



DRAFT Hobart Real Tennis Club Strategic Plan 2021-23

The club's purpose	To ensure that current and future members can enjoy playing real tennis in an important heritage environment		
Our vision is to be	Tasmania's world-renowned real tennis club		
What we exist to do	Learn and play tennis	Run and compete in tournaments	Social engagement Custodians of our heritage
What we stand for	Inclusive and welcoming	Sportsmanship	Safe for all
Strategic goals	What does success look like?	Priorities for 2022/24	Progress @ February 2022
Safe for all	<ul style="list-style-type: none"> Club stays COVID-free Zero health or safety issues 	<ul style="list-style-type: none"> Member adherence to COVID-safe plan Identification and effective management of health and safety issues 	<ul style="list-style-type: none"> All relevant matters addressed as they arose Upgrade of hazard / incident reporting process Ongoing attention being provided
Financially secure	<ul style="list-style-type: none"> Annual operating surplus of 5% (after contribution to maintenance sinking fund) Sufficient cash reserves to cover risk scenarios 	<ul style="list-style-type: none"> Embed maintenance sinking fund into annual budgeting Business Continuity Plan Fund raising program to support development 	<ul style="list-style-type: none"> Financial Plan reviewed and updated, energy projects have reduced the cost base Business continuity plan not yet started Fund raising approach underway
Thriving membership	<ul style="list-style-type: none"> Full membership Strong membership diversity (gender, age, etc) High level of member satisfaction 	<ul style="list-style-type: none"> Maintain active new membership campaign Increase women's membership Juniors and young women's squad 	<ul style="list-style-type: none"> Membership/game fees reviewed and updated Membership Sub-Committee re-established Womens Taskforce established and priorities identified
Excellent facilities	<ul style="list-style-type: none"> Well maintained court and excellent club facilities Court meets international tournament standards Seven-day operation service model 	<ul style="list-style-type: none"> A pro-active maintenance/repair program Lift opportunities for volunteering contribution Develop plans to address identified main wall issues and installation of monitored fire alarms. Implement as agreed. Agree building Improvement priorities 	<ul style="list-style-type: none"> 10-year facility maintenance plan completed Volunteering and working bee process to be developed Significant projects delivered but wall condition remains a key issue and is being investigated. Fire monitoring options being evaluated. Priorities for the four Club areas identified.
Strong tennis program	<ul style="list-style-type: none"> High levels of participation and steady improvement of all playing members Representation in all major international/interstate tournaments 	<ul style="list-style-type: none"> Development and assistance programs for each member group Junior tennis – squad training & mentor program Establish SOT Organising Committee, SOT 2023 planning 	<ul style="list-style-type: none"> Member group development to be a focus for 2022 Junior tennis program underway Governor's Cup 2023 planning underway HRTC well represented in national and coming international tournaments
Active social program	<ul style="list-style-type: none"> High satisfaction with social aspects of the club Strong active volunteer contribution 	<ul style="list-style-type: none"> Restart previous and identify new social events Identify opportunities for fundraising from social events to support enhancement of club social facilities Establish 150yr Anniversary Org Committee 	<ul style="list-style-type: none"> Re-invigorated social event program in place Fundraising strategy agreed and priority enhancements identified Sesquicentenary Plan approach developed with next step to be a detailed plan and resourcing
Valued and capable workforce	<ul style="list-style-type: none"> High staff engagement level Zero workplace health and safety incidents Active development and succession programs 	<ul style="list-style-type: none"> Support training and development of Pros Annual performance review 	<ul style="list-style-type: none"> Assistant Pro recruited Annual performance review undertaken Head Pro contract renewal completed
Conserve our history	<ul style="list-style-type: none"> Our history is documented and our historic collection of trophies, honour boards, racquets, art and photographic collection is collated, protected, and displayed 	<ul style="list-style-type: none"> Complete archival inventory of our collection (including items stored offsite) Progress history book for 150th Anniversary 	<ul style="list-style-type: none"> Archival work substantially complete History book being progressed.