

TABLE TENNIS IN AUSTRALIA

OUR FUTURE NOW!

A WHOLE OF SPORT STRATEGIC PLAN.
ENHANCED COLLABORATION AND GROWTH WITHIN
AUSTRALIAN TABLE TENNIS 2019-2022.

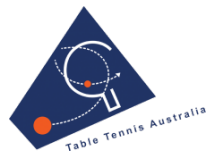




TABLE TENNIS, OUR WAY!

OUR COLLECTIVE VISION

To connect all Australians with Table Tennis in their lifetime.

OUR COLLECTIVE PURPOSE

For the Australian Table Tennis community to work together to get more Australians engaging with Table Tennis in more ways, in more places, more often.

OUR VALUES

Collaborate – All elements of the Australian Table Tennis community will plan, deliver, monitor and review our core business together, in an honest, respectful and transparent manner, for the benefit of the sport.

Creative and Courageous – We are always open to new ideas and different ways of thinking; we are prepared to be challenged and to make big decisions in order to achieve our vision.

Have Fun – We are all involved in Table Tennis because we love it! Table Tennis should always be fun and we need to always remember this.

Inclusive – We welcome and embrace all members of the Australian community into our sport. We are a single sporting community, from all walks of life, inclusive of all backgrounds, ages and ability levels and are representative of contemporary Australian society. We are a sport for all, a sport for life.

OUR PRIORITIES

1. Unification – We will work collaboratively, through aligned structures, systems and behaviours, to build a thriving national sports business.

2. Participation – We will make Table Tennis more accessible, relevant and rewarding for all.

3. Profile – We will unite the Table Tennis brand and innovatively connect Australia with our sport.

4. Performance – We will deliver teams on the international stage who inspire and excite Australia.

5. Our People – We will proactively attract, support and retain people who love Table Tennis - our Boards; Committees; staff; volunteers; coaches; officials; participants / athletes; parents / caregivers, commercial partners; all levels of government; and all other friends of Table Tennis.

VISION
PURPOSE
VALUES
PRIORITIES



OUR PROOF POINTS

HOW WE WILL MEASURE
OUR SUCCESS

STRATEGIC PRIORITY AREA I UNIFICATION

- » STATE AND TERRITORY (S&T) AGREEMENTS ENTERED INTO WITH ALL 8 X S&T'S.
- » 'ONE MANAGEMENT' APPROACH ESTABLISHED ACROSS ALL 8 S&T'S.
- » CONTEMPORARY GOOD PRACTICE GOVERNANCE STRUCTURES AND SYSTEMS IN PLACE AT ALL LAYERS OF THE SPORT.
- » A COLLABORATIVE AND ALIGNED APPROACH TO ORGANISATIONAL PLANNING AND MANAGEMENT IN PLACE BETWEEN TTA AND ALL S&T'S.
- » STANDARDISED POLICIES AND PROCEDURES (WHERE RELEVANT AND BENEFICIAL) IN PLACE AT ALL LAYERS OF THE SPORT.
- » CONTEMPORARY DIGITAL / TECHNOLOGY SYSTEMS USED TO SUPPORT ALL LAYERS OF THE SPORT.
- » DOUBLED TOTAL ANNUAL (WHOLE OF SPORT) REVENUE BY 2022 AND MORE THAN 50% OF TOTAL ANNUAL (WHOLE OF SPORT) REVENUE GENERATED FROM NON-GOVERNMENT FUNDING SOURCES.
- » ALL TTA MANAGED EVENTS DELIVER A POSITIVE COMMERCIAL RETURN.



OUR PROOF POINTS

HOW WE WILL MEASURE
OUR SUCCESS

STRATEGIC PRIORITY AREA 2 PARTICIPATION

- » INCREASE SPORTING SCHOOLS PARTICIPANTS TO 40,000 ANNUALLY BY 2022.
- » NATIONAL MEMBERSHIP GROWTH OF >5% ANNUALLY AND REACH 12,500 MEMBERS BY 2022.
- » INCREASED NUMBER OF TTA ACCREDITED COACHES TO 500 TOPS, 300 LEVEL 1, 75 LEVEL 2 AND 30 LEVEL 3 BY 2022.
- » INCREASE NUMBER OF ACTIVE ACCREDITED UMPIRES TO 100 STATE/TERRITORY, 20 NATIONAL, 30 INTERNATIONAL, 10 BLUE BADGE BY 2022.
- » INCREASE THE NUMBER OF ACTIVE ACCREDITED REFEREES TO 20 STATE/TERRITORY, 15 NATIONAL, 10 INTERNATIONAL BY 2022.
- » INCREASE PARTICIPATION TO 150,000 PARTICIPANTS BY 2022.
- » DIRECTLY CONTRIBUTE TO DELIVERING \$500,000 WORTH OF EQUIPMENT AND FACILITIES TO CLUBS/ASSOCIATIONS AND SCHOOLS BY 2022.
- » EMBED A MEMBERSHIP OFFERING THAT DELIVERS MORE THAN \$200 WORTH OF BENEFITS ANNUALLY TO EACH MEMBER BY 2022.



OUR PROOF POINTS
HOW WE WILL MEASURE
OUR SUCCESS

STRATEGIC PRIORITY AREA 3 PROFILE

- » GENERATE \$1,000,000 IN SPONSORSHIP REVENUE OR EQUIVALENT BY 2022.
- » INCREASE THE NUMBER OF AFFILIATED CLUBS/ASSOCIATIONS AROUND AUSTRALIA TO 300 BY 2022.
- » TTA AND ALL S&T'S UTILISING CONSISTENT, EFFECTIVE AND WIDELY RECOGNISED BRANDING.
- » IMPROVED DIGITAL, SOCIAL MEDIA AND MAINSTREAM MEDIA METRICS ANNUALLY.
- » DEVELOP AND PROMOTE CONTEMPORARY DIGITAL CONTENT.
- » LIVE STREAMING AVAILABLE AT ALL NATIONAL CHAMPIONSHIPS FROM 2020 ONWARDS AND AN ON-DEMAND EVENT VIDEO LIBRARY ESTABLISHED.



OUR PROOF POINTS

HOW WE WILL MEASURE
OUR SUCCESS

STRATEGIC PRIORITY AREA 4 PERFORMANCE

- » TTA AND S&T COLLABORATION TO DELIVER ONGOING TRAINING CENTRES IN ALL 8 S&T'S.
- » 'ONE NATIONAL TEAM' APPROACH WHERE ALL NATIONAL SQUAD MEMBERS (JUNIOR, SENIOR, PARA) HAVE ACCESS TO REGULAR AND ONGOING TRAINING AND COMPETITION OPPORTUNITIES.
- » ALL S&T'S PARTICIPATING IN ALL NATIONAL EVENTS.
- » A TALENT DEVELOPMENT PATHWAY IN PLACE, ENABLING TALENTED ATHLETES (JUNIOR, SENIOR, PARA) TO EFFECTIVELY TRANSITION INTO STATE, NATIONAL AND INTERNATIONAL LEVEL ATHLETES.
- » EMBED A CULTURE OF CREATING INTERNATIONALLY COMPETITIVE ATHLETES (JUNIOR, SENIOR, PARA) AS THE HIGHEST PRIORITY FROM A PERFORMANCE PERSPECTIVE WITHIN TTA AND S&T'S.
- » ACHIEVEMENT OF OUR HIGH PERFORMANCE TARGETS AT ALL BENCHMARK EVENTS (JUNIOR, SENIOR, PARA).



OUR PROOF POINTS

HOW WE WILL MEASURE
OUR SUCCESS

STRATEGIC PRIORITY AREA 5

OUR PEOPLE

- » OUR STAFF - RETAIN AND ATTRACT HIGH QUALITY PEOPLE THROUGH OFFERING A FLEXIBLE AND EMPOWERING WORKING ENVIRONMENT WHERE PEOPLE CAN MAKE A DIFFERENCE IN THE TABLE TENNIS COMMUNITY AND PERSONAL AND PROFESSIONAL GROWTH IS THE NORM. THERE WILL BE PAID STAFF IN ALL 8 S&T'S BY 2022.
- » OUR BOARDS AND COMMITTEES - ENSURE SUITABLY QUALIFIED PEOPLE FILL ALL POSITIONS, PERSONAL AND PROFESSIONAL GROWTH OPPORTUNITIES ARE PROVIDED, AND 40% FEMALE BOARD AND COMMITTEE REPRESENTATION IS ATTAINED BY 2022.
- » OUR COACHES - ONGOING AND REGULAR COACH EDUCATION OPPORTUNITIES ARE PROVIDED, A CLEAR COACHING PATHWAY IS ESTABLISHED, A CULTURE OF WORKING TOGETHER TO CREATE INTERNATIONALLY COMPETITIVE PLAYERS IS EMBEDDED.
- » OUR OFFICIALS - ONGOING AND REGULAR UMPIRE AND REFEREE EDUCATION OPPORTUNITIES ARE PROVIDED, A CLEAR UMPIRE AND REFEREE PATHWAY IS ESTABLISHED, A CULTURE OF STRIVING TO OFFICIATE AT THE INTERNATIONAL LEVEL IS EMBEDDED.
- » OUR VOLUNTEERS - VOLUNTEER RECOGNITION AT ALL LEVELS BECOMES THE NORM, THE BENEFITS OF VOLUNTEERING ARE CHAMPIONED AND PROACTIVE VOLUNTEER ATTRACTION PROGRAMS ARE EMBEDDED.

OUR PROJECTS

WHAT WE WILL DO

UNIFICATION

- » S&T Planning Alignment Project - designed to assist S&T's to develop plans aligned to "Our Future Now".
- » Implement "One Management" Model - designed to more effectively access and share resources, systems and services between TTA and S&T's - e.g. human resources, commercial activities, financial management and digital / IT systems - including a fully operational National database, policies and procedures, intellectual property, etc.
- » Digital Strategy - designed to ensure digital platforms, systems and tools help all elements of the Australian Table Tennis community to more effectively and efficiently manage our business.
- » One Management Model - designed to identify and implement the governance / administrative model which will best support the sport of Table Tennis in Australia achieving its potential.

PARTICIPATION

- » Participation Growth Strategy - designed to increase the number of people engaging in our sport at all levels, in all roles and in all environments - including the development of new participation programs / products; more flexible participation and competition formats; etc.
- » Club Enhancement Initiative - designed to assist Clubs to identify how they are operating in key areas; and then provide them with a suite of user-friendly and relevant on-line resources to enhance their capacity to grow the sport locally.

PROFILE

- » Commercial Strategy (inclusive of branding, sponsorship and government relations) - designed to guide our collective activities, as they relate to maximising the commercial revenue and government funding supporting Table Tennis in Australia.
- » Communications Strategy - designed to guide our collective activities, as they relate to maximising the effectiveness and reach of our internal and external communications.



OUR PROJECTS

WHAT WE WILL DO

PERFORMANCE

- » Undertake a review of all of the national and state / territory talent development and high performance systems and implement all endorsed recommendations.
- » Embed a network of ongoing and regular training centres throughout Australia and in every S&T, jointly managed by TTA and S&T's.

OUR PEOPLE

- » Create a staff professional development model and generate innovative ways to enable staff to reach their potential.
- » Boards and Committees - clearly articulate the roles and responsibilities of every position, link each position back to implementing this strategic plan, provide high quality inductions and ongoing professional development opportunities.
- » National Coaching Strategy - develop and implement a grassroots to elite coaching model focused on attracting, upskilling and retaining coaches.
- » National Officials Strategy - develop and implement a grassroots to elite Umpires and Referees model focused on attracting, upskilling and retaining officials.
- » National Volunteer Strategy - develop innovative ways to attract, retain and reward volunteers at all levels of table tennis.





WHAT IS OUR FUTURE NOW?

OUR VISION IS TO LEAD A UNIFIED AND THRIVING SPORT IN AUSTRALIA – THE RESULT OF WHICH IS THAT WE **CONNECT ALL AUSTRALIANS WITH TABLE TENNIS IN THEIR LIFETIME**

We believe Table Tennis can improve health and social outcomes for all Australians through involvement in our sport. TTA and S&T's will now use this Strategic Plan to work together to achieve our vision.

Our Future Now provides the blueprint for how TTA will work in open collaboration with S&T's and partners to drive the increased capacity, relevance and sustainability of our sport across Australia.

OUR FUTURE NOW HAS BEEN DEVELOPED TO:

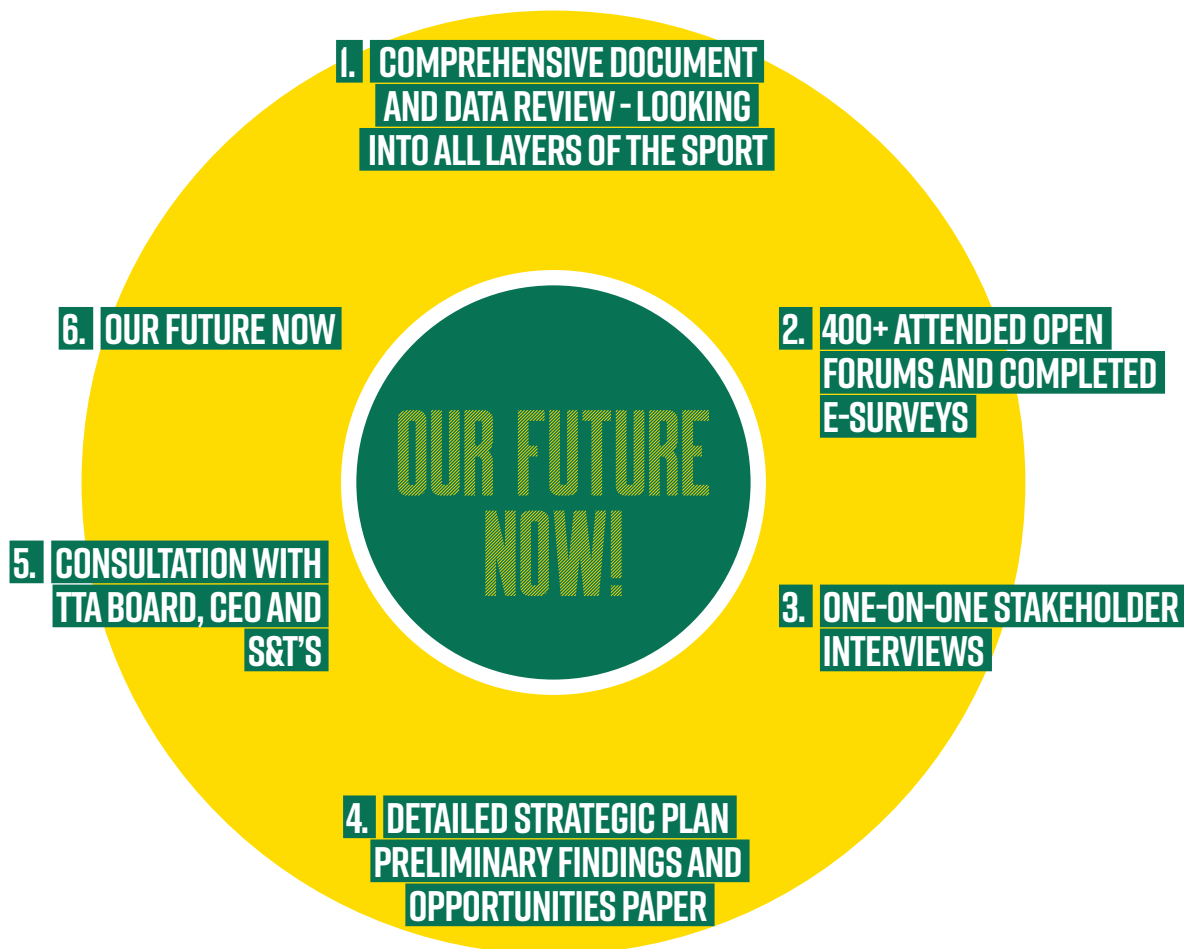
- » Articulate a unified **vision and direction** to the Australian Table Tennis community;
- » Guide significant future **growth and capacity** increases within the Australian Table Tennis community;
- » Encourage **coordination, collaboration and innovation** amongst the Australian Table Tennis community;
- » Ensure the **relevance of Table Tennis** within the Australian sport and active recreation sector is maximised;
- » Ensure the **successful and sustainable** future of Table Tennis in what is a rapidly changing Australian sporting landscape; and
- » Assist the Australian Table Tennis community to **communicate the plan, believe in it; live it!**

We recognise the unique roles and responsibilities each section of the Australian Table Tennis community has, and the importance of each of these roles – **we are all in this together!** We also recognise that while we share a common vision for the sport of Table Tennis in Australia, each S&T may also have their own strategic focus areas and priorities, which may be relevant only to them. Nevertheless, we are all committed to working together to achieve a whole of sport strategic planning approach and our whole of sport vision.

As we work together to achieve our vision for Table Tennis in Australia, we will seek to always demonstrate our core values: **Collaborate, Creative and Courageous, Have Fun, Inclusive!**

DEVELOPED BY TABLE TENNIS FOR TABLE TENNIS

Creating the best Strategic Plan to ensure our sport gets to where it should be by 2022 (and beyond) in Australia has taken careful thought and consideration, as well as time and contributions from all stakeholders involved in our sport. A summary of the work completed in the lead up to developing **'Our Future Now'** is presented below.



TIME FOR CHANGE

The changing and dynamic nature of the Australian sporting landscape, as well as current social, political and financial factors, means the sustained success of Table Tennis in Australia is far from assured. Realising this, TTA and S&T's have identified some fundamental changes that need to be made in the way we work together, to ensure broad collaboration and inclusion to achieve our collective potential.

TTA and S&T's will work openly and collaboratively, together with the broader Australian Table Tennis community, as well as other key partners, to ensure we maximise our current and future relevance, profile and collective resources; and to optimise our collective responsiveness in these rapidly changing times.

'Our Future Now' has been developed within the context of recommendations made in Sport Australia's Intergenerational Review of Australian Sport 2017 and the Sport 2030 Plan, released in 2018. There are many forces at work affecting people's opportunities for sport participation and the enjoyment of active, social recreation – all of which we are aware of and we have used this understanding to help craft 'Our Future Now'.

Sport 2030 outlines Sport Australia's bold vision of "ensuring Australia is the world's most active and healthy nation, known for our integrity and sporting success". **We want to play a part in this vision coming to life and 'Our Future Now' will help us do this!**

All elements of the Australian Table Tennis community believe in our common vision, purpose and values, together with the strategic priorities and projects we have identified in this plan. This is why our sport will achieve its potential over the coming 4 years (and beyond).



OUR COMMITMENT TO OUR FUTURE NOW!

'Our Future Now' signals the start of an exciting new chapter in the life of Table Tennis in Australia and for everyone within the Table Tennis community. Every stakeholder needs to understand the importance of the role they (and others) play in helping to deliver 'Our Future Now', to ensure our sport achieves its immense potential between 2019 and 2022 (and beyond).

Our activities will be guided by this Strategic Plan, which will be monitored by the TTA Board and CEO. Through renewed trust and collaboration, we can and will achieve the future success and sustainability of our sport and our vision – **Connect all Australians with Table Tennis in their lifetime.**

Photo credits: Australian Paralympic Committee pages 1, 3, 6.
Commonwealth Games Australia pages 2, 4, 5, 9.
Australian Olympic Committee page 7. ITTF page 8.