



CITY OF VINCENT

AGENDA
Late Reports
Council Briefing
5 November 2019

Time: 6pm
Location: Administration and Civic Centre
244 Vincent Street, Leederville

David MacLennan
Chief Executive Officer

Order Of Business

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6 INFRASTRUCTURE AND ENVIRONMENT**6.1 MANAGEMENT OF SERVICES AT WELD SQUARE FOR PEOPLE EXPERIENCING HOMELESSNESS**

TRIM Ref: D19/154792
Author: Cara Finch, Community Partner – Community Safety
Authoriser: Andrew Murphy, Executive Director Infrastructure and Environment
Attachments: Nil

RECOMMENDATION:

That Council:

1. **APPROVES** the use of Weld Square by Manna Inc. to deliver a free lunch meal service for people who are experiencing homelessness or at risk of homelessness for a period of up to twelve months, concluding no later than 30 November 2020, subject to the following conditions:
 - 1.1 **Hours of operation shall be for a maximum of 45 minutes on weekdays (Monday to Friday), on days and times to be agreed between the City of Vincent, Manna Inc., Nyoongar Outreach Services and Uniting Care West;**
 - 1.2 **Manna Inc. shall ensure that service provision practices minimise impacts and disturbance to nearby amenities, businesses and residences;**
 - 1.3 **Relevant Manna Inc. staff and volunteers are required to attend a minimum of one information session with City of Vincent, Nyoongar Outreach Services and WA Police Force representatives during the approval period to re-affirm expectations and protocols;**
 - 1.4 **Manna Inc. shall ensure that actions identified by City of Vincent, Nyoongar Outreach Services and WA Police Force to deter anti-social behaviour are implemented in a timely manner;**
 - 1.5 **Manna Inc. shall provide the City of Vincent, Nyoongar Outreach Services and WA Police Force with the details of a representative who is contactable during both office hours and after hours;**
 - 1.6 **No more than two Manna Inc. vehicles are authorised to access Weld Square during the meal service;**
 - 1.7 **Manna Inc. vehicles shall enter Weld Square via the Newcastle Street crossover and provide the meal service at the southern side of the park in Winter and the northern side of the park in Summer, with these specific seasonal dates to be determined by the City of Vincent;**
 - 1.8 **Manna Inc. staff and volunteers shall pick up all rubbish and litter associated with the meal service prior to leaving Weld Square;**
 - 1.9 **Manna Inc. shall maintain Public Liability Insurance coverage for a minimum of \$20 million and indemnify the City of Vincent against any accident, injury or damage resulting from their use of Weld Square; and**

- 1.10 The City of Vincent may withdraw approval for the Manna Inc. meal service to operate from Weld Square at its sole discretion.
2. **APPROVES** a waiver of reserve hire fees totalling no more than \$6,777 for Manna Inc. to deliver a free meal service for up to twelve months at Weld Square for people who are experiencing homelessness or at risk of homelessness;
 3. **NOTES** that Manna Inc. has entered negotiations with Uniting Care West to transition the Weld Square meal service to Tranby Centre during this approval period, and that Administration will continue to work with key stakeholders to ensure that any changes and transitional arrangements are communicated and managed appropriately.
 4. **NOTES** that Administration will not consider any applications for additional goods and services for people who are experiencing homelessness or at risk of homelessness at Weld Square during this approval period, so that the impact on Weld Square from Tranby Centre's extended service hours and the proposed transition of Manna's food service to Tranby Centre can be assessed.

PURPOSE OF REPORT:

To consider the ongoing use of Weld Square by Manna Inc. for the purposes of providing a free meal service for people who are experiencing homelessness or at risk of homelessness.

BACKGROUND:

Manna Inc. is a non for profit organisation founded in 1996, who have grown to become one of the largest providers of meals to the homeless and disadvantaged in Perth.

Manna Inc. moved their free meal service to Weld Square in August 2008 and Council have granted subsequent twelve month approvals for the use of Weld Square since that time, with a range of associated conditions that aim to respond to concerns raised by nearby residents, businesses and other stakeholders.

At the Ordinary Council Meeting held on 16 October 2018 it was resolved that the use of Weld Square by Manna Inc. be approved until 30 November 2019, subject to various conditions.

It is now necessary for Council to consider approval for a further period. Manna Inc. has indicated their intention to continue operating the free meal service from Weld Square, pending a proposed re-location to Uniting Care West's Tranby Centre during the approval period.

DETAILS:

Manna Inc. Free Meal Service

The free meal service has been delivered at Weld Square five days a week (Monday to Friday) over the past twelve months, with approximately 90 clients accessing the service each day. Manna Inc. report that Mondays continue to be the busiest day for the service, with approximately 110 clients attending after the weekend.

Homeless Sector Update

Tranby Centre in Northbridge provides crucial support to people experiencing homelessness across the city. In August 2019, Uniting Care West announced that they had received State funding to extend the Centre's opening hours to 7am-7pm, 7 days a week from 7am-12pm Monday to Friday and 8am-11am on Saturdays. The expansion of Tranby's operating hours from 21 October 2019 will assist Uniting Care West to provide additional support and services to people experiencing homelessness in and around the city, as well as provide opportunities to bring other service providers together for a more collaborative, targeted and practical approach to the provision of homeless services.

In September, Administration met with Uniting Care West and Manna Inc. representatives to facilitate a discussion about the opportunity for Manna Inc. to transition the Weld Square food service to the Tranby Centre and support the expanded service provision at this location. It was recommended by both stakeholders that a transition plan be developed between the City, Uniting Care West and Manna Inc. to facilitate the proposed change in service provision over the coming approval period.

Homelessness Outreach at Weld Square

The City of Vincent channelled their annual collaborative grant funding of \$85,000 to Uniting Care West to provide an Outreach Officer in the vicinity of Weld Square five days a week for the next twelve months. This service provides targeted and responsive support for those at Weld Square who are experiencing homelessness and helps link people to services, shelter and housing. Any re-location of Manna's meal service at Weld Square is unlikely to resolve the need for such a service in this area, given the large number of support services located within close proximity to Weld Square, and its long history as a meeting place for Aboriginal people in particular.

CONSULTATION/ADVERTISING:

Administration has reviewed and discussed the Manna Inc. free meal service with a range of key stakeholders including WA Police Force, Nyoongar Outreach Services and Uniting Care West.

LEGAL/POLICY:

The following Local Laws and Policies are relevant to the Manna Inc. meal service approval:

- City of Vincent Local Government Property Local Law; and
- Council Policy 2.1.7 – Parks Reserve and Hall Facilities – Conditions of Hire and Use

RISK MANAGEMENT IMPLICATIONS:

Negative Community Perception

Medium: There is divided opinion amongst the local community regarding the provision of homelessness services at Weld Square, with some residents and businesses opposed to the services and others in support.

Public Safety

Medium: Weld Square and the surrounding area experience anti-social behaviour associated with both proximity to both licensed premises and support services, and the prevalence of people at risk of or experiencing homelessness within the inner City area. It remains necessary for the City of Vincent to work collaboratively with WA Police Force, Nyoongar Outreach Services, Manna Inc. and Uniting Care West to manage these community safety risks.

STRATEGIC IMPLICATIONS:

This is in keeping with the City's *Strategic Community Plan 2018-2028*:

Connected Community

We are an inclusive, accessible and equitable City for all.

SUSTAINABILITY IMPLICATIONS:

Nil.

FINANCIAL/BUDGET IMPLICATIONS:

The waiver of reserve hire fees for the Manna Inc. free meal service is a maximum of \$6,777 for the period up to 30 November 2020. This has been calculated based upon the meal service operating five days a week for 52 weeks a year.

COMMENTS:


Homelessness remains a complex issue for both Local Government and the community, and balancing the needs of people at risk of, or experiencing homelessness with the amenity of local residents and businesses remains a significant challenge.

Manna Inc. is a well-established and recognised provider of quality food relief services within the community, and has adhered to the conditions relating to their approval to operate from Weld Square.

A further twelve month approval for Manna Inc. to operate from Weld Square is regarded as important for those experiencing homelessness and forms a key part of the emergency relief network in the inner city area, as well as enables the opportunity for a smooth and gradual transition of the service to Tranby Centre. It also supports the work of the City Homelessness Framework Committee of which the City of Vincent is a part, and supports a focus on the implementation of an accreditation process to bring goodwill groups and volunteers into the strategic alignment of the sector and coordinate their efforts.

The addition of any further relief services at Weld Square is not recommended during this approval period, pending the transition of the Weld Square meal service to Tranby Centre and a further assessment of the impact of Tranby's expanded service hours on Weld Square during the approval period.

6.2 MINOR PARKING RESTRICTION IMPROVEMENTS AND AMENDMENTS

TRIM Ref: D19/134409
Author: Craig Wilson, Manager Asset & Engineering
Authoriser: Andrew Murphy, Executive Director Infrastructure and Environment
Attachments: 1. Plan No. 3457-PP-01 [↓](#) 

RECOMMENDATION:

That Council:

1. **APPROVES** the following minor parking restriction improvements and amendments:
 - 1.1 **Install a compliant ACROD bay in Carr Place, adjacent 666 Newcastle Street, Leederville, Plan No. 3457-PP-01 (Attachment 1); and**
 - 1.2 **Remove the existing on-road ACROD bay and two 1P Ticket Parking bays from in front of 742 Newcastle Street, 'The Garden'; and**
 - 1.3 **Install a Loading Zone and a 5 min Set Down and Pick-up parking bay in place of the above, Plan No. 3457-PP-01 (Attachment 1).**

PURPOSE OF REPORT:

To consider improvements and amendments to parking arrangements at various locations throughout the City of Vincent as detailed in the report.

BACKGROUND:

The City regularly receives requests for the introduction of, or changes to, parking restrictions in both residential and commercial areas. Administration generally undertakes a range of investigations including parking demand and traffic volume surveys to assess traffic and on street parking conditions. That data is then used to determine whether new or amended restrictions are warranted to improve parking availability and amenity. Where changes are considered justifiable a report is then presented to Council for consideration as Administration does not have delegated authority to make such changes.

DETAILS:

A number of parking issues have recently been identified and investigated with details provided below:

Relocation of the on-road ACROD bay from 742 Newcastle Street to Carr Place adjacent 666 Newcastle Street, Leederville

As part of the recent development of the Leederville Village Square shared space an on-road ACROD bay was installed adjacent the above location. While it has been well utilised it has become apparent that the bay is problematic for those who use a wheelchair or other mobility aids.

Although it is a low speed environment (30 kph) the on-road ACROD is a standard width parallel bay and therefore the driver's side doors open into the traffic lane. Consequently, a driver's side wheelchair lift will place the chair on the road.

Further, the Rangers have advised that ACROD bay is being abused by ineligible motorists, i.e. food delivery couriers, and as there is not a standard symbolic 'blue and white' wheelchair painted on the road (there is signage) it is difficult to enforce as an infringement is open to challenge. This was a deliberate decision on the part of the City to reduce the impact of line marking and signage on the new 'shared space'.

Therefore, given that there is an established need it proposed to relocate the ACROD bay to a more appropriate location where a fully compliant bay, inclusive of access ramps, can be accommodated. The proposed location, as shown on Plan 3457-PP-01 (**Attachment 1**) is in Carr Place adjacent 'Duende' and public art installation (the inverted lamps).

Proposed Installation of a Loading Zone and 5 Min Set-down and Pick-up bay adjacent 742 Newcastle Street, Leederville

In addition to the aforementioned on-road ACROD bay at the location in front of the hotel there are also two 1P Ticket Parking bays.

The Management of the hotel has requested that the City consider installing a loading zone in this location in light of the redevelopment of the former hotel car park off Vincent Street as Alcock Brown-Neaves (ABN) Leederville Square head office. The rationale being that prior to the development commencing the majority of the hotel's deliveries were to the rear of the premises via the car park. The car park is now fenced off as a construction site and large delivery vehicles are no longer able to access this location. Further, they are unable to use the (dedicated) Right of Way off Oxford Street at the rear of the hotel as it is too narrow to turn into without hitting the shop awnings either side.

While it is intended that the Loading Zone only remain for the duration of the ABN 'build' it's use would be monitored to determine both the demand and eligibility of the vehicles parking there.

In tandem with the loading zone it is proposed to utilise the remaining area as a 5 minute set-down and pick-up bay that could be utilised by the public, ride share and taxi operators, at what is a high profile location.

It is recommended that a loading zone and 5-minute bay have the same operational hours to match that of the adjacent restrictions, 8.00am to Midnight Monday to Sunday, as shown on Plan No. 3457-PP-01 (**Attachment 1**).

The Loading Zone would revert to "P" paid ticket parking from 7.00pm to Midnight, as is the existing restriction.

CONSULTATION/ADVERTISING:

All affected property owners and occupiers will be notified of the parking restriction changes although it should be noted that in each instance the level of amenity for the adjacent residents and businesses will improve. There is minimal impact upon the wider community.

LEGAL/POLICY:

The *City of Vincent Parking and Parking Facilities Local Law 2007* regulates the parking or standing of vehicles in all or specified thoroughfares and reserves under the care, control and management of the City and provides for the management and operation of parking facilities.

RISK MANAGEMENT IMPLICATIONS:

Low: These proposed parking restriction changes will deliver amenity improvements for residents, businesses, and their visitors.

STRATEGIC IMPLICATIONS:

This is in keeping with the City's *Strategic Community Plan 2018-2028*:

"Accessible City

We have better integrated all modes of transport and increased services throughout the City."

SUSTAINABILITY IMPLICATIONS:

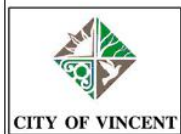
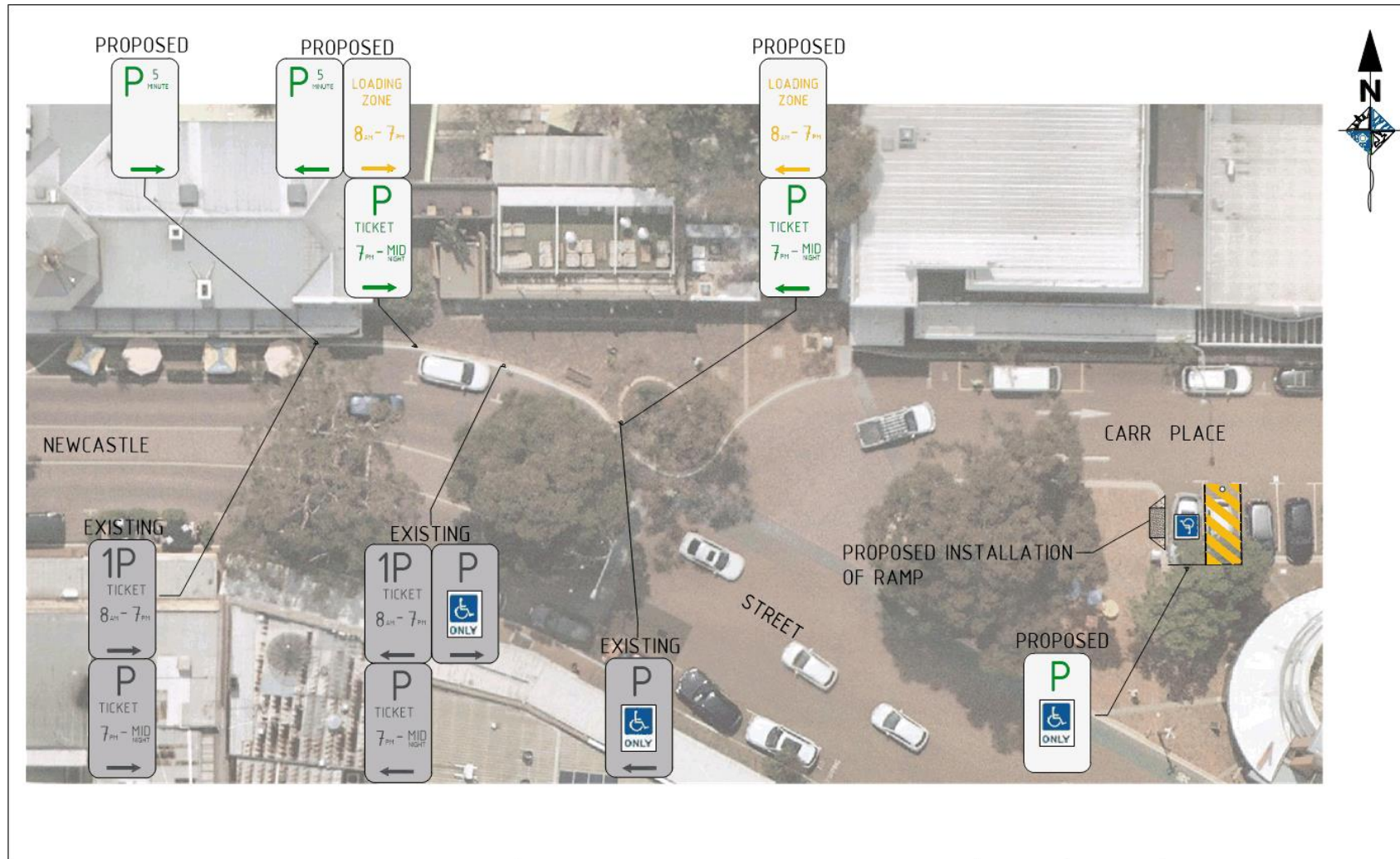
Nil.

FINANCIAL/BUDGET IMPLICATIONS:

Costs associated with these parking restriction changes will be completed utilising existing funding from the appropriate signage and line-marking budgets.

COMMENTS:

Administration has investigated current parking and traffic management issues at these locations and it is appropriate to implement minor improvements and amendments as both a road safety, amenity and service delivery improvement. While more significant changes to parking arrangements should await completion of the Integrated Transport Strategy it is necessary for Administration to continue to effectively respond to site-specific issues. It is anticipated that Administration will continue to present parking reports to Council to deal with current parking issues.



CITY OF VINCENT
 244 VINCENT STREET LEEDERVILLE, 6007
 TECHNICAL SERVICES

PROPOSED PARKING MODIFICATIONS
 NEWCASTLE STREET & CARR PLACE
 LEEDERVILLE

SCALE:
 N.T.S.
 DATE:
 01/11/19

DRAWN:
 AJ
 CHECKED:

DRAWING NO:
3457-PP-01
 SHEET 1 OF 1. | A4

7 COMMUNITY AND BUSINESS SERVICES**7.4 FLOREAT ATHENA FOOTBALL CLUB INC. - LEASE - FINAL REPORT**

TRIM Ref: D19/145496

Author: Karen Balm, Senior Community Partner

Authoriser: John Corbellini, A/Executive Director Community and Business Services

Attachments:

1. Attachment 1 - Asset Management Plan [↓](#) 
2. Attachment 2 - Community Benefit Statement [↓](#) 
3. Attachment 3 - Financial records - Confidential
4. Attachment 4 - Club Development Plan [↓](#) 
5. Attachment 5 - Community Development Grants Programme Application - Confidential

RECOMMENDATION:

That Council:

1. **APPROVES** a 5 year lease to Floreat Athena Football Club Inc. from 1 January 2020 to 31 December 2024 for the stadium clubrooms located 41 Britannia Road, Leederville on the following key terms:
 - 1.1 **Term:** 5 year lease plus 5 years at Council's discretion;
 - 1.2 **Rent** \$5,500 plus GST (indexed to CPI) per annum;
 - 1.3 **Rates & Taxes:** Lessee to pay including rubbish bin charges and ESL;
 - 1.4 **Outgoings:** Lessee to pay;
 - 1.5 **Repairs & Maintenance:** Lessee responsible for all repairs and maintenance and to keep premises clean and in good condition, this includes repair of damage due to fair wear and tear and structural maintenance. Lessor not responsible for any structural repair.
 - 1.6 **Minimum Level of Service:** Lessee to pay for cost of statutory compliance, and pest inspections and treatment;
 - 1.7 **Insurance:** Lessee to effect a public liability policy with cover not less than \$20 million, and pay premium for building insurance policy;
 - 1.8 **Indemnification:** Lessee to indemnify the City against all costs and claims;
 - 1.9 **Permitted Purpose:** Sporting, recreational and community activities;
 - 1.10 **Shared Use:** Lessee permitted to hire out clubrooms, function rooms at its discretion provided that the use is consistent with the Permitted Purpose;
 - 1.11 **Alterations:** Not without the prior approval in writing of the Lessor;
 - 1.12 **Capital Works:** Not without the prior approval in writing of the Lessor and subject to the conditions stated;
 - 1.13 **Lessor's Covenant:** Lessor will provide Lessee with quiet enjoyment of the premises for the term of the lease;
 - 1.14 **Payment Without Delay:** Lessee must duly and punctually pay all rent, rates and taxes, outgoing, costs and interest on the terms specified by the Lessor;
 - 1.15 **Nuisance and Incidental Use:** Lessee must submit a Management Plan for approval in writing by the Lessor for any events commencing from and continuing beyond 5pm, any events with amplified or live music, and any national/international sporting events;
 - 1.16 **Parking & Traffic Management:** Lessee must submit a Parking and Traffic Management Plan for approval in writing by the Lessor for any events with an estimated attendance above 1,000 people; and
 - 1.17 **Community Group and Sporting Club Health Checks:** Lessee must submit a fully completed Community Group and Sporting Club Health Check each year or upon request from the Lessor;

2. **Subject to satisfactory negotiations being carried out by the Chief Executive Officer AUTHORISES the Mayor and Chief Executive Officer to affix the common seal and execute the lease in 1 above;**
3. **NOTES that the charging methodology associated with the recommended lease fee will be reassessed following the implementation of the draft City Property Management Framework;**
4. **ADVISES Floreat Athena Football Club Inc. that their access to the stadium pitch will only be for April to September annually and will be through the City's seasonal ground allocation with the club being responsible for all associated fees and charges including floodlight usage charges during this period;**
5. **NOTES that the City will be assuming responsibility for the stadium surrounds and will work collaboratively with the club and the Australian Government to successfully obtain \$3 million through the Community Development Grants Program towards upgraded sporting facilities – including a full integration between Litis Stadium and Britannia Reserve and rationalising any non-essential assets; and**
6. **NOTES that Floreat Athena Football Club Inc. will continue to use Litis Stadium until the end of September 2020 under the current arrangements and that Administration will call for Expressions of Interest for the use of the stadium (excluding the clubrooms) for summer usage from October 2020 through March 2021.**

PURPOSE OF REPORT:

To provide Council with an update on the progress by Floreat Athena Football Club Inc. (the Club) towards a range of organisational, financial and facility management initiatives that were required by Council to provide the basis for any future lease at the stadium.

BACKGROUND:

Litis Stadium is located at Britannia Reserve on Lots 31 and 32 on Deposited Plan 687, and being the whole of the land comprised within Certificate of Title Volume 1769 Folio 75.

The site was originally developed as the Lake Monger Velodrome for the 1962 British Empire and Commonwealth Games. In 1982, the Club was granted a lease over 540 square metres of the site for the construction of its Clubrooms which was completed in 1986. The Club was granted a lease over the balance of the site in 1994, and the velodrome was redeveloped in 1998 with joint funding from the Club, the Department of Sport and Recreation and the City (then Town). The Stadium now comprises a soccer pitch, grandstand, clubrooms (social/function rooms and office space), change rooms, toilets and sheds.

At the Ordinary Meeting of Council on 14 November 2017 it was resolved that Council:

1. *RECEIVES the Litis Stadium Master Plan as prepared by Floreat Athena Football Club Inc.;*
2. *ADVISES Floreat Athena Football Club Inc. that the Litis Stadium Master Plan does not provide the following information as requested by Council and deemed necessary to consider any long term lease arrangements:*
 - 2.1 *Facility Management Plan;*
 - 2.2 *Community Benefit Statement; and*
 - 2.3 *Financial Plan demonstrating that the Club has the capacity to fund the project.*
3. *NOT ENTER into any long-term lease for Litis Stadium with Floreat Athena Football Club Inc. on the basis that the Club has not demonstrated an ability to meet the financial and management implications of the capital improvements, asset management and lease obligations relating to the existing facility and the facility proposed within their Master Plan;*

4. *REQUESTS that Administration now investigate the future use, management and development of Litis Stadium as part of the Britannia Reserve Master Plan Review scheduled for completion in 2019/20;*
5. *APPROVES a 2 year lease to Floreat Athena Football Club Inc. from 1 January 2018 to 31 December 2019 plus a further 1 year option from 1 January 2020 to 31 December 2020 for Litis Stadium, 41 Britannia Road, Leederville on the following key terms:*
 - 5.1 *Term: 2 years plus 1 year option at the City's absolute discretion;*
 - 5.2 *Rent \$5,000 plus GST (indexed to CPI) per annum;*
 - 5.3 *Rates & Taxes: Lessee to pay including rubbish bin charges and ESL;*
 - 5.4 *Outgoings: Lessee to pay;*
 - 5.5 *Repairs & Maintenance: Lessee responsible for all repairs and maintenance and to keep premises clean and in good condition, this includes repair of damage due to fair wear and tear and structural maintenance. Lessor not responsible for any structural repair.*
 - 5.6 *Minimum Level of Service: Lessee to pay for cost of statutory compliance, and pest inspections and treatment;*
 - 5.7 *Insurance: Lessee to effect a public liability policy with cover not less than \$20 million, and pay premium for building insurance policy;*
 - 5.8 *Indemnification: Lessee to indemnify the City against all costs and claims;*
 - 5.9 *Permitted Purpose: Sporting, recreational and community activities;*
 - 5.10 *Shared Use: Lessee permitted to hire out clubrooms, function rooms and football pitch at its discretion provided that the use is consistent with the Permitted Purpose;*
 - 5.11 *Alterations: Not without the prior approval in writing of the Lessor;*
 - 5.12 *Capital Works: Not without the prior approval in writing of the Lessor and subject to the conditions stated;*
 - 5.13 *Lessor's Covenant: Lessor will provide Lessee with quiet enjoyment of the premises for the term of the lease;*
 - 5.14 *Payment Without Delay: Lessee must duly and punctually pay all rent, rates and taxes, outgoings, costs and interest on the terms specified by the Lessor;*
 - 5.15 *Nuisance and Incidental Use: Lessee must submit a Management Plan for approval in writing by the Lessor for any events commencing from and continuing beyond 5pm, any events with amplified or live music, and any national/international sporting events;*
 - 5.16 *Parking & Traffic Management: Lessee must submit a Parking and Traffic Management Plan for approval in writing by the Lessor for any events with an estimated attendance above 1,000 people; and*
 - 5.17 *Sporting Club Health Check: Lessee must submit a fully completed Sporting Clubs & Community Groups Health Check each year of the lease term upon request from the Lessor.*
6. *Subject to satisfactory negotiations being carried out by the Chief Executive Officer AUTHORISES the Mayor and Chief Executive Officer to affix the common seal and execute the lease in 5 above;*
7. *RECOMMENDS that Floreat Athena Football Club Inc. in collaboration with Football West progress the following initiatives over the term of the proposed new lease for Litis Stadium:*
 - 7.1 *Investigate facility options that meet National Premier League Requirements, ensure long term financial and organisational sustainability, and maximise the use of community assets through co-location;*
 - 7.2 *Prepare a Facility Management Plan that outlines strategies to effectively manage the Stadium and meet lease obligations;*
 - 7.3 *Prepare a Financial Plan to determine organisational viability and capability as the basis for any future facility tenure arrangements; and*
 - 7.4 *Implement strategic planning, governance, business model and community engagement initiatives as identified within the 'Club Development Plan – Progress Report' as submitted with the Litis Stadium Master Plan; and*

8. *REQUIRES Administration to present a further report to Council no later than June 2019 providing an update on progress by Floreat Athena Football Club Inc. towards:*
 - 8.1 *Provision of the information referenced in Recommendation 2; and*
 - 8.2 *Completion of the initiatives identified within Recommendation 7; as the basis for decision making regarding the further 1 year lease option from 1 January 2020 to 31 December 2020.*

At the Ordinary Council Meeting held on 5 March 2019, Council resolved as follows:

- “1. *WELCOMES and SUPPORTS the announcement of \$3 million from the Australian Government towards Litis Stadium improvement works through its Community Development Grants Programme.*
2. *REQUIRES Floreat Athena Football Club (Inc.) to collaborate with the City’s Chief Executive Officer, prior to the submission of any additional information to the Australian Government, to ensure that Litis Stadium improvement works funded through the Community Development Grants Programme are prioritised to deliver the greatest community benefit.*
3. *NOTES the request from Floreat Athena Football Club (Inc.) for in principle approval of a new five year lease arrangement for Litis Stadium to satisfy requirements associated with the Australian Government Community Development Grants Programme.*
4. *REAFFIRMS the intention to enter into a further 1 year lease option with Floreat Athena Football Club (Inc.) from 1 January 2020 to 31 December 2020 for Litis Stadium, 41 Britannia Road, Leederville subject to satisfactory completion of the following:*
 - 4.1 *Preparation of a Facility Management Plan that outlines strategies to effectively manage the Stadium and meet lease obligations;*
 - 4.2 *Provision of a Community Benefit Statement that identifies the positive community impacts associated with Club activities and any future facility tenure arrangements;*
 - 4.3 *Preparation of a Financial Plan to determine organisational viability and capability as the basis for any future facility tenure arrangements;*
 - 4.4 *Investigation of facility options that meet National Premier League requirements, ensure long term financial and organisational sustainability, and maximise the use of community assets through co-location; and*
 - 4.5 *Implementation of strategic planning, governance, business model and community engagement initiatives as identified within the ‘Club Development Plan – Progress Report’ as submitted with the Litis Stadium Master Plan.*
5. *ADVISES Floreat Athena Football Club (Inc.) that suitable tenure arrangements for Litis Stadium beyond 31 December 2020, including but not limited to a new five year lease, will be negotiated subject to the outcomes of the abovementioned requirements;*
6. *NOTES that Administration will present a further report to Council no later than June 2019 providing an update on progress by Floreat Athena Football Club (Inc.) towards completion of the abovementioned requirements; and*
7. *REQUESTS that Floreat Athena Football Club (Inc.) provides the Chief Executive Officer with copies of all information being submitted to the Australian Government for the purposes of the Community Development Grant Programme by 31 March 2019.”*

At the Ordinary Council Meeting held on 25 June 2019, Council resolved as follows:

- “1. *NOTES the following progress by Floreat Athena Football Club Inc. towards the specific initiatives as determined by Council in November 2017:*

| | |
|--|--------------------|
| <i>Facility Management Plan</i> | <i>Submitted</i> |
| <i>Community Benefit Statement</i> | <i>Submitted</i> |
| <i>Financial Plan</i> | <i>In Progress</i> |
| <i>Investigate Facility Options</i> | <i>In Progress</i> |
| <i>Implement Club Development Plan</i> | <i>In Progress</i> |

2. *REQUESTS that the Chief Executive Officer form a Working Group comprising City of Vincent, Football West and Floreat Athena Football Club Inc. representatives to determine alternative tenure arrangements for Litis Stadium that better align with the Club’s organisational and financial capabilities while maximising community accessibility;*
3. *REQUESTS that the Chief Executive Officer works collaboratively with Floreat Athena Football Club Inc. and the Australian Government to secure \$3 million through the Community Development Grants Program towards shared Club and community priority capital works at Litis Stadium and Britannia Reserve; and*
4. *NOTES that a further Floreat Athena Football Club Inc. – Litis Stadium Lease – Progress Report will be presented to Council no later than November 2019 to enable consideration prior to expiry of the initial two-year lease term on 31 December 2019.*

As set out above, Floreat Athena Football Club’s current lease of Litis Stadium expires on 31 December 2019 and does not include any holding over provisions. As such, the Club will be required to vacate the site if further tenure arrangements are not approved by Council before the end of the year.

Over the past four (4) years, Administration has presented five (5) reports to Ordinary Meetings of Council which detailed and referred to concerns Administration held regarding the ongoing financial sustainability of the club. As such, it is now necessary for Administration to present a report to the Ordinary Council Meeting to provide a final update on the progress by the Club.

The Club have advised that in order for them to fulfil their preseason and NPL requirements, they will require Litis Stadium on Tuesdays and Thursdays prior to April annually.

DETAILS:

Administration has liaised with the Club over the past four (4) years regarding the current and future management of Litis Stadium. During this time, like many organisations with a long history, the Club has experienced numerous challenges including changes to the Club Board and financial difficulties which have impacted the Club’s ability to adequately progress the necessary organisational, financial and facility management initiatives requested by Council.

In an attempt to assist the Club with meeting the requirements of Council’s November 2017 resolution along with providing assistance with the \$3 million funding from the Australian Government towards Litis Stadium improvement works through its Community Development Grants Programme, Administration has been meeting regularly with the Club since January 2018.

The discussions with the Club have varied in focus from discussing co-location options; seeking progress updates; considering the \$3 million funding through the Community Development Grants Programme; facilitating meetings between potential summer groups; meeting new Board members; and discussing the clubs financial instability.

At a meeting held on 17 October 2019, Club representatives were advised that based on the information received to date, Administration would not be in a position to recommend to Council a long-term lease with Floreat Athena Football Club Inc. Instead, Administration would be recommending to Council a tenure option that would better align with the Clubs organisational and financial capabilities whilst providing opportunities for the broader community to access the facility and a rationalised asset that can be appropriately maintained.

The following table provides an update regarding the Clubs progress towards the range of organisational, financial and facility management initiatives that Council previously advised will guide any future lease at Litis Stadium:

| | Documentation Requested | Documentation supplied | Administration comment |
|----|--|--|--|
| 1. | Prepare a Facility Management Plan that outlines strategies to effectively manage the Stadium and meet lease obligations | <p>An Asset Management Plan (Attachment 1) was submitted to Administration on 29 June 2017 and comprised of Club asset objectives and principles, scenario planning, agreed levels of service, and required asset management practices.</p> <p>A Lifecycle Cost Analysis was prepared and submitted on 28 July 2017 (Attachment 1) however, it has not yet been integrated with a Financial Plan to confirm the Club's capacity to deliver upon the Asset Management Plan.</p> | <p>The Asset Management Plan identifies that it should be read in conjunction with the Strategic Plan, Business Master Plan and Development Plan. Clarity over the Business Master Plan and the Development Plan is required to understand how they integrate with the Asset Management Plan.</p> <p>A standard Facility Management Plan (FMP) is a formal planning tool that informs future operations of a facility, however FAFC have not provided a complete plan to date.</p> <p>A FMP must include a Financial Plan that provides past, present and projected financial data to assess viability. All assumptions made as well as risk factors and contingency plans are required to be outlined. The financial information provided and data contained within the Lifecycle Costs Analysis, which forms part of the Asset Management Plan, provides some relevant information but lacks sufficient detail. In addition, the five and ten year project budget forecasts are not consistent with the information contained within the Lifecycle Costs Analysis.</p> <p>A FMP should include a Human Resources Plan (or similar) to identify the structure and administrative processes required to manage a facility; a customer service plan; market research; future considerations and performance indicators. None of this information has been included.</p> |
| 2. | Prepare a Community Benefit Statement | <p>The Club Development Plan (Attachment 2) submitted in 29 June 2017 identified strategies that FAFC were going to implement in order to maximise community benefit, including:</p> <ul style="list-style-type: none"> Find 30 for Fitness | <p>The Find 30 for Fitness is a work in progress and the Club's technical director is liaising with Football West on starting a pilot program. As such, this has not yet been implemented.</p> <p>The School Football Clinics have been successfully implemented at Mount Hawthorn Primary School with club</p> |

| | Documentation Requested | Documentation supplied | Administration comment |
|--|-------------------------|---|---|
| | | <ul style="list-style-type: none"> • School Football Clinics • Blind soccer • Co-tenants • Regular and casual use • Partnering for Health and Wellbeing | <p>coaches, trainers and senior players conducting the sessions after school at Mount Hawthorn Primary School. Specifically, school football clinics have been implemented over the last 18-month period involving 120 local primary school aged children.</p> <p>In partnership with telethon, Manchester United foundation and Football West, the Club hosted an equal Football exhibition match.</p> <p>Perth Rangers Supporters Club have been a cotenant for over 5 years and use the Clubs clubroom base and Litis Stadium for Junior Ranger School academy sessions.</p> <p>The Club has also teamed up with a power chair football team who will play in next season's power chair football competition at Loftus Recreation Centre.</p> <p>It is notable that co-location or shared use with other sporting teams or codes (beyond not-for-profit organisations being accommodated) has not been fully explored.</p> <p>A review of the organisations identified within the Community Benefit Statement also indicates that the site has not been opened up to the broader community for either casual or organised use.</p> |
| | | <p>The club submitted an updated Community Benefit Statement (Attachment 2) on 10 June 2019 which provides details of the current Club membership, junior development initiatives and various community activities that take place at the Stadium, and benefits of sports participation.</p> | <p>Notably, this Community Benefit Statement is club centric and focuses on the club's increased football membership, which showed that the club grew by 91 members in 2019, increased its female membership from 9 to 27 and had a membership made up of 42.41% City of Vincent residents.</p> <p>The statement lists the 21 junior and social clubs and organisations that have regularly utilised the stadium over the past two years.</p> |
| | | <p>An addendum to the above Community Benefit Statement was submitted on 25 October 2019 (Attachment 2) which provides details on the clubs fees and charges; a Community Engagement Plan; Branding; Social Media; Newsletters and Website.</p> | <p>The updated Community Benefit Statement provides updated names of the 27 junior and social clubs and organisations that have regularly utilised the stadium over the past three years along with club specific initiatives and community engagement.</p> <p>A review of the organisations identified within the Community Benefit Statement also indicates that the site has not been</p> |

| | Documentation Requested | Documentation supplied | Administration comment |
|----|---|---|---|
| | | | opened up to the broader community for either casual or organised use. |
| 3. | Prepare a Financial Plan to determine organisational viability and capability as the basis for any future facility tenure arrangements | <p>FAFC has submitted numerous financials (Attachment 3) including:</p> <ul style="list-style-type: none"> • FAFC 10-Year Operating Budget • July 2018 to June 2019 Profit and Loss Statement • July 2018 to October 2018 Profit and Loss Statement • July 2018 to May 2019 Profit and Loss Statement • November 2018 to June 2019 Profit and Loss Statement • 5 year operating budget forecast • Trading Account – June 2016 • Trading Account – June 2015 • Balance Sheet – June 2019 • Balance Sheet – October 2018 • Detailed Profit and Loss Statement – 2015/16 • Detailed Profit and Loss Statement – 2014-15 • Life Cycle Analysis • Club debt as at 2 October 2019 • Player registrations and associated costs | <p>Whilst a Financial Plan identifying past, present and projected financial data has not been submitted, the Club has submitted numerous financials. The commentary surrounding the projected financials does not provide Administration with any confidence. As such, there is little evidence to support the Clubs capacity to meet the capital, operating and asset maintenance obligations associated with the future tenure of Litis Stadium.</p> <p>It should be noted that Administration requested copies of Audited Financials, however this has not been provided.</p> |
| 4. | Investigate facility options that meet National Premier League requirements, ensure long term financial and organisational sustainability, and maximise the use of community assets through co-location | No documentation for this has been provided. | <p>The Club and Administration has been liaising with Football West regarding National Premier League facility requirements. This has confirmed that Stadium perimeter fencing is not a specific requirement for clubs participating in the National Premier League WA competition albeit all current clubs do have such fencing. In addition, spectator seating for a minimum of 120 people is required whereas the Stadium currently provides seating for 900 people.</p> <p>Discussions between Administration, Little Athletics, local primary schools and</p> |

| | Documentation Requested | Documentation supplied | Administration comment |
|----|---|---|--|
| | | | <p>Floreat Athena Football Club Inc. occurred with a general consensus obtained that the club would investigate hosting trial little athletic clinics at Litis Stadium during the summer months. This matter has progressed with Mount Hawthorn Primary School P&C very interested in assisting in providing an 8 - 10 week come and try program.</p> <p>A review of the organisations identified within the Community Benefit Statement also indicates that the site has not been opened up to the broader community for co-location or co-tenanting which was identified in the Community Development Plan June 2017.</p> |
| 5. | <p>Implement strategic planning, governance, business model and community engagement initiatives as identified within the Club Development Plan Progress Report submitted with the Litis Stadium Master Plan in June 2017</p> | <p>No documentation has been provided with respect to the strategic planning or the business model or business model, however the Club Development Plan (Attachment 4) submitted in June 2017 does detail the Clubs governance model. Discussions have also been progressed with potential co-tenants and refurbishment of the grandstand under croft to accommodate these tenants, as is stated within the Clubs Australian Government Community Development Grants Program submission (Attachment 5).</p> | <p>The Club Development Plan identifies six revenue streams and suggests that strategies will be implemented to improve these areas. Whilst the Club has not stipulated strategies for each of the revenue streams, the following updates have been provided:</p> <ul style="list-style-type: none"> • Membership – a club membership drive will be introduced in November for the upcoming AGM. Registration memberships have increased by 48% • Registration – New season registrations for NPL have commenced and will not exceed as numbers are capped. • Facility hire – rebranding the clubroom sections areas has provided the Club with a better understanding of the availability of room size availability. The regular associations and co-tenants continue to hire the facility and recently Football West and other coaching organisations have used the facility to host their weekly coaching courses using the main pitch for practical work and the venue room with the projector & screen. • Gate – no update • Fundraising – no update • Hospitality – the club has appointed new cooks and they have already started to take bookings for 2020 |

| | Documentation Requested | Documentation supplied | Administration comment |
|--|-------------------------|------------------------|---|
| | | | <p>functions, private events, partnered association events and game day events.</p> <p>The Club Development Plan also states that the following strategies will be developed and implemented however no updates have been received:</p> <ul style="list-style-type: none"> • Sustainable Business Model • Governance improvement action plan • 5 year strategic plan <p>Administration has not been provided information or updates on the progress of the above strategies.</p> |

On 23 August 2018, Administration was advised by the Club that it had been awarded \$3 million funding by the Australian Government towards the redevelopment of Litis Stadium through the Australian Government Community Development Grants Programme.

Administration has discussed this funding and the required programme outcomes, roles and responsibilities with the Department of Infrastructure, Transport, Cities and Regional Development. Under the Funding Agreement, there is an operational requirement of a 5 year tenure agreement in order for Floreat Athena to secure the funds. If lease arrangements are still under negotiation this would be dealt with through a risk mitigation strategy that would require the Club to provide evidence of the finalised lease arrangements at some point during the project deliverables.

As the Club has not provided the required documentation and project scope to the Department of Infrastructure, Transport, Cities and Regional Development a final assessment of the project has not been completed thereby providing an opportunity for the City to request to change the proponent of the project to allow the City to directly receive and administer the \$3 million funding. This would enable the City to project manage the construction and upgrades of the stadium in a manner that provides a viable long term improvements that ensure access for the broader community.

Floreat Athena Football Club would be required to provide (in writing) an agreement to the City indicating that it would transfer the responsibility of the \$3 million funding to the City for final delivery.

The removal of the fencing surrounding Litis Stadium was a key consideration identified within the club's June 2017 Master Plan. The removal identifies that this would enable a better integration between the Club premises and Britannia Reserve and opens the area up to the broader community for use. Administration intends to remove this fence prior to the end of the year. The fencing surrounding Litis Stadium is in poor condition and past end of life with the estimated installation date being over 30 years ago.

CONSULTATION/ADVERTISING:

Administration has been liaising with the Club and a range of other key stakeholders over the last 21 months including Football West, Little Athletics WA, Department of Infrastructure, Regional Development and Cities and the Department of Local Government Sport and Cultural Industries.

LEGAL/POLICY:

Local Government Act 1995 section 3.58 - Disposing of Property, provides that a local government can only dispose of property (which includes to lease) in accordance with section 3.58(3) unless the disposition falls within the scope of section 3.58(5), which includes:

“(d) Any other disposition that is excluded by regulations from the application of this section.”

In accordance with Section 3.58(5), Regulation 30 of the *Local Government (Functions and General) Regulations 1996* provides a range of dispositions that are exempt from the application of Section 3.58 of the Act, including dispositions to:

“A body, whether incorporated or not the objects of which are of a charitable, benevolent, religious, cultural, educational, recreational, sporting or other like nature; and the members of which are not entitled or permitted to receive any pecuniary profit from the body’s transactions”

Floreat Athena Football Club are a sporting body and as such a lease provided to the club is exempt from the requirements of subsection 3.58(3)(d) of the *Local Government Act 1995*.

RISK MANAGEMENT IMPLICATIONS:

Medium: Administration has held ongoing concerns regarding the governance, financial sustainability, and asset management capabilities of Floreat Athena Football Club Inc. Recently, the board has undergone a major restructure and begun reviewing their organisational, financial and facility management, which is being presented to Council as part of this report.

STRATEGIC IMPLICATIONS:

This is in keeping with the City’s *Strategic Community Plan 2018-2028*:

Connected Community

Our community facilities and spaces are well known and well used.

Thriving Places

Our physical assets are efficiently and effectively managed and maintained.

SUSTAINABILITY IMPLICATIONS:

Nil.

FINANCIAL/BUDGET IMPLICATIONS:

Under Floreat Athena Football Clubs current lease, the Club is responsible for the upkeep and maintenance of the main soccer pitch and surrounding green space. Should the City become responsible for these areas (with the exception of the clubrooms), it is anticipated that the City would be responsible for approximately \$47,500 annually to ensure the greenspaces are maintained. Under the City’s current schedule of fees and charges, Administration applies an \$80 per player, per season fee for matchplay and training for seniors. This equates to approximately \$960 per soccer team per season.

Administration has completed a condition assessment and 10 Year Forward Works Plan on the structures contained with Litis Stadium. The grandstand is reaching end-of-life with the following compliance and risk issues;

- Sectionalised failures due to concrete cancer;
- Electrical infrastructure past end of life, increased level of risk and no longer compliant;
- Float glazing, absence of safety glass;
- No longer fit for purpose from a compliance perspective, non-compliant stairs, absence of fall arrest balustrading, lack of mobility access and fire compliance, emergency egress routes;
- Fit out within stadium (internal) past end of life and no longer fit for purpose; and

- General maintenance, safety and amenity not aligned with the City's asset management plan, requiring renewal/upgrade investment.

The grand stand has significant cracks in some concrete elements, which are currently cordoned off. There is poor plumbing off the air-conditioning drain pipe on the upper storey with poor practice and dropped object hazards. In addition, there is rust discolouration on the underside of the grandstand concrete elements with steel reinforcing exposed to water ingress. The popcorn ceiling tiles are sagging significantly in the upper occasional gym area. The east and west Stadium toilets are deemed a class 10a non-habitable building. Given their conditions, these toilets are not open to the general public. As all of these buildings are close to end of life, demolition would remove any maintenance and renewal obligations on the City.

Assessments were also carried out on the scoreboard and turnstile buildings. The scoreboard is a small building that houses the electrical and electronic equipment for the scoreboard and oval lighting. It is also used as a storage facility. The roof design and poor sealing leads to water pooling and eventual penetration through the ceiling slab. The ceiling paint is damaged on the underside where the water pools. The stadium turnstile building is in poor condition. The building is now used for storage purposes as tickets are no longer being sold from this location. The turnstiles are heritage listed. Budgets for reactive and preventative building maintenance across the portfolio are reviewed and set annually and take into account a number of factors, being condition, age, risk, fit for purpose and expected life. When a building or component is nearing end of life the assessment is determined to either maintain at a poor state, upgrade or rationalise. The building(s) within the Litis Stadium lease area are either nearing or past end of life and as a result, reactive maintenance would be kept at a minimum to keep the asset safe while a determination for future use is made.

The above costs would need to be considered and included within the City's Long Term Financial Plan.

COMMENTS:

While the Club is still seeking long term security for Litis Stadium, the documentation required by Council and submitted reaffirms Administrations ongoing concerns regarding the governance, financial sustainability, and asset management capabilities of the Club to manage and maintain the entire stadium site, with any new lease potentially exposing the City to a number of risks.

The Club has still not submitted a Facility Management Plan detailing a Human Resources Plan and a Financial Plan. Whilst the Asset Management Plan has been submitted, the lack of the provision of financial planning identifying past, present and projected financial audited data raises concerns that the Club are unable to demonstrate their capacity to meet current and future financial obligations. Administration is unsure how the Stadium will be effectively managed under any new lease arrangements.

Whilst a Community Benefit Statement has been provided and the Club does hire out the clubroom facilities and stadium pitch to other organisations, the broader community have not been engaged to the level expected and the community benefit derived from some of the Club's initiatives is limited.

Based on the Club's financial position, the quality of the information submitted, and what appears to be limited progress towards the specific requirements identified by Council, it is recommended that the Clubs tenure of the site be limited to the clubrooms only with the remaining areas to be managed and maintained by the City in order to maximise accessibility and utilisation, improve the integration of the stadium within Britannia Reserve and upgrade and manage the stadium buildings in a financial sustainable manner over the long term.

The financial information supplied by the Club has provided Administration with a certain level of confidence that they have the financial capability to pay the recommended lease fee, associated sportsground fees and clubroom related expenses, including maintenance, given the removal in the costs associated with the grandstand, change rooms, toilets, shed and ground maintenance.

Under the Community Development Grants Programme Funding Agreement, there is an operational requirement of five years of tenure in order for the Club to secure the funds. The City will work with the Club during the construction and upgrades of the stadium to ensure access for the broader community.

The recommendation to only provide a lease to the clubrooms is not intended to negatively impact the future of the Club but rather direct them towards facility arrangements that are more sustainable and better align with their financial and organisational capabilities. Shared-use arrangements and fee-for-hire arrangements will significantly improve community accessibility and utilisation of the site as an important community asset while reducing the clubs long term maintenance, facility management, financial and community obligations to a sustainable level.

The recommended lease arrangement will increase the costs to the City for ground maintenance, which will only be slightly offset by seasonal ground licence, resulting in additional costs for the City of approximately \$45,000 annually. The building maintenance and renewal costs will be considered as part of the City's Long Term Financial Plan but will require significant rationalisation of the assets given their very poor state. This would include the demolition of the grandstand and toilets and replacement of the change rooms as part of the Community Development Grants Programme Funding upgrades. The costs are considered appropriate in order to increase the occupancy and utilisation of this asset by the broader community through the creation of a multi-use facility that reflects the community's expectations and prioritisation of uses that benefit the local community.

GFG CONSULTING
ABN 94 156 452 050



ASSET MANAGEMENT PLAN 2019

FOR

FLOREAT ATHENA FOOTBALL CLUB

DATE: 7 June 2019

REFERENCE: Q0802019-002_0



DOCUMENT CONTROL RECORD

| | |
|---------------------|------------------------------------|
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| Date: | 7 June 2019 |

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| Position: | Managing Director |
| Signed: | |
| Date: | 7 June 2019 |

REVISION STATUS

| Revision No. | Description of Revision | Date | Approved |
|--------------|-------------------------|-------------|----------------|
| A | Initial Draft | 6 June 2019 | Douglas Bailey |
| B | Revised Draft | 6 June 2019 | Douglas Bailey |
| D | Revised Draft | 7 June 2019 | Carol Wallbank |
| 0 | Final | 7 June 2019 | Glen Flood |

Recipients are responsible for eliminating all superseded documents in their possession.

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The professional advice and opinion in this report has been prepared for the exclusive use of the Floreat Athena Football Club (FAFC) and for the purposes specified in our letter of engagement. This report is supplied in good faith and reflects the knowledge, expertise and experience of the engagement consultant and is based on the information and representations provided by FAFC. We accept no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the report, other than the FAFC.

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1. Executive Summary

1.1. Background and Scope

The following document demonstrates the planned management of Club controlled assets and their associated services. It also evidences compliance with the relevant Regulations and outlines the funding required to provide a desired level of service.

The Asset Management Plan (the AMP) should be read in conjunction with the Club:

- Strategic Plan;
- Business Master Plan;
- Development Plan.

Data supporting the AMP has been sourced from information provided by the Floreat Athena Football Club (FAFC or Club). No audit of the assets has been conducted and no assurance is provided as to their existence, condition, value or the associated costs.

This AMP is generated in accordance with the guidelines prepared by the Department of Local Government, Sport and Cultural Industries (DLGSC). The AMP also sets out the tasks required to achieve continuous improvement in the management of FAFC controlled assets.

In recognition of the importance of the AMP, FAFC acknowledges the following underpinning principals as a key objective for the Club in their overall Strategic Plan:

- Asset management decisions are integrated with strategic planning;
- Asset planning decisions are based on an evaluation of alternatives that consider 'life cycle' costs, benefits and risks of ownership;
- Establish accountability for asset condition, use and performance;
- Disposal decisions are based on analysis of the methods that will achieve the best available net return in an environment of social equity; and
- Establish an effective internal control structure for asset management.

1.2. Strategic Asset Management Issues

FAFC commits to significant resources to ensure assets are available to support services to the FAFC and local community. Historically, assets have been managed based on available funding allocations as part of developing an annual budget with limited formal asset planning or reference to whole of life costs. This AMP is the first step in implementing a more structured and integrated approach to the management of the FAFC's asset base.

FAFC understands that formal consideration of long-term asset costs supports efficient decision making and assists in the planning and delivery of future services. These benefits are maximised as the extent and condition of existing assets is increasingly understood and documented.

It is clear to the Board of FAFC (the Board) in regard to property assets, a review and rationalisation is required to align these assets to future demand and established levels of service. This process will, in turn, improve forecasting of the timing and extent of asset renewals. A number of property assets currently in use are beyond their estimated economic life and should be frequently inspected. Utilisation of assets beyond their estimated economic life may result in an associated increased risk of sudden failure and a potential increase in future maintenance costs.

As part of this review the Board have decided to engage external expertise in the immediate and medium terms to set Policy & Procedures as outlined by this AMP for alignment and implementation.



It is the intention of the Board to recognise their responsibility and provide sufficient internal controls and budgeted finances to sustain this into the future.

1.3. The Next Steps

Foremost, FAFC needs to improve its technical level of knowledge and understanding of its assets. This will improve its capacity to plan future maintenance levels and renewal costs and potentially smooth the forecast renewal peaks.

A shift of resources from asset maintenance to renewals and upgrades may result in a reduction in the 'whole of life' costs of the assets whilst still maintaining the current levels of service. The Board recommends this matter to be the subject of further assessment by FAFC consultants in the future.

Whilst the Board understands that based on the current level of asset knowledge and planning, adequate determination of whether FAFC has the financial capacity to maintain its asset base over the next ten years is a key objective.

A greater understanding of future grant availability, along with processes for managing the level of maintenance, and determining the remaining useful life of assets is required. This will require a significantly higher understanding of the Club's assets and a greater integration of asset management planning and long-term financial planning.

Maintaining and updating asset related data to the level necessary to support and influence future decision making will be a committed task of priority for FAFC's internal and external resources.



Figure 1 – FAFC's Current Facilities



2. About the FAFC

The Athena Club was originally founded in 1951 as a meeting place for the existing Greek community of Perth and for new immigrants from Greece settling in Australia. Established through the resources of the Greek community keen for its members to participate in and celebrate its much-beloved national sport, it also provided an opportunity to share the Greek culture with the broader Western Australian community.



Within less than a decade, the Club became one of the founding clubs of the Soccer Federation of Western Australia and, since that time, has continued to contribute to the development of the sport at a local, state and national level through its participation in many of the reforms that have seen the sport become the most played in Australia.

Today, FAFC provides a vehicle for well over 300 players including amateurs, professionals, juniors, veterans, masters, social, girls and women across a wide spectrum of nationalities and localities to be part of a team, achieve fitness and health and have fun.

FAFC is an incorporated not-for-profit organisation governed by a voluntary Board of ten people who are elected by the membership at Annual General Meetings. The Board is responsible for the good stewardship of the Club, its financial viability and compliance with all regulatory and licensing requirements. Like many sporting clubs of this nature, FAFC relies strongly on the involvement of its members who volunteer themselves for coaching, team management, pitch preparation, first aid, care and maintenance of team and Club equipment, match-day paperwork, cleaning and maintenance of grounds and facilities, fundraising, pastoral care and support of players, spectator control and assisting with events.

The FAFC has been a part of the local Leederville and Mount Hawthorn community for decades, dating back to the 1970s when it initially relocated to what was then the Lake Monger Velodrome. The site has been leased to FAFC by the City of Vincent since 1982. In 1999, the FAFC upgraded the Velodrome with financial support from the State Government and the (then) Town of Vincent and the facility was renamed the E&D Litis Stadium. During its tenure, and in addition to any rents and charges, the FAFC has invested some \$1.5m to improve the facility, the most significant being the construction of the Clubrooms in 1982, which was funded largely by the Club with support from the Local and State Governments. Club members provided significant in-kind and reduced-cost services to achieve the project successfully.



Figure 2 – Club Team at FAFC



3. Asset Management Principals

This section briefly describes standard asset management concepts, standards, objectives and terminology.

3.1. Goals and Objectives of Asset Management

To achieve its strategic objectives the FAFC aims to manage its assets over their total lifecycle within an asset management framework that takes into consideration the community’s service expectations.

The key elements of asset management are:

- Providing a defined level of service and monitor performance;
- Managing the impact of growth or decline through demand management and infrastructure investment;
- Taking a ‘whole of life’ approach to developing cost-effective management strategies for the long term that meet defined levels of service;
- Identifying, assessing and appropriately controlling risks; and
- Maintaining a long-term financial plan which identifies required expenditure and how it will be funded.

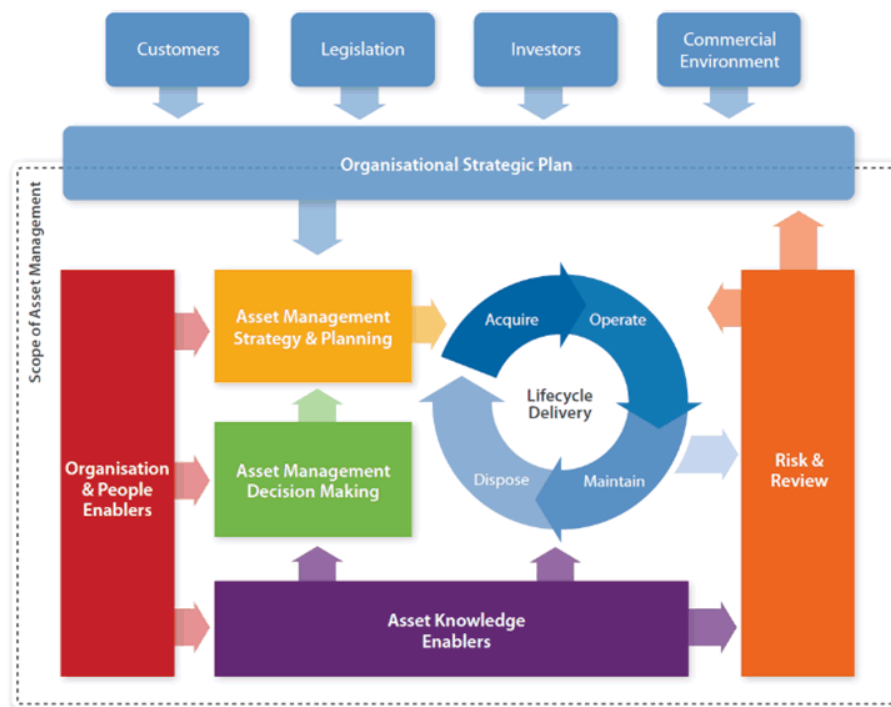


Figure 3 – IAM’s Conceptual Model for Asset Management



4. Integrated Planning

Deciding whether to acquire, replace, use, maintain or dispose of an asset will be a part of FAFC's Strategic Plan:

- Asset functions are assessed against and matched with program delivery standards or service delivery strategies as set out by the Board;
- The asset strategy time frame is matched with the Club's Development Plan and ideally extends over the life of longer-lived assets;
- Capital and recurrent (operating) costs are incorporated in the asset strategy which is linked with FAFC budgets in the financial management strategy.

4.1. Integrating Strategic Goals

FAFC will consider the needs of all community user groups and the capacity of current assets to meet those needs.

The Board acknowledges the following considerations:

- Standards — Asset delivery that is consistent with the level of service or participation by user groups.
- Utilisation — Providing opportunities for the asset to deliver services to the maximum number of users.
- Maintenance — Maintaining the asset to ensure it achieves its useful functional life at optimum service delivery standards, in addition to minimising (recurrent) operating expenditure.
- Investment — Ensuring adequate funding has been identified to support maintenance standards and regimes, usage and eventual replacement.
- Legal Obligations or Regulator Standards — Ensuring that the provision and management of assets fully consider both stated and prevailing legal obligations and regulatory standards.

4.2. Demand/Gap Analysis

The Club understands an evaluation of what the facility or asset is currently delivering and how it is being used will require engagement with an expert third party to conduct the following:

- Trend Analysis;
- Demand Analysis;
- Supply Analysis; and
- Gap/Deficiency Analysis.

The results of this will identify areas that deviate from the present level of asset provision and suitable strategic action will be undertaken at that stage.



4.3. Understanding Critical Success Factors

Critical success factors are those issues that FAFC have identified which are fundamental to the successful running of the facility or asset.

These are linked closely with the Club's Risk Management Plan and the paramount reasons for undertaking asset management strategies.

Critical success factors need not involve life- threatening situations, but would typically be those that would stop FAFC from delivering the primary service provided by the asset.

FAFC will apply a weighting to ensure that each separate critical success factor is highlighted and addressed as part of an integrated asset management plan.



5. FAFC Asset Planning

This section addresses the evaluation of the alternatives to acquiring a new asset for the Club and the replacement of an existing asset. The evaluation will include a comparison of life-cycle costs.

The Club's Acquisition Plan details the rationale for acquiring, upgrading or replacing an asset.

It will include and address the following:

- The method of acquisition;
- Timing and amount of capital; and
- Recurrent funding required.

The Board must agree that the following key success factors have also been addressed:

- That existing assets are fully utilised, meet functional requirements and perform at optimal levels;
- Genuine consideration has been given to the decision of 'non-asset' solutions such as use of the private sector or demand management; and
- All costs, expressed and implied, are included in consideration of life-cycle costs.

Implied costs may include a notional interest cost on funds used to acquire assets.

Expressed costs will include direct and indirect operating costs.

5.1. Scenario Planning

The Board's aim of scenario planning will be to identify signposts (either triggers or warnings) and decide upon the most appropriate way to exploit opportunities or minimise threats.

Scenario planning will help the Club to see how different forces can manipulate the future and help the Club to understand and prepare for uncertainty.

The Board must consider the following:

- Participation and utilisation trends;
- Changing demographics;
- Changing legal obligations.

The Board's approach to scenario planning as follows:

- Clarifying the strategic directions of the Club;
- Considering options including how to anticipate uncertainty;
- Analysing the full range of macro and micro- environmental forces affecting a decision. These may include political, environmental, economic and social forces.



5.2. Consideration of Asset/Non-Asset Solutions

The Board will consider other available alternatives to address the demand of new or improved services.

This must include:

- Investigating the options for enhanced or expanded services at an existing owned or externally leased facility (program-based alternatives);
- Considering an option to expand asset provision at an existing owned facility or externally leased facility (asset-based alternatives);
- Contemplating the costs and implications of constructing additional facilities to meet the Club's requirements, or refurbishment or redevelopment to address needs; and
- Analysing the alternatives for including the private sector in providing or building facilities to meet Club needs.

All of the above points will be considered by the Board against a baseline option of the consequences of adopting a 'do nothing' alternative.

There are two basic asset alternatives that the Board will consider when planning to acquire a new asset to satisfy the Club's needs:

- Improve the performance of the existing asset; or
- Build, purchase, share lease or enter into an arrangement with the private sector.

5.3. Materiality

The Board will recognise the issues that are directly relevant to the decisions made about asset management, which may include:

- Financial impact of a proposal including capital and operational costs;
- Design of a facility that supports another asset and is constructed elsewhere, i.e. facilities that support like for like designs and services;
- Technical or functional complexity of a project;
- Environmental impact and the potential requirement for public environmental review;
- Financial comparisons of the options; and
- Relative level of risk involved – asset performance, political, financial, procurement, delivery or management.

The Board will consider each of these issues and weigh them to reflect their order and level of importance.



5.4. Maintaining Assets at an Agreed Level of Service

The Board will ensure assets are maintained to deliver the specific agreed level of service to continue to meet the expectations of the Club.

A range of industry compliant benchmarks will be used to provide a sound basis on which to establish the assets expected achievements as per below.

| KRA | Key Result Area | Description | Sample KPI |
|-----|-----------------------------|---|--|
| 1 | Asset management | Assets are functional, fit for purpose and meet the desired standard | Condition assessment; Maintenance and replacement plans; %PM vs CM; plant availability and reliability |
| 2 | Response to all issues | Facilities Department responds to all issues and requests in a timely manner | Response times; Completion ratio; Outstanding work. |
| 3 | Communication and reporting | Facilities Department discusses with Customers their business needs and reports monthly to Customers and Management | Formal customer contact; Regular monthly updates to Customers and Management |
| 4 | Issue resolution | Facilities Department endeavours to resolve issues in a timely manner | Issues identified and resolved on time; Report outstanding issues; Extent of Industrial Unrest |
| 5 | Cost | Services are provided in a cost effective manner including best use of resources | \$/m2; \$/service; Life cycle cost plans; maintenance cost as a proportion (%) of the replacement cost; reduced direct workforce numbers; energy cost/consumption per m2; Expenditure YTD compared to Budget; Mgmt Fees as a % of maintenance and capital costs; |
| 6 | Customer satisfaction | Taking into consideration budget and resource constraints customers level of satisfaction with the service | Improved customer service demonstrated through customer survey results; security; cleaning; image; aesthetics; availability |
| 7 | Safety | Safety issues are minimised, compliance with legislation | OSH plan developed and reported upon; Number of incidents; Lost Time Frequency |

Table 1 – Service Level KRA & KPI's

The Board “Facility Maintenance Sub Committee” (the Sub Committee) will meet and discuss the ongoing performance of the asset. The Sub Committee meets monthly and provides the opportunity to the Board to vary the delivery of services provided by the asset.



In addition to above, the Sub Committee, will agenda the following;

- Financial impact of a proposal including capital and operational costs;
- Design of a facility that supports another asset and is constructed elsewhere, i.e. facilities that support like for like designs and services;
- Technical or functional complexity of a project;
- Environmental impact and the potential requirement for public environmental review;
- Financial comparisons of the options; and
- Relative level of risk involved – asset performance, political, financial, procurement, delivery or management



6. Accountability of Assets

The Board acknowledges the required standards as set out below, for the level of use, condition, maintenance and performance of Club assets.

- Control of and accountability for assets is established with the Sub Committee;
- Fiscal responsibility for assets is established through the budget process and by attributing and allocating costs;
- Establishing condition, use and performance measures; and
- The standard of performance of assets is considered as part of the next planning cycle.

6.1. Asset Accounting Principles and their Effects on Depreciation

The Club will ensure an overarching principle that funds (as a balance sheet item) be set aside in reserve accounts to replace the asset at the end of its economic life.

6.2. Performance Requirements, Condition Recording and Reporting

The Board recognises that assessing the condition of an asset involves systematically examining components and systems and documenting their condition according to the relevant standards for each element.

Recording the assessments will be conducted according to benchmarks and forecasting maintenance expenditure. The information will maintain the Club's asset register current.

There is an understanding at Board level that the reporting of asset condition has a direct bearing on the preparation of the club's annual budget for operational and capital expenditure, in addition to strategic planning implications.

6.3. Management and Maintenance of an Asset Register

The Board will develop and maintain an accurate asset register to:

- Record the existence of an asset;
- Determine its residual value;
- Apportion a 'life of asset' value; and
- Factor changes in either economic or service values.

Recording and maintaining information on the asset register will be carried out according to provisions set out by Australian Accounting Standards Board (AASB).

6.4. Creating, Storing and Communicating Asset Information

The Board will maintain and store all information on asset management across digital spreadsheets and accounting packaged software systems. Copies of this information will be stored off site.

The information will be user friendly and easy to understand by all Board and Sub Committee members.

The information will be distributed from time to time to maintain its operational integrity including the AGM.



7. Internal Control Structures

The Board realises the importance of an internal control structure to establish and promulgate asset policies and procedures and use an information system that provides reliable, relevant and timely data with which to make informed asset management decisions.

The AMP should be utilised in conjunction with the Club's policies & procedures to provide for effective governance which provides the financial and non- financial information necessary to manage assets.

The Board commits to the following:

- The policies and procedures address all aspects of the Asset Life Cycle Cost Analysis (LCCA), are promulgated to all relevant individuals, and are updated regularly;
- Individuals involved in asset management receive training commensurate with their responsibilities;
- The asset register contains data on acquisition, asset identification, accountability information, performance, disposal and accounting;
- The asset register is integrated with the financial and budgetary systems; and
- Asset information is readily accessible to all stakeholders who are accountable for assets.

7.1. Economics and Budgetary Management

The Club's annual budget will incorporate the full life-cycle costs associated with the asset. Life-cycle costing will be based upon the concepts of accrual accounting. It is the Board's intention to engage external expertise on a regular basis to maintain and complete an asset life cycle cost analysis as per the DLGSC in Appendix C .

7.2. Service Level Agreements

The Board acknowledges that any future service contractor performing a service on behalf of the Club, will complete a service level agreement as outlined in Appendix A.

The Board may enter into an arrangement where a service or number of services associated with the function of an asset are provided by external contractors.

The Board will commit to be satisfied that these services, while important, are not core to the function of the asset or facility and can be adequately carried out by other parties. In these circumstances, it is important that the Board establishes a risk management strategy directly associated with the service that is being transferred to the second party.

Once the risk management strategy has been established, both parties should develop a formal agreement setting out the rights and responsibilities associated with the services to be undertaken.

The Board will commit to ensuring that the level of service being provided by the contracted organisation supports both a level of service continuity and asset quality.

Both organisations will agree on how to measure and track performance, particularly in relation to asset management.



7.3. Linking Asset Management to Risk Management

The Board agrees to follow risk management as a formal tool to systematically identify and manage risks throughout the life-cycle of all assets.

The Board will consult *Australian Standard, AS4360* and *Handbook 246 (2002) Guidelines for Managing Risk in Sport and Recreation* to ensure implementation and compliance.

This would include but not be limited to:

- The commercial or community environment in which the organisation operates;
- An appreciation of the relevant stakeholders; and
- The application of a SWOT (strengths, weaknesses, opportunities and threats) analysis.

The three primary stages of risk management are:

- Identification of areas of risk;
- Assessment of the risk; and
- Treatment of the risk.

FAFC will commit to developing and maintaining a risk register that would include:

- The risk itself;
- For each risk identified, the consequences of an event happening and its likelihood;
- For each risk identified, the adequacy of existing controls;
- Likelihood rating;
- Consequences rating;
- Level of risk (treated); and
- Risk priority.

Having identified and categorised each risk, the Club will then need to monitor and treat it. Adopting the following steps will help this process:

- Assign responsibilities for actions;
- Accountabilities for activities;
- Establish performance criteria;
- Establish time frames; and
- Establish procedures for monitoring.

See Appendix B for the Club's adopted Risk Management Procedure.



8. Disposal

The Board will implement a plan that sets out the reasons; time frame; method; and expected proceeds for the disposal of an asset in accordance with the following:

- Under-utilised and under-performing assets are identified in a systematic review process;
- Critical examination of reasons for under-utilisation or poor performance and corrective action is taken or a disposal decision is made;
- Analysis of disposal methods considers the potential market value, the location and volume of assets, the ability to support other government programs, and environmental implications; and
- Regular evaluation of disposal performance.

8.1. Disposal Plan – Redevelop, Refurbish or Dispose

Once an asset has reached the end of its functional or physical life the Club will decide whether to dispose or decommission, update or replace it, in line with the financial and organisational implications of each.

The following components will be considered by the Board:

- Retirement cost impacts;
- Environmental analysis;
- Occupational Safety and Health (OS&H) analysis;
- Replacement or renewal scheme;
- Disposal salvage value; and
- Redeployment or retraining of employees.



APPENDIX A – Service Level Agreement (Example)

SCOPE OF THE SERVICE

The (COMPANY) will provide support to (CLIENT) in respect of all works required by the organisation, which are to be funded from the client's delegated budget or other funding sources. This service is described in further detail in the Definition of the Service. In addition to repairs and maintenance the service will offer the client a range of premises related contracts and offer advice and information

on premises related matters, particularly to support the organisation in the discharge of its statutory responsibilities.

The Service will also work to integrate client work and plans with Local Authority and Government plans, initiatives and targets.

The (COMPANY) has a number of experienced Facility Managers who each currently have day to day responsibility for general maintenance matters at designated premises. They will also draw up schemes for general maintenance contracts, minor works alterations and produce schedules for works, eg external repairs and painting, minor roof repairs and other property requirements and liaise on behalf of premises managers with external agencies eg Fire Authority, Gas, Water and Electricity Boards etc. The staff of the (COMPANY) offer advice and support on all premises related matters. Administrative Support in the section manages a range of contracts to premises and maintains records of statutory requirements eg Asset Management Plans and upgrading plans of premises, as well as the routine ordering of works etc.

It is anticipated that the above service will be provided on a 'fixed cost' basis which would allow full access to, and support from the (COMPANY) staff as outlined above with the following exceptions:

- Costs of Planning Applications, Building Control approvals, other specialist advice eg specialist asbestos checks, structural engineer reports. Specialist advice to be sourced by the Facilities Section or determined by the client.
- Where there was an external cost eg an external specialist or a removal company, expenditure would only be committed with the prior approval of the client.
- A separate service agreement will be put in place for Safety and provided by staff working alongside and integrated with the Building Support staff.

Purpose of the Service

“To provide a quality support service based on individual client needs, and to work in partnership with the client to develop safe, high quality facilities.”

This will be achieved by offering practicable and unbiased advice on premises matters, the preparation and ordering of works and the close monitoring of projects.



DEFINITION OF THE SERVICE

Service levels are described as follows:

- A day to day response service to premises repairs requested by the client and/or identified by the Facilities Manager, including authorisation by client and ordering of works either using the Government/Council approved contractors, contractors nominated by the client or a combination of both, as decided by the client.
- Raise orders for works, ensure execution of works and completion of works to a satisfactory standard with the client. Snag work and follow up work not completed to the required standard with the contractors involved, prior to payment, to the satisfaction of the client.
- Endeavour to ensure that works are carried out in the timescale required by the client or by nature of the work required and that materials used and methods of working meet current regulations and are appropriate to the type of facility.
- Ensure that the authorisation of payments against the client's budget is done with the knowledge and prior approval of the client's nominated representative/s.
- Respond to individual requests for additional information and advice from the client's staff and via approved request mechanisms. All revised condition data to be incorporated into the process of the updating of the (COMPANY) Asset Management Plan.

For works other than routine day to day repairs:

- a) Offer advice and guideline costings to the client in respect of a range of works, for example:
- Internal decoration;
 - Flooring renewal;
 - Electrical alterations/additions;
 - Internal alterations;
 - External painting and repairs;
 - External surfacing;
 - Pointing;
 - Roofing repairs;
 - Structural condition;
 - Drainage Works
 - Glazing
 - Fencing
 - Proposed changes of room use;
 - Fire Precautions (OSH Regulations);
 - Current Building Regulations;
 - Planning Regulations;
 - Construction Regulations;
 - Matters concerning clients heating and plant;
 - Removal of asbestos;



- b) In respect of the works listed above the (*COMPANY*) can produce specifications and estimates for such works, including liaison (with the prior agreement of the client) if required, with other contractors, invite formal tenders and allocate works as requested by the client. The service would supervise the execution of such works, advise on technical standards and monitor work to completion, including snagging.
- Respond to the Client representative or on their behalf as requested in respect of issues raised by other staff or client customers.
 - Assist the Client in the preparation of Building maintenance priority lists for works, both delegated and non delegated and the planning of such works, taking account of client closure periods and co- ordinating works with the day to day operations of the client.
 - Provide an advice and support service in respect of specialist equipment and its maintenance and costings, for example, of extensive plant renewal. Arrange and supervise removals and disposal of equipment upon request.
 - Provide the opportunity to participate, upon request, in a range of contracts/service agreements related to equipment and services which the (*COMPANY*) currently provides to all sites, e.g. disposal of waste, chemical disposal, annual service of PE equipment, annual servicing of fire equipment, mechanical services, cleaning, security. Monitor such contracts and ensure an appropriate level of service, following up any complaints and queries.
 - Provide advice and support to the Client and staff in respect of Service and Inspection reports and other safety reports upon request eg. mechanical/fire.
 - Support the client in respect of the execution of large scale capital works, liaising with other organisations and companies as required.

CUSTOMER PROFILE

The service is intended to support clients in the widest sense in their continuing efforts to raise standards and provide high quality facilities. The key mechanisms for meeting this target will be the continuing development and maintenance of a supportive working relationship with client staff.

OPERATIONAL PROCEDURES AND GUIDELINES

It is envisaged that the Building Services delivery would be by means of the measures outlined below and by the staff outlined in Scope of the Service.

- A designated Facility Manager and backup Facility Manager for the client.
- Regular visits by the Facility Managers, Engineers and other staff as pre-arranged with the client. More frequent visits related to emergencies and work in progress will be made as required and as agreed with the client.

Visits by the Facility Managers and Engineers to prepare schedules and estimates and to provide advice. Requests by the client for such a visit will be responded to within 24 hours.



Provision of a repair/request reporting service and an advice/support service by telephone from 8.30am to 5.00pm. Outside the working day response service to emergency situations will be provided by senior officers, call out being made via the designated call process.

- Initial response to complaints/queries will be within 24 hours.
- Liaison as required with contractors/support staff engaged on capital funded works, major refurbishments, boiler/heating maintenance and consultants.
- Access to Facilities information support which includes (*COMPANY*) Policy and documentation which provides detailed information on a wide variety of products and Building Regulations. Access to be via Facility Managers or direct by member of client staff by arrangement.
- Scrutiny of client (if requested) and follow up of Building issues. A five day initial response limit to requests from the Client for additional information to respond to individual queries/complaints/ incidents concerning Building issues raised.
- Liaison with other organisations in terms of service provision and performance.

PERFORMANCE CRITERIA

In summary, Service Levels offer:

- A 24 hour, 365 day service with stated response times.
- A service which combines technical support from building professionals with an understanding of the specific needs of the facility environment.
- An established service which is clearly defined, delivered by a small team and gives the client total cover, with clear cut off points when additional expenditure would be involved in using more specialist input, e.g. architectural and structural services and asbestos removal. This service ensures that such expenditure is not incurred unnecessarily for routine work and it allows the client to plan more easily in terms of anticipated expenditure in respect of Building Services.
- A service where the staff who initiate repairs, respond to requests for repairs, plan maintenance, draw up schedules and advise the client on priorities and costs, are totally independent of the contractors carrying out the work. The advice is impartial and without bias in terms of securing work or highlighting particular types of work. In doing this, the systems offered meet common financial standards for public bodies.
- A service where a number of the staff involved are familiar with the premises at the client and the needs of the organisation. In addition, the service is concerned with education premises only, with no other demands. The service offers named contacts, guaranteed responses, and a friendly, professional and co-operative service. All staff meet statutory requirements in respect of Access to client premises and or child activities.



APPENDIX B – Risk Management Guide

Risky Business — A Club Guide to Risk Management

What is Risk Management?

The Australian/New Zealand Standard for Risk Management (AS/NZS 4360) defines risk management as:

“The culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects.”

What is Risk?

The Australian/New Zealand Standard for Risk Management (AS/NZS 4360) defines risk as:

“The chance of something happening that will have an impact upon objectives. It is measured in terms of likelihood and consequences.”

RISK REDUCTION

The Australian/New Zealand Standard for Risk Management (AS/NZS 4360) defines risk reduction as:

“A selective application of appropriate techniques and management principles to reduce either likelihood of an occurrence or its consequence or both.”

RISK TRANSFER

The Australian/New Zealand Standard for Risk Management (AS/NZS 4360) defines risk transfer as:

“Shifting responsibility or burden for loss to another party through legislation, contract, insurance or other means.”

RISK ACCEPTANCE

The Australian/New Zealand Standard for Risk Management (AS/NZS 4360) defines risk acceptance as:

“An informed decision not to become involved in a risk situation.”

With Australian sport and recreation organisations facing the increasing risk of litigation many organisations are recognising the need to provide protection for their volunteers, members and participants.

Identifying potential risk and creating a risk management policy for your club, group or event can have a number of subsequent benefits. These can include:

- Good business and management practice
- Assistance with strategic planning
- Reducing unexpected and costly surprises; and
- More effective and efficient allocation of resources.

Why do we need to manage Risk?

- Helps you to clearly define insurance needs
- Compliance with regulatory requirements
- Assists in preparation for auditing
- Lessening risk may encourage more people to participate in your activity
- Better results from projects and programs
- Better information for decision making
- Balancing opportunity and risk.

When do we need to manage risks?

ALL THE TIME

Risk management is an ongoing process applied to all aspects of your operations. Any new project, event or competition should have a risk assessment completed.

Risk management is a five step process The five steps are:

- 1 Establishing the context
- 2 Identify risk
- 3 Assess risks
- 4 Treat risks
- 5 Ongoing monitoring and review.



1 ESTABLISHING THE CONTEXT

- The scope of risk management within your organisation
- The aims and objectives of your own risk management program in relation to your organisation
- The Who, What, When, How and of course – with what resources?
- Determine criteria for treating risks
- Define the extent and comprehensiveness of the risk management activities
- Define the project or activity for which you are going to identify risks
- Define your risk assessment criteria table
- Define your risk acceptance criteria.

2 RISK IDENTIFICATION

Potential risks can be identified through various methods such as:

- Experience and records
- Brainstorming
- Systems analysis
- Personal reports
- Audit and other recommendations
- What can happen – list events that might happen
- How and why it can happen – list the possible causes and scenarios.

3 RISK ASSESSMENT

To assess the likelihood of potential risks:

- Likelihood – used as a description of probability and frequency
- Consequence – the outcome of an event or situation could be a loss, injury, disadvantage or gain
- Look at the adequacy of existing risk management strategies

- How likely is an identified risk to occur
- What are the consequences if it occurs
- Decide which risks are to be treated or accepted.

The Risk Management Strategy Grid and Risk Assessment and Acceptance Table on page 6, may help you to determine the likelihood, possible consequences and levels of potential risks.

4 RISK TREATMENT AND CONTROL

To treat and control potential risks:

- Reduce the likelihood
- Reduce the consequences
- Transfer the risk i.e. use of insurance
- Accept the risk
- Avoid the risk.

The Risk Management Template and Action Plan on page 30, may help you develop a risk management action plan for your organisation.

5 MONITORING AND REVIEW

Potential risks can be monitored and reviewed through:

- Risk reviews
- Claims performance reports
- Audits (internal and external) reporting
- Progress of the Risk Treatment Plan implementation.

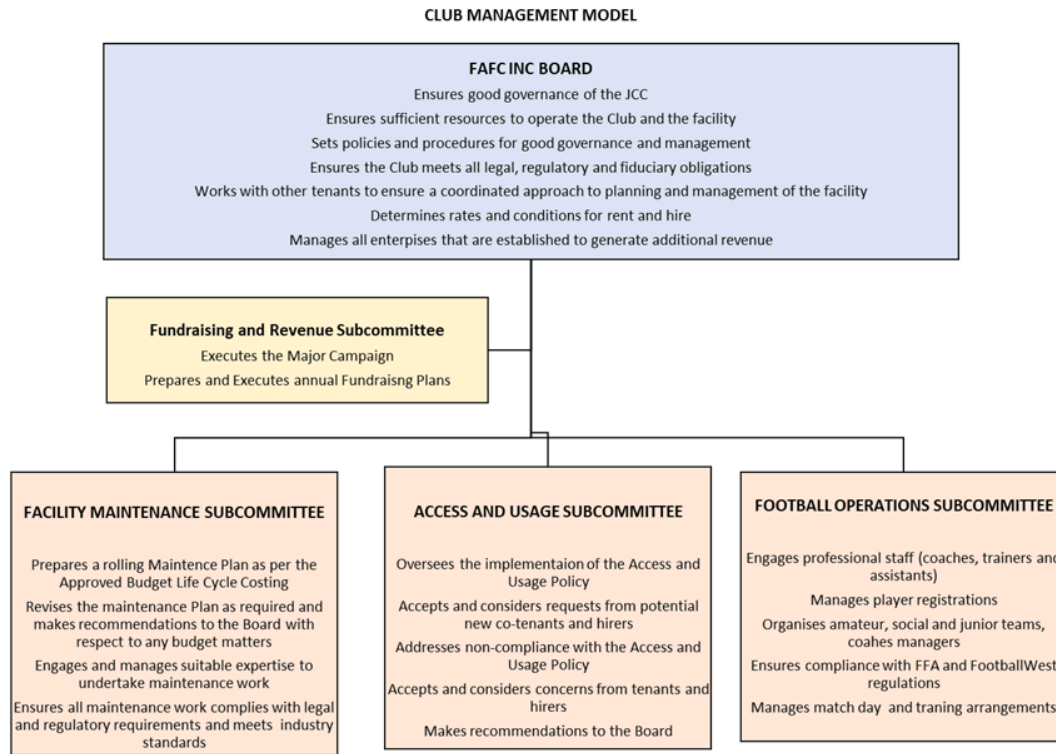


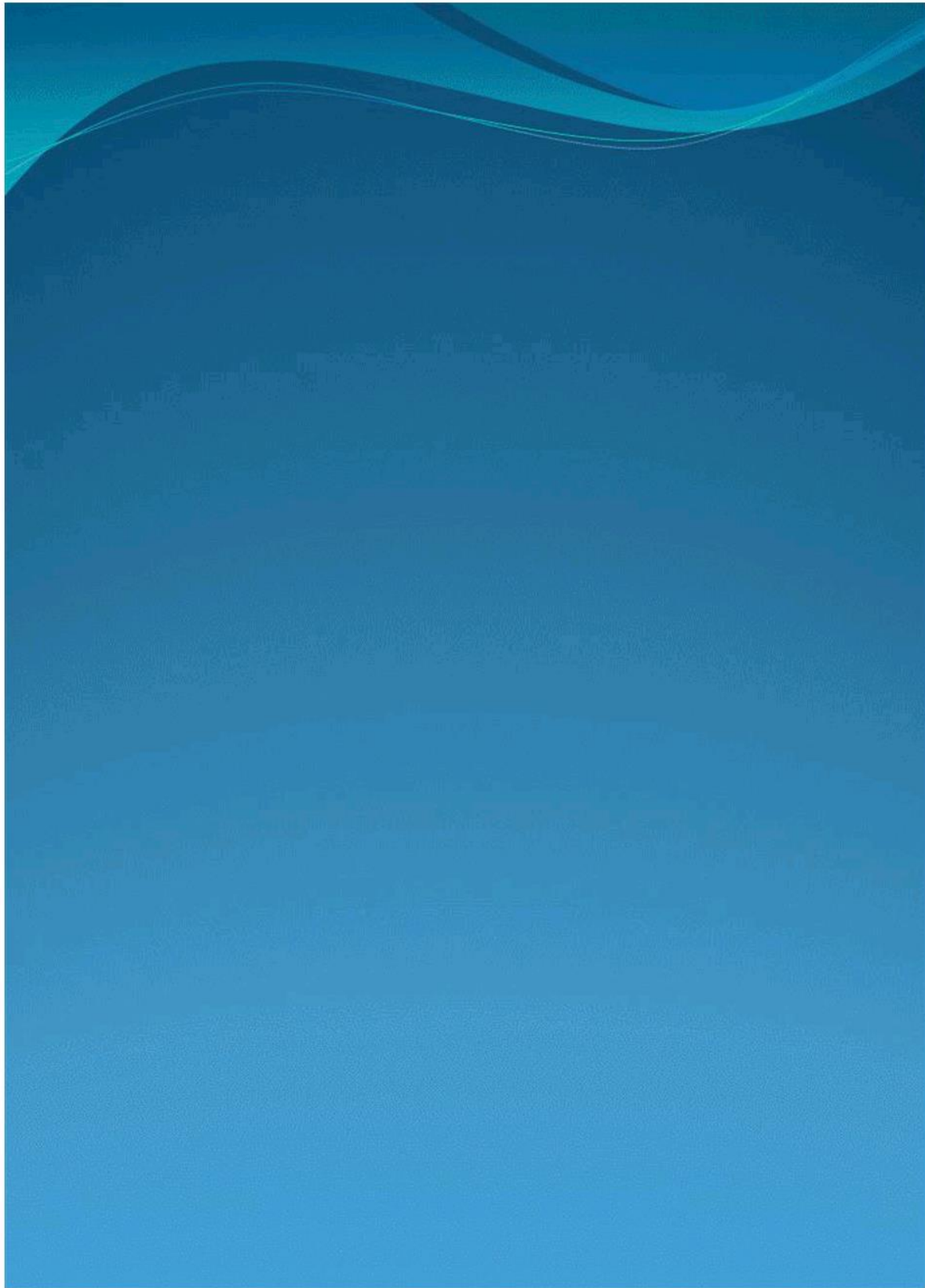
APPENDIX C – Life Cycle Cost Analysis

| Unit Generating Activities | | | | Capital or Operating | Fees Percentag | Year 0 2019 | Year 1 2020 | Year 2 2021 | Year 3 2022 | Year 4 2023 | Year 5 2024 | Year 6 2025 | Year 7 2026 | Year 8 2027 | Year 9 2028 | Year 10 2029 |
|--|---------------------------------------|---|--------------------------|----------------------|----------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| FLOREAT ATHENA SOCCER CLUB INC | | | | | | | | | | | | | | | | |
| Life Cycle Analysis | | | | | | | | | | | | | | | | |
| Mar-19 | | | | | | | | | | | | | | | | |
| Design and development | | | | | | | | | | | | | | | | |
| Planning | | | Cap | 1.00% | \$ 7,392 | \$ 14,939 | \$ 7,668 | | | | | | | | | |
| Project management | | | Cap | 3.00% | \$ 14,785 | \$ 29,879 | \$ 15,336 | | | | | | | | | |
| Design documentation | | | Cap | 7.00% | \$ 51,747 | \$ 104,575 | \$ 53,677 | | | | | | | | | |
| Total | | | | | \$ 73,925 | \$ 149,393 | \$ 76,681 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Facility Upgrade works. | | | | | | | | | | | | | | | | |
| | Scope | Anticipated Upgrade Cost | Expected Year of upgrade | | | | | | | | | | | | | |
| Club Facilities | 2.C.1 - 2.C.4 | New Change Room (approx. 300 m2) | 2020 | Cap | \$ 1,290,257 | | | | | | | | | | | |
| | | Rebuild player race | 2020 | Cap | \$ 203,674 | | | | | | | | | | | |
| | | Refurbish existing changerooms for female players | 2021 | Cap | \$ 316,820 | | | | | | | | | | | |
| Spectator Facilities | 2.D.1 - 2.D.2 | Refurbish undercroft area | 2019 | Cap | \$ 655,690 | | \$ 316,820 | | | | | | | | | |
| | | Toilet block internal refurbishment | 2019 | Cap | \$ 83,559 | | | | | | | | | | | |
| Synthetic Turf Pitch | 2.F.1 | Synthetic Turf pitch | 2021 | Cap | \$ 450,000.00 | | \$ 450,000 | | | | | | | | | |
| Total | | \$ 3,000,000 | | | \$ 739,249 | \$ 1,493,931 | \$ 766,820 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 3,000,000 |
| Anticipated Replacement Costs | | | | | | | | | | | | | | | | |
| | | Anticipated Replacement Value | Expected Life | | | | | | | | | | | | | |
| Refurbish original Entry and turnstile building | | \$ 150,000 | 15 | Cap | | | | | | | | | | | | |
| Existing Turnstile building (150M2) | | | | Cap | | | | | | | | | | | | |
| Fencing / Walls | | | | Cap | | | | | | | | | | | | |
| Remainder Perimeter Fence including gates | | \$ 209,000 | 15 | Cap | | | | | | | | | | | | |
| Perimeter Wall | | \$ 49,500 | 15 | Cap | | | | | | | | | | | | |
| Retaining Walls (between clubroom & changeroom) | | \$ 60,500 | 15 | Cap | | | | | | | | | | | | |
| Retaining Walls (between clubroom & changeroom) | | \$ 27,500 | 15 | Cap | | | | | | | | | | | | |
| Toilet Block | | | | Cap | | | | | | | | | | | | |
| Toilet fitting replacement | | \$ 30,800 | 10 | Cap | | | | | | | | | | | \$ 30,800 | |
| Grand Stand | | | | Cap | | | | | | | | | | | | |
| Concrete repairs | | \$ 14,432 | 15 | Cap | | | | | | | | | | | | |
| Seating | | \$ 162,562 | 5 | Cap | | | | | \$ 362,562 | | | | | | | |
| Seating fixtures | | Incl Above | 5 | Cap | | | | | | Incl Above | | | | | | |
| Roof | | \$ 84,700 | 15 | Cap | | | | | | | | | | | | |
| Structural Beams | | \$ 392,500 | 50 | Cap | | | | | | | | | | | | |
| Handrails | | \$ 23,100 | 2 | Cap | | \$ 23,100 | | | | | | | | | | |
| Grandstand Undercroft | | \$ 655,699 | 50 | Cap | | | | | | | | | | | | |
| Re-built Grandstand | | \$ 2,885,000 | 50 | Cap | | | | | | | | | | | | |
| Terrace Seating | | | | Cap | | | | | | | | | | | | |
| Seating | | \$ 223,300 | 15 | Cap | | | | | | | | | | | | |
| Seating fixtures | | Incl Above | 15 | Cap | | | | | | | | | | | | |
| Clubroom | | | | Cap | | | | | | | | | | | | |
| Roof | Flat roof, Steel sheeting | \$ 361,700 | 15 | Cap | | | | | | | | | | | | |
| Floors Carpet | High Traffic Carpet Floor Tiles | \$ 41,580 | 7 | Cap | | | | | | \$ 41,580 | | | | | | |
| Floors Timber | | \$ 107,800 | 10 | Cap | | | | | | | | | | | \$ 107,800 | |
| Toilets | | \$ 119,165 | 15 | Cap | | | | | | | | | | | | |
| Bar | | \$ 26,400 | 15 | Cap | | | | | | | | | | | | |
| Kitchen | | \$ 133,760 | 10 | Cap | | | | | | | | | | | | \$ 133,760 |
| Internal Walls | No-Painting | \$ 15,840 | 5 | Cap | | | | | \$ 15,840 | | | | | | | |
| Ceiling | Linear Metal Ceiling Panel | \$ 132,000 | 10 | Cap | | | | | | | | | | | | \$ 132,000 |
| Air-conditioning | Apac air conditioner Model H01601 | \$ 72,000 | 10 | Cap | | | | | | | | | | | | \$ 72,000 |
| Air-conditioning | Upgrade in 5 Years time (assumed 30k) | \$ 30,000 | 5 | Cap | | | | | \$ 30,000 | | | | | | | |
| Veranda (outside boardroom) | Coleborned Steel | \$ 3,300 | 3 | Cap | | | \$ 3,300 | | | | | | | | | |
| Veranda (outside function room) | Part of existing clubroom roof | \$ 11,000 | 3 | Cap | | | \$ 11,000 | | | | | | | | | |
| Toilet Block | | \$ 1,496,000 | | Cap | | | | | | | | | | | | |
| Sound System | | | 30 | Cap | | | | | | | | | | | | |
| Hot water Systems | Allowance | \$ 10,000 | 10 | Cap | | | | | | | | | | | | \$ 10,000 |
| Floor - Repainting (2022) | Repainting - 2022 | \$ 4,500 | 4 | Cap | | | | \$ 4,500 | | | | | | | | |
| Auto-Reticulation | | \$ 11,000 | 1 | Cap | \$ 11,000 | | | | | | | | | | | |
| Player Race / Change Room | | | | Cap | | | | | | | | | | | | |
| Player Race | | \$ 219,219 | 40 | Cap | | | | | | | | | | | | |
| Change rooms | | \$ 1,496,000 | 40 | Cap | | | | | | | | | | | | |
| Scoreboard | | | | Cap | | | | | | | | | | | | |
| Electronic | | \$ 44,000 | 15 | Cap | | | | | | | | | | | | |
| Total | | | | | \$ 11,000 | \$ 23,100 | \$ 14,300 | \$ 4,500 | \$ 308,402 | \$ - | \$ 41,580 | \$ - | \$ - | \$ - | \$ 210,600 | \$ 275,760 |
| Maintenance | | | | | | | | | | | | | | | | |
| Repairs & Maintenance - Building stock | Labour in kind - from previous budget | | | Op | | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 |
| Clubrooms Timber Floor Maintenance | Allowance | | | Op | | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | |
| Repairs & Maintenance - Main Pitch | Including Professional Services | | | Op | | \$ 25,119 | \$ 25,119 | \$ 25,119 | \$ 25,119 | \$ 25,119 | \$ 25,119 | \$ 25,119 | \$ 25,119 | \$ 25,119 | \$ 25,119 | |
| Surrounding grounds and gardens | Allowance | | | Op | | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | |
| Routine maintenance | Repairs & maintenance | | | Op | | \$ 14,867 | \$ 14,867 | \$ 14,867 | \$ 14,867 | \$ 14,867 | \$ 14,867 | \$ 14,867 | \$ 14,867 | \$ 14,867 | \$ 14,867 | |
| Total | | | | | \$ - | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 | |
| SUMMARY | | | | | | | | | | | | | | | | |
| Total Capital Costs incl fees | | | | Cap | \$ 813,174 | \$ 1,643,324 | \$ 843,502 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 3,300,000 |
| Total anticipated Replacement costs | | | | Cap | \$ 11,000 | \$ 23,100 | \$ 14,300 | \$ 4,500 | \$ 208,402 | \$ - | \$ 41,580 | \$ - | \$ - | \$ - | \$ 210,600 | \$ 275,760 |
| Total Operating Costs (Not included) | | | | Op | | | | | | | | | | | | |
| Total Maintenance Costs | | | | Op | \$ - | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 | |
| Total Annual cost - Capital Replacement and Maintenance | | | | | \$ 824,174 | \$ 1,732,270 | \$ 921,148 | \$ 70,346 | \$ 271,748 | \$ 65,846 | \$ 104,926 | \$ 65,846 | \$ 63,346 | \$ 276,446 | \$ 339,106 | |
| Notes | | | | | | | | | | | | | | | | |
| 1. Costings except for synthetic turf are from previous analysis prepared by Wilde Woolland. | | | | | | | | | | | | | | | | |
| 2. Proposed upgrade costs are from previous estimates plus 2.2% for construction cost increase to March 2019 | | | | | | | | | | | | | | | | |
| 3. Proposed upgrade work assumed to commence Year 2019 and completed Year 2020 | | | | | | | | | | | | | | | | |
| 4. Replacement costs have not been increased from previous estimates. | | | | | | | | | | | | | | | | |
| 5. Base maintenance costs have been amalgamated from previous operating budget. | | | | | | | | | | | | | | | | |
| 6. Documentation costs are included above but will be Pro bono from within club | | | | | | | | | | | | | | | | |
| 7. Operating and running costs are not included in forecasts | | | | | | | | | | | | | | | | |
| 7. All costs indicates as todays cost | | | | | | | | | | | | | | | | |
| 8. All costs exclude GST | | | | | | | | | | | | | | | | |



APPENDIX D – Club Management Model





| Plant Equipment | Item | Details | Manufactured/Purchased | Work Forward | Capital Costs (Building work only) | Expected life (years) | Maintenance Cost per year | Running Cost | Replacement Cost (incl Demolitions) |
|---|---|---|--|---|--|-----------------------|---------------------------|--------------|-------------------------------------|
| Building | Existing Turnstiles (This will be converted to Velodrome café. Part of the financing plan. Business model will be determined through the planned visibility study) | Entrance building facing Britannia Road | 2018 | Refurbishment (Item 2.A.4) | \$ 363,000.00 | 40 | | | \$ 399,300.00 |
| | | | 1962 | Existing building | \$ 37,800.00 | 20 | | | \$ 41,580.00 |
| | | | | Café Equipments | \$ 80,000.00 | 10 | | | \$ 88,000.00 |
| Fencing/Walls | Britannia Road Fencing Remaining Perimeter Fence including gates Perimeter Wall Retaining Walls (between clubroom & changeroom) Retaining Walls (between clubroom & changeroom) | Cyclone Fencing Brick wall behind clubrooms Limestone Wall Brick Wall | 1962 | Part of the refurbishment plan and included in the financing plan. | \$ 234,000.00 | | | | \$ 257,400.00 |
| | | | 1962 | Rust, minor breakage | \$ 190,000.00 | | | | \$ 209,000.00 |
| | | | 1983 | Sound, due for repainting 2025 | \$ 45,000.00 | | | | \$ 49,500.00 |
| | | | 2012 | Structurally sound | \$ 55,000.00 | | | | \$ 60,500.00 |
| | | | 2012 | Structurally sound | \$ 25,000.00 | | | | \$ 27,500.00 |
| Building | Toilet Block | Toilet Block behind the Grandstand | 1962 | Part of the refurbishment plan and included in the financing plan. | \$ 80,000.00 | | | | Incl below |
| | | | | New Building Works | \$ 545,000.00 | | | | \$ 599,500.00 |
| Grandstand | Concrete repairs | First 3 rows | 1962 | Part of the refurbishment plan and included in the financing plan. | \$ 13,120.00 | | | | \$ 14,432.00 |
| | | | | | \$ 147,784.00 | | | | \$ 162,562.40 |
| | Seating Seating fixtures | Sebel Viva Plastic Seat&Back Galvanised frame secured with high tensile anchor bolts | 2010 | Commence replacement program in 5 years time | \$ 77,000.00 | | | | \$ 84,700.00 |
| | | | | | \$ 175,000.00 | 50 | | | \$ 192,500.00 |
| | Roof | Steel sheeting | 1962 | Operational no deterioration detected e.g. leaks, rust | \$ 21,000.00 | | | | \$ 23,100.00 |
| | Structural Beams | | 1962 | Independent Inspected advised 50 year life The club will look at installing hand rails for additional safety | \$ 635,000.00 | 50 | | | \$ 698,500.00 |
| | Handrails | Not part of the current structure | | Independently inspected advised 50 year life. Part of the refurbishment plan and included in the financing plan | \$ 2,885,000.00 | | | | \$ 2,885,000.00 |
| Grandstand Undercroft | | 1962 | | | | | | | |
| Repalce Grand Stand | | | Re-build existing | | | | | | |
| Terrace Seating (front of clubroom, left of grandstand) | Seating Seating fixtures Safety Rallings Concrete | Sebel Plastic Seat&Back Galvanised frame secured with high tensile anchor bolts | 1997 | Weather deterioration detected | \$ 203,000.00 | | | | \$ 223,300.00 |
| | | | 1997 | Sound condition | \$ - | | | | \$ - |
| | | | 1997 | Sound condition | \$ - | | | | \$ - |
| | | | 1997 | Sound condition | \$ - | | | | \$ - |
| Clubrooms | Roof | Flat roof, Steel sheeting | 1983 | | \$ 147,000.00 | | | | \$ 161,700.00 |
| | | | | | \$ 37,800.00 | | | | \$ 41,580.00 |
| | Floors Carpet | High Traffic Carpet Floor Tiles | 1983 | Sanded and polished every 2 years \$2500 | \$ 98,000.00 | | | | \$ 107,800.00 |
| | | | | | \$ 106,000.00 | | | | \$ 116,600.00 |
| | Toilets | | | 1983 | Part of the refurbishment plan and included in the financing plan. | \$ 24,000.00 | | | \$ 26,400.00 |
| | Bar | | | 1983 | Part of the refurbishment plan and included in the financing plan. | \$ 121,600.00 | | | \$ 133,760.00 |
| | Kitchen | Goldstein Stove Hobart Convention Oven Eswood Dishwasher Muller Coolroom x 2 (4mx3m) Kelvinator 500L Freezer Stainless Steel Sink and Benches Fry Master Twin Deep Fryers Canopy extractor fan Wall and Floor Tiles | 1983 | | \$ - | | | | \$ - |
| | | | 1983 | | \$ - | | | \$ - | |
| | | | 1983 | | \$ - | | | \$ - | |
| | | | 1983 | | \$ - | | | \$ - | |
| | | | 2017 | | \$ - | | | \$ - | |
| | | | 1983 | | \$ - | | | \$ - | |
| | | | 1983 | | \$ - | | | \$ - | |
| | | | 1983 | | \$ - | | | \$ - | |
| | Internal Walls Ceiling | Linear Metal Ceiling Panel | 1983 | Structurally sound, may need repainting next 5 years Deterioration detected | \$ 14,400.00 | | | | \$ 15,840.00 |
| | | | | | \$ 120,000.00 | | | | \$ 132,000.00 |
| | Air-condition Sound System | Apac air conditioner Model HD1601 | 2010 | Cost \$40k plus \$15k install, 10 year life, replace 2020 | \$ 72,000.00 | | | | \$ 79,200.00 |
| Electrical and Wiring | | 1983 | Functional, needs upgrade over next 5 years | \$ - | | | | \$ - | |
| Plumbing | Vulcan Freeloader Hotwater | 2000 | Functional, may need upgrading Functional, regularly maintained | \$ - | | | | \$ - | |
| Tables & Chairs | | 2008 | Good condition, largely donated members and supporters | \$ - | | | | \$ - | |
| Office Equipment | Printer Fax, Computer, White board | 2015 | Good condition, largely donated members and supporters | \$ - | | | | \$ - | |
| Office Furniture | Desks, Board table, Chairs | 2015 | Good condition, largely donated members and supporters | \$ - | | | | \$ - | |
| Windows | Aluminium Windows | 1983 | Good working order | \$ - | | | | \$ - | |
| Veranda (outside boardroom) | Colorbond Steel | 1997 | Roof leakage detected | \$ 3,000.00 | | | | \$ 3,300.00 | |
| Veranda (outside function room) | Part of existing clubroom roof | 1983 | Roof leakage detected | \$ 10,000.00 | | | | \$ 11,000.00 | |

| | | | | | | |
|---|--|---|--------------------------------------|--|-----------------|-----------------|
| Building | Toilet Block | Toilet Block (Britannia Road End) | 1962 | Conversion of Toilet block to Changeroom in 2015 | \$ 1,360,000.00 | \$ 1,496,000.00 |
| | Tiling wet areas | | | | | \$ - |
| | Plumbing fixtures | PVC pipes | | | | \$ - |
| | Showers | Installed 5 showers | | | | \$ - |
| | Toilets | Installed 5 toilets, 2 urinals | | | | \$ - |
| | Electrical | Upgraded switchboard | | | | \$ - |
| | Bench seating | | | | | \$ - |
| | Upgrade walls ceiling roof doors and windows | | | | | \$ - |
| | Hot water Systems | Installed 3 systems Stibel Eltron 3 phase DHBE18 | 2015 | | \$ 4,500.00 | \$ 4,950.00 |
| | Floor | Painted | | Repainting required 2022 | | \$ - |
| Internal Walls | | | Structurally sound | | \$ - | |
| Roof | | | Structurally sound | | \$ - | |
| External Walls | | | Minor deterioration, Render required | | \$ - | |
| Patio Area | Paving | | 1983 | Good condition | | \$ - |
| | Patio | Clorbond post and roof | 2000 | Good condition | | \$ - |
| | | | | | | \$ - |
| Club has assessed that this will cost \$200 week, \$10K year. This service has been provided by club volunteers and is expected to continue | | | | | | \$ - |
| Surrounding grounds and gardens | | | | | | |
| Gardening Equipment | Lawnmower Grounds | John Deere X300R F3684 | 2010 | | | \$ - |
| | Sundry Gardening tools | | | | | \$ - |
| | Bitumen | | 1962 | Early deterioration detected at North East end | | \$ - |
| Pitch Area - square meters | Lawnmower Pitch | Toro - Reelmaster 5500 Fairway Mower | 2010 | | | \$ - |
| | Corer | Hollow Powered Lawn Aerator | 2010 | | | \$ - |
| | Fence | Cyclone fencing | 1997 | Good condition, minor repairs required | | \$ - |
| | Player Seating (Bench) | 2xSteel Bench, Sebel plastic seat&back with galvanised seating frame | | Good condition | | \$ - |
| | Auto-Reticulation | Hunter Reticulation System 20 high pressure sprinkler heads, pvc pipe. | 1997 | Rewiring required 2018 | \$ 10,000.00 | \$ 11,000.00 |
| | Goal Frame | 2xAluminium removable posts | | Good condition | | \$ - |
| | Portable Goals | 6xAluminium portable goals | | Good condition | | \$ - |
| Paths | Concrete | | 2012 | Good condition | | \$ - |
| | | | | | | \$ - |
| Building | Players Race | | 1962 | Part of the refurbishment plan and included in the financing plan. | \$ 195,000.00 | \$ 214,500.00 |
| | Change rooms | | 1962 | Refurbish existing facilities | \$ 1,360,000.00 | \$ 1,496,000.00 |
| Scoreboard | Electronic | 5.12m x 1.44m 13.3mm LED Wall 14x Chromalux I/O 13.3 LED Panels 3x Double Panel Flybar 1x Power Distro 1x LED Processor 1x Lot Signal & Power Cables 1x Lot Spares 1x Installation (Rigging Point, Power & Signal) 2x Lynx Technik Ethernet to Fiber Bi Directional 130m 6core Fiber cable | 2014 | Good condition replacement cost valued at \$40K | \$ 40,000.00 | \$ 44,000.00 |

FLOREAT ATHENA SOCCER CLUB INC.
Detailed Profit and Loss Statement

| | 2017-18 Budget \$ | 2016-17 TBA | 2015-16 Actual \$ | 2014-15 Actual \$ | AVERAGE |
|--|-------------------------|----------------------|-------------------------|-------------------------|----------------------|
| Income | | | | | |
| Trading profit | \$ 203,000.00 | 155,324.39 | \$ 147,661.09 | \$ 131,384.67 | \$ 159,342.54 |
| Gate takings | \$ 25,000.00 | 26,383.18 | \$ 10,689.00 | \$ 27,682.64 | \$ 22,438.71 |
| Donations - Professional Services | \$ 11,360.00 | 11,360.00 | \$ 11,360.00 | \$ 11,360.00 | \$ 11,360.00 |
| Donations - Pitch maintenance | \$ 6,240.00 | 6,240.00 | \$ 6,240.00 | \$ 6,240.00 | \$ 6,240.00 |
| Soccer Registrations | \$ 120,000.00 | 105,972.70 | \$ 132,267.67 | \$ 103,960.45 | \$ 115,550.21 |
| Memberships | \$ 6,000.00 | 5,601.85 | \$ 5,313.00 | \$ 3,840.00 | \$ 5,188.71 |
| Rent Income | \$ 20,000.00 | 16,536.37 | \$ 17,586.36 | \$ 18,781.80 | \$ 18,226.13 |
| Sponsorship | \$ 186,000.00 | 148,264.82 | \$ 155,553.90 | \$ 143,490.70 | \$ 158,327.36 |
| Venue hire | \$ 3,000.00 | 2,363.64 | \$ 1,631.82 | \$ 3,454.56 | \$ 2,612.51 |
| Football West - prize money | | 6,000.00 | | \$ 5,000.00 | \$ 5,500.00 |
| Total income | \$ 580,600.00 | \$ 484,046.95 | \$ 488,302.84 | \$ 455,194.82 | \$ 504,786.15 |
| Expenses | | | | | |
| Advertising and promotion | \$ 7,000.00 | 7,122.19 | \$ 1,321.82 | \$ 7,334.00 | \$ 5,694.50 |
| Bank Fees And Charges | \$ 3,000.00 | 3,099.53 | \$ 2,823.67 | \$ 2,799.05 | \$ 2,930.56 |
| Cleaning/rubbish removal | \$ 28,000.00 | 29,098.12 | \$ 28,488.92 | \$ 28,965.51 | \$ 28,638.14 |
| Electricity | \$ 22,000.00 | 21,949.85 | \$ 21,677.15 | \$ 23,935.74 | \$ 22,390.69 |
| Gas | \$ 3,000.00 | 2,624.00 | \$ 3,413.28 | \$ 2,566.49 | \$ 2,900.94 |
| Water & Rates | \$ 18,000.00 | 18,962.92 | \$ 17,691.12 | \$ 14,621.85 | \$ 17,318.97 |
| Fees, lic & permits | \$ 25,000.00 | 7,805.35 | \$ 25,035.51 | \$ 20,970.92 | \$ 19,702.95 |
| Ground lease fees | \$ 12,000.00 | 10,384.47 | \$ 15,491.79 | \$ 7,066.33 | \$ 11,235.65 |
| Insurance | \$ 13,000.00 | 12,678.18 | \$ 12,512.98 | \$ 13,224.69 | \$ 12,853.96 |
| Interest | \$ 3,000.00 | 3,820.38 | \$ 3,061.88 | \$ 2,585.48 | \$ 3,116.94 |
| Internet/Phone | \$ 4,000.00 | 3,041.46 | \$ 4,951.61 | \$ 3,134.76 | \$ 3,781.96 |
| Junior soccer expenses | \$ 45,000.00 | 36,981.16 | \$ 38,352.72 | \$ 54,137.07 | \$ 43,617.74 |
| Labour in kind: | | | | | |
| - Professional Services | \$ 11,360.00 | 11,360.00 | \$ 11,360.00 | \$ 11,360.00 | \$ 11,360.00 |
| - Pitch maintenance | \$ 6,240.00 | 6,240.00 | \$ 6,240.00 | \$ 6,240.00 | \$ 6,240.00 |
| Registrations | \$ 15,000.00 | 23,408.67 | \$ 11,584.76 | \$ 11,687.27 | \$ 15,420.18 |
| Repairs & maintenance | \$ 10,000.00 | 27,885.09 | \$ 15,488.97 | \$ 6,093.75 | \$ 14,866.95 |
| Repairs & Maintenance - main pitch | \$ 25,000.00 | 39,898.60 | \$ 21,742.34 | \$ 13,835.40 | \$ 25,119.09 |
| Signage | \$ 2,000.00 | 1,977.27 | \$ 1,138.36 | \$ 31,026.00 | \$ 9,035.41 |
| Security | \$ 2,000.00 | 532.01 | \$ 1,157.38 | \$ 784.68 | \$ 1,118.52 |
| Soccer expenses & equipment | \$ 20,000.00 | 18,742.55 | \$ 21,653.08 | \$ 41,421.69 | \$ 25,454.33 |
| Sundry expenses | \$ 2,000.00 | 5,847.76 | \$ 4,810.91 | \$ 1,617.27 | \$ 3,568.99 |
| Wages - Football | \$ 185,000.00 | 182,015.23 | \$ 195,441.67 | \$ 133,312.06 | \$ 173,942.24 |
| Total expenses | \$ 461,600.00 | \$ 475,474.79 | \$ 465,439.92 | \$ 438,720.01 | \$ 460,308.68 |
| Profit from Ordinary Activities before income tax | \$ 119,000.00 | \$ 8,572.16 | \$ 22,862.92 | \$ 16,474.81 | \$ 44,477.47 |

| | | | TOTAL |
|------------|--|-----------------|-----------------|
| | OPTION 2B | | |
| 2.A | Britannia Road Interface | | |
| 2.A.1 | Replace existing fence along Britannia Road frontage with visually permeable fencing (Steel Fencing) - Approx 180m | \$ 77,000.00 | |
| 2.A.2 | Upgrade the internal footpath networking linking to pedestrian entrance point at north-eastern corner of the site (approx. 1100 m2) | \$ 112,000.00 | |
| 2.A.3 | Remove existing bitumen along northern portion of site and repave with landscaping (approx. 1720 m2) | \$ 90,000.00 | |
| 2.A.4 | Refurbish existing entry gate building, convert into Cafe | \$ 443,000.00 | \$ 722,000.00 |
| 2.B | Britannia Reserve Interface | | |
| 2.B.1 | Replace existing fencing along southern part of Britannia Reserve frontage with visually permeable and swinging gates (approx 90m) | \$ 132,000.00 | |
| 2.B.2 | Replace existing fencing along northern part of Britannia Reserve frontage with visually permeable (approx 60m) | \$ 25,000.00 | \$ 157,000.00 |
| 2.C | Club Facilities | | |
| 2.C.1 | Construct new change rooms / storage building (approx .300m2) at the south-western corner of the site | \$ 1,431,000.00 | |
| 2.C.2.a | Demolish and rebuild player race including tunnel, making it suitable for use in conjunction with newly constructed change rooms | \$ 195,000.00 | |
| 2.C.2.b | Demolish and rebuild player race, making it suitable for use in conjunction with newly constructed change rooms (Open path option with mound battered to suit) | | |
| 2.C.3.a | Internal refurbishment of existing clubrooms - (Kitchen refurbishment including new cabinetwork and fit-out, New bar cabinet) | \$ 164,000.00 | |
| 2.C.3.b | Internal refurbishment of existing clubrooms - (Toilet refurbishment) | \$ 106,000.00 | |
| 2.C.3.c | Internal refurbishment of existing clubrooms - (General area refurbishment) | \$ 183,000.00 | |
| 2.C.4 | Construct new bin enclosure adjacent to clubrooms | \$ 18,000.00 | \$ 2,097,000.00 |
| 2.D | Spectator Facilities | | |
| 2.D.1 | Refurbish existing grandstand (Internal refurbishment of undercroft area) including rendering of the rear wall facing toilet block | \$ 635,000.00 | |
| 2.D.2 | Refurbish existing grandstand (Repair cracking in front three rows, replace existing seats) | \$ 267,000.00 | |
| 2.D.3 | Internal refurbishment of toilet block | \$ 80,000.00 | \$ 982,000.00 |
| 2.E | Car Parking and Access | | |
| 2.E.1 | Install bicycle storage facilities within 30m2 area of car park | \$ 9,000.00 | \$ 9,000.00 |
| AS | ASSUMPTIONS | | |
| | All scope of works assumed as per List of Proposals | | |
| EX | EXCLUSIONS | | |
| | Please note above costs exclude following | | |
| | . Professional Fees | | |
| | . DA & Building Fees & Charges | | |
| | . Removal of Asbestos | | |
| | . Work outside the boundary | | |
| | . GST | | |

| Estimated Construction Value of the existing Facilities | | Incl On Costs | |
|---|---------|-------------------|-----------------|
| Existign Turnstiles Building (excluding Cafe Area) | | \$ 37,800.00 | \$ 37,800.00 |
| Remaining Fences | | \$ 190,000.00 | \$ 190,000.00 |
| Perimeter Wall | | \$ 45,000.00 | \$ 45,000.00 |
| Retaining Walls (between clubroom & changeroom) | | \$ 25,000.00 | \$ 25,000.00 |
| Retaining Walls (between clubroom & changeroom) - Lime stone | | \$ 55,000.00 | \$ 55,000.00 |
| Existing Toilet Block | | \$ 545,000.00 | \$ 545,000.00 |
| Replace toilet fittings (2.D.3 - 161) | | \$ 22,000.00 | \$ 30,800.00 |
| Concrete repairs (from Report Costing) | | | |
| Allow for flexible sealant to pre cast concrete seats at construction joints | Item | \$ 3,420.00 | \$ 4,788.00 |
| Repair cracking in front three rows at pre cast concrete seating plates | Item | \$ 8,200.00 | \$ 11,480.00 |
| Allow for condition survey report for seating plants | Item | \$ 1,500.00 | \$ 2,100.00 |
| Replace existing seats including new mechanical fixings with galvanised bolts and backing plates | 364 No. | 290 \$ 105,560.00 | \$ 147,784.00 |
| Re-Roofing | | \$ 55,000.00 | \$ 77,000.00 |
| Roof Structure | | \$ 125,000.00 | \$ 175,000.00 |
| Handrails | | \$ 15,000.00 | \$ 21,000.00 |
| Rebuild grandstand with under croft area (500 seats) | | \$ 2,885,000.00 | \$ 2,885,000.00 |
| Terrace Seating | | \$ 145,000.00 | \$ 203,000.00 |
| Club Room Roof | | \$ 105,000.00 | \$ 147,000.00 |
| Remove and replace existing carpet (Report Item - 2.C.3.c - 111) | | \$ 27,000.00 | \$ 37,800.00 |
| Club Room - Timber Floor | | \$ 70,000.00 | \$ 98,000.00 |
| Bar fit-out (From Report Costing) | | | |
| Remove existing bar cabinetwork and replace with new (report Item 2.C.3.a - 90) | Item | \$ 20,000.00 | \$ 24,000.00 |
| Kitchen Fit-out (From Report Costing) - 2.C.3.a | | | |
| Remove existing kitchen equipment, stainless steel shelvings and cabinetwork to suit new work (item 89) | Item | \$ 6,500.00 | \$ 7,800.00 |
| Clean existing tile and grout on floor and walls as required (item - 91) | Item | \$ 7,500.00 | \$ 9,000.00 |
| Allowance for new kitchen fit-out with new equipment and stainless steel benches - (item 92) | PSum | \$ 100,000.00 | \$ 100,000.00 |
| Allow to service existing extract system - (item 93) | Item | \$ 2,500.00 | \$ 3,000.00 |
| Re-paint existing ceiling - (item 94) | Item | \$ 1,500.00 | \$ 1,800.00 |
| Internal Walls | Item | \$ 12,000.00 | \$ 14,400.00 |
| Ceiling | Item | \$ 100,000.00 | \$ 120,000.00 |
| Air-condition | Item | \$ 60,000.00 | \$ 72,000.00 |
| Veranda (outside boardroom) | Item | \$ 3,000.00 | 3600 |
| Veranda (outside function room) | Item | \$ 10,000.00 | 12000 |
| Re-furbish existing change rooms | Item | \$ 1,360,000.00 | \$ 1,360,000.00 |
| Toilet Block Floor - repainting | Item | \$ 4,500.00 | \$ 4,500.00 |
| Auto Reticulation - Re-wiring | Item | \$ 10,000.00 | \$ 10,000.00 |

| Anticipated Replacement Costs | | | Anticipated Repl | Expected Life | Year 0 | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|---|---|--------------|------------------|---------------|--------|--------|---------|---------|--------|------------|--------|---------|--------|--------|---------|
| | | | | | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
| | | | | | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| | | | | Cap | | | | | | | | | | | |
| Existing Turnstile building (150M2) | | \$ 150,000 | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Fencing / Walls | | | | | | | | | | | | | | | |
| Remaining Perimeter Fence including gates | | \$ 209,000 | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Perimeter Wall | | \$ 49,500 | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Retaining Walls (between clubroom & changeroom) | | \$ 60,500 | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Retaining Walls (between clubroom & changeroom) | | \$ 27,500 | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Toilet Block | | | | | | | | | | | | | | | |
| Toilet fitting replacement | | \$ 30,800 | | 10 Cap | - | 0 - | - | - | - | - | - | - | - | - | - |
| Grand Stand | | | | | | | | | | | | | | | |
| Concrete repairs | | \$ 14,432 | | 15 Cap | - | 0 - | - | - | - | - | - | - | - | - | - |
| Seating | | \$ 162,562 | | 5 Cap | - | - | - | - | - | 162562.4 - | - | - | - | - | - |
| Seating fixtures | | Incl Above | | 5 Cap | - | - | - | - | - | Incl Above | - | - | - | - | - |
| Roof | | \$ 84,700 | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Structural Beams | | \$ 192,500 | | 50 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Handrails | The club will look at installing hand rails for additional safety | \$ 23,100 | | 2 Cap | - | - | 23100 - | - | - | - | - | - | - | - | - |
| Grandstand Undercroft | | \$ 665,700 | | 50 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Re-built Grandstand | | \$ 2,885,000 | | 50 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Terrace Seating | | | | | | | | | | | | | | | |
| Seating | | \$ 223,300 | | 15 Cap | - | 0 - | - | - | - | - | - | - | - | - | - |
| Seating fixtures | | Incl Above | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Safety Railings | | | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Concrete | | | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Clubroom | | | | | | | | | | | | | | | |
| Roof | Flat roof, Steel sheeting | \$ 161,700 | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Floors Carpet | High Traffic Carpet Floor Tiles | \$ 41,580 | | 7 Cap | - | - | - | - | - | - | - | 41580 - | - | - | - |
| Floors Timber | | \$ 107,800 | | 10 Cap | - | - | - | - | - | - | - | - | - | - | 107800 |
| Toilets | | \$ 119,165 | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Bar | | \$ 26,400 | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Kitchen | Goldstein Stove | \$ 133,760 | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| | Hobart Convention Oven | \$ - | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| | Eswood Dishwasher | \$ - | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| | Muller Coolroom x 2 (4mx3m) | \$ - | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| | Kelvinator 500L Freezer | \$ - | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| | Stainless Steel Sink and Benches | \$ - | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| | Fry Master Twin Deep fryers | \$ - | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| | Canopy extractor fan | \$ - | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| | Wall and Floor Tiles | \$ - | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Internal Walls | Re-Painting | \$ 15,840 | | 5 Cap | - | - | - | - | - | 15840 - | - | - | - | - | - |
| Ceiling | Linear Metal Ceiling Panel | \$ 132,000 | | 10 Cap | - | - | - | - | - | - | - | - | - | - | 132000 |
| Air-condition | Apac air conditioner Model H01601 | - | | 10 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Air-conditioning | Upgrade in 5 Years time (assumed 15k) | \$ 15,000 | | 5 Cap | - | - | - | - | - | 15000 - | - | - | - | - | - |
| Sound System | | \$ - | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Electrical and Wiring | | \$ - | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Plumbing | Vulcan Freeloader Hotwater | \$ - | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Tables & Chairs | | \$ - | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Office Equipment | Printer Fax, Computer, White board | \$ - | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Office Furniture | Desks, Board table, Chairs | \$ - | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Windows | Aluminium Windows | \$ - | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Veranda (outside | Colorbond Steel | \$ 3,300 | | 3 Cap | - | - | - | 3300 - | - | - | - | - | - | - | - |
| Veranda (outside | Part of existing clubroom roof | \$ 11,000 | | 3 Cap | - | - | - | 11000 - | - | - | - | - | - | - | - |
| Toilet Block | | | | | | | | | | | | | | | |
| Sound System | | \$ 1,360,000 | | 30 Cap | - | 0 - | - | - | - | - | - | - | - | - | - |
| Tiling wet areas | | | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Plumbing fixtures | | | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Showers | | | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |
| Toilets | | | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - |

| | | | | | | | | | | | | | | | |
|--|--------------|--------|---|---|--------------|--------------|--------------|-------------|---------------|------|--------------|------|------|---------------|---------------|
| Electrical | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Bench seating | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Upgrade walls ceiling roof doors and windows | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Hot water Systems | \$ 10,000 | 10 Cap | - | - | - | - | - | - | - | - | - | - | - | 10000 | |
| Floor - Repainting Repainting - 2022 | \$ 4,500 | 4 Cap | - | - | - | - | - | 4500 | - | - | - | - | - | - | |
| Internal Walls | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Roof | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| External Walls | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Patio Area | | | | 0 | - | - | - | - | - | - | - | - | - | - | |
| Paving | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Patio | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Surrounding grounds and gardens general LandsCaping | | 15 Cap | - | 0 | - | - | - | - | - | - | - | - | - | - | |
| Gardening Equipment | | | | 0 | - | - | - | - | - | - | - | - | - | - | |
| Lawnmower Grounds | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Sundry Gardening tools | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Bitumen | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| 0 | | | | 0 | - | - | - | - | - | - | - | - | - | - | |
| Lawnmower Pitch | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Corer | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Fence | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Player Seating (Bench) | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Auto-Reticulation | \$ 11,000 | 1 Cap | - | - | 11000 | - | - | - | - | - | - | - | - | - | |
| Goal Frame | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Portable Goals | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Path | | | | 0 | - | - | - | - | - | - | - | - | - | - | |
| Concrete | | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Player Race / Change Room | | | | 0 | - | - | - | - | - | - | - | - | - | - | |
| Players Race | \$ 219,219 | 40 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Change rooms | \$ 1,496,000 | 40 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Scoreboard | | | | 0 | - | - | - | - | - | - | - | - | - | - | |
| Electronic | \$ 44,000 | 15 Cap | - | - | - | - | - | - | - | - | - | - | - | - | |
| Total | Total | | | | \$ 11,000.00 | \$ 23,100.00 | \$ 14,300.00 | \$ 4,500.00 | \$ 193,402.40 | \$ - | \$ 41,580.00 | \$ - | \$ - | \$ 228,536.00 | \$ 132,000.00 |

FLOREAT ATHENA FOOTBALL CLUB
Life Cycle Analysis - Buildings and plant
Option 2c

| Plant Equipment | Item | Details | Manufactured/ urchased | Work Forward | Capital Costs (Building work only) | Expected life (years) | Maintenance Cost per year | Running Cost | Replacement Cost (incl Demolitions) |
|---------------------------------------|---|---|---------------------------|---|--|--------------------------|------------------------------|-----------------|--|
| Building | Existing Turnstiles | | 1962 | Existing building | \$ 37,800.00 | 20 | | | \$ 42,494.00 |
| Fencing/Walls | Britannia Road Fencing | | 1962 | Part of the refurbishment plan and included in the financing plan. | \$ 215,803.00 | | | | \$ 237,383.30 |
| | Remaining Perimeter Fence including gates | Cyclone Fencing | 1962 | Rust, minor breakage | \$ 190,000.00 | | | | \$ 209,000.00 |
| | Perimeter Wall | Brick wall behind clubrooms | 1983 | Sound, due for repainting 2025 | \$ 45,000.00 | | | | \$ 49,500.00 |
| | Retaining Walls (between clubroom & changeroom) | Limestone Wall | 2012 | Structurally sound | \$ 55,000.00 | | | | \$ 60,500.00 |
| | Retaining Walls (between clubroom & changeroom) | Brick Wall | 2012 | Structurally sound | \$ 25,000.00 | | | | \$ 27,500.00 |
| Building | Toilet Block | Toilet Block behind the Grandstand | 1962 | Part of the refurbishment plan New Building Works | \$ 81,760.00 \$ 545,000.00 | | | | Incl below \$ 599,500.00 |
| Grandstand | Concrete repairs | First 3 rows | 1962 | Part of the refurbishment plan | \$ 13,120.00 | | | | \$ 14,432.00 |
| | Seating | Sebel Viva Plastic Seat&Back | 2010 | Commence replacement program in 5 years time | \$ 147,784.00 | | | | \$ 162,562.40 |
| | Seating fixtures | Galvanised frame secured with high tensile anchor bolts | | | | | | | |
| | Roof | Steel sheeting | 1962 | Operational no deterioration detected e.g. leaks, rust | \$ 77,000.00 | | | | \$ 84,700.00 |
| | Structural Beams | | 1962 | Independent inspected advised 50 year life | \$ 175,000.00 | 50 | | | \$ 192,500.00 |
| | Handrails | Not part of the current structure | | The club will look at installing hand rails for additional safety | \$ 21,000.00 | | | | \$ 23,100.00 |
| | Grandstand Undercroft | | 1962 | Independently inspected advised 50 year life. Part of the refurbishment plan and included in the financing plan | \$ 596,090.00 | 50 | | | \$ 655,699.00 |
| | Repalce Grand Stand | | | Re-build existing | \$ 2,885,000.00 | | | | \$ 2,885,000.00 |
| Terrace Seating (front of clubroom | Seating | Sebel Plastic Seat&Back | 1997 | Weather deterioration detected | \$ 203,000.00 | | | | \$ 223,300.00 |
| | Seating fixtures | Galvanised frame secured with high tensile anchor bolts | 1997 | Sound condition | | | | | \$ - |
| | Safety Railings | | 1997 | Sound condition | | | | | \$ - |
| | Concrete | | 1997 | Sound condition | | | | | \$ - |
| Clubrooms | Roof | Flat roof, Steel sheeting | 1983 | | \$ 147,000.00 | | | | \$ 161,700.00 |
| | Floors Carpet | High Traffic Carpet Floor Tiles | 2010 | | \$ 37,800.00 | | | | \$ 41,580.00 |
| | Floors Timber | | 1983 | Sanded and polished every 2 years \$2500 | \$ 98,000.00 | | | | \$ 107,800.00 |
| | Toilets | | 1983 | Part of the refurbishment plan and included in the financing plan. | \$ 108,332.00 | | | | \$ 119,165.20 |
| | Bar | | 1983 | Part of the refurbishment plan and included in the financing plan. | \$ 24,000.00 | | | | \$ 26,400.00 |
| | Kitchen | Goldstein Stove | 1983 | Part of the refurbishment plan and included in the financing plan. | \$ 121,600.00 | | | | \$ 133,760.00 |
| | | Hobart Convection Oven | 1983 | | | | | | \$ - |
| | | Eswood Dishwasher | 1983 | | | | | | \$ - |
| | | Muller Coolroom x 2 (4mx3m) | 1983 | | | | | | \$ - |

| | | | | | | |
|---------------------------------|--|--|------|---|----|--------------|
| | | Kelvinator 500L Freezer | 2017 | | \$ | - |
| | | Stainless Steel Sink and Benches | 1983 | | \$ | - |
| | | Fry Master Twin Deep fryers | 1983 | | \$ | - |
| | | Canopy extractor fan | 1983 | | \$ | - |
| | | Wall and Floor Tiles | 1983 | | \$ | - |
| | Internal Walls | | | Structurally sound, may need repainting next 5 years | \$ | 14,400.00 |
| | Ceiling | Linear Metal Ceiling Panel | 1983 | Deterioration detected | \$ | 120,000.00 |
| | Air-condition | Apac air conditioner Model H01601 | 2010 | Cost \$40K, plus \$15k install, 10 year life, replace 2020 | \$ | 72,000.00 |
| | Sound System | | 1983 | Functional, needs upgrade over next 5 years | \$ | - |
| | Electrical and Wiring | | 1983 | Functional, may need upgrading | \$ | - |
| | Plumbing | Vulcan Freelander Hotwater | 2000 | Functional, regularly maintained | \$ | - |
| | Tables & Chairs | | 2008 | Good condition, largely donated members and supporters | \$ | - |
| | Office Equipment | Printer Fax, Computer, White board | 2015 | Good condition, largely donated members and supporters | \$ | - |
| | Office Furniture | Desks, Board table, Chairs | 2015 | Good condition, largely donated members and supporters | \$ | - |
| | Windows | Aluminium Windows | 1983 | Good working order | \$ | - |
| | Veranda (outside boardroom) | Colorbond Steel | 1997 | Roof leakage detected | \$ | 3,300.00 |
| | Veranda (outside function room) | Part of existing clubroom roof | 1983 | Roof leakage detected | \$ | 10,000.00 |
| | | | | | \$ | - |
| Building | Toilet Block | Toilet Block (Britannia Road End) | 1962 | Conversion of Toilet block to Changeroom in 2015 | \$ | 1,360,000.00 |
| | Tiling wet areas | | | | \$ | - |
| | Plumbing fixtures | PVC pipes | | | \$ | - |
| | Showers | Installed 5 showers | | | \$ | - |
| | Toilets | Installed 5 toilets, 2 urinals | | | \$ | - |
| | Electrical | Upgraded switchboard | | | \$ | - |
| | Bench seating | | | | \$ | - |
| | Upgrade walls ceiling roof doors and windows | | | | \$ | - |
| | Hot water Systems | Installed 3 systems Stiebel Eltron 3 phase DHBE18 | 2015 | | \$ | - |
| | Floor | Painted | | Repainting required 2022 | \$ | 4,500.00 |
| | Internal Walls | | | Structurally sound | \$ | - |
| | Roof | | | Structurally sound | \$ | - |
| | External Walls | | | Minor deterioration, Render required | \$ | - |
| | | | | | \$ | - |
| Patio Area | Paving | | 1983 | Good condition | \$ | - |
| | Patio | Clorbond post and roof | 2000 | Good condition | \$ | - |
| | | | | | \$ | - |
| | | | | Club has assessed that this will cost \$200 week, \$10K year. This service has been provided by club volunteers and is expected to continue | \$ | - |
| | | | | | \$ | - |
| Surrounding grounds and gardens | | | | | \$ | - |
| Gardening Equipn | Lawnmower | John Deere X300R F3684 | 2010 | | \$ | - |
| | Sundry Gardening tools | | | | \$ | - |
| | Bitumen | | 1962 | Early deterioration detected at North East end | \$ | - |
| | | | | | \$ | - |
| Pitch Area - squar | Lawnmower Pitch | Toro - Reelmaster 5500 Fairway Mower | 2010 | | \$ | - |
| | Corer | Hollow Powered Lawn Aerator | 2010 | | \$ | - |
| | Fence | Cyclone fencing | 1997 | Good condition, minor repairs required | \$ | - |
| | Player Seating (Bench) | 2xSteel Bench, Sebel plastic seat&back with galvanised seating frame | | Good condition | \$ | - |
| | Auto-Reticulation | Hunter Reticulation System 20 high pressure sprinkler heads, p | 1997 | Rewiring required 2018 | \$ | 10,000.00 |
| | Goal Frame | 2xAluminium removable posts | | Good condition | \$ | - |

| | | | | | | | |
|------------|----------------|-------------------------------|------|--|-----------------|----|--------------|
| | Portable Goals | 6xAluminium portable goals | | Good condition | | \$ | - |
| Paths | Concrete | | 2012 | Good condition | | \$ | - |
| | | | | | | \$ | - |
| Building | Players Race | | 1962 | Part of the refurbishment plan and included in the financing plan. | \$ 199,290.00 | \$ | 219,219.00 |
| | Change rooms | | 1962 | Refurbish existing facilities | \$ 1,360,000.00 | \$ | 1,496,000.00 |
| Scoreboard | Electronic | 5.12m x 1.44m 13.3mm LED Wall | 2014 | Good condition replacement cost valued at \$40K | \$ 40,000.00 | \$ | 44,000.00 |

FLOREAT ATHENA SOCCER CLUB INC
Life Cycle Analysis

Mar-19

| Cost Generating Activities | | | | Capital or Operating | Fees Percentage | Year 0 2019 | Year 1 2020 | Year 2 2021 | Year 3 2022 | Year 4 2023 | Year 5 2024 | Year 6 2025 | Year 7 2026 | Year 8 2027 | Year 9 2028 | Year 10 2029 |
|---|---------------|--|--------------------------------------|----------------------|-----------------|-------------|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Design and development | | | | | | | | | | | | | | | | |
| Planning | | | | Cap | 1.00% | \$ 7,392 | \$ 14,939 | \$ 7,668 | | | | | | | | |
| Project management | | | | Cap | 2.00% | \$ 14,785 | \$ 29,879 | \$ 15,336 | | | | | | | | |
| Design documentation | | | | Cap | 7.00% | \$ 51,747 | \$ 104,575 | \$ 53,677 | | | | | | | | |
| Total | | | | | | \$ 73,925 | \$ 149,393 | \$ 76,682 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Facility Upgrade works. | | | | | | | | | | | | | | | | |
| | Scope | | Anticipated Upgrade Cost | | | | Expected Year of upgrade | | | | | | | | | |
| Club Facilities | 2.C.1 - 2.C.4 | New Change Room (approx. 300 m2) | \$ 1,290,257 | 2020 | Cap | - | \$ 1,290,257 | - | - | - | - | - | - | - | - | - |
| | | Rebuild player race | \$ 203,674 | 2020 | Cap | - | \$ 203,674 | - | - | - | - | - | - | - | - | - |
| | | Refurbish exiting Changerooms for female players | \$ 316,820 | 2021 | Cap | - | - | \$ 316,820 | - | - | - | - | - | - | - | - |
| Spectator Facilities | 2.D.1 - 2.D.2 | Refurbish undercroft area | \$ 655,690 | 2019 | Cap | \$ 655,690 | - | - | - | - | - | - | - | - | - | - |
| | | Toilet block internal refurbishment | \$ 83,559 | 2019 | Cap | \$ 83,559 | - | - | - | - | - | - | - | - | - | - |
| Synthetic Turf Pitch | 2.F.1 | Synthetic Turf pitch | \$ 450,000.00 | 2021 | Cap | - | - | \$ 450,000 | - | - | - | - | - | - | - | - |
| Total | | | | | | \$ 739,249 | \$ 1,493,931 | \$ 766,820 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Anticipated Replacement Costs | | | | | | | | | | | | | | | | |
| | | | Anticipated Replacement Value | Expected Life | | | | | | | | | | | | |
| Refurbish original Entry and turnstile building | | Existing Turnstile building (150M2) | \$ 150,000 | 15 | Cap | - | - | - | - | - | - | - | - | - | - | - |
| Fencing / Walls | | Remaining Perimeter Fence including gates | \$ 209,000 | 15 | Cap | - | - | - | - | - | - | - | - | - | - | - |
| | | Perimeter Wall | \$ 49,500 | 15 | Cap | - | - | - | - | - | - | - | - | - | - | - |
| | | Retaining Walls (between clubroom & changeroom) | \$ 60,500 | 15 | Cap | - | - | - | - | - | - | - | - | - | - | - |
| | | Retaining Walls (between clubroom & changeroom) | \$ 27,500 | 15 | Cap | - | - | - | - | - | - | - | - | - | - | - |
| Toilet Block | | Toilet fitting replacement | \$ 30,800 | 10 | Cap | - | - | - | - | - | - | - | - | - | \$ 30,800 | - |
| Grand Stand | | Concrete repairs | \$ 14,432 | 15 | Cap | - | - | - | - | - | - | - | - | - | - | - |
| | | Seating | \$ 162,562 | 5 | Cap | - | - | - | \$ 162,562 | - | - | - | - | - | - | - |
| | | Seating fixtures | Incl Above | 5 | Cap | - | - | - | - | Incl Above | - | - | - | - | - | - |
| | | Roof | \$ 84,700 | 15 | Cap | - | - | - | - | - | - | - | - | - | - | - |
| | | Structural Beams | \$ 192,500 | 50 | Cap | - | - | - | - | - | - | - | - | - | - | - |
| | | Handrails | \$ 23,100 | 2 | Cap | - | \$ 23,100 | - | - | - | - | - | - | - | - | - |
| | | Grandstand Undercroft | \$ 655,699 | 50 | Cap | - | - | - | - | - | - | - | - | - | - | - |
| | | Re-built Grandstand | \$ 2,885,000 | 50 | Cap | - | - | - | - | - | - | - | - | - | - | - |
| Terrace Seating | | Seating | \$ 223,300 | 15 | Cap | - | - | - | - | - | - | - | - | - | - | - |
| | | Seating fixtures | Incl Above | 15 | Cap | - | - | - | - | - | - | - | - | - | - | - |
| Clubroom | | Roof | \$ 161,700 | 15 | Cap | - | - | - | - | - | - | - | - | - | - | - |
| | | Floors Carpet | \$ 41,580 | 7 | Cap | - | - | - | - | \$ 41,580 | - | - | - | - | - | - |
| | | Floors Timber | \$ 107,800 | 10 | Cap | - | - | - | - | - | - | - | - | - | \$ 107,800 | - |
| | | Toilets | \$ 119,165 | 15 | Cap | - | - | - | - | - | - | - | - | - | - | - |
| | | Bar | \$ 26,400 | 15 | Cap | - | - | - | - | - | - | - | - | - | - | - |
| | | Kitchen | \$ 133,760 | 10 | Cap | - | - | - | - | - | - | - | - | - | - | \$ 133,760 |
| | | Internal Walls | \$ 15,840 | 5 | Cap | - | - | - | \$ 15,840 | - | - | - | - | - | - | - |
| | | Ceiling | \$ 132,000 | 10 | Cap | - | - | - | - | - | - | - | - | - | - | \$ 132,000 |

| | | | | | | | | | | | | | | | | | |
|--|---------------------------------------|--------------|----|-----|----------------|------------------|----------------|---------------|----------------|---------------|----------------|---------------|---------------|----------------|----------------|------------|-----------|
| Air-condition | Apac air conditioner Model H01601 | \$ 72,000 | 10 | Cap | - | - | - | - | - | - | - | - | - | - | - | \$ 72,000 | - |
| Air-conditioning | Upgrade in 5 Years time (assumed 30k) | \$ 30,000 | 5 | Cap | - | - | - | - | 30,000 | - | - | - | - | - | - | - | - |
| Veranda (outside boardroom) | Colorbond Steel | \$ 3,300 | 3 | Cap | - | - | \$ 3,300 | - | - | - | - | - | - | - | - | - | - |
| Veranda (outside function room) | Part of existing clubroom roof | \$ 11,000 | 3 | Cap | - | - | \$ 11,000 | - | - | - | - | - | - | - | - | - | - |
| Toilet Block | | \$ 1,496,000 | | | | | | | | | | | | | | | |
| Sound System | | | 30 | Cap | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Hot water Systems | Allowance | \$ 10,000 | 10 | Cap | - | - | - | - | - | - | - | - | - | - | - | - | \$ 10,000 |
| Floor - Repainting (2022) | Repainting - 2022 | \$ 4,500 | 4 | Cap | - | - | - | \$ 4,500 | - | - | - | - | - | - | - | - | - |
| Auto-Reticulation | | \$ 11,000 | 1 | Cap | \$ 11,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Player Race / Change Room | | | | | | | | | | | | | | | | | |
| Players Race | | \$ 219,219 | 40 | Cap | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Change rooms | | \$ 1,496,000 | 40 | Cap | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Scoreboard | | | | | | | | | | | | | | | | | |
| Electronic | | \$ 44,000 | 15 | Cap | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total | | | | | | \$ 11,000 | \$ 23,100 | \$ 14,300 | \$ 4,500 | \$ 208,402 | \$ - | \$ 41,580 | \$ - | \$ - | \$ 210,600 | \$ 275,760 | |
| Maintenance | | | | | | | | | | | | | | | | | |
| Repairs & Maintenance - Building stock | Labour in kind - from previous budget | | | Op | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 | \$ 11,360 |
| Clubrooms Timber Floor Maintenance | Allowance | | | Op | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| Repairs & Maintenance - Main Pitch | Including Professional Services | | | Op | \$ 25,119 | \$ 25,119 | \$ 25,119 | \$ 25,119 | \$ 25,119 | \$ 25,119 | \$ 25,119 | \$ 25,119 | \$ 25,119 | \$ 25,119 | \$ 25,119 | \$ 25,119 | \$ 25,119 |
| Surrounding grounds and gardens | Allowance | | | Op | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 |
| Routine maintenance | Repairs & maintenance | | | Op | \$ 14,867 | \$ 14,867 | \$ 14,867 | \$ 14,867 | \$ 14,867 | \$ 14,867 | \$ 14,867 | \$ 14,867 | \$ 14,867 | \$ 14,867 | \$ 14,867 | \$ 14,867 | \$ 14,867 |
| Total | | | | | \$ - | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 |
| SUMMARY | | | | | | | | | | | | | | | | | |
| Total Capital Costs incl fees | | | | Cap | \$ 813,174 | \$ 1,643,324 | \$ 843,502 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total anticipated Replacement costs | | | | Cap | \$ 11,000 | \$ 23,100 | \$ 14,300 | \$ 4,500 | \$ 208,402 | \$ - | \$ 41,580 | \$ - | \$ - | \$ 210,600 | \$ 275,760 | | |
| Total Operating Costs- Not included | | | | Op | | | | | | | | | | | | | |
| Total Maintenance Costs | | | | Op | \$ - | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 | \$ 65,846 | \$ 63,346 |
| Total Annual cost - Capital Replacement and Maintenance | | | | | 824,174 | 1,732,270 | 921,148 | 70,346 | 271,748 | 65,846 | 104,926 | 65,846 | 63,346 | 276,446 | 339,106 | | |

Notes

1. Costings except for synthetic turf are from previous analysis prepared by Wilde Woollard.
2. Proposed upgrade costs are from previous estimates plus 2.2% for construction cost increase to March 2019
3. Proposed upgrade work assumed to commence Year 2019 an completed Year 2020
4. Replacement costs have not been increased from previous estimates
5. Base maintenance costs have been amalgamated from previous operating budget.
6. Documentaion costs are included above but will be Pro bono from within club
6. Operating and running costs are not included in forecasts
7. All costs indicates as todays cost
8. All costs exclude GST

Attachment 1 - Community Benefit Statements

F AFC Community Benefit Statement - 30 June 2017

CONCEPT PLAN KEY INITIATIVES

1. Changerooms and Players' Race

Proposal - demolish the existing changerooms building and construct a new changerooms building on the south-eastern corner of the site. Option 1 involves a 500m² changeroom building which comprises four changerooms, referee rooms, a medical room, a multipurpose room fronting Britannia Reserve, a kiosk and storage facilities. Option 2 involves a 300m² changeroom building, which comprises the same facilities as Option 1, except for the kiosk and multipurpose room.

Community Benefits

The new changerooms primarily cater for the Club and its sporting pursuits. The existing changerooms have been in a dilapidated state since mid-2015. The new building(s) will result in a facility which presents in an improved manner to Britannia Reserve. The changerooms are designed in a manner which is adaptable to various sports and ventures. Britannia Reserve is currently used for rugby and cricket, although the City has advised that Rugby WA will not continue to use the ground in the future.

2. Interface with Britannia Road

Proposal - replace existing fencing along Britannia Road frontage with approximately 180m of visually permeable fencing. Remove existing bitumen along northern portion of site and replace with landscaping.

Community Benefits

Studies have shown that increased permeability between the public and the private realm increases safety and reduces opportunities for crime and antisocial behaviour. In simple terms, if someone knows they are being watched they are less likely to commit a crime. For this reason, residential development in Western Australia is (as a general standard) require to maintain fences which are visually permeable above 1.2m in height. It is considered the same principles can be applied to Litis Stadium, particularly considering feedback from residents about anti-social behaviour at the facility in the past.

In both options, fencing to Britannia Reserve will include a series of gates, which will allow for a more connected interface and further encourage users of Britannia Reserve to access Litis Stadium. An entry statement will contribute to a sense of place for the venue and act as a welcoming feature for people accessing the venue via Britannia Reserve.

With respect the removal of the mound, it is considered there are substantial benefits to the community, particularly regular users of Britannia Reserve. This upgrade would increase visibility of the stadium and soccer pitch from Britannia Reserve and consequently enhance community interest. In addition to the upgrade of fencing, a clear and legible pedestrian linkage to Britannia Road will assist in facilitating a more open and inviting venue. Responses from preliminary engagement expressed general support for the venue to be more open to Britannia Reserve and welcoming to the local community, both from a physical and visual perspective. Whilst the proposal to remove the mound and provide a multi-purpose playing pitch was not well supported in the second round of consultation, it is considered the small sample size may have contributed to this feedback. Preliminary discussions with City of Vincent officers indicated there was in-principle support for this idea. The Mt Hawthorn Primary School has also strongly supported the initiative.

Removal of the mound will facilitate the construction of a 5-a-side/multipurpose pitch. It is anticipated that junior training sessions could be held on the pitch, which will reduce the amount of space required on Britannia Reserve (one of the issues identified in preliminary consultation). More importantly, the practice pitch would also be capable of multiple sports and community use. It is intended the Club

would be the primary user of the pitch, however the pitch would present an opportunity for community groups (i.e. yoga or Pilates) to utilise a modern, open space for their specific purpose, or for any local community sporting or recreation groups.

3. Re-use of Former Entry Gate Building

Proposal - convert former entry gate building fronting Britannia Road into a heritage café. Incorporate alfresco dining adjacent to the café.

Community Benefits

There is a notable community benefit associated with the café conversion, as the café would be open to and available for use by the public. The café offers a facility for the local community to gather nearby, without having to venture to the busier Oxford Street strip. It also offers a facility where parents and carers can socialise whilst children are playing sport at either Britannia Reserve or Litis Stadium. The café has been well supported in the community consultation exercises.

The community consultation also highlighted the community's desire to incorporate heritage elements which respect the site's former use as a velodrome and Empire Games venue. Whilst further design and implementation is required, it is considered this can be facilitated without undue costs. The installation of the outdoor dining/viewing area would provide an integrated facility which can be used in conjunction with the refurbished café for various social functions, and also allow spectators to view football matches in an alfresco style setting. The outdoor dining/viewing area presents opportunities for various social/community groups to conduct meetings and other events. As the café is open to the public, the outdoor dining/viewing area is considered to encourage community enjoyment of the venue and facilitate use of the stadium by non-members.

4. Grandstand Upgrades

Proposal - *Option 1* demolish the existing grandstand and toilet block and construct a new grandstand with 700 seats, comprising undercroft changerooms and toilets. *Option 2* refurbishment of existing grandstand including new seating, repainting of roof structure and repairs to concrete, fit-out undercroft for use as office / community purpose facility, internal refurbishment of existing toilet block comprising new toilets and fittings, painting and retiling.

Community Benefits

The grandstand is primarily a facility which caters for the Club as the primary sporting organisation which occupies the stadium. Other groups such as Mt Hawthorn Primary School and Aranmore Primary School would be likely to benefit from a refurbished grandstand if they use the ground. However, one of the key components of the upgrade is to utilise the undercroft space for community organisations. This provides a dual benefit by offering the organisation(s) space in the local community at what is likely to be inexpensive rent.

5. Refurbish Clubrooms

Proposal - internal refurbishment comprising a new kitchen, new bar, lighting upgrades, refurbished toilets, repainting and new carpet/floor coverings.

Community Benefits

The refurbishments will make the building more attractive and provide a venue which is more conducive to community events.

6. Bin Store

Proposal - new, enclosed bin store with wash down and drainage facilities.

Community Benefits

Improves the appearance and presentation of the facility.

7. Bicycle Parking

Proposal - provide a bicycle parking/storage facility adjacent to the Litis Stadium car park.

Community Benefits

The bicycle parking may be used by community members. Importantly, it supports sustainable modes of transport to and from the facility. Well designed and secure bicycle parking can strongly encourage cycling as a mode of transport, potentially encouraging players, junior players and perhaps even spectators to cycle instead of drive.

CONCEPT PLAN KEY INITIATIVES — OPTION 11. Artificial Turf to Playing Pitch

Proposal - apply artificial turf to the main playing surface.

Community Benefits

During the consultation period, some community members raised concerns about the Club's use of Britannia Reserve. As synthetic turf requires less maintenance compared with natural turf, it is able to be used more regularly without harming the pitch.

2. Community Garden

Proposal - develop a community garden in the north-east corner of the site.

Community Benefits

Community gardens offer a number of benefits. They are a place for community interaction and collaboration. They offer a fresh and nutritious source of food reducing or supplementing household food budgets. Litis Stadium, being situated between two primary schools is ideally located to offer programs for children, potentially with the local schools where children learn about growing plants and food.

3. Spectator Hill

Proposal - replace the turf on the spectator hill at the north-western side of the football pitch to improve the viewing environment.

Community Benefits

N/A

4. Lighting

Proposal - install new LED lights at each corner of the pitch.

Community Benefits

LED lights emit light in a specific direction. It is expected this will minimise light spill to adjoining and surrounding properties. Furthermore, they use less energy than regular lights.

POTENTIAL ADDITIONAL COMMUNITY BENEFIT

The Club has explored a range of other potential uses of the Litis Stadium facilities by other not for profit organisations via:

- discussions with community organisations within the City of Vincent;
- information about other multi-use sporting facilities;
- a workshop involving the Club Reference Group, established as part of this project; and
- regular workshop/meetings with the current Board.

Underpinning Principles

The Club has determined that the following principles will underpin its approach to the shared use of the Litis Stadium facilities by other not-for-profit organisations within the City of Vincent.

The overriding principle is that the Club does not seek to generate income from sharing its spaces and requires only that any costs are recovered.

Co-tenants


- ✓ The Club is committed to sharing the available spaces with co-tenants
- ✓ Co-tenants will be required to contribute proportionately to outgoings
- ✓ Co-tenants will not be required to pay rent


Regular and Casual Users


- ✓ Not-for-profit user groups within the City of Vincent will be required to contribute on a cost-recovery basis only for their use of the facilities


POTENTIAL NEW STRATEGIES


The following are seven strategies for maximising community benefit that have emerged from the consultations and are informed by research evidence and align with global, Federal Government and State Government strategies.


| Strategy | Benefits |
|---|--|
| <p>Find 30 for Fitness</p> <p>Junior teams take turns in incorporating 30 minutes general fitness work at the beginning of their training session.</p> <p>The local community is invited to join in for this component of the session</p>  <p><small>Credit: Digital Vision</small></p> | <ul style="list-style-type: none"> ✓ builds community relationships ✓ addresses a key health issue ✓ provides a simple way for the local community to meet the 30 minutes per day exercise target ✓ enables the Club to share its training skills and expertise ✓ training of coaches in general fitness will expand their skills set |
| <p>Next Steps:</p> <ol style="list-style-type: none"> 1. Design a 10-week trial of this strategy including: <ul style="list-style-type: none"> ➢ a fitness program suitable for diverse ages and fitness levels, ➢ a communication strategy to inform local residents, ➢ a risk management plan; and ➢ an evaluation instrument that includes feedback from participants. 2. Trial the Strategy over 10 weeks. 3. Review the Strategy using the evaluation tool. 4. Determine whether the Strategy should continue as is, continue with modifications, or not continue. 5. Communicate the decision and rationale with all participants and stakeholders. | |



| Strategy | Benefits |
|---|---|
| <p>Schools Football Clinics</p> <p>Club coaches, trainers and senior players conduct football clinics in local primary and high schools</p>  | <ul style="list-style-type: none"> ✓ builds community relationships ✓ assists schools to access accredited skills development for students ✓ addresses a key health issue ✓ enables the Club to share its training skills and expertise ✓ creates pathways for new players and members |
| <p>Next Steps</p> <ol style="list-style-type: none"> 1. Co-design with the schools an appropriate School-based Football Clinic Program based on Football West and FFA models and standards and including: <ul style="list-style-type: none"> ➢ A risk management plan; ➢ A written agreement with each school; and ➢ An evaluation instrument, that includes feedback from students, teachers and parents. 2. Trial the strategy in two schools over one school term. 3. Review the Strategy using the evaluation tool. 4. Determine whether the Strategy should continue as is, continue with modifications, or not continue. 5. Communicate the decision and rationale with all participating schools participants and stakeholders. | |

| Strategy | Benefits |
|---|---|
| <p style="text-align: center;">Blind Soccer</p> <p>Blind soccer is now a Paralympic sport and the Club has capacity to offer this as part of its program.</p>  | <ul style="list-style-type: none"> ✓ increased use of the Litis Stadium ✓ opportunity to integrate this sport into a mainstream Club ✓ learning opportunities for all involved ✓ break down barriers through incorporating sports for those with disabilities into mainstream sports environments |
| <p>Next Steps</p> <ol style="list-style-type: none"> 1. Further explore the strategy with the WA Blind Sports Federation. 2. Co-design the program with Blind Football Western Australia including: <ul style="list-style-type: none"> ➤ safety and risk management; ➤ awareness and education of Club members and others; and ➤ an evaluation instrument that includes input from all players, team support and stakeholders. 3. Identify and secure all cash and non-cash resources required to trial the program over one season. 4. Trial the strategy over one season. 5. Review the Strategy using the evaluation tool. 6. Determine whether the Strategy should continue as is, continue with modifications, or not continue. 7. Communicate the decision and rationale with all participants and stakeholders. | |

| Strategy | Benefits |
|---|--|
| <p style="text-align: center;">Co-tenant(s)</p> <p>The space behind the Grandstand is sub-leased to a not-for-profit organisation</p> <p>The sub-lease is on a cost-recovery basis only. That is, the Club does not profit from this arrangement, but rather, shares the asset with other not-for-profits</p>  | <ul style="list-style-type: none"> ✓ supports the emerging multi-use policy for large facilities ✓ optimises the use of latent space within the facility ✓ supports another not-for-profit organisation to attain affordable accommodation ✓ provides an opportunity for sharing front and back-end operational costs and services ✓ provides an opportunity for collaboration around key activities ✓ reduces lease and facility costs for Club |
| <p>Next Steps (pending renewal of lease)</p> <ol style="list-style-type: none"> 1. Work with the City of Vincent to determine a policy for shared tenancy including: <ul style="list-style-type: none"> ➤ A draft sub-lease document; ➤ A communication strategy for informing not-for-profit organisations within the City of Vincent of the opportunity; and ➤ A clear process for determining the co-tenant, to include non-Club and independent stakeholders. 2. Invite Expressions of Interest. 3. Determine the successful applicant. 4. Negotiate and arrange the tenancy. | |

| Strategy | Benefits |
|--|--|
| <p data-bbox="328 427 663 461">Regular and Casual Use</p>  <p data-bbox="284 757 687 880">Not-for-profit organisations within the City of Vincent are invited to use the various spaces and facilities within the Litis Stadium</p> | <ul style="list-style-type: none"> <li data-bbox="730 456 1321 490">✓ optimises the use of space within the facility <li data-bbox="730 490 1321 548">✓ supports other not-for-profit organisation to access affordable spaces for meetings and other activities |
| <p data-bbox="284 949 683 983">Next Steps (pending renewal of lease)</p> <ol style="list-style-type: none"> <li data-bbox="325 1014 1150 1048">1. Review and articulate all available indoor and outdoor spaces and facilities. <li data-bbox="325 1077 794 1111">2. Develop a Club Access and Usage Policy. <li data-bbox="325 1140 1299 1198">3. Develop a communication strategy to inform not-for-profit groups in the City of Vincent about the opportunity. | |

| Strategy | Benefits |
|--|---|
| <p data-bbox="312 365 850 398">Partnering for Health and Well-Being</p>  <p data-bbox="280 842 871 965">There are many organisations seeking to present information about physical and emotional health and well-being, E.g. Youth Focus, YMCA, Lifeline, Act Belong Commit, Women’s Health Services.</p> <p data-bbox="280 999 850 1059">The Club can host these organisations to make presentations to its players, members and supporters.</p> <p data-bbox="280 1093 863 1153">Members of the local community can also be informed and invited.</p> | <ul style="list-style-type: none"> <li data-bbox="938 461 1321 551">✓ Assists organisations seeking to maximise the reach of their health and well-being messages <li data-bbox="938 584 1321 741">✓ Mobilises the Club’s “captive” audience of children, young people, parents, adult men and seniors who attend on at least a weekly basis <li data-bbox="938 775 1321 898">✓ The Club provides access to important health and well-being information to its members and participants <li data-bbox="938 931 1286 992">✓ Contributes to overall health and well-being |
| <p data-bbox="280 1200 400 1229">Next Steps</p> <ol style="list-style-type: none"> <li data-bbox="320 1263 1286 1480">1. Establish a Working Group including members of the Club and, if possible, the local community. The working group to explore and devise a 10-month program of monthly presentations and/or activities including: <ul style="list-style-type: none"> <li data-bbox="360 1357 839 1386">➢ all cash and non-cash resources required; <li data-bbox="360 1391 855 1420">➢ agreements with presenting organisations; <li data-bbox="360 1424 1254 1453">➢ a communication plan to inform club members and the broader community; and <li data-bbox="360 1458 1174 1487">➢ an evaluation tool that includes input from participants and stakeholders. <li data-bbox="320 1514 544 1543">2. Trial the strategy. <li data-bbox="320 1576 847 1606">3. Review the Strategy using the evaluation tool. <li data-bbox="320 1639 1318 1700">4. Determine whether the Strategy should continue as is, continue with modifications, or not continue. <li data-bbox="320 1733 1206 1762">5. Communicate the decision and rationale with all Club and community members. | |

| Strategy | Benefits |
|---|---|
| <p>Velodrome Café (Interpretive Centre)</p>  <p>The original entry gates and buildings are converted to a Café open to the public.</p> <p>The Café is run during the week as a social enterprise in partnership with a not-for-profit. It is run on weekends by the Club as an income generator.</p> <p>An interpretive centre is woven into the fabric of the building and depicts the history and heritage of the facility, which was originally the velodrome for the Empire and Commonwealth Games in 1962.</p> | <ul style="list-style-type: none"> ✓ acknowledges the importance of the heritage of the facility to the local and broader community ✓ supports disadvantaged people to undertake meaningful work experience and related opportunities ✓ generates income for two not-for-profit organisations ✓ potential to attract patrons, players and members to the Club  |
| <p>Next Steps</p> <ol style="list-style-type: none"> 1. Secure City of Vincent in-principle approval for the use of the gates building and endorsement to undertake a feasibility study. 2. Establish a Project Working Group comprised of key stakeholders including but not limited to; the Club and potentially the Royal WA Historical Society; the WA Museum; Cycling WA; Friends of Britannia Reserve and the Mt Hawthorn Hub. 3. Undertake an independent Study into the Feasibility of establishing the Café including the extent of community appetite for the Café, short and long-term benefits, initial and ongoing costs, and develop a potential business model that is a realistic and sustainable. | |

JWC

Use of the Litis Stadium Facilities Over the past 2 Years

| Organisation | Purpose of Use | Charges/Fees |
|-------------------------------|--|--|
| Aranmore Catholic College | School team soccer finals | No charge for pitches, equipment, facilities |
| Mount Hawthorn Primary School | School dances, quiz nights, bingo | No charge for venue and facilities Small charge for cleaning |
| St Basils Aged Care Services | Lunches and social events for seniors (from both residential and non-residential) | No charge for venue and facilities Small charge for cleaning |
| Water Corporation | Christmas Function | No charge for venue and facilities Small charge for cleaning |
| Wembley Police Station | Social Event | No charge for venue and facilities Small charge for cleaning |
| Latin American Association | Latin American World Cup Tournament A celebration of Latin American culture through its national sport | No charge for pitches, equipment, facilities (Club operates some hospitality services during the event) |
| RSL | Anzac Day Match Floreat Athena v Perth Glory NPL Club | Facilities provided at no cost All proceeds to local RSL |
| Roar Family | Fundraiser for Robbie Roar who contracted meningococcal disease | Facilities provided at no cost All proceeds to the family |
| Perth Glory v State Team | Charity Match to raise funds for cancer support | Venue and facilities provided at no cost |
| Vincent Cup | Floreat Athena v Perth Football Club Local rivalry friendly match between the two City of Vincent NPL Clubs | No charge for pitches, pitch preparation equipment, facilities |

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JWC

| | | |
|---|---|---|
| Football West | NPL and Junior NPL finals matches | No charge for pitches, pitch preparation equipment, facilities Club runs canteen |
| Football West | Training for coaches (not FAFC specific) meetings | Facilities provided at no cost |
| National A League Clubs e.g. Melbourne City, Central Coast Mariners and Perth Glory | Training base for major national Games | No charge for pitches, pitch preparation equipment, facilities |
| Malaysian Sarawak Football Club | Friendly match | No charge for pitches, pitch preparation equipment, facilities |
| Hellenic Community Aged Care | Luncheons, guest speakers on topics of social concern for ethnic Australian seniors | Venue and facilities provided at no cost |
| Centre for Hellenic Studies WA | Open presentations from visiting and local academics | Venue and facilities provided at no cost |
| Hellenic Community Greek Youth Dance Group | Rehearsal space | Venue and facilities provided at no cost |
| Pan Macedonian Association | Fundraising dinners | Venue and facilities provided at no cost |
| Castellorizian Association of WA | Fundraising events | Venue and facilities provided at no cost |
| Cypriot Community of WA | Fundraising events | Venue and facilities provided at no cost |
| Greek Orthodox Community of WA | Luncheons, morning and afternoon teas | Venue and facilities provided at no cost |

FAFC Community Benefit Statement - 10 June 2019

In accordance with the Council of the City of Vincent resolutions including December 2017, November 2017 and March 2019, Board representatives and consultants of the Floreat Athena Football Club (FAFC) have met on various occasions with the Officers of the City and have made representations to the Council on behalf of the Club in relation to its tenure on Britannia Reserve. In response to the requirements of the Council's FAFC prepared a detailed submission to the Federal Government for a \$3M grant through the Community Development Grants Programme of the Regional Programs Branch of the Department of Infrastructure, Regional Development and Cities.

While soccer remains the primary role of the FAFC, the Club is particularly keen to build on current community engagement and pursue a range of opportunities to maximise the benefit to the community of both the built and latent asset. The FAFC already delivers social benefit to the wider community, primarily through providing its facilities and resources (usually for free or at cost recovery) and is keen to build on opportunities to open its facilities to others to become a focus for community activity and engagement. The Club recognises that, in order to achieve this goal, it needs to be able to offer attractive and versatile facilities to engage with the wider community.

With an eye to the long-term, and at the direction of the Council, the FAFC prepared a Master Plan in 2017 to guide the development of the E&D Litis Stadium entirely at its own expense. The document has been provided to the City. The Master Plan offers a vision for upgrades and cost estimates for development associated with the facility over the next 20 years. It also examines potential funding sources for the proposed upgrades. The \$3M grant sought through the Community Development Grants Programme will enable the FAFC to undertake the most pressing project to upgrade of facilities with minimal assistance sought from the City of Vincent. This is of course of particular importance given the pressures on the City's funds associated with ongoing budget pressures including the corrections referred to in the City of Vincent Annual Report 2017 – 2018. The \$3M grant will contribute over three quarters of the \$3.84M incorrectly capitalised expenditure from 2009 and shown in the 2017-2018 Annual Report in the adjusted 2017 financial accounts. The input of \$3M into the upgrade and maintenance of the facilities of E&D Litis Stadium will assist the entire community of the City of Vincent by improving the assets owned by the City without cost to the City or its ratepayers.

In its submission, the FAFC submitted its confidence in its ability to generate sufficient funding to support its vision for the Stadium into the future. As part of its grant submission, the Club has committed to undertake a capital campaign to funds required for future projects, based on advice from two independent professional fundraisers with proven expertise in capital campaigns of this type. The Club is confident it will manage all projects to a high level, as it has persons who have done so on previous projects, and be able to provide the community with a professional, attractive venue offering a wide range of facilities and services. Importantly, the project will have little, if any new impost upon the City given it has occupied the premises since 1982. More importantly, the contribution of \$3M to the City's asset will ensure the City's ability to spend its own funds on those projects it has already identified as important projects. Clearly, this provides an opportunity of great benefit to the broader community of the City of Vincent, not just those people and community groups using E&D Litis Stadium and Britannia Reserve.

The following Community Benefit Statement details the positive impact of the upgrade E&D Litis Stadium and the projected positive impacts that the local community can expect should the Club obtain a long term lease and deliver the proposed Master Plan. The key elements of the Community Benefit Statement, based upon the (former) Department of Sport & Recreation Feasibility Guide, are as follows:

Numbers of members:

2018

- Junior Females: 9
- Junior Males: 199
- Senior males: 124
- Total Seniors: 124

- Social and other members: 139
- Total Members: 462
- Percentage resident in the City of Vincent: 28%

2019

- 290 juniors a massive 46% increase up 91 juniors.

Much of this growth is the addition of our u13&14 development teams plus massive growth in all Mini Roos primarily due to after school programs run at Mount Hawthorn Primary School by FAFC. This year we have 18 x U6s and 44 x U7s a Club record.

In our Mini Roos teams u6-u12 plus u13&14 development teams we have 119 juniors residing in COV suburbs out of 223 juniors in these levels a percentage of 53%.

Our elite NPL Juniors U13-U16 (pathway to National Premier Leagues) teams have only 6% local COV participation. 4 out of 67 in this level.

When we combine the 2 figures we end up with 123/290 which equates to a local COV percentage of 42.41%

Also we have seen massive growth of 200% in female registrations in our juniors. Last year we had 9 girls this year we have 27. Also a new club record. We aim to continue this growth and field female only teams next season.

The only thing that will constrain our growth is unsafe surfaces and inadequate floodlighting. Many parents who have more than one child don't want to come to training on different nights if the teams train on different nights. Its inconvenient and difficult for families as well as an impediment to growth. The demand for the World Game is here now due to the booming population of juniors. Unfortunately, we do not have enough floodlit area. If we had more floodlit areas we could spread the wear and as such wouldn't have a large number of players training on a small amount of area.

In terms of the seniors figure we have 46 amateur / masters players that train and match play and 46 of our senior players (First team/U20s/U18s).

Last year we had nearly 50 % growth which is unsustainable, however if we target a more realistic and serviceable goal of 10% growth we would expect to have between 450-500 juniors within 5 years as long as we have adequate facilities for training in particular access to suitable floodlighting.

We would also expect growth in Social, Amateur and Masters participation as well as increases in the newly formed Walking football which will target the over 50 market.

Club membership non playing numbers will increase organically due to parents being members of children playing as well as an increase due to enhanced facilities due to more traffic.

It is important to note, whilst the FAFC figures have been quoted above, the other sporting groups including Perth Glory and school groups use the premises on a regular basis. The statistics around the other user groups has not been obtained given the availability of the resources in the preparation of this submission.

Organisations which have used E&D Litis Stadium over the last two years include:

- Aranmore Catholic College
- Mount Hawthorn Primary School
- St Basils Aged Care Services
- City Beach Long Table Walking Group

- Water Corporation
- Wembley Police Station
- Latin American Association
- RSL
- Roar Family
- Perth Glory v State Team
- Vincent Cup
- Football West
- National A League Clubs
- Malaysian Sarawak Football Club
- Hellenic Community Aged Care
- Centre for Hellenic Studies WA
- Hellenic Community Greek Youth Dance Group
- Pan Macedonian Association
- Castellorizian Association of WA
- Cypriot Community of WA
- Greek Orthodox Community of WA

The FAFC Club Development Plan prepared by Jo Wilkie Consulting in collaboration with the Board of FAFC has been attached.

The report provides the detail on the steps undertaken and those planned, pending the securing of the tenure for the Club.

The report provides detail on research suggesting the benefit of playing team sport, and confirms the benefits to mental health, fitness, social and cultural awareness.

Importantly, the New South Wales Department of Education is referenced and identifies those children taking part in team sport develop:

- friendship and camaraderie
- cooperation and teamwork skills
- leadership skills
- appreciation of different abilities
- respect for team mates/ opponents/officials
- a sense of belonging/team membership
- social interaction skills
- physical skills
- self-esteem and self-concept
- team goal-setting skills
- self-discipline, patience and persistence
- resilience through sharing positive and negative experiences

Consistent with the City of Vincent Council Priorities as stated in the Annual Report for the City of Vincent 2017-2018, the continuation of the FAFC tenure at E&D Litis Stadium will contribute to "Improving Community Connection and Inclusion" by ensuring the opportunity for people to come together and stay connected. In addition, the Diversity offered by providing the opportunity of soccer to be played at Britannia Reserve allows those who reside in the City of Vincent to participate in local grass roots sporting club, in close proximity to their homes in the suburbs of Perth, North Perth, Highgate, Leederville Mount Hawthorn.

Projected number of members across these categories should the Club obtain a long term lease and deliver the proposed Master Plan. The Club Development Plan provides a series of detail options for potential new strategies. Forecasting the figures is not a simple matter and will depend on the opportunities provided by the City of Vincent,

including the use of the grounds out side E&D Litis Stadium. It is expected the development of Female Football, along with junior and senior social grades have the potential to double the size of the members of the Club, not to mention the affiliate group usage of the facilities.

Currently the FAFC runs the Mini Roos "Kickoff Program", a soccer program at Mount Hawthorn Primary School. This program has operated for two years and has included sixty (60) participants from the school. This is strongly supported by the school and in particular its Principal Mr Mackesey (see attached correspondence). The FAFC Board has discussed further holiday programs with the Club's senior coaching staff for programs including school holiday programs. The focus has been on the tenure and grant issues of recent time, but further work in developing further participation including female football and school holiday programs are a high priority for the Club.

The projected number of Club programs and participants would be expected to continue to grow should the Club obtain a longterm lease and deliver the proposed Master Plan. Importantly, it is an objective of the FAFC to work closely with the local primary schools to develop feeders to the Club. The Mini Roos "Kickoff" and Little Athletics programs are seen to provide outstanding opportunities for the Club's development and growth. This would include the development of female football as a matter of priority. This has been investigated with preliminary discussions taken up with persons who have held positions with Football West, and are experienced in the administration of female football, and football more generally.

We have run a soccer program at Mount Hawthorn Primary school for the past 2 years in term 4 once our club winter season has finished. In both years we have had 120 kids enrolled from Kindy, Preprimary, Year one and year two. Many of the participants have used the 6 week course as a taster then come and joined our club programs the following season.

The Current and projected number of non-Club related programs, activities, fixtures and/or events including number of participants are flagged in the Club Development Plan. It is not realistically possible to forecast any numbers at this time without certainty of tenure. However, should FAFC be granted a long term lease it would enable the club to roll out the program to other schools in the vicinity such as Aranmore Primary School and North Perth Primary School which would then also enhance the numbers of our membership numbers as evidenced by the program at Mount Hawthorn.

We would also look to run more programs at Britannia/Litis on Saturdays as we have had feedback that some children don't play as the soccer clashes with other kids activities on a Sunday morning. We anticipate a term based program for this.

Current soccer participation rates within Western Australia and Australia, are provided below, see data from Football West.





The projected number of junior soccer participants of up to 500 participants based on the current participation rates when applied to City's current population, localised population catchment and population growth forecasts is realistic and achievable.

The participation rates applicable are available by reference to the following link:
 - <https://www.clearinghouseforsport.gov.au/research/smi/ausplay/results>

An overview of health, wellbeing and other social benefits associated with soccer is not available from Football West, so we have provided this information as part of the FAFC Club Development Plan, which is also attached.

The proposed extension of tenure for the FAFC at E&D Litis Stadium is consistent with and shall facilitate realising the Strategic Considerations of the Vincent Strategic Community Plan 2018 – 2028, in particular:

- Ensuring a healthy, functional and equitable city to cater for our growing population
- Public health issues and ways to support a healthier community
- Addressing social isolation among the aged, at-risk and disadvantaged in our community

Summary

The City of Vincent and FAFC has recently begun to communicate effectively.

The closer working relationship and improved communication has begun to realise the potential of the City's facilities and the Club's Spirit.

With the local community becoming actively engaged through outreach programs offered by the Club over the last two years, this has begun to result in an increase in the membership and participation in the Club.

City of Vincent and the FAFC have not, in the recent past sought to pursue performance and realise the potential of the City's asset in E&D Litis Stadium. The FAFC has become activated to seek resources and become organised to realise the potential of the facility. The increased levels of engagement with the local community has seen greater numbers in terms of Club Memberships and income. The financial report attached show the improved current position. The increased numbers have seen the Club improve its financial position, and obtain support from unexpected quarters for the improvement of the City's facilities. The numbers are quite substantial and should be of keen interest to the City and Council.

There are clear and positive impacts which are resulting from the City's improved management of its assets and equally the FAFC has the opportunity to bring substantial benefits in terms of finances, mental health, community inclusion, fitness, social and cultural awareness to the local community of the City of Vincent.

The City has sought the performance of the FAFC. The Club has responded by the provision of a Masterplan and an Asset Management Plan for the City's asset, along with a detailed grant submission for the investment of \$3M in to the City's facilities with the economic benefits which arise as a result. The benefit offered to the community of the City of Vincent is tangible and we earnestly seek the City's support for the extension of the lease for a period of 10 years.

FAFC Community Benefit Statement - 25 October 2019

FLOREAT ATHENA FOOTBALL CLUB Community Benefit Statement (Addendum)

Over the past three years a number of organisations have used Litis Stadium and its club rooms for a variety of purposes, ranging from conferences, seminars to receptions, events and outdoor activities.

Below is a list of the organisations and community groups which have used the club facilities over the past three years and as referenced in the Club's Development Plan page 26 and 27:

- Power Chair Football
- Perth Glory NPL
- Perth Rangers Supporters Club- (Floreat Athena is the home for the Scottish football supporters)
- Lacrosse WA-Trophy Night
- St Andrews Grammar
- Football West
- St Constantine and Hellene Greek Orthodox Church
- St Nectarios Greek Orthodox Church
- Evangelismos Greek Orthodox Church
- Hyundai A-League Clubs (Melbourne City which featured Socceroo legend Tim Cahill)
- Aranmore Catholic College
- Mount Hawthorn Primary School
- Mt Lawley Senior High School
- St Basils Aged Care Services
- City Beach Long Table Walking Group
- Water Corporation
- Wembley Police Station
- Latin American Association
- RSL WA
- Roar Family
- Jordan's Fight Club

- Malaysian Sarawak Football Club
- Hellenic Community Aged Care
- Centre for Hellenic Studies WA
- Hellenic Community Greek youth Dance Group
- Castellorizian Association of WA
- Cypriot Community of WA

CHARGES and FEES

Again, as reference in the Club Development Plan (June 2017 pp 26 and 27) Fees and charges for use of our club rooms are usually very minimal. For fundraising events such as the Roar Family and Jordan's Fight club, where lives were on the line, no charges for hire or cleaning were applied. In some other cases a cleaning fee may apply or if fees are applied they'll go toward a charity partner or community group like the RSL.

Floreat Athena Corporate/Community Engagement Plan

FAFC Mission Statement:

"To be the best football club in Western Australia, fostering growth and development for all WA boys and girls;

To be a club that is engaging and hospitable to all sectors of the community;

To preside over the best football facility in Western Australia and attract the best players, coaches and aspire to be the central point for the sport in Western Australia."

The club has a number of departments which include:

- Football (juniors, seniors, amateurs and masters {men and women's teams})
- Community
- Functions and Events
- Membership
- Merchandise
- Sponsorships
- Media and Marketing

Right now Board members are tasked with each department assisted by dedicated volunteers to execute the plan.

For the point of this document, the advice provided will focus on all aspects of Media and Marketing.

The Brand (Floreat Athena)

Right now the image and sentiment surrounding the club is mixed.

On one hand it has been applauded for receiving a three-million-dollar Federal Government grant- thanks to the good work by the office of Senator Peter Georgiou.

Consequently the grant has brought about the need to change the governance structure which demonstrates the transparent nature of all sources of income and revenue to the club.

Social Media

Facebook, Instagram, Twitter and LinkedIn are all viable and realistic social media platforms to enable the club to engage and promote itself to the wider community- more importantly to its sceptics and doubting Thomas'.

There is no excuse for the club not to be updating its events, upcoming functions, upcoming matches, results, team achievements, club achievements etc. on its social media platforms to inform and engage with members, supporters, fans and so forth.

The club should look within, and put out the call to players, parents etc. who would like to take charge of ALL social media aspects of the club. It could well be that a player may be studying marketing or media who has a handle on the intricacies of social media.

Before all this takes place, there needs to be good forward planning. A football and marketing calendar should be set up ahead of each season that enables club hierarchy of the upcoming matches, events and functions which can be promoted. Every significant milestone, every significant achievement, every significant "trip down memory lane" should be photographed and posted on each relevant social media forum to enable the club to leverage off its growing legacy- after all Floreat Athena is one of the oldest and successful football clubs in WA history.

Newsletters/EDMS: The club has increased its messaging and engagement through this method and should continue to do so. It should also look at "piggy backing" off the Hellenic Community of WA and Consulate of Greece databases to maximise reach and exposure.

Website: This needs regular updates and refreshing.

Key Note: Whatever the club does it needs to broadcast it. How can it better engage and better reach its supporter base, membership and wider community.

Social Media is the most effective and cheapest option.

Recommendation: Pending lease and renewal of tenure the Club should undertake a comprehensive strategic 5-year plan, separate and irrespective of the Master Plan.

JWC

Floreat Athena Football Club



CLUB DEVELOPMENT PLAN

Progress Report

June 2017

JWC

Jo Wilkie Consulting

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INTRODUCTION

This project is one of two major initiatives being undertaken by the Club at this time. They are:

1. Club Development Plan

Jo Wilkie Consulting has been engaged to assist the Club to prepare a Club Development Plan including the following two key components.

- A. Explore opportunities and develop strategies aimed at:
 - increasing the Club's engagement with the community
 - expanding the community benefit that can be derived from the asset that is the Litis Stadium
- B. Develop a 5-year Strategic Plan for the Club, with a focus on sound governance and financial sustainability, taking into consideration the changing regulatory, policy and funding environments.

2. Master Plan for Litis Stadium

The other project is the development of a Master Plan for the Litis Stadium for which Planning Solutions Pty Ltd has been contracted. The Master Plan has been requested by the City of Vincent and will form the basis of the renegotiation of the Club's future lease arrangement with the City.

The Club's Board and both consultants have worked together on the common elements of the two projects to ensure an efficient and joined-up approach.

The Club Development Plan lays important foundations for the Club moving forward and, as such, this progress report is included into the Master Plan report being provided to the City of Vincent.

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Specifically, the purpose of this project is to position the Club as:

- a relevant sporting, social and cultural asset;
- a successful Club within the WA State Football League and within the State's sporting landscape;
- an organisation that is well-governed and managed;
- an organisation that is financially and operationally viable;
- an organisation that is contemporary, with the agility and capacity to adapt to changing community needs and circumstances; and
- an organisation that is underpinned by principles of access, inclusion and maximum community benefit.

To achieve this, the Club has committed to engage as many key stakeholders as possible including, but not limited to:

- Players and their families
- Current and recent members
- Volunteers
- Sponsors and supporters
- Local residents and businesses
- Key organisations within the City of Vincent
- Peak community sporting bodies such as FootballWest and WA Sports Federation
- Relevant government agencies such as the Department of Sport and Recreation
- The City of Vincent

A Club Reference Group has been established to share ideas and have input into the project.

An expanded Board/Leadership Group has met regularly with the consultant to consider and/or determine actions going forward, based on emerging evidence and information.

To this end, the key agreed elements of the methodology for this Project are:

- an environment scan and analysis;
- an exploration and assessment of community benefit opportunities;
- a review of the Club's governance and management;
- a review of the Club's business model and operations; and
- an assessment of the Club's financial sustainability.

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BRIEF HISTORY OF THE CLUB

The Floreat Athena Football Club is a not-for-profit community organisation governed by a voluntary Board of Management and has been operated for more than 60 years almost entirely by volunteers.

The (then) Athena Soccer Club was founded in 1951 and entered a team in the State Soccer Competition in 1953.

It was established through the resources of the Greek community keen for its members to participate in and celebrate its much-beloved, national sport. It also provided an opportunity to share the Greek culture with the broader Western Australian community.

This reflects the basis upon which almost all soccer clubs across Western Australia were originally formed, driven by growing interest in “the world game”.

Within less than a decade, the Club became one of the founding clubs of the Soccer Federation of Western Australia and, since that time, has continued to contribute to the development of the sport at a local, state and national level through its participation in many of the reforms that have seen the sport become the most played in Australia.

Its first home was at Wellington Square in East Perth as part of a temporary arrangement with the City of Perth. It quickly outgrew this and was relocated to Perry Lakes Stadium, which was then within the municipality of the City of Perth.

The move also resulted in a change of its name to Floreat Athena, at the request of the City of Perth, to reflect its new local community.

It remained at Perry Lakes Stadium until the early 1970s when it moved again to its current premises, then known as Lake Monger Velodrome. It co-tenanted the facility with the Soccer Federation of WA until 1982 when the Federation moved to its own separate premises.

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The Club has been the sole tenant of the facility since then and recently re-named it the E & D Litis Stadium in acknowledgement of a lifetime supporter and major sponsor.

During the period 1960 to 2000, the Club also fielded teams in other sports including:

- Cricket - junior and senior teams
- Water Polo
- Netball - junior and senior teams
- Softball - junior teams

Across all of these sports, more than 60,000 players have played for the Floreat Athena Football Club; the majority for its football soccer teams, including amateurs, professionals, juniors, veterans, masters, social, girls and women.

For the majority, playing for the Club provides an opportunity to be part of a team, achieve fitness and health and have fun. However, many have achieved state, national and international success with some notables including:

- *Stan Lazaridis* -Socceroo 2006 World Cup, English Premier League, WA State Captain, World Youth Championship Team;
- *Bobby Despotovski* - WA State Team, Perth Glory for 10 years, current coach of the Perth Glory National Women's team and Coach of the Year 2017; and
- *Troy Barnard (dec. 2004)*- youngest ever player to captain a WA State side at age 22.

The Club experienced great football success in the 1980s, dominating the competition at all levels. This attracted unprecedented player numbers in all categories and divisions, as well as increased membership and sponsorship.

This success also enabled the Club to build its new Clubrooms at Litis Stadium, which continue to provide an important amenity to the Club and other user groups. This was resources entirely through the cash and non-cash contributions of its members and supporters.

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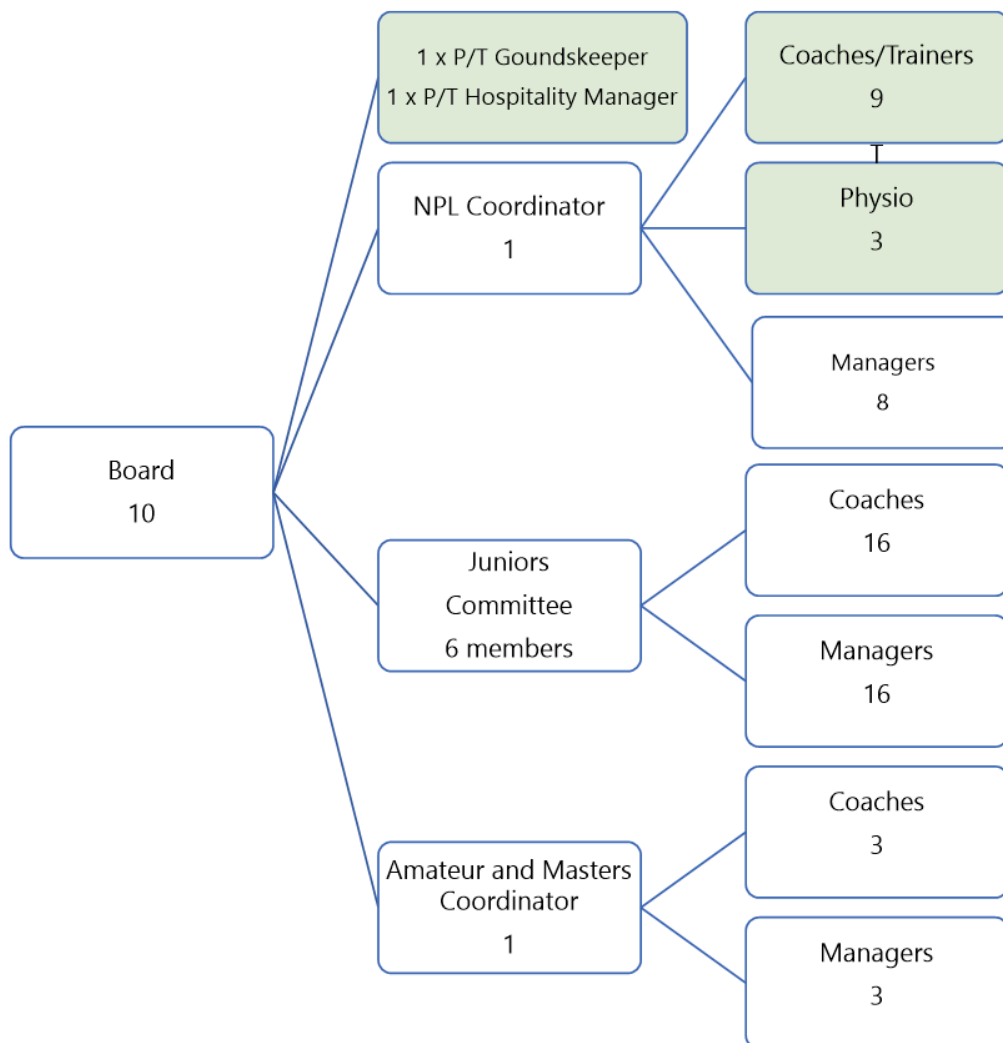
CLUB PROFILE

CLUB STRUCTURE

The structure of the Club is reflected below, illustrating those roles for which there is some form of remuneration and those roles which are voluntary.

Volunteer Role

Remunerated Role



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TEAMS AND PLAYERS

The Club currently has 314 registered players and fields teams in the following competitions:

| Competition | # Teams | Details |
|----------------------------------|----------|--|
| National Premier Leagues Seniors | 3 Teams | 1 x Seniors 1 x Reserves 1 x Under 18 |
| National Premier Leagues Juniors | 5 Teams | 1 x Under 16 1 x Under 15 1 x Under 14 1 x Under 13 1 x Under 12 |
| Junior Boys League | 16 teams | 3 x Under 6 3 x Under 7 3 x Under 8 3 x Under 9 2 x Under 10 2 x Under 11 |
| Amateur League | 2 Teams | 1 x Division 2 1 x Div. 2 Reserves |
| Masters League | 1 Team | 1 x Division 2 |

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VOLUNTEERS

The Club is governed by a voluntary Board of 10 who are elected by the membership at Annual General Meetings. The Board is responsible for the good stewardship of the Club, its financial viability and compliance with all regulatory and licensing requirements.

In its sporting activities, the Club is supported by some 60 active volunteers, without whom it could not support its teams and players. They undertake a range of tasks, including:

- Coaching;
- team management;
- set-up and take-down of goals and pitch preparation;
- line-marking;
- first-aid;
- care and maintenance of team and Club equipment;
- pastoral care and support of players; and
- match-day paperwork.

An additional 30 volunteers undertake tasks including:

- cleaning and maintenance of the grounds and facilities;
- fundraising;
- assisting with events; and
- spectator control.

Like most Clubs of this type, it often experiences the challenge of having most of the governance and management work of the Club performed by a small group, usually the Board, which then also necessarily assumes some operational functions.

The Club has a strong history of junior players maintaining their relationship with the Club and going on to become coaches, team managers, Board members and other general volunteers.

The Club has a number of families where three-generations have now played with the Club and remained members.

KEY CLUB ACTIVITIES

| Training | NPL Senior Teams | NPL Juniors Teams | Junior League Teams | Amateur Teams | Masters Team |
|-----------|------------------|-------------------|---------------------|---------------|--------------|
| Match | | | | | |
| Monday | | | | | |
| Tuesday | | | | | |
| Wednesday | | | | | |
| Thursday | | | | | |
| Friday | | | | | |
| Saturday | | | | | |
| Sunday | | | | | |

| | daily | weekly | fortnightly | monthly | annually |
|---------------------------|-------|--------|-------------|---------|----------|
| Passive social activities | | | | | |
| Fundraising activities | | | | | |
| Club Dinner Night | | | | | |
| Juniors Team Dinner | | | | | |
| Senior Teams Dinner | | | | | |
| Football West meetings | | | | | |
| NPL Meetings | | | | | |
| AGM | | | | | |
| Club Pre-Season Busy Bee | | | | | |

Up to 30 members and friends attend the Club on most days to enjoy fellowship and participate in passive activities including cards, darts, board games and hospitality.

The Club hosts dinners for each of the junior teams on a rotational basis. The dinners include players and their parents/siblings and are aimed at building team spirit and camaraderie.

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USE OF BRITANNIA RESERVE

The Club hires Britannia Reserve from the City of Vincent from April to September for its training and matches.

Training

- Monday and Wednesday from 4pm to 7pm
- Tuesday and Thursday from 4pm to 9pm

Matches

- Sunday from 7am to 5pm

During these times, the Reserve is also accessed by other members of the community including recreationers, exercisers and dog walkers.

Although the pitches are marked out, there is not a physical demarcation of the areas for use by different groups. Instead, there is an expectation of a commitment to shared use and a common sense approach.

USE OF THE STADIUM PITCH

The Stadium Pitch forms part of the lease agreement over the Litis Stadium and is used primarily by the NPL teams, though not exclusively.

Pre-season training commences in mid-January with finals in November, leaving a minimal 6-8 week period to rest and prepare the pitch for the following season.

The pitch is required to meet NPL standards as a part of its license to participate in that competition. This determines the extent to which the pitch can be used by both the Club and others.

Training

- Monday, Wednesday and Thursday from 5pm to 8pm

Matches

- Saturday (fortnightly home games) 10am to 5pm
- Sunday (fortnightly home games) 8pm to 5pm

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LEASE OF LITIS STADIUM

The Club's occupancy of the Litis Stadium has been managed through successive leases:

- with the City of Perth until 1994; and
- with the City of Vincent from 1997 until 2016.

The terms of the lease that expired in December 2016 required the Club to:

- pay a lease fee, subject to annual increases based on CPI;
- meet costs of rates, taxes and all outgoings;
- maintain adequate and appropriate insurances; and
- maintain the facility in clean condition and good repair, at its own expense.

The Club secured a 12-month lease from January to December 2016, during which time it is preparing the Master Plan that will form the basis of any future lease agreement.

During its tenure, and in addition to any rents and charges, the Club has invested some \$1.5M to improve the facility, the most significant being the construction of the Clubrooms in 1982. This was achieved entirely through the cash and non-cash contributions of its members and supporters.

In 1997 a significance redevelopment of the grounds was completed via funds provided equally by the Club, the City and the State Government.

In addition, Club members provided significant in-kind and reduced-cost services to achieve the project successfully.

Due to its age, some elements of the stadium now require significant upgrade, particularly to the older facilities, the most pressing being the change rooms and player race which have been disused since 2015 and the grandstand, which requires structural repair.

In 2014, the Club was unsuccessful in securing a CSRFF grant to replace the change rooms and is now planning a major financing strategy, including a Capital Campaign, to raise the funds to achieve this and other improvements to the stadium. These plans are discussed in the Master Plan document.

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ENVIRONMENT SCAN

The following information provides both global and local context to the social, policy and regulatory environments that impact on the Floreat Athena Football Club and its operations.

THE BENEFIT OF PLAYING TEAM SPORT

There is compelling evidence, world-wide, that affirms the value of playing sport. Governments are investing heavily in the promotion of, and infrastructure for, sport and physical activity as a key strategy for addressing both long-standing and emerging social, cultural, physical and mental health challenges.

The New South Wales Department of Education, as part of its well-being strategy, identifies that children who take part in team sports develop:

- friendship and camaraderie;
- cooperation and teamwork skills;
- leadership skills;
- appreciation of different abilities;
- respect for team mates/ opponents/officials;
- a sense of belonging/team membership;
- social interaction skills;
- physical skills;
- self-esteem and self-concept;
- team goal-setting skills;
- self-discipline, patience and persistence; and
- resilience through sharing positive and negative experiences.

UNITED NATIONS

The UN Inter-Agency Task Force of Sport for Development and Peace promotes sport as an important tool for achieving the UN Millennium Development Goals.

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Its 2005 report states "... that by its very nature sport is about participation. It is about inclusion and citizenship. Sport brings Individuals and communities together, highlighting commonalities and bridging cultural and ethnic divides.

Sport provides a forum to learn skills such as discipline, confidence and leadership and it teaches core principles such as tolerance, co-operation and respect. Sport teaches the value of effort and how to manage victory, as well as defeat. When the positive aspects of sport are emphasized, sport becomes a powerful vehicle through which the United Nations can work towards achieving its goals."

WORLD HEALTH ORGANISATION

The "Global Recommendations on Physical Activity for Health" was published by the World Health Organisation in 2010 and remain in place today. It urges a number of policy options aimed at achieving recommended levels of physical activity globally, such as:

- "the development and implementation of national guidelines for health-enhancing physical activity;
- the integration of physical activity within other related policy sectors in order to secure that policies and action plans are coherent and complementary;
- the use of mass media to raise awareness of the benefits of being physically active; and
- the surveillance and monitoring of actions to promote physical activity".

Sport: A Proven Vehicle for Physical and Social Health

The Club 's sporting activities address a number of global health and well-being challenges. Diabetes and obesity are just two now considered to be at epidemic levels.

Club and other organised sport is considered a key strategy for not only achieving globally agreed physical activity targets but for promoting social cohesion and peace.

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AUSTRALIAN GOVERNMENT

The Australian Government, through the Australian Sports Commission, has recently invested in two major initiatives.

The first was a study into the Future of Australian Sport undertaken in partnership with the Commonwealth Scientific and Industrial Research Organisation (CSIRO). The key findings of the study that have relevance for football clubs including Floreat Athena are:

- Health, rather than competition, is becoming a major driver for participation in sport and sporting groups, particularly those involved in competitive sport, will need to consider how they provide opportunities for non-competition participation.
- The broader benefits of participation in sport are measurable and significant including mental health, crime prevention and social inclusion. It is important, therefore, for sporting groups to consider how their policies and practices can facilitate these outcomes.
- Sport is being increasingly embraced by older Australians and this will require sporting codes and clubs to consider how they can cater effectively and appropriately to this age-group.

The second major initiative has been the establishment of the Play.Sport.Australia (PSA) initiative, a national vision for increasing participation in sport by all Australians.

This initiative was further strengthened by the establishment of Ausplay, a national population tracking survey that provides evidence-based research to guide the P.S.A. initiative going forward.

The following information is provided through the AusPlay survey, which is commissioned by the Australian Sports Commission as part of its strategy “to get more Australians participating in organised sport more often”.

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It reports that:

- Almost 20% of all people involved in Club Sport play football (soccer), which represents by far the largest cohort.
- Football has the second highest rate of participation (22.8%) by children - in an organised out of school activity. (swimming has the highest (28.3%) and Australian Rules Football has the third highest rate at 13.6%)
- More boys (22.8%) than girls (6.1%) play football - in an organised out-of-school activity.
- The report acknowledges that sporting clubs are the primary avenue via which children participate in active sport and physical activity.

The table below illustrates the top 11 Club sports played by adults and children combined.

| | Club Sports | Population Estimate | % Population | % Club Sport Population |
|----|---------------------------|----------------------------|---------------------|--------------------------------|
| 1 | Football (soccer) | 1,086,986 | 4.5% | 18.8% |
| 2 | Golf | 685,732 | 2.8% | 11.9% |
| 3 | Australian Rules Football | 635,627 | 2.6% | 11.0% |
| 4 | Netball | 625,721 | 2.6% | 10.8% |
| 5 | Tennis | 585,751 | 2.4% | 10.1% |
| 6 | Cricket | 562,669 | 2.3% | 9.7% |
| 7 | Basketball | 532,311 | 2.2% | 9.2% |
| 8 | Touch Football | 271,628 | 1.1% | 4.7% |
| 9 | Swimming | 267,890 | 1.1% | 4.6% |
| 10 | Rugby League | 247,883 | 1.0% | 4.3% |
| 11 | Athletics, Track & Field | 238,084 | 1.0% | 4.1% |

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Sport: For Everyone

Floreat Athena Football Club responds to the need of almost one fifth of the Australian population that chooses to play a Club sport.

There is opportunity for the Club to expand its program to include non-competition sport.

There is opportunity for the Club to offer more general health and fitness activities that can be accessed more flexibly across the week.

There is opportunity for the Club to consider how it can better respond to the needs of older population cohorts.

WESTERN AUSTRALIAN SPORTS FEDERATION

The Federation is the peak body for sport and recreation in Western Australia. It responds to needs and issues raised by its member bodies, the majority of which are sporting associations.

In line with contemporary thinking, the Federation is encouraging and supportive of the mixed use of sporting facilities in order to optimise their "usability" and also to maximise the return on the public investment in the asset.

Spaces that are Flexible and Responsive

There is opportunity for the Club to consider how the indoor and outdoor spaces within the Litis Stadium can be more creatively and flexibly used by diverse community organisations and their members.

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FOOTBALL WEST

Football West is the sole governing body for all football competitions in Western Australia. It is affiliated with the Football Federation Australia (FFA) and, through it, the Fédération Internationale de Football Association (FIFA) which is represented in more than 209 countries.

A demographic breakdown of all players within Western Australia registered with Football West as at 31 October 2016 shows the following:

| | | |
|---------------------------------------|---------|--------|
| Gender | Male | 33,227 |
| | Female | 6,611 |
| Age | Junior | 28,924 |
| | Senior | 10,914 |
| National Premier Leagues or Outdoor * | NPL | 2,123 |
| | Outdoor | 37,715 |

Note: It does not include those players registered in the Social Competition.

In 2010 the Football Federation of Australia commissioned the National Competition Review to consider opportunities for competition and club improvement.

This led to the establishment of the National Premier Leagues (NPL) in 2013 in most Australian States. Football West joined the NPL competition in 2014. The NPL ostensibly replaced the previous State Leagues and provided a more national platform for the development of football in Australia. It is regarded as the second tier of the sport of which the A-League is the first.

There are now 14 NPL teams in Western Australia including the Floreat Athena Football Club.

In 2016, Football West initiated the National Premier Leagues Strategy Development Project with the aim of establishing a framework for the NPL in Western Australia for the next five years.

The Project considers a number of barriers to optimal development of the sport, both within and outside Clubs. Amongst key considerations are:

- increasing access to quality competition;
- adoption of proven development models;
- improved coaching accreditation;
- increasing pathway opportunities;
- improving facilities;
- accessibility and affordability at all competition levels; and
- clear and fluid pathways between junior and senior clubs.

The project is scheduled to be completed in mid-2017 and implemented in 2018.

The implementation of the recommendations of this NPL review will have significant impact on all of the 12 current Western Australian NPL Clubs including the Floreat Athena Football Club.

It will require the Club to revise and/or develop a number of policies and strategies in relation to governance, operations, player development, facility standards and financial planning.

Whilst the impending NPL Framework will apply consistently to all NPL Clubs, their accommodation costs and arrangements vary according to the local government municipalities within which they are located. These include: including:

- lease terms and conditions for facilities;
- hire fees for use of playing grounds;
- assistance with pitch and facility maintenance; and
- support for major capital works.

These real costs impact on the Clubs' financial capacity including their ability to attract quality players from within and outside the State.

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This is further exacerbated where ratepayers feel, somewhat justifiably, uncomfortable about their (local government) assets being used by groups whose members and participants are from outside the municipality.

Without a clear and agreed State-wide policy for this issue, the access to facilities and playing grounds for Clubs, such as the Floreat Athena Football Club, will be determined by the diverse approaches of respective local governments.

To develop and implement such a policy would require a collaborative approach between, at least, the State Government (through its appropriate department), Football West and the respective local government authorities.

WESTERN AUSTRALIAN GOVERNMENT - DEPARTMENT OF SPORT AND RECREATION

The Department of Sport and Recreation is responsible for the State Government's policy and strategy in sport and recreation. Its stated mission is to "enhance the quality of life of Western Australians through their participation and achievement in sport and recreation".

The State Sporting Facilities Plan forms the blueprint for the development of major state and national sporting infrastructure. Initially approved by the State Government in 2001, over \$25M has been allocated since 2005. These funds have been directed to large national and internal facilities such as nib Stadium, Perth Stadium, State Equestrian Centre and the Perth Arena.

The Western Australian Sport and Recreation Industry Strategic Direction 2016-2020 provides a framework for the direction of sport and recreation in WA.

Amongst the key challenges that it seeks to address, the following are most relevant for Floreat Athena and other similar sporting Clubs:

- Governance – which recognises that affordability is a key barrier to young people's participation in sport.

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- Public Open Spaces and Urban Form which encourages efficiency with the planning and use of public space resources to ensure equitable access for as many as possible.
- Financial (Un)Certainty – acknowledges the need for sporting bodies to promote the many benefits of sport and recreation in order to better compete for diminishing public and private funding.
- Leveraging Facilities Investment – facilities must become relevant to current communities by increasing local community sporting and non-sporting participation.

Support and Resources

The Club's purpose and activities align with the State Government's strategic direction with respect to sport and recreation

There is potential for the Club to access a range of cash and non-cash resources from the Department to assist with its Club Development Plan.

There is an opportunity for the Club to consider cash and non-cash fee structures as a further response to financial barriers to participation, particularly for children and seniors.

CURTIN UNIVERSITY - CENTRE FOR SPORT AND RECREATION

Established in 2009, the Centre for Sport and Recreation is a collaboration between Curtin University and the Department of Sport and Recreation. Its stated role is to be an independent advocacy and research centre that generates applied research to inform public policy and practice in the field of sport and recreation. Over recent years it has undertaken a number of research projects aimed at achieving a better understanding of the issues and challenges facing sporting clubs in Western Australia so as to effect better policies and practices.

Those studies that have relevance for Floreat Athena Football Club include:

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- More than Winning: the real value of sport and recreation in WA (Middle, I & Tye, M.- 2014)
- Volunteering and sport in a WA context: A preparatory exploration (Costello D. & Tye M. - 2012).
- Sport and Recreation Online: A baseline investigation of the web presence of sporting and recreational organisations in Western Australia (Allen, M., Burnett, K., Leaver, T., & Scullin, C. – 2012)
- Emerging constraints for public open space in metropolitan Perth: Implications of bush forever, water sensitive urban design and Liveable Neighbourhoods for active sporting recreation (Middle, G., Tye, M., & Middle, I. – 2010)

Evidence-based Planning

There is further potential for the Club to enter into a partnership with Curtin University as a longitudinal study site with the benefit of having access to ongoing independent information and data that can inform the continuous improvement of its Club Development Plan

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MAXIMISING COMMUNITY BENEFIT

The Club is keen to build on its current community engagement and provide a range of opportunities to maximise the benefit to the community of both the built and latent asset.

CURRENT COMMUNITY ENGAGEMENT ACTIVITIES

Notwithstanding that the Floreat Athena Football Club has been at Litis Stadium for more than 40 years, community members and organisations contacted through this project generally had very little awareness or understanding of the Club.

However, the possibility of engaging with the Club and its activities via a number of sporting and social strategies was very well received.

An assessment of the Club's current engagement with the community was undertaken via a review of available records and discussions with the current Board members and past committee members.

Overall, the Club tends to play down the extent to which it already delivers social benefit, primarily through providing its facilities and resources, usually for free, to the wider community. Both formal and informal discussions confirm the willingness of the Club (its members) to open its facilities to others.

Members and supporters are passionate about the sport and the Club and there is genuine camaraderie and sense of team, as evidenced by the consistent level of volunteering.

Although perceived by some members of the community as being inward focused and somewhat disengaged from the local community, once inside the Club, there is a genuine welcoming and hospitality, typical of the Greek culture

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Externally however, the Club has not been consistent and proactive in its efforts to engage the broader community and this has, at times, presented the organisation as an aloof and disinterested member of its community.

This appears to be primarily because:

- there is not a clear and agreed Community Engagement Strategy;
- the Club does not yet have a Community Access and Usage Policy to clarify and guide the use of its facilities
- the arrangements for use of the facilities are more often than not made on an ad-hoc basis;
- the arrangements are not considered by the Club as community engagement “we just try to help as we can”;
- the Club does not maintain consistent documentation about its engagement; and
- the pressure of attending to its core business of football, run almost entirely by volunteers, leaves limited capacity to properly consider and develop an approach to community engagement.

The following table shows how the Litis Stadium facilities have been utilised by various organisations over the past 24 months.

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Use of the Litis Stadium Facilities Over the past 2 Years

| Organisation | Purpose of Use | Charges/Fees |
|-------------------------------|--|--|
| Aranmore Catholic College | School team soccer finals | No charge for pitches, equipment, facilities |
| Mount Hawthorn Primary School | School dances, quiz nights, bingo | No charge for venue and facilities Small charge for cleaning |
| St Basils Aged Care Services | Lunches and social events for seniors (from both residential and non-residential) | No charge for venue and facilities Small charge for cleaning |
| Water Corporation | Christmas Function | No charge for venue and facilities Small charge for cleaning |
| Wembley Police Station | Social Event | No charge for venue and facilities Small charge for cleaning |
| Latin American Association | Latin American World Cup Tournament A celebration of Latin American culture through its national sport | No charge for pitches, equipment, facilities (Club operates some hospitality services during the event) |
| RSL | Anzac Day Match Floreat Athena v Perth Glory NPL Club | Facilities provided at no cost All proceeds to local RSL |
| Roar Family | Fundraiser for Robbie Roar who contracted meningococcal disease | Facilities provided at no cost All proceeds to the family |
| Perth Glory v State Team | Charity Match to raise funds for cancer support | Venue and facilities provided at no cost |
| Vincent Cup | Floreat Athena v Perth Football Club Local rivalry friendly match between the two City of Vincent NPL Clubs | No charge for pitches, pitch preparation equipment, facilities |

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| | | |
|---|---|---|
| Football West | NPL and Junior NPL finals matches | No charge for pitches, pitch preparation equipment, facilities Club runs canteen |
| Football West | Training for coaches (not FAFC specific) meetings | Facilities provided at no cost |
| National A League Clubs e.g. Melbourne City, Central Coast Mariners and Perth Glory | Training base for major national Games | No charge for pitches, pitch preparation equipment, facilities |
| Malaysian Sarawak Football Club | Friendly match | No charge for pitches, pitch preparation equipment, facilities |
| Hellenic Community Aged Care | Luncheons, guest speakers on topics of social concern for ethnic Australian seniors | Venue and facilities provided at no cost |
| Centre for Hellenic Studies WA | Open presentations from visiting and local academics | Venue and facilities provided at no cost |
| Hellenic Community Greek Youth Dance Group | Rehearsal space | Venue and facilities provided at no cost |
| Pan Macedonian Association | Fundraising dinners | Venue and facilities provided at no cost |
| Castellorizian Association of WA | Fundraising events | Venue and facilities provided at no cost |
| Cypriot Community of WA | Fundraising events | Venue and facilities provided at no cost |
| Greek Orthodox Community of WA | Luncheons, morning and afternoon teas | Venue and facilities provided at no cost |

POTENTIAL ADDITIONAL COMMUNITY BENEFIT

The Club has explored a range of other potential uses of the Litis Stadium facilities by other not for profit organisations via:

- discussions with community organisations within the City of Vincent;
- information about other multi-use sporting facilities;
- a workshop involving the Club Reference Group, established as part of this project; and
- regular workshop/meetings with the current Board.

Underpinning Principles

The Club has determined that the following principles will underpin its approach to the shared use of the Litis Stadium facilities by other not-for-profit organisations within the City of Vincent.

The overriding principle is that the Club does not seek to generate income from sharing its spaces and requires only that any costs are recovered.

Co-tenants


- ✓ The Club is committed to sharing the available spaces with co-tenants
- ✓ Co-tenants will be required to contribute proportionately to outgoings
- ✓ Co-tenants will not be required to pay rent


Regular and Casual Users


- ✓ Not-for-profit user groups within the City of Vincent will be required to contribute on a cost-recovery basis only for their use of the facilities


POTENTIAL NEW STRATEGIES


The following are seven strategies for maximising community benefit that have emerged from the consultations and are informed by research evidence and align with global, Federal Government and State Government strategies.


| Strategy | Benefits |
|---|--|
| <p>Find 30 for Fitness</p> <p>Junior teams take turns in incorporating 30 minutes general fitness work at the beginning of their training session.</p> <p>The local community is invited to join in for this component of the session</p>  <p><small>Credit: Digital Vision</small></p> | <ul style="list-style-type: none"> ✓ builds community relationships ✓ addresses a key health issue ✓ provides a simple way for the local community to meet the 30 minutes per day exercise target ✓ enables the Club to share its training skills and expertise ✓ training of coaches in general fitness will expand their skills set |
| <p>Next Steps:</p> <ol style="list-style-type: none"> 1. Design a 10-week trial of this strategy including: <ul style="list-style-type: none"> ➢ a fitness program suitable for diverse ages and fitness levels, ➢ a communication strategy to inform local residents, ➢ a risk management plan; and ➢ an evaluation instrument that includes feedback from participants. 2. Trial the Strategy over 10 weeks. 3. Review the Strategy using the evaluation tool. 4. Determine whether the Strategy should continue as is, continue with modifications, or not continue. 5. Communicate the decision and rationale with all participants and stakeholders. | |



| Strategy | Benefits |
|---|---|
| <p>Schools Football Clinics</p> <p>Club coaches, trainers and senior players conduct football clinics in local primary and high schools</p>  | <ul style="list-style-type: none"> ✓ builds community relationships ✓ assists schools to access accredited skills development for students ✓ addresses a key health issue ✓ enables the Club to share its training skills and expertise ✓ creates pathways for new players and members |
| <p>Next Steps</p> <ol style="list-style-type: none"> 1. Co-design with the schools an appropriate School-based Football Clinic Program based on Football West and FFA models and standards and including: <ul style="list-style-type: none"> ➢ A risk management plan; ➢ A written agreement with each school; and ➢ An evaluation instrument, that includes feedback from students, teachers and parents. 2. Trial the strategy in two schools over one school term. 3. Review the Strategy using the evaluation tool. 4. Determine whether the Strategy should continue as is, continue with modifications, or not continue. 5. Communicate the decision and rationale with all participating schools participants and stakeholders. | |

| Strategy | Benefits |
|---|---|
| <p style="text-align: center;">Blind Soccer</p> <p>Blind soccer is now a Paralympic sport and the Club has capacity to offer this as part of its program.</p>  | <ul style="list-style-type: none"> ✓ increased use of the Litis Stadium ✓ opportunity to integrate this sport into a mainstream Club ✓ learning opportunities for all involved ✓ break down barriers through incorporating sports for those with disabilities into mainstream sports environments |
| <p>Next Steps</p> <ol style="list-style-type: none"> 1. Further explore the strategy with the WA Blind Sports Federation. 2. Co-design the program with Blind Football Western Australia including: <ul style="list-style-type: none"> ➤ safety and risk management; ➤ awareness and education of Club members and others; and ➤ an evaluation instrument that includes input from all players, team support and stakeholders. 3. Identify and secure all cash and non-cash resources required to trial the program over one season. 4. Trial the strategy over one season. 5. Review the Strategy using the evaluation tool. 6. Determine whether the Strategy should continue as is, continue with modifications, or not continue. 7. Communicate the decision and rationale with all participants and stakeholders. | |

| Strategy | Benefits |
|---|--|
| <p style="text-align: center;">Co-tenant(s)</p> <p>The space behind the Grandstand is sub-leased to a not-for-profit organisation</p> <p>The sub-lease is on a cost-recovery basis only. That is, the Club does not profit from this arrangement, but rather, shares the asset with other not-for-profits</p>  | <ul style="list-style-type: none"> ✓ supports the emerging multi-use policy for large facilities ✓ optimises the use of latent space within the facility ✓ supports another not-for-profit organisation to attain affordable accommodation ✓ provides an opportunity for sharing front and back-end operational costs and services ✓ provides an opportunity for collaboration around key activities ✓ reduces lease and facility costs for Club |
| <p>Next Steps (pending renewal of lease)</p> <ol style="list-style-type: none"> 1. Work with the City of Vincent to determine a policy for shared tenancy including: <ul style="list-style-type: none"> ➢ A draft sub-lease document; ➢ A communication strategy for informing not-for-profit organisations within the City of Vincent of the opportunity; and ➢ A clear process for determining the co-tenant, to include non-Club and independent stakeholders. 2. Invite Expressions of Interest. 3. Determine the successful applicant. 4. Negotiate and arrange the tenancy. | |

| Strategy | Benefits |
|--|--|
| <p data-bbox="328 427 663 461">Regular and Casual Use</p>  <p data-bbox="284 757 687 880">Not-for-profit organisations within the City of Vincent are invited to use the various spaces and facilities within the Litis Stadium</p> | <ul style="list-style-type: none"> <li data-bbox="730 461 1321 495">✓ optimises the use of space within the facility <li data-bbox="730 495 1321 551">✓ supports other not-for-profit organisation to access affordable spaces for meetings and other activities |
| <p data-bbox="284 954 687 987">Next Steps (pending renewal of lease)</p> <ol style="list-style-type: none"> <li data-bbox="328 1014 1153 1048">1. Review and articulate all available indoor and outdoor spaces and facilities. <li data-bbox="328 1077 794 1111">2. Develop a Club Access and Usage Policy. <li data-bbox="328 1140 1299 1196">3. Develop a communication strategy to inform not-for-profit groups in the City of Vincent about the opportunity. | |

| Strategy | Benefits |
|--|---|
| <p data-bbox="312 365 850 398">Partnering for Health and Well-Being</p>  <p data-bbox="280 842 871 965">There are many organisations seeking to present information about physical and emotional health and well-being, E.g. Youth Focus, YMCA, Lifeline, Act Belong Commit, Women’s Health Services.</p> <p data-bbox="280 999 850 1059">The Club can host these organisations to make presentations to its players, members and supporters.</p> <p data-bbox="280 1093 863 1153">Members of the local community can also be informed and invited.</p> | <ul style="list-style-type: none"> <li data-bbox="938 461 1321 551">✓ Assists organisations seeking to maximise the reach of their health and well-being messages <li data-bbox="938 584 1321 741">✓ Mobilises the Club’s “captive” audience of children, young people, parents, adult men and seniors who attend on at least a weekly basis <li data-bbox="938 775 1321 898">✓ The Club provides access to important health and well-being information to its members and participants <li data-bbox="938 931 1286 992">✓ Contributes to overall health and well-being |
| <p data-bbox="280 1200 400 1223">Next Steps</p> <ol style="list-style-type: none"> <li data-bbox="320 1261 1281 1480">1. Establish a Working Group including members of the Club and, if possible, the local community. The working group to explore and devise a 10-month program of monthly presentations and/or activities including: <ul style="list-style-type: none"> <li data-bbox="360 1357 839 1379">➢ all cash and non-cash resources required; <li data-bbox="360 1391 855 1413">➢ agreements with presenting organisations; <li data-bbox="360 1424 1254 1447">➢ a communication plan to inform club members and the broader community; and <li data-bbox="360 1458 1174 1480">➢ an evaluation tool that includes input from participants and stakeholders. <li data-bbox="320 1514 544 1536">2. Trial the strategy. <li data-bbox="320 1581 847 1603">3. Review the Strategy using the evaluation tool. <li data-bbox="320 1648 1313 1709">4. Determine whether the Strategy should continue as is, continue with modifications, or not continue. <li data-bbox="320 1738 1206 1760">5. Communicate the decision and rationale with all Club and community members. | |

| Strategy | Benefits |
|---|---|
| <p>Velodrome Café (Interpretive Centre)</p>  <p>The original entry gates and buildings are converted to a Café open to the public.</p> <p>The Café is run during the week as a social enterprise in partnership with a not-for-profit. It is run on weekends by the Club as an income generator.</p> <p>An interpretive centre is woven into the fabric of the building and depicts the history and heritage of the facility, which was originally the velodrome for the Empire and Commonwealth Games in 1962.</p> | <ul style="list-style-type: none"> ✓ acknowledges the importance of the heritage of the facility to the local and broader community ✓ supports disadvantaged people to undertake meaningful work experience and related opportunities ✓ generates income for two not-for-profit organisations ✓ potential to attract patrons, players and members to the Club  |
| <p>Next Steps</p> <ol style="list-style-type: none"> 1. Secure City of Vincent in-principle approval for the use of the gates building and endorsement to undertake a feasibility study. 2. Establish a Project Working Group comprised of key stakeholders including but not limited to; the Club and potentially the Royal WA Historical Society; the WA Museum; Cycling WA; Friends of Britannia Reserve and the Mt Hawthorn Hub. 3. Undertake an independent Study into the Feasibility of establishing the Café including the extent of community appetite for the Café, short and long-term benefits, initial and ongoing costs, and develop a potential business model that is a realistic and sustainable. | |

ORGANISATIONAL CAPACITY

Focusing on governance and financial sustainability

GOVERNANCE

The Club is incorporated under the Associations Act 1987 and reports to the Department of Commerce and, more recently, to the Australian Charities and Not-for-Profit Commission (ACNC).

It is notable and to its credit, that the Club, which has been operated by volunteers since its inception more than 60 years ago has, with a few minor exceptions, consistently met its regulatory and fiduciary obligations.

Board Governance Self-Audit

Board members (10) have completed a self-audit of the Club's governance.

The instrument used was the Better Practice Corporate Governance Checklist, which is user-friendly and suitable for an organisation of this type.

Participants rated the relevance to the Club of 56 key governance requirements, then rated the Club's performance against them. The requirements are grouped in the following areas:

- Board Roles, Responsibilities and Skills;
- Independence
- Board Meetings
- Board Resources
- Code of Conduct
- Risk Management
- Strategy and Planning
- Financial and Operating Reporting
- Board Performance
- Statutory Accountability.

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The results are currently being analysed and an assessment report will be prepared with recommended actions for governance improvement to be incorporated into the Club Development Plan.

FINANCIAL MODEL

The Club has developed over time a financial model that achieves, at the very least, a break-even budget. The model is reliant on:

- volunteers performing almost all operational tasks;
- sponsors and supporters providing considerable non-cash support via goods and services; and
- reasonably stable sponsorship support from a small group of sponsors.

However, the impending renegotiation of the Club's lease over the Stadium suggests that the Club may be charged a higher rent and may have to take financial responsibility for the ongoing maintenance and any refurbishment of the Stadium. This will require the Club to establish a more sustainable and resilient revenue base.

In preparation for this, the Club's Board has identified a number of strategies aimed at delivering increased revenue and has commenced the planning to implement these immediately.

An operational budget for the Club has been developed to include the ongoing maintenance of the Litis Stadium over 10 years (using a Life Cycle Costing model). This is incorporated into the Master Plan document.

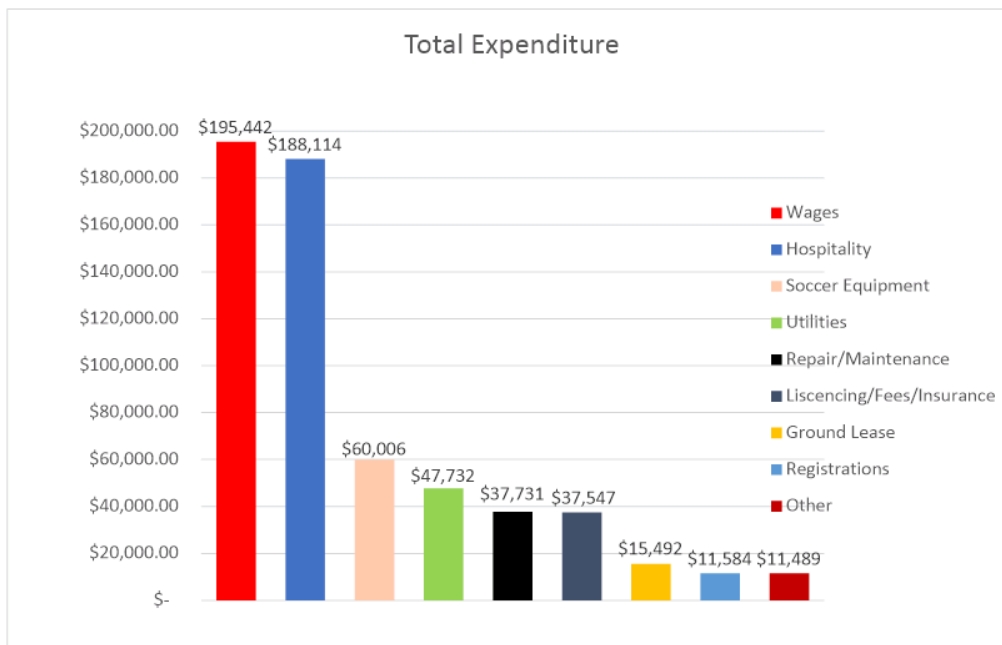
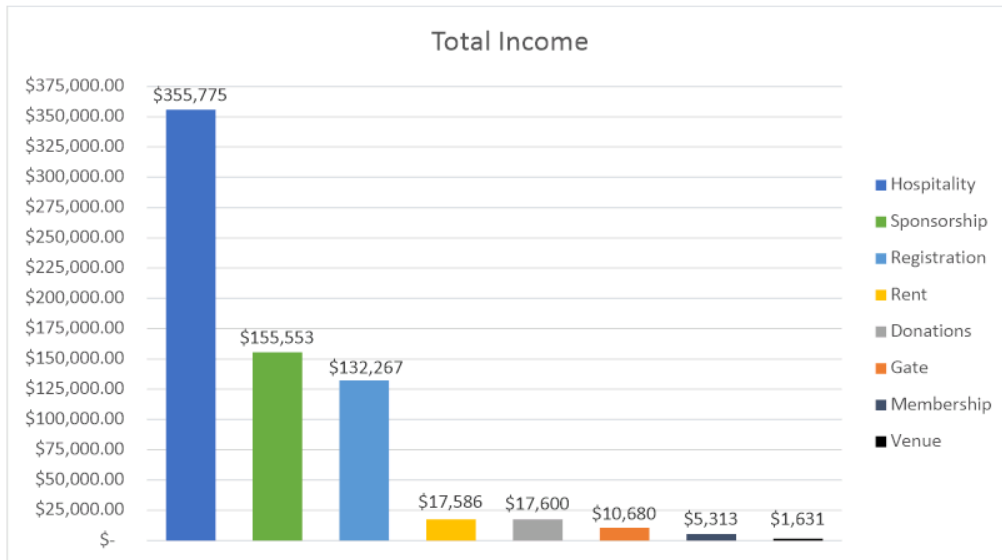
The Club has also prepared a financing plan for a major refurbishment of the Stadium over the next 3 to 5 years, for which the budget is estimated at \$3.8M (by an independent quantity surveyor). This refurbishment will not only address the immediate repair issues but will provide enhanced amenities that will enable the Club to fully implement its plans for:

- program expansion;
- community engagement; and
- business development.

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INCOME AND EXPENDITURE

The following charts reflect the organisation’s Income and Expenditure for the 2015/16 financial year.

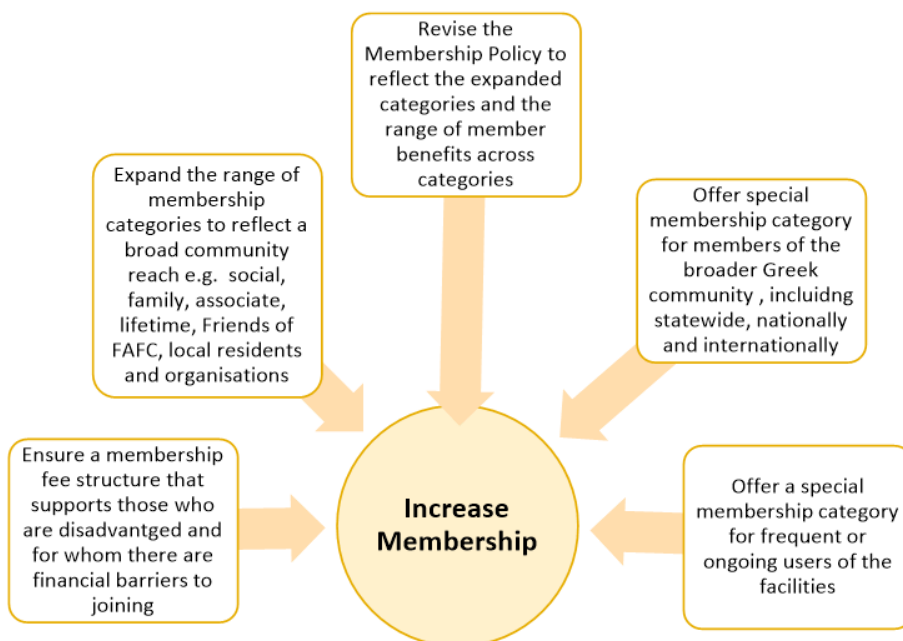


IMPROVING CURRENT REVENUE STREAMS

The following strategies were identified through a budget review undertaken by the Club’s Board and members of the Club Reference Group.

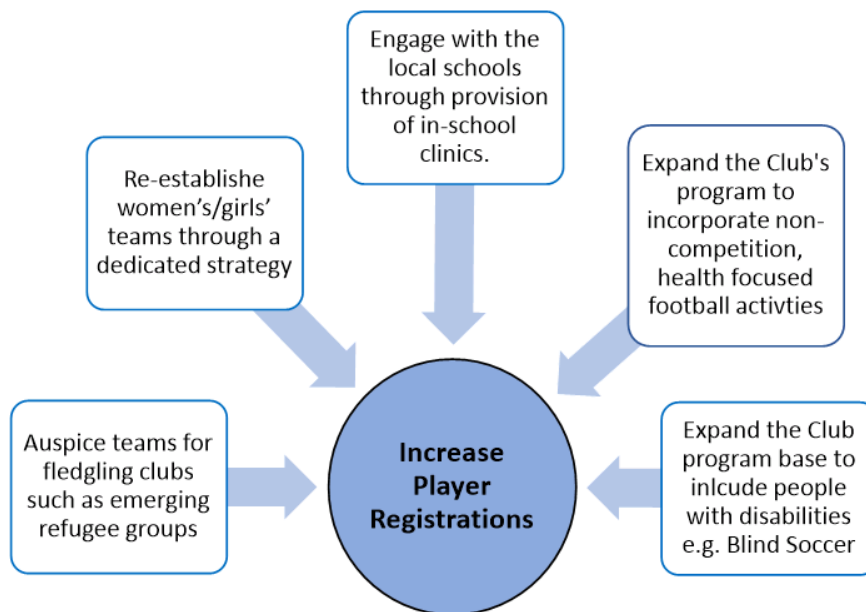
A. MEMBERSHIP

Membership accounts for approximately 1% of the Club’s income, which is not reflected in the level of patronage and attendance at events and functions, which is much higher. Opportunities to offer bespoke memberships to guests, parents, local residents and other high mass cohorts need to be developed and offered. Some ideas that have emerged from the consultations and workshops are below.



B. REGISTRATIONS

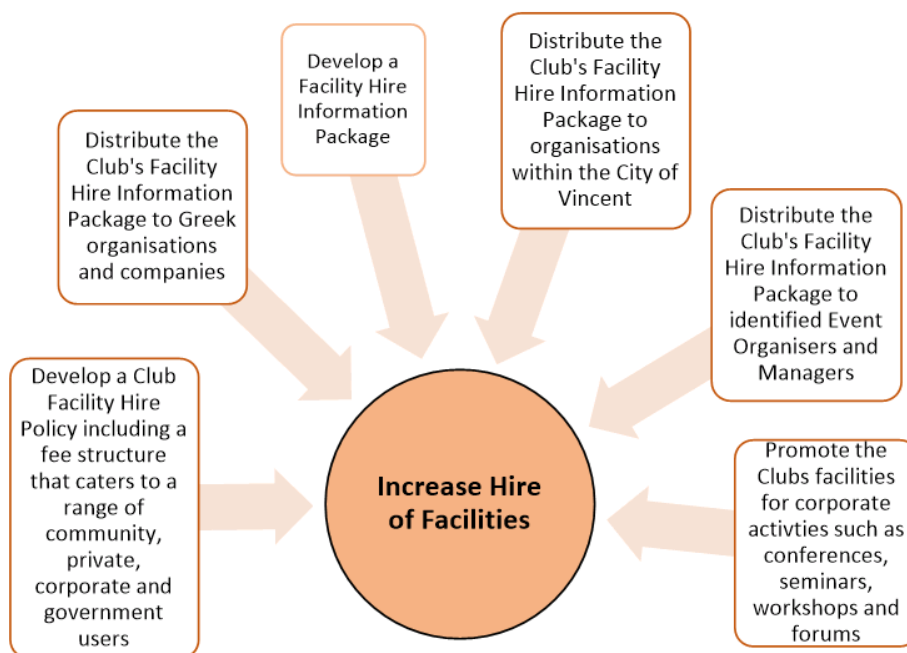
Player registrations account for approximately 20% of Club annual income. The Club is well-placed to expand its player registration base through a range of strategies as described below.



C. FACILITY HIRE

The Club facilities include the Clubman’s (dining) room, a main hall, a commercial kitchen, outdoor balconies and open areas, the football pitch, a grandstand, grandstand terraces, a canteen and a Boardroom. There is considerable potential to generate income from the hire of these facilities. An independent assessment of the “hire-ability” of the facilities, undertaken by a professional Event Manager, reports that there is strong potential to increase this income stream.

NB The Hire of the Stadium facilities is entirely separate from the sharing of the Stadium spaces with other not-for-profit organisations within the City of Vincent, which forms part of the Club’s Community Engagement Strategy



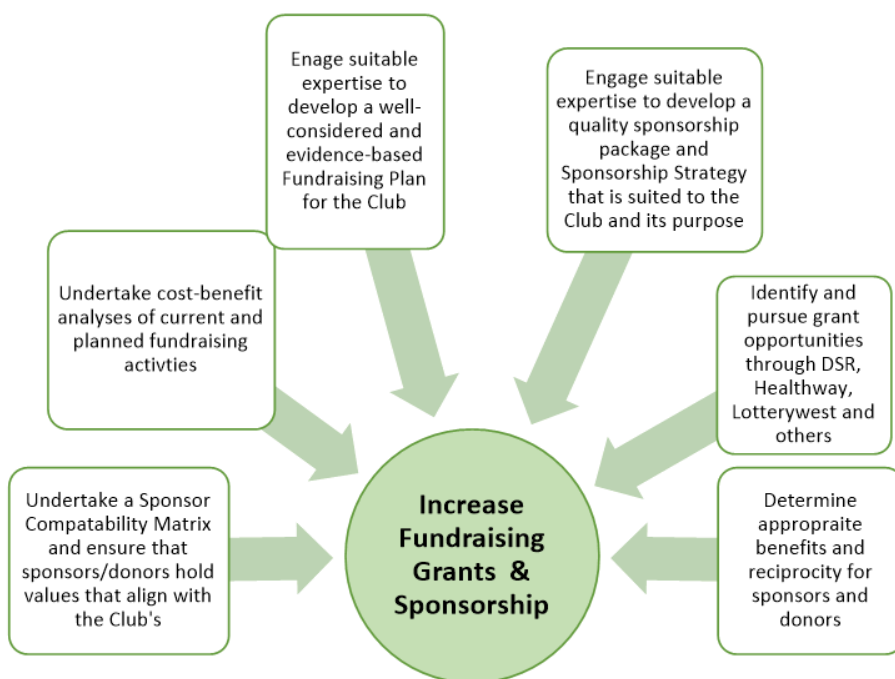
D. MATCH ENTRY (GATE)

Gate takings across the State’s football clubs is steadily decreasing, which is a similar experience to that of the WA Football League Clubs (WAFL) that have been impacted by the Australian Football League (AFL). There is an argument that free entry should be considered other than for major games and the Club is open to considering this option as it may increase its reach and enable more people to enjoy the sport. In the interim, the following ideas have also been put forward.



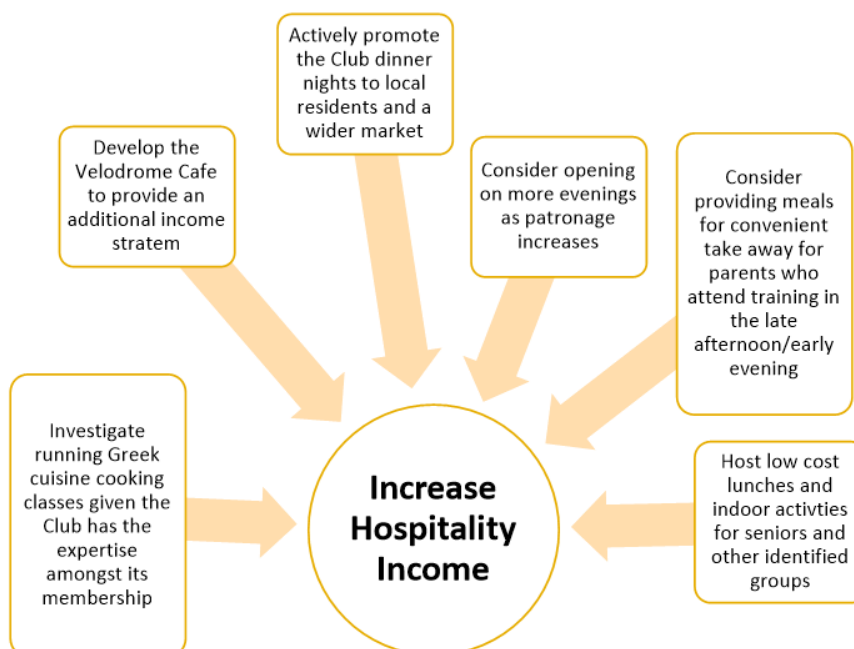
E. FUNDRAISING AND SPONSORSHIP

Fundraising and Sponsorship accounts for almost 30% of the Club’s revenue. It is critical to the viability of the Club but is unreliable from year to year and requires disproportionate effort on the part of many volunteers. The fields of fundraising and sponsorship have developed considerably and now require high-level expertise to ensure success.



F. HOSPITALITY

Hospitality accounts for almost one half of the Club’s annual revenue, notwithstanding, the overriding premise of the hospitality is to create opportunities for fellowship and Club-building. The Club hosts dinners on two evening each week; one is for one of the Junior teams and their parents to come together. The other is for the senior players as part of a team-building strategy. For members and guests, the price of food, usually authentic Greek cuisine prepared on site, is very reasonable and similarly for drinks with prices below the industry average.



CLUB DEVELOPMENT PLAN PROGRESS CHART

This chart summaries the status of the Club Development Plan project as at 30 June 2017.

It is important to note the following:

- All of the task areas have been commenced and are at different points of advancement.
- The timeframe takes into account that the Club is operated primarily by volunteers and needs to consider their time capacity.
- The Club is committed to fully engage in this process and, therefore, the process is one of “working with” rather than “doing for”. This will:
 - ✓ maximise the transfer of knowledge to the current and emerging Club leadership; and
 - ✓ ensure strong ownership of the process and the outcomes.
- The implementation of a number of tasks will be contingent on the future of the Club’s tenure at Litis Stadium and the nature of any new lease.

Strategic Plan: Develop a 5-year Strategic Plan for the FAFC

| | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun |
|----------------------------|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 1. Vision and Mission | | | | | | | | | | | | |
| 2. Core Values | | | | | | | | | | | | |
| 3. SWOT Analysis | | | | | | | | | | | | |
| 4. Short & Long-term Goals | | | | | | | | | | | | |
| 5. Action Plan | | | | | | | | | | | | |
| Implement Action Plan | | | | | | | | | | | | ➤ |

Governance: Develop a Governance Improvement Action Plan

| | | | | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|--|--|---|
| Present findings of Self Audit Analysis | | | | | | | | | | | | | |
| 1. Board Roles Responsibilities and Skills | | | | | | | | | | | | | |
| 2. Independence | | | | | | | | | | | | | |
| 3. Code of Conduct | | | | | | | | | | | | | |
| 4. Board Performance | | | | | | | | | | | | | |
| 5. Board Meetings | | | | | | | | | | | | | |
| 6. Board Resources | | | | | | | | | | | | | |
| 7. Strategy Setting and Planning | | | | | | | | | | | | | |
| 8. Risk Management | | | | | | | | | | | | | |
| 9. Financial & Operating Reporting | | | | | | | | | | | | | |
| 10. Leading Organisational Culture | | | | | | | | | | | | | |
| 11. Implement Governance Action Plan | | | | | | | | | | | | | ➤ |

Business Model: Develop a Sustainable Business Model for the FAFC

| | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun |
|--|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 1. Value Proposition | | | | | | | | | | | | |
| 2. Current and new programs/activities | | | | | | | | | | | | |
| 3. Key resources | | | | | | | | | | | | |
| 4. Key partners | | | | | | | | | | | | |
| 5. Engagement with key stakeholders | | | | | | | | | | | | |
| 6. Cost Structure | | | | | | | | | | | | |
| 7. Revenue Streams | | | | | | | | | | | | |

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Improving Revenue: Implement the agreed strategies for improving current revenue streams

| | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun |
|------------------|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 1. Membership | | | | ➤ | | | | | | | | |
| 2. Registrations | | | | ➤ | | | | | | | | |
| 3. Facility hire | | | | ➤ | | | | | | | | |
| 4. Gate | | | | ➤ | | | | | | | | |
| 5. Fundraising | | | | ➤ | | | | | | | | |
| 6. Hospitality | | | | ➤ | | | | | | | | |

Community Engagement: Implement the agreed community engagement strategies

| | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun |
|-----------------------------|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 1. Find 30 for Fitness | | | | | | | | | | | | |
| 2. Schools Clinics | | | | | | | | | | | | |
| 3. Blind Soccer | | | | | | | | | | | | ➤ |
| 4. Co Tenant | | | | | | | | | | | | ➤ |
| 5. Regular and Casual Users | | | | | | | | | | | | ➤ |
| 6. Partnering for Health | | | | | | | | | | | | ➤ |
| 7. Velodrome Cafe | | | | | | | | | | | | |

JWC

Refurbishment of Litis Stadium

| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
|---|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|
| Develop a Detailed Financing Plan | | | | | | | | | | | | |
| Prepare a Capital Campaign Strategy and Prospectus | | | | | | | | | | | | |
| 1. Appoint Campaign Committee | | | | | | | | | | | | |
| 2. Appoint Campaign Patrons and Chairperson | | | | | | | | | | | | |
| 3. Execute the Capital Campaign | | | | | | | | | | | | ➤ |
| Meet with Funding Bodies | | | | | | | | | | | | |
| Prepare and submit Applications | | | | | | | | | | | | ➤ |
| Meet with Social Investors | | | | | | | | | | | | |
| Prepare and Provide documentation to Social Investors | | | | | | | | | | | | ➤ |
| Articulate non-cash support | | | | | | | | | | | | |

Attachment 1 Community Consultation

To date, the following organisations have been consulted with respect to this project. Several more organisations have indicated their interest and will be consulted over the next 5 weeks.

Aboriginal Health Council of Western Australia
Aranmore Catholic College
Aranmore Primary School
Artrinsic WA
Arts Radio RTR FM
Arts Radio RTR FM
Association of Services to Torture and Trauma Survivors
Castellorizian Association of WA
Curtin University Centre for Sport and Recreation
Department of Sport and Recreation
Football West
FORM
Gay and Lesbian Singers WA
Leederville Connect
Leederville Cricket Club
Leederville Gardens
Mount Hawthorn Hub
Mt Hawthorn Primary School
Multicultural Services Centre
Oxford (Youth) Foyer

JWC

Perth Football Club

Playgroup WA

Returned Services League Mount Hawthorn Sub-branch

Saint Basils Aged Care Service

Scouts WA

Seniors' Recreation Council of WA

Vincent Men's Group

WA Sports federation

Youth Affairs Council of Western Australia

Youth Legal Service

Mr Tim Hammond MLA, Federal Member for Perth

Ms Eleni Evangel, immediate past State Member for Perth

Mr John Carey State Member for Perth

Attachment 2**Project Steering Group and Club Reference Group****Project Steering Group (Board of Management)**

President: Dimitri Thomas
Vice President: Taki Lambetsos
Treasurer: Michael Christodoulakis
Secretary: Jenny Veneris
Members:
Andrew Tiniakos
Con Veneris
Evan Maounis
Gerry Economou
Harry Barbas
Peter Tzoganos
Paul Katris

Club Reference Group

Dim Thomas
John Novatsis
James Limnios
Sam Albanis
Kendra Koranis
Marguerita Maounis
Con Poulis
Jim Litis
Theo Christidis
Larry Doropoulos
Evan Maounis
Evan Kakulas
Jenny Veneris
Klary Andritsos
Michael Christodoulakis


8 CHIEF EXECUTIVE OFFICER

8.2 LEASE OF 246 VINCENT STREET, LEEDERVILLE TO MINISTER FOR WORKS - DEPARTMENT OF LOCAL GOVERNMENT, SPORT AND CULTURAL INDUSTRIES

TRIM Ref: D19/160814

Author: Meluka Bancroft, Executive Manager Corporate Strategy and Governance

Authoriser: David MacLennan, Chief Executive Officer

Attachments: 1. Minister for Works' lease proposal dated 1 November 2019 [↓](#) 
 2. Plan of lease area and car parking bays [↓](#) 
 3. Valuation for 246 Vincent Street, Leederville - Confidential

RECOMMENDATION:

That Council:

1. APPROVES a new lease to the Minister for Works for the office building located at 246 Vincent Street, Leederville, on the following key terms:
 - 1.1 Term: 10 years commencing 22 December 2019;
 - 1.2 Option term: 5 years commencing 22 December 2029;
 - 1.3 Rent: \$300 per square meter per annum, equating to \$754,800 per annum excluding GST;
 - 1.4 Rent review: Annual rent increase of 3 per cent, market rent review at the commencement of the option term;
 - 1.5 Lease Area: Office building (area of 2,516m²), including the basement carpark, and surrounding garden and outdoor areas, as shown in the plan at Attachment 1
 - 1.6 Outgoings: Lessee to pay the estimated outgoings for each financial year via monthly instalments. The outgoings include the building insurance premium, management agency fees (up to 3 per cent of the annual rent), auditing of the outgoing statements, pest inspections and treatment, gardening and landscaping costs, utility and service costs, maintenance and repair of the premises including the plant and equipment, security costs, car park maintenance and repair costs, rubbish disposal and the emergency services levy;
 - 1.7 Capital / structural works: City to undertake at its cost;
 - 1.8 Managing agent: City to appoint a commercial managing agent, to be agreed with the lessee;
 - 1.9 Permitted use: Office;
 - 1.10 Indemnification: Lessee to indemnify the City against all costs and claims arising in respect to the Premises;
 - 1.11 Car parking licence: Lessee may use the 21 secured car bays within the Leederville Oval Carpark between 7.30am and 5.30pm Monday to Friday for staff parking, and the 10 visitor bays within the Leederville Oval Carpark between 7.30am and 5.30pm Monday to Friday for visitor parking;
 - 1.12 Car parking fee: 23 secure basement car bays - \$225 per month per bay
21 secure car bays - \$125 per month per bay
This equates to \$93,600 per annum, indexed by CPI; and
40 per cent, equates to \$3,019,840 over the 10 year lease term.
The incentive is applied against the rent, with up to \$1.6 million to be allocated towards the lessee's fit out (but not to be paid prior to 30 June 2020), with the balance to be amortised evenly over the remainder of the lease term;
 - 1.13 Incentive:

2. **Subject to final satisfactory negotiations being carried out by the Chief Executive Officer, AUTHORISES the Mayor and Chief Executive Officer to affix the common seal and execute the Deed of Variation and Extension of Lease to effect the new lease in recommendation 1. above; and**
3. **NOTES that the following capital works will be undertaken at the City's cost, but not prior to 30 June 2020, subject to finalisation of the scope of the work and funding being secured in the 2020/21 budget:**
 - 3.1 **upgrade and refurbishment of the bathroom facilities;**
 - 3.2 **upgrade of the ground floor tea preparation area;**
 - 3.3 **upgrade of the internal façade and lighting of the lift;**
 - 3.4 **upgrade of the end of trip facilities, including the installation of more lockers in the bathrooms;**
 - 3.5 **replacement of all lights with LED lights; and**
 - 3.6 **installation of solar panels.**

PURPOSE OF REPORT:

To consider granting a new lease of the office building at 246 Vincent Street, Leederville (Premises) to the Minister for Works for use by the Department of Local Government, Sport and Cultural Industries (Department).

BACKGROUND:

The office building is located on a portion of Leederville Oval, which is on Crown Reserve 3839. The reserve is vested in the City for the purpose of recreation, office and administration. In 2001 the City was awarded the tender from the State Government to construct an office building for the Department of Sport and Recreation. At the Ordinary Meeting of Council held on the 13 May 2003 Council approved the construction of the office building on the reserve.

On 2 October 2003 the Western Australian Planning Commission granted approval for the construction of the office building (Approval No. 33-50026-2) subject to the following condition:

- '1) *The approved office building shall be used only for purposes associated directly with the management and administration of sport and recreation activities in Western Australia.*

In order for the City to lease the building to another tenant condition 1 would need to be amended.

The City loaned \$6.5 million from the Western Australian Treasury Corporation to fund the construction of the building, with a fixed interest rate for a period of 25 years. In calculating the loan repayment period it was assumed that the Minister for Works would lease the building for at least 20 years.

At the Ordinary Meeting of Council held on the 26 August 2003 (Item 10.4.2), Council granted a lease to the Minister for Works commencing on the 22 December 2004 (Lease). The Lease term was for an initial term of fifteen years, expiring on the 21 December 2019. The key Lease terms are:

| | |
|--------------|--|
| Initial Term | 15 years |
| Option Terms | 3 terms of 5 years each |
| Lease Area | 2,516m ² – including the office building, basement carpark, secured carpark, 10 visitor bays and surrounding garden |
| Rent | \$414,000 per annum |
| Rent Review | 3% increase per annum |
| Outgoings | To be paid by the lessee |

The Minister for Works has not exercised the first option term, which means the current Lease will expire on the 21 December 2019.

DETAILS:

The Minister for Works and Administration have agreed on the terms of a new lease, as detailed in the lease proposal at **Attachment 1**. The new lease is generally consistent with the terms of the current lease, other than the rent and the use of the car parking bays.

The plan at **Attachment 2** shows the revised lease area. The 21 secure car parking bays and the 10 visitor bays have been removed from the lease area so they are available for use by the public outside of business hours (7.30am – 5.30pm Monday to Friday) and on weekends. The Department can use the 21 secured bays for staff parking and the 10 visitor bays for visitor parking during business hours Monday to Friday.

CONSULTATION/ADVERTISING:

As the Department is a state government agency providing public notice of the proposed lease is not a statutory requirement.

LEGAL/POLICY:

The *Local Government Act 1995* section 3.58 - Disposing of Property, provides that a local government can only dispose of property (which includes to lease) in accordance with section 3.58(3) unless the disposition falls within the scope of section 3.58(5), which includes:

“(d) Any other disposition that is excluded by regulations from the application of this section.”

In accordance with Section 3.58(5), Regulation 30 of the *Local Government (Functions and General) Regulations 1996* provides a range of dispositions that are exempt from the application of Section 3.58 of the Act, including dispositions to:

“(2)(c)(ii) A department, agency, or instrumentality of the Crown in the right of the State or the Commonwealth.”

The Department is a state government agency and therefore it is not necessary for the City to comply with section 3.58.

RISK MANAGEMENT IMPLICATIONS:

Low: The Department has leased the building since 2004 in accordance with the terms of the lease. The new lease provides the City with a reduced financial return, but provides long term security for the City in respect to the use of the premises. Therefore extending the lease to the Department is considered low risk for the City.

STRATEGIC IMPLICATIONS:

This is in keeping with the City's *Strategic Community Plan 2018-2028*:

Connected Community

Our community facilities and spaces are well known and well used.

Thriving Places

Our physical assets are efficiently and effectively managed and maintained.

Innovative and Accountable

Our resources and assets are planned and managed in an efficient and sustainable manner.

SUSTAINABILITY IMPLICATIONS:

The City is undertaking a Commercial Building Disclosure assessment, which includes a TLA and NABERS assessment. The purpose of this assessment is to improve energy efficiency. The City is also proposing to replace all lights with LED lights and install solar panels, which will reduce electricity use.

FINANCIAL/BUDGET IMPLICATIONS:

The proposed rent of \$300 per square meter equates to an annual rent of \$754,800. The 40 per cent incentive means the effective annual rent the City would receive is \$452,880 per annum. The City will also receive income from the car parking bays totalling \$93,600 per annum. Therefore the annual income the City would receive from the Premises would be approximately \$546,480.

Over the 10 year lease term the incentive would equate to approximately \$3.02 million. It is proposed that the City would pay up to \$1.6 million of the incentive towards the fit out, and that would be paid towards the commencement of the lease term, but not before 30 June 2020.

The rent based on the current lease as at the expiry of the lease (21 December 2019) would be \$644,996. Therefore the City will receive approximately \$1 million less than if the current lease was extended. It is considered that the market conditions have changed since the original rent was agreed with the Minister for Works, and on that basis it is not possible for the City to secure the same rent.

Administration received a market valuation for the premises in September 2018, at **Attachment 3**. The market valuation indicates that the effective annual rent the City could expect to receive would be about \$640,000 per annum.

The Department has requested the City to undertake capital upgrade works during the first few years of the new lease term to modernise the premises. The estimated cost of these works is \$750,000. The works would not be completed before 30 June 2020, which provides the City with time to finalise the scope of these works and include the works in the 2020/21 budget.

All other costs associated with the premises, including the building insurance premium, management agency fees (up to 3 per cent of the annual rent), auditing of the outgoing statements, pest inspections and treatment, gardening and landscaping costs, utility and service costs, maintenance and repair of the premises including the plant and equipment, security costs, car park maintenance and repair costs, rubbish disposal and the emergency services levy, are payable by the Minister for Works.

It is noted that some general maintenance works have been requested during the first year of the new lease, including internal painting. These costs are payable by the Minister for Works pursuant to the current lease and therefore will be recouped from the Minister for Works via the monthly outgoing instalments.

COMMENTS:

The proposed lease provides the City with reduced financial return and requires the City to pay up to \$1.6 million at the commencement of the lease term (but not before 30 June 2020). Due to the change in office accommodation market conditions and the restriction on the use of this building, entering into a new long term lease with the Minister for Works is the best option for the City.



1 November 2019

Meluka Bancroft
 Executive Manager, Corporate Strategy and Governance
 City of Vincent
 PO Box 82,
 LEEDERVILLE, WA 6902

Dear Meluka

**LEASE: MINISTER FOR WORKS
 WHOLE BUILDING, 246 VINCENT STREET, LEEDERVILLE**

I refer to your emailed counter-response dated 31 October and accordingly my client has instructed me to respond as follows.

Details are outlined below:

1. Landlord : City of Vincent;
2. Tenant : Minister for Works;
3. Leased Premises : Whole Building located at 246 Vincent Street, Leederville and having the rent and outgoings paid over a net lettable area of 2,516 sqm;
4. Lease Term : Ten (10) years;
5. Option Period : One Option term for a further five years;
6. Lease Commencement Date : 22nd December 2019.
7. Proposed Net Rental : \$300 per sqm p.a.;
8. Net Rental Reviews : Annual reviews of 3% p.a.
 Market review (no ratchet) on commencement of the option period;
9. Estimated Outgoings : As per existing lease (currently estimated to be \$50.91/sqm).
10. Proposed Use : Office;

Address: PO Box 696, Claremont WA 6910 **Mobile:** 0419 985 246 **Email:** charles@acumencp.com.au

Vangolo Investments Pty Ltd trading as Acumen Corporate Property
 (ABN:26 978 659 438)



11. Car Parking : 23 single secure basement car bays @ \$225 pcm per bay = \$62,100 per annum plus GST
- 21 single secure car park bays @ \$125 pcm per bay = \$31,500 per annum plus GST., for use by staff during business hours (7.30am – 5.30pm) Monday to Friday.
- 10 designated single open visitor car bays at no cost, for use by visitors during business hours (7.30am – 5.30pm) Monday to Friday.
12. Lease documentation : To be based on the current lease by way of a Deed of Extension and Variation of Lease and prepared by the State Solicitor's Office (WA);
13. Legal Costs: Each party shall pay for its own legal costs associated with the review of the lease documentation;
14. Building Management Landlord to appoint a commercial managing agent for the Premises, to be agreed with the Tenant. The managing agent fees are not to exceed 3% of the rent, and will be recovered via the Outgoings.

14. Other Conditions:

14.1 Formal Government Approval

The lease will not be legally binding until the Minister for Works executes the Lease Document at its sole discretion (for any reason);

14.2 Incentive – Landlord Contribution

40%: \$300 per sqm x 2,516 sqm x 10 years x 40% = \$3,019,840

The incentive may be applied against rent, amortised evenly over the initial term of the lease, or as a cash payment, up to a maximum total value of \$1,600,000 (\$794 per sqm) plus GST. The incentive will not be paid prior to 30 June 2020.

14.3 Building Services & Building Compliance

In accordance with the lease the Landlord confirms that where applicable all services including but not limited to mechanical services, electrical services, hydraulic services, fire



and safety services provided to the Premises are in good working order and compliant with the relevant building codes and standards at the Lease extension commencement date and that the Landlord will be liable to ensure such services remain in good working order and are compliant during the Lease term and any extension thereto.

The Landlord confirms that the premises are free of any contamination or hazardous materials. It is also requested that Landlord provides the tenant with a letter from an accredited engineer outlining what materials make up the building's cladding and confirmation that all associated materials/cladding have no non-compliant Aluminium composite panels (ACP) and or cladding located anywhere on, in and around the structure of the building.

14.4 Energy Efficiency and Green Star Ratings

Following the completion of its Commercial Building Disclosure (TLA and NABERS assessments) by a licensed consultant, the Landlord will provide the Tenant details of the associated ratings for its review and records.

14.5 Restoration Obligations

As per the existing lease.

For the sake of clarity, the Tenant will not be required during the Lease Term or any Option to Renew period, to redecorate the Premises however it will have an obligation to maintain the Premises in a good state of repair.

The Tenant shall not be responsible for the make good of the Premises (reinstatement) to base building standard and configuration or the removal of any fit-out or loose furniture (whether installed by the Landlord, the Tenant or any other third party) at the expiry of the Lease but will leave the Premises in a clean and tidy condition only.

The Tenant shall have the right to its belongings and items of fit-out owned by the Tenant under the provision it shall be required to repair any damage to the Premises caused by its removal.

14.5 Landlord Works and Building Upgrades

Please refer to Appendix A.

14.4 GST

All figures quoted in this letter are plus GST. The definition of GST will be based on the existing Lease definition.

Please confirm if the above terms and conditions are acceptable and note time is of the essence.



APPENDIX A – LANDLORD WORKS AND BUILDING UPGRADES

The Landlord, in consultation and agreement with the Tenant (or its advisors), will on a staged basis undertake the following works within the Premises. The timing of the works is to be agreed before agreement on the lease terms, so that the Landlord can budget for these works. The works will not be completed prior to 1 July 2020:

- a) Upgrade and refurbishment of the existing male and female toilet facilities (including disabled facilities) to a modern standard. This work is to include the replacement of all fixtures and fittings including but not limited to new ceramic tiles (floor and wall), installation of new pans, waterless cisterns, cubicles, basins, tapware, urinals, hand towel dispensers, cupboards etc.
- b) The Landlord will provide modernisation to the ground floor Eastern wall tea preparation area. Execution and delivery of works will be completed in partnership with the Tenant. Jobs will include for new cupboards, tiling, sink, tapware and will consist of the installation of a new Billi or Zip unit. For the avoidance of doubt, the cabinets are to have a fridge recess, the size of which to be confirmed by the Tenant.

Other tea prep areas located throughout the building will be repainted and where there is damage the Landlord at its cost will repair.
- c) The Landlord will modernise the internal façade and lighting of the lift and for the assurance of the Tenant, provide documentation to demonstrate its appropriate servicing, detail its end of life and certificates of operation to ensure the lifts will be in good working order throughout the term of the lease and extensions to that.
- d) The Landlord is to provide additions to its existing end-of-trip facilities through further bicycle storage, “Z” style lockers and the aforementioned improvements to the current male and female shower and toilet facilities located on the ground and first floor. This City will liaise with DLGSC in respect to the location of the lockers.
- e) The Landlord is to replace all lights with LED lights.



The Landlord is to provide specifications to any proposed works for input and approval by the Tenant acting reasonably. At the time of submitting the specifications, a detailed program and staging plan together with detail on how the works will be undertaken must be provided for consideration by the Tenant.

All works undertaken by the Landlord are to be conducted following all Australian Standard and Building Codes of Australia (including disability codes relating to access). The Landlord where necessary will obtain relevant approvals and comply with all Government regulations, acts and requirements. All water appliance, tapware, showerheads and toilets are to have a minimum of a 4A rating.

After each stage of works, the Landlord is to advise the Tenant five (5) business days before the conclusion that the works are nearing completion. On practical completion of the works, inspection is to be undertaken with the Tenant (or its appointed representative) to handover the area the subject of the works. If the Tenant has any concerns, a notice will be provided advising of its concerns, and these are to be addressed by the Landlord within five (5) business days of receipt of the notice. (acting reasonably to the issue raised)

All works undertaken by the Landlord are to have a defects liability period of twelve (12) months. The Landlord is to minimise defects before the handover of any area.

General Maintenance


These items of general maintenance will be undertaken by the City within one year of the commencement of the new lease and will be at its cost if structural or capital works. Any other works will be recouped via the Outgoings.

1. Address external "vertical fin" deterioration at the eastern and western ends of the building. City to pay costs of this work.







- 2. Address external Donnybrook Stone cladding deterioration on the exterior of the building (mainly at ground level). City to pay costs of this work.



- 3. The Landlord will remove existing tiles, regrade subbase and install new non-slip tiles at the main entrance of the building, as required to ensure the tiles are safe and compliant. City to pay costs of this work.



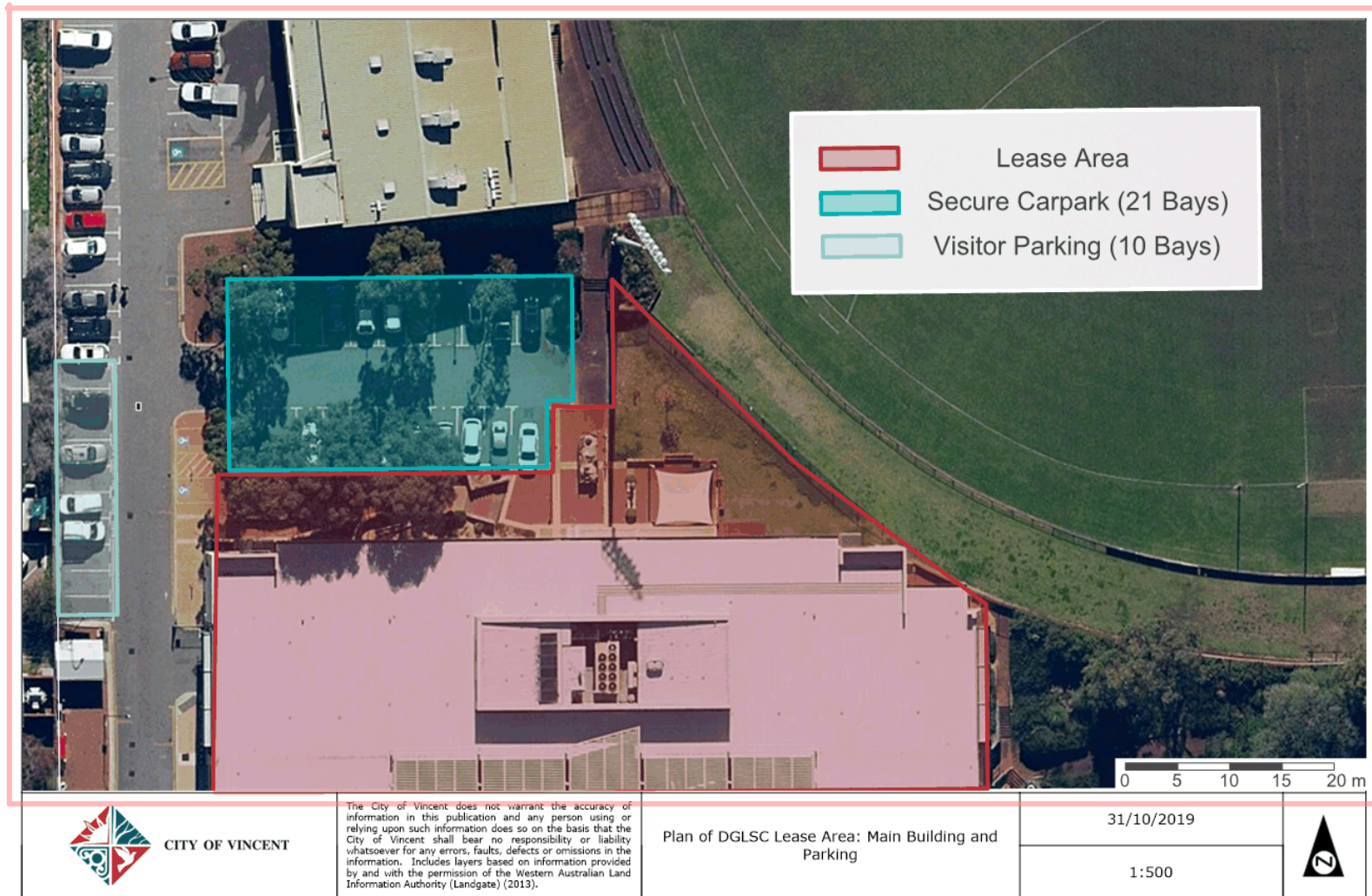
- 4. Address corrosion and deterioration of external aluminium cladding to the building. City to pay costs of this work.



- 5. Air Conditioning System: As part of the handover of the property management of the building, the Landlord will arrange an end of life audit for the air-conditioning system which will address repair, maintenance and parts replacement of the system. The cost of this audit will be recovered from the Tenant via the Outgoings.

- 7. Repaint all core walls in a mutually agreed colour (two coats), with the cost to be recouped from the Tenant. .

- 8. Replace all water stained and damaged ceiling tiles, with the cost to be recouped from the Tenant. .



8.10 INTERIM ARRANGEMENT FOR THE MANAGEMENT OF THE ROBERTSON PARK TENNIS CENTRE

TRIM Ref: D19/160403

Authors: Karen Balm, Senior Community Partner
Meluka Bancroft, Executive Manager Corporate Strategy and Governance

Authoriser: David MacLennan, Chief Executive Officer

Attachments: Nil

RECOMMENDATION:

That Council:

1. **NOTES** that the Tennis Seniors Association of Western Australia (Tennis Seniors) will terminate its monthly tenancy of the tennis club located at Robertson Park, 176 Fitzgerald Street, Perth, effective 12 November 2019;
2. **APPROVES** an interim management arrangement with the Tennis Association of Western Australia (Tennis West) in respect to the tennis club located at Robertson Park, 176 Fitzgerald Street, Perth, on the following key terms:
 - 2.1 **Term:** 12 November 2019 to 31 March 2020;
 - 2.2 **Rent:** \$772 per month excluding GST;
 - 2.3 **Rates and taxes:** Tennis West to pay, includes rubbish and recycling bin charges and emergency services levy;
 - 2.4 **Outgoings / utilities:** Tennis West to pay;
 - 2.5 **Repairs and maintenance:** Tennis West to keep the premises clean and in good repair having regard to the current condition of the premises. This includes repairing any damage due to fair wear and tear and to keep the premises safe;
 - 2.6 **Structural repairs:** At the discretion of the City, this includes any structural repairs to the heritage huts. The City does not intend to undertake this work prior to 31 March 2020;
 - 2.7 **Capital works / upgrades:** At the discretion of the City, this includes replacement / resurfacing of the tennis courts, bore and lighting. The City does not intend to undertake this work prior to 31 March 2020;
 - 2.8 **Emergency works:** At the discretion of the City, this includes any major / structural emergency works, such as the failure of the bore. Council approval of the work will be required, and will depend on the cost and implications for the use of the premises;
 - 2.9 **Minimum Level of Service:** Tennis West to pay for cost of statutory compliance (RCD, smoke alarm, emergency exit and fire hydrant testing) and pest inspections and treatment;
 - 2.10 **Insurance:** Tennis West to effect a public liability policy, with cover not less than \$20 million, and pay the City's annual building insurance premium for the Premises;
 - 2.11 **Indemnification:** Tennis West to indemnify the City against all costs and claims arising in respect to the premises;
 - 2.12 **Permitted purpose:** Sporting and recreation facility, with associated commercial sporting and recreation purpose. Permitted hours of use are 6am to 10.30pm daily; and

2.13 Shared use: Tennis West will make the hardcourts available for use by the City, free of charge, when not required for coaching or pennants, for community sport.

- 3. Subject to final satisfactory negotiations being carried out by the Chief Executive Officer, AUTHORISES the Mayor and Chief Executive Officer to affix the common seal and execute the management arrangement in recommendation 2. above.**

PURPOSE OF REPORT:

To consider entering into an interim management arrangement with the Tennis Association of Western Australia (Tennis West) to facilitate the continued operation of the Robertson Park Tennis Centre upon the termination of the City's lease with the Tennis Seniors Association of Western Australia (Tennis Seniors) on 12 November 2019.

BACKGROUND:

The Robertson Park Tennis Centre is located at 176 Fitzgerald Street, Perth (Tennis Centre) on land owned in freehold by the City. The Tennis Centre comprises 38 tennis courts and a large social space / function room with a bar, commercial kitchen, office space and undercover area. Tennis Seniors has leased the Tennis Club since 1 September 1997. The current lease expired on 31 August 2017 and Tennis Seniors currently occupy the premises as a monthly tenant pursuant to the holding over provision of the lease.

Tennis Seniors notified the City on 3 October 2019 that it would be terminating the monthly tenancy effective 4 November 2019. Tennis Seniors subsequently confirmed on 31 October 2019 that it would continue to occupy the Tennis Centre as a monthly tenant until 12 November 2019 to coincide with the City's 12 November 2019 Council Meeting.

DETAILS:

The Tennis Centre is used by the community for coaching, court hire, pennants and tournaments. Tennis Central, a private tennis business, operates the coaching, court hire and pennants pursuant to an agreement with Tennis Seniors. The termination of the City's lease with Tennis Seniors also results in the termination of Tennis Central's arrangement with Tennis Seniors. Therefore on termination of the lease all tennis would cease at Robertson Park.

To prevent this occurring Tennis West has offered to take on the interim management of the Tennis Centre. Tennis West is a not for profit agency and would work with Tennis Central to provide the current services offered at the Tennis Centre. Tennis West would not receive any income from the court hire or coaching.

The proposed terms of the interim arrangement are consistent with the terms of the current lease between the City and Tennis Seniors. Importantly, any structural repairs or upgrades, including upgrades to the tennis courts, lighting, reticulation or bore, would be at the discretion of the City. If upgrade work was required during the term of the interim arrangement Tennis West could undertake this at its cost, subject to the approval of the City.

Administration is arranging a condition assessment of the Tennis Centre, which will identify if any capital, structural or other work is required. Depending on the nature of the work required, the City would liaise with Tennis Seniors, Tennis West or the future user in respect to undertaking the work.

The term of the interim arrangement is designed to provide the City with adequate time to assess the current condition of the Tennis Centre and determine its long term future use. It is not proposed that Tennis West would be involved with the Tennis Centre in the medium to long term. Any long term arrangement would also take into account the upgrade work that may be required.

CONSULTATION/ADVERTISING:

As Tennis West is a not for profit state sporting body providing public notice of the proposed management arrangement is not a statutory requirement.

LEGAL/POLICY:

The *Local Government Act 1995* section 3.58 - Disposing of Property, provides that a local government can only dispose of property (which includes to lease) in accordance with section 3.58(3) unless the disposition falls within the scope of section 3.58(5), which includes:

“(d) *Any other disposition that is excluded by regulations from the application of this section.*”

In accordance with Section 3.58(5), Regulation 30 of the *Local Government (Functions and General) Regulations 1996* provides a range of dispositions that are exempt from the application of Section 3.58 of the Act, including dispositions to:

“(2)(c)(ii) *A department, agency, or instrumentality of the Crown in the right of the State or the Commonwealth.*”

Tennis West is a state government agency and therefore it is not necessary for the City to comply with section 3.58.

RISK MANAGEMENT IMPLICATIONS:

Low: Tennis West is the state governing body for tennis and has the resources to manage the Tennis Centre on an interim basis.

STRATEGIC IMPLICATIONS:

This is in keeping with the City's *Strategic Community Plan 2018-2028*:

Connected Community

Our community facilities and spaces are well known and well used.

Thriving Places

Our physical assets are efficiently and effectively managed and maintained.

Innovative and Accountable

Our resources and assets are planned and managed in an efficient and sustainable manner.

SUSTAINABILITY IMPLICATIONS:

Nil.

FINANCIAL/BUDGET IMPLICATIONS:

The monthly rent of \$772 per month is based on 10 per cent of the gross rental valuation for the Tennis Centre, as calculated by Landgate. This is consistent with the City's proposed approach for new leases, which will be formalised in the City's Property Management Framework.

All outgoings associated with the Tennis Centre, including the utilities, building insurance premium, bin changes and emergency services levy, will be payable by Tennis West for the period of this interim arrangement.

COMMENTS:

The term of the interim management agreement will align with the preparation of the Robertson Park Development Plan. By 31 March 2020 the City should be in a position to make a decision on the long term future of the Tennis Centre. The purpose of this arrangement is to ensure tennis continues uninterrupted over summer.