

Brighton District Table Tennis Club

2025-2027 STRATEGIC PLAN

OUR MISSION

To provide a welcoming and inclusive environment for players of all ages, abilities and backgrounds by promoting participation, exercise, social activities and competitive success in a safe, friendly and supportive community.

OUR VISION

To be South Australia's premier table tennis club, providing first class training and playing facilities, expert coaching and social opportunities for all.

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OUR VALUES

Inclusion

Welcome players of all ages, genders, backgrounds and skill levels to participate and enjoy table tennis.

Respect

Promote respect for teammates, opponents, officials, equipment and facilities, and always honour the spirit and rules of the game.

Excellence

Strive for high standards in coaching, facilities and organisational practices to ensure continuous improvement and a positive experience for all members.

Community

Foster a caring and friendly community where members can socialise, have fun and forge friendships through table tennis.



STRATEGIC PRIORITIES & OBJECTIVES

1. First Class Facilities

Ensuring we provide first class facilities for our members that maximise participation, enjoyment, success and comfort.

Objectives:

- To ensure sound ongoing maintenance of existing facilities
- To explore the best options for improved capacity and quality of the club facilities

2. Strong Governance

Providing strong leadership and governance to ensure financial viability, strong operations, appropriate risk management and a clear strategic direction.

Objectives:

- To ensure that the club's Constitution provides a contemporary legal and management framework that sets out how the committee will operate and the expectations of club members
- To create a management committee structure with clearly defined roles and responsibilities that provides a more equitable and fairer allocation of tasks
- To reduce the over reliance on a few volunteers to undertake club tasks and activities
- To ensure that there is a smooth transition and succession of people performing key roles in the club
- To develop and implement new systems and procedures for member payments.

3. Competitive Success

Empowering our members to achieve their competitive goals, whether in TTSA pennant, local tournaments or national championships, by offering coordinated high level expert coaching programs that nurture talent from beginners to competitive players, focusing on skill development, strategy, and sportsmanship.

Objectives:

- To improve the quality and availability of coaches and coaching programs
- To ensure the club's competitions and teams attract high quality players
- To improve junior player attraction, development and retention

4. Clear Communication

Provide clear communication within the club and promote the club and sport external to the local community.

Objectives:

- To improve the club's internal and external communication
- To improve the external promotion of the club



PRIORITY #1 - FIRST CLASS FACILITIES

Objective	Strategies	Completion Dates	Resources Required	Outcomes/Performance Indicators
To ensure sound ongoing maintenance of existing facilities	Appoint a 'maintenance officer' from the club membership, to plan for and address club facility maintenance issues in a timely manner.	February 2025 and then ongoing.	An annual plan and budget are prepared and complied with to meet the material and service provision costs of maintaining the club's facilities.	All maintenance issues are addressed in a timely and cost-effective manner. -Members are satisfied with the responsiveness and quality of maintenance undertaken as reflected in the annual member survey.
	Liaise with the City of Holdfast Bay Council on progress of planned projects and major maintenance of the club in keeping with agreed service levels and lease.	Annually with ongoing monitoring and reporting of services provided.	Maintenance Officer's' time to liaise with Council.	Specific roles and responsibilities of the club and Council for facility maintenance are clearly defined and complied with.
	Determine reactive maintenance procedures and communicate maintenance activities to all members.	March 2025 and then ongoing.	Maintenance Officer in consultation with Committee Marketing and Communications Officer.	Members have received an email regarding the protocols, procedures, roles and responsibilities of all parties responsible for club facility maintenance.

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Objective	Strategies	Completion Dates	Resources Required	Outcomes/Performance Indicators
To explore the best options for improved capacity and quality of the club facilities.	Form a team with the appropriate skills and experience to undertake a feasibility study of the cost/benefits of improving existing facilities or by establishing a new club on a different site or other alternatives.	June 2025.	Committee and coopted members' time.	A team with the requisite skills and experiences has been appointed to undertake feasibility study.
	Conduct a rigorous feasibility study in keeping with project scope and inclusive of key stakeholders.	December 2025.	Committee and coopted members' time	Initial feasibility study completed.
	Report initial feasibility findings and recommendations to club committee for response and further direction	February 2026	Committee and coopted members' time	Committee has received the feasibility study and endorsed their preferred option(s)
	Communicate the committee's preference(s) and recommendations regarding the club's future facilities to members for comment and their preferred option(s).	April 2026	Committee and coopted members' time	Members have provided their feedback to initial feasibility study and communicated their preferred option(s).
	Subject to members' preferred option(s), prepare a project, business and change management plan for agreed option(s).	September 2026.	Committee and coopted members' time.	Project, business and change management plans prepared.
	Obtain endorsement of final project, business and change management plans by members and committee.	November 2026.	Committee and coopted members' time.	Members and committee have endorsed final project, business and change management plans and instructed project team to secure required funding.
	Secure required funding.	December 2027.	Committee and coopted members' time and budget for implementation of plan.	Required funding has been secured.
	Implement project, business and change management plans.	in accordance with plans.	Committee and coopted members' time and financial resources in keeping with project business plan.	Project is on schedule and budget and meets members' expectations.
	Monitor, evaluate and provide progress reports to committee and members.	In accordance with plans.	Committee and coopted members' time and financial resources in keeping with project business plan.	Committee and members are aware of progress throughout project schedule.



PRIORITY #2 - STRONG GOVERNANCE

Objective	Strategies	Completion Dates	Resources Required	Outcomes/Performance Indicators
To ensure that the club's Constitution provides a contemporary legal and management framework that sets out how the committee will operate and their expectations of club members.	Appoint a 'Constitution Committee' to critically review and revise the existing Constitution and its rules to ensure it meets its current and future legal and management requirements.	March 2025.	Volunteer 'Constitution Committee'.	'Constitution Committee' appointed.
	Critically review and revise the club's Constitution.	August 2025.	Volunteer 'Constitution Committee'.	Current Constitution reviewed.
	Make recommendations to the Club's management committee for changes identified in the review and seek their comments and endorsement.	September 2025.	Volunteer 'Constitution Committee'.	Club committee has received and endorsed or modified recommended changes to current Constitution.
	Consult all club members with proposed amendments to the Constitution by sending out a draft for comment and gain the required level of support to effect those changes.	October 2025.	Volunteer 'Constitution Committee'.	Members have commented on the review's recommendations and appropriate changes are made.
	Present new Constitution at the clubs AGM for formal acceptance by the members.	February 2026	Volunteer 'Constitution Committee'.	Members vote to accept new constitution.
	Submit accepted Constitution to the required authorities for agreement and registration.	February 2026.	Volunteer 'Constitution Committee' and any required registration fees.	The club has finalised its new Constitution and has registered it with the appropriate authorities.
	Place the new, authorised Constitution on the club's website and promote to members.	March 2026.	Website manager.	The club's Constitution is available for member and public reference.
	Manage the club in accordance with the new Constitution.	Ongoing.	Club management committee.	The club is managed and its members behave in a manner consistent with the requirements of the new Constitution.
To create a club governance structure with clearly defined roles and responsibilities that	Critically review and revise the current structure of the club's committees, their roles, responsibilities and key tasks and those to be	August 2025.	Club President and co-opted members.	A new committee structure, with clear roles and responsibilities has been created.

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Objective	Strategies	Completion Dates	Resources Required	Outcomes/Performance Indicators
provides a more efficient and fairer allocation of tasks.	performed by non-committee members.			
	Share the new structure with the management committee for comment and revision.	September 2025.	Club President, co-opted members and committee members.	New committee structure, roles, responsibilities and tasks approved by the management committee.
	Communicate the draft new structure to all club members for comment.	October 2025.	Club President.	Club President has communicated new committee structure to all members and feedback received from members
	Finalise the new management committee structure, consistent with the new club Constitution and post to website.	November 2025.	Club President and co-opted members.	A new management structure has been formally approved, posted on the club's website and put into operation.
To reduce the over reliance on a few volunteers to undertake club tasks and activities.	In keeping with the new management committee structure, identify other club members who have the relevant competencies and are willing to volunteer to undertake specific tasks.	October 2025.	Relevant committee members and coopted club members.	The club has gained the support of volunteers willing and able to perform clearly identified tasks and a matrix has been created to identify key current and future skills gaps.
	Advise the club members of the various individual volunteers and the tasks they are performing.	November 2025.	Club President.	Members are aware of the individual volunteers and the contributions they make to the club.
	Monitor the volunteers, recognise and promote their contributions whenever appropriate.	Ongoing.	Relevant committee members.	The work of volunteers is monitored and acknowledged.
To ensure that there is a smooth transition and succession of people performing key roles in the club.	Using the revised committee management structure and volunteer skills matrix, identify the key and critical roles performed in the club and for which succession plans need to be prepared.	June 2025.	Relevant management committee members and coopted club members.	The club has identified those roles, responsibilities and tasks that are critical to its success.
	Identify potential candidates for key club roles and identify their willingness and ability to hold those positions in the future.	July 2025.	Relevant management committee members and coopted club members.	The key roles performed in the club and potential candidates have been identified.
	Prepare succession plans for each key club role and monitor their implementation.	October 2025 and ongoing.	Relevant management committee members and coopted club members.	Succession plans for all key club roles have been prepared and their implementation monitored.
To develop and implement new systems and procedures for member payments.	Review current payment systems and procedures by competition and social club members and identify improvements.	June 2025.	Club Treasurer together with appropriately skilled members.	The club has endorsed improvements recommended by Treasurer.
	Develop and implement new system and change management plan.	December 2025.	Club Treasurer together with appropriately skilled members	New system operating successfully.



PRIORITY #3 - COMPETITIVE SUCCESS

Objective	Strategies	Completion Dates	Resources Required	Outcomes/Performance Indicators
To improve the quality and availability of coaches and coaching programs.	Develop and implement a plan to attract and retain a dedicated high level coach.	Plan developed and endorsed by committee by September 2025 High level coach appointed by December 2025.	Committee formed for coach recruitment, retention and development.	Plan endorsed by club committee. High level coach secured.
	Identify reasons for loss of coaches and address these where possible.	Identify reasons and a plan to address them completed by June 2025. Plan endorsed by club committee August 2025. Implementation ongoing.	Club member selected to lead with input from coaches.	Retention plan developed and implemented. Improved retention of coaches.
	Implement a coaching program including high performance squad and junior programs.	January 2026.	Club member selected to lead with input from coaches.	Squad and junior programs established.
	Encourage coaches to undertake training and development.	Ongoing	Lead coach appointed by committee	Higher quality coaches
To ensure the club's competition program and teams attract high quality players.	Ensure scheduling of games aligns with player availability.	June 2025 then ongoing.	Various competition organisers.	Improved attraction and retention of high quality players.
	Explore options for the club to participate or host more competitions and events.	Possible new competitions and events for 2025 selected by February 2025. Possible events for future years identified by June 2025 and then ongoing. Club participation in new competitions and events -ongoing.	Committee member selected to lead work with support from club volunteers.	Club participates in more competitions and events. Club hosts selected events.

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	Establish and promote a competition calendar.	Calendar established by March 25, implementation, with regular review, ongoing.	Organisers of competitions.	Player and member satisfaction with improved competition information.
	Assess the preferences of players and establish competitions that meet with these expectations.	March 2025.	Organisers of competitions.	Player and member satisfaction with improved competition information.
To improve junior player attraction, development and retention.	Develop and implement a strategy aimed at attracting, retaining and developing junior players.	Strategy developed by September 2025, then implemented, with regular review of strategy ongoing.	Suitably skilled volunteers/ coaches appointed by club committee.	Improved attraction and Growth of junior players joining the club and improved retention rates in keeping players playing the game.
	Work to attract and retain state and national level players.	Strategy developed by December 2025, then implemented with regular review.	Lead responsible selected by committee — with support from volunteers with appropriate skills and networks.	Improved attraction and retention rates for state and national level players.





PRIORITY #4 - CLEAR COMMUNICATION

Objective	Strategies	Completion Dates	Resources Required	Outcomes/ Performance Indicators
To improve the club's internal and external communication.	Appoint a committee member with lead responsibility for communications and marketing.	February 2025.	Communications and marketing officer selected from committee.	Appointment completed by February 2025.
	Establish systems for improved interaction and information exchange between social and competition groups.	June 2025.	Communications and marketing officer with assistance from appropriately skilled volunteers from both groups	Improved communication systems established.
	Establish systems for improved distribution of information from club committees to members.	June 2025.	Communications and marketing officer with assistance from appropriately skilled volunteers.	Communication systems established and increased member satisfaction with communications
To improve the external promotion of the club.	Appoint a committee member with lead responsibility for liaison and engagement with key stakeholders.	February 2025.	Stakeholder engagement officer selected from committee with support from volunteers with appropriate skills.	Improved Club profile with stakeholders. Improved relationships with key stakeholders.
	Develop a marketing plan to promote and raise the profile of the club.	June 2025.	Stakeholder engagement officer with support from volunteers with appropriate skills.	Plan endorsed by club committee.
	Improve use of the club's website and social media for internal and external communications and promotion.	Website updated by June 2025 Maintenance of website ongoing.	Website manager.	More information accessible online. Increased use of website.