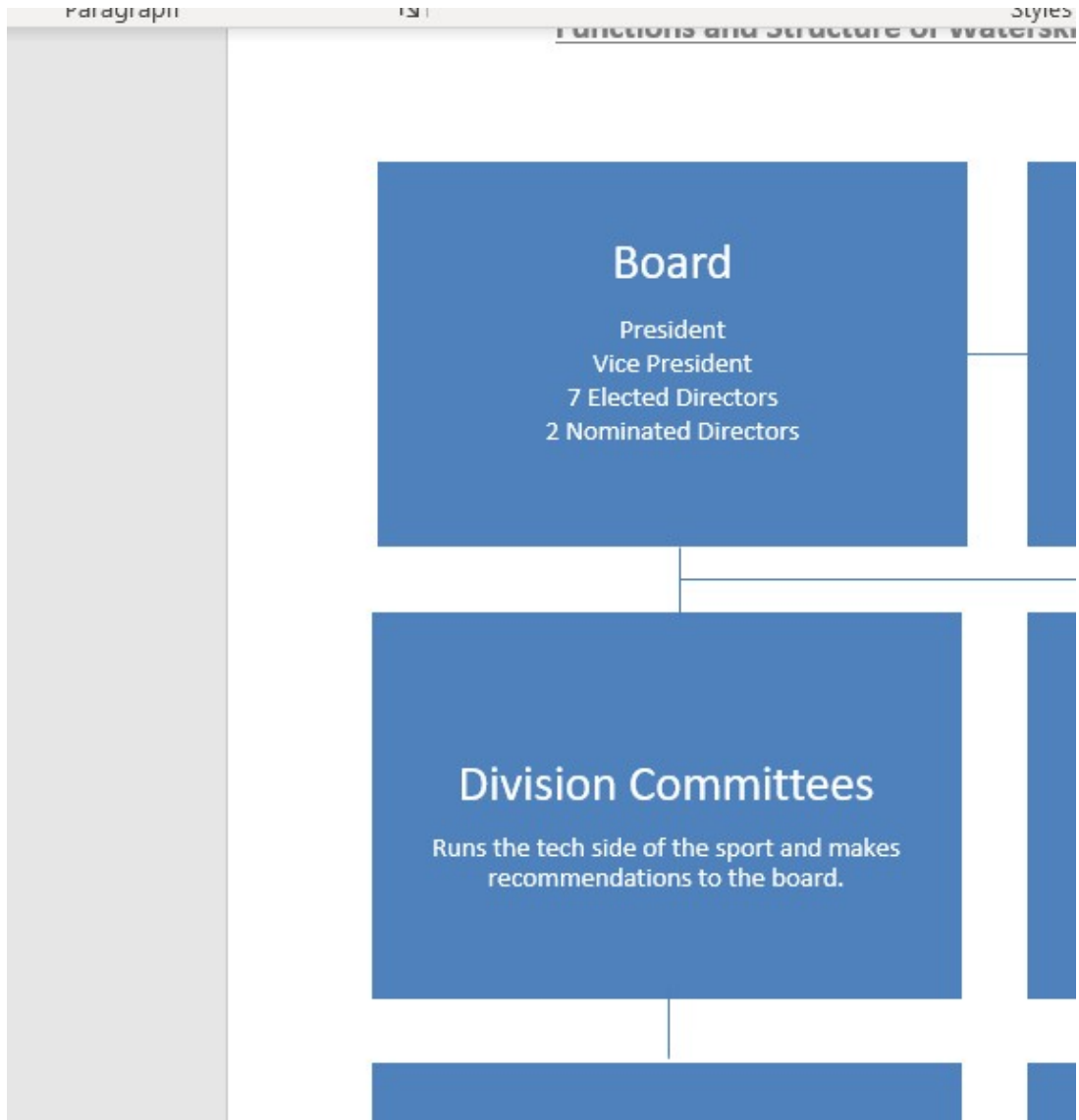


Appendix A – International Water Ski Federation





Appendix B – Australian Waterski and Wakeboard Federation Organisational Chart





Appendix C – WAWSA Organisational Chart



Appendix D – The Strategic Plan

KEY AREA	OBJECTIVE	STRATEGIES	OUTCOMES	COST (\$)	Key Performance Indicator	Status Updated Sept 2024
1. Management	1.1 Governance	1.1.1 Develop Portfolios	Allocation of Portfolios	0	Allocated by 30 Sep Each Year	Allocated Sept 2024.
	1.2 Appoint Administrative Staff (2)	1.2.1 Governance Development	Efficient Administration	9000	In Place	Appointed August 2024.
	1.3 Complete Strategic Plan	1.3.1 Form Sub-Committee to Review the Plan.	Table Strategic Plan	0	Report update at least twice a year.	Updated 1/09/24
	1.4 Stakeholder Needs	1.4.1 Develop Database of Stakeholders	Timely and Accurate Records of Stakeholders	0	Report to Board Meetings	Reported at monthly board meeting.
	1.5 Participate in National Conferences	1.5.1 Nominate National Delegates	Delegates Cognisant of Responsibilities	3000	Delegates Fully Trained	Delegate attended WAWA AGM & Midyear Meeting
	1.6 WAWSA Procedures	1.6.1 Develop Relevant Policies to Protect our Members and Officials.	Adopt WAWA Procedures	0	WAWA Procedures Adopted by the Board – Member Protection Policy, (including, but not limited to – Code of Conduct, Child Protection, Social Networking, Anti-Discrimination, Alcohol & Complaints Procedure), Anti-Doping & Match Fixing.	WAWA procedures adopted.
	1.7 Representation in WA Sports Industry	1.7.1 Nominate appropriate Delegates	Delegates Cognisant of Responsibilities	0	Delegates Fully Trained.	Delegates nominated for Aquatic Council, WA Sports Fed, Olympic Council,

Appendix D – The Strategic Plan

KEY AREA	OBJECTIVE	STRATEGIES	OUTCOMES	COST (\$)	Key Performance Indicator	Status Updated Sept 2024
2. Finance	2.1 Develop Adequate Financial Controls	2.1.1 Conduct Internal Audit	Audit Findings Presented to Board	2000	Recommendations Implemented.	Independent Auditor Appointed. Audit to completed November 2024. Recommendations reported and discussed. Finances submitted to the board at monthly meetings for approval. Funding received from DLGSC. . Funding received for regional development. Financial plan reviewed and approved following last AGM. WAWA affiliated regional clubs Membership is on par with previous year.
	2.2 Annual Surplus	2.2.1 Review Current Expenditure	Table Report to Board	0	Annual Surplus Achieved.	
	2.3 Canvas Government agencies for funding.	2.3.1 Develop Appropriate Business Cases	Business Cases Submitted to Government	1000		
	2.4 Encourage Divisions to Seek Second Tier Sponsorship	2.4.1 Divisions to Formulate Business Cases	Business Cases Submitted to Board	1000	Six Relevant Cases Submitted from Divisions	
	2.5 Review of Financial Plan.	2.5.1 Development of Financial Plan	Plan Approved by Board	0	Achievement of Financial Targets.	
	2.6 Club Insurance	2.6.1 Offer Second Tier Club Insurance	Source Local Insurance	0	Affiliated Country Clubs	
	2.6 Increase Membership	2.6.1 Involvement with Sports Federation, Olympic Council, Education Department, Aquatic council, WADSA	WAWSA Awareness	700	Membership Increased by 10% each year.	

Appendix D – The Strategic Plan

KEY AREA	OBJECTIVE	STRATEGIES	OUTCOMES	COST (\$)	Key Performance Indicator	Status Updated Sept 2024
3. Facilities	3.1 Effective Use of HQ Building	3.1.1 Ensure Representation	Improved Members Facilities	0	Increased Usage of the Facility.	31 member functions and 115 meetings held in the facility between 2024/25 Season.
	3.2 Increase Competition Potential of Burswood Ski Area.	3.2.1 Review Existing Facilities and Management	Report tabled to Board	7000	Recommendations Implemented	Cameras installed to live stream events
	3.3 Maintain Statewide Venue Register	3.3.1 Liaise With Local Government	Possible New Venues	0	Increased Participation.	Compiled and updated on a regular basis.
		3.3.2 Develop Database	Venues Listed and Maintained.	500	Network of Venues Established	Events listed on Venue' Live Calendar.
	3.4 Effective State and Local Government Liaison	3.4.1 Effective Representation at Appropriate Government Committees.	Close and Positive Working Relationships with Authorities.	0	Quality of Relationship with Authorities.	Board representatives attended Government functions.
	3.5 Recognition of Volunteers	3.5.1 Identify Volunteers Dedication to Water Skiing Through Awards	Executive Committee Votes on Outstanding Volunteer	200	Trophy Awarded at Annual Presentation Dinner	Presentation Dinner held August 2024.
		3.5.2 Hall of Fame / Presentation Dinner	Increase Status	5000	WAWSA Annual Presentations	.
	3.5.3 Life Membership Yearly Fees	Payment of Life Membership Fees	2000	Recognition of Life Members	Paid October each year.	
3.6 Lobby for new competition area & other gazetted areas	3.6.1 Liaise with Department and Council	New areas that are alternative areas to Heirisson Island and WA Water Ski Park	50000	Ensure we have an area suitable for championships & competition training	Regional Development Officer actively progressing with new waterways.	

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KEY AREA	OBJECTIVE	STRATEGIES	OUTCOMES	COST (\$)	Key Performance Indicator	Status Updated Sept 2024
4. Community	4.1 Develop Competition Plan	4.1.1 Produce Calendar of Events	Competitions Held	800	Plan Adopted	Plan adopted.
		4.1.2 Production of International & Other Major Events	Attract International and Elite Athletes to WA	100000	Meet World Level Sports Standard	Seeking Ongoing Government and External Funding.
Services	4.2 Develop Coaches	4.2.1 Produce Coaching Program	Improved Quality of Coaching	6000	Improved Quality of coaches.	WAWA trained coaches.
	4.3 Conduct Coaching Schools	4.3.1 Develop Coaching Plan for All Divisions	Improve Standard of Competitors	30000	Reports From all Divisions.	All divisions reported on coaching clinics in their annual reports.
		4.3.2 Implement International Elite Coaching Program	Provide World Accredited Coaches	100000	Train and Prepare Athletes for National & International Competition	Seeking Ongoing Government and External Funding.
	4.4 Send State Teams to Nationals	4.4.1 Improve Status of Water Skiing in WA	Lift Standards of Local Tournaments	80000	Send Teams to Championships.	Majority of Divisions attended nationals where possible
	4.5 Accommodate State Teams at Nationals	4.5.1 Improve Status of Water Skiing in WA	Lift Standards of Local Tournaments	60000	Send Teams to Championships	
	4.6 Develop Officials	4.6.1 Produce Judging Course	Judging Course Attended	20000	Improved Quality of Judges.	WAWA & Internationally Trained Judges & Officials.
	4.7 Increase Participation of Schools.	4.7.1 Develop Schools Based Program	Program Implemented at Two Secondary Schools	4000	1350 Students Participated in last financial year in Disabled Skiing Schools Program.	Program promoted and attended.
4.8 Maintain Existing Disabled Program	4.8.1 Seek Sponsorship to Reduce Costs to Schools	Maintained Participation by Special Education Units in Schools	4000	5% Increase in Participation.	Disabled curriculum continually promoting schools.	
4.9 Encourage Communities to Participate	4.9.1 Increase Awareness of Ski Programs	Increased Community Participation	5000	Open Days Conducted by every division on an annual basis	Come and try days conducted for all divisions.	

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KEY AREA	OBJECTIVE	STRATEGIES	OUTCOMES	COST (\$)	Key Performance Indicator	Status Updated Sept 2024
4. Community Services (Contd.)	4.10 Public Relations for All Active Divisions	4.10.1 Improve Awareness of Skiing Divisions	Encourage Each Division to Maintain all Levels of Public Relations	3500	Ensure all divisions are publishing results on a regular basis	News & results published.
	4.11 Develop Web Site	4.11.1 Increase Awareness of Ski Programs Availability with Local Councils	Increased Community Awareness	3000	Achieved – Site Updated on a Regular Basis	Site updated regularly.
	4.12 Division / Club Awareness	4.12.1 Improve WAWSA Activity Awareness	Improved knowledge of WAWSA role in Waterskiing in WA	1500	Circulated Correspondence Through Mail Outs & Emails at Board and Membership Levels	Members are regularly emailed & mailed notifications of events and activities.
	4.13 Promote WAWSA at International Level	4.13.1 Improve Awareness of WAWSA	Increased Awareness of Waterskiing in WA.	1000	Marketing Campaigns	4 divisions sent teams to international events.
	4.14 Promote Water skiing to encourage membership	4.14.1 Promote water skiing to the general public	Increase membership	5000	Increase membership annually	Grass roots programs are continually run by all Divisions.
	4.15 Promote Water Skiing through online social media	4.15.1 Increase general membership and involvement. Appointment of social media person.	Increased membership and involvement.	1000	Engagement to social media sites.	Social media sites show regular posts and engagement.
	4.16 Presentation of Individual water ski disciplines to the public at our Burswood Ski Site.	4.16.1 To increase awareness of the activities of WAWSA at our ski site.	Ensure our relevance to being situated at the Burswood Site.	1500	Audience attendance at each event.	Regular open days are being promoted through media sites.