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Date:	7 June 2019

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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

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Contents

1. Executive Summary.....	3
1.1. Background and Scope	3
1.2. Strategic Asset Management Issues	3
1.3. The Next Steps.....	4
2. About the FAFC	5
3. Asset Management Principals.....	6
3.1. Goals and Objectives of Asset Management	6
4. Integrated Planning	7
4.1. Integrating Strategic Goals	7
4.2. Demand/Gap Analysis	7
4.3. Understanding Critical Success Factors	8
5. FAFC Asset Planning	9
5.1. Scenario Planning	9
5.2. Consideration of Asset/Non-Asset Solutions	10
5.3. Materiality	10
5.4. Maintaining Assets at an Agreed Level of Service	11
6. Accountability of Assets.....	13
6.1. Asset Accounting Principles and their Effects on Depreciation	13
6.2. Performance Requirements, Condition Recording and Reporting	13
6.3. Management and Maintenance of an Asset Register	13
6.4. Creating, Storing and Communicating Asset Information.....	13
7. Internal Control Structures	14
7.1. Economics and Budgetary Management	14
7.2. Service Level Agreements.....	14
7.3. Linking Asset Management to Risk Management.....	15
8. Disposal	16
8.1. Disposal Plan – Redevelop, Refurbish or Dispose	16
APPENDIX A – Service Level Agreement (Example).....	17
APPENDIX B – Risk Management Guide	21
APPENDIX C – Life Cycle Cost Analysis	23
APPENDIX D – Club Management Model	24

Figures

Figure 1 – FAFC’s Current Facilities	4
Figure 2 – Club Team at FAFC	5
Figure 3 – IAM’s Conceptual Model for Asset Management	6

Tables

Table 1 - Service Level KRA & KPI’s	11
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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.

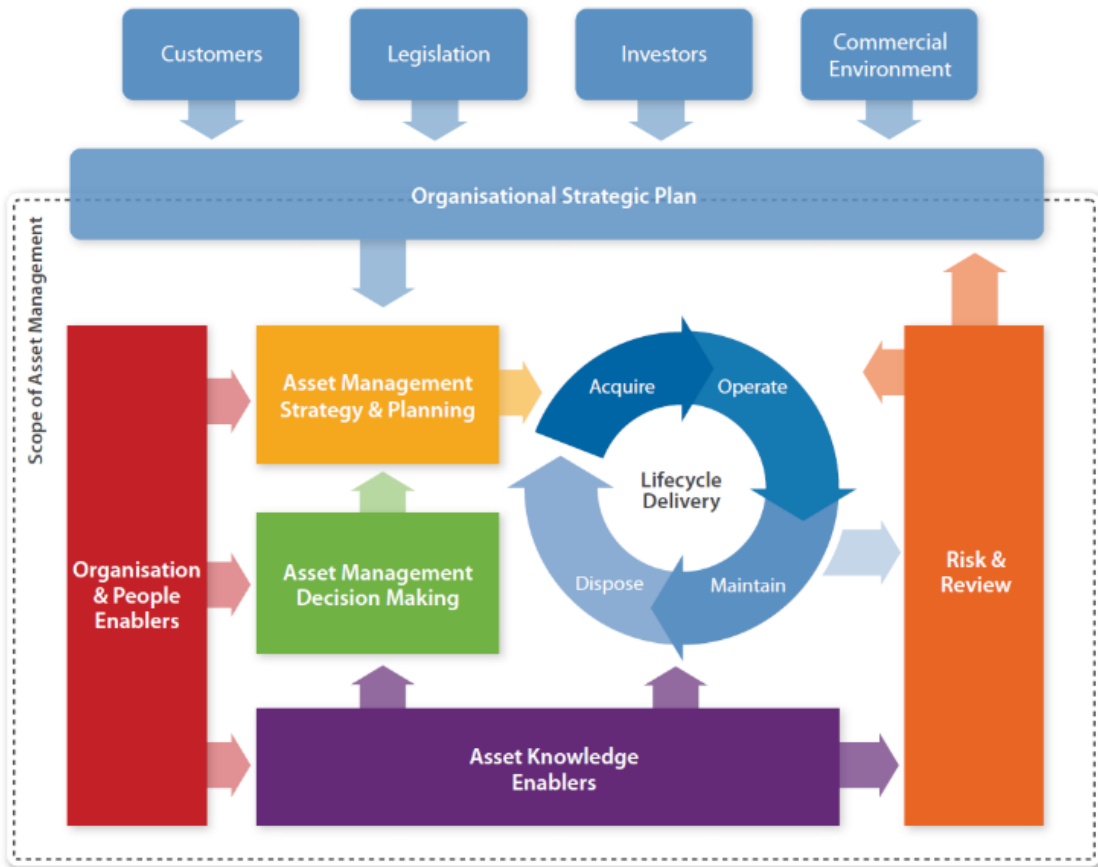


Figure 3 – IAM’s Conceptual Model for Asset Management



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 and 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

FLOREAT ATHENA SOCCER CLUB INC													
Life Cycle Analysis													
Mar-19													
Cost 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
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			\$ 3,000,000			\$ 739,249	\$ 1,493,931	\$ 766,820	\$ -	\$ -	\$ -	\$ -	\$ -
Anticipated Replacement Costs		Anticipated Replacement Value	Expected Life										
Refurbish original Entry and turnstile building				Cap									
Existing Turnstile building (150M2)		\$ 150,000	15	Cap	-	-	-	-	-	-	-	-	-
Fencing / Walls				Cap									
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				Cap									
Toilet fitting replacement		\$ 30,800	10	Cap	-	-	-	-	-	-	-	\$ 30,800	-
Grand Stand				Cap									
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				Cap									
Seating		\$ 223,300	15	Cap	-	-	-	-	-	-	-	-	-
Seating fixtures		Incl Above	15	Cap	-	-	-	-	-	-	-	-	-
Clubroom				Cap									
Roof	Flat roof, Steel sheeting	\$ 161,700	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	Re-Painting	\$ 15,840	5	Cap	-	-	-	\$ 15,840	-	-	-	-	-
Ceiling	Linear Metal Ceiling Panel	\$ 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		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									
Players 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	\$ 208,402	\$ -	\$ 41,580	\$ -	\$ 210,600
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
Clubrooms Timber Floor Maintenance	Allowance			Op	\$ 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
Surrounding grounds and gardens	Allowance			Op	\$ 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
Total					\$ -	\$ 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 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. Documentation costs are included above but will be Pro bono from within club													
7. All costs indicates as todays cost													
8. All costs exclude GST													



APPENDIX D – Club Management Model

CLUB MANAGEMENT MODEL

