

ITTF-Oceania **STRATEGIC PLAN**

2017-2020



INTRODUCTION

ITTF-Oceania recognises that for the organisation to continue to succeed there is a need to plan for the future.

During February 24th-26th, ITTF-Oceania engaged the services of an external facilitator to help prepare a Strategic Plan.

ITTF-Oceania Committee Management members, representatives of the Athletes' Commission, staff and administrators were invited to contribute to preparing the draft Strategic Plan. Those who contributed included:

- **James Morris**
President of ITTF-Oceania/ITTF Board of Directors
- **Paul Kyle**
ITTF-Oceania Management Committee/ITTF Board of Directors
- **Cathy Gauthier**
ITTF-Oceania Management Committee/ITTF-Oceania Women's Representative
- **David Powell**
ITTF-Oceania Management Committee/ITTF Athletes' Commission
- **George Yuping Shao**
ITTF-Oceania Management Committee/President – PNG Table Tennis Federation
- **Michael Brown**
ITTF-Oceania Development Coordinator
- **Christian Holtz**
ITTF-Oceania Para Development Officer



It is hoped this Strategic Plan reflects the needs and aspirations of the general membership of the organisation.

The Strategic Plan prepared by the working group listed above was presented to the ITTF-Oceania Management Committee for its input and final endorsement on 14th April 2017.

This document represents the completed and endorsed plan. It is the intention of the ITTF-Oceania Management Committee to publicise the Strategic Plan to members, put the Strategic Plan into action and include discussion of the Strategic Plan as an agenda item at each Management Committee meeting in order to review its progress regularly and to modify if necessary. It is also the intention of ITTF-Oceania to hold sessions dedicated to discuss, review or modify the Strategic Plan as necessary.



THE ORGANISATION

2017 marks the fortieth anniversary of the foundation of the Oceania Table Tennis Federation (OTTF), now branded as ITTF-Oceania. This milestone provides the perfect platform to rollout an updated strategic direction for the organisation.

The first steps towards the formation of a continental association began in Melbourne in January 1975 at the Commonwealth Table Tennis Championships. Two years later the discussion came to fruition, with the OTTF forming on the 1st June 1977. The founding members included Australia, Fiji, Guam, New Caledonia, New Zealand, Papua New Guinea and Tahiti. By the end of the year the International Table Tennis Federation (ITTF) formally recognised the OTTF as the official body controlling continental activities in the Oceania region.

At the establishment of the OTTF, the key principles and aims of the federation were laid out. These priorities included conducting Continental Championships,

developing the sport, and to be a united front for representing the zone. From then on, the OTTF went forward with two key objectives in mind; competition and development.

In 1978, the inaugural Oceania Championships were held in Auckland, New Zealand. This flagship event has been a regular fixture on the calendar ever since, with 18 editions taking place up to 2017.

Twenty years later a new addition to the championships was made, with 1998 seeing the introduction of the South Pacific Cup. This event was open solely to athletes from the Pacific Islands, helping to foster a competitive scene in countries where table tennis was developing. The initiative paid dividends and in

2005 led to table tennis' inclusion as a compulsory sport in the Pacific Games, while para table tennis followed in 2015.

In 2007, the introduction of the Oceania Cup, a key ITTF event, provided the opportunity to broaden OTTF's reach. The tournament was commercialised with TV broadcast spanning three countries; Fox Sports in Australia, Sky TV in New Zealand and FBC TV in Fiji. It was the first time that an Oceania event had received such coverage and OTTF's dedication to high standards of event management was later affirmed with the ITTF-Oceania Cup winning the ITTF Award for Best continental event in 2013.

And while staging tournaments has provided the OTTF with concrete examples of its growth, the continued success of these events lies in the backbone of the federation; continental development. This has been a continued priority and OTTF's initiatives stand out on the global stage as being the archetypal model.

The introduction of table tennis to the Olympic program in 1988 resulted in an increased level of available funding. With international sporting federations participating in the Olympic Games collecting a share of revenue generated, all Continental Federations, including Oceania, receive a proportion of the proceeds, with OTTF targeting these funds towards development initiatives.

With these additional funds made available, it was at the General Meeting of the OTTF held at the World Championships in Chiba, Japan; May 1991 that led to the creation of the development model which is still familiar today. The meeting concluded to prioritise the following objectives:

- To create unity with a coaching structure
- To provide umpiring procedures
- To identify administration as the foundation on which all objectives will ultimately rest
- To ensure that adequate standards of equipment are available on each of the member countries, and;
- To maximise and encourage promotional opportunities.

With these objectives in mind, two volunteer positions were created, one of a development officer to work in the area of coaching/structural development and the other to work on umpiring/technical official accreditation and development. Glenn Tepper and Fran Keyhoe were appointed to these positions respectively.

In 1999, with the support of ITTF and the Oceania National Olympic Committees, a full-time position of Development Officer was created. Glenn Tepper was appointed to this role. That same year a new scheme was set up to distribute equipment throughout the Oceania region. Since 1999, hundreds of tables, thousands of rackets and tens of thousands of balls have been distributed, which has been an effective method of removing any barriers of participation.

The OTTF's focus on growing the sport in the region also extended to financial assistance to developing nations. In 2001, the OTTF adopted a split fee structure in which the smaller nations would be subsidised, allowing less resistance in getting table tennis established and growing in all Pacific Islands. While more recently ITTF-Oceania has provided attention to promoting table tennis as an inclusive sport, and financial partnerships with national associations were established first in 2014, which has resulted in an increase in para table tennis.

The Smash Down Barriers program was introduced in 2014, as an initiative promoting table tennis to people with disabilities as part of the Australian Aid's Pacific Sports Partnerships programme delivered in partnership with Table Tennis Australia. The number of para participants has risen to 1300 across five countries in the first three years of its implementation.

With forty years in operation, the invaluable service which many individuals have provided the federation should be taken note of. From Ken Wilkinson of New Zealand who was the longest serving OTTF President, from the federation's foundation until 1993, to Phil Males who has held the position of Administration Officer for more than two decades. Under the Presidency of Patrick Gillmann, the only Pacific Islander to hold the position of President, a full membership was achieved, as well as a ground-breaking agreement with ITTF towards the financial support of commercialising the ITTF-Oceania Cup.

In 2017, ITTF-Oceania has 24 member associations, having grown from the initial seven who formed the organisation back in 1977. Through the leadership of current ITTF-Oceania President, James Morris, a new agreement with ITTF has been brokered, which will assist in further commercialising the ITTF-Oceania Cup, as well as the other key ITTF-Oceania events and programs.

Through this Strategic Plan, the future will be laid out for the organisation to evolve into its next phase of development, and take the sport of table tennis to heights not seen previously within the Oceania region.



OUR MISSION

ITTF- Oceania:

- Partners with 24 Member Associations to enhance the capacity to deliver and grow Table Tennis throughout the Oceania Region;
- Promotes an inclusive environment for Table Tennis through development, events and educational programs; and
- Invests time and resources in establishing sustainable pathways to transition players, coaches, officials and administrators from community level engagement to high performance.

OUR VISION

‘INSPIRING EXCELLENCE IN LIFE THROUGH TABLE TENNIS’

OUR VALUES

The following four values best describe how ITTF-Oceania will carry out its mission. These values will underpin all elements of the Strategic Plan.

INCLUSION

EXCELLENCE

COLLABORATION

TRANSPARENCY

FOCUS AREAS

ITTF-Oceania has prioritised five focus areas and goals for the 2017-2020 Strategic Plan.

PARTICIPATION

To increase the capacity of National Associations to deliver inclusive participation programs and promote healthy lifestyle behaviours.

HIGH PERFORMANCE

To provide clear pathways for players, coaches, officials and administrators to transition from community to high performance.

EVENTS

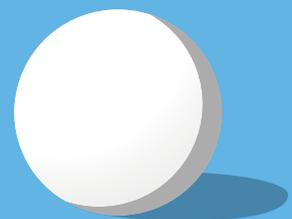
To establish and enhance sustainable, entertaining events.

OPERATIONS

To develop strong leadership through good governance and transparency.

COMMUNICATIONS

To better connect and engage with all stakeholders in a timely manner.



STRATEGIC OBJECTIVES

Focus Area: **Participation**

GOAL To increase the capacity of National Associations to deliver inclusive participation programs and promote healthy lifestyle behaviours.

Strategic Objectives

- 1a. Promote inclusion and active healthy lifestyles through table tennis in schools, disability organisations and community engagement activities.
- 1b. Establish a structured table tennis in Schools program for teachers to deliver in Oceania Schools.
- 1c. Provide training for primary school teachers.
- 1d. Support participation through community groups and disability organisations with the provision of ITTF-PTT L1 coach education courses.
- 1e. Grow school and community participation through the provision of equipment packages.
- 1f. Increase capacity of officials and volunteers through structured ITTF Education.

Focus Area: **High Performance**

GOAL To provide clear pathways for players, coaches, officials and administrators to transition from community to high performance.

Strategic Objectives

- 2a. Provide scholarships and professional environments for talented athletes.
- 2b. Increase the number of high performance coaches and officials in the region through Level 2 (and above) ITTF courses.
- 2c. Establish a High Performance Academy within Oceania.
- 2d. At least three Olympic Solidarity Scholarship recipients.

Focus Area: **Events**

GOAL To establish and enhance sustainable, entertaining events.

Strategic Objectives

- 3a. Secure new, and service existing, commercial partners for all ITTF-Oceania events and programs, with a focus on the Oceania Cup.
- 3b. Enhance entertainment value of events to increase spectators.
- 3c. Invest in the ITTF-Oceania Tour by supporting Pacific NA's in hosting National Opens.
- 3d. Support NA's looking to host ITTF World events.
- 3e. Grow brand awareness of major events, including Cup, Championships, and Tour.

Focus Area: **Operations**

GOAL To develop strong leadership through good governance and transparency.

Strategic Objectives

- 4a. Demonstrate transparency by sharing operational documentation on the ITTF-Oceania website (including finance, policies, minutes and procedures).
- 4b. Increase and create clear roles and responsibilities for staff and the Management Committee.
- 4c. Develop strong leadership through professional development of existing staff and recruitment for specific skill sets.
- 4d. Seek government and commercial support for programs and events.
- 4e. Create a database that captures players, officials, coaches and volunteers.
- 4f. Support National Associations to implement sustainable pathways and programs.

Focus Area: **Communications**

GOAL To better connect and engage with all stakeholders in a timely manner.

Strategic Objectives

- 5a. Build a communications database to provide targeted communication to stakeholders.
- 5b. Increase communication through social media and traditional media platforms.
- 5c. Strengthen and promote two-way communication with NA's.
- 5d. Promote program brands including TTX, Hopes, Smash Down Barriers and a school's program.

The Strategic Objectives represent the end of the Strategic Plan and the beginning of the Operational Plan. The Strategic Plan was approved by the Management Committee on 14th April 2017, in which the Strategic Objectives will be held accountable through an Operational Plan with measurable targets, responsibilities and timelines.



ITTF-OCEANIA
STRATEGIC PLAN
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