



TTACT

TABLE TENNIS ACT INC (TTACT)

STRATEGIC PLAN

2009 – 20011 (3 Years inclusive)

OUR VISION

To be an innovative, well managed sporting organisation constantly seeking to provide service and value for our members.

OUR MISSION

- *To administer and organise the affairs of TTACT in a professional and equitable manner at all levels.*
- *To provide service to all members through a clear organisational structure and sound administrative procedures.*
- *To promote the sport to the overall community of Canberra and surrounding districts in order that the sport may be further developed.*

OUR VALUES

- *Integrity*
- *Transparency*
- *Honesty*
- *Consistency*
- *Respect*

OUR PURPOSE

To maximise participation in table tennis in the Australian Capital Territory and produce players of ACT Representation, Australian and International standard across Able-bodied and Athletes with Disabilities.

OUR APPROACH

- ✓ *Working in partnership with our Members*
- ✓ *Transparent and innovative administration*
- ✓ *Progressive leadership*
- ✓ *Continuous improvement*

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2009 – 2011 (inclusive)

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OUR OBJECTIVES

1. GOVERNANCE

To provide a best practice governance structure for the management and administration of table tennis.

2. MANAGEMENT AND ADMINISTRATION

To provide an efficient management structure to foster the growth of table tennis in the Australian Capital Territory by developing and maintaining improved and effective administration services, systems and procedures.

3. MARKETING & PROMOTION

To raise the public profile of the sport and its players and provide effective communication and service to registered members.

4. FINANCE

To manage the association's funds in a responsible manner and in accordance with current accounting standards and practices, and to provide meaningful and timely financial reporting.

5. EVENT MANAGEMENT

To provide a framework for the efficient conduct of quality tournaments and competitions at a Local, State and National level for all its players enabling them to meet their personal goals.

6. PARTICIPATION

*To provide opportunities to increase membership and participation across the established sectors of Juniors, Seniors, Veterans and Athletes with Disabilities.
To ensure the sport caters for all age and ability groups.*

7. COACHING

*To ensure the organisation continues to provide knowledgeable and skilled coaches suited to coaching players of all levels and ages.
To create an environment conducive to availing players the opportunity of achieving their potential.*

8. OFFICIATING

To ensure the organisation continues to provide knowledgeable and skilled officiators to the sport and the opportunity for officiators to advance their accreditation levels.

9. FACILITIES MANAGEMENT

To look for opportunities to obtain further venue/s for the sport to enable it to develop to its full potential.

ACTION PLAN FOR ACHIEVING OUR OBJECTIVES

(the dates below on the Timeline are as a first check only and unless indicated are on-going)

1. GOVERNANCE

Action	Responsibility	Timeline	Resources	KPI	Priority
Review the current overall governance structure	Overall Board / individual Director/s	By June 2009	Sub-Committee	New Constitution	Urgent
Amend the Constitution Rules and Regulations	Overall Board and Technical Committee	By April 2009	Sub-Committee	New Constitution/ Rules and Regulations	Urgent
Change the Board structure as per the recommendations	Board, via individual Directors	By August 2009	Sub-Committee	New Board Positions Determined	Urgent
Determine Directorships that require Committees to support Board	Overall Board decision	By June 2009	Sub-Committee	Committees Determined	Urgent
Implement a Risk Management Practice	Relevant Sub-Committee	By August 2009	Sub-Committee	Risks identified	High
Develop an Organisational Chart	Relevant Sub-Committee	By November 2009	Sub-Committee	Chart Completed	High

2. MANAGEMENT AND ADMINISTRATION

Action	Responsibility	Timeline	Resources	KPI	Priority
Determine the major projects to be undertaken over the 3 years of the plan	Board	By September 2009	Board	Projects determined & promoted	High
Form Sub-Committees to support Directorships	President and Vice-President With Board	By November 2009	Board	Committees formed	High
Look at overall criteria/duties of Centre Manager – Development Officer	Board	By May 2009	Sub-Committee	Appointment made	Urgent
Develop sound communication processes to report outcomes	PR Director, Web-Site Manager & President	By August 2009	Sub-Committee	Communication Strategy developed	High
Ensure all necessary policies are current and are promoted	President Vice-Pres. & Directors	By October 2009	Sub-Committee	Policies to be determined / distributed	High
Develop a code of conduct for players, coaches/officials	Relevant Sub-Committee	By June 2009	Sub-Committee	Code of Conduct Developed	Urgent
Ensure a disciplinary process and appeals process is in place	Sub-Committee appointed	By April 2009	Sub-Committee	Disc/Appeals process developed	Urgent

3. MARKETING AND PROMOTION

Action	Responsibility	Timeline	Resources	KPI	Priority
Establish a marketing and promotions Sub-committee	Marketing Director	By November 2009	Members	Committee Formed	High
Develop marketing strategies and program	Marketing Director / Sub-Committee	By December 2009	Sub-Committee	Strategies Developed	High
Work to maintain good contacts with The Canberra Times and WIN Television – and look at further opportunities to expand in the media	PR Director and President	On-going	PR Director and President	Articles in newspaper and time on television – also on Web-Site	High
Promote results in the local media (Winter & Spring Pennant results in “The Canberra Times”)	Marketing Director	By May 2009	SDO	Columns appears in the paper	High
Identify sponsorship opportunities	Marketing Director	By July 2009	Board	Sponsorship obtained	High

4. FINANCE

Action	Responsibility	Timeline	Resources	KPI	Priority
Prepare a budget for the current year and establish budgeting and reporting processes.	Finance Director	By March 2009	Finance Director	Budget	Urgent
Review the adequacy of the current financial reporting reports	Board	By May 2009	Sub-Committee	Financial reporting process developed	High
Ensure financial reporting is prepared on a monthly basis	Finance Director	By July 2009	Finance Director	Monthly Financial Reports	High
Prepare applications for Funding Grants	President and Vice President	Triennial	President and Vice President	Applications successful	High

5. EVENT MANAGEMENT

Action	Responsibility	Timeline	Resources	KPI	Priority
Establish a Competition Sub-Committee	Competition Director	By March 2009	Board	Committee formed	High
Review the Competition guidelines and regulations	Competition Director	By May 2009	Sub-Committee and Board	New tournament guidelines and regulations	High
Maintain and update a Players' Rating Chart (across all Divisions) for all the Comp. players	Competition Sub-Committee	On-going	Competition Sub-Committee	Regular notices at Centre and on Web-Site	High
Establish a Competition Policy Process	Competition Director	By March 2009 and on-going	Sub-Committee	Competition Policy established	Urgent
Host Special / National Championships when scheduled for the ACT	President / Vice President Competition Director & Sub-Committee	When applicable	Special Event Committee	Successful Championship	As needed

6. PARTICIPATION

Action	Responsibility	Timeline	Resources	KPI	Priority
Association 14-16 week Teams' Competitions to be held twice annually	Competition Director and Sub-Committee	By February-June and July-Dec. 2009	Sub-Committee	Association Team Competitions held	High
Develop and conduct ACT Secondary Schools Championships and follow-up with Aust. Schools Champs.	President and Sports Development Officer in conjunction with Sub-Committee	By August – September 2009	Sub-Committee	ACT Secondary Schools Championships held	Urgent
Carry out ACT v Goulburn Inter-City Matches-teams at differing levels, e.g. Junior, Veterans, Senior, Division 3	Competition Director	By May 2009	Sub-Committee	Match to be held annually in alternate venues	High
Develop further opportunities for Athletes with Disabilities to have opportunities to play table tennis	Athletes with Disabilities Action Sub-Committee	By July 2009	Sub-Committee	Separate program developed for athletes with disabilities	High

7. COACHING

Action	Responsibility	Timeline	Resources	KPI	Priority
Arrange and run coaching courses	Coaching Director	By November 2009	Board – Coaching Director	Courses Held	High
Provide coaches to members who require the services of a coach	Coaching Director / Sub-Committee	On-going	Board - Coaching Director	Coaches Provided	N/A
Establish a Coaching Sub-Committee consisting of registered coaches and hold meetings	Coaching Director	By July 2009	Board – Coaching Director	Committee Formed	Urgent
Attend courses and meetings conducted by the National Coaching Director	Coaching Director	As required	Board – National Body	Attended	High
Become involved in Active After School Program/s	Coaching Director / Sub-Committee	By May 2009	Coaching Director	Coaches Involved	High
Hold Training groups for Representative players	Coaching Director / Sub-Committee	On-going	Coaching Director	Training Groups held	High

8. OFFICIATING

Action	Responsibility	Timeline	Resources	KPI	Priority
Run courses to train and develop officials	Officiating Committee	By October 2009	Board / Mgt Director	Courses Held	High
Develop a strategy for recruiting new officiators	Officiating Committee	By October 2009	Board - Management Director	Strategy developed	Medium
Develop a pathway and process for promoting officiators	Officiating Committee	By November 2009	Officiating Committee	Pathway developed	Medium

9. FACILITIES MANAGEMENT

Action	Responsibility	Timeline	Resources	KPI	Priority
Liaise with Sport & Recreation Services - following up opportunities for further facilities	Facilities Sub-Committee	On-going	Board – Facilities Sub-Committee	Contact Maintained	Urgent
Liaise with the CEO's of other organisations looking at furthering their facility options.	Facilities Sub-Committee	On-going	Board – Facilities Sub-Committee	Contact Maintained	Urgent
Follow-up with other sports/Sport & Rec. - re sharing facilities	Facilities Sub-Committee	On-going	Board – Facilities Sub-Comm.	Progress in action	Urgent
Look at long term and short term options	Facilities Sub-Comm.	On-going	Facilities Sub-Comm.	Long term	Medium

OPERATIONAL PLAN – 2009

KEY OBJECTIVES - 2009

The following are the main projects and services identified by the Board to be delivered to members over the next 12 months. These projects and services are in addition to the core activities delivered each year.

<u>Action</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Resources</u>	<u>KPI</u>	<u>Ranking</u>
Restructure part-time job to Centre Management / Sports Development Officer (CM/SDO)	President / Vice President (re – Board)	By April 2009	Sub-Committee	Duties outlined and started	1
Facilities / Alternative Venue	Facilities Sub-Committee	Report regularly	Sub-Committee	Opportunities as presented	2
Develop sound communication processes to report outcomes to members.	Liaison between Board and Web-Site Manager	By August 2009	Sub-Committee	Communication Strategies developed	3
Review the current governance structure	President / Vice President (re – Board)	On-going	Sub-Committee	Upgrading of Policies	4
Setting up of AWD Action Group and Action Plans	AWD Action Group appointed	By July 2009	Sub-Committee	Action Plans acted upon	5
Organise Special Introductory Program/s for new members	PR Director and Sub-Committee	March 2009 On-going	PR Director and Sub-Committee	Newly trained players ready to start competition	6
Prepare a budget for the current year and establish budgeting and financial reporting processes.	Finance Director	By April 2009	Finance Director	Budget	7
Introduce Rep. Training Development squads for both Juniors and Veterans	Coaching & Competition Directors	By May 2007 – on-going	Sub-Committee	Training Squads Operating	8
Risk Management	Risk Management Sub-Committee	By November 2009	Sub-Committee	Risks Identified	9

IMPLEMENTATION PLANS

- (i) *Determine the Responsibilities of our Centre Management / Sports Development Officer Board to determine the responsibilities and projects to be undertaken*
 - *Centre Management / Sports Development Officer to report to President and Vice President*
 - *Perform twelve monthly reviews of performance of the CM/SDO*
 - *Office facilities to be provided for the CM/SDO*
- (ii) *Develop Strategies and Follow-up Facility / Venue Opportunities*
 - *Facilities Action Sub-Committee to follow-up opportunities as they arise*
 - *Provide regular reporting to Table Tennis ACT Board*
 - *Keep regular contact with Sport & Recreation*
- (iii) *Develop Communication Processes*
 - *Existing means of communicating with members to be reviewed and improved*
 - *Centre Manager to handle communication through Centre Noticeboards, the Web-Site and through Centre-based Programs*
 - *Agreed strategies to be adopted by the Board in communicating with members*
 - *Public Relations/Media Director and President to develop Canberra Times and TV contacts*
- (iv) *Review the current Governance Structure*
 - *Work towards carrying out the new KRA's of the newly drafted Strategic Plan for the period 2009 – 2011 (inclusive) period*
 - *Review all policies and regulations*
 - *Implement the new Constitution when passed by a Special Meeting*
- (v) *Setting up of Athletes with Disabilities Action Group*
 - *AWD Action Group appointed by Board to enable Programs to be carried out*
 - *Opportunities to be provided for AWD along with school program/s*
 - *Events to be provided for in conjunction with other ACT Championships*
 - *Liaising with Table Tennis Australia/States/Territories to provide open events Australia-wide*
 - *Providing and/or accepting invitations to close-by South Pacific country/s for open events*
- (vi) *Introduce Improved Financial Reporting Processes*
 - *The Finance Director to prepare an annual budget that can be endorsed by the Board of Management at the start of each financial year.*
 - *The Finance Director to provide to the Board at each meeting financial reporting that shows a comparison between actual performance and budget.*
 - *An allocation for the promotion of Table Tennis needs to be included in the budget. (10%).*
 - *The Finance Director to provide an annual breakdown of affiliation and registration fees received by Table Tennis SA. This will provide an insight to where fees are coming from.*
 - *The Finance Director to target an amount of at least 10% of net income should be targeted as a surplus in order to build our financial resources to protect against unexpected costs and to ensure long-term viability.*
 - *The Finance Director to review the basis of determining affiliation and registration fees by ensuring the fees recover the budgeted administrative costs of the Association plus allowing for the achievement of a targeted surplus.*
- (vii) *Develop Junior and Veteran Representative Team/s Training Squads*
 - *Introduce training development squads for Junior and Veteran players (2 distinct squads)*
 - *Appoint a coach to take charge of squads*
 - *Determine the venues to be used*
- (viii) *Risk Management*
 - *Develop a risk management policy that addresses all identified risks.*
 - *Take action where necessary to address identified risk*

CORE ACTIVITIES

The core activities of Table Tennis ACT are generally allocated to the various Directors of the Board of Management (and their Sub-Committees) who are those responsible for the regular management of table tennis in the ACT.

The core activities take considerable resources in terms of finance and the time of Board Members and other officials in ensuring these activities are undertaken successfully.

The core activities ensure that the sport functions to a level that offers all Members the opportunity to reach their potential and to improve their mental and physical well-being.

Lastly, the core activities are to ensure enjoyable playing opportunities (competitive and social) for all members of the general community.

The core activities include the following:

- *Holding of regular Board Meetings*
- *Co-opting of Special Directors for extra core activities, e.g. Coaching, Seniors*
- *Placing of Minutes of Board Meetings on the TFACT Web-Site and up at the Centre*
- *Appointing sub-committees to support Directors of the Table Tennis ACT Board*
- *Liaising with the Office for Recreation and Sport and other sporting organizations*
- *Aiming at all times to maintain a strong Facilities Action Group*
- *Setting of affiliation fees and communicating with our membership, via the Web-Site, Notice boards at the Centre and personally*
- *Maintain regular communication with all States/Territories and the parent body, Table Tennis Australia*
- *Attending the Table Tennis Australia Annual General Meeting*
- *Appointing Coaches for Table Tennis ACT Association Coaching*
- *Providing Coaching Clinics in Schools and at the Table Tennis Centre*
- *Holding Open/Closed Association Championships annually*
- *Maintaining and organising regular Athletes with Disabilities activities*
- *Inviting interstate players for Open Events at abovementioned Championships*
- *The playing of Trophy Invitational Championships with representative players from Goulburn*
- *Appointing Representative Team Managers*
- *Ratifying Representative Teams selected by the Representative Team Selectors*
- *Managing the finances of the association*
- *Conducting the two annual Pennant Competitions*
- *Organising and running a Country Carnival*
- *Organising the annual Secondary Schools Championships*
- *Preparing Annual Reports*
- *Arranging Awards Presentations*
- *Arranging and conducting an Annual General Meeting*

USING THE STRATEGIC PLAN

A Strategic Plan is a proposal that describes, via the "Operational Plan", the opportunities for our sport in the future. Having a Strategic Plan provides the Association with long-term plans and an opportunity to bring table tennis to the attention of the general public as a fun, all year round sport, that provides opportunities for people of all levels/ages, to set goals, aim to reach their potential and improve the mental and physical well being of their lives.

The success and usefulness of the Strategic Plan as a planning and operational tool should not be measured by this document alone.

Constant reference to and review by members at all levels as to the achievement of the many objectives and strategies in the plan is strongly encouraged.

The Strategic Plan is a tool, which provides goals and opportunities.

An assessment of the Plan must be looked at regularly, and where necessary changes made to improve the overall well being of the sport in the ACT.

KEY INDICATORS

Key indicators are the measures used to monitor progress in regard to the strategic plan

- *Sub-committees established with terms of reference and job descriptions*
- *Risk areas identified and managed*
- *Where possible implementation of IT strategies made to improve communication*
- *Identified policies drafted and/or upgraded as deemed necessary*
- *Updating of the Board with regular information/reports*
- *Adherence to Budget and regular reporting*
- *Association operating on a sound financial basis*
- *Successful completion of Open/Closed Association Championships and Veterans/Athletes with Disabilities Championships staged*
- *Increased awareness of the importance of AWD in the community*
- *Provision of opportunities for AWD table tennis athletes at all levels - in the ACT as well as nationally/internationally*
- *Increased membership numbers overall – especially in Junior and AWD areas*
- *Successful implementation of alternative competition formats.*
- *Increased monetary and in-kind sponsorship*
- *Improved community awareness of table tennis*
- *Number of new coaches and officials completing and/or up-grading accreditation*
- *Number of officials upgrading to national/international accreditation*
- *Placement of Constitution, By-Laws, Regulations and Policies on Table Tennis ACT's Web-Site when completed and approved by membership*