



Table Tennis Australia Strategic Plan (2016 – 2019)

Governance

**Participation and
Development**

**High
Performance**

Operations



Contents

1.0 - Executive Summary.....	3
2.0 - S.C.O.R.E. Analysis.....	6
3.0 - Our Vision.....	7
4.0 - Our Formula for Success.....	7
5.0 - Our Way.....	7
6.0 - Our Partners / Supporters.....	8
7.0 - Our Key Result Areas (KRAs).....	9
8.0 - Our Plan (Strategic Action Tables).....	10
9.0 - Our Future.....	18
10.0 - Acknowledgements.....	18

1.0 - Executive Summary

This plan sets forth the Vision, Formula for Success, Core Values, Stakeholders and Key Result Areas, for Table Tennis Australia (TTA) for 2016 – 2019.

This Strategic Plan also outlines the specific Strategic Outcomes, Broad Strategies and Timelines associated with the achievement of the Plan (see Section 8.0).

This Strategic Plan is an evolving plan having been first developed by the Board of Table Tennis Australia in 2015 after preliminary discussion with a broad cross section of our partners/supporters. Consultation with our State/Territory member associations and funding partners will be ongoing prior to finalising this Strategic Plan. Consultation on the final draft plan will be conducted via the following methods:

- *National Conference April, 2015*
- *Direct face to face and phone contact with President and State Delegates*
- *Direct face to face and phone contact with representatives of our major funding partners*

It is hoped that the involvement of such a broad cross section of our partners / supporters will ensure both the relevance of the plan and a sense of ownership from all involved in its development.

The plan has been updated after a review of the Board of Table Tennis Australia in December 2015.

In developing this plan it was decided that the four (4) Key Result Areas are still relevant and represent the activities of Table Tennis Australia.

With changes to Government funding from the Australian Sports Commission, Australian Institute of Sport and the Australian Commonwealth Games Association over the life of this plan in the lead up to the Commonwealth Games on the Gold Coast in 2018 it is difficult to accurately predict whether all of the broad strategies will be capable of achieving due to potential budgetary restraints caused by funding changes.

This Plan will be reviewed in line with announcements of funding and will be formally reviewed on an annual basis by the Board of Table Tennis Australia

Table 1 – Our Journey

This section broadly outlines the work Table Tennis Australia have done in relation to the Strategic Plan and what our goals are in each section moving forward.

Key Result Area	Where have we come from? (2011 - 2015)	Where are we going? (2016 - 2019)
Governance	<p>TTA continued to work towards best practice governance principles. TTA has commenced a full review of all policies and regulations to ensure that the Board is able to operate effectively in its legal duties. Discussion between TTA and the ASC is ongoing in respect to attainment of the ASC governance principles.</p> <p>TTA Provided advocacy assistance to all member associations as required.</p>	<p>TTA will continue to work towards Governance best practices and will endeavour to satisfy the requirements of the ASC governance best practice principles while ensuring the best interests of the sport of Table Tennis in Australia are maintained. Our goal is to be fully compliant with the ASC best practice principles by 2018.</p> <p>TTA will continue to assist State and Territory Associations with any advocacy assistance they require and will ensure that policies and regulations are updated as required to ensure their currency and relevance.</p>
Participation and Development	<p>Increased financial and resources provided by the ASC, has allowed TTA to develop partnerships and utilise existing networks to increase the participation in the sport with a specific target on the AWD and CALD (Culturally and Linguistically Diverse) segments of the population.</p> <p>Work has continued to improve the level of the Coaches and Officials education to support the clubs and players. Through the participation program increased work has been done in the area of education for the volunteers to assist them in improving their inclusive practices.</p> <p>More work is required in the area of membership structures and the recording of all members and participants involved in the sport.</p> <p>TTA was successful in obtaining increased funding to commence development work in Oceania to increase the number of people with disabilities playing Table Tennis.</p>	<p>TTA will play a major part in assisting the States with their participation development and their inclusive practices to ensure that Table Tennis is seen by everyone as a sport for all.</p> <p>A major part of the participation and development key result area will be to embrace and develop our network within the new Sporting School Initiative. Increasing the capacity of our Members States and Territories to deliver SSP will also be a major focus</p> <p>TTA will utilise ASC participation grants to help build the capacity of the sport to increase participation.</p> <p>TTA through the assistance of the Federal Government will continue to work within Oceania by delivering the “Smash Down Barriers” disability table tennis program. With a view to continuing this program beyond the finish date of 2017 should DFAT funding be continued.</p> <p>TTA will also look to build our relationships with Asia in the Asian Sports Partnership Program funded by DFAT.</p>

<p>High Performance</p>	<p>The PPP continued to grow and develop athletes to ensure success at international competitions including the preparation for athletes to be successful at the RIO Paralympic Games.</p> <p>The High Performance program moved away from a centralised Daily Training Environment with more funding being directed towards competitions, camps and a de-centralised training environment to develop athletes. The position of National Head Coach was restructured into the National High Performance Manager/National Head Coach.</p> <p>The able bodied HP program achieved recognition as an AWE sport in July 2015.</p>	<p>▶</p>	<p>TTA will continue to provide high performance programs for both the Para Table Tennis and able bodied programs. TTA will continue to develop and maintain programs which will give our athletes the greatest opportunity for success at the 2016 Olympic and Paralympic Games in Rio and the Commonwealth Games on the Gold Coast 2018.</p> <p>TTA will conduct a review of the structure of our overall High Performance Program to ensure that it provides our athletes with the greatest opportunity for success.</p> <p>TTA will look to review and renew all coaching accreditation courses to ensure that our coaches are better educated and able to assist the high performance programs delivered by TTA as well as the athlete needs in Member Associations and their respective clubs.</p> <p>TTA will continue to explore options to increase the number of high level events being conducted in Australia as a development tool for our domestic high performance athletes.</p>
<p>Operations</p>	<p>Operational procedures were maintained in accordance with legal and statutory requirements. Staffing grew throughout the period with a number of new positions created to handle the increased demand of the daily workload.</p> <p>The financial position of TTA remained sound with only a small \$4,000 decrease over the 4 years in retained earnings.</p> <p>The TTA Office remained in Brisbane and moved into larger premises to allow for an increase in staff as required.</p> <p>More work was done on improving the number of Table Tennis articles appearing in electronic media in Australia which saw an increase in the number of articles appearing in the media.</p>	<p>▶</p>	<p>The operations of the sport will continue to be maintained in accordance with legal and statutory requirements during the period. TTA will maintain a Head Office of the sport which will be staffed by qualified people in accordance with budgetary and programs objectives.</p> <p>TTA will continue to manage the financial position of the organisation and will look to broaden its income streams through more commercial opportunities.</p> <p>TTA will continue to develop its electronic mediums including its web presence and data base systems in order to accurately record the participation of the sport Australia wide.</p> <p>TTA will continue to review and develop the commercial opportunities of the facility at Seagulls Club at Tweed Heads to create new commercial income streams for the organisation.</p>

2.0 - S.C.O.R.E. Analysis

The current strengths, constraints, opportunities, risks and expectations (S.C.O.R.E.) of TTA are presented in Table 2, below. This information plays a key role in the development of specific strategic outcomes and broad strategies, which are outlined in the Strategic Action Tables (Section 8.0) within this Plan.

Table 2 – TTA SCORE Analysis

Strengths	Constraints
<ul style="list-style-type: none"> • Recognition as the National Governing Body for Table Tennis in Australia (funding and support) • New and relevant constitution • Stable and well skilled Board Members • Current and knowledgeable staff • Developed pathways for players, coaches, umpires and referees • Quality coaches, umpires and referees • Table Tennis is included in the Commonwealth Games, Olympic Games and Paralympic Games • Good administration systems and procedures and financial management mechanisms in place • A good working relationship with Key Funding Partners / Supporters • Closer relationship with OTTF/ITTF through the establishment of the Smash Down Barriers program. 	<ul style="list-style-type: none"> • Lack of a National Table Tennis Training Centre • Limited standalone table tennis centres in some states and territories. • Low community profile • Limited number of employees within TTA and State and territory Associations • National Database not a uniform method of reporting and not utilised by all States • Lack of integrated marketing activities / marketing plan • Distance from major international competitions • Lack of a computerised ranking system • Lack of guaranteed support from DFAT post 2017
Opportunities	Potential Risks
<ul style="list-style-type: none"> • Establish new / improved Domestic Table Tennis Competitions throughout Australia • Improved working relationship with disability support networks and other cultural networks and improved penetration into schools, PCYCs, etc. • Access additional government and corporate sector financial support • Increase the number of Table Tennis centres opened around the country • Increase the value of membership (improved / additional Member Association services and categories) • More effective marketing of the sport • Hold International events for profile, profit and performance of the sport. • Asian immigration into Australia • 2018 Commonwealth Games held on the Gold Coast • Increased participation from Oceania countries at Para Regional Qualification events. • More Paralympic Games qualification spots on offer. 	<ul style="list-style-type: none"> • Over reliance on Federal Government funding • Decrease in Federal Government funding • Decrease in State funding • Loss of key staff • Not meeting stakeholder / Member Association expectations • Lack of active and well managed Clubs • Changing demographics and economic climate and not changing the product accordingly • Decrease in player numbers • Not having enough trained coaches and volunteers to cope with any increase in participation numbers and to sustain associations / clubs • Insufficient number of trained and supported Umpires and Referees. • Loss of funding for Smash Down Barriers post 2017
Expectations	
<ul style="list-style-type: none"> ✓ Be a sustainable and thriving business ✓ Have a dynamic, highly skilled and unified Board ✓ Have a common vision and planning process in place between TTA, Members and Associations / Clubs ✓ Have a collaborative and working network structure in the AWD and CALD area of the community ✓ Gain additional quality physical, human and financial resources to expand / improve services ✓ Have more volunteers including players, coaches, umpires and referees at all levels of participation ✓ Have increased stakeholder satisfaction across the board ✓ Have national systems in place to measure membership, participation and performance of athletes ✓ Play a major role in the development of Para Table Tennis in Oceania 	

3.0 - Our Vision

To lead and enable the development and promotion of Australian Table Tennis

4.0 - Our Formula for Success

We will build the capacity of TTA through:

- ✓ Astute and planned management
- ✓ Promoting the sport
- ✓ Productive partnerships
- ✓ Innovative thinking
- ✓ Supporting, developing and recognising our players, coaches, officials, volunteers, and other partners
- ✓ The delivery of fun, high quality experiences at all levels of the Table Tennis pathway

In doing so we, we will build a robust, supportive and successful sport where individuals, families and supporters want to stay involved.

5.0 - Our Way

Integrity -

TTA is committed to ensuring a strong reputation for the integrity of our sport is upheld through effective leadership and by maintaining the highest standards of ethical and fair behaviour.

People -

Participation in Table Tennis is representative of all diverse cultures and caters for all people regardless of age, sex, physical and mental impairments.

Leadership -

The Board, committees and management of TTA will provide leadership and direction for the good of Table Tennis in Australia, whilst fostering collaboration and engagement with our partners / supporters.

Cooperation, partnerships and linkages -

The achievement of our priorities and goals will depend on working collaboratively with many partners and maintaining links with all supporters of TTA and our sport.

Innovation -

In order for the sport of Table Tennis to achieve its potential in the coming years (and beyond) TTA must be innovative, actively embrace change and not be afraid to make mistakes in attempting to achieve its objectives.

Business best practice -

The future viability and growth of Table Tennis in Australia will be built upon the application of business principles, an understanding of the needs of our sport and engaging and focusing on systemic initiatives and improvements.

Cost effectiveness -

The internal operations and service provision functions of TTA will be undertaken on a cost effective basis.

Transparency -

All decision making, management processes and service delivery programs will be undertaken in a collaborative way and all partners / supporters kept appropriately informed of national directions and activities.

6.0 - Our Partners / Supporters

- ✓ *Member State and Territory Associations (and their clubs)*
- ✓ *Sponsors and potential sponsors*
- ✓ *Federal and State Governments*
- ✓ *ACGA, APC, AOC, ASC, AIS, DFAT*
- ✓ *SIS/SAS organisations*
- ✓ *ITTF*
- ✓ *OTTf and Oceania National Table Tennis Federations*
- ✓ *TTA Staff*
- ✓ *Players*
- ✓ *Referees*
- ✓ *Umpires*
- ✓ *Coaches*
- ✓ *Leagues / competitions*
- ✓ *Parents, families and friends*
- ✓ *Universities / TAFEs / Schools*
- ✓ *Equipment Suppliers*
- ✓ *Program deliverers*
- ✓ *Support networks and community groups*
- ✓ *Other Federal/State Authorities*
- ✓ *Media outlets*



AIS



AUSTRALIAN
OLYMPIC
COMMITTEE



Table Tennis Australia is proudly supported by the above

7.0 - Our Key Result Areas

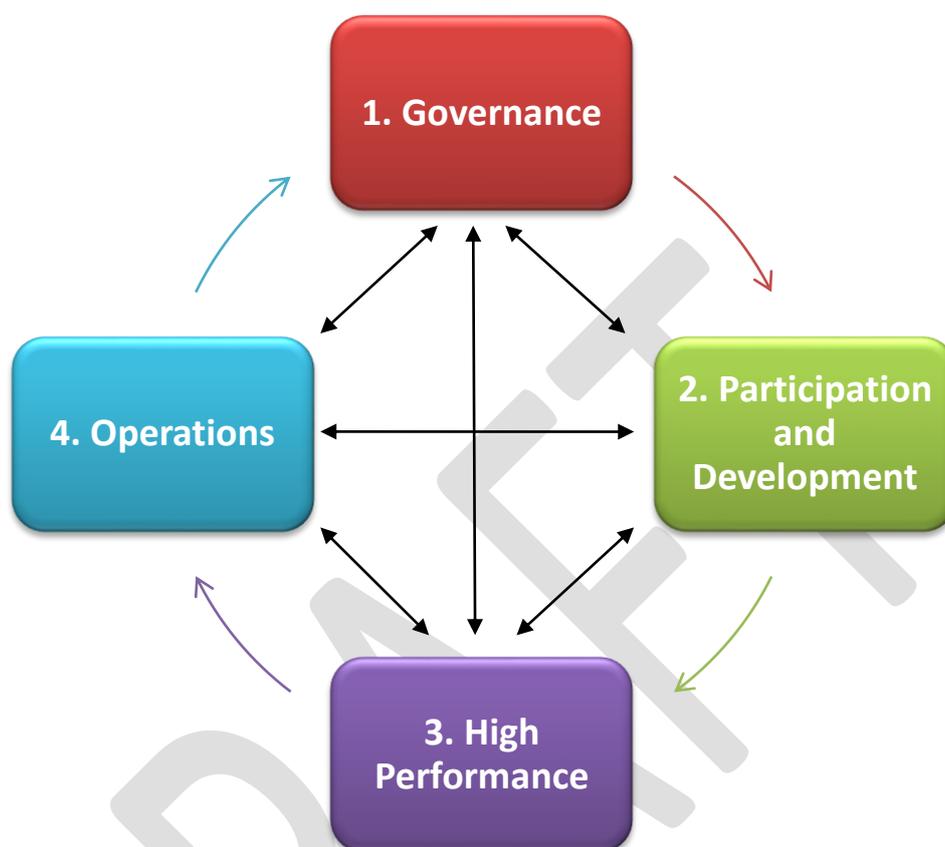


Table 3 – TTA 2016 – 2019 Key Result Areas

KRA 1 – Governance	KRA 2 – Participation and Development
<ul style="list-style-type: none"> ▪ Strategic Planning ▪ Compliance ▪ Risk Management ▪ Advocacy and Representation ▪ Governance Structure, Design and Operations 	<ul style="list-style-type: none"> ▪ Membership Development ▪ Increase participation in the Sport ▪ Oceania/ASP Para Table Tennis Development
KRA 3 – High Performance	KRA 4 – Operations
<ul style="list-style-type: none"> ▪ Coach and Official Education ▪ Classification ▪ Athlete Identification ▪ Player Development ▪ Training Environment ▪ Program Planning and Review ▪ Event Management 	<ul style="list-style-type: none"> ▪ Financial Management ▪ Human Resource Management ▪ Policies and Procedure ▪ Maximise and Increase Media opportunities

8.0 - Our Plan (Strategic Action Tables)

KRA 1: Governance

Sub Category	Strategic Outcomes	Broad Strategies	Timeline	Progress
Governance Structure, Design and Operation	Continued progress towards attaining best practice principles in the content of the Constitution whilst ensuring compliance with its content.	<ul style="list-style-type: none"> a. Review ASC best practice principles in relation to TTA current constitution b. Propose relevant amendments to the constitution, as required. 	December 2016 (ongoing)	Reviewed Dec 15
	Effective TTA Board meetings and activities.	<ul style="list-style-type: none"> a. Board to use the 2016-2019 Strategic Plan to guide the activities of all Board meetings and activities. 	January 2016 (ongoing)	Plan reviewed Dec 15
Strategic Planning	Develop, implement and review the 2015-2018 TTA Strategic Plan.	<ul style="list-style-type: none"> a. Staff to prepare new draft of the Strategic Plan for Board Approval 	November 2016	Draft submitted Nov 15
		<ul style="list-style-type: none"> b. Strategic Plan draft to be review and approved by TTA Board 	December 2016	Approved Dec 15
		<ul style="list-style-type: none"> c. Strategic Plan draft to be forwarded to All Member Associations for comment and feedback 	February 2016	
		<ul style="list-style-type: none"> d. Staff to use the Strategic Plan to guide the implementation and review of all core functions. 	March 2016 (ongoing)	
		<ul style="list-style-type: none"> e. Board (and our partners / supporters) to formally review the Strategic Plan annually and make necessary alterations. 	December 2016 (ongoing)	Plan reviewed Dec 15
		<ul style="list-style-type: none"> f. Work with the Member States / Territories to align the TTA Strategic Plan with their strategic plans, where possible. 	December 2016 (ongoing)	
Compliance Policy & Procedures development and implementation	Implementation of effective and comprehensive organisational policies and procedures.	<ul style="list-style-type: none"> a. Review and update TTA policies and distribute information to members 	Ongoing	
Risk Management	Ensure TTA Risk Management Policies are complied with by members.	<ul style="list-style-type: none"> a. Disseminate the TTA Risk Management Policies (MPP) to the members annually and assist them to comply in all areas. 	Ongoing	July 15
		<ul style="list-style-type: none"> b. Review the TTA Risk Management Policies, identify gap areas, develop additional Risk Management Policies and tools, as required, and disseminate any additional materials to the States and Territories for implementation. 	Ongoing	MPP reviewed July 15
Advocacy and Representation	Foster representation on International Boards and Committees and improve relationships with State and Territory Associations	<ul style="list-style-type: none"> a. Identify and support appropriate people to become involved in International Table Tennis committees and boards to improve the international standing of TTA. 	As required	Dec 15
		<ul style="list-style-type: none"> b. Develop a strong and collaborative relationship with all State and Territory Associations 	Ongoing	
		<ul style="list-style-type: none"> c. Identify and encourage skilled individuals to nominate or accept appointment positions on the TTA and State Boards 	Ongoing	

KRA 2: Participation and Development

Sub Category	Strategic Outcomes	Broad Strategies	Timeline	Progress
PROGRAM DESIGN, IMPLEMENTATION, REVIEW & SUSTAINABILITY	TTA in consultation with the ASC and the Member Associations to design, implement and review the 2015-2018 National Participation Plan including investigating options for program sustainability.	TTA to form a National Participation Advisory Panel (NPAP) to oversee development, implementation and review of the program against established outcomes.	Ongoing	Formed July 15
		TTA to undertake a National Athlete Pathway Health Check to identify any gaps in the sport participation pathway.	2016	FTEM commenced Aug 15
		TTA to maintain a National Development Coordinator (NDC) to manage the participation plan	Ongoing	Appointed July 15
		TTA to review State Development Officer (SDO) in all 8 States / Territories project.	Aug – Sep 2016	Appointed Sept 15
		NPAP to investigate options for long term program sustainability	Ongoing	
		TTA to maintain appropriate staff to implement the National Participation Plan.	Ongoing	
Membership Development	Increase registered membership in the sport by 10% per year for the life of the plan. Stretch Target – 15,000	TTA's membership database system to be utilised to accurately record participation at all levels of the game.	Aug – Oct 16 Ongoing	Commenced Oct 15
		Review and amend membership categories and structures utilised by all member associations.	Sep 2016	
		Continue to collect demographic data of the membership in the sport - ie: name, age, gender, postcode, year of birth, membership category, AWD, CALD.	Quarterly Ongoing	Commenced Oct 15
		Conversion strategies are developed to convert participants to membership within the sport.	Dec 2015 - Ongoing	
Increase Participation in the Sport	Increase participation in the sport by 15% per year for the life of the plan. Stretch Target – 100,000	TTA & Member Associations to develop and implement strategies in Sporting Schools to increase table tennis participation and club registered membership.	Dec 2015 - Ongoing	
		TTA NDC to investigate opportunities to engage with external table tennis participation events and activities.	Sep 2016 – Ongoing	
		TTA to collaborate with School Sport Australia to provide a grassroots level competition pathway for students into the sport.	Nov 2015 - ongoing	PSG Nov 15
		TTA to initially undertake research to gather valuable data to inform club identification; identify high density CALD & AWD populations	June – July 2015	Research completed June 15

Inclusive Engagement	Conduct research to assist with the improved inclusive engagement practices of the sport	throughout Australia; transition tendencies and membership mapping.		
		NPAP members to consider all of the demographical research data recommendations and then identify 5 x specific clubs throughout Australia who TTA will get ready for the roll out of Sporting Schools in Term 4, 2015.	Aug – Dec 2015	Nov 15
		TTA to expand network of AWD and CALD contacts (organisations/community groups/rehab centres) in each State / Territory	Sep 2015 - Ongoing	
		Increased opportunities for targeted populations to take on leadership roles within their Club.	Sep 2015 - Ongoing	
Capacity Building	TTA to partner with member associations to increase their long term capacity to deliver participation outcomes Australia wide	Improve governance and operational effectiveness of table tennis clubs in Australia	Sep 2015 - Ongoing	
		Ensure policies and strategies are in place to facilitate the development of the grassroots participation through better stewardship of Clubs.	Sep 2015 - Ongoing	
		Clubs to assess their current capacity to delivery in the Sporting Schools Program.	Sep 2015 - Ongoing	
		Increase the coach workforce in targeted Clubs throughout Australia to meet the demand of the Sporting Schools Program.	July 2015 – June 2016	
		Develop and implement monitoring and evaluation strategies to track progress of the Sporting Schools Program at State / Territory and Club level.	Sep 2015 - Ongoing	
		Sporting Schools - Sport Initiative Grants to be applied for by targeted Clubs to assist with transition into the Club environment.	Sep 2015 - Ongoing	
Oceania Para Table Tennis Development	Successfully deliver the Smash Down Barriers program to increase the number of people with disabilities playing table tennis.	Improved governance, operational effectiveness and capacity to plan, run and monitor participation based table tennis disability programs in Vanuatu (VTTF), Fiji (FTTA) & Kiribati (KTTA)	July 2015 – June 2017	PSP reports completed and submitted in accordance with the plan showing

		Improved collaboration between VTTF, FTTA, KTTA, National Paralympic Committee's (NPC), Pacific Disability Forum (PDF) and National Disability Partners (NDP) to identify opportunities to use table tennis as a tool to improve the inclusion of people with disability in Pacific countries	July 2015 – June 2017	successful completion of KPI's (quarterly)
		Increased participation and leadership opportunities for PWD from VTTF, KTTA & FTTA in participation based table tennis disability programs.	July 2015 – June 2017	
	Successfully deliver the Asia Sport Partnership Program to increase the number of people with disabilities playing table tennis	Roll out the ASP program in the targeted country leading to achievement of the set KPI's	Jan – Sept 2016	ASP approved Dec 15

KRA 3: High Performance

Sub Category	Strategic Outcomes	Broad Strategies	Timeline	Progress
Coaching and Officials education	Improved standard and number of identified High Performance Coaches and Internationally recognised Umpires and Officials.	a. Identify appropriately qualified coaches to fill high performance roles within the athlete pathways	Annually	Jan 15
		b. Update and have accredited, Coaching Courses with the ASC	April 2015	New L1 course delivered Dec 2015
		c. National Coaches to mentor and develop assistant coaches within each program	Ongoing	
		d. Update and have accredited, Umpire courses with the ASC	November 2015	Submitted Oct 15
		e. Officials identified to attend international events and courses to improve experience, knowledge and qualifications	As required	Umpires attended multiple international events throughout 15
Classification	All Athletes with a Disability entering the sport to have the opportunity to be provisionally or nationally classified. All PPP Squad members to have an international confirmed status.	a. Continue to provide up to date Classification administration	Ongoing	
		b. Provide classification pathways to all athletes	Ongoing	
		c. Provide classification education and training opportunities	Ongoing	
Athlete Identification	Identify athletes capable of winning medals at future bench mark events	a. Identify athletes with the greatest potential to have success at International bench mark events with a view to 2016 Rio Paralympic Games and 2018 Commonwealth Games	Quarterly	National rankings conducted quarterly
		b. Selectors and Head Coaches to attend National Championships to identify new athletes	Annually	Oct 2015
		c. PPP athletes identified at state based camps	Quarterly	State camps held
		d. Identify talent transfer opportunities for PPP program	Ongoing	
Training Environment (TE)	High Performance Squads provided with an appropriate and applicable TE to increase international competitiveness (design and implementation of the TE is dependent on the program e.g. PPP or able bodied)	a. Camp based and/or squad based TE opportunities provided to athletes (program dependant)	January 2016 (ongoing)	
		b. Identification of training venues to conduct TE	January 2016 (ongoing)	3 centres utilised
		c. Maximising the use of SSSM into the athletes TE within the budgetary constraints of each program (program dependant)	January 2016 (ongoing)	Para SSSM contracted July 15
		d. Explore opportunities to minimise the costs for athletes TE	January 2016 (ongoing)	VIT system trialled Dec 15
		e. Explore opportunities to increase the current TE for all athletes	Ongoing	VIT system trialled Dec 15

KRA 3: High Performance

Sub Category	Strategic Outcomes	Broad Strategies	Timeline	Progress
Program Planning	Maintain a High Performance Program which allows all athletes opportunities to achieve International Success	a. Annual review of High Performance Plans and 6 month reporting to the AIS/ASC	March/September	ASPR review completed
		b. Maintain a high performance manager of the 2 programs	Ongoing	Reviewed Dec 15
		c. Implement plans with identified athletes to prepare them for bench mark events.	Ongoing	
		d. Communicate High Performance Plans with our supporters / partners and member associations	Ongoing	HP review scheduled Feb16
		e. Formal review of High Performance Program for both able body and Para	HP – Feb 2016 Para – Oct 2016	
Player Development	Ensure athletes are provided with the appropriate resources and opportunities to achieve success at Bench Mark events	a. Identify and implement opportunities for players to participate in International exchange programs	Ongoing	
		b. Identify International events for players to participate in which will have the maximum cost/benefit to their development	Annually	2016 Calendar distributed
		c. Develop training plans for athletes to maximise their full potential	Ongoing	
		d. Ensure appropriate work/life balance of athletes	Ongoing	
Event Management	Maintain and improve on the domestic competition program	a. Implement a competition structure to provide Australian based athletes with the highest possible domestic competition. (Calendar of Events)	November 2016 (annually)	2016 Calendar completed
		b. Work with States and Clubs to host additional domestic events which are professionally run and well attended by the High Performance Players.	January 2016 Ongoing	
		c. Identify opportunities for international players and teams to participate in domestic competitions	Ongoing	
	Increased exposure to international competition	a. Identify International events capable of being held in Australia in which our HP players can participate	June 2016 (Annual)	
		b. Liaise with applicable Events Committees to source funding and/ or expertise assistance in conducting highlighted events	As required	

KRA 4: Operations

Sub Category	Strategic Outcomes	Broad Strategies	Timeline	Progress
Financial Management	Ensure best practice financial management processes to ensure that the financial position can improve over the life of the plan.	a. Ensure the use of contemporary financial management software.	December 16 (ongoing)	Updated MYOB Mar 15
		b. Have current and accurate financial reports presented at all Board meetings.	(ongoing)	
		c. Align financial expenditure and reporting to the Strategic Plan (i.e. relevant KRAs and outcomes).	January 2016	2016 budget approved Dec 15
		d. Maintain a TTA Audit sub-committee	Ongoing	
	Maintain and improve current levels of Government and Official Partner financial support.	a. Continue to develop the relationship with the ASC to identify areas of funding available through Fed Gov't Agencies.	Ongoing	
		b. Work proactively with the State Governments and SSO's to identify and access appropriate funding programs (note – work with funding application consultants, as required).	Ongoing	
		c. Hold six monthly update meetings with ASC consultants as well as inviting relevant Key Stakeholders to planning workshops and meetings.	Ongoing	All ASPR meetings conducted
	Maximise sponsorship and commercialisation opportunities	a. Identify assets and potential sponsorship opportunities	Ongoing	
		b. Develop a sponsorship sub-committee to research and pursue potential sponsorship opportunities	August 2016	
		c. Identify commercialisation opportunities	Ongoing	
		d. Develop and strengthen strategic commercialisation opportunities in Australia and overseas	Ongoing	
		e. Continue to develop Pelican Sports (Seagulls Club) as an alternative commercial income stream for the organisation	Ongoing	
	Human Resource Management	Effectively recruit, train, support and retain quality staff.	a. Review/Develop detailed position descriptions and staff assessment tools.	November 2016
b. Develop and implement performance appraisal / management systems for each position.			November 2016	
c. Provide specific professional development based on the outcomes of appraisals and / or changes to position descriptions.			Ongoing	
d. Nominate staff for national sports administration awards.			Ongoing	

KRA 4: Operations

Sub Category	Strategic Outcomes	Broad Strategies	Timeline	Progress
Policies and Procedures	TTA's administrative policies and regulations are adhered to in a fair, consistent and equitable manner and all members are educated in their content and delivery.	a. Review and update TTA Office Operations Manual for use by all TTA staff.		
		b. Review all office procedures to ensure currency and adherence.		
Maximise and Increase Media Opportunities	Information about Table Tennis is featured more often in electronic media.	a. Identify key people to assist in dissemination of information on Table Tennis to various media sources	ongoing	
		b. Maintain the use of social media	ongoing	

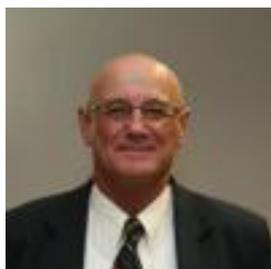
9.0 - Our Future

- The 2016 – 2019 TTA Strategic Plan outlines four Key Result Areas, Strategic Outcomes, Broad Strategies and associated Timelines that will enable TTA to fully engage its stakeholders and to have a planned, coordinated and long-term approach to the ongoing success of TTA, the Members and of the broader Australian Table Tennis community.
- TTA embraces the need for all partners / supporters to work together in order to achieve our sport's potential over the coming four year period and beyond.
- TTA's operations between 2016 and 2019 will now be guided by this document. This document will be a rolling plan over the next 4 years and will be reviewed on a yearly basis.

10.0 - Acknowledgements

Table Tennis Australia would like to thank the many people who provided specific and direct input into the development of this Strategic Plan – the Board, the State and Territory Associations, TTA staff and our supporters / partners.

We hope our stakeholders will now help us to make this Plan the initiative that leads to the long term success of TTA and our sport throughout Australia for many years to come.

A handwritten signature in blue ink that reads "W. Goodier".

Will Goodier
President
December 2015