



## Hobart Real Tennis Club Draft Strategic Plan 2021

<b>The club's purpose</b>	To ensure that current and future members can enjoy playing real tennis in an important heritage environment		
<b>Our vision is to be</b>	Tasmania's world-renowned real tennis club		
<b>What we exist to do</b>	Learn and play tennis	Run and compete in tournaments	Social engagement Custodians of our heritage
<b>What we stand for</b>	Inclusive and welcoming	Sportsmanship	Safe for all
<b>Strategic goals</b>	<b>What does success look like?</b>	<b>Responsibility</b>	<b>Priorities for 2021/22</b>
Safe for all	<ul style="list-style-type: none"> <li>Club stays COVID-free</li> <li>Zero health or safety issues</li> </ul>	<ul style="list-style-type: none"> <li>Main Committee</li> <li>F&amp;R Subcommittee</li> <li>All staff &amp; members</li> </ul>	<ul style="list-style-type: none"> <li>Member adherence to COVID-safe plan</li> <li>Identification and effective management of health and safety issues</li> </ul>
Financially secure	<ul style="list-style-type: none"> <li>Annual operating surplus of 5% (after contribution to maintenance sinking fund)</li> <li>Sufficient cash reserves to cover risk scenarios</li> </ul>	<ul style="list-style-type: none"> <li>Main Committee</li> <li>F&amp;R Committee</li> <li>FGB Committee</li> </ul>	<ul style="list-style-type: none"> <li>Financial Plan</li> <li>Business Continuity Plan</li> <li>Develop fund raising program to support development</li> </ul>
Thriving membership	<ul style="list-style-type: none"> <li>Full membership</li> <li>Strong membership diversity (gender, age, etc)</li> <li>High level of member satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Main Committee</li> <li>Membership Subcommittee</li> <li>Women's Taskforce</li> <li>Juniors Taskforce</li> </ul>	<ul style="list-style-type: none"> <li>Membership classes and fees review</li> <li>Girls schools campaign</li> <li>Re-establish Membership Subcommittee</li> <li>Juniors and young women's squad</li> </ul>
Excellent facilities	<ul style="list-style-type: none"> <li>Well maintained court and excellent club facilities</li> <li>Court meets international tournament standards</li> <li>Seven-day operation service model</li> </ul>	<ul style="list-style-type: none"> <li>Main Committee</li> <li>B&amp;G Committee</li> <li>FGB Committee</li> </ul>	<ul style="list-style-type: none"> <li>Restart regular member working bees</li> <li>10-year Facilities Maintenance Plan</li> <li>10-year Development Vision and Master Plan</li> <li>Address any urgent facility issues</li> </ul>
Strong tennis program	<ul style="list-style-type: none"> <li>High levels of participation of playing members</li> <li>Tailored tennis program offered for all standards</li> <li>Steady improvement in tennis skills of members</li> <li>Representation in all major international/interstate tournaments</li> </ul>	<ul style="list-style-type: none"> <li>Main Committee</li> <li>Tennis Committee</li> <li>SOT Organising Committee</li> </ul>	<ul style="list-style-type: none"> <li>Development program for each member group</li> <li>Junior tennis – squad training &amp; mentor program</li> <li>Establish SOT Organising Committee, SOT 2022 planning</li> </ul>
Active social program	<ul style="list-style-type: none"> <li>High satisfaction with social aspects of the club</li> <li>Strong active volunteer contribution</li> </ul>	<ul style="list-style-type: none"> <li>Main Committee</li> <li>Events Committee</li> </ul>	<ul style="list-style-type: none"> <li>Restart previous and identify new social events</li> <li>Review facilities needed for socialising</li> <li>Establish 150yr Anniversary Org Committee</li> </ul>
Valued and capable workforce	<ul style="list-style-type: none"> <li>High staff engagement level</li> <li>Zero workplace health and safety incidents</li> <li>Active development and succession programs</li> </ul>	<ul style="list-style-type: none"> <li>Main Committee</li> </ul>	<ul style="list-style-type: none"> <li>Recruit Assistant Professional</li> <li>Annual performance review</li> <li>Continuity plan</li> </ul>
Conserve our history	<ul style="list-style-type: none"> <li>Our historic collection of trophies, honour boards, racquets, art and photographic collection is collated, protected, and displayed</li> <li>History of the club book published</li> </ul>	<ul style="list-style-type: none"> <li>Main Committee</li> <li>Archival Committee</li> </ul>	<ul style="list-style-type: none"> <li>Develop an archival inventory of our collection (including items stored offsite)</li> <li>Progress history book</li> </ul>