



# Strategic Plan

2026 - 2030



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# Welcome

The Table Tennis Wales Strategic Plan 2026–2030 shows how we will grow table tennis across the nation.

This four-year plan builds on our recent successes and hard work. It will guide our efforts to increase participation, create positive experiences, and ensure lasting growth for everyone in our sport.

This plan was developed with input from board directors, staff, players, coaches, clubs, volunteers, and partners. It brings together the shared vision for Table Tennis in Wales. Together, we will make our sport more inclusive, accessible, and successful than ever before.

This strategic plan strongly aligns with and supports the sector's overarching vision and strategy: "An active nation where everyone can have lifelong enjoyment of sport." Our efforts to grow Table Tennis directly contribute to this national goal by encouraging more people across Wales to participate in physical activity.

Furthermore, we are committed to Sport Wales' mission to "unleash the benefits of sport for everyone" by making table tennis accessible, inclusive, and enjoyable for all ages and abilities, thereby promoting well-being and community engagement through sport.



A handwritten signature in white ink, which appears to read "Owen Rodgers". The signature is fluid and cursive.

**Owen Rodgers**  
Chief Executive Officer

# Table Tennis in Wales

Table Tennis in Wales is thriving. Here is a snapshot of the foundations we are laying to drive Table Tennis Wales into a new era of growth.

**1,000+** active participants play in clubs and leagues, building competition and friendship.

**60+** affiliated clubs operate across Wales.

**60** young players are part of our performance pathway, aiming to be future champions.

**15** competitions hosted and supported by us each year, offering many ways to get involved.

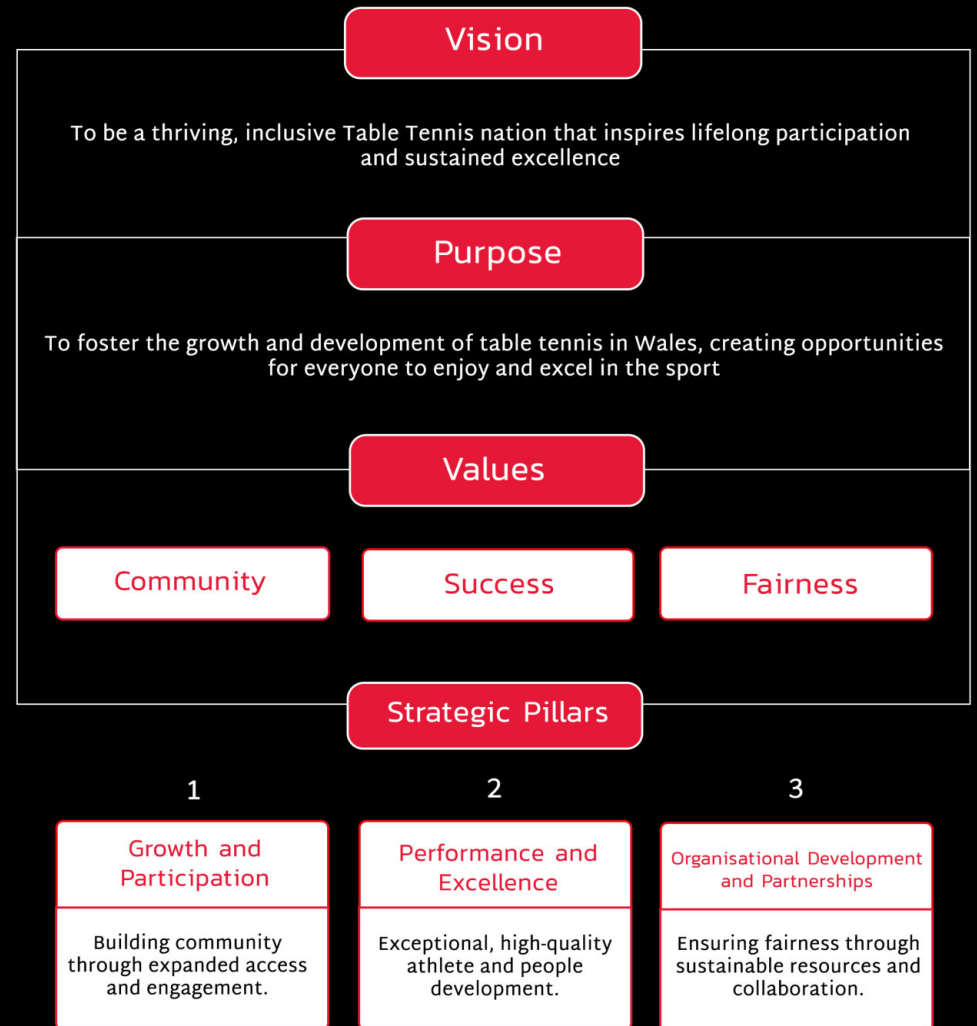
**6,000+** social media followers across all platforms and growing fast.

**11** passionate staff members leading our work.

**10** regional Junior Development Clubs.

# Our Strategic Framework

This framework clearly aligns our core values with our strategic pillars, ensuring that every action taken by Table Tennis Wales (TTW) pushes us towards our 2030 vision.



# 1. Growth and Participation

Growing participation and building partnerships that bring people together through Table Tennis



Welsh Veterans

## Actions and Outcome:

- Based on the School Sports Survey results support and strengthen our clubs, strengthen structures and encourage participation, focusing on under-represented groups.
- Engage non-members and highlight health/family benefits to new audiences, especially women and girls.
- Cultivate a vibrant sports culture and support veteran players.
- Embed the Sport Wales Foundation Framework.

## Participation

Significantly increase active participants and affiliated clubs, making Table Tennis accessible

## By 2030

- 1500 active participants (from 1000).
- 75 affiliated clubs (from 60).
- 40% women & girls membership.
- 10% increased participation from across all under-represented groups.



Danielle Kelly

## Coaching & Workforce Development

Cultivate to develop a skilled, professional, and diverse workforce that strengthens our Table Tennis community across Wales

### Actions and Outcome:

- Establish a robust national pathway coaching mentoring program.
- Align coaching development with comprehensive EDI policies and accreditation.
- Attract and retain a diverse workforce.
- Support clubs in recruiting and retaining members and volunteers.

### By 2030

- 20% increase in qualified coaches.
- 20% increase in qualified umpires.

## Competitions

Provide diverse, accessible competition opportunities that engage players of all levels and abilities.

### Actions and Outcome:

- Organise regular local and regional competitions, expanding the calendar.
- Create beginner-friendly, new, and inclusive competition formats, embracing wider changes and diverse abilities.
- Support clubs to host events.

### By 2030

- 15% increase in competition entries.
- Competitions across the whole of Wales, with beginner competitions in every region.
- International competition opportunities.

## 2. Excellence and Performance

Developing elite athletes and creating pathways for everyone to achieve their full potential



Rob Thomas

## Performance Excellence: Fostering Talent

Develop clear and accessible pathways for achieving full potential, from grassroots to elite levels, in an equitable and inclusive environment

### Actions and Outcome:

- Continually review and progress the performance program.
- Create a robust athlete-centred pathway accessible to diverse talent.
- Provide comprehensive performance support systems and improve player performance plans.
- Support athletes in Welsh squad sessions and domestic/international competitions.

### By 2030

- Athletes regularly competing at senior international level, with annual medals at major junior tournaments.
- 10-15 players in the pathway for each age group.
- Medals in the Commonwealth Games.

## Evidence & Engagement

Use data and evidence to enhance member engagement, track progress, and support all demographics, especially under-represented groups.

### Actions and Outcome:

- Engage with new audiences
- Enhance digital marketing and analytics to support member and player performance and retention.
- Utilise high-profile players and improved social media to celebrate achievements and promote diversity.
- Help clubs raise their profile, alongside TTW's.

### By 2030

- 30% increased online reach and engagement.
- 50% increase in social media followers.

### 3. Organisational Development and Partnerships

Ensuring fairness through sustainable resources and collaboration.



### Culture & Behaviour

Ensure table tennis is safe, accessible, and fair for all through robust safeguarding and ethical governance

#### Actions and Outcome:

- Enhance comprehensive safeguarding policies aligned with national standards.
- Implement transparent complaint and incident reporting procedures.
- Ensure all codes of conduct are adhered to, with zero tolerance for discrimination.
- Increased participant confidence in safe, fair environments.

#### By 2030

- 100% compliance with safeguarding requirements.
- 95% participant satisfaction with safety and fairness.





Paul Karabardak

## Commercial, Fundraising & Strategic Partnerships

Diversify revenue streams and forge strategic alliances to amplify impact and ensure sustainable growth.

### Actions and Outcome:

- Develop corporate sponsorship packages and leverage funding programmes.
- Launch innovative fundraising campaigns and partner with community/business organisations.
- Increased corporate sponsorship revenue and grant funding.
- Formal agreements with all five regional sports partnerships.

### By 2030

- £15k annual income (100% increase).
- 30% of income from non-grant sources.

## Governance & Leadership

Ensure strong, transparent, and effective governance that drives organisational excellence and promotes diverse representation.

### Actions and Outcome:

- Strengthen board effectiveness and diversity.
- Implement transparent decision-making processes and ensure regulatory compliance.
- Develop succession planning for key roles and foster accountability.
- Enhanced organisational effectiveness and improved stakeholder confidence.
- Improve financial modelling and resource planning.

### By 2030

- 100% board member training completion.
- Develop Welsh Language, Sustainability and Innovation policies.
- Clear succession plans for all key positions.
- Achieve CPSU level 3 and Ann Craft accreditation

# Strategic Roadmap

## Charting Our Progress

This roadmap outlines crucial milestones designed to achieve our strategic objectives, fostering significant growth and elevating our international recognition for Table Tennis Wales, with Equity, Diversity, and Inclusion woven throughout all activities.

### 2026 (1)

#### Foundation & Engagement

- Support the women's team in World Team Championships to inspire diverse participation.
- Initiate board diversity and strengthen governance in compliance with Sport Wales requirements.
- Launch initial programs for individuals with neurodegenerative conditions.

### 2026 (2)

#### Expansion & Partnerships

- Establish a robust, inclusive national coaching mentoring program.
- Launch targeted recruitment campaigns in under-served areas to increase diverse engagement.
- Develop corporate sponsorship and initial funding programs with community and business partners.

### 2027

#### Growth & Innovation

- Achieve initial participant growth, with a focus on diverse engagement, towards the 2030 target.
- Launch a digital engagement platform and establish para table tennis initiatives.
- Expand support for Regional Junior Development Clubs and foster an equitable athlete-centred environment.
- To achieve a successful 2027 Home Nations Veterans

### 2028

#### Accelerated Growth

- Continue participant growth, aiming for increased competition entries and junior/social members.
- Support Welsh athletes with advanced performance analytics for international competition.
- Expand table tennis presence to underserved schools.
- Increase qualified coaches by 20%, focusing on diverse representation.

### 2029

#### Consolidation & Sustainability

- Progress towards 1,500 active participants and 75 affiliated clubs, with 30% of income from non-grant sources.
- Increase registered para table tennis players and expand competitions across regions.
- Achieve 100% board member training completion and develop succession plans for diverse representation.
- Achieve 40% women & girls membership.

### 2030

#### Vision Achievement

- Field a competitive team in the Commonwealth Games and aim for annual medals at major junior international tournaments.
- Meet all strategic KPIs: 1,500 active participants, 75 affiliated clubs, 40% female membership, 50% increase in junior and social members, and 50% increase in competition entries.
- Achieve 30 registered para table tennis players and establish Parkinson's sessions in all five sports partnership regions.
- Ensure diverse board representation and clear succession plans, meeting all Sport Wales Governance requirements.
- Achieve 95% participant satisfaction with safety and fairness, with 100% safeguarding compliance across all clubs.

# Be part of the strategy

This strategy will be supported by a Performance Plan, Development Plan and Operational Plan. Your involvement is essential contribution towards these. Join us in building a thriving, inclusive table tennis community.

## Clubs & Associations

Partner with us to access resources, develop programmes, and create opportunities that strengthen your local community.

## Volunteers & Officials

Contribute your expertise and passion to create meaningful experiences and shape the future of Welsh table tennis.

## Partners & Sponsors

Align with our mission to invest in grassroots development and elite performance, creating lasting impact across Wales.

## Athletes & Participants

Be part of something bigger—play, compete, develop your skills, and inspire the next generation of players.

Ready to get involved?

Visit [www.tabletennis.wales](http://www.tabletennis.wales) to explore current opportunities or email [membership@tabletennis.wales](mailto:membership@tabletennis.wales) to discuss how you can contribute to our vision.

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[www.tabletennis.wales](http://www.tabletennis.wales)