

Floreat Athena Football Club



CLUB DEVELOPMENT PLAN

Progress Report

June 2017

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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.

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.

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.

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.

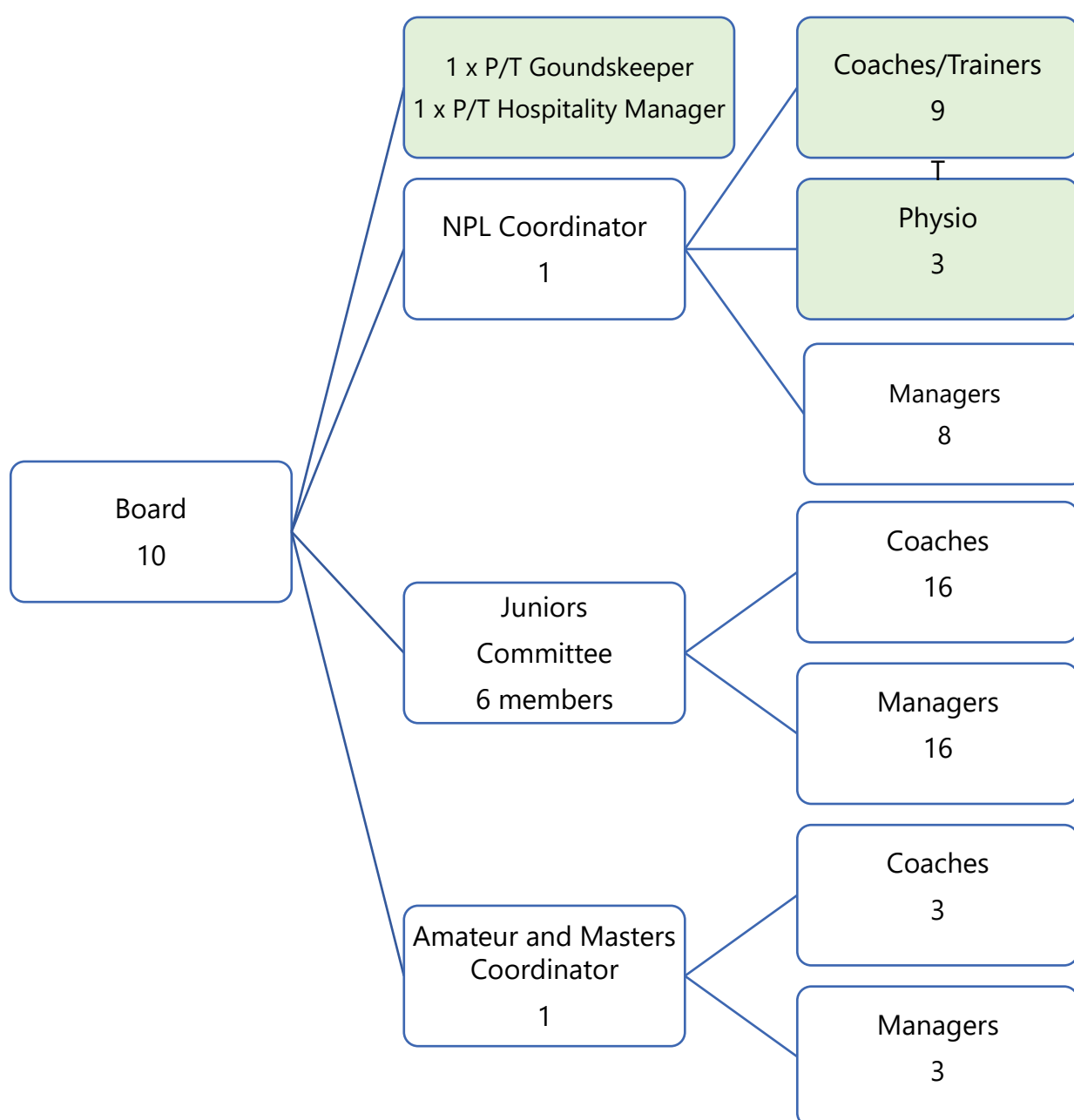
CLUB PROFILE

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



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

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.

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

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.

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.

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.

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”.

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%

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.

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.

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.

- 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:

- 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

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

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.

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

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>Regular and Casual Use</p>  <p>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"> ✓ optimises the use of space within the facility ✓ supports other not-for-profit organisation to access affordable spaces for meetings and other activities
<p>Next Steps (pending renewal of lease)</p> <ol style="list-style-type: none"> 1. Review and articulate all available indoor and outdoor spaces and facilities. 2. Develop a Club Access and Usage Policy. 3. Develop a communication strategy to inform not-for-profit groups in the City of Vincent about the opportunity. 	

Strategy	Benefits
<p>Partnering for Health and Well-Being</p>  <p>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>The Club can host these organisations to make presentations to its players, members and supporters.</p> <p>Members of the local community can also be informed and invited.</p>	<ul style="list-style-type: none"> ✓ Assists organisations seeking to maximise the reach of their health and well-being messages ✓ Mobilises the Club's "captive" audience of children, young people, parents, adult men and seniors who attend on at least a weekly basis ✓ The Club provides access to important health and well-being information to its members and participants ✓ Contributes to overall health and well-being
<p>Next Steps</p> <ol style="list-style-type: none"> 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"> ➤ all cash and non-cash resources required; ➤ agreements with presenting organisations; ➤ a communication plan to inform club members and the broader community; and ➤ an evaluation tool that includes input from participants and stakeholders. 2. Trial the strategy. 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 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.

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.

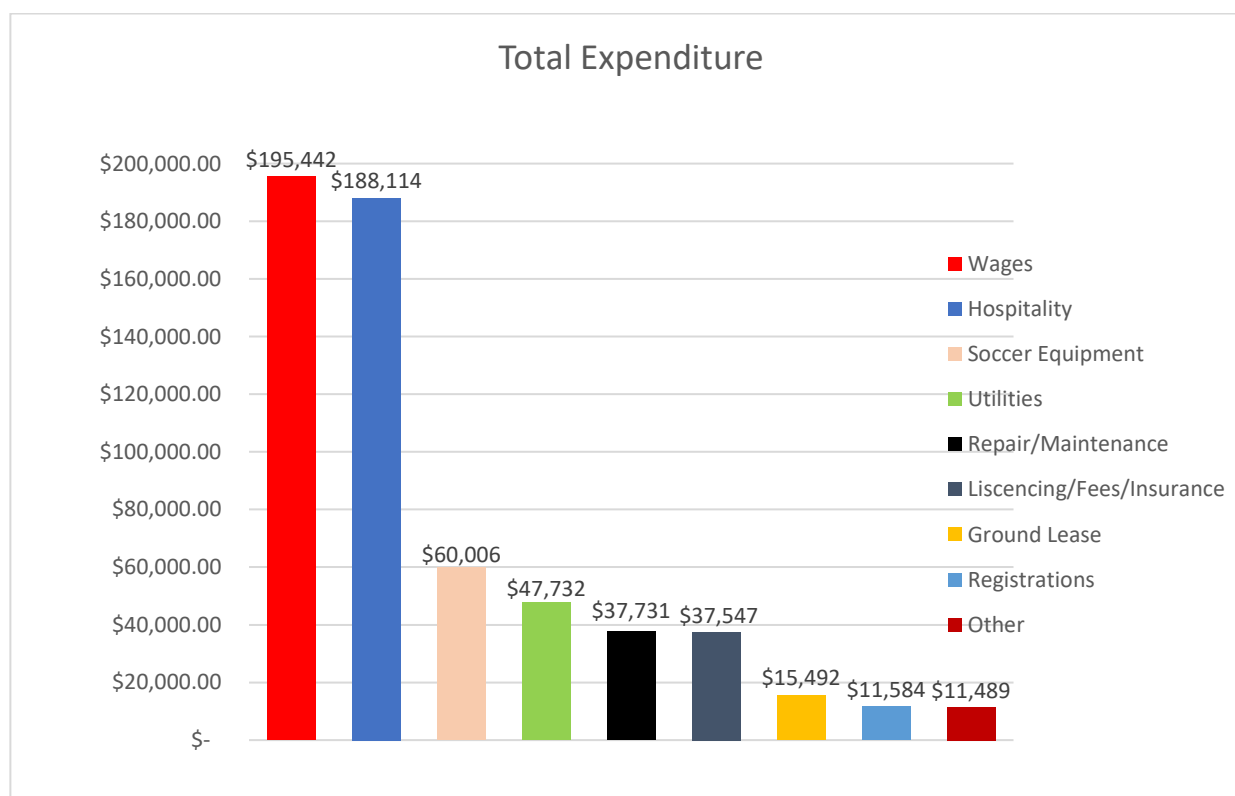
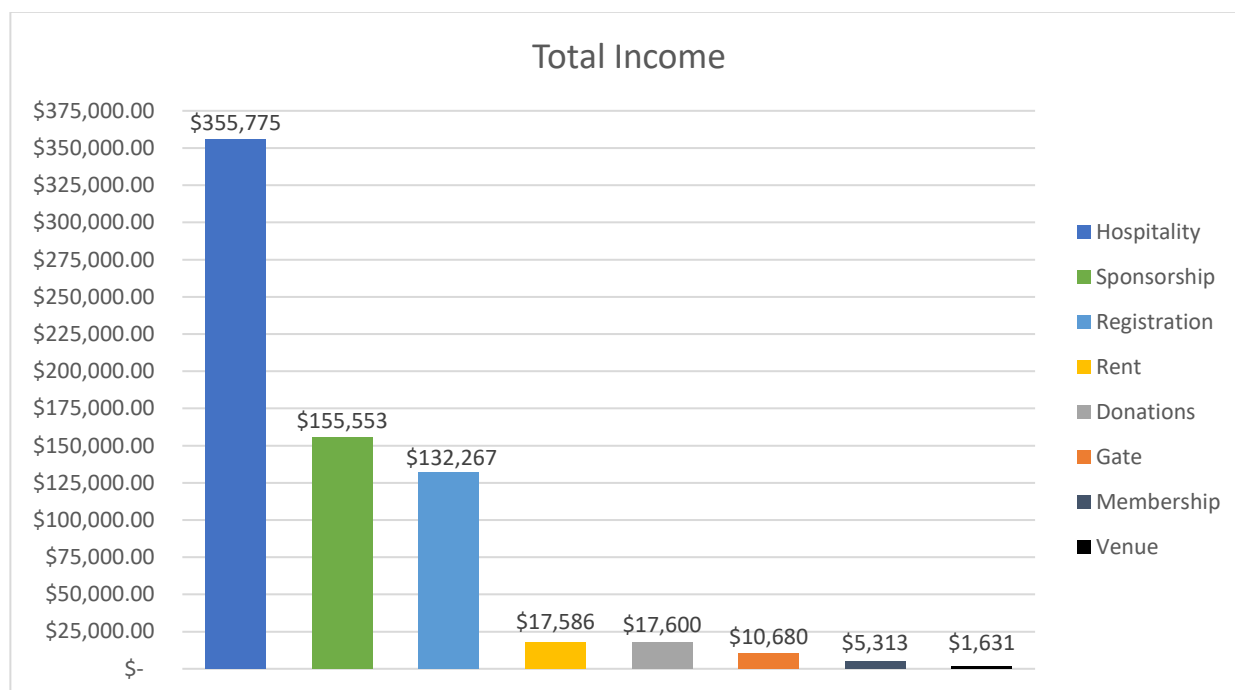
An operational budget for the Club has been developed to include the ongoing maintenance of the Litis Stadium over 10 years (using a Life Cycle Costing model). This is incorporated into the Master Plan document.

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.

INCOME AND EXPENDITURE

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

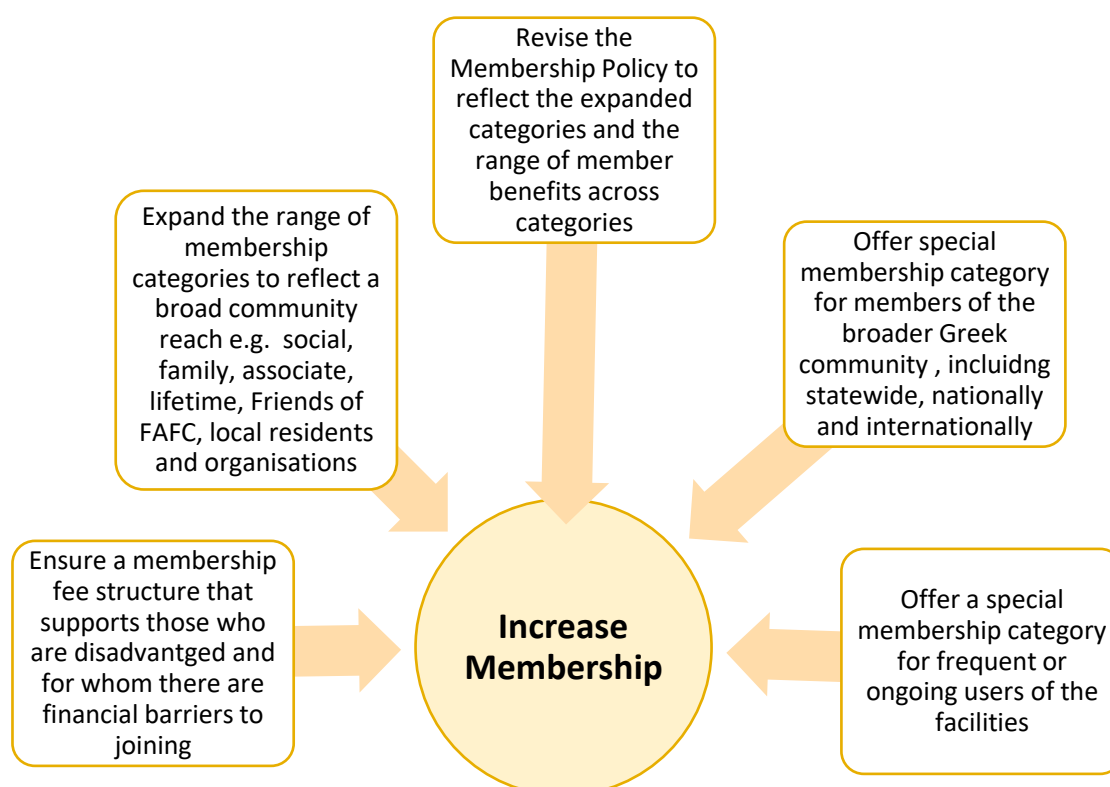


IMPROVING CURRENT REVENUE STREAMS

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

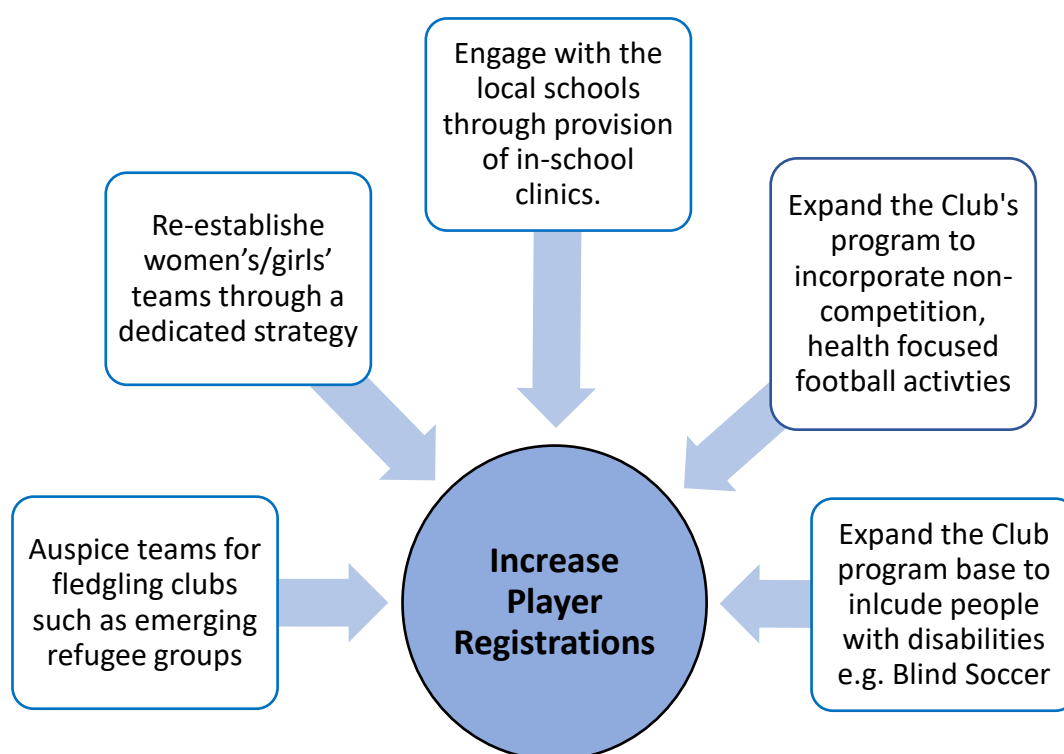
A. MEMBERSHIP

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

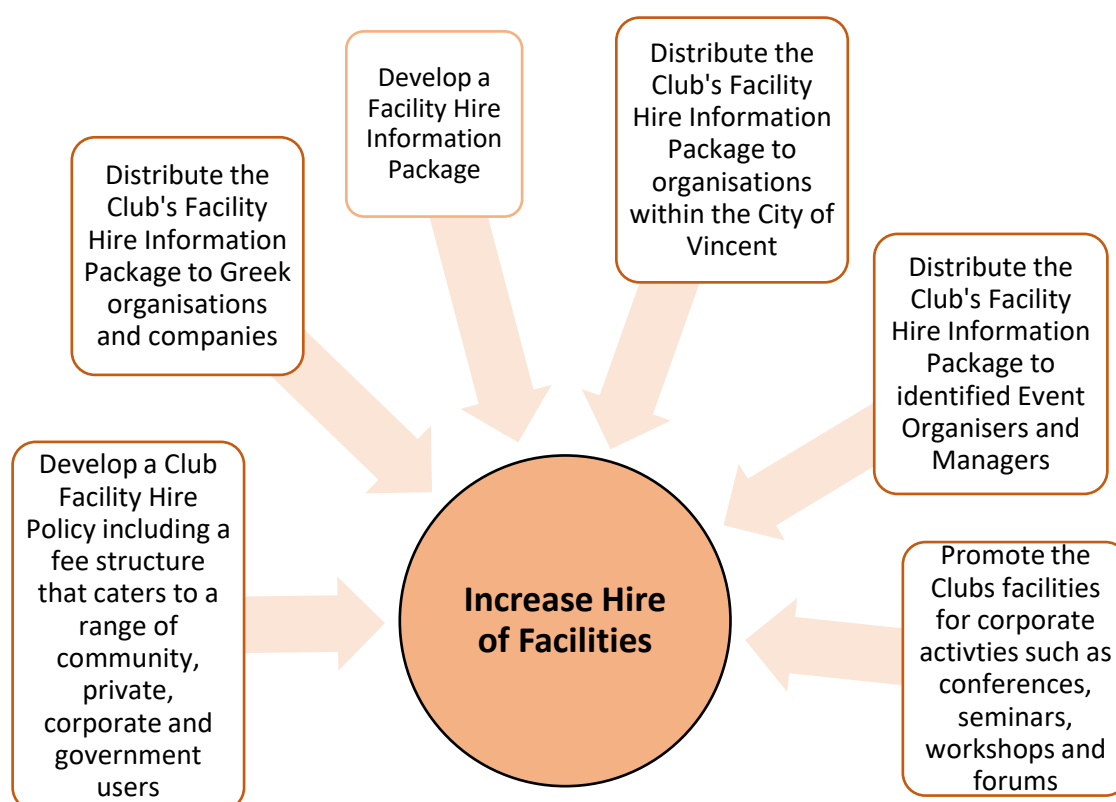
Player registrations account for approximately 20% of Club annual income. The Club is well-placed to expand its player registration base through a range of strategies as described below.



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



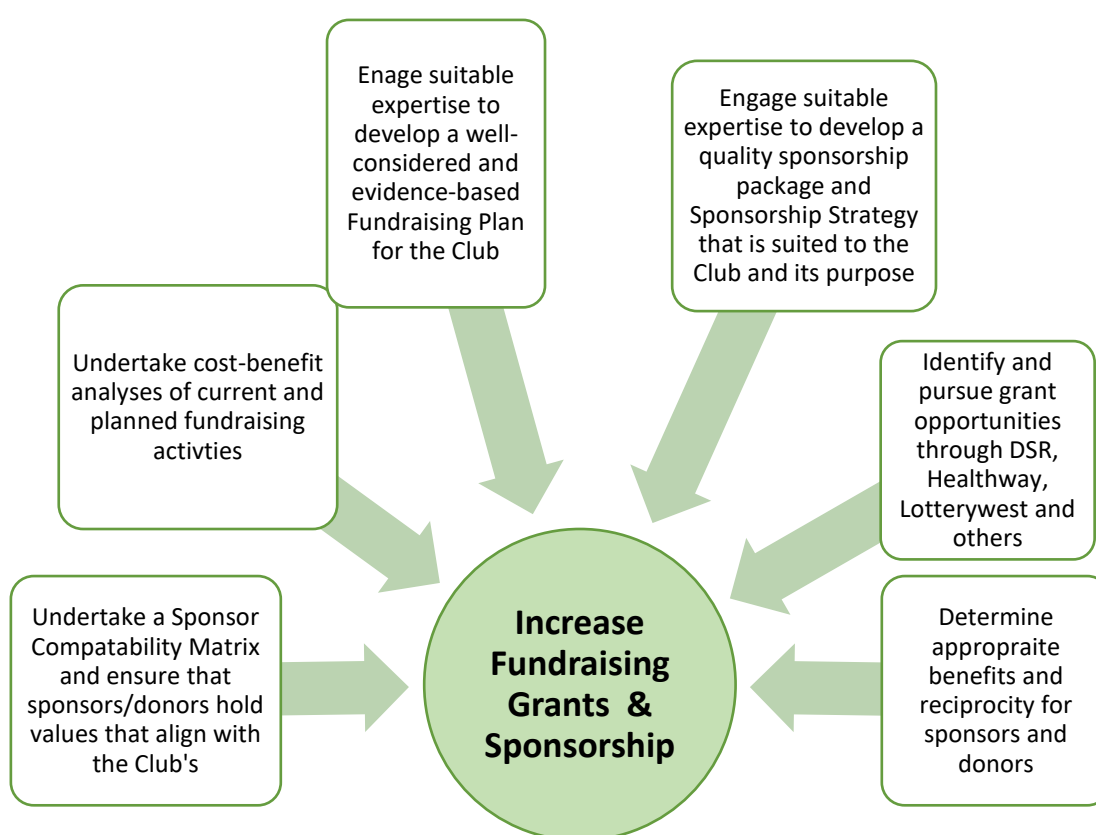
D. MATCH ENTRY (GATE)

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.



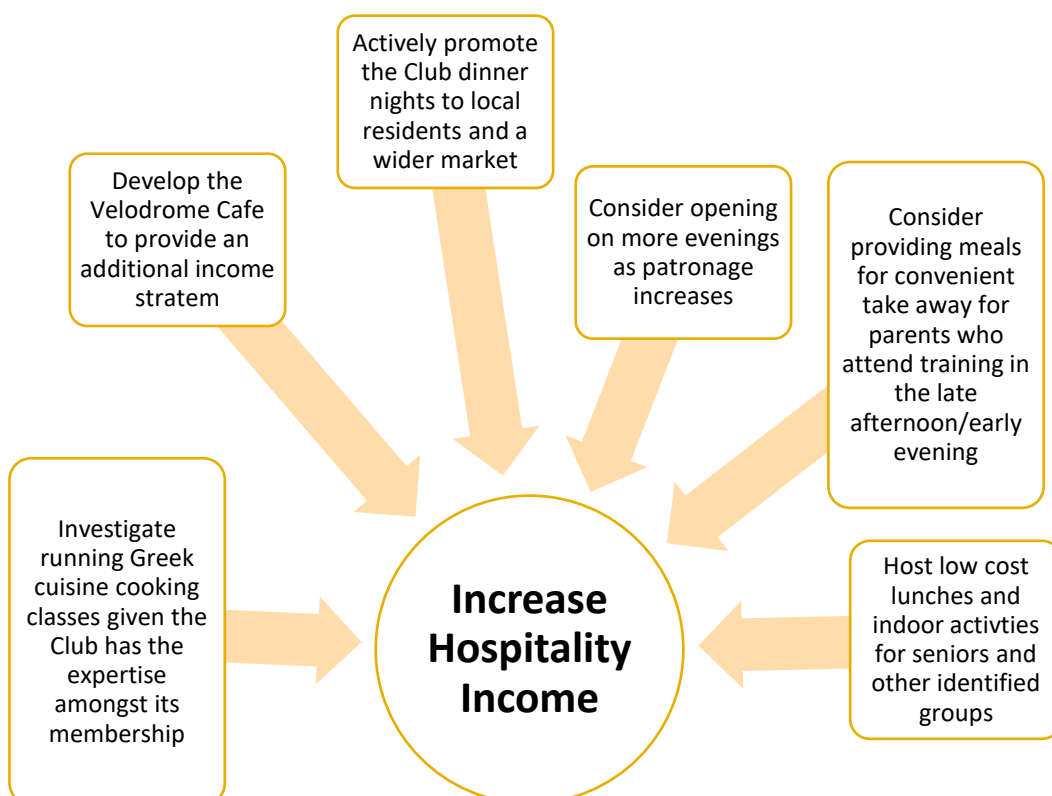
E. FUNDRAISING AND SPONSORSHIP

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												

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												

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

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 Poulios
Jim Litis
Theo Christidis
Larry Doropoulos
Evan Maounis
Evan Kakulas
Jenny Veneris
Klary Andritsos
Michael Christodoulakis