

Hobart Archers Business Plan

'A community club offering the complete Archery experience; A facility that offers Archery all year round in all weathers; a place that is capable of hosting national events yet focuses on all abilities.'

Version: July 2024 - Reviewed:

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Purpose

The goal of this business plan is to ensure that the future of the Hobart Archers remains viable and successful in becoming a complete centre of excellence in the sport of archery. This includes but not limited to:

- 1. Secure funding to assist with achieving the planned activities.
- 2. Clarance City Council approval and support for the club to achieve the planned activities.
- 3. Community support, including local businesses, to promote the club as a recognised sporting activity.
- 4. Federal and State Government support in Hobart Archers reaching its goal of becoming the Archery Centre of Excellence.

This plan will be a living document which will be reviewed and updated as required. It will be tabled at each Annual General Meeting to be endorsed by the club Executive and Members.

Who are we

Hobart Archers is an incorporated not-for-profit sporting club with around 80 individual members participating in the sport of Archery in Tasmania.

The club offers archery as a sporting activity to non-members each Saturday known as `Come and Try` and to local schools, social events for business, other sporting clubs and private functions. All these sessions are supervised with qualified and competent club volunteers.

Club members can practice and or be involved in intra and inter club competitions for members of Archery Tasmania as well as State Championships.

The club and the sport of archery is inclusive and without prejudice to all people who have the right to enjoy the sporting in a safe environment.

Children and young people have the right to participate in a safe environment.

What do we believe in?

Values: Hobart Archers places a strong emphasis on the values of fair play, heritage, innovation and providing a safe sporting environment for all ages and abilities. We provide people with the opportunity to enjoy themselves and improve their skill level through our coaching and development programs.

Mission: Hobart Archers provides the opportunity for all to access the sport of Archery at all levels, as their physical activity of choice in an increasingly sedentary society.

Motto: Archery, the ancient sport for modern times

Vision: Having an Australian Centre for Archery Excellence in Tasmania by 2030.

Where did we come from?

Hobart Archers Inc has leased the current area of Roscommon from Clarence City Council (CCC) since moving from its original venue in Taroona (1974-2005) in 2006. From 2006-2021 Hobart Archers sub-leased from the Tasmanian Equestrian Centre, but in 2021 signed its own lease agreement with CCC for 10 years, plus an option of 10 more years, which would take the club to 2041.

In its first 15 years at Roscommon, the club moved forward by creating venues for several Archery disciplines – Target, Field and Clout. Unfortunately, there is not yet a venue for Indoor Archery, but that concept forms part of HA's business plan for further development at Roscommon. Until HA had its own lease, as opposed to a sub-lease, it was not possible to seek any sizeable grants to assist with future development onsite.

However, since having its own lease, the club has applied for, received and acquitted small grants, from the state government and CCC, allowing more Covidsafe practices within the clubhouse, including a Zip hot water heater, sanitising products, additional beginner equipment for the 'Come and Try Archery' classes held each Saturday, and a keyless entry system to the clubhouse and a defibrillator. Due to efficient governance by the club's Executive, all grants have been successfully acquitted. While the club comprises over 80 members it also services the local community via the Saturday 'Come and Try Archery' classes, where in any given year, 1000 local community members and school groups also utilise the grounds.

What have we achieved since moving to clarence?

While it is acknowledged that any future infrastructure development projects within Roscommon will need to comply with the Clarence City Council Planning Scheme, as the landowner, this Plan formally acknowledges the valuable input of all Hobart Archers members, past and present, who form a dedicated but small team of experts in the field of Archery.

Since moving to Roscommon, the Hobart Archers community have volunteered their skills and labour to implement and develop:

- Relocation of the present clubhouse, which is a portable building, from Taroona High School oval to Roscommon
- Connection to utilities including water, electricity and a septic toilet system
- Providing access to the clubhouse and toilets via both ramp and steps
- Purchase of 4 shipping containers to house machinery and club equipment
- The building of 50 Target buttresses for the Target range
- Creating a 'shooting line' from which archers aim at the targets. This is more than 100m long and stretches from the beginner area to the western end of the target range
- Creating a 24-target Field course on the Western side of the leased area
- Building a more permanent stand for the Director of Shooting in the target area
- Supported the inclusion of Bhutanese archery at the range

Safety

In addition to the above achievements the Hobart Archers community have:

- Relocating the Council's entry gate and creating a carpark area easily accessed from the roadway and available to the public wishing to use the Tangara walking path at the eastern end of the leased area
- Clearing of the remains of the original barbed wire farm fencing running about 1 kilometre along the internal roadway from East to West.
- Keeping the area free of vermin and removing fire hazards, as part of the lease agreement

- Purchase of a defibrillator
- Full induction process for all new members

Due to comprehensive safety procedures and adherence to these procedures by club members, we maintain a history of zero adverse incidents, including personal injury and insurance claims.

What we do?

Club members of more than 3 months standing, having undergone a Club safety induction, receive a key fob allowing them 24/7 access for individual practice.

'Come and Try Archery' sessions are held each Saturday from 10am -noon The club provides all equipment and instruction by qualified coaches and Archery Australia¹ covers the club with Public Liability insurance.

Regular and recurring visits from school groups, corporate groups and birthday party groups are accommodated, including use of the club's BBQ, if required.

The grounds have been used as a location for a MONA FOMA performance about a famous female archer and as a staging area for visiting film production crews.

Hobart Archers has conducted regular State and local events and twice has hosted events at the National level.

Regular club shoots are held for club members to compete in; whether novice or experienced competitors, all are welcome to compete at their own level.

Ongoing voluntary activities include:

- Regular mowing and brush cutting, both on the Target range and in the Field course
- Repairs to and maintenance of the Target range and Field buttresses
- Building of additional target frames for future use
- Ongoing maintenance of all archery equipment, especially that used at classes run for the public, to ensure safety
- Maintenance and cleaning of the club house and toilet facilities.
- Training of archers and emerging officials and ongoing coaching to international level.
- Work with other sporting organisations to use our facilities, such as multi day orienteering.

What assets do we have?

This section only details the major assets of the club a full register is managed through the club executive.

- Buildings consist of five shipping contains that are used as a club house, armoury, maintenance, ground keeping and storage. These are all transportable.
- There are 82 target butts that cover all varieties of the sport.
- Ride on lawn mower, Sthil brush cutter and blower.
- Come and try equipment consisting of at least 98 bows.
- Competition timing systems

People are a very important asset for the club, because without people who volunteer their time Hobart Archers would not exist.

The club executive is made up of the following positions:

Chairperson	Vice Chair	Treasurer
Secretary	Club Recorder	Public Officer
Club Head Coach	Quality and Compliance Officer	Member Protection Officer

Position descriptions have been developed for each of these roles at are attached as an appendix to this document.

What are our ongoing annual expenses and projected income?

Details of the 2022-2023 financial year are attached as an appendix to this document.

Strength, Weakness, Opportunity, Threat Analysis

Strengths	Weaknesses
 Suitable grounds to cater for most archery disciplines. Equipment to maintain the facility. Club executive has strong membership and skills. Our club's history. It is an 'old' club, but members are across all age groups. The only archery club in Southern Tasmania accessible to members 7 days a week. Diverse community and ethnic mix. The club is highly patronised by the local community. Proportionately, having the largest number of coaches in Tasmania. Small number of dedicated personnel. No injuries; no insurance claims. Social media to advertise club activities. 	 Membership retention. Lacking intraclub comps for new and emerging members. No Indoor archery facility. Inclement Tasmanian weather. Reliance on a few key individuals to make things happen. Dependence on club fees to finance the sport at club level. No strategic alliances or partnerships with related groups to benefit from each other's activities and networking. Lack of financial resources to achieve some of our long-term objectives - particularly in relation to infrastructure development which will have a significant impact on club participation and retention rates. The Hobart Archers site is not visible to the public from the road. No address number, no signage; a very ordinary interface all round.
Opportunities	Threats
 Improve membership retention. Introduce Oz Bow type events for new and emerging members. Update Come and Try format to entice membership growth. Expand community involvement through our Oz Bow program and Bhutanese archery field. Updating the Field courses to make them accessible for all. Succession planning by training in club maintenance and equipment expertise. Make the club more welcoming and inclusive to keep our new members, following their beginners classes. Plenty of land to accommodate a World class Indoor Facility to increase club usage during adverse weather. We have the members but not the facilities for winter/wet weather. CCC strategic plan 2021-31 is pro sport. Provide more prominent signage to identify our location. Review role and commitment of the Executive. More instructor training. Seek out and develop new strategic alliances and partnerships. Future National events. Motivate and drive the business plan. 	 Reduction in membership numbers. Weakness of transition process from 'Beginners' to active, independent club members. Council as landlord – limited by lease situation the current lease is due to expire in 2033 Vandalism of facilities. Resistance of membership to change. Lack of club cohesion - members are busy with their personal lives and must prioritise commitments. Volunteers

Themes	Current Situation	Planned Activities			
		Short Term (0-2years)	Medium Term (2-5 years)	Long Term (>5 years)	
Diversity, Equity and Inclusion (DEI)	 ~ 90 financial members Range of ages and genders 1 Para archer 	 Bhutanese Archery Range Consistently increase membership Reward and recognition 	• Create a additional Field Course to be accessible for all	 New all-weather clubhouse facilities with access for all people 	
Archery Skills & Knowledge	 Come n Try Accredited Archery Instructors Accredited Archery Judges Bow maintenance workshops 	 Increase the number of accredited Level 1 Coaches Regular Level 2 Coaching Sessions Invited coaches and training 	 Increase the number of Level 2 Coaches Increase the number of accredited Judges 	•	
Archery Disciplines	 Target Field Clout Indoor (offsite) 	 Bhutanese Archery Range Promote feasibility. Attract grants. 	 Poppin Jay Secure funding, DA approval, and Quotes 	 Indoor archery facility (onsite) Complete and commission Indoor facility 	
Competition	 Oz Bow self-scoring Currently hosting monthly QREs for 2 archery disciplines (Target and Field) 	 Inter club competition Pop up shoots 	•	 Regular Indoor QREs Host Youth/Masters/National Events 	
Marketing	Social mediaWebsite	 Promotional signage Archery equipment packages 	 Archery Festival 	 Archery Festival 	

Themes	Current Situation	Planned Activities		
Equipment, grounds and maintenance	 X Beginners Bows Y Sets of arrows X Stramit Butts X Competition Butts Mower Etc. 	 Monthly working bees Signage upgrade Resurface shooting lines Tidy up the BBQ area and add flooring. Such as concrete Planting of trees along the beginner's area Benches at the competition shooting line 	 Increase number of target butts to host National Events to Y Poppin Jay structure Accessible field course tree planting Add some seating and shaded area on the field course 	 Increase the capacity of the car park Toilet facilities at the field course Equipment storage
Safety and governance	 Child Safety WWVP Induction process Accredited coaches Building and equipment security FOB Onsite first aid 	 Signage Documented roles and responsibilities Documented policies Review and update the constitution Implement Child Safety Practices 	 Security on site cameras Enhanced signage 	•

AUDIT REPORT

For the period ending 30 September 2023

Prepared by Hamilton Accounting Services P O Box 154 SANDY BAY TAS 7006

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INDEPENDENT AUDIT REPORT

Scope

I have audited the financial report of Hobart Archers Inc for the year ended 30/09/2023. The committee is responsible for the financial report. I have conducted an independent audit of the financial report in order to express an opinion on it to the members.

My audit has been conducted in accordance with Australian Auditing Standardsand the Associations Incorporation Act (Tasmania) to provide reasonable assurance whether the financial report is free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with Accounting Standards and other mandatory professional reporting requirements so as to present a view which is consistent with our understanding of the incorporated association financial position, the results of its operations and cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In my opinion, the financial report presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements and statutory requirements the financial position of Hobart Archers Inc as at 30/09/2023, and the results of its operations and its cash flows for the year then ended.

Name of Firm Hamilton Accounting Services

John William Hamilton Name of Partner

Hamilton Accounting Services P O Box 154 SANDY BAY TAS 7006

Dated : 15/11/2023

TRADING, PROFIT AND LOSS STATEMENT For the year ended 30 September 2023

	2023 \$	2022
SALES	ΨΨ	\$\$
OTHER INCOME		
Interest received	0.83	0.70
Membership	60.00	-
Donation	1,700.00	325.00
Uniform sales	65.00	20.00
Fundraising	558.70	523.00
Entry Fees	440.00	-
OZ bow	1,985.00	9,533.64
Techno	9,445.82	2,724.84
Techno subs	410.00	4,920.00
Group Bookings	5,900.00	2,740.00
Miscellaneous income	11,891.12	-
	32,456.47	20,787.18
EXPENDITURE		
Accounting fees	330.00	308.00
BBQ	470.71	342.03
Bank charges	-	10.00
Competition Registrations	120.00	-
Corporate Affairs	68.00	66.00
Donation	500.00	-
Electricity	602.88	654.82
Entry fees	1,206.28	-
Equipment	2,323.00	4,557.60
Fuel for lawn mower	247.25	115.18
Fundralsing	824.75	1,132.80
Hire stall or venue	3,811.10	-
Insurance	1,500.00	2,460.00
Judges Levy	515.00	480.00
Materials / Consumables	-	361.88
Merchant fees	660.00	993.92
Motor vehicle expenses:	-	-
Fuel and motor oil	-	134.25
Leasing charges	-	3,566.00
Repairs and maintenance	4,537.44	2,319.68
Sundry Expenses	1,528.28	-
Travel	688.10	-
Tropies & Medals	502.45	-
Water supply - Rental	(95.25)	-
	20,530.49	17,502.16
TOTAL AVAILABLE FOR APPROPRIATION	11,925.98	3,285.02

These statements should be read in conjunction with the attached compilation report.

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BALANCE SHEET

As at 30 September 2023

	2023 \$	2022 \$
ASSETS		
Current Assets		
Westpac - Hobart Archers Inc 037-001 533510	27,151.05	14,735.31
Westpac - Hobart Archers Reserve 037001 -533529	2,694.70	3,184.70
Westpac - Junior Develpment Fund	6,662.27	6,662.03
Westpac Fundraising 649724	805.07	805.07
Debit card	200.00	200.00
Total Current Assets	37,513.09	25,587.11
Non-current Assets		
Plant and equipment at cost	32,931.79	32,931.79
Property improvements at cost	26,694.93	26,694.93
	59,626.72	59,626.72
TOTAL ASSETS	97,139.81	85,213.83
LIABILITIES		
NET ASSETS	97,139.81	85,213.83
MEMBERS' EQUITY		
Members Equity	85,213.83	81,928.81
Accumulated surplus	11,925.98	3,285.02
TOTAL MEMBERS' EQUITY	97,139.81	85,213.83

These statements should be read in conjunction with the attached compilation report.

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LEASE AGREEMENT

day of July

This Lease is made on the

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2021

BETWEEN

CLARENCE CITY COUNCIL of 38 Bligh Street, Rosny Park, Tasmania ("the Council")

AND

HOBART ARCHERS INC. (ABN 59 526 0720761) of PO Box 121, South Hobart, Tasmania ("the Lessee")

RECITALS

- A. Council is the owner of the Premises at 147 Acton Road, Acton Park in Tasmania commonly known as Roscommon.
- B. The Lessee has held a sub-licence of part of the Premises by licence agreement dated 27 March 2001 for a period of ten years with an option to renew for a further ten years. The licence expired on 26 March 2021 and since that date has occupied the Premises on a holding over basis.
- C. Council has agreed to enter into a lease of the Premises with the Lessee on the terms and conditions of this Lease.

Lease - Hobart Archers

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SCHEDULE 1

 Item 1
 The Premises

 All that area of land and improvements on the land at 147 Acton Road, Acton Park shown as Lot 2 on the attached plan marked "Attachment 1".

Item 2 Commencement Date

28 March 2021

Item 3 Expiry Date 27 March 2031

Item 4 Lease Term
Ten Years

Item 5 Further Term
Ten Years

Item 6 Rent

The Rent for the first year of the Term is Three Thousand and Sixty Two Dollars and Eighty Four Cents (\$3062.84) exclusive of GST

Item 7 Permitted Use

The Premises are to be used only for the sport of archery and all purposes reasonably associated with the same.

Item 8 Essential Terms

The following obligations by the Lessee are essential terms of this Lease:

a) to pay the Rent (clause 9);

b) to pay outgoings (clause 12);

c) to use the Premises only for the Permitted Use (clause 13.1(d));

Lease – Hobart Archers Page 2 of 19 • `___.

Hobart Archers Committee Position Descriptions

DRAFT NOVEMBER 2023

President

Overview

The President is the principal leader of the club and has overall responsibility for the administration of the club.

The President sets the overall annual committee agenda (consistent with the views of the members),

helps the management committee prioritise its goals and then keeps the management committee

on track by working within the clubs Strategic Plan and Constitution. At the operational level, the

major function of the President is to facilitate management committee meetings.

Responsibilities and Duties

The President is elected by the members at the Annual General meeting and is responsible for representing the views of the members.

The President should:

- 1. Manage management committee and or executive meetings
- 2. Manage the Annual General Meeting
- 3. Represent the club at local, RGB and National levels
- 4. Act as a facilitator for club activities
- 5. Ensure the planning and budgeting for the future is carried out in accordance with the wishes of the members.

Knowledge and Skills Ideally the President is someone who:

- 1. Can communicate effectively
- 2. Is well informed of all club activities
- 3. Is aware of the future directions and plans of members
- 4. Has good working knowledge of the constitution, rules and duties of all office holders and
- 5. subcommittees
- 6. Is a supportive leader for all club members

Vice President

Responsibilities and Duties

1. Take on leadership for the President in their absence

Hobart Archers

2. Be a member of committees as required

Secretary

Overview

The secretary is the chief administration officer of the club. This person provides the coordinating

link between members, the management committee and outside parties.

The duties and responsibilities of the secretary vary greatly from club-to-club but experienced

secretaries will tell you that their duties often expand beyond what is normally expected of the

secretary.

Responsibilities and Duties:

The secretary is directly responsible to the President of the club as well as the members of the club.

The Secretary should:

- 1. Be the main source of communications for the club
- 2. Prepare the agenda for club meetings with the chairperson
- 3. Make arrangements including venue, date, times and hospitality for the club meetings
- 4. Send adequate notice of the meetings
- 5. Collect and collate reports from office bearers
- 6. Call for and receive nominations for committees and other positions for the club AGM
- 7. Take the minutes of meetings
- 8. Write up the minutes as soon as possible after the meeting
- 9. Read, reply and file correspondence promptly
- 10. Collate and arrange for the printing of the annual report
- 11. Maintain registers of members names and addresses (unless a Membership Officer has been
- 12. appointed)
- 13. Maintain files of legal documents such as constitution, leases and titles
- 14. Act as the public officer for the club liaising with members of the public, affiliated bodies and government agencies. (if no public officer appointed)

With associations – process transfer applications; enter teams in competitions obtain association

sanction for club events; communicate information between association and club members, such as

event deadlines.

Other tasks; handle bookings and entries; respond to general duties as directed by the club

committee

Knowledge and Skills Required:

- 1. Can communicate effectively
- 2. Is well organised and can delegate tasks

- 3. Can maintain confidentiality on relevant matters
- 4. Has a good working knowledge of the constitution

Treasurer

Overview

The Treasurer is the chief financial management officer for the club.

Responsibilities and Duties:

- 1. The treasurer is directly responsible to the president of the club and the members of the club.
- 2. The treasurer may chair a finance committee at larger clubs.
- 3. The treasurer should
- 4. Prepare a budget and monitor it carefully
- 5. Keep the club's books up to date
- 6. Keep a proper record of all payments and monies received
- 7. Make sure financial reports are available and understood at all committee meetings
- 8. Show evidence that money received is banked and documentation provided for all money paid out
- 9. Ensure that information for an audit is prepared each year
- 10. Arrange for audit (if applicable based on club turn over)
- 11. Give Treasurer's report at regular meetings and when required
- 12. Produce an Annual Financial Report
- 13. Send out accounts
- 14. Pay the bills

Knowledge and Skills Required:

- 1. Well organised
- 2. Able to keep good records
- 3. Able to allocate regular time periods to maintain the books
- 4. Able to work in a logical orderly manner
- 5. Be aware of information and records, which is required to be kept for the annual audit.

Quality and Compliance Officer

Overview

The sport of archery is carried out under specific rules and regulations to ensure the safety and fairness to all participants. This role is primarily responsible for ensuring timely review and updates of strategic and operational policies as directed by Archery Australia. Assisting in the ongoing maintenance of the risk management and integrity framework, assisting in ensuring compliance by Archery Australia, Insurance provider, members, Clarence City Council and other community bodies.

Quality and Compliance Officer Responsibilities and Duties:

- 1. Maintain and review relevant policies and procedures
- 2. Carry out new member inductions
- 3. Liaise with local authorities
- 4. Review risks and where required implement a risk treatment plan

Recorder

Recorder Responsibilities and Duties:

- 1. Have a working knowledge and understanding of Archers Diary
- 2. Record and update all Hobart Archers shoots and scores.
- 3. Issue record certificates to members.
- 4. Make sure the club has updated record lists for both AST and Archery Australia.
- 5. Be responsible for preparation of classification, record and medal claims to Archery
- 6. Tasmania and Archery Australia as may be required from time to time.
- 7. Make sure all members know how to claim records or medals and keep this information up to date.
- 8. Report to the club Executive Committee at the monthly meetings.
- 9. Provide an annual written report for presentation at the AGM including club member
- 10. Records, awards etc.
- 11. Maintain stocks of and distribute all classification and achievement badges.

Member Protection Information Officer

Responsibilities and Duties:

The role of the Member Protection Officer within the Society and Club structure is to be a point of contact in the event that a club and Society member has a complaint with a fellow member or member of the public. In addition, the Member Protection Officer should educate the members about relevant legislation.





