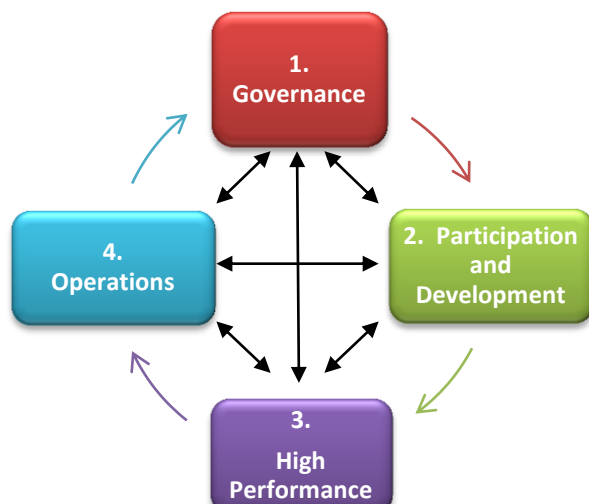
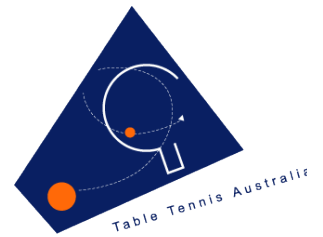


“Growing Together”

Table Tennis Australia Strategic Plan (2011 – 2014)



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1.0 - Executive Summary

This plan “Growing Together” sets forth the Vision, Formula for Success, Core Values, Stakeholders and Key Result Areas, for Table Tennis Australia (TTA) for 2011 – 2014.

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 document has been prepared after preliminary discussion with a broad cross section of our partners/supporters. Extensive consultation with our State/Territory member associations and funding partners will be ongoing prior to finalising this Strategic Plan. Input received to date has primarily been through email and phone contact with the members; however the majority of consultation on the final draft plan will be conducted via the following methods:

- *National Conference March 26, 2011*
- *State / Territory Association surveys and questionnaires*
- *Direct face to face and phone contact with President and State Employees*

It is anticipated that the National Conference will be attended by the following people:

- TTA Board
- TTA Employees
- Delegates of TTA member States / Territories (Presidents and Employees)
- Life Members
- ASC Representatives
- APC Representatives

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

This plan is a redevelopment of the existing Strategic Plan and looks to bring together the existing individual plans currently in existence under one document. Based on the current environment in which TTA is operating, the Key Result Areas have been reduced to 4 main business activities instead of the 6 goals which existed under the old plan. It should be noted that the past 12 months has seen much work done in the Governance area of the sport and while this work is ongoing a greater emphasis will now be placed in the area of participation and development. Historically Development and Participation was the sole domain of the State and Territory Associations, TTA’s role was limited due to available resources. With increased resources made available to TTA, there will be a greater collaborative approach to participation and development with our State and Territory partners with a specific emphasis on making our Clubs and Associations more inclusive and aware of their part in increasing participation in the sport of Table Tennis

TTA will continue to review of the High Performance Program on offer throughout the sport and work on way of consolidating the various funding streams and individual reporting into one coordinated plan. This will assist our stakeholders in understanding the role of High Performance in our sport and identify areas of strength and deficiency which presently and will exist in the future.

Our Journey

The plan “**Growing Together**” appears on the surface to be a major shift from the existing TTA Strategic Plan created in 2009. In effect the goals of the organisation have not changed dramatically; however the need to communicate the plans of the organisation with our partners / supporters has been highlighted as one area in which the organisation can improve. This improvement is crucial considering the need to work closely with our members in the area of participation and development.

Table 1 – Our Journey

Key Result Area	Where have we come from? (2009 - 2010)	▶	Where are we going? (2011 - 2014)
Governance	TTA's Governance Structure has been reviewed and changed to a Company Limited by Guarantee. A new constitution has been adopted and work has commenced on reviewing the policies and regulations of the organisation.	▶	TTA will continue to work towards best practice governance and provide our member associations with education opportunities to ensure TTA governance practices can be filtered down into the State / Territory Associations. TTA will complete a full review of all policies and regulations to ensure that the Board is able to operate effectively in its legal duties. Provide advocacy assistance to all member associations as required.
Participation and Development	<p>This area has not always been a key priority for TTA (due to limited financial and human resources) and the area has predominantly been the role of the State / Territory Associations through direct funding from State / Territory Sport and Recreation Departments.</p> <p>TTA has always shown an interest in the development of AWD athletes into the sport due to its High Performance Program. However, mass participation activities in this segment have not been attempted previously.</p> <p>TTA has always maintained a high level NCAS accreditation program for coaches and has recently updated the NOAS umpire's courses available to try and increase the number of qualified officials involved in the sport.</p>	▶	<p>Increased financial and resources provided by the ASC, will allow TTA 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 will continue to be done to improve the level of the Coaches and Officials education to support the clubs and players. There will be increased work done in the area of education for the volunteers to assist them in improving their inclusive practices.</p> <p>Membership structures will be reviewed to ensure that categories reflect the current participants of the sport and that the true participation is captured in the sport.</p>

<p>High Performance</p>	<p>TTA has developed its AWD High Performance Program to a point where athletes are now achieving international success. The program is meeting APC expectations.</p> <p>The Able Body High Performance program has typically centred on the senior athletes with little ASC money being used to develop junior/youth or next generation athletes. The program has centred around a Daily Training Environment set in the larger states with a National Head Coach based in Melbourne working with Melbourne based athletes.</p> <p>The AWD and Able Bodied programs have operated independent of each other.</p>	<p>▶</p>	<p>The AWD or PPP will continue to grow and develop athletes to ensure success at international competitions. The key target events will be the 2012 London Paralympics and Para World Championships 2012. With the re-inclusion of Class 11 athletes to the 2012 London Paralympics more emphasis on this class will commence again.</p> <p>The High Performance program will move away from a Daily Training Environment with more funding being directed towards competitions and camps to develop athletes. The position of National Head Coach will be re-structured and a greater investment in our next generation of athletes.</p> <p>Any duplication of resources between the various programs will be identified and eliminated.</p>
<p>Operations</p>	<p>The office of TTA has continued to be based in Brisbane. It is staffed by F/T CEO, F/T High Performance & Coaching Coordinator and a F/T Administration Officer. Internal office procedures have been rewritten and regular audits have revealed no adverse financial practices.</p> <p>Some work has been done in identification of media opportunities and the attraction of external sponsorship.</p>	<p>▶</p>	<p>Operational procedures are to be maintained in accordance with legal and statutory requirements. Internal procedures reflect these requirements. Staff position descriptions accurately reflect the role within the organisation. The financial position of TTA remains sound with a small increase over the 4 years in retained earnings.</p> <p>The TTA Office is maintained in Brisbane and moved into larger premises to allow for an increase in staff as required.</p> <p>More work is done on improving the number of Table Tennis articles appearing in electronic media in Australia.</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 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 	<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 trained volunteers in inclusion areas. • Limited number of employees • 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
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. 	<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 • Other CALD profile sports • 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.
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 ✓ Have an Integrated Marketing Plan in place ✓ 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 	

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 culturally diverse and physically diverse segments of the Australian population.

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*
- ✓ *SIS/SAS organisations*
- ✓ *ITTF*
- ✓ *OTTF*
- ✓ *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*



Australian Government

Australian Sports Commission



7.0 - Our Key Result Areas

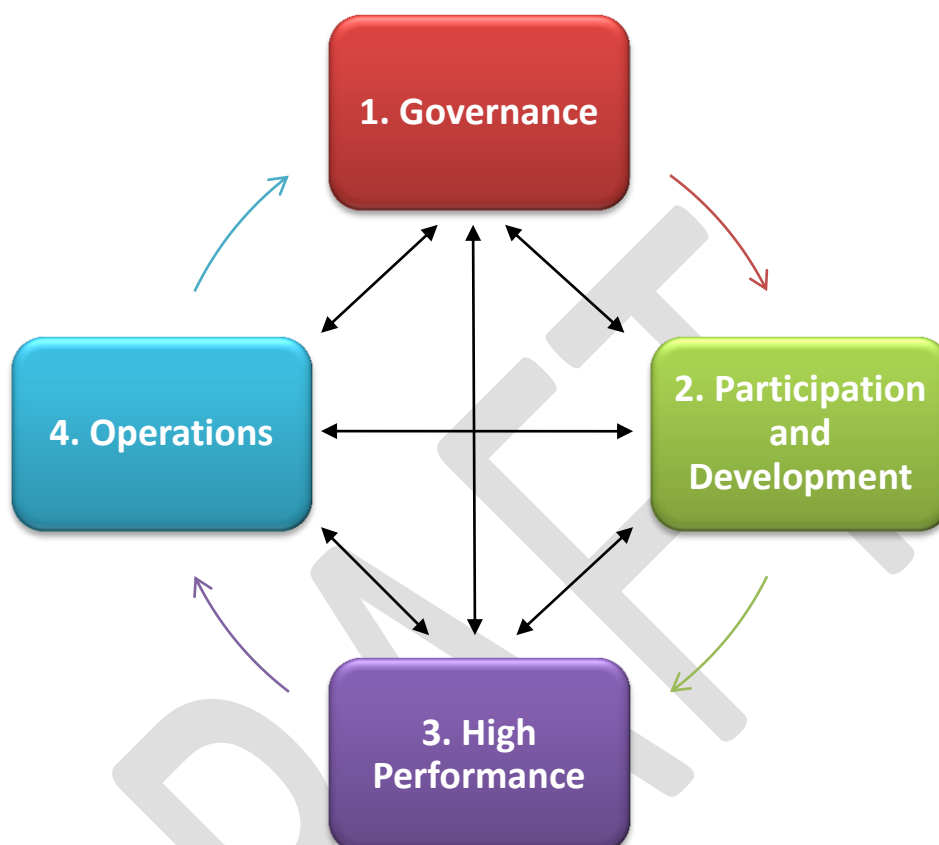


Table 3 – TTA 2011 – 2014 Key Result Areas

KRA 1 – Governance	KRA 2 – Participation and Development
<ul style="list-style-type: none"> ▪ Governance Structure, Design and Operation. ▪ Strategic Planning ▪ Compliance ▪ Risk Management ▪ Advocacy and Representation. 	<ul style="list-style-type: none"> ▪ Membership Development ▪ Inclusive Participation Programs. ▪ Increased Capacity of Member States and Clubs ▪ Marketing and Program Development ▪ Improved Coach and Official education ▪ Education of volunteers to improve inclusive practices
KRA 3 – High Performance	KRA 4 – Operations
<ul style="list-style-type: none"> ▪ Coaching and Officials ▪ High Performance Squads. ▪ Program Planning ▪ Event Management 	<ul style="list-style-type: none"> ▪ Financial Management ▪ Human Resource Management ▪ Policies and Procedures ▪ Maximise and Increase Media Opportunities ▪ Commercialisation ▪ Facilities and Equipment

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. Educate all TTA Board members, staff and State / Territory Associations about the core components of the new TTA constitution and the core principles of best practice governance b. Review and update the constitution, as required. 	January 2011 (ongoing)	
	Effective TTA Board meetings and activities.	<ul style="list-style-type: none"> a. Board to use the 2011-2014 Strategic Plan to guide the activities of all Board meetings and activities. 	January 2011 (ongoing)	
Strategic Planning	Develop, implement and review the 2011-2014 TTA Strategic Plan.	a. Staff to prepare new draft of the Strategic Plan for Board Approval	March 2011	
		b. Strategic Plan approved by State / Territory Associations	March/April 2011	
		c. Staff to use the Strategic Plan to guide the implementation and review of all core functions.	January 2011 (ongoing)	
		d. Board (and our partners / supporters) to formally review the Strategic Plan annually and make necessary alterations.	December 2011 (ongoing)	
		e. Work with the Member States / Territories to align the TTA Strategic Plan with their strategic plans, where possible.	December 2012 (ongoing)	
Compliance Policy & Procedures development and implementation	Implementation of effective and comprehensive organisational policies and procedures.	a. Development of a single TTA Policy & Procedures Manual.	October 2011	
		b. Review and update TTA policies and distribute information to members	October 2011 (ongoing)	
Risk Management	Ensure TTA Risk Management Policies are complied with by members.	a. Disseminate the TTA Risk Management Policies to the members annually and assist them to comply in all areas.	June 2011	
		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.	June 2012	
Advocacy and Representation	Foster representation on International Boards and Committees and improve relationships with State and Territory Associations	a. Identify and support appropriate people to become involved in International Table Tennis committees and boards to improve the international standing of TTA.	December 2011 (ongoing)	
		b. Develop a strong and collaborative relationship with all State and Territory Associations	Ongoing	
		c. Identify and encourage skilled individuals to nominate or accept appointment positions on the TTA and State Boards	June 2011 (ongoing)	

KRA 2: Participation and Development

Sub Category	Strategic Outcomes	Broad Strategies	Timeline	Progress
Membership Development	Membership structures implemented and standardised across all State / Territories	a. Investigate and implement a National Data Base system <ul style="list-style-type: none"> • Membership Database • Performance / Results Database 	June 2011 (Ongoing)	
		b. Review and amend membership categories and structures utilised by all member associations	May 2011 (ongoing)	
		c. Membership benefits packages developed and advertised.	January 2012 (ongoing)	
		d. Establish baseline data of the membership and participation in the sport	January 2012	
Inclusive Participation Programs	Increase AWD participation and membership	a. Develop a Participation Plan for the conduct of an AWD inclusion program	February 2011	
		b. Identify States and Clubs with the capacity to conduct an AWD inclusion program and develop a 4 year plan	May 2011 (ongoing review)	
		c. Identify and employ appropriate staff to conduct the participation plan	April 2011 (ongoing)	
		d. Identify key personnel in each State/Club identified to lead the participation plan at a local level.	June 2011	
		e. Implement the Participation Plan in the identified States/Clubs	July 2011 (ongoing)	
		f. Review, amend and continue to implement 2012, 2013 and 2014 participation plan	December 2011/12/13/14	
	Increase CALD participation and membership	a. Develop a Participation Plan for the conduct of a CALD inclusion program	February 2011	
		b. Identify States and Clubs with the capacity to conduct an CALD inclusion program and develop a 4 year plan	May 2011 (ongoing review)	
		c. Identify and employ appropriate staff to conduct the participation plan	April 2011 (ongoing)	
		d. Identify key personnel in each State/Club identified to lead the participation plan at a local level.	June 2011	
		e. Implement the Participation Plan in the identified States/Clubs	July 2011 (ongoing)	
		f. Review, amend and continue to implement 2012, 2013 and 2014 participation plan	December 2011/12/13/14	

KRA 2: Participation and Development

Sub Category	Strategic Outcomes	Broad Strategies	Timeline	Progress
Inclusive Participation Programs	Develop and foster positive working relationships with Networks which represent and support AWD and CALD communities.	a. Identify and commence building relationships with key network and service providers to assist in the implementation of the participation plan	May 2011 (ongoing)	
		b. Link identified States/Clubs to identified networks and service providers.	June 2011 (ongoing)	
Increased Capacity of Member States and Clubs	Clubs are capable of handling an increase in new participants.	a. In conjunction with the participation plan highlight capacity deficiencies within States and Clubs identified over the life of the plan	June 2011 (ongoing)	
		b. Improve Coach and Official education methods	February 2012 (ongoing)	
		c. Develop a plan to rectify knowledge deficiencies identified. Areas may include <ul style="list-style-type: none"> • Coaching • Officials • Equipment • Accessibility • Inclusion programs/practices • Volunteers 	July 2011 (ongoing)	
		d. Work with identified clubs and State / Territories to implement deficiency plan	August 2011 (ongoing)	
Marketing and Program Development	Standardised marketing and programs implemented throughout Australia in conjunction with the targeted participation plan	a. Undertake research of all participation projects/programs presently conducted in the Member States.	April 2011	
		b. Identify key programs (if applicable) and share information with all members	June 2011	
		c. Develop new programs (if applicable) and share information with all members.	August 2011	
		d. Review performance of marketing and program delivery and modify if required.	(January 2012 (ongoing))	

KRA 3: High Performance

Sub Category	Strategic Outcomes	Broad Strategies	Timeline	Progress
Coaching and Officials	Improved standard and number of identified High Performance Coaches and Internationally recognised Umpires and Officials.	a. Identify National Junior Coaches to facilitate the National Junior High Performance Program	January 2011	
		b. National High Performance Manager/National Head Coach to mentor National Junior Coaches	July 2011 (ongoing)	
		c. National Junior Coaches and National Head Coach to mentor private coaches of National Junior and Senior players	July 2011 (ongoing)	
		d. National Head and Assistant AWD Coaches to mentor private coaches of AWD High Performance Athletes	February 2011 (ongoing)	
		e. Coaches identified to attend international events to improve experience and knowledge	April 2011 (ongoing)	
		f. Officials identified to attend international events and courses to improve experience, knowledge and qualifications	April 2011 (ongoing)	
High Performance Squads	High Performance Players achieving International Success in all areas of the High Performance program; <ul style="list-style-type: none"> • Juniors – Improved ranking over 4 year period • Seniors – 4 medals at 2014 Commonwealth Games • AWD – 2 medals at 2012 Paralympics 	a. Identify athletes in each squad and review as required	January 2011 (ongoing)	
		b. Communicate specific high performance program to targeted athletes	January 2011 (ongoing)	
		c. Implement specific high performance programs to targeted athletes	January 2011 (ongoing)	
		d. Highlight international events to enter, specific to athlete development and place within the programs life's cycle. <ul style="list-style-type: none"> • Senior cycle – 4 year Commonwealth Games • AWD cycle – 4 years Paralympic Games • Junior cycle – Annual World Junior Championships 	January 2011 (ongoing)	
		e. Assist athletes in gaining international training and competition opportunities overseas.	January 2011 (ongoing)	

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. Review High Performance Plans and develop a coordinated plan which covers both AWD and current High Performance in one document	June 2011	
		b. Identify and employ a High Performance Manager/National Head Coaches to oversee the conduct of the plans	April 2011	
		c. Implement the plan with identified athletes to prepare them for bench mark events.	January 2011 (ongoing)	
		d. Communicate High Performance Plans with our supporters / partners and member associations	March 2011 (ongoing)	
Event Management (current events and new event opportunities)	Maintain and improve on the domestic competition program	a. Implement a competition structure to provide Australian based athletes with the highest possible domestic competition.	January 2011 (Ongoing)	
		b. Work with States and Clubs to host additional domestic events which are professionally run and well attended by the High Performance Players.	February 2011 (ongoing)	
		c. Identify opportunities for international players and teams to participate in domestic competitions	January 2011 (ongoing)	
	Increased exposure to international competition	a. Identify International events capable of being held in Australia in which our HP players can participate	January 2011	
		b. Liaise with applicable Events Committees to source funding and/ or expertise assistance in conducting highlighted events	February 2011 (ongoing)	
		c. Prioritise international events for players to attend to ensure maximum cost/benefit	January 2011 (ongoing)	
		d. Identify and implement opportunities for players to participate in International exchange programs	July 2011 (ongoing)	

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.	January 2011 (ongoing)	
		b. Have current and accurate financial reports presented at all Board meetings.	January 2011 (ongoing)	
		c. Align financial expenditure and reporting to the Strategic Plan (i.e. relevant KRAs and outcomes).	June 2011	
		d. Implement a TTA Audit sub-committee	July 2011	
	Maintain and improve current levels of Government and Official Partner financial support.	a. Continue to develop the relationship with the ASC to identify other areas of funding available through Federal Government Agencies.	January 2011 (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).	January 2012 (ongoing)	
		c. Hold quarterly update meetings with ASC consultant as well as inviting relevant Key Stakeholders to planning workshops and meetings.	July 2011 (ongoing)	
	Maximise sponsorship and commercialisation opportunities	a. Identify assets and potential sponsorship opportunities	March 2012	
		b. Develop a sponsorship sub-committee to research and pursue potential sponsorship opportunities	June 2012	
		c. Identify commercialisation opportunities	June 2012	
Human Resource Management	Effectively recruit, train, support and retain quality staff.	a. Develop / review detailed position descriptions and staff assessment tools.	June 2011	
		b. Develop and implement performance appraisal / management systems for each position.	December 2011	
		c. Provide specific professional development based on the outcomes of appraisals and / or changes to position descriptions.	June 2012	
		d. Nominate staff for national sports administration awards.	December 2012	
		e. Establish a staff incentives program.	March 2013	

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. Develop a TTA Office Operations Manual for use by all TTA staff.	January 2011	
		b. Review all office procedures to ensure currency and adherence.	February 2012 (ongoing)	
Maximise and Increase Media Opportunities	Information about Table Tennis is featured more often in electronic media.	a. Maintain a media watch service with up to date search terms	January 2011	
		b. Prepare media watch report on the number of articles appearing in electronic media sources in Australia	March 2011	
		c. Identify key people to assist in dissemination of information on Table Tennis to various media sources	March 2012	

9.0 - Our Future

- The 2011 – 2014 TTA Strategic Plan “*Growing Together*” 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 2011 and 2014 will now be guided by this document, which will be used weekly and formally reviewed quarterly, so that progress may be evaluated and to ensure the currency and relevance of its directions at all times.

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
March 2011