

7.4 FLOREAT ATHENA FOOTBALL CLUB INC. - LEASE - FINAL REPORT

TRIM Ref: D19/145496

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Attachments:

1. Attachment 1 - Asset Management Plan
2. Attachment 2 - Community Benefit Statement
3. Attachment 3 - Financial records - Confidential
4. Attachment 4 - Club Development Plan
5. Attachment 5 - Community Development Grants Programme Application - Confidential
6. Attachment 6 - Building Condition Assessment & Forward Works Plan - 2016
7. Attachment 7 - Proposed Lease Area

RECOMMENDATION:

That Council:

1. **APPROVES** a 9 month extension to the current lease with Floreat Athena Football Club Inc. dated 4 April 2018 for Litis Stadium located at 41 Britannia Road, Leederville, from 1 January 2020 to 30 September 2020, on the same key terms as the current lease, subject to the removal of perimeter fencing by the City to enable greater public access;
2. **NOTES** that in accordance with Clause 12.3 Yield Up of this lease, the Floreat Athena Football Club Inc. will be responsible for handing the toilets, change rooms, grandstand, scoreboard, pitch and grounds back to the City on 1 October 2020 in good and substantial repair, order and condition consistent with its use in the National Premier League;
3. **NOTES** that Floreat Athena Club Inc. will be required to provide Administration and contractors unfettered access to the stadium in order to undertake a comprehensive review of the assets and infrastructure to obtain an understanding of the current and future maintenance costs;
4. **APPROVES** a 5 year lease to Floreat Athena Football Club Inc. from 1 October 2020 to 30 September 2024 for the stadium clubrooms (including the service access area, canteen, car park area behind clubrooms and tiered seating in front of the clubrooms – Attachment 7) located at 41 Britannia Road, Leederville on the following key terms:
 - 4.1 **Option Term:** 5 years subject to the Club facilitating full and open access to the community and other sporting clubs; Council endorsement of a site Development Plan; and the completion and submission of the Key Performance Indicators by the Club:
 - 4.1.1 **Financial Management Plan** that incorporates:
 - i). Past, present and 5 year projected financial data;
 - ii). Lifecycle Cost Analysis integrated within the Financial Plan;
 - iii). Audited Financials; and
 - iv). Asset Management Plan for the clubrooms; and
 - v). Facility Management Plan as per the Department of Local Government, Sport and Cultural Industries Facility Management Guide;
 - 4.2 **Rent** \$5,500 plus GST (indexed to CPI) per annum;
 - 4.3 **Rates & Taxes:** Lessee to pay including rubbish bin charges and ESL;
 - 4.4 **Outgoings:** Lessee to pay;
 - 4.5 **Repairs & Maintenance:** Lessee responsible for all repairs, maintenance and renewal (capital works) to keep premises clean and in good condition, this includes repair of damage due to fair wear and tear, and structural maintenance. Lessor not responsible for any structural repair;
 - 4.6 **Minimum Level of Service:** Lessee to pay for cost of statutory compliance, and pest inspections and treatment;
 - 4.7 **Insurance:** Lessee to effect a public liability policy with cover not less than \$20 million,

- and pay premium for building insurance policy;
- 4.8 Indemnification: Lessee to indemnify the City against all costs and claims;
 - 4.9 Permitted Purpose: Sporting, recreational and community activities;
 - 4.10 Shared Use: Lessee permitted to hire out clubrooms, function rooms at its discretion provided that the use is consistent with the Permitted Purpose;
 - 4.11 Alterations: Not without the prior approval in writing of the Lessor;
 - 4.12 Lessor's Covenant: Lessor will provide Lessee with quiet enjoyment of the premises for the term of the lease;
 - 4.13 Payment Without Delay: Lessee must duly and punctually pay all rent, rates and taxes, outgoings, costs and interest on the terms specified by the Lessor;
 - 4.14 Nuisance and Incidental Use: Lessee must submit a Management Plan for approval in writing by the Lessor for any events commencing from and continuing beyond 5:00pm, any events with amplified or live music, and any national/international sporting events;
 - 4.15 Parking & Traffic Management: Lessee must submit a Parking and Traffic Management Plan for approval in writing by the Lessor for any events with an estimated attendance above 1,000 people; and
 - 4.16 Community Group and Sporting Club Health Checks: Lessee must submit a fully completed Community Group and Sporting Club Health Check each year or upon request from the Lessor;
5. Subject to satisfactory negotiations being carried out by the Chief Executive Officer **AUTHORISES** the Mayor and Chief Executive Officer to affix the common seal and execute the deed of extension of lease in Recommendation 1 above and the new lease in Recommendation 4 above;
 6. **NOTES** that the charging methodology associated with the recommended lease fee will be reassessed following the implementation of the draft City Property Management Framework;
 7. **ADVISES** Floreat Athena Football Club Inc. that from 1 October 2020 their first preference access to the stadium pitch will only be from April to September annually and will be through the City's seasonal ground allocation with the club being responsible for all associated fees and charges including floodlight usage charges during this period;
 8. **NOTES** that from 1 October 2020 the City will be assuming responsibility for the stadium surrounds and will work collaboratively with the club and the Australian Government to successfully obtain \$3 million through the Community Development Grants Program towards upgraded sporting facilities – including a full integration between Litis Stadium and Britannia Reserve and rationalising any non-essential assets; and
 9. **NOTES** that Administration will call for Expressions of Interest for the use of the stadium (excluding the clubrooms) for summer usage from October 2020 through March 2021.

PURPOSE OF REPORT:

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

BACKGROUND:

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

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

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

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

- 7.2 *Prepare a Facility Management Plan that outlines strategies to effectively manage the Stadium and meet lease obligations;*
 - 7.3 *Prepare a Financial Plan to determine organisational viability and capability as the basis for any future facility tenure arrangements; and*
 - 7.4 *Implement strategic planning, governance, business model and community engagement initiatives as identified within the 'Club Development Plan – Progress Report' as submitted with the Litis Stadium Master Plan; and*
8. *REQUIRES Administration to present a further report to Council no later than June 2019 providing an update on progress by Floreat Athena Football Club Inc. towards:*
- 8.1 *Provision of the information referenced in Recommendation 2; and*
 - 8.2 *Completion of the initiatives identified within Recommendation 7; as the basis for decision making regarding the further 1 year lease option from 1 January 2020 to 31 December 2020.*

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

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

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

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

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

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

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

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

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

Administration is recommending the usage of the pitch be negotiated through an established Seasonal Ground Application process. This process is utilised for all other sportsgrounds under the care, control and management of the City. This process enables greater community use and access.

The Club will be provided priority access to the pitch from April through to end of September annually with secondary access to the pitch being provided during the summer period (October through end of March) subject to availability. Primary use will need to be provided to the incoming summer club to ensure they have the ability to effectively deliver and run their competition.

It is important that the City provide sufficient access to the pitch during the summer period so as to attract other sporting groups to the facility. Limiting the access to the pitch any further will limit the potential to attract and to maximise the usage of the facility to the broader community.

Opportunities will be made available for the Club to undertake pre-season training at Litis Stadium along with other sportsgrounds being consider that may be available.

DETAILS:

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

In an attempt to assist the Club with meeting the requirements of Council's November 2017 resolution along with providing assistance with the \$3 million funding from the Australian Government towards Litis Stadium

improvement works through its Community Development Grants Programme, Administration has been meeting regularly with the Club since January 2018.

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

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

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

	Documentation Requested	Documentation supplied	Administration comment
1.	Prepare a Facility Management Plan that outlines strategies to effectively manage the Stadium and meet lease obligations	<p>An Asset Management Plan (Attachment 1) was submitted to Administration on 29 June 2017 and comprised of Club asset objectives and principles, scenario planning, agreed levels of service, and required asset management practices.</p> <p>A Lifecycle Cost Analysis was prepared and submitted on 28 July 2017 (Attachment 1) however, it has not yet been integrated with a Financial Plan to confirm the Club's capacity to deliver upon the Asset Management Plan.</p>	<p>The Asset Management Plan identifies that it should be read in conjunction with the Strategic Plan, Business Master Plan and Development Plan. Clarity over the Business Master Plan and the Development Plan is required to understand how they integrate with the Asset Management Plan.</p> <p>A standard Facility Management Plan (FMP) is a formal planning tool that informs future operations of a facility, however FAFC have not provided a complete plan to date.</p> <p>A FMP must include a Financial Plan that provides past, present and projected financial data to assess viability. All assumptions made as well as risk factors and contingency plans are required to be outlined. The financial information provided and data contained within the Lifecycle Costs Analysis, which forms part of the Asset Management Plan, provides some relevant information but lacks sufficient detail. In addition, the five and ten year project budget forecasts are not consistent with the information contained within the Lifecycle Costs Analysis.</p> <p>A FMP should include a Human Resources Plan (or similar) to identify the structure and administrative processes required to manage a facility; a customer service plan; market research; future considerations and performance indicators. None of this information has been included.</p>

	Documentation Requested	Documentation supplied	Administration comment
2.	Prepare a Community Benefit Statement	<p>The Club Development Plan (Attachment 2) submitted in 29 June 2017 identified strategies that FAFC were going to implement in order to maximise community benefit, including:</p> <ul style="list-style-type: none"> • Find 30 for Fitness • School Football Clinics • Blind soccer • Co-tenants • Regular and casual use • Partnering for Health and Wellbeing 	<p>The Find 30 for Fitness is a work in progress and the Club's technical director is liaising with Football West on starting a pilot program. As such, this has not yet been implemented.</p> <p>The School Football Clinics have been successfully implemented at Mount Hawthorn Primary School with club coaches, trainers and senior players conducting the sessions after school at Mount Hawthorn Primary School. Specifically, school football clinics have been implemented over the last 18-month period involving 120 local primary school aged children.</p> <p>In partnership with telethon, Manchester United foundation and Football West, the Club hosted an equal Football exhibition match.</p> <p>Perth Rangers Supporters Club have been a cotenant for over 5 years and use the Clubs clubroom base and Litis Stadium for Junior Ranger School academy sessions.</p> <p>The Club has also teamed up with a power chair football team who will play in next season's power chair football competition at Loftus Recreation Centre.</p> <p>It is notable that co-location or shared use with other sporting teams or codes (beyond not-for-profit organisations being accommodated) has not been fully explored.</p> <p>A review of the organisations identified within the Community Benefit Statement also indicates that the site has not been opened up to the broader community for either casual or organised use.</p>
		<p>The club submitted an updated Community Benefit Statement (Attachment 2) on 10 June 2019 which provides details of the current Club membership, junior development initiatives and various community activities that take place at the Stadium, and benefits of sports participation.</p>	<p>Notably, this Community Benefit Statement is club centric and focuses on the club's increased football membership, which showed that the club grew by 91 members in 2019, increased its female membership from 9 to 27 and had a membership made up of 42.41% City of Vincent residents.</p> <p>The statement lists the 21 junior and social clubs and organisations that have regularly utilised the stadium over the past two years.</p>
		<p>An addendum to the above Community Benefit Statement was submitted on 25 October 2019</p>	<p>The updated Community Benefit Statement provides updated names of the 27 junior and social clubs and</p>

	Documentation Requested	Documentation supplied	Administration comment
		(Attachment 2) which provides details on the clubs fees and charges; a Community Engagement Plan; Branding; Social Media; Newsletters and Website.	<p>organisations that have regularly utilised the stadium over the past three years along with club specific initiatives and community engagement.</p> <p>A review of the organisations identified within the Community Benefit Statement also indicates that the site has not been opened up to the broader community for either casual or organised use.</p>
3.	Prepare a Financial Plan to determine organisational viability and capability as the basis for any future facility tenure arrangements	<p>FAFC has submitted numerous financials (Attachment 3) including:</p> <ul style="list-style-type: none"> • FAFC 10-Year Operating Budget • July 2018 to June 2019 Profit and Loss Statement • July 2018 to October 2018 Profit and Loss Statement • July 2018 to May 2019 Profit and Loss Statement • November 2018 to June 2019 Profit and Loss Statement • 5 year operating budget forecast • Trading Account – June 2016 • Trading Account – June 2015 • Balance Sheet – June 2019 • Balance Sheet – October 2018 • Detailed Profit and Loss Statement – 2015/16 • Detailed Profit and Loss Statement – 2014-15 • Life Cycle Analysis • Club debt as at 2 October 2019 • Player registrations and associated costs 	<p>Whilst a Financial Plan identifying past, present and projected financial data has not been submitted, the Club has submitted numerous financials. The commentary surrounding the projected financials does not provide Administration with any confidence. As such, there is little evidence to support the Clubs capacity to meet the capital, operating and asset maintenance obligations associated with the future tenure of Litis Stadium.</p> <p>It should be noted that Administration requested copies of Audited Financials, however this has not been provided.</p>
4.	Investigate facility options that meet National Premier League requirements, ensure long term financial and organisational sustainability, and maximise the use of community assets	No documentation for this has been provided.	The Club and Administration has been liaising with Football West regarding National Premier League facility requirements. This has confirmed that Stadium perimeter fencing is not a specific requirement for clubs participating in the National Premier League WA competition albeit all current clubs do have such fencing. In addition, spectator seating for a minimum of 120

	Documentation Requested	Documentation supplied	Administration comment
	through co-location		<p>people is required whereas the Stadium currently provides seating for 900 people.</p> <p>Discussions between Administration, Little Athletics, local primary schools and Floreat Athena Football Club Inc. occurred with a general consensus obtained that the club would investigate hosting trial little athletic clinics at Litis Stadium during the summer months. This matter has progressed with Mount Hawthorn Primary School P&C very interested in assisting in providing an 8 - 10 week come and try program.</p> <p>A review of the organisations identified within the Community Benefit Statement also indicates that the site has not been opened up to the broader community for co-location or co-tenanting which was identified in the Community Development Plan June 2017.</p>
5.	Implement strategic planning, governance, business model and community engagement initiatives as identified within the Club Development Plan Progress Report submitted with the Litis Stadium Master Plan in June 2017	No documentation has been provided with respect to the strategic planning or the business model or business model, however the Club Development Plan (Attachment 4) submitted in June 2017 does detail the Clubs governance model. Discussions have also been progressed with potential co-tenants and refurbishment of the grandstand undercroft to accommodate these tenants, as is stated within the Clubs Australian Government Community Development Grants Program submission (Attachment 5).	<p>The Club Development Plan identifies six revenue streams and suggests that strategies will be implemented to improve these areas. Whilst the Club has not stipulated strategies for each of the revenue streams, the following updates have been provided:</p> <ul style="list-style-type: none"> • Membership – a club membership drive will be introduced in November for the upcoming AGM. Registration memberships have increased by 48% • Registration – New season registrations for NPL have commenced and will not exceed as numbers are capped. • Facility hire – rebranding the clubroom sections areas has provided the Club with a better understanding of the availability of room size availability. The regular associations and co-tenants continue to hire the facility and recently Football West and other coaching organisations have used the facility to host their weekly coaching courses using the main pitch for practical work and the venue room with the projector & screen. • Gate – no update • Fundraising – no update • Hospitality – the club has appointed new cooks and they have already started to take bookings for 2020

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

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

The "Request for Information" provided by the Club to the Department in March 2019 was required in order to substantiate the Clubs claims and statements and to verify the capacity of the Club to manage the funds and deliver the project. This information enabled the Department to undertake a value with relevant money assessment and provide advice to the Minister prior to an Agreement being negotiated and funding being released.

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

The Department has also been made aware that the Club is currently in discussions with the City with respect to tenure and are comfortable with the current status. In addition, the Department has been advised of the City's proposal to reduce the current leased area and given the City owns the remaining land, have advised that the tenure does not need to be an exclusive lease.

Under the Funding Agreement, there is an operational requirement of a 5 year tenure agreement in order for Floreat Athena to secure the funds. If lease arrangements are still under negotiation this would be dealt with through a risk mitigation strategy that would require the Club to provide evidence of the finalised lease arrangements at some point during the project deliverables. The Club would need to partner with the City as any proposed works (Council report - Attachment 5 of the report) will occur on Council owned land that is under the City's direct care, control and maintenance.

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

There are numerous benefits for the City to partner with the Club including access to potential additional funding, project management and broader community benefit. In addition to this, the City will have the financial ability to continue to maintain the new infrastructure/assets and would provide certainty that the money and assets would be controlled by a local government. Finally, if the project owner was to change to the City, it would reduce the risks associated with the delivery of this project for the Club.

The next stages of the Community Grants Development Programme grant will encompass a business case, project scope and development plan. When completed, these will need to be provided to the Department.

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

CONSULTATION/ADVERTISING:

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

LEGAL/POLICY:

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

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

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

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

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

RISK MANAGEMENT IMPLICATIONS:

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

STRATEGIC IMPLICATIONS:

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

Connected Community

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

Thriving Places

Our physical assets are efficiently and effectively managed and maintained.

SUSTAINABILITY IMPLICATIONS:

Nil.

FINANCIAL/BUDGET IMPLICATIONS:

Under Floreath Athena Football Clubs current lease, the Club is responsible for the upkeep and maintenance of the buildings, main soccer pitch and surrounding green space. Should the City become responsible for these areas (with the exception of the clubrooms), it is anticipated that the City would be responsible for approximately \$47,500 annually to ensure the greenspaces are maintained.

The City carried out an assessment of the pitch on 6 November 2019 and noted that significant deterioration had occurred in recent months. The Club is responsible for repairing the pitch under the current lease prior to

the end of that lease on 31 December 2019. The Club has acknowledged that they would be responsible for repairing the pitch and the City estimates this would cost in the order of \$30,000 to undertake these repairs.

The club is also responsible for the maintenance of the buildings on the site. Administration has completed a condition assessment (**Attachment 6**) on the structures contained with Litis Stadium. The grandstand is reaching end-of-life with the following compliance and risk issues:

- Sectionalised failures due to concrete cancer;
- Electrical infrastructure past end of life, increased level of risk and no longer compliant;
- Float glazing, absence of safety glass;
- No longer fit for purpose from a compliance perspective, non-compliant stairs, absence of fall arrest balustrading, lack of mobility access and fire compliance, emergency egress routes;
- Fit out within stadium (internal) past end of life and no longer fit for purpose; and
- General maintenance, safety and amenity not aligned with the City's asset management plan, requiring renewal/upgrade investment.

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

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

The club's financials do not include clear and verifiable maintenance costs. Based on the above assessment carried out in 2016 and recent site inspections it is estimated that the maintenance and running costs of the buildings (excluding the clubrooms) would be in the order of \$50,000 per year.

Under the City's current schedule of fees and charges, Administration applies an \$80 per player, per season fee for matchplay and training for seniors. This equates to approximately \$960 per senior soccer team per season. It is estimated that at least six senior teams' soccer teams and four secondary shared sporting teams will use the stadium during the winter season equating to a total of \$10,000 in seasonal ground allocation on top of the \$5,500 in rent recommended for the clubrooms.

Until the Expression of Interest process for summer sports is completed it is difficult to anticipate the exact revenue that would be generated from a summer user of the grounds. It is estimated that the revenue generated from such a user would be similar to that of the winter season, noting that Floreat Athena are proposing to use the facility as a secondary user during the summer season.

The City would also benefit from a proportion of the sponsorship revenue generated by the sporting groups proportionate to maintenance and renewal responsibilities of each group. It is also difficult to anticipate this revenue until the Expression of Interest process for summer sports is completed. A conservative estimate puts this at \$20,000 per year for the City across both the winter and summer sports.

In total, the City estimates that the total revenue from the site would be in the order of \$55,500 per year noting that the total costs of maintaining and running the site would be in the order of \$97,500 per year.

In order to determine the exact financial impact and to ensure the pitch is brought up to the necessary standard before being taken over by the City, it is recommended that the Club continue to use and be

responsible for repairs and maintenance of all of Litis Stadium until the end of September 2020 under the current arrangements. This will provide the City with an opportunity to conduct a thorough assessment of the exact costs of maintaining the facility and revenue that would be generated from the seasonal ground allocation, hire and sponsorship following the expression of interest process. It will also ensure the club has adequate time to yield up the pitch to the necessary standard for hand over to the City in accordance with the lease requirements. This information will then be utilised to directly inform the 2020/21 budget process.

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

COMMENTS:

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

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

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

Based on the Club's financial position, the quality of the information submitted, and what appears to be limited progress towards the specific requirements identified by Council, it is recommended that the Clubs tenure of the site be limited to the clubrooms, (including the service access area, canteen, car park area behind clubrooms and the tiered seating in front of the clubrooms – **Attachment 7**) only with the remaining areas to be managed and maintained by the City in order to maximise accessibility and utilisation, improve the integration of the stadium within Britannia Reserve and upgrade and manage the stadium buildings in a financial sustainable manner over the long term. The tiered seating will be required to be made available for use by the broader community and sporting clubs who hire the pitch in the summer season from the City and when not in use by the Club.

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

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

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

The recommended lease arrangement will increase the costs to the City for ground maintenance, which will only be slightly offset by seasonal ground licence, resulting in additional costs for the City of approximately \$45,000 annually. The building maintenance and renewal costs will be considered as part of the City's Long Term Financial Plan but will require significant rationalisation of the assets given their very poor state. Administration will conduct a thorough assessment including detailed maintenance costings and a determination of the estimated revenue from seasonal ground allocations and facility hire following completion of the expression of interest process for summer sports. This information will then be utilised to directly inform the budget process. This would include the demolition of the grandstand and toilets and replacement of the change rooms as part of the Community Development Grants Programme Funding upgrades. The costs are considered appropriate in order to increase the occupancy and utilisation of this

asset by the broader community through the creation of a multi-use facility that reflects the community's expectations and prioritisation of uses that benefit the local community.

GFG CONSULTING

ABN 94 156 452 050



ASSET MANAGEMENT PLAN 2019

FOR

FLOREAT ATHENA FOOTBALL CLUB

DATE: 7 June 2019

REFERENCE: Q0802019-002_0



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1. Executive Summary

1.1. Background and Scope

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

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

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

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

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

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

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

1.2. Strategic Asset Management Issues

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

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

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

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



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

1.3. The Next Steps

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

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

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

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

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



Figure 1 – FAFC's Current Facilities



2. About the FAFC

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



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

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

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

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



Figure 2 – Club Team at FAFC



3. Asset Management Principals

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

3.1. Goals and Objectives of Asset Management

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

The key elements of asset management are:

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

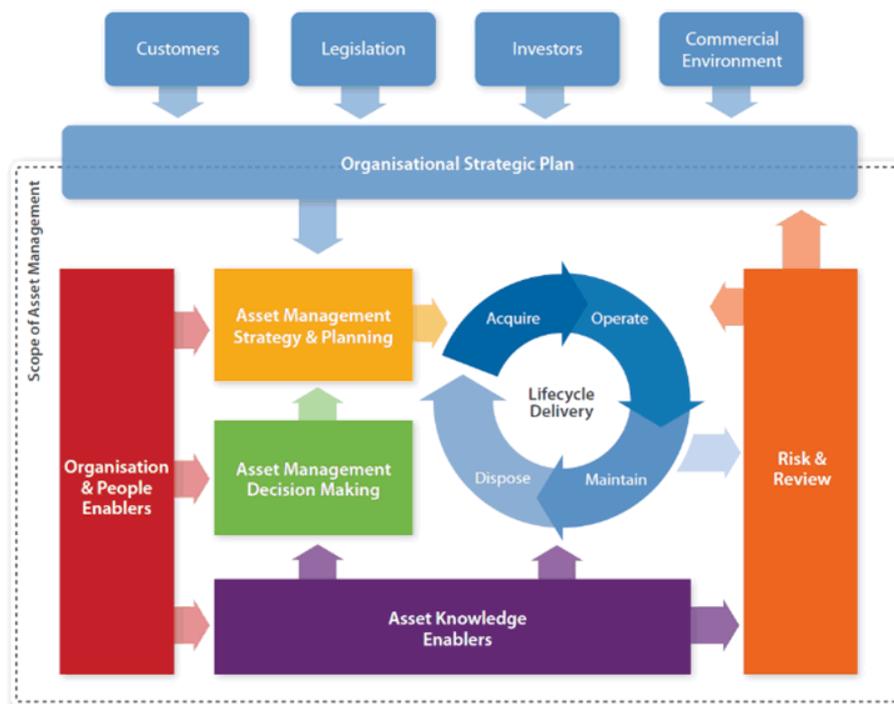


Figure 3 – IAM’s Conceptual Model for Asset Management



4. Integrated Planning

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

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

4.1. Integrating Strategic Goals

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

The Board acknowledges the following considerations:

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

4.2. Demand/Gap Analysis

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

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

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



4.3. Understanding Critical Success Factors

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

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

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

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



5. FAFC Asset Planning

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

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

It will include and address the following:

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

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

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

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

Expressed costs will include direct and indirect operating costs.

5.1. Scenario Planning

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

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

The Board must consider the following:

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

The Board's approach to scenario planning as follows:

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



5.2. Consideration of Asset/Non-Asset Solutions

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

This must include:

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

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

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

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

5.3. Materiality

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

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

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



5.4. Maintaining Assets at an Agreed Level of Service

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

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

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

Table 1 – Service Level KRA & KPI's

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



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

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



6. Accountability of Assets

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

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

6.1. Asset Accounting Principles and their Effects on Depreciation

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

6.2. Performance Requirements, Condition Recording and Reporting

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

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

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

6.3. Management and Maintenance of an Asset Register

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

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

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

6.4. Creating, Storing and Communicating Asset Information

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

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

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



7. Internal Control Structures

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

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

The Board commits to the following:

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

7.1. Economics and Budgetary Management

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

7.2. Service Level Agreements

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

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

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

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

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

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



7.3. Linking Asset Management to Risk Management

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

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

This would include but not be limited to:

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

The three primary stages of risk management are:

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

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

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

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

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

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



8. Disposal

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

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

8.1. Disposal Plan – Redevelop, Refurbish or Dispose

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

The following components will be considered by the Board:

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



APPENDIX A – Service Level Agreement (Example)

SCOPE OF THE SERVICE

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

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

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

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

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

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

Purpose of the Service

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

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



DEFINITION OF THE SERVICE

Service levels are described as follows:

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

For works other than routine day to day repairs:

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



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

CUSTOMER PROFILE

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

OPERATIONAL PROCEDURES AND GUIDELINES

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

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

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



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

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

PERFORMANCE CRITERIA

In summary, Service Levels offer:

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



APPENDIX B – Risk Management Guide

Risky Business — A Club Guide to Risk Management

What is Risk Management?

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

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

What is Risk?

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

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

RISK REDUCTION

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

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

RISK TRANSFER

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

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

RISK ACCEPTANCE

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

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

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

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

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

Why do we need to manage Risk?

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

When do we need to manage risks?

ALL THE TIME

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

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

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



1 ESTABLISHING THE CONTEXT

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

2 RISK IDENTIFICATION

Potential risks can be identified through various methods such as:

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

3 RISK ASSESSMENT

To assess the likelihood of potential risks:

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

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

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

4 RISK TREATMENT AND CONTROL

To treat and control potential risks:

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

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

5 MONITORING AND REVIEW

Potential risks can be monitored and reviewed through:

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

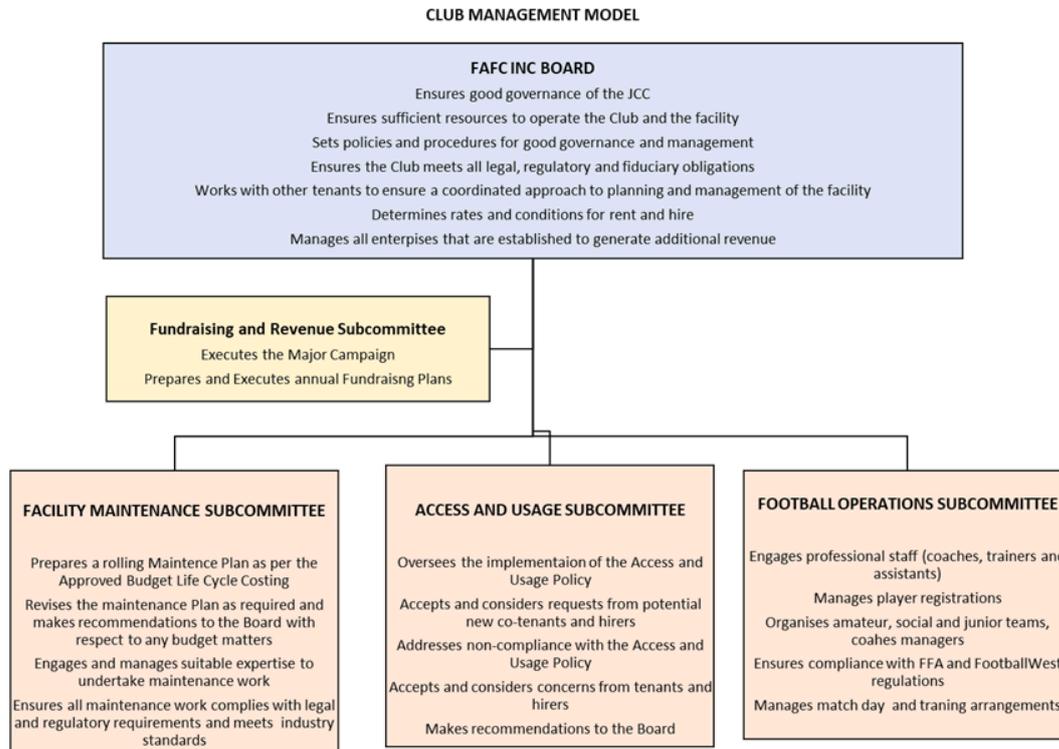


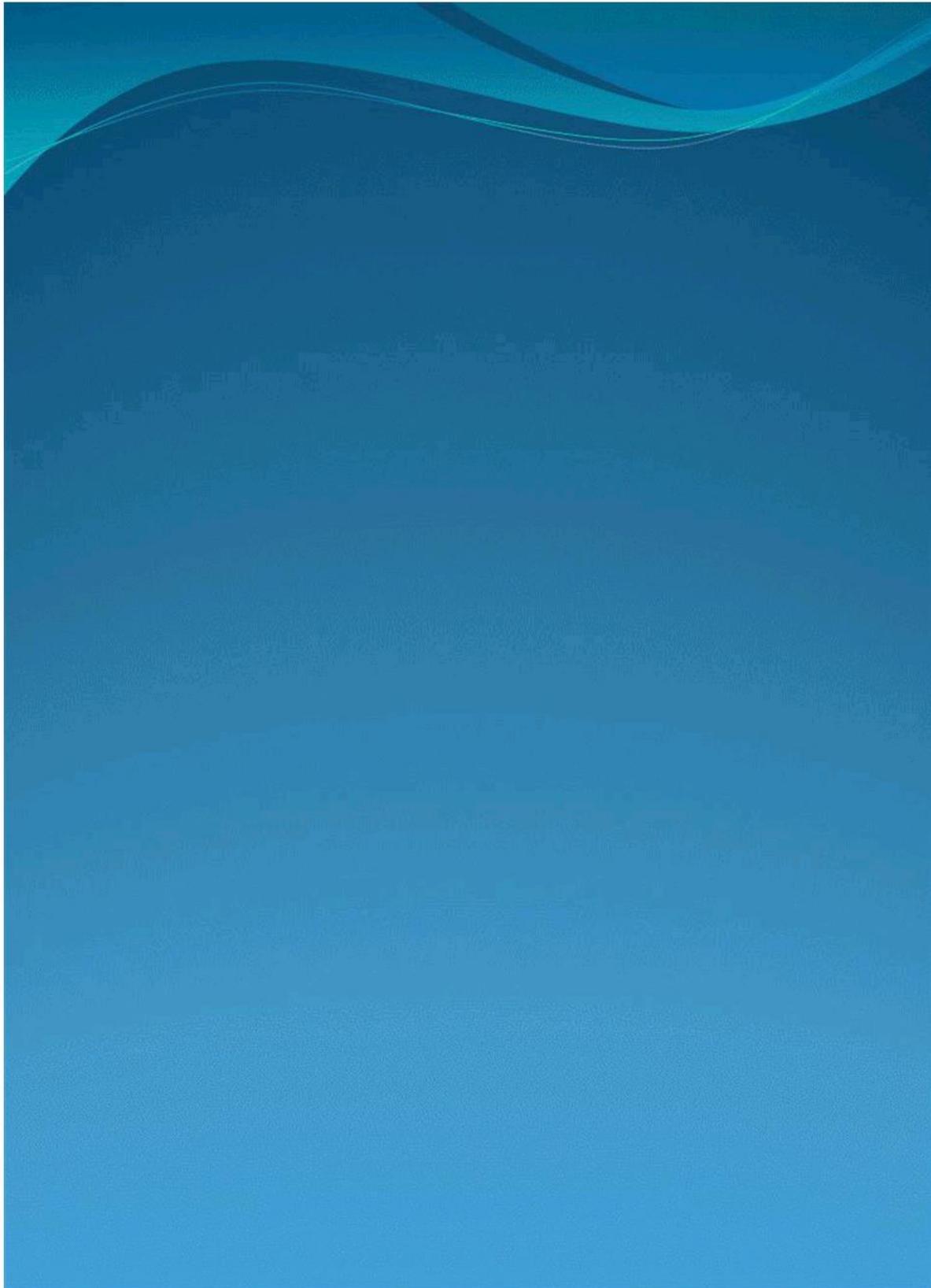
APPENDIX C – Life Cycle Cost Analysis

Unit Generating Activities				Capital or Operating	Fees Percentag	Year 0 2019	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Year 6 2025	Year 7 2026	Year 8 2027	Year 9 2028	Year 10 2029
FLOREAT ATHENA SOCCER CLUB INC																
Life Cycle Analysis																
Mar-19																
Design and development																
Planning			Cap	1.00%	\$ 7,392	\$ 14,939	\$ 7,668									
Project management			Cap	3.00%	\$ 14,785	\$ 29,879	\$ 15,336									
Design documentation			Cap	7.00%	\$ 51,747	\$ 104,575	\$ 53,677									
Total					\$ 73,925	\$ 149,393	\$ 76,681	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facility Upgrade works.																
	Scope	Anticipated Upgrade Cost	Expected Year of upgrade													
Club Facilities	2.C.1 - 2.C.4	New Change Room (approx. 300 m2)	2020	Cap	\$ 1,290,257											
		Rebuild player race	2020	Cap	\$ 203,674											
		Refurbish existing changerooms for female players	2021	Cap	\$ 316,820											
Spectator Facilities	2.D.1 - 2.D.2	Refurbish undercroft area	2019	Cap	\$ 655,690		\$ 316,820									
		Toilet block internal refurbishment	2019	Cap	\$ 83,559											
Synthetic Turf Pitch	2.F.1	Synthetic Turf pitch	2021	Cap	\$ 450,000.00		\$ 450,000									
Total		\$ 3,000,000			\$ 739,249	\$ 1,493,931	\$ 766,820	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Anticipated Replacement Costs																
		Anticipated Replacement Value	Expected Life													
Refurbish original Entry and turnstile building		\$ 156,000	15	Cap												
Existing Turnstile building (156M2)				Cap												
Fencing / Walls				Cap												
Remainder Perimeter Fence including gates		\$ 209,000	15	Cap												
Perimeter Wall		\$ 49,500	15	Cap												
Retaining Walls (between clubroom & changeroom)		\$ 60,500	15	Cap												
Retaining Walls (between clubroom & changeroom)		\$ 27,500	15	Cap												
Toilet Block				Cap												
Toilet fitting replacement		\$ 30,800	10	Cap										\$ 30,800		
Grand Stand				Cap												
Concrete repairs		\$ 14,432	15	Cap												
Seating		\$ 162,562	5	Cap					\$ 362,562							
Seating fixtures		Ind Above	5	Cap						Ind Above						
Roof		\$ 84,700	15	Cap												
Structural Beams		\$ 392,500	50	Cap												
Handrails		\$ 23,100	2	Cap		\$ 23,100										
Grandstand Undercroft		\$ 655,699	50	Cap												
Re-built Grandstand		\$ 2,885,000	50	Cap												
Terrace Seating				Cap												
Seating		\$ 228,300	15	Cap												
Seating fixtures		Ind Above	15	Cap												
Clubroom				Cap												
Roof	Flat roof, Steel sheeting	\$ 361,700	15	Cap												
Floors Carpet	High Traffic Carpet Floor Tiles	\$ 41,580	7	Cap						\$ 41,580						
Floors Timber		\$ 107,800	10	Cap											\$ 107,800	
Toilets		\$ 119,165	15	Cap												
Bar		\$ 26,400	15	Cap												
Kitchen		\$ 133,760	10	Cap												\$ 133,760
Internal Walls	No-Painting	\$ 15,840	5	Cap					\$ 15,840							
Ceiling	Linear Metal Ceiling Panel	\$ 132,000	10	Cap												\$ 132,000
Air-conditioning	Apac air conditioner Model H01601	\$ 72,000	10	Cap												\$ 72,000
Air-conditioning	Upgrade in 5 Years time (assumed 30k)	\$ 30,000	5	Cap					\$ 30,000							
Veranda (outside boardroom)	Coleborned Steel	\$ 3,300	3	Cap			\$ 3,300									
Veranda (outside function room)	Part of existing clubroom roof	\$ 11,000	3	Cap			\$ 11,000									
Toilet Block		\$ 1,496,000		Cap												
Sound System			30	Cap												
Hot water Systems	Allowance	\$ 10,000	10	Cap												\$ 10,000
Floor - Repainting (2022)	Repainting - 2022	\$ 4,500	4	Cap				\$ 4,500								
Auto-Reticulation		\$ 11,000	1	Cap	\$ 11,000											
Player Race / Change Room			40	Cap												
Player Race		\$ 219,219	40	Cap												
Change rooms		\$ 1,496,000	40	Cap												
Scoreboard				Cap												
Electronic		\$ 44,000	15	Cap												
Total					\$ 11,000	\$ 23,100	\$ 14,300	\$ 4,500	\$ 308,402	\$ -	\$ 41,580	\$ -	\$ -	\$ -	\$ 210,600	\$ 275,760
Maintenance																
Repairs & Maintenance - Building stock	Labour in kind - from previous budget			Op		\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360
Clubrooms Timber Floor Maintenance	Allowance			Op	\$ 2,500		\$ 2,500		\$ 2,500		\$ 2,500		\$ 2,500		\$ 2,500	
Repairs & Maintenance - Main Pitch	Including Professional Services			Op	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	
Surrounding grounds and gardens	Allowance			Op	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	
Routine maintenance	Repairs & maintenance			Op	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	
Total					\$ -	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	
SUMMARY																
Total Capital Costs incl fees				Cap	\$ 813,174	\$ 1,643,324	\$ 843,502	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,300,000
Total anticipated Replacement costs				Cap	\$ 11,000	\$ 23,100	\$ 14,300	\$ 4,500	\$ 208,402	\$ -	\$ 41,580	\$ -	\$ -	\$ -	\$ 210,600	\$ 275,760
Total Operating Costs (Not included)				Op	\$ -	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	
Total Maintenance Costs				Op	\$ -	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	
Total Annual cost - Capital Replacement and Maintenance					\$ 824,174	\$ 1,732,270	\$ 921,148	\$ 70,346	\$ 271,748	\$ 65,846	\$ 104,926	\$ 65,846	\$ 63,346	\$ 276,446	\$ 339,106	
Notes																
1. Costings except for synthetic turf are from previous analysis prepared by Wilde Woolland.																
2. Proposed upgrade costs are from previous estimates plus 2.2% for construction cost increase to March 2019																
3. Proposed upgrade work assumed to commence Year 2019 and completed Year 2020																
4. Replacement costs have not been increased from previous estimates.																
5. Base maintenance costs have been amalgamated from previous operating budget.																
6. Documentation costs are included above but will be Pro bono from within club																
7. Operating and running costs are not included in forecasts																
7. All costs indicates as todays cost																
8. All costs exclude GST																



APPENDIX D – Club Management Model





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

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

FLOREAT ATHENA SOCCER CLUB INC.
Detailed Profit and Loss Statement

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

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

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

Anticipated Replacement Costs	Anticipated Repl	Expected Life	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
		Cap	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Existing Turnstile building (150M2)	\$ 150,000	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Fencing / Walls													
Remaining Perimeter Fence including gates	\$ 209,000	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Perimeter Wall	\$ 49,500	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Retaining Walls (between clubroom & changeroom)	\$ 60,500	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Retaining Walls (between clubroom & changeroom)	\$ 27,500	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Toilet Block													
Toilet fitting replacement	\$ 30,800	10 Cap	-	0 -	-	-	-	-	-	-	-	-	30800
Grand Stand													
Concrete repairs	\$ 14,432	15 Cap	-	0 -	-	-	-	-	-	-	-	-	-
Seating	\$ 162,562	5 Cap	-	-	-	-	-	-	-	-	-	-	-
Seating fixtures	Incl Above	5 Cap	-	-	-	-	-	-	162562.4 -	-	-	-	-
Roof	\$ 84,700	15 Cap	-	-	-	-	-	-	Incl Above	-	-	-	-
Structural Beams	\$ 192,500	50 Cap	-	-	-	-	-	-	-	-	-	-	-
Handrails The club will look at installing hand rails for additional safety	\$ 23,100	2 Cap	-	-	23100 -	-	-	-	-	-	-	-	-
Grandstand Undercroft	\$ 665,700	50 Cap	-	-	-	-	-	-	-	-	-	-	-
Re-built Grandstand	\$ 2,885,000	50 Cap	-	-	-	-	-	-	-	-	-	-	-
Terrace Seating													
Seating	\$ 223,300	15 Cap	-	0 -	-	-	-	-	-	-	-	-	-
Seating fixtures	Incl Above	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Safety Railings		15 Cap	-	-	-	-	-	-	-	-	-	-	-
Concrete		15 Cap	-	-	-	-	-	-	-	-	-	-	-
Clubroom													
Roof Flat roof, Steel sheeting	\$ 161,700	15 Cap	-	0 -	-	-	-	-	-	-	-	-	-
Floors Carpet High Traffic Carpet Floor Tiles	\$ 41,580	7 Cap	-	-	-	-	-	-	-	41580 -	-	-	-
Floors Timber	\$ 107,800	10 Cap	-	-	-	-	-	-	-	-	-	-	107800
Toilets	\$ 119,165	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Bar	\$ 26,400	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Kitchen Goldstein Stove	\$ 133,760	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Hobart Convention Oven	\$ -	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Eswood Dishwasher	\$ -	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Muller Coolroom x 2 (4mx3m)	\$ -	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Kelvinator 500L Freezer	\$ -	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Stainless Steel Sink and Benches	\$ -	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Fry Master Twin Deep fryers	\$ -	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Canopy extractor fan	\$ -	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Wall and Floor Tiles	\$ -	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Internal Walls Re-Painting	\$ 15,840	5 Cap	-	-	-	-	-	-	15840 -	-	-	-	-
Ceiling Linear Metal Ceiling Panel	\$ 132,000	10 Cap	-	-	-	-	-	-	-	-	-	-	132000
Air-condition Apac air conditioner Model H01601	-	10 Cap	-	-	-	-	-	-	-	-	-	-	-
Air-conditioning Upgrade in 5 Years time (assumed 15k)	\$ 15,000	5 Cap	-	-	-	-	-	-	15000 -	-	-	-	-
Sound System	\$ -	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Electrical and Wiring	\$ -	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Plumbing Vulcan Freeloader Hotwater	\$ -	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Tables & Chairs	\$ -	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Office Equipment Printer Fax, Computer, White board	\$ -	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Office Furniture Desks, Board table, Chairs	\$ -	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Windows Aluminium Windows	\$ -	15 Cap	-	-	-	-	-	-	-	-	-	-	-
Veranda (outside Colorbond Steel	\$ 3,300	3 Cap	-	-	-	3300 -	-	-	-	-	-	-	-
Veranda (outside Part of existing clubroom roof	\$ 11,000	3 Cap	-	-	-	11000 -	-	-	-	-	-	-	-
Toilet Block													
Sound System	\$ 1,360,000	30 Cap	-	0 -	-	-	-	-	-	-	-	-	-
Tiling wet areas		15 Cap	-	-	-	-	-	-	-	-	-	-	-
Plumbing fixtures		15 Cap	-	-	-	-	-	-	-	-	-	-	-
Showers		15 Cap	-	-	-	-	-	-	-	-	-	-	-
Toilets		15 Cap	-	-	-	-	-	-	-	-	-	-	-

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

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

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

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

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

FLOREAT ATHENA SOCCER CLUB INC
Life Cycle Analysis

Mar-19

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

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

Notes

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

Attachment 1 - Community Benefit Statements

F AFC Community Benefit Statement - 30 June 2017

CONCEPT PLAN KEY INITIATIVES

1. Changerooms and Players' Race

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

Community Benefits

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

2. Interface with Britannia Road

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

Community Benefits

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

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

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

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

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

3. Re-use of Former Entry Gate Building

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

Community Benefits

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

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

4. Grandstand Upgrades

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

Community Benefits

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

5. Refurbish Clubrooms

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

Community Benefits

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

6. Bin Store

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

Community Benefits

Improves the appearance and presentation of the facility.

7. Bicycle Parking

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

Community Benefits

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

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

Proposal - apply artificial turf to the main playing surface.

Community Benefits

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

2. Community Garden

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

Community Benefits

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

3. Spectator Hill

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

Community Benefits

N/A

4. Lighting

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

Community Benefits

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

JWC

POTENTIAL ADDITIONAL COMMUNITY BENEFIT

-
-
-

-

Underpinning Principles

- _____
- ✓

- ✓

- ✓
- _____

- _____
- ✓

POTENTIAL NEW STRATEGIES

Strategy	Benefits
<p>Find 30 for Fitness</p>  <p><small>Credit: Digital Vision</small></p>	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓
<ul style="list-style-type: none"> ➤ ➤ ➤ ➤ 	

JWC

Strategy	Benefits
<p data-bbox="300 412 639 448">Schools Football Clinics</p> 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓
<ul style="list-style-type: none"> ➤ ➤ ➤ 	

Strategy	Benefits
<p data-bbox="395 465 576 499">Blind Soccer</p> 	<ul style="list-style-type: none"> <li data-bbox="708 461 724 483">✓ <li data-bbox="708 524 724 546">✓ <li data-bbox="708 618 724 640">✓ <li data-bbox="708 680 724 703">✓
<ul style="list-style-type: none"> <li data-bbox="360 1122 376 1144">➤ <li data-bbox="360 1155 376 1178">➤ <li data-bbox="360 1189 376 1211">➤ 	

JWC

Strategy	Benefits
<p data-bbox="405 465 587 501">Co-tenant(s)</p> 	<ul style="list-style-type: none"> <li data-bbox="730 459 751 488">✓ <li data-bbox="730 555 751 584">✓ <li data-bbox="730 618 751 647">✓ <li data-bbox="730 714 751 743">✓ <li data-bbox="730 810 751 840">✓ <li data-bbox="730 907 751 936">✓
<ul style="list-style-type: none"> <li data-bbox="320 1310 341 1339">➤ <li data-bbox="320 1344 341 1373">➤ <li data-bbox="320 1400 341 1429">➤ 	

JWC

Strategy	Benefits
<p data-bbox="327 427 667 465">Regular and Casual Use</p> 	<p data-bbox="730 459 751 517">✓ ✓</p>

JWC

Strategy	Benefits
<p>Partnering for Health and Well-Being</p>  <p>Commit, Women's Health Services.</p>	<p>✓</p> <p>✓ Mobilises the Club's "captive"</p> <p>✓</p> <p>✓</p>
<p>5.</p> <ul style="list-style-type: none"> ➤ ➤ ➤ ➤ 	

Strategy	Benefits
<p data-bbox="295 394 833 427">Velodrome Café (Interpretive Centre)</p> 	<ul style="list-style-type: none"> <li data-bbox="868 427 884 450">✓ <li data-bbox="868 521 884 544">✓ <li data-bbox="868 616 884 638">✓ <li data-bbox="868 678 884 701">✓ 

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

JWC

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

FAFC Community Benefit Statement - 10 June 2019

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

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

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

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

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

Numbers of members:

2018

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

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

2019

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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





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

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

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

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

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

Summary

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

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

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

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

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

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

FAFC Community Benefit Statement - 25 October 2019

FLOREAT ATHENA FOOTBALL CLUB Community Benefit Statement (Addendum)

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

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

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

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

CHARGES and FEES

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

Floreat Athena Corporate/Community Engagement Plan

FAFC Mission Statement:

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

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

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

The club has a number of departments which include:

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

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

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

The Brand (Floreat Athena)

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

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

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

Social Media

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

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

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

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

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

Website: This needs regular updates and refreshing.

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

Social Media is the most effective and cheapest option.

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

Floreat Athena Soccer Club Inc.
Operating Budget Estimate 2020 - 2030

				Notes											
				6											
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
				Rate of Growth											
				Pre- Constructio			Completion			Post Constructio					
Income															
Hospitality	10%	20%	12%	290,000	319,000	382,800	428,736	480,184	537,806	602,343	674,624	755,579	846,249	947,799	
Registration	8%	16%	12%	152,000	164,160	190,426	213,277	238,870	267,534	299,638	335,595	375,866	420,970	471,487	
Sponsorships	4%	10%	6%	90,000	93,600	102,960	109,138	115,686	122,627	129,985	137,784	146,051	154,814	164,103	
Donations	4%	4%	4%	24,000	24,960	25,958	26,997	28,077	29,200	30,368	31,582	32,846	34,159	35,526	
Fundraising	5%	10%	6%	15,000	15,750	17,325	18,365	19,466	20,634	21,872	23,185	24,576	26,050	27,613	
Major Campaign [target 1m]				300,000	700,000	-	-	-	-	-	-	-	-	-	
Gate	2%	2%	2%	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877	30,475	
Venue Hire	10%	15%	12%	35,000	38,500	44,275	49,588	55,539	62,203	69,668	78,028	87,391	97,878	109,623	
Total Income				931,000	1,381,470	789,754	872,630	964,882	1,067,607	1,182,028	1,309,515	1,451,600	1,609,998	1,786,625	
Expenditure															
Hospitality	10%	20%	12%	147,900	162,690	195,228	218,655	244,894	274,281	307,195	344,058	385,345	431,587	483,377	
Player Costs	8%	16%	12%	127,185	137,360	159,337	178,458	199,873	223,858	250,720	280,807	314,504	352,244	394,513	
Marketing	3%	5%	3%	20,000	20,600	21,630	22,279	22,947	23,636	24,345	25,075	25,827	26,602	27,400	
Cleaning	2%	2%	2%	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877	30,475	
Insurance	6%	6%	6%	10,280	10,897	11,551	12,244	12,978	13,757	14,582	15,457	16,385	17,368	18,410	
Power	6%	6%	6%	27,400	17,426	18,472	19,580	20,755	22,000	23,320	24,720	26,203	27,775	29,442	
Rent	4%	4%	4%	7,440	7,738	8,047	8,369	8,704	9,052	9,414	9,791	10,182	10,589	11,013	
Rates/Charges	3%	3%	3%	15,500	15,965	16,444	16,937	17,445	17,969	18,508	19,063	19,635	20,224	20,831	
Rubbish	6%	8%	8%	7,500	7,950	8,586	9,273	10,015	10,816	11,681	12,616	13,625	14,715	15,892	
Telephone/Internet	2%	2%	2%	2,200	2,244	2,289	2,335	2,381	2,429	2,478	2,527	2,578	2,629	2,682	
Staff Costs	2%	2%	2%	312,531	318,782	325,157	331,660	338,294	345,059	351,961	359,000	366,180	373,503	380,974	
Finance	1%	1%	1%	7,560	7,636	7,712	7,789	7,867	7,946	8,025	8,105	8,186	8,268	8,351	
Administration	3%	3%	3%	8,380	8,631	8,890	9,157	9,432	9,715	10,006	10,306	10,616	10,934	11,262	
Total Expenditure				718,876	743,418	809,353	863,267	922,646	988,119	1,060,390	1,140,242	1,228,557	1,326,317	1,434,621	
Net Income				212,124	638,052	- 19,599	9,363	42,237	79,488	121,638	169,273	223,043	283,681	352,004	
Routine Maintenance and Replacement				11,000	91,196	77,646	70,346	271,748	65,846	104,926	65,846	63,346	276,446	339,106	
Net Surplus				201,124	546,856	- 97,245	- 60,983	- 229,511	13,642	16,712	103,427	159,697	7,235	12,898	
Accumulative Surplus				201,124	747,980	650,734	589,751	360,240	373,882	390,594	494,021	653,718	660,953	673,851	

- Notes:
- 2021 upgrade to solar panels/energy efficient lighting. Estimated reduction in cost at 40%.
 - Ceasation of overdraft during 2021.
 - Administration includes:
 - Stationery
 - Postage
 - Security

Floreat Athena Soccer Club Inc

Profit & Loss Statement

July 2018 through June 2019

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Income	
Club Rooms	
Bar and Kitchen	\$59,082.15
Canteen [Litis]	\$18,098.03
Canteen [Britannia]	\$9,721.77
Total Club Rooms	<u>\$86,901.95</u>
Functions	
Events	\$57,085.90
Groups	\$29,663.20
Occassions	\$45,920.02
Taverna/Friday Lunch	\$46,286.33
NPL/Gate	\$18,938.03
Total Functions	<u>\$197,893.48</u>
Registrations	
Semi Professional	\$26,980.03
Amateurs	\$6,295.44
Juniors	\$98,246.74
Masters	\$2,181.84
Total Registrations	<u>\$133,704.05</u>
Club Merchandise	
Club Jackets, Polos	\$710.91
Prize Money	
Night Series	\$5,000.00
Sponsorship	
General	\$38,962.64
Membership	
General	\$4,247.89
Parking	\$45.45
Total Membership	<u>\$4,293.34</u>
Registrations	
Juniors	\$14,754.55
Amateurs	\$3,813.63
Total Registrations	<u>\$18,568.18</u>
Local Government Grants	\$4,604.50
Retail Sales	\$50,328.04
Discounts Received	\$228.19
Raffles	
NPL	\$2,560.44
Events	\$581.82
Total Raffles	<u>\$3,142.26</u>
Rent	
Kitchen	\$4,034.01
Kafenion	\$17,482.14
Club	\$3,430.00
Total Rent	<u>\$24,946.15</u>
Bar Sales	\$23,939.08
Canteen Sales	\$5,915.00
Canteen Sales (Britannia)	\$527.00
Gate Takings	\$3,559.10
Donations	
Donations - Labour IN KIND	\$17,600.00
General	\$82,173.00
Total Income	<u>\$702,996.87</u>
Cost of Sales	
Bar, Kitchen and Functions	
Alcohol	\$52,357.39
Beverages	\$3,876.35
Food and Consumables	\$11,360.88
Ice	\$1,065.00
Food and Contract Labour	
Functions	\$28,794.66
Taverna/Friday Lunch	\$24,100.00
NPL/Training	\$9,098.00
Total Food and Contract Labour	<u>\$61,992.66</u>
Wages	\$16,185.00
Security	\$1,280.00
Band/Entertainment/Event	\$1,600.00
Consumables	\$1,184.53

Floreat Athena Soccer Club Inc

Profit & Loss Statement

July 2018 through June 2019

2/10/2019
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Gift Vouchers	\$88.00
Drycleaning	\$4,027.09
Overs/Unders	\$38.99
Total Bar, Kitchen and Functions	<u>\$155,055.89</u>
Canteen [Litis]	
Chips, Pitta and Other	\$1,058.20
Beverages	\$2,111.16
Food	\$2,777.36
Consumables	\$180.74
Freight	\$93.33
Total Canteen [Litis]	<u>\$6,220.79</u>
Canteen [Britannia]	
Food	\$2,750.74
Coffee	\$189.32
Beverages/Soft Drinks	\$264.15
Repairs	\$57.27
Stationery	\$24.68
Consumables	\$330.90
Subscriptions	\$53.63
Merchant Fees	\$59.48
Total Canteen [Britannia]	<u>\$3,730.17</u>
Semi Professional	
Registration Fees	\$239.50
Equipment and Supplies	\$1,185.68
Uniform	\$493.64
Referee Fees	\$9,260.00
Wages	
Coaches	\$16,910.00
Players	\$51,775.05
Total Wages	<u>\$68,685.05</u>
Physio	\$9,887.50
Courses/Licences	\$1,509.55
Line Marking	\$2,050.23
Registration Fees	
Team	\$7,573.87
Players	\$4,690.40
Total Registration Fees	<u>\$12,264.27</u>
Drinks and Supplements	\$1,250.00
Celebratory	\$654.09
Refunds	\$1,663.64
Britannia Hire	\$2,218.18
Drycleaning	\$5,611.36
Total Semi Professional	<u>\$116,972.69</u>
Juniors	
Equipment and Supplies	\$199.54
Uniform	\$10,450.15
Registration Fees	
Team	\$1,457.05
Players	\$16,385.19
Total Registration Fees	<u>\$17,842.24</u>
Refunds	\$2,480.99
Wages	
Coaches	\$8,160.00
Line Marking	\$2,240.00
Referee Fees	\$2,204.77
First Aid	\$209.02
Britannia Hire	\$527.27
Disciplinary Costs	\$181.82
Total Juniors	<u>\$44,495.80</u>
Amateurs	
Equipment and Supplies	\$1,993.63
Uniform	\$933.64
Registration Fees	
Team	\$668.27
Players	\$3,611.51
Total Registration Fees	<u>\$4,279.78</u>
Linemarking Fees	\$720.00
Britannia Hire	\$1,386.37
Total Amateurs	<u>\$9,313.42</u>

Floreat Athena Soccer Club Inc

Profit & Loss Statement

July 2018 through June 2019

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Masters		
Registration Fees		
Team	\$241.28	
Players	\$2,492.36	
Total Registration Fees	\$2,733.64	
Linemarking Fees	\$610.00	
Britannia Hire	\$831.82	
Total Masters	\$4,175.46	
Total Cost of Sales		\$339,964.22
Gross Profit		\$363,032.65
Expenses		
Accounting Fees		\$11,360.00
Advertising		
Advertising - General	\$1,115.91	
Total Advertising	\$1,115.91	
Bar Supplies	\$24,447.27	
Cleaning Supplies	\$185.27	
Functions	\$3,181.81	
Fund Raising Expenses	\$2,427.28	
Depreciation Expense	\$872.73	
Dues & Subscriptions	\$880.00	
Entertainment and Events		
Design and Advertising	\$90.00	
Events and Ent. [non-specific]		
Hire	\$2,472.00	
Insurance	\$6,950.84	
Premium Funding Charges	\$459.74	
Late Fees Paid	\$39.01	
Soccer Fees		
Referee Fees - Football West	\$1,810.01	
Player Registrations - Seniors	\$154.55	
Total Soccer Fees	\$1,964.56	
Soccer Supplies		
Other Soccer Supplies	\$4,551.07	
Total Soccer Supplies	\$4,551.07	
Presentation	\$829.64	
Licenses and Registrations	\$1,379.31	
Stadium Maintenance		
Repairs	\$36.81	
Total Stadium Maintenance	\$36.81	
Ground Maintenance		
Lawnmower	\$860.67	
Groundsman	\$6,400.00	
Consumables	\$373.56	
Repairs	\$261.82	
Turf	\$4,385.42	
Total Ground Maintenance	\$12,281.47	
Clubroom Maintenance		
Air Conditioner	\$1,557.58	
Pest	\$99.97	
Repairs	\$34.36	
Total Clubroom Maintenance	\$1,691.91	
Kitchen Maintenance		
Plumbing	\$359.09	
Total Kitchen Maintenance	\$359.09	
Equipment		
Storage	\$122.73	
Total Equipment	\$122.73	
Maintenance		
Maintenance - Stadium Oval	\$14,277.26	
Maintenance - Club Rooms	\$1,695.35	
Total Maintenance	\$15,972.61	
Postage	\$177.27	
Lease		
Litis Stadium	\$5,136.81	
Britannia Club Rooms	\$1,866.28	
Total Lease	\$7,003.09	

Floreat Athena Soccer Club Inc

Profit & Loss Statement

July 2018 through June 2019

2/10/2019
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Employment Expenses		
Wages & Salaries		
Wages - Casual Bar	\$17,000.00	
Wages - Players	\$32,095.00	
Wages - Coaches	\$2,455.01	
Wages - Physio	\$5,215.73	
Cleaner	\$15,600.00	
Club Manager	\$24,700.00	
Workers Compensation	\$390.00	
Total Employment Expenses		\$97,455.74
Telephone		\$109.04
Electricity		\$21,006.77
Gas		\$2,364.23
Water		\$9,222.05
Rates and Taxes		\$5,785.89
Security Services		\$510.56
Cleaning Services		\$1,246.50
Waste Management		\$6,107.92
Stationery		\$1,685.61
Stationary		\$1,878.18
Computer and IT		\$155.00
Internet		\$1,563.52
Total Expenses		<u>\$249,942.43</u>
Operating Profit		<u>\$113,090.22</u>
Other Income		
Insurance Recoveries		\$6,445.91
Total Other Income		<u>\$6,445.91</u>
Other Expenses		
National Australia Bank		
Overdraft Interest	\$1,705.43	
Merchant Fees	\$2,373.61	
Fees	\$1,627.19	
Total National Australia Bank		<u>\$5,706.23</u>
Card Charges		\$25.33
Interest Expense - ATO		\$2,806.00
Other Expenses		\$1,548.00
Extraordinary		
Player Prize Money	\$2,000.00	
Wages	\$1,425.00	
Government Grant		
Consultant Fees	\$21,027.33	
Total Other Expenses		<u>\$34,537.89</u>
Net Profit / (Loss)		<u>\$84,998.24</u>

Floreat Athena Soccer Club Inc

Profit & Loss Statement

July 2018 through October 2018

2/10/2019
5:20:2 PM

Income		
Sponsorship		
General	\$2,973.77	
Membership		
General	\$77.00	
Total Membership		<u>\$77.00</u>
Registrations		
Juniors	\$14,754.55	
Amateurs	\$3,813.63	
Total Registrations		<u>\$18,568.18</u>
Retail Sales		<u>\$50,328.04</u>
Rent		
Kafenion	\$7,038.50	
Total Rent		<u>\$7,038.50</u>
Bar Sales		<u>\$23,939.08</u>
Canteen Sales		\$5,915.00
Canteen Sales (Britannia)		\$527.00
Gate Takings		\$3,559.10
Donations		
Donations - Labour IN KIND	\$17,600.00	
General	\$3,918.00	
Total Income		<u>\$134,443.67</u>
Cost of Sales		
Gross Profit		<u>\$134,443.67</u>
Expenses		
Accounting Fees	\$11,360.00	
Bar Supplies	\$24,447.27	
Functions	\$3,181.81	
Fund Raising Expenses	\$2,427.28	
Dues & Subscriptions	\$880.00	
Insurance	\$4,717.75	
Premium Funding Charges	\$459.74	
Soccer Fees		
Referee Fees - Football West	\$1,810.01	
Player Registrations - Seniors	\$154.55	
Total Soccer Fees		<u>\$1,964.56</u>
Soccer Supplies		
Other Soccer Supplies	\$4,551.07	
Total Soccer Supplies		<u>\$4,551.07</u>
Presentatation		<u>\$829.64</u>
Maintenance		
Maintenance - Stadium Oval	\$14,277.26	
Maintenance - Club Rooms	\$1,695.35	
Total Maintenance		<u>\$15,972.61</u>
Lease		
Litis Stadium	\$1,766.81	
Britannia Club Rooms	\$648.52	
Total Lease		<u>\$2,415.33</u>
Employment Expenses		
Wages & Salaries		
Wages - Casual Bar	\$17,000.00	
Wages - Players	\$32,095.00	
Wages - Coaches	\$2,455.01	
Wages - Physio	\$5,215.73	
Cleaner	\$5,400.00	
Workers Compensation	\$390.00	
Total Employment Expenses		<u>\$62,555.74</u>
Telephone		\$47.71
Electricity		\$4,840.35
Gas		\$902.00
Water		\$1,804.71
Rates and Taxes		\$5,785.89
Security Services		\$255.28
Cleaning Services		\$1,246.50
Waste Management		\$2,145.87
Stationary		\$1,878.18

Floreat Athena Soccer Club Inc

Profit & Loss Statement

July 2018 through October 2018

2/10/2019
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Internet	\$517.29	
Total Expenses	\$155,186.58	<u> </u>
Operating Profit	-\$20,742.91	<u> </u>
Other Income		
Insurance Recoveries	\$6,445.91	
Total Other Income	\$6,445.91	<u> </u>
Other Expenses		
National Australia Bank		
Overdraft Interest	\$1,416.88	
Fees	\$1,112.94	
Total National Australia Bank	\$2,529.82	
Interest Expense - ATO	\$2,806.00	
Other Expenses	\$1,548.00	
Total Other Expenses	\$6,883.82	<u> </u>
Net Profit / (Loss)	-\$21,180.82	<u> </u>

Floreat Athena Soccer Club Inc

Profit & Loss Statement

July 2018 through May 2019

10/06/2019
12:08:08 AM

Income	
Club Rooms	
Bar and Kitchen	\$43,108.69
Canteen [Litis]	\$14,619.71
Canteen [Britannia]	\$6,123.82
Functions	
Events	\$50,596.82
Groups	\$29,663.20
Occassions	\$35,956.83
Taverna/Friday Lunch	\$41,794.97
NPL/Gate	\$14,958.57
Total Functions	<u>\$172,970.39</u>
Registrations	
Semi Professional	\$26,434.58
Amateurs	\$6,295.44
Juniors	\$96,613.95
Masters	\$2,181.84
Total Registrations	<u>\$131,525.81</u>
Club Merchandise	
Club Jackets, Polos	\$629.09
Prize Money	
Night Series	\$4,545.45
Sponsorship	
General	\$19,209.44
Total Sponsorship	<u>\$19,209.44</u>
Membership	
General	\$4,177.89
Parking	\$45.45
Total Membership	<u>\$4,223.34</u>
Registrations	
Juniors	\$14,754.55
Amateurs	\$3,813.63
Total Registrations	<u>\$18,568.18</u>
Local Government Grants	\$4,554.50
Retail Sales	\$50,328.04
Discounts Received	\$228.19
Raffles	
NPL	\$1,778.63
Events	\$581.82
Rent	
Kitchen	\$4,215.83
Kafenion	\$16,809.41
Club	\$3,248.18
Total Rent	<u>\$24,273.42</u>
Bar Sales	\$23,939.08
Canteen Sales	\$5,915.00
Canteen Sales (Britannia)	\$527.00
Gate Takings	\$3,559.10
Donations	
Donations - Labour IN KIND	\$17,600.00
General	\$82,161.00
Total Donations	<u>\$99,761.00</u>
Total Income	<u>\$630,969.70</u>
Cost of Sales	
Bar, Kitchen and Functions	
Alcohol	\$43,494.25
Beverages	\$3,134.78
Food and Consumables	\$6,367.99
Ice	\$1,307.00
Food and Contract Labour	
Functions	\$28,394.66
Taverna/Friday Lunch	\$23,830.00
NPL/Training	\$9,027.00

Floreat Athena Soccer Club Inc

Profit & Loss Statement

July 2018 through May 2019

10/06/2019
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Total Food and Contract Labour		\$61,251.66	
Wages		\$11,520.00	
Security		\$1,280.00	
Band/Entertainment/Event		\$1,600.00	
Consumables		\$694.00	
Gift Vouchers		\$88.00	
Overs/Unders		-\$0.97	
Total Bar, Kitchen and Functions		\$130,736.71	
Canteen [Litis]			
Chips, Pitta and Other		\$733.20	
Beverages		\$1,841.55	
Food		\$2,567.09	
Consumables		\$112.06	
Freight		\$93.33	
Canteen [Britannia]			
Food		\$1,987.53	
Coffee		\$205.47	
Beverages/Soft Drinks		\$247.99	
Repairs		\$57.27	
Stationery		\$24.68	
Consumables		\$204.95	
Subscriptions		\$53.63	
Merchant Fees		\$21.17	
Semi Professional			
Equipment and Supplies		\$1,027.28	
Referee Fees		\$5,480.00	
Wages			
Coaches	\$14,910.00		
Players	\$40,450.05		
Physio		\$8,737.50	
Courses/Licences		\$1,509.55	
Line Marking		\$2,050.23	
Registration Fees			
Team	\$6,013.12		
Players	\$4,690.40		
Drinks and Supplements		\$1,250.00	
Celebratory		\$654.09	
Refunds		\$1,663.64	
Total Semi Professional		\$88,435.86	
Juniors			
Equipment and Supplies		\$199.54	
Uniform		\$10,450.15	
Registration Fees			
Team	\$557.05		
Players	\$15,894.06		
Refunds		\$2,480.99	
Wages			
Coaches	\$3,840.00		
Line Marking		\$1,540.00	
Referee Fees		\$1,525.00	
First Aid		\$151.80	
Total Juniors		\$36,638.59	
Amateurs			
Equipment and Supplies		\$1,993.63	
Registration Fees			
Team	\$668.27		
Players	\$3,518.62		
Linemarking Fees		\$450.00	
Masters			
Registration Fees			
Team	\$241.28		
Players	\$2,492.36		
Linemarking Fees		\$250.00	
Total Cost of Sales			\$273,575.24

Gross Profit	<u>\$357,394.46</u>
Expenses	
Accounting Fees	\$11,360.00
Advertising	
Advertising - General	\$335.91
Total Advertising	<u>\$335.91</u>
Bar Supplies	<u>\$24,447.27</u>
Cleaning Supplies	\$46.96
Functions	\$3,181.81
Fund Raising Expenses	\$2,427.28
Dues & Subscriptions	\$880.00
Insurance	\$6,347.30
Premium Funding Charges	\$459.74
Late Fees Paid	\$39.01
Soccer Fees	
Referee Fees - Football West	\$1,810.01
Player Registrations - Seniors	\$154.55
Total Soccer Fees	<u>\$1,964.56</u>
Soccer Supplies	
Other Soccer Supplies	\$4,551.07
Total Soccer Supplies	<u>\$4,551.07</u>
Presentatation	<u>\$829.64</u>
Licenses and Registrations	\$1,379.31
Stadium Maintenance	
Repairs	\$36.81
Ground Maintenance	
Lawnmower	\$290.28
Groundsman	\$5,600.00
Consumables	\$373.56
Repairs	\$261.82
Turf	\$4,385.42
Total Ground Maintenance	<u>\$10,911.08</u>
Clubroom Maintenance	
Air Conditioner	\$1,557.58
Pest	\$99.97
Repairs	\$25.90
Kitchen Maintenance	
Plumbing	\$359.09
Equipment	
Storage	\$122.73
Maintenance	
Maintenance - Stadium Oval	\$14,277.26
Maintenance - Club Rooms	\$1,695.35
Total Maintenance	<u>\$15,972.61</u>
Ground and Associated Equipmnt	<u>\$481.30</u>
Postage	\$177.27
Lease	
Litis Stadium	\$4,715.56
Britannia Club Rooms	\$1,714.06
Total Lease	<u>\$6,429.62</u>
Employment Expenses	
Wages & Salaries	
Wages - Casual Bar	\$17,000.00
Wages - Players	\$32,095.00
Wages - Coaches	\$2,455.01
Wages - Physio	\$5,215.73
Cleaner	\$14,400.00
Club Manager	\$20,780.00
Workers Compensation	\$390.00
Total Employment Expenses	<u>\$92,335.74</u>

Floreat Athena Soccer Club Inc

Profit & Loss Statement

July 2018 through May 2019

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Telephone	\$93.71	
Electricity	\$18,727.00	
Gas	\$2,364.23	
Water	\$9,222.05	
Rates and Taxes	\$5,785.89	
Security Services	\$510.56	
Waste Management	\$5,716.42	
Stationery	\$1,713.27	
Stationary	\$1,884.64	
Internet	\$1,438.64	
Total Expenses		<u>\$234,215.97</u>
Operating Profit		<u>\$123,178.49</u>
Other Income		
Insurance Recoveries	\$6,445.91	
Total Other Income		<u>\$6,445.91</u>
Other Expenses		
National Australia Bank		
Overdraft Interest	\$1,705.43	
Merchant Fees	\$2,046.94	
Fees	\$1,601.19	
Total National Australia Bank		<u>\$5,353.56</u>
Card Charges		<u>\$8.61</u>
Interest Expense - ATO	\$2,806.00	
Other Expenses	\$1,548.00	
Extraordinary		
Player Prize Money	\$2,000.00	
Wages	\$1,425.00	
Government Grant		
Consultant Fees	\$10,492.38	
Total Other Expenses		<u>\$23,633.55</u>
Net Profit / (Loss)		<u>\$105,990.85</u>

Floreat Athena Soccer Club Inc

Profit & Loss Statement

o ember 2018 through June 2019

2/10/2019
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Income	
Club Rooms	
Bar and Kitchen	\$59,082.15
Canteen [Litis]	\$18,098.03
Canteen [Britannia]	\$9,721.77
Total Club Rooms	<u>\$86,901.95</u>
Functions	
Events	\$57,085.90
Groups	\$29,663.20
Occassions	\$45,920.02
Taverna/Friday Lunch	\$46,286.33
NPL/Gate	\$18,938.03
Total Functions	<u>\$197,893.48</u>
Registrations	
Semi Professional	\$26,980.03
Amateurs	\$6,295.44
Juniors	\$98,246.74
Masters	\$2,181.84
Total Registrations	<u>\$133,704.05</u>
Club Merchandise	
Club Jackets, Polos	\$710.91
Prize Money	
Night Series	\$5,000.00
Sponsorship	
General	\$35,988.87
Membership	
General	\$4,170.89
Parking	\$45.45
Total Membership	<u>\$4,216.34</u>
Local Government Grants	<u>\$4,604.50</u>
Discounts Received	\$228.19
Raffles	
NPL	\$2,560.44
Events	\$581.82
Total Raffles	<u>\$3,142.26</u>
Rent	
Kitchen	\$4,034.01
Kafenion	\$10,443.64
Club	\$3,430.00
Total Rent	<u>\$17,907.65</u>
Donations	
General	\$78,255.00
Total Income	<u>\$568,553.20</u>
Cost of Sales	
Bar, Kitchen and Functions	
Alcohol	\$52,357.39
Beverages	\$3,876.35
Food and Consumables	\$11,360.88
Ice	\$1,065.00
Food and Contract Labour	
Functions	\$28,794.66
Taverna/Friday Lunch	\$24,100.00
NPL/Training	\$9,098.00
Total Food and Contract Labour	<u>\$61,992.66</u>
Wages	\$16,185.00
Security	\$1,280.00
Band/Entertainment/Event	\$1,600.00
Consumables	\$1,184.53
Gift Vouchers	\$88.00
Drycleaning	\$4,027.09
Overs/Unders	\$38.99
Total Bar, Kitchen and Functions	<u>\$155,055.89</u>
Canteen [Litis]	
Chips, Pitta and Other	\$1,058.20
Beverages	\$2,111.16
Food	\$2,777.36
Consumables	\$180.74
Freight	\$93.33

Floreat Athena Soccer Club Inc

Profit & Loss Statement

o ember 2018 through June 2019

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Total Canteen [Litis]	\$6,220.79
Canteen [Britannia]	
Food	\$2,750.74
Coffee	\$189.32
Beverages/Soft Drinks	\$264.15
Repairs	\$57.27
Stationery	\$24.68
Consumables	\$330.90
Subscriptions	\$53.63
Merchant Fees	\$59.48
Total Canteen [Britannia]	\$3,730.17
Semi Professional	
Registration Fees	\$239.50
Equipment and Supplies	\$1,185.68
Uniform	\$493.64
Referee Fees	\$9,260.00
Wages	
Coaches	\$16,910.00
Players	\$51,775.05
Total Wages	\$68,685.05
Physio	\$9,887.50
Courses/Licences	\$1,509.55
Line Marking	\$2,050.23
Registration Fees	
Team	\$7,573.87
Players	\$4,690.40
Total Registration Fees	\$12,264.27
Drinks and Supplements	\$1,250.00
Celebratory	\$654.09
Refunds	\$1,663.64
Britannia Hire	\$2,218.18
Drycleaning	\$5,611.36
Total Semi Professional	\$116,972.69
Juniors	
Equipment and Supplies	\$199.54
Uniform	\$10,450.15
Registration Fees	
Team	\$1,457.05
Players	\$16,385.19
Total Registration Fees	\$17,842.24
Refunds	\$2,480.99
Wages	
Coaches	\$8,160.00
Line Marking	\$2,240.00
Referee Fees	\$2,204.77
First Aid	\$209.02
Britannia Hire	\$527.27
Disciplinary Costs	\$181.82
Total Juniors	\$44,495.80
Amateurs	
Equipment and Supplies	\$1,993.63
Uniform	\$933.64
Registration Fees	
Team	\$668.27
Players	\$3,611.51
Total Registration Fees	\$4,279.78
Linemarking Fees	\$720.00
Britannia Hire	\$1,386.37
Total Amateurs	\$9,313.42
Masters	
Registration Fees	
Team	\$241.28
Players	\$2,492.36
Total Registration Fees	\$2,733.64
Linemarking Fees	\$610.00
Britannia Hire	\$831.82
Total Masters	\$4,175.46
Total Cost of Sales	\$339,964.22

Floreat Athena Soccer Club Inc

Profit & Loss Statement

o ctober 2018 through June 2019

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Gross Profit		<u>\$228,588.98</u>
Expenses		
Advertising		
Advertising - General	\$1,115.91	
Total Advertising		<u>\$1,115.91</u>
Cleaning Supplies		\$185.27
Depreciation Expense		\$872.73
Entertainment and Events		
Design and Advertising	\$90.00	
Events and Ent. [non-specific]		
Hire	\$2,472.00	
Insurance		\$2,233.09
Late Fees Paid		\$39.01
Licenses and Registrations		\$1,379.31
Stadium Maintenance		
Repairs	\$36.81	
Total Stadium Maintenance		<u>\$36.81</u>
Ground Maintenance		
Lawnmower	\$860.67	
Groundsman	\$6,400.00	
Consumables	\$373.56	
Repairs	\$261.82	
Turf	\$4,385.42	
Total Ground Maintenance		<u>\$12,281.47</u>
Clubroom Maintenance		
Air Conditioner	\$1,557.58	
Pest	\$99.97	
Repairs	\$34.36	
Total Clubroom Maintenance		<u>\$1,691.91</u>
Kitchen Maintenance		
Plumbing	\$359.09	
Total Kitchen Maintenance		<u>\$359.09</u>
Equipment		
Storage	\$122.73	
Total Equipment		<u>\$122.73</u>
Postage		<u>\$177.27</u>
Lease		
Litis Stadium	\$3,370.00	
Britannia Club Rooms	\$1,217.76	
Total Lease		<u>\$4,587.76</u>
Employment Expenses		
Wages & Salaries		
Cleaner	\$10,200.00	
Club Manager	\$24,700.00	
Total Employment Expenses		<u>\$34,900.00</u>
Telephone		\$61.33
Electricity		\$16,166.42
Gas		\$1,462.23
Water		\$7,417.34
Security Services		\$255.28
Waste Management		\$3,962.05
Stationery		\$1,685.61
Computer and IT		\$155.00
Internet		\$1,046.23
Total Expenses		<u>\$94,755.85</u>
Operating Profit		<u>\$133,833.13</u>
Other Income		
Other Expenses		
National Australia Bank		
Overdraft Interest	\$288.55	
Merchant Fees	\$2,373.61	
Fees	\$514.25	
Total National Australia Bank		<u>\$3,176.41</u>
Card Charges		\$25.33
Extraordinary		

Floreat Athena Soccer Club Inc**Profit & Loss Statement****o ember 2018 through June 2019**2/10/2019
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Player Prize Money	\$2,000.00	
Wages	\$1,425.00	
Government Grant		
Consultant Fees	\$21,027.33	
Total Other Expenses		<u>\$27,654.07</u>
Net Profit / (Loss)		<u>\$106,179.06</u>

Floreath Athena Soccer Club Inc								
Budgeting								
FY ending 30 June:	2019	2020	2021	2022	202	202	Reference	
Income								
Bar itc:	10 082	20 128	1	1	15	1 8	A	
Function:	298 0 5	10 2	5	5 1	5 9	5 98	B	
Canteen	9 15	20 59 18	10 5 1	10 1	10 8	10 8	C	
Registration	151 0	188 85	21	2 2 0	2	2 0 8	D	
Merchand is	1 500	0	5 00	5 00	0	0		
Pr ie Mon	5 000	5 00	5 00	10 00	0	0	F	
S onsorsh	0 000	0 0	5 00	5 00	5 00	80 00	G	
Membershi	5 000	5 00	10 5 50	10 0	10	10	H	
Ren	12 000	12 00	12 00	12 00	12 00	12 00	I	
Donation	25 000	25 00	25 00	25 00	25 00	25 00	J	
Total	724,642	825,372	888,627	945,223	995,510	1,052,698		
Cost of Sale:								
Bar itchen and Func	1 1 8 2	5 152 8	0 158 9	2 90	1 2 80	1 2 185		
Canteen	5 1	5 00 20	5 22	2	2 0	2 29		
Players and T ear	2 9	29	09 5	2	9	55 0	L	
	5		90 9	51 2	5 2 9	5 0 1		
Gross Prof	289,016	357,416	397,686	428,996	452,568	482,581		
end i								
Ad ertisi	2 00	0	5 00	5 00	5 00	5 00		
Cleaning Su i	1 50	1 50	1 50	1 50	1 50	1 50		
Insurance	5	9 00	10 50	12 00	1 5	15 00		
Licences and Registrati	1	1 50	1	1	1 80	1 90		
Maintenance								
Stadi	15 00	15 00	25 00	25 00	25 00	25 00		
Group	20 00	0 0	0 0	50 00	50 00	50 00		
Clubroc	10 00	15 00	20 00	25 00	0 0	5 0	M	
itch	5 00	5	10 00	10 00	10 00	10 00		
ui r	0	0	5 00	0	0	8 00		
Postage	250	250	0	0	5	5		
Lease								
Litis Stadi	5 05	5 20	5	5 52	5	5 8		
Britani	1 82	1 88	1 9	1 98	2 05	2 11		
m loyment Co	0 0	1 2	2		5 0			
Tele hoi	100	100	100	100	100	100		
lectrici	2 2	2 9	25	2	2 2	28 11		
Gas	0	1	2		5			
ater	10 00	10	10	10 92	11 25	11 50		
aste Managemen	0	0	1	2				
Stationer	1 50	1 50	1 50	1 50	1 50	1 5		
Com uter and	2 00	2 50	0	0	0	0		
Ban Fer	5	0	5	5 00	5 50	0		
	1 0 8	185	221	2 2	25	2		
Net Prof	128,154	171,791	176,188	186,593	199,125	218,017		

Floreat Athena Soccer Club Inc

41 Britannia Road
PO Box 198
Mt Hawthorn WA 6016

B alance Sheet**As of June 2019**

2/10/2019
5:19:2 PM

Assets	
Current Assets	
Cash On Hand	
Main Bank Account	\$15,450.94
Junior Bank Account	\$35,992.94
Amateur Bank Account	\$290.00
Petty Cash	\$3,361.10
Float - Canteen [Litis]	\$530.00
Float - Canteen [Britannia]	\$300.00
Float [Gate1]	\$470.00
Float [Gate2]	\$470.00
Undeposited Funds	\$0.00
Electronic Clearing Account	\$0.00
Total Cash On Hand	\$56,864.98
Trade Debtors	\$34,488.00
Sundry Debtor	\$543.58
Internal Transfers F AFC	
Head Office	\$45,000.00
Juniors	-\$45,000.00
Inventory [Bar]	\$14,727.22
Inventory [Canteen]	\$692.75
Total Current Assets	\$107,316.53
Other Assets	
Prepayments	\$11,822.05
Total Other Assets	\$11,822.05
Property & Equipment	
Clubhouse Improvements	
Security	\$10,000.00
Kafenion	\$24,230.00
Plumbing	\$1,181.82
Accumulated Depreciation	-\$93.91
Total Clubhouse Improvements	\$35,317.91
Equipment	
Equipment	\$124,122.49
Accumulated Depreciation	-\$60,741.64
Total Equipment	\$63,380.85
Litus Stadium	
Improvements	\$12,928.49
Accumulated Depreciation	-\$519.82
Canteen [Britannia]	
Plant and Equipment	\$341.22
Accumulated Depreciation	-\$205.36
Total Property & Equipment	\$111,243.29
Total Assets	\$230,381.87
Liabilities	
Current Liabilities	
Trade Creditors	\$74,215.02
GST Liabilities	
GST Collected	\$56,222.19
GST Paid	-\$36,063.74
NAB EFTPOS Clearing	-\$759.50
Canteen Clearing	\$0.00
Wages Clearing	\$0.00
Total GST Liabilities	\$19,398.95
Payroll Liabilities	
PAY G Withholding Payable	\$6,817.00
Wages Payable	\$0.00
Superannuation Payable	\$5,061.04
Total Payroll Liabilities	\$11,878.04
Ads and Sponsorship [unearned]	\$55,415.41
Awards Night [unearned]	\$290.00
Total Current Liabilities	\$161,197.42
Promissory notes	
Pilkadaris, John	\$3,000.00
Poulios, Nick	\$18,564.00

Floreat Athena Soccer Club Inc

Balance Sheet

As of June 2019

2/10/2019
5:19:28 PM

Savas, Stan	\$2,000.00	
Afkos, Paul	\$15,725.55	
Total Promissory notes		\$39,289.55
Loans		
E. Maounis	\$5,000.00	
H. Barbas	\$3,000.00	
Total Liabilities		\$208,486.97
Net Assets		\$21,894.90
Members Funds		
Retained Earnings	-\$27,208.73	
Prior Year Adjustments	-\$35,894.61	
Current Year Earnings	\$84,998.24	
Total Members Funds		\$21,894.90

Floreat Athena Soccer Club Inc

41 Britannia Road
PO Box 198
Mt Hawthorn WA 6016

B alance Sheet**As of O ctober 2018**

2/10/2019
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Assets	
Current Assets	
Cash On Hand	
Main Bank Account	-\$34,028.85
Junior Bank Account	\$2,902.92
Building Fund Bank Account	\$20.00
Total Cash On Hand	-\$31,105.93
Inventory [Bar]	\$14,768.00
Total Current Assets	-\$16,337.93
Property & Equipment	
Clubhouse Improvements	
Security	\$10,000.00
Kafenion	\$24,230.00
Total Clubhouse Improvements	\$34,230.00
Equipment	
Equipment	\$123,886.58
Accumulated Depreciation	-\$60,688.00
Total Equipment	\$63,198.58
Total Property & Equipment	\$97,428.58
Total Assets	\$81,090.65
Liabilities	
Current Liabilities	
Trade Creditors	\$146,585.26
GST Liabilities	
GST Collected	\$5,431.00
GST Paid	-\$14,267.45
Total GST Liabilities	-\$8,836.45
Payroll Liabilities	
PAY G Withholding Payable	-\$19,842.61
Total Payroll Liabilities	-\$19,842.61
Total Current Liabilities	\$117,906.20
Long-Term Liabilities	
Notes Payable	-\$13,990.00
Total Long-Term Liabilities	-\$13,990.00
Promissory notes	
Pilkadaris, John	\$3,000.00
Pilkadaris, Peter	\$2,000.00
Poulios, Nick	\$18,564.00
Savas, Stan	\$2,000.00
Afkos, Paul	\$15,725.55
Total Promissory notes	\$41,289.55
Total Liabilities	\$145,205.75
Net Assets	-\$64,115.10
Members Funds	
Retained Earnings	-\$27,208.73
Prior Year Adjustments	-\$15,725.55
Current Year Earnings	-\$21,180.82
Total Members Funds	-\$64,115.10

FLOREAT ATHENA SOCCER CLUB INC. ABN 24 163 514 023

Trading Account

For the year ended 30 June 2016

	2016	2015
	\$	\$
Trading Income		
Bar Income	271,403.47	266,440.59
Canteen Sales	28,493.45	28,326.10
Functions/Fundraising	35,878.36	33,786.65
Total Trading Income	335,775.28	328,553.34
Cost of Sales		
Add:		
Opening stock	14,200.00	10,600.00
Bar Expenses	101,946.94	114,552.10
Canteen Expenses	7,349.39	8,984.06
Contractors - Bar Staff	52,907.00	52,701.68
Fundraising/Function expenses	28,310.86	24,530.83
	204,714.19	211,368.67
Less:		
Closing stock	16,600.00	14,200.00
	16,600.00	14,200.00
Cost of Sales	188,114.19	197,168.67
Gross Profit from Trading	147,661.09	131,384.67

Detailed Profit and Loss Statement

	2017-18	2016-17	2015-16	2014-15
	Budget	TBA	Actual	Actual
	\$		\$	\$
Income				
Trading profit	203,000.00		147,661.09	131,384.67
Gate takings	25,000.00		10,689.00	27,682.64
Donations - Professional Services	11,360.00		11,360.00	11,360.00
Donations - Pitch maintenance	6,240.00		6,240.00	6,240.00
Soccer Registrations	120,000.00		132,267.67	103,960.45
Memberships	6,000.00		5,313.00	3,840.00
Rent Income	20,000.00		17,586.36	18,781.80
Sponsorship	186,000.00		155,553.90	143,490.70
Venue hire	3,000.00		1,631.82	3,454.56
Football West - prize money	0.00		0.00	5,000.00
Total income	580,600.00		488,302.84	455,194.82
Expenses				
Advertising and promotion	7,000.00		1,321.82	7,334.00
Bank Fees And Charges	3,000.00		2,823.67	2,799.05
Cleaning/rubbish removal	28,000.00		28,488.92	28,965.51
Electricity	22,000.00		21,677.15	23,935.74
Gas	3,000.00		3,413.28	2,566.49
Water & Rates	18,000.00		17,691.12	14,621.85
Fees, lic & permits	25,000.00		25,035.51	20,970.92
Ground lease fees	12,000.00		15,491.79	7,066.33
Insurance	13,000.00		12,512.98	13,224.69
Interest	3,000.00		3,061.88	2,585.48
Internet/Phone	4,000.00		4,951.61	3,134.76
Junior soccer expenses	45,000.00		38,352.72	54,137.07
Labour in kind:				
- Professional Services	11,360.00		11,360.00	11,360.00
- Pitch maintenance	6,240.00		6,240.00	6,240.00
Registrations	15,000.00		11,584.76	11,687.27
Repairs & maintenance	10,000.00		15,488.97	6,093.75
Repairs & Maintenance - main pitch	25,000.00		21,742.34	13,835.40
Signage	2,000.00		1,138.36	31,026.00
Security	2,000.00		1,157.38	784.68
Soccer expenses & equipment	20,000.00		21,653.08	41,421.69
Sundry expenses	2,000.00		4,810.91	1,617.27
Wages - Football	185,000.00		195,441.67	133,312.06
Total expenses	461,600.00		465,439.92	438,720.01
Profit from Ordinary Activities before income tax				
	119,000.00		22,862.92	16,474.81

FLOREAT ATHENA SOCCER CLUB INC.

Trading Account

	2017-18	2016-17	2015-16
	Budget	Actual	Actual
	\$	\$	\$
Trading Income			
Bar Income	325,000.00	271,403.47	266,440.59
Canteen Sales	35,000.00	28,493.45	28,326.10
Functions/Fundraising	43,000.00	35,878.36	33,786.65
Total Trading Income	403,000.00	335,775.28	328,553.34
Cost of Sales			
Add:			
Opening stock	16,600.00	14,200.00	10,600.00
Bar Expenses	114,000.00	101,946.94	114,552.10
Canteen Expenses	8,000.00	7,349.39	8,984.06
Contractors - Bar Staff	53,000.00	52,907.00	52,701.68
Fundraising/Function expenses	25,000.00	28,310.86	24,530.83
	216,600.00	204,714.19	211,368.67
Less:			
Closing stock	16,600.00	16,600.00	14,200.00
	16,600.00	16,600.00	14,200.00
Cost of Sales	200,000.00	188,114.19	197,168.67
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Memberships	6,000.00	5,313.00	3,840.00
Rent Income	20,000.00	17,586.36	18,781.80
Sponsorship	186,000.00	155,553.90	143,490.70
Venue hire	3,000.00	1,631.82	3,454.56
Football West - prize money	0.00	0.00	5,000.00
Total income	580,600.00	488,302.84	455,194.82
Expenses			
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Bank Fees And Charges	3,000.00	2,823.67	2,799.05
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Fees, lic & permits	25,000.00	25,035.51	20,970.92
Ground lease fees	12,000.00	15,491.79	7,066.33
Insurance	13,000.00	12,512.98	13,224.69
Interest	3,000.00	3,061.88	2,585.48
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Junior soccer expenses	45,000.00	38,352.72	54,137.07
Labour in kind:			
- Professional Services	11,360.00	11,360.00	11,360.00
- Pitch maintenance	6,240.00	6,240.00	6,240.00
Registrations	15,000.00	11,584.76	11,687.27
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Security	2,000.00	1,157.38	784.68
Soccer expenses & equipment	20,000.00	21,653.08	41,421.69
Sundry expenses	2,000.00	4,810.91	1,617.27
Wages - Football	185,000.00	195,441.67	133,312.06
Total expenses	461,600.00	465,439.92	438,720.01
Profit from Ordinary Activities			
before income tax	119,000.00	22,862.92	16,474.81

FLOREAT ATHENA SOCCER CLUB INC
Life Cycle Analysis

Mar-19				Capital or	Fees	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Cost Generating Activities				Operating	Percentag	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	2021	Cap	-	\$ 1,290,257	-	-	-	-	-	-	-	-	-
		Rebuild player race	\$ 203,674	2021	Cap	-	\$ 203,674	-	-	-	-	-	-	-	-	-
		Refurbish exiting Changerooms for female players	\$ 316,820	2022	Cap	-	-	\$ 316,820	-	-	-	-	-	-	-	-
Spectator Facilities	2.D.1 - 2.D.2	Refurbish undercroft area	\$ 655,690	2020	Cap	\$ 655,690	-	-	-	-	-	-	-	-	-	-
		Toilet block internal refurbishment	\$ 83,559	2020	Cap	\$ 83,559	-	-	-	-	-	-	-	-	-	-
Synthetic Turf Pitch	2.F.1	Synthetic Turf pitch	\$ 450,000.00	2022	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)				Cap		\$ 150,000	15									
Fencing / Walls																
Remaining Perimeter Fence including gates				Cap		\$ 209,000	15									
Perimeter Wall				Cap		\$ 49,500	15									
Retaining Walls (between clubroom & changeroom)				Cap		\$ 60,500	15									
Retaining Walls (between clubroom & changeroom)				Cap		\$ 27,500	15									
Toilet Block																
Toilet fitting replacement				Cap		\$ 30,800	10								\$ 30,800	
Grand Stand																
Concrete repairs				Cap		\$ 14,432	15									
Seating				Cap		\$ 162,562	5			\$ 162,562						
Seating fixtures				Cap		Incl Above	5				Incl Above					
Roof				Cap		\$ 84,700	15									
Structural Beams				Cap		\$ 192,500	50									
Handrails				Cap		\$ 23,100	2		\$ 23,100							
Grandstand Undercroft				Cap		\$ 655,699	50									
Re-built Grandstand				Cap		\$ 2,885,000	50									
Terrace Seating																
Seating				Cap		\$ 223,300	15									
Seating fixtures				Cap		Incl Above	15									
Clubroom																
Roof				Cap		\$ 161,700	15									
Floors Carpet				Cap		\$ 41,580	7				\$ 41,580					
Floors Timber				Cap		\$ 107,800	10								\$ 107,800	
Toilets				Cap		\$ 119,165	15									
Bar				Cap		\$ 26,400	15									
Kitchen				Cap		\$ 133,760	10									\$ 133,760
Internal Walls				Cap		\$ 15,840	5			\$ 15,840						
Ceiling				Cap		\$ 132,000	10									\$ 132,000
Air-condition				Cap		\$ 72,000	10								\$ 72,000	
Air-conditioning				Cap		\$ 30,000	5			\$ 30,000						
Veranda (outside boardroom)				Cap		\$ 3,300	3		\$ 3,300							
Veranda (outside function room)				Cap		\$ 11,000	3		\$ 11,000							
Toilet Block																
Sound System				Cap		\$ 1,496,000	30									

Hot water Systems	Allowance	\$ 10,000	10	Cap	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ 10,000	
Floor - Repainting (2022)	Repainting - 2022	\$ 4,500	4	Cap	-	-	-	\$ 4,500	-	-	-	-	-	-	-	-	-	-	-	-	
Auto-Reticulation		\$ 11,000	1	Cap	\$ 11,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Player Race / Change Room																					
Players Race		\$ 219,219	40	Cap	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Change rooms		\$ 1,496,000	40	Cap	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Scoreboard Electronic		\$ 44,000	15	Cap	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total					\$ 11,000	\$ 23,100	\$ 14,300	\$ 4,500	\$ 208,402	\$ -	\$ 41,580	\$ -	\$ -	\$ -	\$ 210,600	\$ 275,760					

Maintenance																				
Repairs & Maintenance - Building stock	Labour in kind - from previous budget		Op		\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 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	
Repairs & Maintenance - Main Pitch	Including Professional Services		Op		\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119	\$ 25,119
Surrounding grounds and gardens	Allowance		Op		\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
Routine maintenance	Repairs & maintenance		Op		\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867	\$ 14,867
Total					\$ -	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846

SUMMARY																				
Total Capital Costs incl fees			Cap		\$ 813,174	\$ 1,643,324	\$ 843,502	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total anticipated Replacement costs			Cap		\$ 11,000	\$ 23,100	\$ 14,300	\$ 4,500	\$ 208,402	\$ -	\$ 41,580	\$ -	\$ -	\$ 210,600	\$ 275,760					\$ 3,300,000
Total Operating Costs- Not included			Op																	
Total Maintenance Costs			Op		\$ -	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846	\$ 63,346	\$ 65,846
Total Annual cost - Capital Replacement and Maintenance					824,174	1,732,270	921,148	70,346	271,748	65,846	104,926	65,846	63,346	276,446	339,106					

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

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Floreat Athena

Detail concerning Player Registrations and Associated Costs

Revenue from registrations

	2019	2020	2021	2022	202	202
Amateurs:						
at	1 200	1 200	1 200	1 200	1 200	1 200
Masters						
at	0	0	0	0	0	0
Seniors:						
Junior:						
u/s/	11 00	1 1	22 80	28 50	1	150
u8s u12	2 2	2 0		8		52 50
JB I	5	1 5	18 00	22 50	2 0	1 5
PL	5	0 8		0	0	0
	1 1 1	188 85	21	2 2 0	2	2 0 8

Costs

Seniors						
Registration	0	1				8
ui ment and Su	0			9		8
niforr	5 00	5 00	5 00	5 00	5 00	5 00
Referee Fee:	11	12 11	12	12 85	1 2	1
ages						
Playe	90 00	95 00	100 00	105 00	110 00	115 00
Coach	0 0	1				8
Physic	1 0	1 0	1 0	1 0	1 0	1 0
Courses	2 00	2 00	2 00	2 00	2 00	2 00
Line Mar ir	0	0	0	0	0	0
Registration Fee						
T ea	11 8	11 8	11 8	11 8	11 8	11 8
Playe	11	11 80	12 15	12 52	12 89	1 2
D rin s and Su	2 50	2 50	2 50	2 50	2 50	2 50
l er						
H ir	2 21	2 28	2	2	2	2 5
Junior:						
ui ment and Su	0		9	5	5 2	0
niforr	11 00	12	1 5	1	19 2	22 12
Registration Fee						
T ea	1 21	1 2	1 28	1	1	1
Playe	15	19	2	2 5	29 90	2
ages						
Coach	15 00	15 00	15 00	15 00	15 00	15 00
Line Mar ir	0	0	0	0	0	0
Referee Fee:	10 5	10 8	11 20	11 5	11 88	12 2
H ir	52	5	559	5	59	1
Amateurs:						
ui ment and Su	2 50	2 50	2 50	2 50	2 50	2 50
niforr	1 00	1 00	1 00	1 00	1 00	1 00
Registration Fee						
T ea		5	8	80	82	852
Playe			8	0	2	
Line Mar ir	1	1	1	1	1	1
Referee Fee:	1 98	2 0	2 10	2 1	2 22	2 29
H ir	1	1	1	1 51	1 5	1
Masters						
ui ment and Su	1 50	1 50	1 50	1 50	1 50	1 50
Registration Fee						
T ea	2	2	282	290	299	0
Playe	2			5		
Line Mar ir	2	2	2	2	2	2
Referee Fee:	990	1 02	1 05	1 08	1 11	1 1
H ir	8	85	882	909	9	9
T otal	2 9	29	09 5	2	9	55 0

Floreat Athena Football Club



CLUB DEVELOPMENT PLAN

Progress Report

June 2017

JWC

Jo Wilkie Consulting

JWC

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JWC

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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.

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

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

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

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

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

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

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

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

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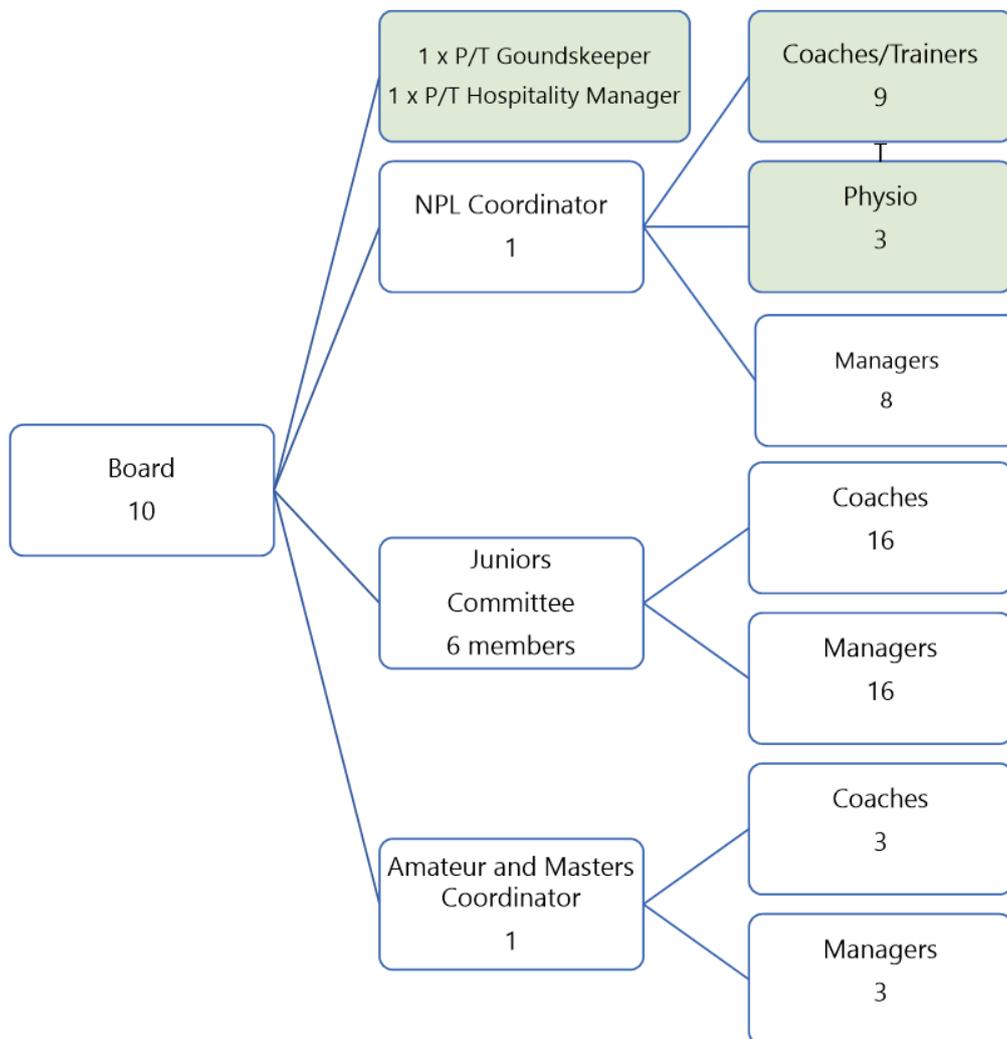
CLUB PROFILE

CLUB STRUCTURE

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

Volunteer Role

Remunerated Role



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.

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

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

WORLD HEALTH ORGANISATION

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

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

Sport: A Proven Vehicle for Physical and Social Health

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

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

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AUSTRALIAN GOVERNMENT

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

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

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

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

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

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

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It reports that:

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

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

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

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Sport: For Everyone

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

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

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

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

WESTERN AUSTRALIAN SPORTS FEDERATION

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

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

Spaces that are Flexible and Responsive

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

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FOOTBALL WEST

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

WESTERN AUSTRALIAN GOVERNMENT - DEPARTMENT OF SPORT AND RECREATION

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

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

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

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

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

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

Support and Resources

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

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

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

CURTIN UNIVERSITY - CENTRE FOR SPORT AND RECREATION

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

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

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

Evidence-based Planning

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

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MAXIMISING COMMUNITY BENEFIT

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

CURRENT COMMUNITY ENGAGEMENT ACTIVITIES

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

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

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

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

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

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

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

This appears to be primarily because:

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

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

Use of the Litis Stadium Facilities Over the past 2 Years

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

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

POTENTIAL ADDITIONAL COMMUNITY BENEFIT

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

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

Underpinning Principles

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

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

Co-tenants

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

Regular and Casual Users

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

POTENTIAL NEW STRATEGIES

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

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

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

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

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

Strategy	Benefits
<p data-bbox="327 427 663 461">Regular and Casual Use</p>  <p data-bbox="284 757 692 880">Not-for-profit organisations within the City of Vincent are invited to use the various spaces and facilities within the Litis Stadium</p>	<ul style="list-style-type: none"> <li data-bbox="730 456 1238 490">✓ optimises the use of space within the facility <li data-bbox="730 490 1318 551">✓ supports other not-for-profit organisation to access affordable spaces for meetings and other activities
<p data-bbox="284 949 687 983">Next Steps (pending renewal of lease)</p> <ol style="list-style-type: none"> <li data-bbox="323 1014 1150 1048">1. Review and articulate all available indoor and outdoor spaces and facilities. <li data-bbox="323 1077 794 1111">2. Develop a Club Access and Usage Policy. <li data-bbox="323 1140 1297 1200">3. Develop a communication strategy to inform not-for-profit groups in the City of Vincent about the opportunity. 	

Strategy	Benefits
<p data-bbox="312 365 850 398">Partnering for Health and Well-Being</p>  <p data-bbox="284 842 871 958">There are many organisations seeking to present information about physical and emotional health and well-being, E.g. Youth Focus, YMCA, Lifeline, Act Belong Commit, Women’s Health Services.</p> <p data-bbox="284 999 850 1055">The Club can host these organisations to make presentations to its players, members and supporters.</p> <p data-bbox="284 1095 863 1151">Members of the local community can also be informed and invited.</p>	<ul style="list-style-type: none"> <li data-bbox="938 461 1321 551">✓ Assists organisations seeking to maximise the reach of their health and well-being messages <li data-bbox="938 591 1321 736">✓ Mobilises the Club’s “captive” audience of children, young people, parents, adult men and seniors who attend on at least a weekly basis <li data-bbox="938 777 1321 900">✓ The Club provides access to important health and well-being information to its members and participants <li data-bbox="938 940 1286 996">✓ Contributes to overall health and well-being
<p data-bbox="284 1200 400 1227">Next Steps</p> <ol style="list-style-type: none"> <li data-bbox="323 1267 1281 1480">1. Establish a Working Group including members of the Club and, if possible, the local community. The working group to explore and devise a 10-month program of monthly presentations and/or activities including: <ul style="list-style-type: none"> <li data-bbox="363 1357 839 1384">➢ all cash and non-cash resources required; <li data-bbox="363 1391 852 1417">➢ agreements with presenting organisations; <li data-bbox="363 1424 1254 1451">➢ a communication plan to inform club members and the broader community; and <li data-bbox="363 1458 1174 1485">➢ an evaluation tool that includes input from participants and stakeholders. <li data-bbox="323 1520 544 1547">2. Trial the strategy. <li data-bbox="323 1583 847 1610">3. Review the Strategy using the evaluation tool. <li data-bbox="323 1646 1313 1702">4. Determine whether the Strategy should continue as is, continue with modifications, or not continue. <li data-bbox="323 1738 1209 1765">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.

JWC

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

FINANCIAL MODEL

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

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

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

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

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

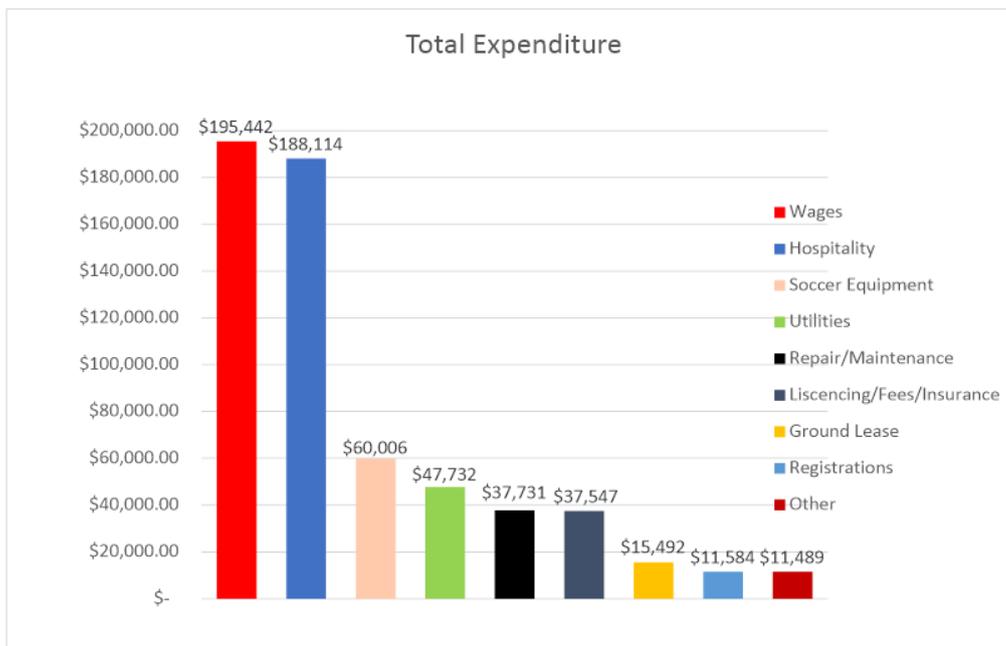
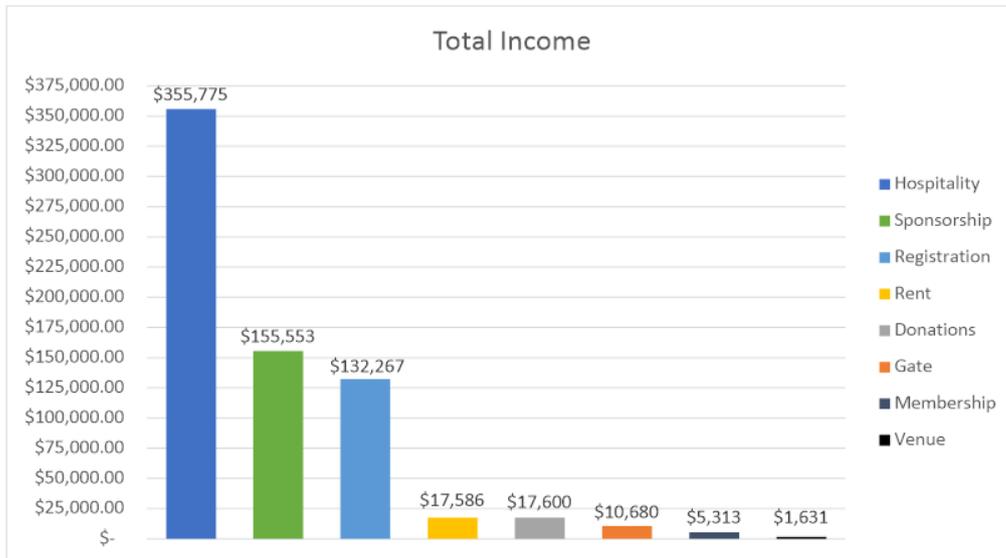
The Club has also prepared a financing plan for a major refurbishment of the Stadium over the next 3 to 5 years, for which the budget is estimated at \$3.8M (by an independent quantity surveyor). This refurbishment will not only address the immediate repair issues but will provide enhanced amenities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

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

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INCOME AND EXPENDITURE

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

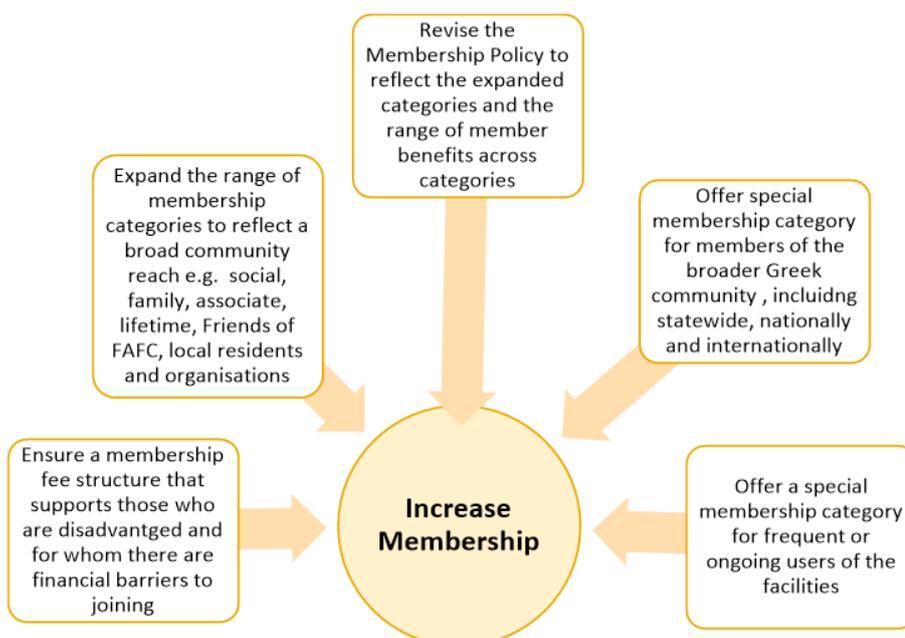


IMPROVING CURRENT REVENUE STREAMS

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

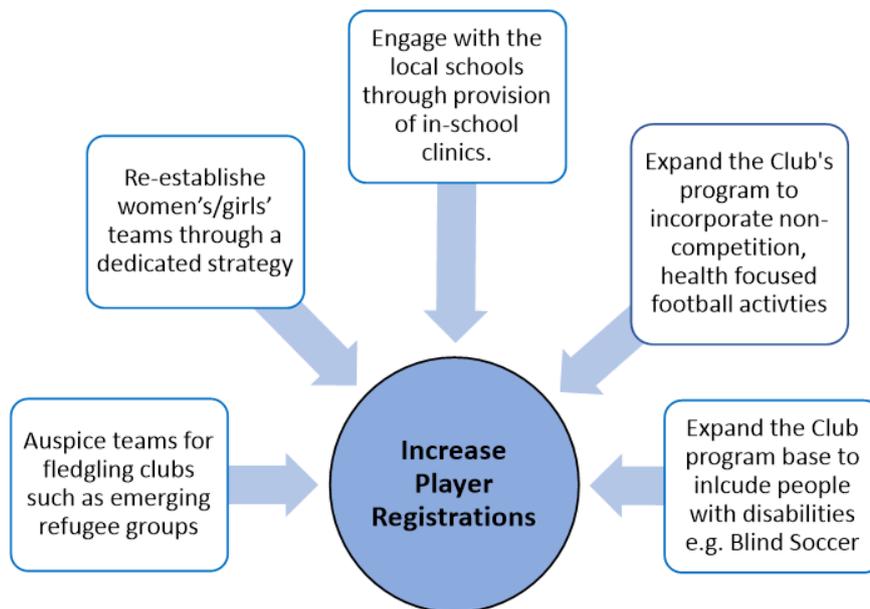
A. MEMBERSHIP

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



B. REGISTRATIONS

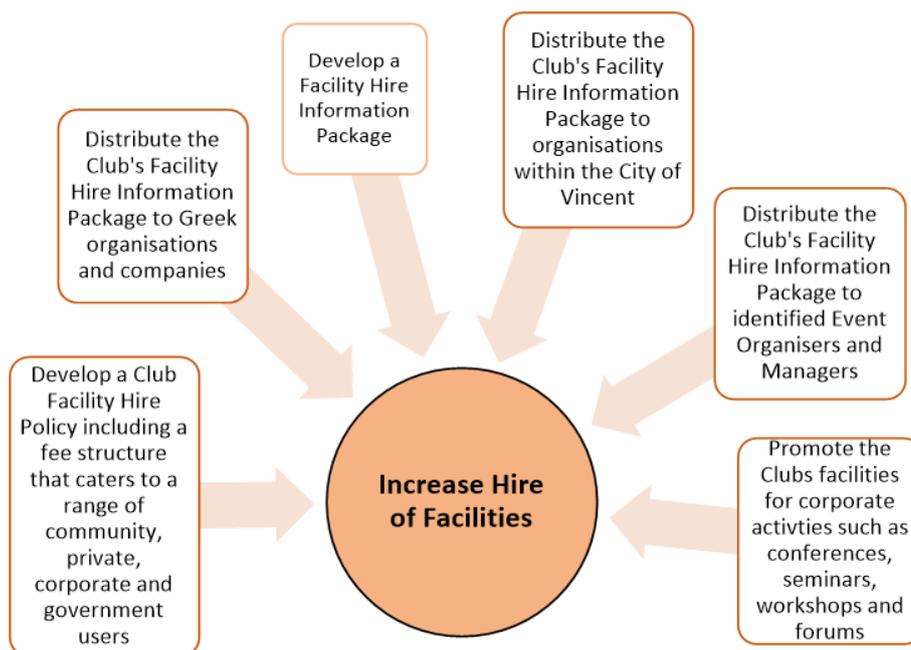
Player registrations account for approximately 20% of Club annual income. The Club is well-placed to expand its player registration base through a range of strategies as described below.



C. FACILITY HIRE

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

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



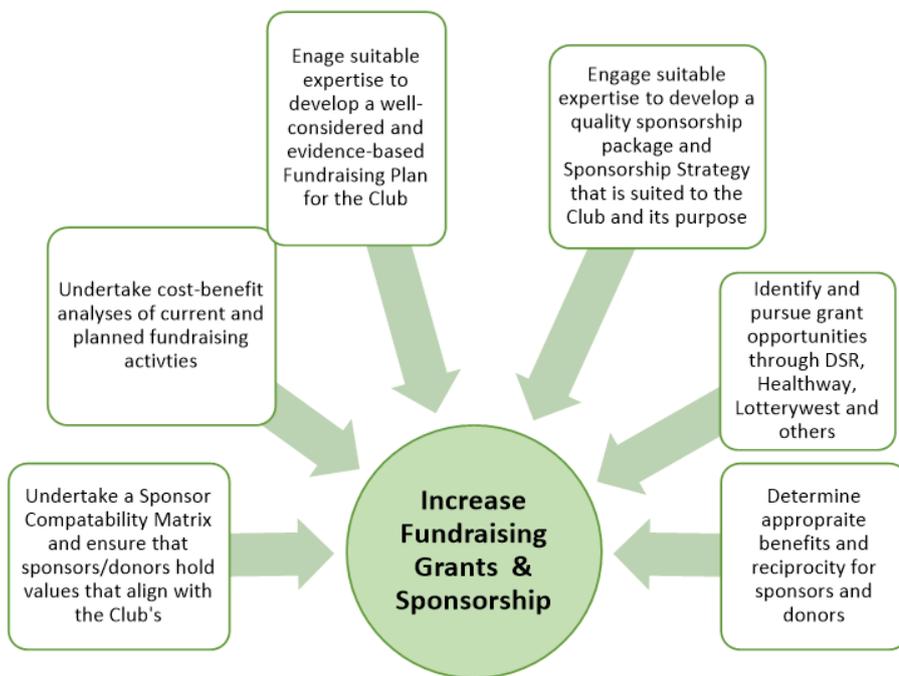
D. MATCH ENTRY (GATE)

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



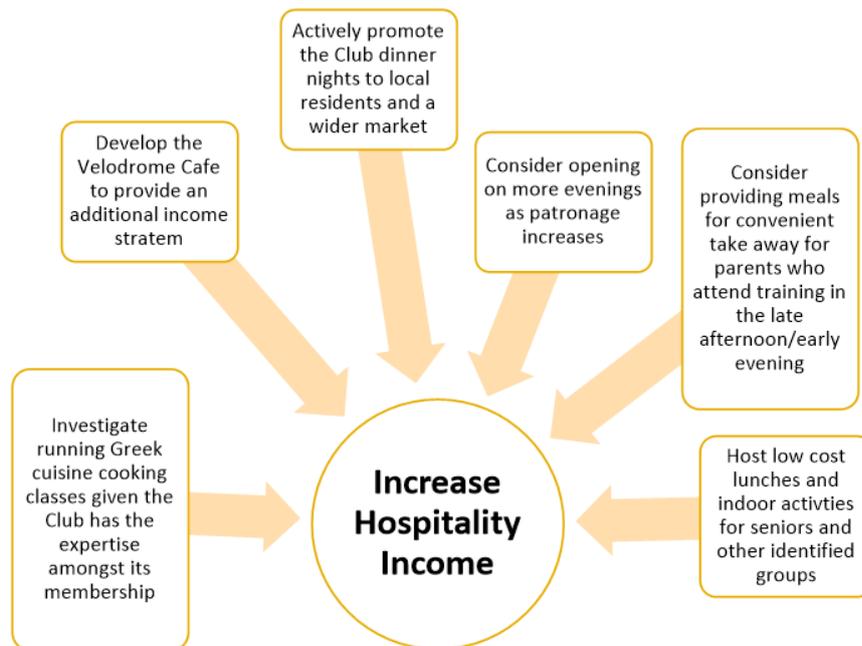
E. FUNDRAISING AND SPONSORSHIP

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



F. HOSPITALITY

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



CLUB DEVELOPMENT PLAN PROGRESS CHART

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

It is important to note the following:

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

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

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

Governance: Develop a Governance Improvement Action Plan

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

Business Model: Develop a Sustainable Business Model for the FAFC

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

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

JWC

Perth Football Club

Playgroup WA

Returned Services League Mount Hawthorn Sub-branch

Saint Basils Aged Care Service

Scouts WA

Seniors' Recreation Council of WA

Vincent Men's Group

WA Sports federation

Youth Affairs Council of Western Australia

Youth Legal Service

Mr Tim Hammond MLA, Federal Member for Perth

Ms Eleni Evangel, immediate past State Member for Perth

Mr John Carey State Member for Perth

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

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

Club Reference Group

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



Community Development Grants Programme
Regional Programs Branch
Department of Infrastructure, Regional Development and Cities
GPO Box 594
CANBERRA ACT 2601

10 March 2019

Dear Ms Burrell

**COMMUNITY DEVELOPMENT GRANTS PROGRAMME REQUEST FOR INFORMATION
SUBMISSION**

The Floreat Athena Soccer Club is seeking your support for funding under the Community Development Grants Programme to upgrade and refurbish the E&D Litis Stadium in order to ensure that soccer at all levels can continue to be played at the facility and to enable the facility to become a more valued physical and social asset to the local community.

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, the Floreat Athena Football Club (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.

The 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

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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.

Due to its age, Litis Stadium requires significant upgrades, 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. These upgrades are imperative if the Club is to continue to be able to participate in the NPL and to have the right to host finals and other high-level events similar to the Perth Amateur World Cup held each year in November at Litis Stadium. In fact, FAFC lost the right to host finals and the Perth Amateur World Cup in 2016 due to the Town of Vincent condemning its existing change rooms, requiring the Club to urgently convert an existing toilet block into change rooms at great cost to the Club.

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

With an eye to the long-term, the FAFC prepared a Master Plan in 2017 to guide the development of the E&D Litis Stadium (Appendix 1). The Master Plan offers a vision for upgrades and development associated with the facility over the next 20 years and examines potential funding sources for the proposed upgrades. The \$3 million grant being sought through the Community Development Grants Programme will enable the FAFC to undertake the most pressing project to upgrade facilities. The Club is confident that it can generate sufficient funding to support its vision for the Stadium into the future. The Club has committed to undertake a capital campaign to funds required for future projects, based on advice from two independent professional fundraisers with proven expertise in capital campaigns of this type. The Club is confident that it will manage all projects to a high level, as it has done on previous projects, and be able to provide the community with a professional, attractive venue

offering a wide range of facilities and services.

The FAFC is currently negotiating leasing arrangements with the City of Vincent but is confident that the proposed upgrade to the Stadium will be seen as adding value to what is a community asset. Meeting community demand is a key feature of the City of Vincent's Community Plan 2013-2023, which requires that community facilities are managed and developed to cater for the diverse needs of the community. The proposed upgrades and refurbishments largely make use of the existing facilities, with new facilities designed in an integrated manner to maximise useability and functionality. The proposed upgrade and refurbishment of E&D Litis Stadium will enhance the facility as an important community facility, strengthening its connection to the future of the City of Vincent and facilitating complementary and non-exclusive usage of the Stadium by the community.

By investing in the E&D Litis Stadium upgrade and refurbishment, the Australian Government is not only ensuring that the Floreat Athena Football Club can continue to involve the Western Australian community in soccer, but it also demonstrates its commitment to building healthy and connected communities in this State. The E&D Litis Stadium is ultimately own by the City of Vincent on behalf of its residents and any improvement to the facility will support the community, as well as the current and any future tenants.

I trust that the information contained in the attached Request for Information application form demonstrates that the proposal for the upgrade and refurbishment of the E&D Litis Stadium meets all the requirements of the Community Grants Development Programme and will provide long-term improvement in the social and economic viability of the local community.

Yours sincerely,



Paul Kotsoglo
President
Floreat Athena Football Club

APPENDICES

1. Litis Stadium Master Plan
2. Detailed Project Description
3. Floreat Athena Football Club Development Plan Progress Report June 2017
4. Updated Quantity Surveyor Financial Estimates
5. Life Cycle Costing Analysis
6. Management Model and Financial Plan Showing 10 Year Operational Budget

OTHER SUPPORTING INFORMATION

1. Financial Statements for the last 2 years
2. Asset Operations Management Plan
3. Designs

Appendix 2

DETAILED PROJECT DESCRIPTION

- Demolish the existing change rooms building and construct a new change room building on the south-eastern corner of the site. This will comprise a 300m² change room building with 4 change rooms, referee rooms, a medical room and storage facilities.
- Fill in the existing player's race (underground tunnel) and construct a new player's race to the south of the existing tunnel.
- Remove grass surface of the pitch and replace with synthetic turf.
- Upgrade existing temporary change rooms to accommodate dedicated women's change rooms, and include toilet facilities with outside entry to support future use by a café.
- Refurbish undercroft space below the grandstand to provide offices and rooms for sharing of facilities by co-tenants.
- Construct a new enclosed bike store.
- Provide bicycle parking/storage facilities.



Australian Government

Department of Infrastructure, Regional Development and Cities

Request for Information

Community Development Grants Programme

Before you begin

The Department is asking for information about your project proposal so that we may commence developing a Funding Agreement should the Australian Government decide to approve funding for the project. Missing or unclear information may delay the development of the Funding Agreement.

Please note that information requested in this document may be provided to relevant Commonwealth, State and/or local government agencies, organisations and individuals, including those you identify in this proposal. The purpose of this process is to substantiate your claims and/or statements, and to verify the capacity of your organisation to manage Australian Government funds and deliver the project. It will also seek comment on the viability of the proposal and, if appropriate, identify if the proposal is eligible for funding through an alternative funding stream.

Information relating to individuals will be protected under the Privacy Act 1988. Requests for access to such information, where rejected by proponents, will be dealt with under the provisions of the Freedom of Information Act 1982.

You will need to complete Request for Information and submit with required supporting documentation to support your application.

This information enables the Department to undertake a value with relevant money assessment and provide advice to the Minister prior to an Agreement being negotiated and funding being released. The Department will contact proponents if further information is required.

Should you have any questions on how to answer any part of the Request for Information please submit your query to cdg@infrastructure.gov.au.

How do I submit my Request for Information?

Complete and submit this form and the necessary support documents via email to: cdg@infrastructure.gov.au as soon as possible.

If your response is likely to include documents that cannot be sent electronically, please submit this form and all necessary documents in hard copy to:

Community Development Grants Programme
Regional Programs Branch

Department of Infrastructure, Regional Development and Cities
GPO Box 594
CANBERRA ACT 2601

REQUEST FOR INFORMATION

Organisation Details

1. Organisation details

Legal Name	Floreat Athena Soccer Club Inc.	ABN	24 163 514 023
Trading Name	Floreat Athena Football Club	ACN	
GST Status	Registered / Not Registered		Registered

2. What is your Business Structure?

Local Government	
Incorporated Association	X
Sole Trader	
Partnership	
Company	
Trust – provide a copy of the trust deed	
Other, please specify	

3. Your bank account details. Provide details of the bank account where project funding will be deposited

Bank Name	National Australia Bank
BSB	086-492
Account Name	Floreat Athena Soccer Club
Account Number	68-083-7217

4. Your Organisation's Physical (registered) Address

Street Address Line 1	41 Britannia Road
Street Address Line 2	
Suburb/Town	Mount Hawthorn
State/Territory	Western Australia
Postcode	6016
Organisational Email	admin@floreatathenafc.com.au
Organisational Website	floreatathenafc.com.au

5. Your Organisation's Postal Address

Postal Address Line 1	PO Box 198
Postal Address Line 2	
Suburb/Town	Mount Hawthorn
State/Territory	Western Australia
Postcode	6195

6. Authorised Person Contact Details
(e.g. CEO or the person authorised to sign Deed of Agreements)

Title (e.g. Mr/Mrs/Ms/Dr)	Mr		
First Name	Paul		
Surname	Kotsoglo		
Position	President		
Telephone	(w)08 9227 7970	(m)0413 802 627	(f)
Email Address	paul@kotsoglo.com		

7. Project Manager Contact Details
(e.g. the person who will lead the implementation of your project)

Title (eg. Mr/Mrs/Ms/Dr)	Mr		
First Name	Constantine		
Surname	Economou		
Position	Board Member		
Telephone	(w)9276 6134	(m)0408 944 255	(f)
Email Address	constantine.economou@gmail.com		
Additional Details (Relevant to the project, qualifications, experience, and professional memberships, if applicable)	City of Perth Construction Supervisor for 11 years, including Murray and Hay St malls redevelopment. Manager of Engineering at City of Vincent including upgrade of Perth Oval as new home for Perth Glory Football Club. Involved in aged care facilities, road works, multi-story developments, gymnasiums, etc. Currently Project Inspector with City of Cockburn advising on major sub-division projects. Qualifications: Diploma Institute of Engineers (IPWEA) in Project Management.		

8. Key Personnel within the Organisation who will be involved in the project delivery, other than the authorised person or project manager

Title (e.g. Mr/Mrs/Ms/Dr)	Mr		
First Name	Con		
Surname	Poulios		
Position	Director of Football Operations (voluntary)		
Telephone	(w)93819411	(m)0411 184 667	(f)
Email Address	cpoulios@definitionhealthclub.com.au		
Additional Details (Relevant to the project, qualifications, experience, and professional memberships, if applicable)	<p>Mr Poulios is a registered builder (Building Practitioner 11897) and currently the nominated supervisor and director for Acropolis Developments (Building Contractor BC 10222) who undertook the last major project on this site, the conversion of the Lake Monger Velodrome into the E&D Litis Stadium in 1998.</p> <p>The FAFC has many club associates and members who work and own business in nearly every construction trade from Concrete, earthmoving, Electrical, Plumbing, Brickwork, Plastering, Ceiling Fixing, Roofing, Painting, Tiling, air-conditioning, etc. who provide services at discounted rates or <i>pro bono</i> to assist the Club.</p>		

9. Within the last five (5) years, has your Organisation been subject to an event such as a Government investigation, liquidation, litigation or significant change of financial position

No	<input checked="" type="checkbox"/>	Yes
If Yes , please note which of the following events occurred and provide details below		
Government Investigation on your organisation or related entities		
Litigation or liquidation proceedings		
Significant (adverse) change of financial position not reflected in Financial statements provided		
Any other particulars likely to adversely affect your capacity to undertake this project		

Project Details

10. Project Title – use the title from the confirmation of the election commitment. If proposing an alternative project title, provide reasons why.

Refurbishment of the Floreat Athena Football Club

11. Project location. If a street number is not known, please provide the Lot number.

Street Address Line 1	41 Britannia Street
Street Address Line 2	
Suburb/Town	Mount Hawthorn
State/Territory	Western Australia
Postcode	6016
Longitude	115° 49' 59.99" E
Latitude	-31° 55' 38.07" S
Federal Electorate	Perth

12. Detailed Project Description (Describe in less than 150 words what the project is doing, ie construction of sport precinct including two Rugby League fields, six netball courts and amenities block including change rooms, public facilities, meeting rooms and cafeteria; upgrade of swimming pool to include new grandstand and children’s waterpark; or installation of lighting at sports field including purchase and installation of four poles and footings, 16 x 15000W MZ lights and 16 shields and upgrade of existing power supply on site.). **PROJECT BENEFITS ARE TO BE INCLUDED AT Q14 BELOW).**

<p>Provide facilities to support soccer as the primary use of E&D Litis Stadium and to provide new, diverse spaces for use by other community organisations. This grant will be used specifically to:</p> <ul style="list-style-type: none"> • Reconstruct and make good existing change rooms; • reconstruct existing players’ run; • replace the playing pitch with synthetic turf • refurbish the existing grandstand including fit-out of the undercroft space including offices and shared activity spaces; • enclose the bin store; and • provide bicycle parking/storage facilities.

A more detailed project description is appended (Appendix 2)

13. If the CDG funded project is part of a larger project, please provide details below (ie CDG is funding one stage of a multi-stage project).

While the CDG funds are for a stand-alone project as described in Q12, FAFC has developed a Master Plan that proposes a number of other improvements over a 20 year period, which will be undertaken a future projects.

14. Detail/list the economic and community benefits of the proposal (and the larger project if applicable), and how it contributes to programme outcomes.
(See Guidelines - Section 1.1 Programme Outcomes).

Economic Benefits:

Increases membership and sponsorship of the FAFC ensuring continuity and continuous improvement of club facilities.

Attracts people from outside the local Mount Hawthorn/Leederville area who may then patronise local shops, restaurants ,bars and cafes including the proposed Velodrome Café developed within the E&D Litis Stadium grounds.

Ensures that the real estate values of the local area are not diminished by poorly appointed and maintained facilities, but instead, reflect an attractive and well-patronised facility that adds to the vibrancy of the local community area.

It is anticipated that during the construction phase of the project, 50 construction personnel and 10 consultant/professional service personnel will generate around \$30.96 worth of benefit to the Western Australian economy.

Community Benefits:

Upgrading and enhancing the facilities within E&D Litis Stadium will provide long-term benefits to the community in a number of ways. Firstly, it will ensure that the primary function of the stadium as a venue for soccer is supported, now and into the future, as the sport continues to gain popularity. There is compelling evidence world-wide that affirms the value of playing sport, and 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 Australian Government, through the Australian Sports Commission (ASC) recognises this and recently invested in two major initiatives: firstly, it has undertaken a study in partnership with CSIRO into the future of Australian sport; and secondly, the establishment of the Play.Sport.Australia (PSA) initiative to increase participation in sport by all Australians. The most recent AusPlay survey (a tracking survey of sport participation undertaken by the ASC) found that soccer is the most popular club sport enjoyed by both adults and children in Australia with 18.8% of adults and children combined ranking it the most popular of club sports in Australia, 17.3% of adults and 28.8% of children ranking soccer as the most popular club sport of the total club sport population. The upgrades to the stadium will also ensure that National Premier League (NPL) games can continue to be played at the ground by meeting NPL facility standards, thereby providing the opportunity for spectators to view high level games and to inspire future involvement in the sport especially among children and women.

Western Australia's A-League and W-League teams, Perth Glory, utilises E&D Litis

Page 11 of 25

Stadium as its second venue, and the FAFC is currently working with Australia's premier female soccer star and 2018 Young Australian of the Year, Samantha Kerr, on a program that involves her as an ambassador for women's soccer in Australia. Upgrading the Stadium's facilities to include dedicated change rooms for women will cater for a growing number of women playing soccer.

E&D Litis Stadium also provides the venue for the Perth Soccer World Cup Latin American competition, an 11 day soccer event that also includes a number of cultural activities for all ages, thus enhancing multi-culturalism within the community.

While soccer remains the prime purpose, E&D Litis Stadium is also well situated to provide a facility for more general health and fitness activities that can be accessed by the community. The current operators of E&D Litis Stadium, the Floreat Athena Football Club (FAFC), has identified a number of strategies to expand its program to include non-competition sports. Programs such as schools football clinics, blind soccer and Find 30 for Fitness programs for children are currently being developed through a co-design approach with the local community. Upgrading and enhancing the facilities of E&D Litis Stadium may also offer a greater opportunity for schools to make use of the facilities for both inter- and intra- sports carnivals, particularly as the grandstand seating allows for a greater number of and viewing experience for spectators, in addition to making the facilities available for school team soccer finals (at least one local school already uses E&D Litis Stadium for its soccer finals). The Club is also in negotiations with Little Athletics WA to establish a local club at the Stadium.

Additionally, the FAFC is exploring a range of other potential uses of the E&D Litis Stadium facilities by other not-for-profit organisations and is currently gathering information about other multi-functional sporting facilities. The Club is also in discussion with community organisations within the City of Vincent. For example, the FAFC is working with a neighbouring retirement village to in conjunction with the Edith Cowan University (EDU) to run a walking soccer program for seniors. In addition to making the facilities available, the Club will also provide one of its coaches to train the participants. This program will also be part of a longitudinal study undertaken by EDU and will provide valuable information on the benefits of exercise for the elderly. These proposals are predicated on the upgrading and enhancing of existing facilities. For example, upgrading the undercroft area of the grandstand will provide facilities suitable for use by other not-for-profit organisations on a co-tenancy basis, and refurbishing the Club house will provide greater opportunity for the facilities to be utilised for short term activities such as meetings and social functions.

The appended Floreat Athena Football Club Development Plan Progress Report June 2017 page 26-27 illustrates the use of E&D Litis Stadium by external users over the past 2 years (Appendix 3), many at cost recovery or free. While this list is quite extensive, the FAFC recognises that upgrading the stadium facilities provides an opportunity for greater involvement with the local community.

In 2017, the FAFC developed a Master Plan, which sets the vision for the E&D Litis Stadium into the foreseeable future. While not part of the project for which CDG funding is being sought, a number of other proposed improvements to the Stadium are predicated on the upgrading and refurbishment referred to in this application. For example, the upgrading of the existing temporary change rooms will include toilet facilities that can be accessed by a proposed café on the unused site of the original entry building and gates. The removal of the original entry gates and conversion of the entry building to a café/interpretive centre will provide a social meeting place, not just for those visiting the facilities for soccer activities,

but also for general users in the local community. The adjoining Britannia Park is very popular with dog walkers, exercisers, sporting groups (eg cricket), and the local council is currently looking at enhancing leisure facilities such as barbecues and outdoor furniture. In addition, the nearby Lake Monger attracts many cyclists to the area. The plan for a café on the E&D Litis Stadium/Britannia Park borders will provide users of the park and the wider local community with a social meeting place offering food and beverage. The FAFC is currently securing funds to undertake an independent feasibility study into the café including the opportunity for the café to be run during the week as a social enterprise in partnership with a not-for-profit organisation that provides onsite hospitality training and work experience for disadvantaged people. Given the heritage of E&D Litis Stadium (it is built on what was the velodrome for the 1962 Empire and Commonwealth Games) and a strong desire from the local community to acknowledge the history of the site, the proposed Velodrome Café would also house an interpretive centre about the velodrome and site history. The local community and historical organisations would be involved in developing the interpretive centre

Refurbishment of the Club house facilities will also provide a greater opportunity to engage with the local community in a number of ways. FAFC is now actively promoting its Club dinner nights to the local residents and a wider market and has recently publicised its Friday Greek lunches to the community. Other proposals being considered include hosting low cost lunches and indoor activities for seniors and other identified groups, providing meals for convenient take away for parents who attend training in the late afternoon/early evening and investigating running Greek cuisine cooking classes given the expertise within its membership.

15. How do you propose to measure the economic and/or social benefit outcomes which will be achieved as a result of the completed project.

Increased membership in the FAFC (maintain records of membership including demographic breakdown).
 Greater spectator participation (ticket sales and membership attendance particularly by a more varied demographic).
 Enhanced soccer programs (eg. greater involvement of women, elderly and disabled people in soccer).
 Greater use of the sporting facilities (monitoring the scheduling of non-competition soccer and other sports, physical and recreational activities to determine ground usage).
 Increased and diversified use of the facilities by the community (hiring of facilities for non-Club related use).
 Facility sharing through co-tenancy (number/diversity and usage rates).
 Patronage of the café (weekday patronage by external NFP operator and income generated on game days).
 Community engagement strategy/feedback (continuous monitoring of the community engagement strategies by take-up, online and focus group feedback from participants and establishment of an ongoing Community Reference Group).

16. Has your organisation prepared a Business Case/Plan, or undertaken a Feasibility Study, Market Research or Community Consultation process within the last two years in relation to this project?

No	Yes X
If Yes , please supply details below. If documents have been developed please supply as evidence with your proposal.	
<p>1. The Floreat Athena Football Club (FAFC) has prepared a Master Plan as the guiding document for the evolution and improvement of E&D Litis Stadium over the foreseeable 20 year horizon as a fully functional, multi-use sports facility used primarily for football (soccer) and also operating as a functional community space. The Master Plan provides project description, costings and implementation priorities. It should be noted that the Master Plan addresses two options but the Club has determined that Option 2 is the preferred one (Option 1 is <u>not</u> relevant to this application).</p> <p>Quantity surveyor financial estimates for both the refurbishment and on-going maintenance and replacement costs previously undertaken by Wylde and Woollard Pty Ltd in the Master Plan have been updated for this application by Shimron Pty Ltd and are attached (Appendix 4).</p> <p>These costs have been used to prepare a Life-cycle Costing Analysis for both ongoing maintenance and periodic replacement of all infrastructure plant and equipment.</p> <p>All of the above will form the basis of a detailed business plan before commencement of the project.</p> <p>Pages 43 to 49 of the Master Plan also provides more detail on the community consultation undertaken by FAFC.</p>	
<p>2. FAFC has also undertaken a Club Development Plan progress report which provides further details about the community consultation undertaken in preparation of the Master Plan.</p>	

17. How many full-time equivalent employee construction jobs and how many full-time equivalent employee ongoing jobs will be created by this project?
Please note a full-time equivalent employee (FTE) is based on an average of 1,800 hours over a 48 week period.

<p>Total number of FTE jobs created during the project period (construction)</p> <p>Jobs that will be created include:</p> <ul style="list-style-type: none"> • Professional services (ie. consultants, architects, engineers, etc) • Service disconnection • Demolition and Earthworks • Asbestos removal • Rebuild of change rooms • Concreting • Brickworks • Roof framing and Roof sheeting • Ceiling fixer • Electrical work • Plumbing • Glazing • Carpentry • Floor and wall tiling • Plastering • Cleaning • Fencing • Carpet installing • Air-conditioning <p>The change from a grass pitch to synthetic turf to FIFA standards will involve:</p> <ul style="list-style-type: none"> • Consultants and professionals • Earth works and site preparation • Drainage • Turf laying • Fencing • Concreting • Rubber infill laying 	<p>3 x consultants and other professional services</p> <p>30 x construction personnel</p>	<p>Total number of FTE jobs created long term (on-going)</p> <p>Long term jobs created will include:</p> <ul style="list-style-type: none"> • Club CEO (P/T) • Facility Manager (P/T) • Administration Officer (P/T) • Maintenance Manager (P/T) 	<p>4.4</p>
<p>Number of jobs that are Indigenous</p>	<p>N/A</p>	<p>Number of these jobs that are Indigenous</p>	<p>N/A</p>

18. Please provide the following project dates:

<p>Estimated Project Start Date:</p>	<p>2019/20</p>
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Estimated Project Finish Date:	2023
Estimated Construction Start Date:	2021
Estimated Construction Finish Date:	2023

19. Indicate the current stage of development of your proposal. Provide any supporting documents if available (i.e. concept or preliminary designs, final designs, independent cost estimates, ready to commence tender/procurement process or preferred contractor selected and contracted for the project.)

Document	Stage of development
Floreat Athena Football Club Master Plan	Completed (will require revision when designs are finalised in consultation with the City of Vincent)
Quantity Surveyor Costings	Completed). (Will require revision when designs are finalised in consultation with the City of Vincent) (Appendix 4)
Life Cycle Costing Analysis	Completed). (Will require revision when designs are finalised in consultation with the City of Vincent) (Appendix 5)

20. Identify and provide details of who will own the asset on completion. Where land and buildings are owned by a Third Party, have leasing arrangements been confirmed and secured? (Written evidence must be provided).

Organisation	City of Vincent		
ABN / ACN	62 191 132 542		
Street Address Line 1	244 Vincent Street		
Street Address Line 2	Leederville		
Suburb/Town	(w)08 9273 6000	(m)	(f)08 9273 6099
State/Territory	Western Australia		
Postcode	6007		
Leasing arrangements	Sole tenant under long term lease (since 1972). Lease currently being renegotiated.		

21. Provide detail of who will manage and maintain the project after completion and who will provide the funding.

<p>Floreat Athena Soccer Club will manage and maintain the project after completion. The FAFC has a strong volunteering base among members and supporters who assist in the operation and maintenance of the Club and its facilities. Ongoing funding for the operation and maintenance of facilities is generated by:</p> <ul style="list-style-type: none"> • membership fees • registrations • Facility hire • Match entry (gate) • Fundraising • Sponsorship • Hospitality <p>It is anticipated that the upgrade and refurbishment of E&D Litis Stadium will lead to greater opportunities to generate revenue through increased membership, gate revenue and hiring of facilities and co-tenancy arrangements.</p> <p>A management model and financial plan showing the 10 year operational budget and how the</p>
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project will be managed is attached (Appendix 6)

22. Provide information on at least three projects your organisation has managed in the past five years which have received funds from either the Commonwealth, state government or local government authority (local government authority funded projects do not apply for applicants who are a local government authority).

Jurisdiction and managing Department Name	Project Name	Funding Amount
City of Perth	Lake Monger Velodrome Redevelopment	\$140,000
Western Australian Department of Sport and Recreation		\$190,000
Town of Vincent		\$50,000
		Total funding secured \$380,000
City of Vincent	Change room Works	\$60,000
	Electronic Scoreboard	\$45,499

Financial Details

23. What is the total project cost? (Use GST exclusive amounts) **\$3,000,000**
24. What is the amount of funding committed by the Australian Government? (Use GST exclusive amounts) **\$3,000,000**
25. Partner funding. Complete the table with details of all confirmed funding to this project, and the status of the funding.

Partner name	ABN	Amount (GST Excl)	Cash / In Kind	Received, Confirmed, To be confirmed
Floreath Athena Football Club		\$86,000	\$20,000	complete

26. Provide details of the arrangements in place to provide for any cost overruns or funding shortfalls on your proposed project.

Two major private donors have committed to underwrite any cost overruns. However the project will be managed by an experienced project Manager with proven record on delivering projects on budget.

27. Have you completed a tender/procurement process and appointed a preferred contractor or do you have a cost estimate which has been independently developed/assessed?

Please provide details below:

A cost estimate has been independently developed by Shimron Pty Ltd based on quantity surveyor costings (Appendix 4)

28. Are there any parts of the project that have already commenced?

No	Yes X
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If Yes, please provide details below:

A Master Plan including Concept Plans was developed by Planning Solutions in June 2017 with community consultation undertaken by Jo Wilkie Consultants. The Master Plan sets out the vision for the E&D Litis Stadium for the next 20 years to ensure that it meets community expectations, not just as a venue for soccer but also as a valued community multi-functional asset. (Appendix 1)+

Life Cycle Costing has been undertaken for the project the subject of this application.

29. Budget Table (this is a summary of either the contracted Budget or quantity surveyor cost estimate)

Cost Item	Description of Cost Item	Total Estimated Cost (\$ (GST exclusive)
Initial Planning	Community consultation and Master Plan	86,000 (completed)
Preliminaries	Final plans and approvals	200,000 pro bono
Construction	Demolish existing and build new changerooms	1,290,257
	Repair players race	203,674
	Replace grass pitch with synthetic turf	450,000
	Upgrade temporary changerooms for women's and girls' teams	316,820
	Refurbish Grandstand Undercroft offices, kitchen, toilets, activity spaces	739,249

List of Cost Items

Planning / Design

Construction/Fit-out

Research and Development

Plant/Equipment Hire

Plant/Equipment Purchase

Government Approvals

Operating Costs (e.g. rent, computers, etc)

Wages, salary and superannuation

Consultants/contractors

Project Management

Materials

Training

Marketing/Promotion

Legal/accounting

Other Costs

NOTE1: Evidence of these costs are to be provided as a required supporting document (e.g. cost estimate, quotes, market comparisons, valuations, contracted cost, etc)

NOTE2: Australian Government Funding will not be provided for ongoing operation and maintenance costs or for salaries for existing staff members of the funding proponent organisation.

REQUIRED SUPPORTING INFORMATION

- Audited financial statements for the last two (2) years (only required for projects with a total project cost over \$80,000);
- Cash flow forecasts for the next five (5) years (only required for projects with a total project cost in excess of \$1.5 million for state or local government authorities or \$1 million for other organisations);
- Business Plan and/or Feasibility Study (if applicable);
- Project Management Plan (if applicable);
- Market research/community consultation (if applicable)
- Asset Operations Management Plan (if applicable);
- Confirmation of partnership funding including evidence of bank borrowings (if applicable)
- Evidence of third party leasing arrangements (if applicable)
- Designs
- Cost estimate or contracted cost

Legal Authorisation

I Paul Kotsoglo <full name of Authorised Officer>
 as President <position/title>
 of Floreat Athena Soccer Club <organisation name>
 PO Box 198 <postal address> >
 Mount Hawthorn Western Australia

confirm that:

- I am a person authorised to make this declaration on behalf of my organisation and all relevant persons have made a full disclosure of information.
- The information provided in this form and all appended documents is complete and correct. I understand that information provided in this *Request for Information* will form the basis of the funding agreement and that giving false or misleading information is a serious offence.
- The Department of Infrastructure, Regional Development and Cities (the Department) is authorised to undertake the necessary steps to assess the proposal from my organisation by checking the information provided in this proposal, or by obtaining additional information from:
 - Departmental databases and records, including information related to previous funding provided to my organisation;
 - Other Australian Government agencies such as the Australian Taxation Office and the Australian Securities and Investments Commission;
 - State, Territory or Local Government agencies;
 - Law enforcement agencies;
 - Credit reference agencies;
 - Courts or Tribunals; and
 - Any other appropriate organisation, information source or person as reasonably required to perform background checks.
- I agree that the Department may arrange for an Independent Viability Assessment (IVA) of my project by an external adviser or consultant to the Department. Where applicable, the Department may request a yearly breakdown of costs for on-going operational and maintenance of the complete project for a minimum of five (5) years.
- To the best of my knowledge, I have disclosed (Part A Declaration of Conflict of Interest) all actual, apparent or potential conflicts of interest that would prevent my organisation from proceeding with the proposal outlined in this *Request for Information* or from entering into a Funding Agreement with the Australian Government to deliver a project which relates to this *Request for Information*.

Signed 

Date: 10 /03 / 2019

Declaration of Conflict of Interest

Please complete either Part I or Part II of the Declaration of Conflict of Interest

Part I – No Known Conflict

I confirm that at the time of signing, to the best of my knowledge I am unaware of any actual, apparent or potential conflicts of interest that would prevent my organisation from proceeding with the proposal outlined in this *Request for Information* or from entering into a Funding Agreement with the Australian Government to deliver a project which relates to this *Request for Information*.

I undertake that if at any time I become aware that I, or any other employees or persons associated with the Floreat Athena Soccer Club have an actual, apparent or potential conflict of interest, then I will:

- a) immediately notify the Department of Infrastructure, Regional Development and Cities in writing of that Conflict and of the steps the Floreat Athena Soccer Club propose to take to resolve or otherwise deal with the Conflict;
- b) make full disclosure to the Department of Infrastructure, Regional Development and Cities of all relevant information relating to the Conflict; and
- c) take such steps as the Department of Infrastructure, Regional Development and Cities may, if they choose to, reasonably require to resolve or otherwise deal with that Conflict.

I understand that if I fail to notify the Department of any actual, apparent or potential conflicts of interest or am unable or unwilling to resolve or deal with the Conflict as required by the terms noted above, the Department of Infrastructure, Regional Development and Cities may seek to terminate any Funding Agreement established in relation to a project which relates to this *Request for Information*.



.....
(signature)

.....
Paul Kotsoglo

(printed name)

.....
10/03/2019

(date)

.....
(signature of witness)

.....
Giuseppa Wilkie

(printed name of witness)

.....
10/03/2019

(date)

Part II - Disclosure of Interests

I disclose the following interests:

.....
.....
.....
.....

I undertake that if at any time I have an actual, apparent or potential conflict of interest, then I will:

- a) immediately notify the Department of Infrastructure, Regional Development and Cities in writing of that Conflict and of the steps the Floreat Athena Soccer Club propose to take to resolve or otherwise deal with the Conflict;
- b) make full disclosure to the Department Infrastructure and Regional Development of all relevant information relating to the Conflict; and
- c) take such steps as the Department of Infrastructure, Regional Development and Cities may, if they choose to, reasonably require to resolve or otherwise deal with that Conflict.

I understand that if I fail to notify the Department of Infrastructure, Regional Development and Cities of any actual, apparent or potential conflicts of interest or am unable or unwilling to resolve or deal with the Conflict as required by the terms noted above, the Department of Infrastructure, Regional Development and Cities may seek to terminate any Funding Agreement established in relation to a project which relates to this *Request for Information*.

.....
(signature)

.....
(printed name)

.....
(date)

.....
(signature of witness)

.....
(printed name of witness)

Any information disclosed in this form will only be used by the Australian Government for the purposes of assessing CDG proposals and will be maintained in accordance with the Privacy Act 1988.

STATEMENT OF COMPLIANCE

I, Paul Kotsoglo, President, Floreat Athena Soccer Club, make the following statement for the benefit of the Department of Infrastructure, Regional Development and Cities:

Having made diligent inquiries, I have reasonable grounds to believe the organisation itself, and staff working with children on behalf of my organisation in relation to the Department of Infrastructure, Regional Development and Cities grant activity:

- comply with relevant legislation relating to requirements for working with children in the jurisdiction in which they work; and
- have complied with relevant legislation in their jurisdictions relating to mandatory reporting or suspected child abuse and neglect as required or otherwise defined by state or territory legislation.

I undertake to ensure that all staff will continue to comply for the duration of any grant agreement Floreat Athena Soccer Club hold with the Department of Infrastructure, Regional Development and Cities.

Signed:



Date:

10/03/19

Appendix 2

DETAILED PROJECT DESCRIPTION

1. Demolish the existing change rooms building and construct a new change room building on the south-eastern corner of the site. This will comprise a 300m² change room building with 4 change rooms, referee rooms, a medical room and storage facilities. **Budget \$1,290,257**
2. Fill in the existing player's race (underground tunnel) and construct a new player's race to the south of the existing tunnel. **Budget \$203,674**

These are the original changerooms built in 1962 and remained in use until 2015 due to age and functionality. The players race is the original underground tunnel, joining the changerooms to the Pitch.

There is a strong community desire to retain these facilities given their historical and heritage significance. The race is a last remaining unique of field-based sports.

3. Remove grass surface of the pitch and replace with synthetic turf, as per FootballWest standards for national and state league competition standards. **Budget \$450,000**

This is strongly supported by the Football Federal or Australia and FootballWest, the state and national regulatory bodies. Synthetic turf has durability, costs significantly less to maintain and, most significantly, extends the use of the pitch by other sporting groups.

4. Upgrade existing temporary change rooms to accommodate dedicated women's change rooms, and include toilet facilities with outside entry to provide for spectators using that area of the stadium and potentially for use by the future Velodrome Café. **Budget \$316,820**

The Club is currently working with Ms Jeanette Spencer to re-establish

girls and women's teams. Ms Spencer is an acknowledged pioneer of Australia soccer, having played for Western Australia and Australia. She has coached women's and girls' teams at a number of Clubs since 1990. She has been on Board of Clubs and of FootballWest.

5. Refurbish undercroft space below/behind the grandstand to provide offices and rooms for sharing of facilities with other community organisations and refurbish toilet block that services the grandstand undercroft. **Budget \$739,249**

The spaces behind the grandstand were previously used as offices and activity areas but now used for storage due to the deterioration of the spaces. There is strong desire to reactivate these spaces for use by non-profit community organisation. A number of organisations have already indicated their interest in relocating to the space including:

- *RSL local branch*
- *A community radio station*
- *Rotary youth training and development hub*

16 - Condition Assessment for Litis Soccer Stadium Clubrooms

Date of Assessment:	13/01/2016
Assessor:	Nathan Sharpe & Jason Tan
Asset ID:	16
Building Name:	Litis Soccer Stadium Clubrooms
Address:	Britannia & Egina
Building Class:	Sporting Facility
Level of Service:	4
Assessment Level:	1
Tenanted:	No
Heritage Listed:	No
Internal Area (m2):	738.4



Construction:	Brick
Roof Type:	Flat
Disabled Access:	Yes
Residual Current Device:	Yes
Residual Current Device Checked:	No Records
Emergency Lighting:	No
Exit Signs:	Yes (7 Pce)
Fire Extinguishers:	Yes (5 Pce)
Fire Extinguishers last checked:	Jul-15
Fire Hose Reel:	No
Smoke / Heat Detector Alarm:	No
Fire Control Panel:	No
Security System:	Yes
Air Conditioner:	Reverse Cycle (Ducted / Split) and Evaporative
Asbestos Register:	None

Executive Summary

The Litis Soccer Stadium Clubrooms are located on the corner of Britannia Road and Egina Street in Mount Hawthorn. This building ID refers to the newer 2-storey Clubroom structure located beside the Litis Soccer Stadium Grandstand. The building has been assigned a Level of Service Hierarchy code of 4 due to its low significance and the fact that it is operated by a single user group. The general condition of this building is in fair condition.

Level of Service

The Litis Soccer Stadium Clubrooms is a major clubroom, canteen and function hall that is suitable for venue hire. There is stadium style seating provided at the oval end of the building. There is a large kitchen and bar that services the two function halls and there are toilets provided in the venue. The building is air conditioned with the majority of it being ducted evaporative air conditioning.

Component Group	Condition Range	Condition Average
External	1.5 - 4	2.5
Roofing	2.5 - 4.5	3
Windows	1 - 3	2
Doors	1 - 3.5	2.5
Floor	1.5 - 4.5	2.5
Ceilings	2 - 3	2
Internal	2 - 3	2
Bathrooms	2 - 4	3
Kitchen	2 - 4	3
Other	2 - 3.5	2.5
Laundry	NA	NA
Air Con	2	2
Electrical	1.5 - 4	2.5
Services	1 - 5	2
Hot Water	3.5 - 4	4
Garden	NA	NA

Statutory Requirements

The Litis Soccer Stadium Clubrooms has been deemed a multi-class 5.6 and 9b building due to the various functions within the building. It has an access ramp for disabled access purposes.

As this is a large building greater than 300m2 in area, emergency lighting is required to be installed in the upper level of the building. This has not been provided for this building. Exit signs are required to be installed at each exit door. A smoke detection system is required for this building and there are no smoke / heat detectors installed in this building.

The building has been deemed to have a Light class A fire risk and as such, sufficient quantities of fire extinguishers have been provided, according to the guidelines given in AS 2444.

Concerns

Areas of concern for this building:

- Some ceiling tiles are missing in the kitchen area, potentially allowing contaminants in.

17 - Condition Assessment for Litis Soccer Stadium Grandstand

Date of Assessment:	13/01/2016
Assessor:	Nathan Sharpe & Jason Tan
Asset ID:	17
Building Name:	Litis Soccer Stadium Grandstand
Address:	Britannia & Egina
Building Class:	Sporting Facility
Level of Service:	4
Assessment Level:	1
Tenanted:	No
Heritage Listed:	No
Internal Area (m2):	292.63



Construction:	Concrete with Metal Frame.
Roof Type:	Flat
Disabled Access:	No
Residual Current Device:	Yes
Residual Current Device Checked:	No Records
Emergency Lighting:	No
Exit Signs:	Yes (1 Pce)
Fire Extinguishers:	Yes (1 Pce)
Fire Extinguishers last checked:	Jan-96
Fire Hose Reel:	No
Smoke / Heat Detector Alarm:	No
Fire Control Panel:	No
Security System:	No
Air Conditioner:	Reverse Cycle (Wall Mount)
Asbestos Register:	Not on ACM Register

Executive Summary

The Litis Soccer Stadium Grandstand is located on the corner of Britannia Road and Egina Street in Mount Hawthorn. This building ID refers to the Grandstand structure itself including the adjoining function rooms, storage rooms and ground level gym within the envelope of the Grandstand structure. The building has been assigned a Level of Service Hierarchy code of 4 due to its low significance and low usage frequency. The general condition is in fair to poor condition.

Level of Service

The Litis Soccer Stadium Grandstand is a large Grandstand building with a function hall at the upper level, a gym and storage rooms in the lower level and a Grandstand with tiered stadium seating on the oval end of the structure. The building has no air conditioning facilities and an unserviceable bathroom and kitchen in the upper level.

Component Group	Condition Range	Condition Average
External	1.5 - 4	3
Roofing	2 - 2.5	2
Windows	3.5 - 4	4
Doors	3 - 5	4
Floor	2.5 - 5	3.5
Ceilings	3 - 4	3.5
Internal	2 - 5	3.5
Bathrooms	3.5 - 4	4
Kitchen	3.5 - 5	4.5
Other	1	1
Laundry	3.5 - 4	4
Air Con	5	5
Electrical	3 - 4.5	3.5
Services	3 - 5	4
Hot Water	NA	NA
Garden	NA	NA

Statutory Requirements

The Litis Soccer Stadium Grandstand is deemed a class 9b public assembly building. It has no special disabled access features.

As this is a building where the internal area is under 300m² per storey, no emergency lighting is required to be installed. Exit signs are required at each exit door. These have not been provided for the lower level of this building. A smoke detection system is required for this building and there are no smoke / heat detectors installed in this building.

The building has been deemed to have a Light class A fire risk, and as such, there are insufficient fire extinguishers located in the building according to the guidelines in AS 2444. It is recommended that 2 Fire Extinguisher (Small) White Band units are installed in these premises.

Concerns

Areas of concern for this building:

- Significant cracks in some grandstand concrete elements, which are currently cordoned off.
- Poor plumbing of air-conditioning drain pipe on upper storey. Poor practice and dropped object hazard.
- Rust discolouration on underside of grandstand concrete elements indicates that steel reinforcing is exposed to water ingress. Sealing required before rust penetrates further.
- Popcorn ceiling tiles sagging significantly in upper occasional gym area.
- Old GPO fitting in lower gym area is damaged, conduit is cracked.

18 - Condition Assessment for Litis Soccer Stadium Scoreboard

Date of Assessment:	13/01/2016
Assessor:	Nathan Sharpe & Jason Tan
Asset ID:	18
Building Name:	Litis Soccer Stadium Scoreboard
Address:	Britannia & Egina
Building Class:	Sporting Facility
Level of Service:	5
Assessment Level:	1
Tenanted:	No
Heritage Listed:	No
Internal Area (m2):	22



Construction:	Brick
Roof Type:	Flat
Disabled Access:	No
Residual Current Device:	Yes
Residual Current Device Checked:	No Records
Emergency Lighting:	No
Exit Signs:	No
Fire Extinguishers:	No
Fire Extinguishers last checked:	No
Fire Hose Reel:	No
Smoke / Heat Detector Alarm:	No
Fire Control Panel:	No
Security System:	No
Air Conditioner:	No
Asbestos Register:	Not on ACM Register

Executive Summary
 The Litis Soccer Stadium Scoreboard is located on the corner of Britannia Road and Egina Street in Mount Hawthorn. The building has been assigned a Level of Service Hierarchy code of 5 due to its low significance and low usage frequency. The general condition of this building is in poor condition.

Level of Service
 The Litis Soccer Stadium Scoreboard is a small building that houses the electrical and electronic equipment for the Scoreboard and the oval lighting. It is also used as a storage facility by the operators of the venue. There are no air conditioning, toilet or kitchen facilities in this building.

Component Group	Condition Range	Condition Average
External	1 - 3	2
Roofing	2 - 5	3.5
Windows	NA	NA
Doors	3	3
Floor	3	3
Ceilings	3.5 - 5	4.5
Internal	3.5 - 5	4.5
Bathrooms	NA	NA
Kitchen	NA	NA
Other	1	1
Laundry	NA	NA
Air Con	NA	NA
Electrical	2.5 - 4.5	3.5
Services	NA	NA
Hot Water	NA	NA
Garden	NA	NA

Statutory Requirements
 The Litis Soccer Stadium Scoreboard is deemed a class 10a non-habitable building. As such, smoke detection, emergency lights and exit signage is not required.
 The building is deemed to have a Light class E fire risk and as such there are insufficient quantities of fire extinguishers provided in this building. Consider supplying 1 Black Band (Small) class B fire extinguisher.

Concerns
 Areas of concern for this building:
 - Roof design and poor sealing leads to water pooling and eventual penetration through ceiling slab. Ceiling paint damaged on underside of are a where water pools.

19 - Condition Assessment for Litis Soccer Stadium Toilets (East)

Date of Assessment:	13/01/2016
Assessor:	Nathan Sharpe & Jason Tan
Asset ID:	19
Building Name:	Litis Soccer Stadium Toilets (East)
Address:	Britannia & Egina
Building Class:	Toilet Block
Level of Service:	4
Assessment Level:	1
Tenanted:	No
Heritage Listed:	No
Internal Area (m2):	151.07



Construction:	Brick
Roof Type:	Hip
Disabled Access:	No
Residual Current Device:	Yes
Residual Current Device Checked:	No Records
Emergency Lighting:	No
Exit Signs:	No
Fire Extinguishers:	No
Fire Extinguishers last checked:	No
Fire Hose Reel:	No
Smoke / Heat Detector Alarm:	No
Fire Control Panel:	No
Security System:	No
Air Conditioner:	No
Asbestos Register:	Schedule for Replacement (2012/13)

Executive Summary
 The Litis Soccer Stadium East Toilets are located on the corner of Britannia Road and Egina Street in Mount Hawthorn. The building has been assigned a Level of Service Hierarchy code of 4 due to its low significance and low usage frequency as these toilets are not opened to the general public. The general condition of this building is in fair to poor condition.

Level of Service
 The Litis Soccer Stadium East Toilets building is a male and female bathroom facility servicing the Litis Soccer Oval during events. There are toilet but no shower facilities in this building. This building is generally locked when there are no events taking place at the Oval and are not accessible by the public.

Component Group	Condition Range	Condition Average
External	2.5 - 3	3
Roofing	3 - 4	3.5
Windows	3 - 4.5	4
Doors	3.5	3.5
Floor	3.5	3.5
Ceilings	3.5	3.5
Internal	2 - 3.5	2.5
Bathrooms	2.5 - 4.5	3.5
Kitchen	NA	NA
Other	1	1
Laundry	NA	NA
Air Con	NA	NA
Electrical	3 - 4.5	3.5
Services	NA	NA
Hot Water	NA	NA
Garden	5	5

Statutory Requirements
 The Litis Soccer Stadium East Toilets is deemed a class 10a non-habitable building. As such, smoke detection, emergency lights and exit signage is not required.
 The building is deemed to have a minimal fire risk and as such, fire extinguishers are not required.

Concerns
 Areas of concern for this building:
 - Some reinforced louvered windows are missing. The remaining broken window components present a dropped object hazard.
 - Poorly repaired cracks to ceiling could be just temperature-related roof structure flex.

20 - Condition Assessment for Litis Soccer Stadium Toilets (West)

Date of Assessment:	13/01/2016
Assessor:	Nathan Sharpe & Jason Tan
Asset ID:	20
Building Name:	Litis Soccer Stadium Toilets (West)
Address:	Britannia & Engina
Building Class:	Toilet Block
Level of Service:	4
Assessment Level:	1
Tenanted:	No
Heritage Listed:	No
Internal Area (m2):	122.2



Construction:	Brick
Roof Type:	Hip
Disabled Access:	No
Residual Current Device:	Yes
Residual Current Device Checked:	No Records
Emergency Lighting:	No
Exit Signs:	No
Fire Extinguishers:	No
Fire Extinguishers last checked:	No
Fire Hose Reel:	No
Smoke / Heat Detector Alarm:	No
Fire Control Panel:	No
Security System:	No
Air Conditioner:	No
Asbestos Register:	Schedule for Replacement (2012/13)

Executive Summary
 The Litis Soccer Stadium West Toilets are located on the corner of Britannia Road and Egina Street in Mount Hawthorn. The building has been assigned a Level of Service Hierarchy code of 4 due to its low significance and low usage frequency as these toilets are not opened to the general public. The general condition of this building is in fair to poor condition.

Level of Service
 The Litis Soccer Stadium West Toilets building is a male and female bathroom facility servicing the Litis Soccer Oval during events. There are toilet but no shower facilities in this building. This building is generally locked when there are no events taking place at the Oval and are not accessible by the public.

Component Group	Condition Range	Condition Average
External	2.5 - 3.5	3
Roofing	2 - 4	3
Windows	3 - 4	3.5
Doors	4	4
Floor	3.5	3.5
Ceilings	2	2
Internal	2 - 3.5	2.5
Bathrooms	2.5 - 4	3.5
Kitchen	NA	NA
Other	1	1
Laundry	NA	NA
Air Con	NA	NA
Electrical	3 - 3.5	3
Services	NA	NA
Hot Water	NA	NA
Garden	2 - 3.5	3

Statutory Requirements
 The Litis Soccer Stadium West Toilets is deemed a class 10a non-habitable building. As such, smoke detection, emergency lights and exit signage is not required.
 The building is deemed to have a minimal fire risk and as such, fire extinguishers are not required.

Concerns
 Areas of concern for this building:
 - Gutter are overflowing with debris from overhanging trees.
 - Some reinforced louvered windows are missing. The remaining broken window components present a dropped object hazard.
 - Significant horizontal crack in northern wall along mortar line.
 - Toilets in poor state of repair: cistern and base leaks, no flush.

21 - Condition Assessment for Litis Soccer Stadium Turnstile Building

Date of Assessment:	13/01/2016
Assessor:	Nathan Sharpe & Jason Tan
Asset ID:	21
Building Name:	Litis Soccer Stadium Turnstile Building
Address:	Britannia & Engina
Building Class:	Sporting Facility
Level of Service:	4
Assessment Level:	1
Tenanted:	No
Heritage Listed:	No
Internal Area (m2):	166.95



Construction:	Brick
Roof Type:	Hip
Disabled Access:	No
Residual Current Device:	No
Residual Current Device Checked:	NA
Emergency Lighting:	No
Exit Signs:	No
Fire Extinguishers:	No
Fire Extinguishers last checked:	No
Fire Hose Reel:	No
Smoke / Heat Detector Alarm:	No
Fire Control Panel:	No
Security System:	No
Air Conditioner:	No
Asbestos Register:	Schedule for Replacement (2013/14)

Executive Summary
 The Litis Soccer Stadium Turnstile Building is located on the corner of Britannia Road and Egina Street in Mount Hawthorn. The building has been assigned a Level of Service Hierarchy code of 4 due to its low significance and low usage frequency. The general condition of this building is in poor condition.

Level of Service
 The Litis Soccer Stadium Turnstile Building is an old building that used to house the ticketing, and turnstile public entry into the venue. There are no toilet or kitchen facilities in this building and there is no air conditioning available. The building is now used for storage purposes as tickets are no longer being sold for this venue.

Component Group	Condition Range	Condition Average
External	1.5 - 4	2.5
Roofing	3 - 4	3.5
Windows	2.5 - 4.5	4
Doors	3 - 4.5	4
Floor	2	2
Ceilings	3.5 - 4	4
Internal	2 - 4.5	3.5
Bathrooms	NA	NA
Kitchen	NA	NA
Other	1	1
Laundry	NA	NA
Air Con	NA	NA
Electrical	4 - 5	4.5
Services	NA	NA
Hot Water	NA	NA
Garden	NA	NA

Statutory Requirements
 The Litis Soccer Stadium Turnstile Building is deemed a class 10a non-habitable building. As such, smoke detection, emergency lights and exit signage is not required.
 The building is deemed to have a minimal fire risk and as such, fire extinguishers are not required.

Concerns
 There are no specific causes for concern in this building.

