

# Strategic Plan

April 2019 – March 2023



## Table Tennis Scotland

Delivering a **lifetime** of sport



## Introduction

Welcome to Table Tennis Scotland's Strategic Plan for the four year cycle, April 2019 – March 2023. This forms the starting point of a longer transformation programme to radically overhaul the sport and create a small but world class governing body.

The plan builds on the development principles and aims of the 2015-19 plan and provides a position statement of the governing body at this point in 2018. It identifies the challenges and achievements of the previous four years and aims to communicate clearly and concisely our aspirations and objectives for the next four years and beyond.

This is an exciting time for Table Tennis Scotland which has successfully achieved and in most cases exceeded the majority of the KPI`s and targets identified in the 2015-2019 plan. The investment made by **sportscotland** and other partners is clearly having a major impact in terms of growth in participation.

We believe however that the untapped potential is enormous and that our sport is 'a sleeping giant' in participation terms. Table Tennis is a truly inclusive activity for all ages, abilities and ambitions. We are uniquely positioned to help deliver wide-ranging health and well-being benefits which can directly address national priorities such as the Scottish Government's Active Scotland Outcomes. Our Community Table Tennis project is an example of the type of innovative activity that we are seeking to expand. With partnership funding from The Life Changes Trust this initiative is making table tennis accessible for older people in community venues and care settings across Scotland. It is certainly helping the inactive become more active and combatting social isolation. The increase in Direct Club Investment supported positions across our club network is providing the local coordination to support this steady growth in participation in all sections of the player pathway (from 8 to 80+ years).

TTS is seeking an increase in funding of £50,000 per year in the core grant from **sportscotland** which will increase the Table Tennis Scotland staff team from the current 2.5 posts to 4 posts. This would convert a short-term, grant funded Community Development position to a permanent full-time role and establish an essential new Coaching Development role. With this additional staff capacity TTS believes it can meet the challenge of driving through a Transformation Programme while maintaining an improved service to members and meeting obligations to key funding partners. Together with a skilled and dedicated Board these posts will provide the strategic leadership and coordination that this ambitious plan will require.

Our plan will be supported by an innovative funding strategy that has the potential to significantly increase the resources available to develop the sport at all levels. This will ensure that an increased level of activity and improved infrastructure can be financially sustainable in the long-term.

This plan outlines a development programme which in scale of ambition and breadth of activity is unprecedented in the history of Table Tennis in Scotland. It is designed to be inclusive and impactful on all potential players irrespective of age and ability and to reach out to communities of all sizes throughout Scotland. It has been developed following a series of meetings and consultations with clubs, leagues and key partners out with the sport including funders, local authorities, sportscotland, care providers and other third sector organisations. The Board of Table Tennis Scotland has been instrumental in this process.

## Our Vision

- A sport accessible for all ages, abilities and ambitions (getting people active and keeping people active)
- Members who are engaged and included in a sustainable, connected and volunteer led sport
- A pathway to personal success through Enjoyment, Recreation, Participation and Performance
- Healthy competitive sporting environments where honesty and integrity is valued and championed by players, coaches, officials and supporters.

## Our Role

- To be the strategic lead for the promotion and development of Table Tennis in Scotland
- To improve the quality of experience of our members, customers and partners.
- To inform, influence and persuade public opinion and key decision makers in Scotland of the benefits to society from participation and investment in table tennis.

## Our Values

- Honesty and integrity – promoting fair play
- Leadership – providing effective, focused and inspirational leadership
- Community spirit – providing an inclusive community for all players, friends and families.
- Equal Opportunity – promoting diversity, irrespective of age, disability, gender, religion, culture, race, and financial status.

## Our Objectives

- To increase participation with a focus on priority and 'hard to reach groups' in school/education, club, league and community sectors
- To provide a positive experience and retain people in the sport through an effective network and infrastructure of clubs, facilities, coaches, officials, volunteers, leagues and other competitive opportunities.
- To achieve medal success at Commonwealth, European, World and Olympic/Paralympic level.
- To commit to a continuous programme of improvement in our governance processes and frameworks ( in line with the 12 principles of good governance for SGB's in Scotland)

## 2015 -2019 Developments and Achievements

### Delivering a lot with very little...

#### Operations

During the past four years TTS has undergone a busy period of review, reconstruction, renewal and consolidation. We have successfully addressed many of the challenges of previous years. A major increase in openness, transparency and communication with our members has vastly improved working relationships and has increased confidence in the organisation following regular and consistent contact with clubs, leagues and members.

Partnership building and collaboration has continued at a pace. We are indebted to our main funding partner **sportscotland** for our core grant and for the guidance and support of our Partnership Managers, without which TTS would not have been able to progress at such speed. TTS is concerned however to ultimately become more financially self-sufficient. We have successfully increased income from other sources which has reduced the percentage value of **sportscotland's** core grant to turnover from 55% in 2015 to 35% in 2018.

Our initial award of £90,000p.a. enabled TTS to appoint two full time employees in 2015 who have been in post now for three years. TTS is a member organisation and has worked hard to provide a reliable, efficient and friendly service to all stakeholders recognising that a stable and well organised administrative function is an essential platform on which to grow the sport. Our Finance and Membership Officer is now very much in control of her brief and continues to improve the general administration and record keeping of the organisation.

We renewed our lease with landlord **sportscotland** at Caledonia House, which has proved to be an excellent and cost effective package, including facilities for the majority of TTS Board and sub- committee meetings.

Our IT function has been totally future proofed thanks to local IT company owner, Mike Letchford, and his team at Diagknows. They continue to provide a full pro bono IT support service, representing significant value in kind. The purchase and allied contract with TT365 for a custom built member database with ancillary bespoke software for ranking and direct email contact has lifted our capacity to communicate directly with each member and retain accurate information on club, league and individual membership.

Our longstanding support from Ransome Sporting Goods continues that involves providing tables for national championships and other major tournaments plus clothing for national squads at no cost to TTS.

Our corporate design guide, logo, website and all social media channels have been totally redesigned and refreshed courtesy of more valuable pro bono input from Haddington TTC Head Coach who is also a professional graphic designer.

## Governance

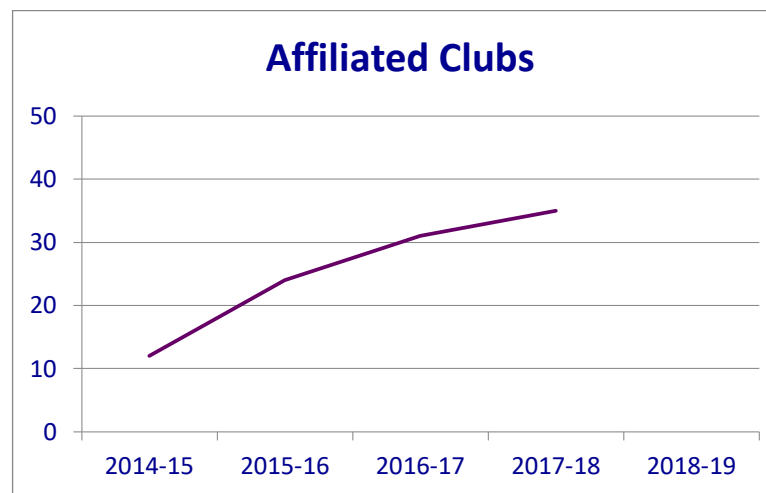
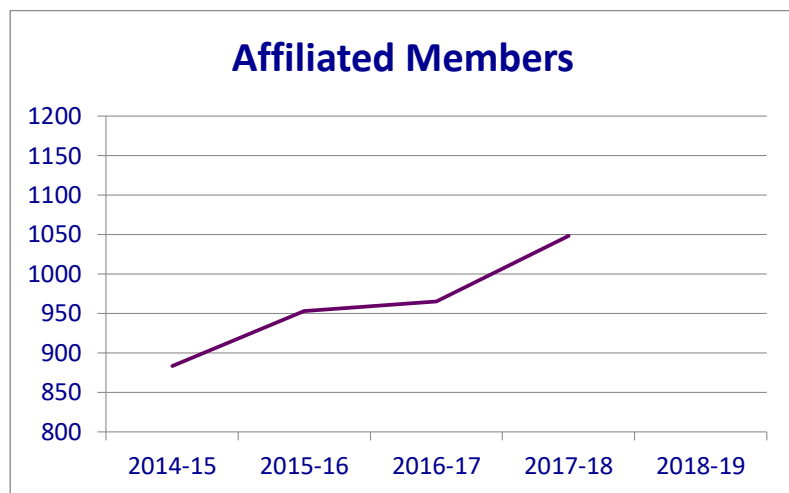
During the past three years a reinvigorated and highly dedicated TTS Board has grown to 10 members, including 4 women, which has been operating in tandem with the staff and regional volunteers to help drive progress and ensure we are meeting our obligations to all stakeholders. The Board contains an impressive mix of skills, expertise and energy all of which is given entirely voluntarily. Significant progress has been made around governance, financial and risk management and Board Directors have a clear understanding of their roles and responsibilities. Strategic Business Direction has been a constant item on all Board meeting Agendas since 2015.

Good governance remains a high priority for the Board and the COO. Progress in this important area is perhaps best conveyed by the positive report received from Auditors, KPMG, who spent four days at our office in August 2017 and carried out an in depth audit and stress test of all our systems, policies and procedures. TTS received a Green, Satisfactory, report with no comments and no high level recommendations.

TTS is also pleased to have received a green RAG rating together with 100% compliance on the Children 1st Safeguarding Standards and self-assessment tool. We were also rated fully compliant by Ann Ferguson on our service and procedures relating to our free PVG support service to clubs and members.

## Development

Just 18 months into the 2015-19 plan TTS exceeded the four year targets set for increased participation and for new club development. Revised targets of 1500 members and 40 affiliated clubs were set. As is shown below we are currently on track to exceed the club target by March 2019. Affiliated membership continues to grow steadily and social membership is rising at an even faster rate.



Following a positive mid-term Strategic review with **sportscotland** in November 2016 TTS received an additional annual sum of £25,000. A grant from the Big Lottery Investing in Ideas £9,500 for a pilot project was followed up with successful applications to the Life Changes Trust for £35,000 and to **sportscotland** for £70,000 to launch our Community Table Tennis project. This enabled TTS to appoint a full time Project Manager on a one year contract until end July 2018. Our Project Manager has transformed our range and scale of development activity and proved to be an excellent asset and repository for advice and fundraising assistance for our member clubs and affiliated leagues. We have helped clubs raise in excess of £200,000 through philanthropic donations, sponsorship and grants (non-**sportscotland**). Further interim funding of £10,000 from the Life Changes Trust has enabled TTS to secure this role on a full time basis until the end of March 2019.

Since 2016, six clubs or associations across Scotland have been awarded new Direct Club Investment grants by **sportscotland**. This strategic investment in some of our most ambitious clubs is already having a major impact on participation rates, especially for people playing socially. That growth will continue as these projects expand and initiate even more local activity. One really exciting and innovative element has seen table tennis equipment supplied to 20 care facilities with regular activities for residents supported by club volunteers.

In recognition that the figures used for KPIs tracking affiliated members and affiliated clubs are not fully representative of the wider social participation in table tennis, Table Tennis Scotland initiated an annual online survey in 2017. This was sent out to all clubs and groups aiming to capture information on those playing socially in community venues across Scotland and juniors participating in regular after schools activities run by clubs. The headline figures are shown in the table below showing a major step forward in participation backed steady growth in clubs and the volunteer base.

	2017	2018
Regular Players	3021	
Clubs and Groups	66	
Coaches (UKCC Level 1 or above)	184	
Other Coaching Volunteers (not qualified)	98	

TTS annual development activities have continued in the form of Regional Development grants to all affiliated leagues which have helped to cement positive relationships with the membership.



## Coaching

Coaching has been a constant source of positive development during the past three years and this year TTS introduced its Coach Licensing Scheme ahead of schedule. TTS recognises the fluctuating demand for coaching courses but has successfully met all its targets and delivered a range of UKCC courses at levels 1 and 2 annually since 2015. Two Scottish coaches (1 male, 1 female) will shortly complete UKCC Level 3 training and a further two (1 male, 1 female) have been accepted to start the programme in 2019. A level 4 coach has relocated to Scotland and is playing a major role in our performance programmes.

With support from the European Table Tennis Union, TTS arranged a National Coaching Conference, with world renowned key note speakers, in July 2017 at the National Sport Centre in Inverclyde. This brought the coaching fraternity together in a residential setting for the first time in many years. Member leagues have also received annual regular Coach Development days from TTS National Youth Squad Coach.

## Performance

The TTS Performance Programme is entirely self-funded and currently led by a new Performance Director who is a former Scottish and English National Coach. National Youth Development and Performance Squads (30 players in total) train on 30 days under the supervision of our self-employed level 4 National Youth Squad Coach. Stand out performances this year include the Men's Team qualifying and playing for Team Scotland (all training and preparation self-funded) in the Commonwealth Games, Gold Coast. Dylan Curry, currently the Scottish number one Junior from Aberdeen won a gold medal at the British International School Championships.

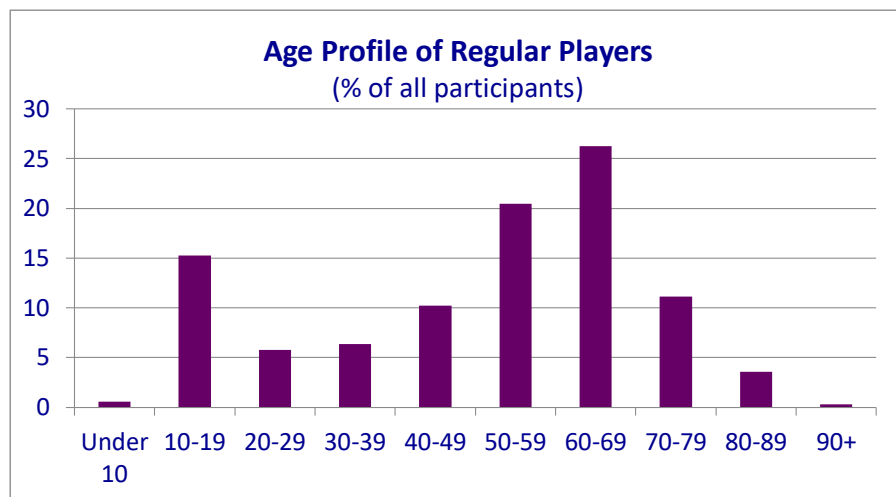
Working together with Scottish Disability Sport Drumchapel TTC has created an annual performance Para training programme. For the first time this year this has been integrated with colleagues from the British Paralympic Programme in Sheffield. The squad of 10 players train together monthly.

Martin Perry (Class 6) has had an outstanding season following his decision to relocate to the British programme in Sheffield. He was the 2017 British Champion and part of the team that won bronze at the World Team Championships and gold at the European Team Championships. His results place him firmly in contention for selection for Paralympic honours.

## Focus on Equality and Inclusion

Table tennis is already a very inclusive sport. However there remain many challenges ahead to make the sport as accessible as possible. The following information was taken from a survey of players carried out between June and August 2018. This involved both online and paper based questionnaires distributed via clubs and community sessions. This received 713 responses with a return rate of around 1 in 5 of the regular players.

### For All Ages

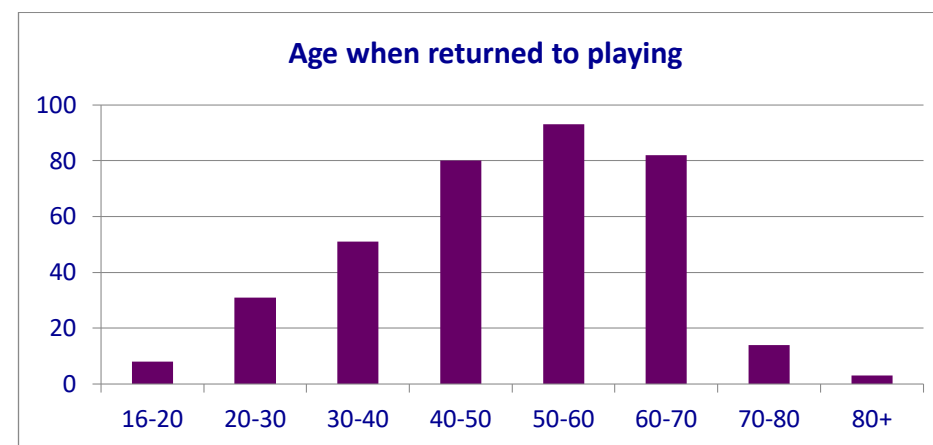
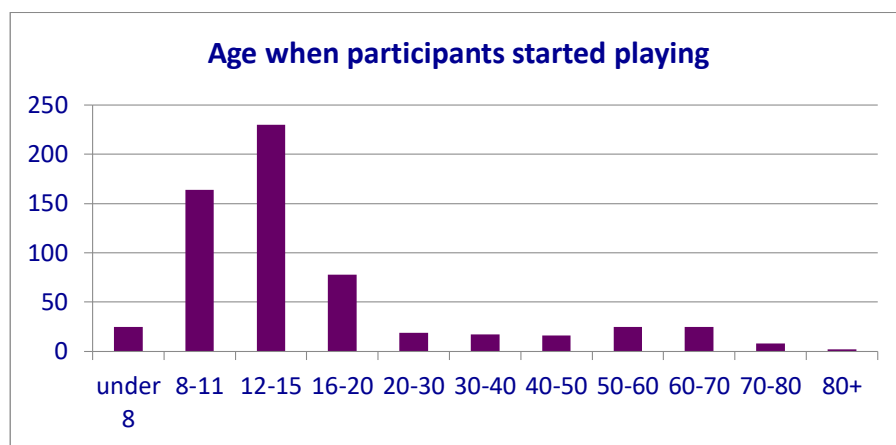


As the graph (left) shows table tennis is played by players of all ages. It shows two distinct peaks of activity:

1. The first is school age starting in the later years of primary school, running into the mid-teens.
2. The second peak is players in their fifties and sixties. This has always been a pattern for the sport as players return to the sport.

41% of players are over the age of 60 with 15% over 70 years old. This demonstrates the popularity of the sport for older people.

The two graphs below help explain this in more detail based on data from adults only. The first shows the age when people first started playing. 60% of all players indicated that they had taken a break from the sport. The second graph shows their age when they returned to playing on a regular basis often after decades away.





## For All Abilities

Based on a survey of over 700 players just over 8% of players indicated that they had some sort of disability or long-term condition. Some are affected by two or more conditions. As this table shows these cover a wide range of different conditions.

The inclusive, social nature of table tennis makes it an attractive activity. It can be played standing or seated and at an intensity level to suit any ability.

There are already individual projects operated by clubs that are actively targeting sessions for players with special needs. Many more make it easy for disabled players to participate in general club sessions.

Disability	No. of players
Deafness or partial hearing loss	9
Blindness or partial sight loss	3
Learning disability	4
Learning difficulty	3
Developmental disorder	2
Physical disability	18
Mental health condition	14
Long term illness, disease or condition	19

Table Tennis Scotland intends to build on this in partnership with Scottish Disability Sport and local authorities to develop grass-roots more opportunities for people with a wide range disabilities. The expansion of Dementia Friendly Table Tennis and our initiatives in care facilities will make the sport even more accessible to many with long term health conditions.

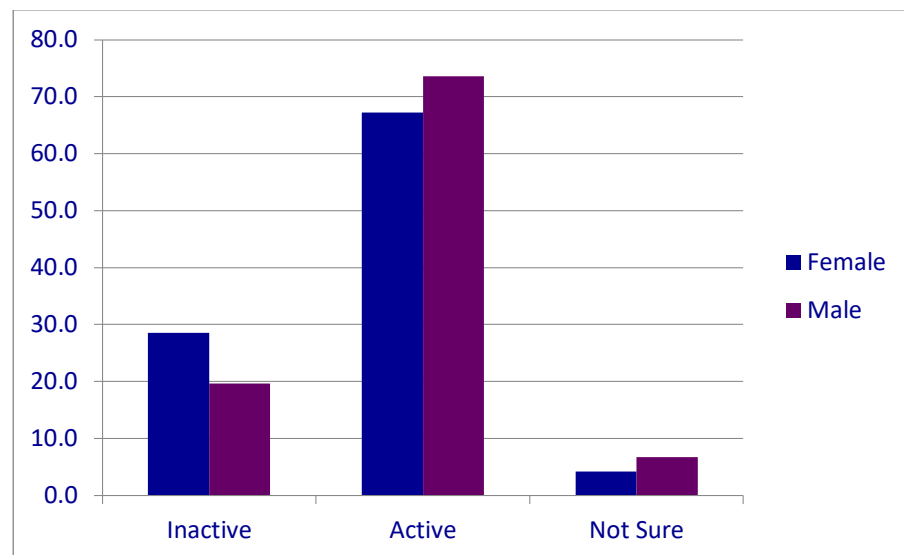


Table tennis is seen as an attractive activity for people who are inactive. Our research shows that the vast majority of people have played at some stage and that many players take the sport up again often after an absence of decades.

Survey results show that many current players would be classed as inactive if it were not for their participation in table tennis. This chart (left) is based on responses from over 600 adults who currently play table tennis. They were asked the question, "Before you started playing table tennis did you do less than 30 minutes physical activity each week?" Nearly 29% of female players and nearly 20% of male players indicated that they had previously been inactive.

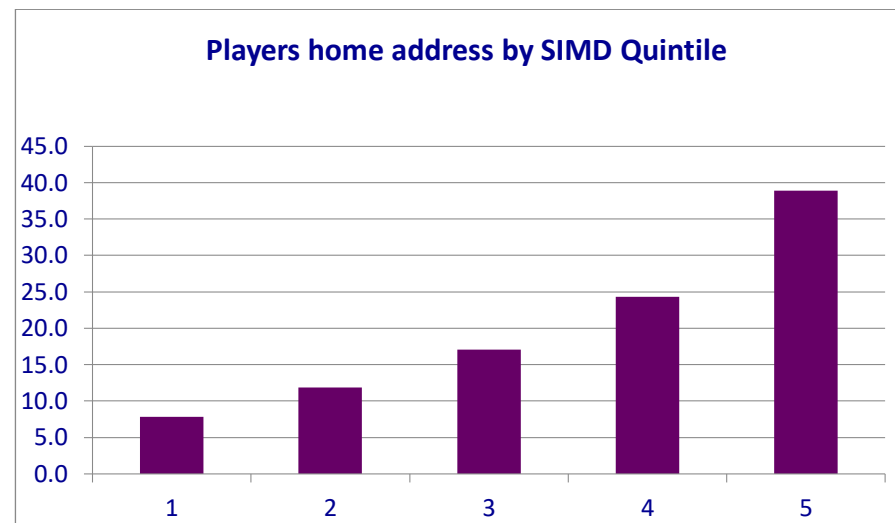
Further analysis shows that 26% of all players who have taken up the sport in the last 12 months were previously inactive. This clearly demonstrates that table tennis is an attractive sport to help get people active once again.

## Reaching Into Every Community

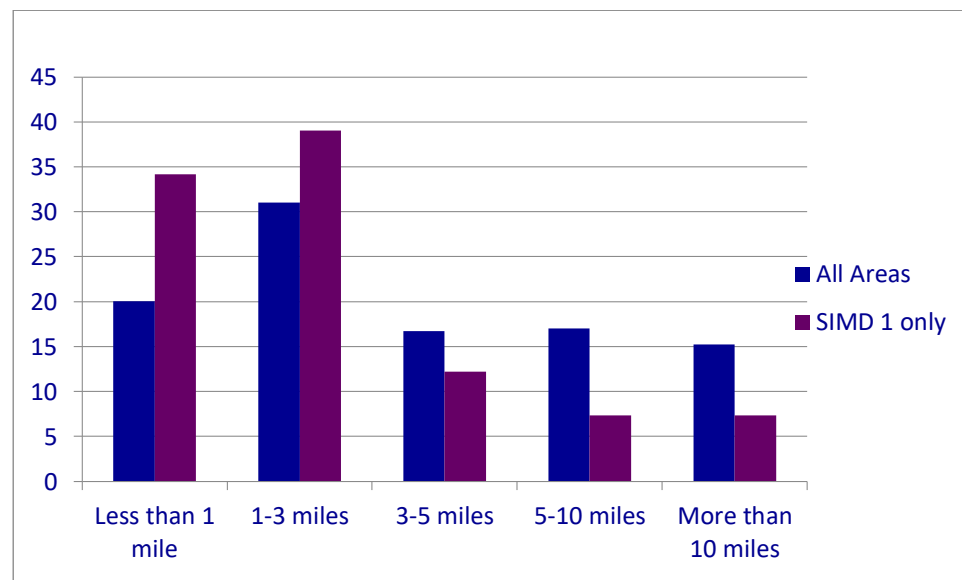
The graph (right) shows the proportion of current players that live in areas covered by each of the 5 SIMD quintiles.

It clearly shows that although table tennis is played by people from all backgrounds that there is a significantly higher proportion coming from more affluent areas.

This is influenced by a number of factors but by far the most significant is the location of club venues. There are a number of very successful clubs such as Drumchapel TTC and North Ayrshire TTC that are located within some of the most deprived areas of Scotland. However the majority of clubs and venues are in more affluent communities. We intend to continue to address this by prioritising investment in less affluent communities.



### Distance from Home to Venue



Another significant factor is the distance to playing venues. This graph (left) shows that across the whole of Scotland just over 50% of participants live within 3 miles of the main venue where they play.

In contrast nearly 75% of players who live in the most deprived areas live within 3 miles of their playing venue. If we are going to increase participation rates from people living in the most deprived areas we have to ensure there are sessions held locally.

There are still far too many deprived areas across Scotland without local access to reasonable priced table tennis facilities. Addressing this challenge is a top priority for Table Tennis Scotland over the next four years.

## 2019-2023 Summary of Outcomes

These are structured to align with **sportscotland's** Strategic Plan.

### 1. People

**People** are at the heart of our vision. As a sport we are extremely reliant on volunteers. That will not change. We will provide our volunteers with the best possible support infrastructure to allow them to deliver fantastic and innovative local activities for all ages and abilities. At present our resources are spread too thin to be fully effective. With an enhanced staff team we will provide inspirational leadership at national and local level. We will empower existing and former players, providing training and support to enable volunteer coaches and local committees to nurture and grow the sport within their communities.

Category	Desired Outcomes	Timescale
TTS Board	New Chair recruited	June 2019
	Strengthened Board with Marketing and Development experience	June 2020
	Appoint Transformation Programme Champion	June 2019
	Sub-committees established for development and marketing to engage more talented volunteers and support national initiatives	Dec 2020
TTS Core Staff	New COO appointed	May 2019
	Appointment of full-time Community Development Manager made possible by a £15,000 increase in the core grant	June 2019
	Appointment of a full-time Coaching Development Manager made possible by a £35,000 increase in the core grant	July 2019
Regional / Club Development	Continue expansion of part-time development offices/coaches working for clubs and associations around Scotland - increasing from current 4 to at least 15	8 by Mar 2019, 12 by Mar 2021, 15 4by Mar 2022
	Increase the number of clubs and leagues with written and agreed development plans to help strengthen and support their committees, underpinning sustainable growth	40% of affiliated clubs by Mar 2021, 60% by Mar 2023
Volunteer and Umpires/Officials Training	An annual volunteer/club/league Conference, with the Inverclyde Sports Centre as a potential venue	Jun 2019 and annually thereafter
	An annual programme of regional one-day training events to ensure training opportunities are accessible to everyone across Scotland	Dec 2019
	Pathway from junior umpire awards to National and International Umpire Qualification, Tournament Referees	

Category	Desired Outcomes	Timescale
Equality and Inclusion	Implement the Equality Action Plan produced as part of reaching Preliminary Level (target of March 2019)	Dec 2019
	Achieve Intermediate Level	Dec 2021
	Survey of membership every 2 years to gather data on participants and to monitor progress	Jun 2020 and Jun 2022
Coach Development	Talented players/coaches with the motivation and potential to become the lead coach or development officer for a club or region will be identified and supported with additional training and career development planning	Ongoing
Coach Recruitment and Training	Increase the number of tutors qualified to deliver 'Introduction to Coaching' from 2 to 6 and UKCC Level 1 & 2 from 2 to 4	June 2020
	'Introduction to Coaching' delivered to trainee PE teachers and sports development trainees via Universities and Colleges	
	Minimum of 6 UKCC Level 1 courses p.a. in venues across Scotland	
	Minimum of 2 UKCC Level 2 courses p.a.	
	1 Scottish coach p.a. proceeding to UKCC Level 3	
	Steadily increase the active volunteer coaching workforce at UKCC Level 1 or higher, from 163 to 220	Mar 2023

## 2. Partnerships

We have already developed some very strong and effective **partnerships** with other national and local organisations who share our belief in the benefits playing table tennis can bring. This will continue with

Category	Desired Outcomes	Timescale
Life Changes Trust	Further 3-year programme to expand Dementia Friendly Table Tennis in communities across Scotland	Dec 2021
Scottish Disability Sports	Create and implement a Para/Disability Development Plan	Dec 2019
Third Sector Care and Support Providers	Formalised partnerships with a range of other third sector partners to introduce table tennis as part of their local services including: Age Scotland, Alzheimer Scotland, Scottish Autism, Sense Scotland, Capability Scotland, Sporting Memories, Parkinson's UK and more	Dec 2020
Local Authorities	Strategic level discussions with Sport Development Leads, helping utilise under-used facilities and help them achieve targets of boosting activity levels.	Dec 2021
	Stronger links with Active Schools Coordinators to help promote table tennis within primary and secondary schools	Ongoing
Community Sports Hubs	Continue to work at local level with Community Sports Hubs to identify potential venues and community interest	Ongoing
Health Boards	A framework for GP/health worker referrals to encourage participation in table tennis classes – 14 Health Boards area will be covered over 3 years	Dec 2021
	Links with housing associations and local authority providers with support from the Care Inspectorate to promote table tennis as a suitable activity for care homes and sheltered housing sites	Ongoing
Other Sports	Collaboration with Cricket Scotland to enable them to utilise our equipment to run additional activities for older people based on their Table Cricket game.	Aug 2019
	Strategic discussions with other SGB where sports that have social areas within venues to investigate the scope for adding table tennis equipment - rugby, golf, bowling, cricket	Mar 2020

### 3. Places

Creating more **places** to play is central to our vision. We have clear evidence that shows if we can get the right equipment in an accessible local hall, people want to play. We will enable communities to use the resources of existing clubs with more daytime sessions for Over 50s. Unfortunately too many communities, especially those in more deprived areas do not have local clubs. We will work more closely with **sportscotland** and other partners to identify new venues creating opportunities to play in communities of all sizes all over Scotland. We will encourage the formation of new clubs to enable the sport to thrive at all levels.

Category	Desired Outcomes	Timescale
Non-school venues	Double the number of venues offering regular table tennis sessions from nearly 100 now to 200.	Mar 2023
Permanent TT Venues	Provide planning and fundraising support to any club investigating the establishment of permanent venue as a solo or partnership venture – target of 4 by 2023	Ongoing
Equipment	Extend the TTS equipment loan scheme, securing funding for at least 100 tables p.a. to help open up new venues and create new playing opportunities	Ongoing
	Help leagues or leading clubs to set up local loan schemes in parallel with the national scheme, utilising funds they can secure locally	
Clubs	Increase the number of affiliated clubs and groups from 42 to 65 by identifying and supporting local interest	49 by Mar 2020, 55 by Mar 2021, 61 by Mar 2022, 65 by Mar 2023
	As part of local development plans, increase the playing hours/table time available at existing club venues for both competitive and social play	Ongoing
Community/Social Venues	Focusing on places where people already meet socially, especially older people and those with dementia and long-term conditions, provide equipment and supervision to enable people to play. These may not be formal table tennis clubs. This will include activity in leisure and community centres, village and church halls, sheltered housing sites and more - 80 additional venues by 2022 (not including club venues counted above).	Dec 2021



## 4. Profile

**Profile** remains a major challenge. We will expand our marketing to build on recent national media coverage and raise awareness of the benefits of our sport with a wide range of stakeholder groups and partners. We will get people talking about table tennis and the opportunities at all levels to get involved. Sporting success at international level as well as in schools, communities will help underpin all our promotional activities.

Category	Desired Outcomes	Timescale
Marketing Strategy	Establish a sub-committee with Board leadership to develop a Table Tennis marketing and communications strategy	Aug 2019
	Appropriate branding to support marketing activity for Over 50s & Dementia Friendly activities	Oct 2019
	Implement TTS marketing strategy	Late 2019 onwards
	Ensure leagues and clubs include local marketing and promotional activity in their development plans	2020 onwards
Stakeholder Engagement	Work with the Life Changes Trust over 3 year period to systematically engage with local health and care services via their 14 event regional programme – promoting the newly produced films to help raise the profile of the sport and connect with potential players	Nov 2018 – Dec 2021
	Conference participation – continue programme of attending appropriate care sector conferences with table tennis equipment to establish contacts and demonstrate potential for older people - target of 2 events per year such as Age Scotland and Care Inspectorate events	Ongoing
	Hold a demonstration event in Scottish Parliament promoting Dementia Friendly Table Tennis	Dec 2019
Website and Social Media	Continue to expand the 'Places to Play' listing to signpost people to opportunities within their local community – maintaining accurate session details and local contacts	Ongoing
	Ensure all new table tennis sessions have an online presence so that potential players and carers can find out about them and local contacts	
Traditional Media	Local newspapers are still popular with older people. Approach local press to run a local 'Get Active' campaigns as follow-up to the regional Life Changes Trust networking events	
Events	Utilise events hosted in Scotland to boost the profile of the sport. These will include: <ul style="list-style-type: none"> <li>• Vet 6 Nations in September 2019</li> <li>• Senior Schools Home International in June 2021</li> </ul>	
	Bid to host the 2021 Commonwealth Championships	Dec 2019

## 5. Participation

**Participation** levels will continue to grow. We believe that everyone regardless of their age or ability should have the opportunity to play table tennis. Thousands more the length and breadth of Scotland will choose to play regularly as part of a healthier, more active lifestyle.

Category	Desired Outcomes	Timescale
Affiliation and Membership	A consultation regarding the establishment of 'social membership' of TTS so that we can more accurately track participation levels out with the existing competitive structure. A proposal taken to the AGM in Jul 2019	Jul 2019
	A steady increase in the number of affiliated competitive players, reaching 1350 by 2023 – 25% increase over 4 years	March 2023
	An annual club survey to track the growth in participation in social table tennis, targeting year on year growth Baseline of 4000 from 2018 survey (TBC), increasing to 6200 by 2022	July 2022
Disabled / Special Needs	The TTS Disability development plan created in collaboration with Scottish Disability Sport and the British Paralympic Programme will include proposals to increase opportunities for disabled people of all ages to play, either in specific sessions or in general social sessions.	December 2019
Young people	A development plan will be prepared by the new Coaching Manager to support growth in juniors within schools and clubs	Dec 2019
	Targets for primary and secondary school participation will be included in this plan and reviewed annually	
	Develop new 'Team TT' format as a fast, exciting offering for school team competitions	Test events in late 2019 Roll-out from 2020 onwards
	Plans for 'Table Tennis Academies' to take the lead in youth development will also form part of the plan, built around the strongest clubs and those with access to suitable facilities	
Adults	Of the 90 towns with populations over 10,000 47 currently have some table tennis activity. This will rise to 54 by the end of 2020 and 72 by Mar 2023.	March 2023
	By Mar 2023 half of the 90 other towns with populations between 5,000 and 10,000 will host clubs or satellite sessions supported by a local club (currently 21)	March 2023
Family/ Intergenerational	Majority of clubs offering regular family sessions, ideally at weekends to allow family social play	Jun 2021
Workplace Challenge	Inter-site competitions established to build on a growing interest within workplaces for table tennis as a social activity.	

## 6. Progression

**Progression** to play at the highest possible level will be supported for every individual who wishes to excel. We will develop a more effective support infrastructure for our elite athletes. We will expand the range and scale of competitions so players of all standards can have the opportunity to participate in leagues and tournaments.

Category	Outcome	Timescale
<b>National squads</b>	Refer TTS Performance Development Plan	TBC
<b>British League</b>	An increased number of Scottish clubs competing	
<b>Scottish National League</b>	This will be expanded to accommodate more teams from a wider range of clubs. An additional division will be added by 2020.	September 2020
<b>Regional leagues</b>	These will progressively expand involving more clubs, more divisions and teams and increasing the nationwide coverage. The weaker leagues will be supported so that they can involve more teams and a wider variety of venues. New leagues will be established in the Highlands, Ayrshire, N & S Lanarkshire and the Scottish Borders as the club network continues to expand, potentially starting with junior leagues.	March 2023
<b>Academies</b>	Developed around the strongest junior clubs, best venues and top coaches to drive up the standard of young players. Aim to have 4 formally established and financially secure by Dec 2020 reaching a sustainable target of 6 by Mar 2023	March 2023
<b>Schools</b>	Primary and secondary school competitions will be actively encouraged with the aim that 50% of local authority areas will host qualifier events by 2020-2021 rising to 70% by 2022-2023. These should include team and individual competitions, acting as qualifiers to the Scottish Schools tournaments.	March 2023

## 7. Increasing funding for Table Tennis

A major increase in funding will be required to enable Table Tennis Scotland and clubs to implement our ambitious plans for growth.

Category	Outcome	Timescale
Scottish Table Tennis Foundation	New charity established to help raise funds and channel these to appropriate table tennis projects around Scotland	Dec 2019
	Major donor fundraising to commence once the Foundation is established – targeting individuals capable of 5 & 6 figure gifts	2020-2023
	Legacy fundraising campaign launched encouraging older players to consider leaving a gift in their Will to support the work of TTS or their local club	Jan 2020
Core grant from <b>sportscotland</b>	Seeking an increase of £50,000 p.a. for 4 years to support 2 key positions	Mar 2019
Fundraising by TTS	Life Changes Trust – asking for £165,000 over 3 years with grant to start in early 2019	Nov 2018
	Tudor Trust – targeting £80,000 over 3 years	Mar 2019
	Sponsorship for Community Table Tennis – this may be a more attractive proposition for a national company as the profile increases	
Fundraising by leagues and clubs	Provide direct fundraising support and training for leagues and clubs to help them secure additional funds locally – Big Lottery, community trusts, local authority funds, sponsorship	Ongoing
	Approaches to the <b>sportscotland</b> Facilities Fund when appropriate local projects have been identified	
	Direct Club Investment applications – encouraging the most proactive clubs to apply, assume 2 or 3 applications annually. 4 already operating, 2 just awarded	Ongoing
	Big Lottery - Medium Grants for Community Led Activity is being targeted by Drumchapel / West of Scotland to support their Over 50s programme - £120,000 over 4 years	Oct 2018
	Awards for All – option for some clubs, depending on the projects involved	Ongoing
Asset Transfer	For clubs seeking to establish their own venue, local opportunities need to be fully investigated as this has the potential of generating regular income from sub-letting that can then support sustainable club activity	
Service Provision	This is potentially a long-term income source as clubs provide services to the local community (over 60s, dementia, mental health, physical and learning disabilities) then this should open up a new source of funding via Integrated Joint Boards or self-directed support.	

## 2019-2023 Financial Projection

Income	Budget 2018 – 2019	2019-2020	2020-2021	2021-2022	2022-2023	Notes
<b>Sportscotland</b>	<b>115,000</b>	<b>165,000</b>	<b>165,000</b>	<b>165,000</b>	<b>165,000</b>	Increase covers COO+admin+2 others
<b>Grants and other income</b>	<b>113,800</b>	85,000	106,000	114,000	131,000	LCT for 3 years, other grants, sponsorship and donations
<b>Affiliations</b>	<b>19,800</b>	24,800	27,300	28,200	29,000	Growth in overall participation plus introduction of social membership
<b>Schools</b>	<b>18,500</b>	19,000	19,000	19,000	19,000	
<b>Competition</b>	<b>21,900</b>	23,000	23,500	24,000	24,000	
<b>Coaching</b>	<b>15,400</b>	18,000	19,600	21,000	21,000	Increase in CPD and teacher training
<b>Performance</b>	<b>23,500</b>	26,000	27,500	27,500	29,000	
<b>Total Turnover</b>	<b>327,900</b>	360,800	387,900	398,700	418,000	
<b>Expenditure</b>						
<b>Core Salaries</b>	<b>55,800</b>	134,000	136,000	138,000	139,000	Full cost of staff team
<b>Overheads</b>	<b>34,400</b>	42,000	43,000	44,000	44,000	Increase in travel expenses
<b>Development</b>	<b>133,700</b>	86,000	102,500	112,000	126,000	
<b>Schools</b>	<b>18,000</b>	18,000	18500	18500	18500	
<b>Competition</b>	<b>21,100</b>	22,000	22,500	23,000	23,000	
<b>Coaching</b>	<b>11,400</b>	8,900	9,200	9,200	9,400	Reduction as previous tutor fees covered in salaries
<b>Performance</b>	<b>45,900</b>	45,000	48,000	51,000	52,000	
<b>Total Expenditure</b>	<b>320,200</b>	355,900	379,700	395,700	411,900	
<b>Total projected surplus</b>	<b>7,700</b>	4,900	8,200	3,000	6,100	



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