

(Name and Logo of the organisation)

Strategic Plan

(The period covered by the plan – typically three to five years)

Our Foundation

(It is useful to include some information about the organisation, background, history, key dates and events, key achievements etc to show the foundations on which the strategic planning processes is built – example provided from the WA Table Tennis Association Strategic Plan)

Table tennis has existed as an indoor game for 130 years and has been played as an internationally competitive sport for nearly 90 years.

The International Table Tennis Federation (ITTF) was established in 1926 and Australia became a member country in 1936. There are now 218 registered member countries in the ITTF.

Table tennis has conducted world championships since 1926, has been an Olympic sport since 1988 and a Commonwealth Games sport since 2002.

In Western Australia competitive table tennis has been governed since 1938 by the Western Australian Table Tennis Association (WATTA).

WATTA provides the structure, systems and formal processes required for the delivery of a broad range of pennant competitions and tournaments and for the overall development of the game on behalf of its 25 affiliated clubs in metropolitan Perth and regional parts of the state and for its many hundreds of individual members.

As well as providing opportunities for strong competitive sport from club to international level, table tennis is an active, indoor sport that may be played by people of all ages and at all skill levels.

A primary objective of WATTA is the encouragement and advancement of the game of table tennis. In addition to its registered members playing competitively, table tennis is played as a social and recreational activity by many thousands of Western Australians and WATTA has a major role to play in providing leadership for the sport in the state.

Table tennis has a rich history and strong traditions that provide the foundation for the operation, development and growth of the sport today.

This strategic plan recognises the important work of the past and builds upon a strong foundation. The plan sets out the main priorities that the Western Australian Table Tennis Association will pursue during the next three years to ensure the sport of table tennis continues to develop and grow into the future.

Our Vision

(As the term suggests, the vision statement is about what the organisation wants to be at some defined point in the future. Many strategic plans confuse the vision and mission statements. Vision is what the organisation wants to become. Mission is the purpose of the organisation)

Examples:

Capalaba Warriors, Brisbane - *To be recognised by the community as Brisbane's best junior rugby league club*

Echuca United Football Netball Club, Victoria - *To be the preferred sports club in the Echuca-Moama region*

The Royal Geelong Yacht Club, Victoria - *To be the premier yachting and boating centre in Australia*

Domain Tennis Centre, Hobart - *To be recognised as Tasmania's premier multi-court tennis facility*

Our Mission

(The rationale or reason for the plan that often includes a statement about the purpose of the organisation and often the values of the organisation. Usually a few sentences).

Example:

The Capalaba and District Rugby League Club is a family friendly community based sporting club in the Redland City.

Our aim is to provide a fun, safe, enjoyable environment that encourages all participants to reach their full potential no matter what their aspirations may be.

We will do this by providing the best possible facilities in an environment that aims to foster children's wellbeing.

Our success will be measured by the pride our members take in the club and the role models we produce within our community.

Strategic Direction

It is useful to give an explanation about the strategic planning approach. For sports and community clubs, the strategic plan is usually a public document available to members so it helps to explain how the plan was developed and the key issues the plan is covering.

The most effective strategic plans contain just a small number of objectives supported by more detailed and defined targets, actions and measures. A good way of determining the breadth and scale of a plan's overall objectives is by using the SMART approach. The content of a plan should be:

Specific
Measurable
Achievable
Realistic
Timely

The content of a plan should define and support the strategic direction and intention of an organisation and should stretch the organisation's capacity and capability, but not to the extent that the objectives in the plan cannot be achieved).

The example that follows is from the West Australian Kite Surfing Association Strategic Plan).

In the development of this plan, WAKSA has used the SMART approach to undertake a sensible assessment of the organisation's capability, capacity, expertise and resources to develop and achieve a set of realistic strategic objectives.

The assessment has been undertaken not to lower expectations but to ensure that WAKSA, its members and the sport of kite-boarding is able to get the best results from the efforts expended. The plan presented sets out the strategic direction of WAKSA for a three year horizon.

The WAKSA plan focuses on seven key strategic objectives. These are:

- *Improve the visibility and profile of kite-boarding.*
- *Promote safety, education and training.*
- *Increase the WAKSA membership ratio of participants in the sport.*
- *Formalise policies and procedures.*
- *Improve volunteer attraction, retention and coordination.*
- *Strengthen stakeholder engagement.*
- *Build revenue in support of financial sustainability.*

STRATEGIC PLAN

(Most plans are set out in tabular format and clearly show the strategic objectives, the things that will be done to ensure the objectives are achieved and the way the organisation will measure this achievement.

The table that follows has been used successfully with many State Sporting Associations and individual sports and community clubs in Western Australia).

Strategic Objectives	Targets/Actions	Measures
Example – from WA Kite Surfing Association Improve the visibility and profile of kite-boarding.	Develop and implement a formal communications and marketing plan.	The communications and marketing plan will be completed and implemented during 2016.

	<p>Expand the use of social media platforms for informing and advising existing and potential members.</p> <p>Utilise all available media to highlight positive stories on kite-boarding.</p> <p>Improve and expand the annual calendar of competitions and events.</p>	<p>A range of social media platforms will be used.</p> <p>The number of positive reports on local television and print media stories on kite-boarding will increase.</p> <p>New competitions and events will be added as required to satisfy member demand.</p> <p>WAKSA will work with Kiteboarding Australia to develop and deliver international events in Western Australia.</p>
<p>Example from the WA Table Tennis Association</p> <p>Improve participation in the sport.</p>	<p>Increase the number of registered club players and WATTA members.</p>	<p>Review all competition formats including pennants, WATTA cup, grand prix and state and club competition events to encourage greater participation at all levels.</p> <p>The total number of registered club players and WATTA members will increase by 15% over 2014 numbers during the life of this plan.</p>

	<p>Review and improve the current schools program.</p> <p>Consider the establishment of new clubs in designated Perth Metropolitan areas.</p>	<p>The number of schools participating in the schools program will increase by 20% over 2014 numbers during the life of this plan.</p> <p>A formal process for measuring the transition of school program participants to registered club players will be implemented during 2015.</p> <p>By June 2015 complete a project that includes a feasibility study on the establishment of new clubs in the Perth metropolitan area during 2016.</p>
<p>Generic example</p> <p>Increase female participation</p>	<p>Register more players for the 10 to 15 years girl's teams</p> <p>Increase the number of girl's teams at the club</p> <p>Recruit and develop female coaches</p>	<p>Direction promotion of the club to 15 nominated high schools in the district</p> <p>Female players in the 10 to 15 years age group will increase by 15% on the previous season</p> <p>Two additional girl's teams will be registered for formal competition</p> <p>Four new female coaches will be recruited and will complete a Level 1 coaching course</p>

	xRecruit and develop more female volunteers for roles such as team managers	Female volunteer drive will be conducted across the club membership Four new female team managers will be recruited
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What will success look like?

It is useful to end with a statement or graphic that shows what the successful implementation of the planning process will look like – example That follows from the Fencing WA Strategic Plan.

