

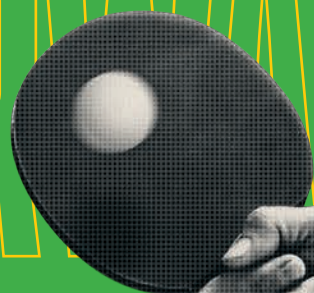
STRATEGIC PLAN 2022-2028



TABLE
TENNIS
IRELAND

FORWARD

FORWARD



INTRODUCTION

The Board of Table Tennis Ireland has developed this plan following extensive consultation with key stakeholders.

We have to accept that over the last number of years Table Tennis in Ireland has been in decline and as such **there is a need for change**. We can not simply do the same things we have always done and hope for a different outcome. So this plan is set to deliver change in our sport with an emphasis on membership and on the clubs to deliver that membership.

The Plan identifies four key, interrelated, strategic themes that are seen as the core to developing the sport. In order to achieve our mission and take steps to realise our vision for the sport, these themes will be the focus areas for the implementation of this plan.

It is a **six year plan which will be reviewed on a regular basis**. Two year Operational Plans will be developed to clearly expand and amplify on the key actions that will be taken at each stage of the plan's implementation.

We believe it is an ambitious but achievable Plan that will provide a solid foundation for the sport to further develop from 2028 onwards. We want the plan and its implementation to be consultative, consensus driven and want to **work closely with branches, clubs and the membership to grow and develop the sport in Ireland**.



The Board

Table Tennis Ireland
May 2022



VISION

MISSION

VALUES

4-5 STRATEGIC PRIORITIES

OBJECTIVE AND KEY OUTCOMES

DYNAMIC OPERATIONAL PLAN

A STRATEGIC PLAN

and not an Operational Plan

DELIVERING THE PLAN

IN PARTNERSHIP
WITH OUR KEY
STAKEHOLDERS

SHARED STRATEGIC AIMS



Committees



Staff



Branches
and clubs



Board



Members and
volunteers



External
stakeholders

Our Key **INTERNAL STAKEHOLDERS**: Members, Volunteers, Officials, Coaches, The Staff, The Committees, The Board.

Our Key **EXTERNAL STAKEHOLDERS**: Sport Ireland and Sport NI, International Table Tennis Federation (ITTF), European Table Tennis Union (ETTU), Federation of Irish Sport and NI Sports Forum, Olympic Federation Of Ireland (OFI), Paralympics Ireland (PI), Current Sponsors, Future partners.

WHERE ARE WE NOW 1

**BENCHMARKS
MAY 2022**

tabletennisireland.ie

OUR STRENGTHS



**Over 50
Active Clubs**
offering opportunities
for all to join



**A Sport for Mind
Body and Soul**
fitness tactics and
camaraderie



**Para Sport and
Sport Inclusion**
thriving para sport easily
accessible to all abilities



Events For All
club, branch, league, schools,
national and international
opportunities



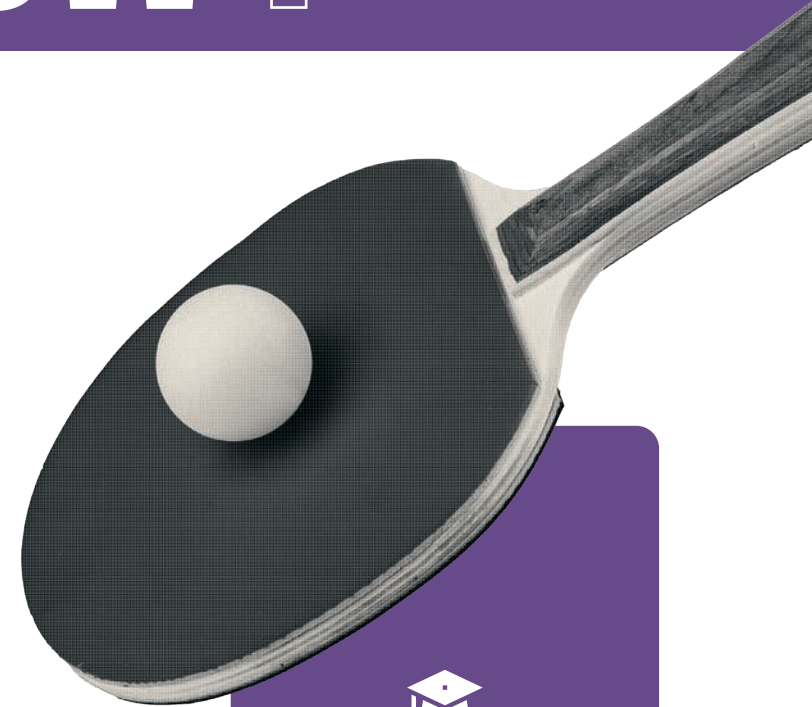
Sport For All
Inclusive for all ages and
all abilities, anyone can
play table tennis



Low Cost Sport
Just join a club and they will
provide the tables, the coaching
and even the bats for first timers



**Active Schools
Programme**
good engagement in
many schools providing
a challenging fun
alternative to team sports



WHERE ARE WE NOW 2

**BENCHMARKS
MAY 2022**

OUR WEAKNESSES

1 Declining Membership

The sport has seen a steady decline in membership over the years especially when compared with other similar racket sports.

2 Performance Focus

Emphasis has been place on the player for the higher level events to the detriment of participation.

3 Lack of Volunteers

All sports only survive on its volunteers and table tennis has a significant lack of volunteers.

4 Low NGB Staff Levels

The organisation has too few staff to enable a sport to deliver. Modern sports all rely on a growing staff team not just to administer but to lead and innovate.

5 Disparate Groups

Engagement from branches, clubs and members is poor and TTI needs to find ways to bring all the various parts of table tennis together.

6 Poor organisational resilience and succession planning

The sport is reliant on too few individuals at board staff and volunteer levels.

KEY STATISTICS

MAY
2022

Membership

Currently we have **763 Members**.
Female 187 | Male 576.
Giving an overall membership
gender balance of 24.5% Female.

Coaches

Foundation 9
Teachers Award 92
Lv. 1 - 157 | Lv. 3 - 1
Lv. 2 - 8 | Tutors - 9

Officials

We have trained (but many not
active): **Umpires 40**, Female 12,
Male 28, Referee 9, Female 0,
Male 9.

Clubs

We currently have **50 Clubs**
with **30 Junior clubs**.



EVENTS

Schools

There is a significant number
of active Schools signed up
to the Schools Programme.
The programme is organised
through the Branches.

Structure

6 Board Members Plus Chair
4 Staff
Management Committee plus
6 Sub Committees, 4 Branches.

Grade 1 Nationals (2022)
138; Female 28, Males 110.

Grade 2 Ulster Open 224;
Female 62, Male 162.

Grade 2 Leinster Open 158;
Female = 29, Male = 129.

Grade 2 Connacht Open
213; Female = 41, Male = 172.

SOCIAL MEDIA

We currently have:



Followers 1800,
Reach 15,504



Followers 3810,
92k impressions



999 Reach,
2,155 impressions



Website: 108k
Impressions, Clicks 5.4k

All stats relate to Q1 2022.

TABLE TENNIS



— a sport for all,
a Sport for Life!

We want to see table tennis played widely through a large network of self-sufficient community clubs and for it to be recognised as both a **sport that brings active fun** to all but also as a performance and **Olympic sport**.



VISION

MISSION

1

to develop table tennis in Ireland through local branches, clubs and schools in order to attract and retain players, coaches and volunteers in the sport;

3

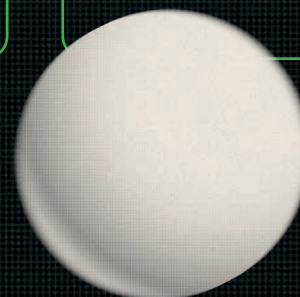
to promote the sport widely using innovative digital technologies, championing our star players and raising the profile;

2

to create enjoyable and fulfilling opportunities with table tennis events which cater for all ages and abilities;

4

to provide strategy, governance and leadership in the promotion of the sport.

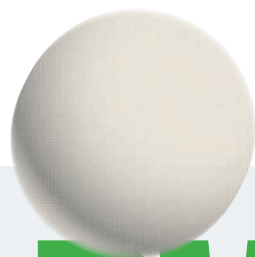


VALUES

- transparency •
- inclusivity
- excellence and professionalism
- respect and fairness
- receptive to change
- fun

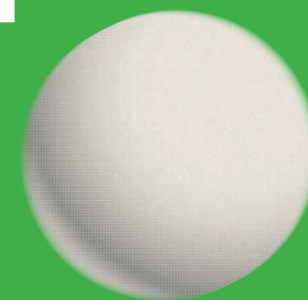


1. participation and sport development
2. brilliant events
3. building profile
4. organisational strength and capability



PRIMARY STRATEGIC THEMES

PARTICIPATION AND SPORT DEVELOPMENT



MISSION OBJECTIVE:

to develop table tennis in Ireland through local branches, clubs, leagues and schools in order to **attract and retain players, coaches and volunteers in the sport.**

ACHIEVING OUR MISSION

and Delivering the Plan

1

We will provide and explain, **clear and valuable membership benefits** for clubs, schools, leagues, players, officials, volunteers and associations.

2

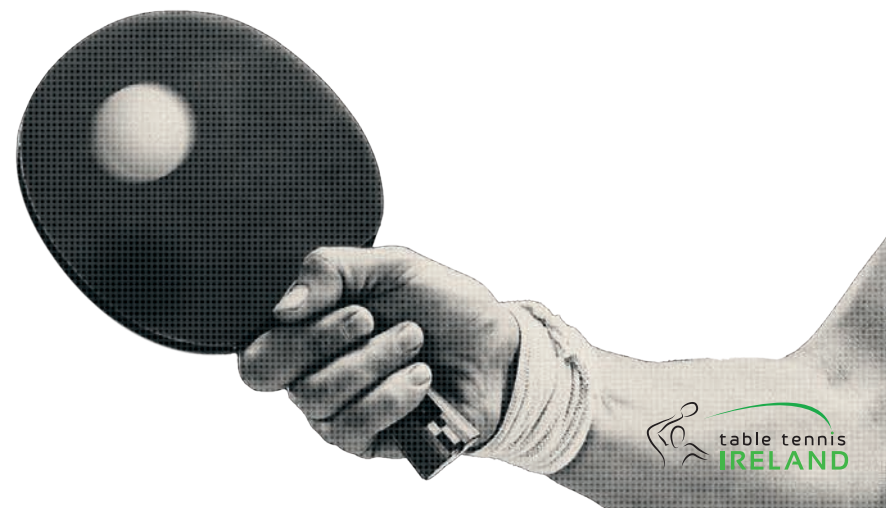
We will invest the vast majority of our **time and resources into growing membership** (participation) while resources for high performance programmes will be allocated prudently and targeted.

3

To **develop a positive cooperative and consensus driven sport** with development of table tennis in Ireland as the shared focus.

The primary objective of our Mission Statement is to **increase our participation and membership.**

Participation and membership growth will be **driven through clubs, schools, colleges, leagues and events.**



KEY ACTION POINTS

to be achieved by 2028

1. Work towards a **gender balance in Membership**.
2. **Fully engaged membership** via growing community based Clubs and with active branches including the provision of:
 - A Club Handbook;
 - Head Office Club Support Services;
 - A Club Standard Programme.
3. Clubs in **every County**.
4. **Strengthen** the links **and formalise the roles** of Branches, Clubs, Leagues and Associations.
5. High quality **Schools Programme** with excellent take up.
6. Deliver Community and Inclusive Programmes to **build membership**.
7. Fully established “**grass roots**” “**get involved**” programmes for new to Table Tennis.
8. High quality **programmes and pathways** for coaches, referees and **umpires** with strength and depth in all areas.
9. To have an active **Volunteers Development Programme**.
10. Fully established **Talent ID** and Performance Pathways.
11. To have a developing High Performance Programme by 2028.
12. Develop Plans for a dedicated “**Home**” for Table Tennis.
13. Undertake an **Annual Membership**. Survey each year and to Improving Net Promoter Score (NPS) year on year.



PHASED ACTIONS

PHASE 1

From Plan adoption to 2024

1. Membership Growth - Up to 2000*.
2. Club Membership Incentive Scheme.
3. Overall gender balance up to 70/30 male female.
4. A Club Handbook.
5. Head Office Club Support Services.
6. Developed a Club Standards Programme.
7. 10% Increase in active schools in the Schools Programme.
8. Establish player pathways from newbie to elite.
9. New to Table Tennis Programme.
10. 1 player qualified for the Paralympics 2024.
11. Annual NPS with positive increase year on year.



*Membership growth is based on a per capita overview of membership in Table Tennis in the home nations together with an analysis of comparable sports in Ireland.

PHASED ACTIONS

PHASE 2

2025 - 2026

1. Membership Growth to 3,500*.
2. Deliver community and inclusive programmes to build membership.
3. Work towards a 65/35 male female gender balance in membership.
4. Fully established “grass roots” “get involved” programmes for new to table tennis.
5. Implementation of Club Standards Programme across 60% of clubs.
6. Develop plans for a “Home”.
7. Implement player pathways with Talent ID.
8. Annual NPS with positive increase year on year.



*Membership growth is based on a per capita overview of membership in Table Tennis in the home nations together with an analysis of comparable sports in Ireland.

PHASED ACTIONS

PHASE 3

2026 - 2028

1. Membership up to 5,000*.
2. A 60/40 male female gender balance in membership overall with gender balance a focus across all areas.
3. 100% of clubs signed up to the Club Standards Award.
4. Develop a High Performance Programme.
5. Fully established Talent ID and Performance Pathways.
6. 2 Players qualified for the Paralympics in 2028.
7. Action plans in place for a dedicated “Home” for table tennis in Ireland.
8. Annual NPS with positive increase year on year.

*Membership growth is based on a per capita overview of membership in Table Tennis in the home nations together with an analysis of comparable sports in Ireland.

BRILLIANT EVENTS

MISSION OBJECTIVE:

to create enjoyable and fulfilling opportunities with table tennis events which cater for all ages and abilities.



ACHIEVING OUR MISSION



and Delivering the Plan

In order to realise our Mission Objectives we need to have events and leagues that are **appealing to players of all levels, their clubs and the officials and volunteers.**

1

We will conduct a comprehensive review of events and leagues and develop an events strategy to raise both the quality and relevance of the domestic events structure.

2

We will invest a significant amount of our time and resources to develop events that are appealing to all players.

KEY ACTION POINTS

to be achieved by 2028

1. Establish high quality national, regional, club and schools events that provide increased membership year on year and that are attractive for all from beginner to performance athletes.
2. Deliver fun and inclusive events.
3. Develop and coordinate the leagues.
4. Deliver corporate events.
5. Develop corporate staff wellbeing opportunities.
6. Through consultation processes develop and pilot innovative new events and formats to get more people into the sport.
7. Promote the sport through event broadcast opportunities.
8. Build skills and expertise to operate major events including amongst umpires and referees.
9. Be in a position to bid to have an International Event in Ireland by 2028.

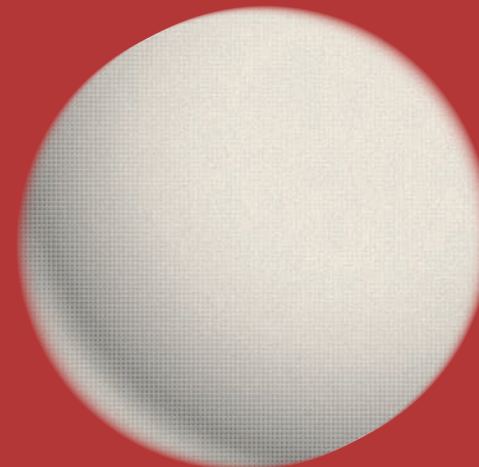


PHASED ACTIONS

PHASE 1

From Plan adoption to 2024

1. Comprehensive review of the events structure, development of an events and leagues strategy and initial implementation of the Events Strategy.
2. Grass roots events for those new to table tennis initiated in the branches.
3. Provide exhibition events in each branch to raise awareness.
4. Create a corporate events programme for implementation in Ireland.
5. Facilitate corporate wellbeing through table tennis.
6. Innovative quick format TV friendly events.
7. Major events streamed live.



PHASED ACTIONS

PHASE 2

2025 - 2026

1. Continued implementation of the Events Strategy.
2. Provide exhibition events in each county to raise awareness.
3. Implement and expand the number taking part in corporate events both firms and players.
4. Development of a streaming hub for domestic events.
5. Grass Roots new to table tennis events in place in the branches.
6. Pilot new event formats.



PHASE 3

2026 - 2028

1. A portfolio of events that are fit for purpose for the organisation its branches, clubs and members.
2. Streaming of all events from club and regional to nationals with a Streaming Hub.
3. Bid to have an International Event in Ireland by 2028.

BUILDING PROFILE

MISSION OBJECTIVE:

to promote the sport widely
using innovative digital
technologies, championing our
star players and raising the profile.



ACHIEVING OUR MISSION

and Delivering the Plan

1

We will **develop and implement a clear branding, marketing and communications strategy** that will allow us to work with our Branches, Clubs and Sponsors to raise the profile of our sport.

2

We will **invest time and resources to improve engagement and reach** across our social media platforms.

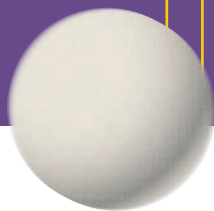
3

We will **develop our sponsorship “rights” and activation possibilities** to retain and attract new sponsors.

We will work to **maximise the profile of the sport** with an established coherent brand, leveraging the use and reach of social media, event streaming and the website to **grow interest and engagement from all stakeholders.**



KEY ACTION POINTS



to be achieved by 2028

1

Define and establish a strong TTI Brand and profile that benefits the sport and is attractive to long term commercial partners.

2

Develop a comprehensive marketing and communications plan including:
broadcast media;
website and;
social media.

3

Develop storytelling opportunities for the organisation, the players, clubs and branches to promote the sport.

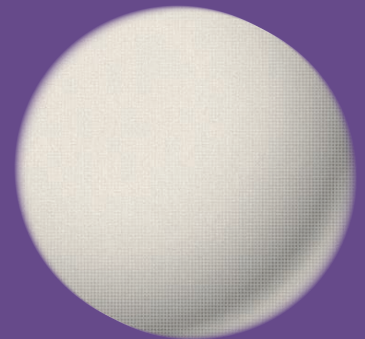
PHASED ACTIONS

PHASE

1

From Plan adoption to 2024

1. Develop a comprehensive Media and Marketing Strategy.
2. Develop sponsorship packages including TTI rights to offer a sponsor and activation opportunities.
3. Actively pitch for sponsors/partners on equipment and services.
4. Develop a cohesive brand image and branding guideline.
5. Build a portfolio of rights that can be offered to a sponsor(s).
6. Develop the use of social media channels and the website to build the brand improving reach on all media.
7. Develop the website to be member focussed.
8. Develop innovative ways to maximise our digital presence.
9. Develop merchandising and advertising revenue opportunities.
10. Implement event streaming for major events.



PHASED ACTIONS

PHASE

2

2025 - 2026

1. Continue to implement the Media and Marketing Strategy to further increase the profile.
2. Actively pitch for a headline sponsor and equipment and services sponsors/partners.
3. Develop live event streaming with a digital hub for domestic events.
4. Increase the numbers reach and penetration of social media from phase 1.
5. Pilot merchandising opportunities at events.
6. Explore the opportunities to improve communication between branches clubs and members using digital platforms.

PHASE

3

2026 - 2028

1. Have a headline partner/sponsor in place.
2. Increase the number reach and penetration of social media from Phase 2.
3. Have a event streaming hub for all event that maximises the opportunities to promote our sport and our sponsors.

ORGANISATIONAL STRENGTH AND CAPABILITY

MISSION OBJECTIVE:

to provide strategy,
governance and
leadership in the
promotion of the sport.



ACHIEVING OUR MISSION

and Delivering the Plan

1

We will strengthen our staff resources to help deliver on the mission with support for clubs and branches, events and sport development.

2

We will look to maximise income streams for the organisation to help develop staff resources and volunteer support to deliver on the plan.

3

We will adopt the highest governance standards and ensure financial best practice to give the organisation the necessary resilience, strength and stability to allow the sport to grow.

In order to meet our mission we will **build a fit for purpose, professionally run and managed organisation** that is supported by an active and engaged volunteer force to efficiently and effectively manage and deliver our sport.



to be achieved by 2028

Governance

Fully embedded and continuously reviewed policies and practices for the Governance Code for Sport in the ROI and NI.
Full transparency.

Clubs and branches signed up to the principles of the governance code.
Strengthen the links and formalise the roles of branches, clubs, leagues and associations.

Highly efficient and effective safeguarding policies and practices.
Clear succession planning programme.

Finance

Excellent financial practices and policies embedded within the organisation.

Multiple revenue streams to provide enough resources to deliver on the plan.

A headline sponsor and portfolio of other sponsors to help provide a diversified income stream.

Business development and resilience



Board

Strategic Board with detailed role descriptions.
Gender balance.
Organisational resilience.



Volunteers

Grow and develop active and engaged volunteers through a Volunteer Development Programme.



Staff

Professionalise the sport with a business-like approach and increased staff resources to better drive the sport forward.
Appoint Regional Development Officers for every province/branch.
Promote a positive supportive organisational culture.



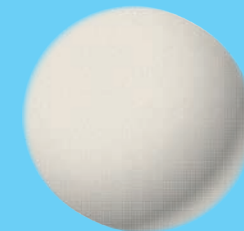
PHASE 1



From Plan adoption to 2024

1. Fully embedded and continuously reviewed policies and practices for the Governance Code for Sport in the ROI and NI.
2. Ensure TTI, its clubs and branches are fully compliant with safeguarding requirements.
3. Develop a Board Succession Planning Programme.
4. Increase staff to have Regional Development Officers and support staff to help professionalise the organisation.
5. Year on year Increased income streams that are diversified.
6. Ensure and sound financial practices are in place that are transparent and receive positive auditor comments.
7. Ensure a risk register is in place and is regularly reviewed.
8. Promote a positive cooperative and consensus based culture that stakeholders are keen to engage with.
9. Seek to have a gender balance in all parts of the organisation.
10. Develop Coach, Officials and Volunteer Development Programmes.
11. Strengthen the links and formalise the roles of branches, clubs, leagues and associations.

PHASED ACTIONS



PHASE 2

2025 - 2026

1. Continued review and embedding of the Governance Code for ROI and NI with positive audits.
2. Continued focus on safeguarding in the sport to ensure full compliance with safeguarding requirements across Ireland.
3. Retain and look to improve the gender balance of the organisation.
4. Develop organisational resilience with succession planning and policies and procedures.
5. Year on Year Increased income streams that are diversified.

PHASE 3

2026 - 2028

1. Continued review and embedding of the Governance Code for ROI and NI with positive audits.
2. Diversified income streams to provide better resilience and reliance on state funding.
3. Have a positive cooperative and consensus based culture.
4. Fully documented policies and procedures to ensure resilience.
5. Year on Year Increased income streams that are diversified.

OUR THEMES AND PHASES

Following consultation we have identified four Primary Themes for the organisation that cover our operations. The Themes are not individual silos but are interwoven with each other.

Within each Theme we have identified some key action points and key milestones to show if we are on track to execute the plan.

The milestones will be measured over three phases over the life of the plan and operational plans will be developed to implement each phase as we move forwards.

Phase 1

from Plan adoption to 2024

Phase 2

2025-2026

Phase 3

2027-2028

2029 And Beyond

How we will measure

OUR SUCCESS

TABLE TENNIS IRELAND

STRATEGIC PLAN

2022-2028

