

Rationale

Dear WWA Board Members,

I was privileged to be involved in the first Strategic Plan for our organisation in 2015. At the time, our organisation and the sport in general were in the midst of great changes. There were significant changes in our leadership occurring at the time and the sport of wrestling was in danger of being omitted from the Olympics. Our priority then was to rebuild our governance structure, grow our membership base and keep the sport alive by supporting new clubs.

Three years on, the organisation is in good health, stewarded by dedicated and passionate leaders. We have improved processes and procedures, and we have fulfilled our obligations to the relevant government bodies. Our membership has never been higher. Competitions are run like clockwork and the availability of new mats has been a significant benefit.

And yet, the onus is on a small group of people to manage all of the above. The loss or absence of a few personnel would put us back in the same position as 3 years ago, forcing us to rebuild all over again. It makes sense that the primary direction of our next Strategic Plan be about consolidating the gains our organisation has made in the last 3 years. This means putting in place succession plans for key personnel and documenting the procedures that are currently in place, so that new persons in leadership roles do not have to start their job from 'square one'.

It also means getting more participation out of our membership base, rather than simply trying to grow the numbers. Mentoring will be an important part of achieving this. On a governance level, board members could mentor others to ease them into the role in future. This could be simply chatting to one of the other parents at the club about what they do, and having that person come to a couple of board meetings without any pressure to commit more time. I believe that many members do not feel like they can be on the board simply because they don't know what board members do.

New referees should also be mentored, helping them cope with the pressure of being thrust into the job. In the last three years, we have seen much larger numbers of wrestlers at events, leading to the use of two mats concurrently. This means that each event needs a minimum of eight officials to run smoothly, including timekeepers. The need to continually recruit and train officials is vital to the continued success of wrestling events.

Sharing our knowledge, documenting the processes we have developed and letting more members experience what the current leadership group does will make these roles more accessible to everyone in the organisation. Introducing paid roles and offering incentives for volunteers

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are also options. The goal is to diversify the current pool of willing and able personnel to perform key roles in the organisation, thereby reducing the risk that everything falls apart because one or two people are no longer able to continue in their roles.

When it comes to developing wrestlers and wrestling skills, I do not believe that a "high performance" program is a practical means of achieving this. This concept has been talked about and tried in various forms for at least the last ten years without much success. What I have seen is that good wrestlers want two things: To train with the good coaches that they have built a relationship with, and they want good training partners. The best development I have seen is where a wrestler trains primarily with their coach, but meets up with other good wrestlers in their division at other clubs to train occasionally. Tournaments are great, but if there are three good wrestlers in one division, it isn't enough that they wrestle each other a couple of times a year for a trophy. The pool of wrestlers in WA is so small that the effort should be spent simply on getting these wrestlers in the same division to meet and train together more frequently, such as at an open training camp. That would be the main benefit of any "high performance" initiative.

Jonathan Tan
16 July 2018

**WRESTLING WA
2018 - 2021 STRATEGIC PLAN**

VISION	To make wrestling a premier sport in Western Australia, build better athletes and community leaders
MISSION	To ensure the future of wrestling in Western Australia by increasing participation, revenue and public visibility
VALUES	Respect, Honesty, Responsibility, Integrity, Inclusiveness

Pillars of Wrestling	Governance & Operations	Membership & Participation	State Representation
Key Strategies	<p>Provide management with support, skills and knowledge to enable effective leadership, sustainable management of the association and the fulfilment of all legal requirements</p> <p>Develop processes and procedures as well as equipment and support to display professionalism in the organisation of all activities and events</p> <p>Develop and implement strategies to recruit, train, retain, recognise and reward board members, committee members and volunteers.</p>	<p>Raise the profile and awareness of wrestling in Western Australia through promotional initiatives</p> <p>Grow the membership to enhance the quality of wrestling in Western Australia</p> <p>Develop initiatives to increase member participation in the running of the organisation and events.</p>	<p>Provide a pathway for high performance athletes to enter international competition</p> <p>Enhance wrestling skills and opportunities by establishing interclub training programs, coaches clinic sessions and training camps</p>
Key Performance Indicators	<p>WWA Board to develop a set of by-laws and rules in order to comply with the new Constitution.</p> <p>Develop, implement and monitor an annual operational plan with a fully costed budget.</p> <p>Introduce at least one new member to board meetings as part of succession planning.</p> <p>Prepare and present quarterly financial reports to the board.</p> <p>Generate revenue through fundraising, grants and sponsorship.</p>	<p>Implement an engagement plan to provide a number of entry points into the sport i.e. other sports, schools, culturally and linguistically diverse groups.</p> <p>Offer a membership benefit package and incentives to encourage members or associate members to volunteer at events.</p> <p>Trial paid roles on certain committees.</p> <p>Provide support to coaches and/or volunteers for the establishment of new wrestling clubs.</p> <p>Develop a pool of officials such that a minimum of 8 officials attend each competition.</p> <p>Provide professional training for volunteers such as first aid, referee and coaching training.</p>	<p>Review and refine the existing performance-based assessment for the provision of financial support to state representatives participating at national and international events.</p> <p>Work with the clubs to hold at least one open training camp for more experienced wrestlers (16+) per year.</p> <p>Develop relationship with other states' or countries' clubs by hosting their wrestlers at local events and reciprocating visits to their clubs.</p>

