
FACILITIES STRATEGIC PLAN 2014-2024

GROW, DEVELOP AND PROMOTE:
creating sustainable football facilities



GROW, DEVELOP AND PROMOTE: CREATING SUSTAINABLE FOOTBALL FACILITIES



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1. Welcome

Football NSW (FNSW) is committed to being a unifying leader promoting the global appeal of football in NSW and supporting FFA in making Australia a world class football nation.

To achieve our vision, we will grow, develop and promote the game by supporting our members, stakeholders and the football family through effective governance, strong leadership, transparent communication, professional administration and clear strategic direction.

Our members face real challenges at all levels of the game to access enough facilities of the right quality to play. They have called for better resources and guidance in relation to accessing, maintaining and developing facilities.

We acknowledge improved facilities guidance is critical to adding value to our members. Facilities underpin our ability to make a world class football nation and to consistently improve football excellence.

Facilities not only enable growth in the game, they also enable broader community development. Ensuring communities have adequate spaces where people can actively and safely engage in sport and recreation can provide improved social, health, educational and cultural outcomes for all.

For these reasons, we are committed to providing leadership to our football community through our FNSW Facilities Strategy and to build partnerships and facilities in a sustainable way.

On behalf of myself and the team at FNSW, we wish to thank our football community for their contributions and participation in our strategic planning process. This includes contributions from Associations, Clubs, Players, FFA, Federal, State and Local Government agencies and sport facility service providers.

We look forward to continuing our work together to realise the potential of this Facilities Strategy moving forward.

Eddie Moore

Chief Executive Officer
FOOTBALL NSW LIMITED

ENABLING PLAY WITH APPROPRIATE
FACILITIES FOR FOOTBALL

2. Purpose

The purpose of this FNSW Facilities Strategy is to set out our long term vision and plan to grow, develop and promote facilities to support football at all levels.

The facility challenges faced today by Associations and Clubs are varied. Each responds to their challenges in unique ways, sometimes with mixed results.

Through this strategy FNSW, will provide support to enable local challenges to be resolved locally through a consistent approach.

Therefore, it is critical to ensure that we grow, develop and promote our facilities knowledge, capability, partnerships and our approach to planning and delivering facilities in a sustainable way.

Our strategy must be clear. The guidance we provide must be made on a consistent and continual basis to provide positive impacts to help our community meet their local challenges.



GROW, DEVELOP
AND PROMOTE
OUR FACILITIES
KNOWLEDGE,
CAPABILITY,
PARTNERSHIPS
AND OUR
APPROACH TO
PLANNING AND
DELIVERING

3. Goals and Objectives

To grow, develop and promote our facilities we have set out the following four goals:

A. Grow, develop and promote **our knowledge of facility needs and requirements**

- Collating and understanding MyFootballClub player, coach and referee information to identify demand needs for all levels of football (i.e.: Premier Leagues, Grassroots, Women's, State Leagues and Futsal, etc).
- Understanding population and community impact trends.
- Enabling consistent facility audits and review.
- Defining facilities needs, requirements and benchmarks for all levels.
- Defining alternative facility use opportunities.
- Identifying grant and funding options.
- Developing information and platforms to share and leverage our knowledge (i.e.: audit surveys, satisfaction surveys, GIS mapping tools, facility design templates and manuals, planning and development templates and manuals).

B. Grow, develop and promote **our capability to meet our local facility challenges**

- Building a knowledge network within the football community where our members can mentor and support each other.
- Facilitating design, planning and development information sessions and workshops for the football community, administration staff and volunteers. Combined with all tiers of Government undertaking facility planning and development activities.

C. Grow, develop and promote **our approach to planning and developing facilities**

- Encouraging Associations and Clubs to develop their long term facilities' business plans.
- Providing facility licensing, upgrade and development guidelines.
- Developing Association and Club facilities planning templates and upgrade/development cases studies.

D. Grow, develop and promote **our partnerships with the football community, Government, sponsors and suppliers**

- Engaging with Associations and Clubs to maintain information, plan and deliver facility improvements.
- Engaging with the different levels of Federal Government, State Government and Local Government (Councils) to advocate access, funding, ownership, maintenance and development issues, needs and opportunities.
- Engaging with schools, universities and other potential facility providers to understand and promote alternative facilities use opportunities.
- Engaging with other sports to understand alternative facilities use opportunities.
- Engaging a facilities manager that can be accessed by the football community.
- Establishing supplier networks that can be accessed by the football community.
- Building partnerships and sponsorship to support facility and game development.



GOALS TO MEET LOCAL FACILITY CHALLENGES

ASSOCIATIONS
AND CLUBS
NEED SUPPORT
TO MEET THEIR
LOCAL FACILITY
CHALLENGES TO
ENSURE WE HAVE
APPROPRIATE
PLACES TO PLAY



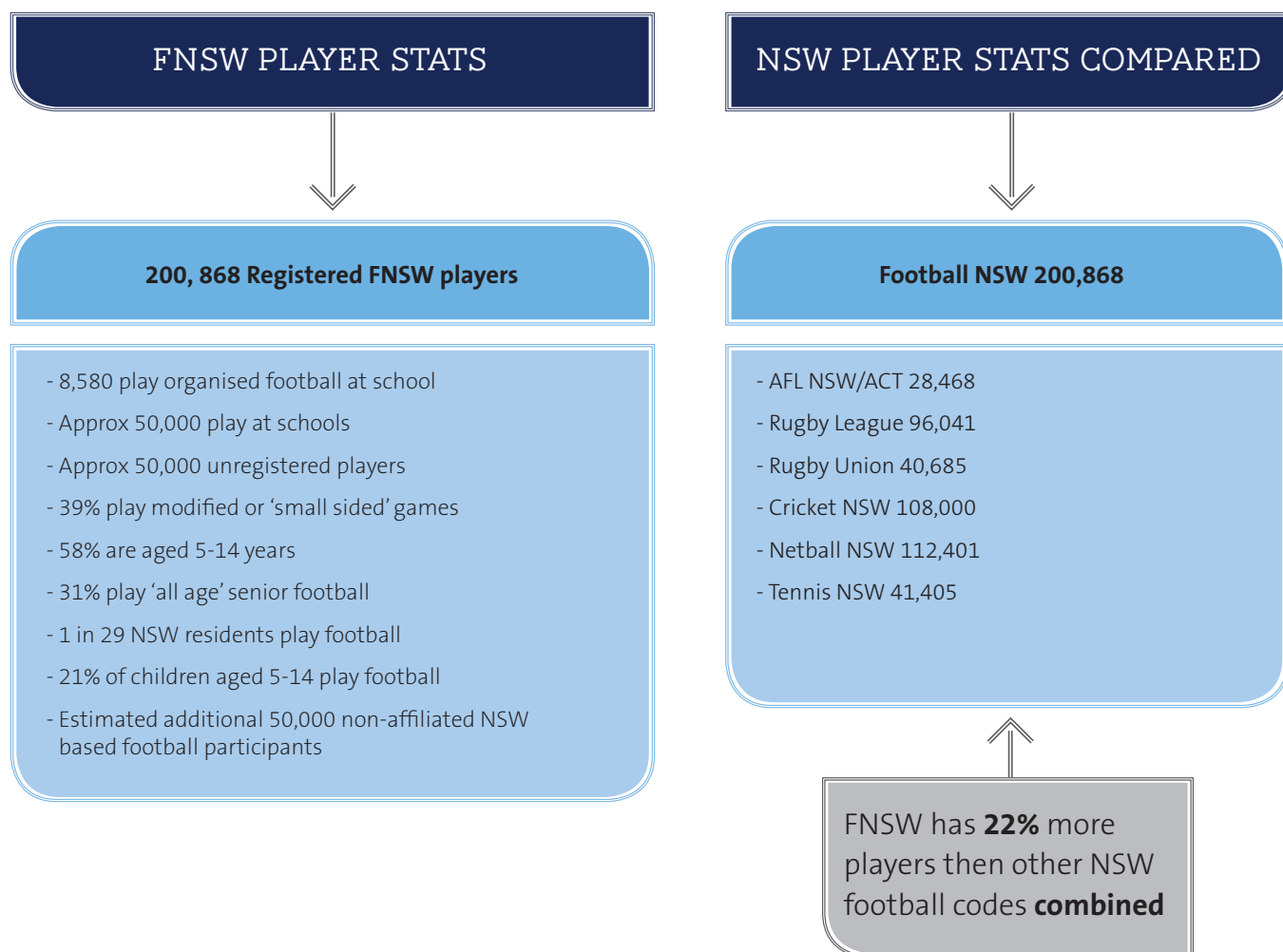
4. Importance of Football

Football is Australia's most popular sport with 474,000 registered players and a reported 1.7 million participants. It is also the most popular sport in NSW with 1 in every 29 residents playing. Its worldwide appeal makes it a vehicle to support the development of inclusive communities.

FNSW has 200,868 registered players and the reach of football extends into the broader community and offers many benefits to:

- Develop education, skills and values that build personal, social and leadership capability that can lead to reduced crime, health, safety, education and social risks.

- Promote healthy and active lifestyles through regular physical activity reducing health risks to individuals.
- Promote inclusivity and grow communities to foster community based mentoring reducing cultural, gender and social-economic barriers.



4.1 FNSW's Footprint

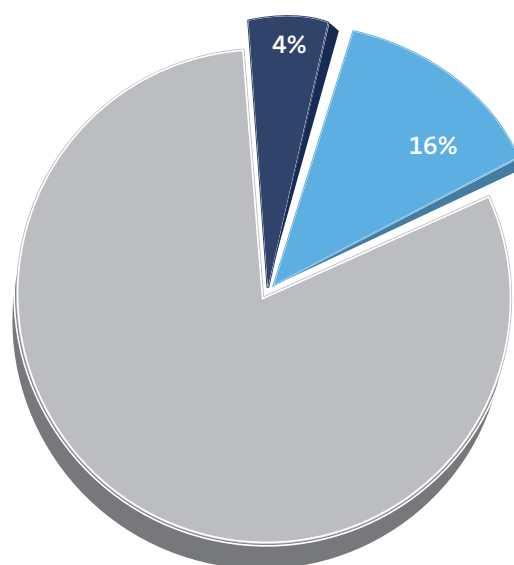
The FNSW football footprint dominates the national playing base with 45% of Australian football players being members of FNSW in 663 Clubs within 16 Metropolitan Associations and 3 regional branches.

This equates to approximately 4% of the population within FNSW's jurisdiction that actively participate in FNSW Associations and Clubs (players, referees, coaches and administrators). The broader community participation in football as a fan and/or supporter is estimated at an additional 16% of the population within FNSW's jurisdiction.

FNSW has an impressive registered player base that is 22% greater in size than all the other football codes in NSW combined (i.e.: AFL, Rugby League and Rugby Union).

Further, approximately 20% of children play football which is greater than the other 'winter outdoor sports' combined (i.e.: AFL, Rugby League, Rugby Union, Netball and Hockey).

These figures do not capture people playing recreational football or who participate in non-registered competitions and other forms of the game.



- Population - FNSW Club / Association Participants
- Population - Football Community Participants
- Population - Non-Football

FOOTBALL IN THE COMMUNITY



4.2 Grassroots to Premier League Football Facilities

The football community is reliant on facilities that are largely provided by local Councils who own, maintain and develop sites and their facilities.

Across FNSW Associations and Clubs there are over 700 sites that include 1,650 individual grounds. Each Association and Club has a unique demographic and set of issues relating to football facilities.

Across the State there are rural, regional and metropolitan Associations and Clubs. Some are in high growth areas that provide open space for new facilities. Some are within highly urbanised areas that have limited free space. Some are running at the full capacity of their facilities and are turning players away, whilst others have capacity to meet demand but need to renovate and redevelop facilities that have reached the practical end of their life.

The facility challenges faced today are varied and members respond to their unique challenges in unique ways which often presents mixed results.

The wide variety of challenges means that this strategy must provide a central plan and implementation framework with State-wide policies and common tools. These must be able to be locally implemented by Associations, to meet the myriad of different needs of the football community.

Facility planning, design, funding and construction require resources to complete. The economics of football are such that the options to source funding are limited, where a significant source of funds for capital works comes from Government grants and sponsorship. However, the remainder must be sourced from the large number of players and participants in a practical and sustainable way.

ASSOCIATIONS
FACE UNIQUE
SITUATIONS
AND THEREFORE
FACILITIES
ARE MANAGED
DIFFERENTLY
TO MEET THEIR
CHALLENGES...



MEETING LOCAL CHALLENGES

CURRENT STATUS*

TYPE

- 99.5% of pitches are natural turf
- 8-10 artificial pitches existing/near completion

QUANTITY

- 700 sites
- 1,650 pitches

CONDITION

- 39% good
- 52% fair
- 9% poor

SITE CHARACTERISTICS*

KEY ISSUES

- 38% have drainage issues
- 34% have no irrigation
- 54% are not fenced
- 96% have no undercover seats
- 34% have no change rooms
- 17% have inadequate change rooms
- 43% have no female/unisex change rooms

EXCLUSIVE USE OF PITCHES*

- 25% are not shared with other sports
- 67% shared with a summer sport
- 25% are shared with a winter sport

LIGHTS*

- 506 pitches (35%) have no lights
- 587 pitches have 50 lux (training quality) lighting
- 261 pitches have 100 lux lighting
- 42 pitches have 150 lux lighting
- 43 pitches have 200 lux lighting
- 6 pitches have 500 lux (broadcast quality) lighting

* Site audit data has been compiled from the FFA 2010 Facilities Audit.

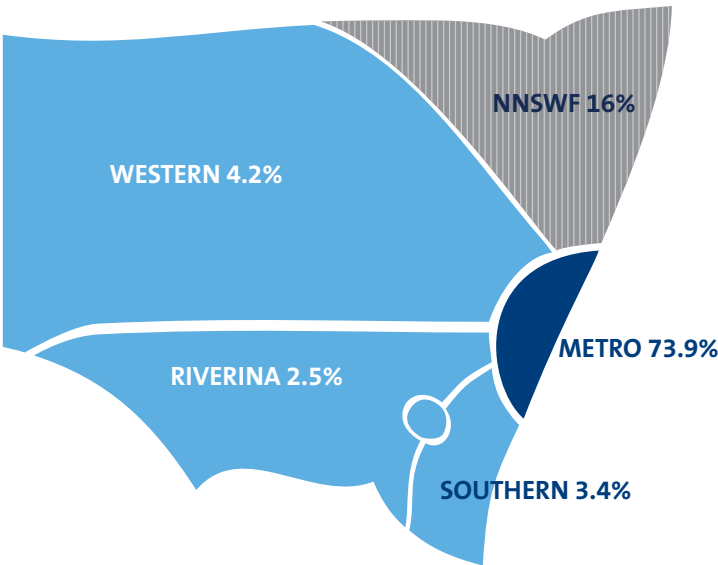
4.3 NSW Population and Football

The population of NSW is 7.2 million. By 2056 it is estimated that it will grow to 10.2 million. The Greater Sydney region alone comprises 64% of the population and will account for the majority of future growth seeing it almost double from 4.6 to 7 million.

FNSW's Associations and Clubs facilitate football within areas that account for 6.1 million (84.7%) of the population, by 2056 they will service 8.8 million people (86.3%).

To maintain the current ratio of football pitches per head of population in NSW, this would require an additional 246 new pitches across the State by 2026 (19 new pitches per year) or 607 new pitches across the State by 2056 (14 new pitches per year).

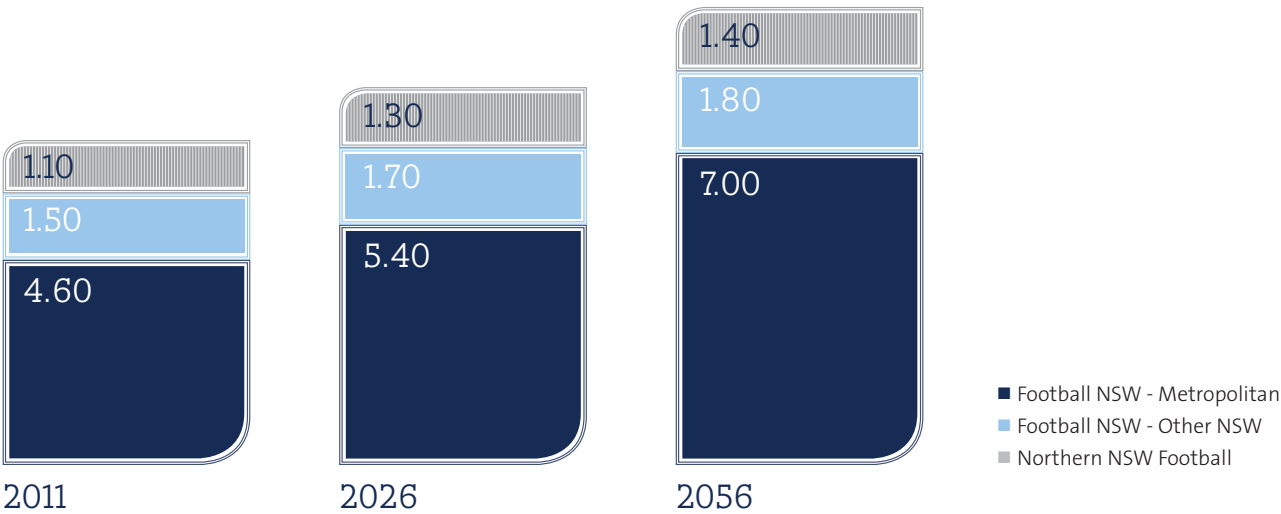
An extensive network of volunteers support football and perform an array of activities including; administration, game facilitation and managing facilities. In order to grow football, maintain existing facilities and develop new facilities, they need support to meet their local challenges and have places to play.



The largest population impact area for football in NSW is the Metropolitan Sydney region. Not only does it cater for 73.9% of FNSW's player base but the projected growth for the population will be most intense in the Greater Sydney area within the region. The local affect will be magnified:

- Many inner city Associations are at capacity and in some instances are turning away players as there is limited or no available green space left to develop new football pitches.
- Many outer suburban Associations have high levels of demand and in some cases are fortunate to have opportunities to develop new facilities as new land releases become available.
- Some Associations have access to poorly maintained facilities and/or facilities that have outlived their practical life and require significant investment to improve their condition.

Population Growth – NSW (Millions)



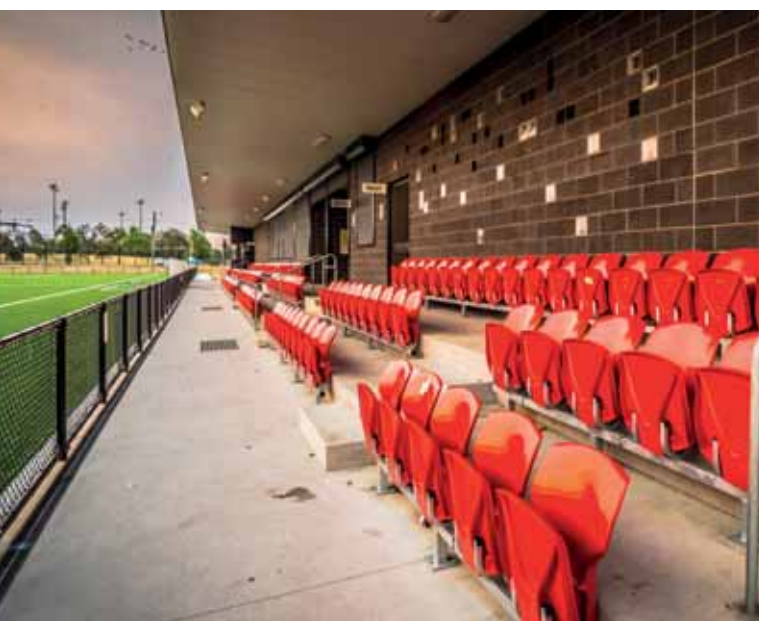
LOCAL CHALLENGES AND GROWING CONCERNS

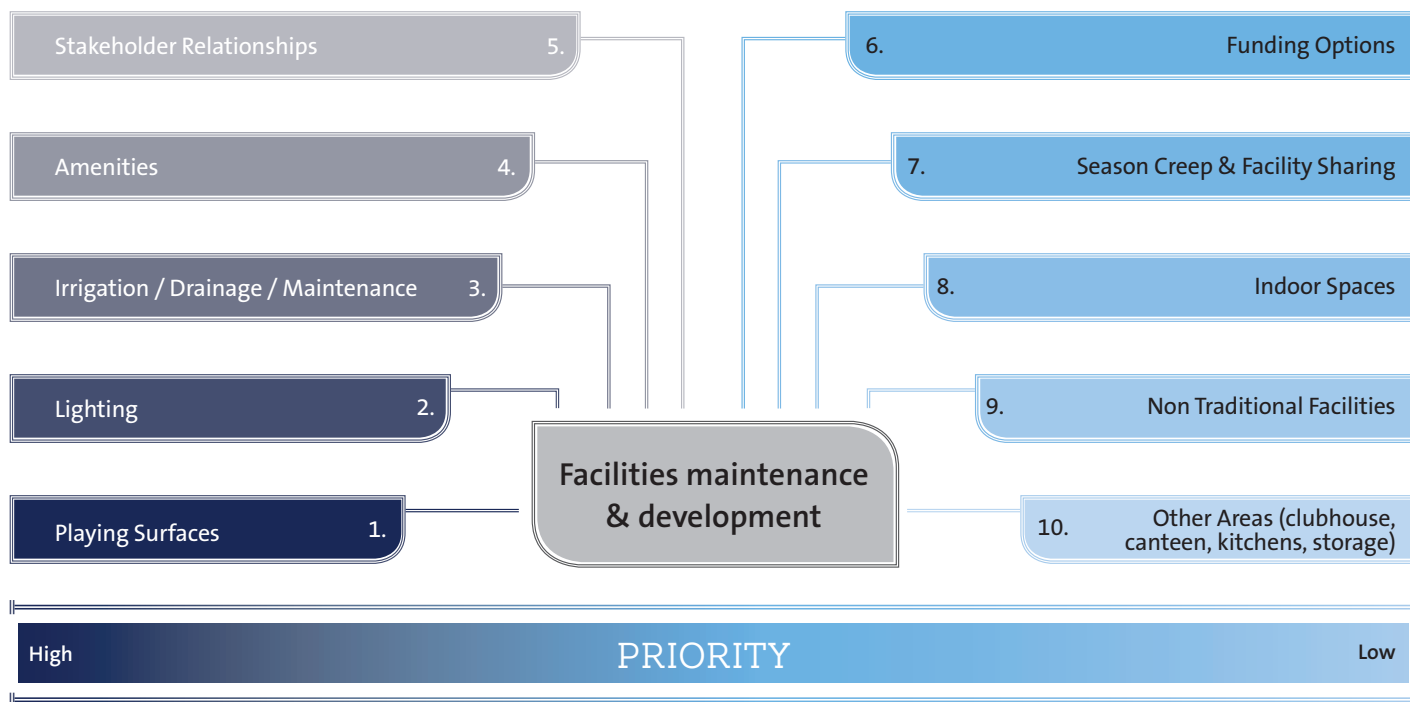
5. What Matters

- Players need access to local facilities of appropriate standards...
- In many areas demand outstrips availability....
- Options to build new facilities or to increase the intensity of use of existing facilities, must be investigated, planned and implemented...
- This will worsen as the population continues to grow...
- Need to audit and benchmark existing facilities...
- Need to define the appropriate 'facility standards'...
- Need to achieve and maintain 'facility' standards appropriate to each level of football...
- Need long term facility management plans...

35% OF PEOPLE
WHO PARTICIPATE
IN ORGANISED
SPORT OR
PHYSICAL
RECREATION
ACTIVITIES USE
PUBLIC PLAYING
FIELDS AND OVALS

(SOURCE: ABS JUNE 2013)





FACILITIES AND THE TIERS OF FOOTBALL



5.1 Football Facility Tiers

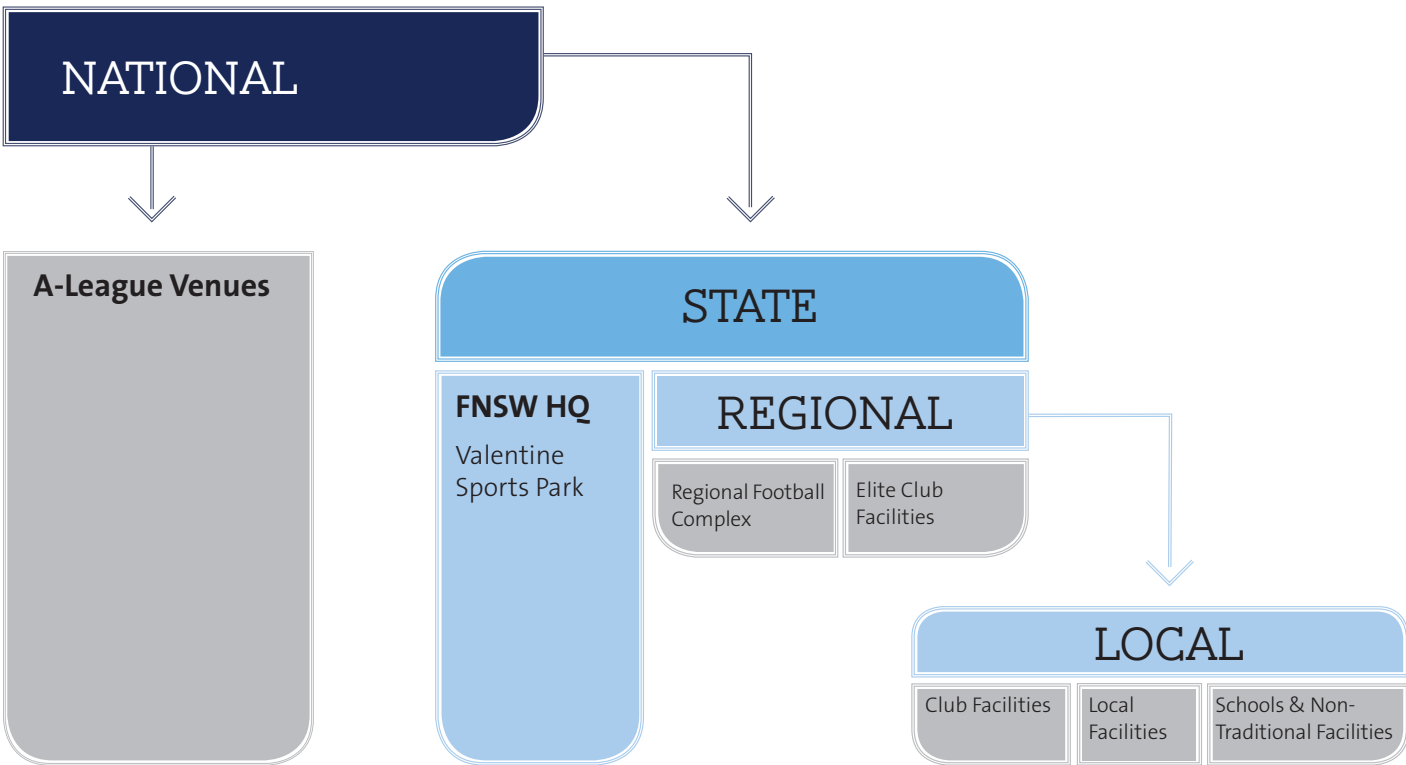
Football facilities must appropriately support the different needs of each tier of football. The challenge is to provide facilities effectively and within the limitation of our resources, available facilities and networks.

The FNSW Facilities Strategy aims to deliver a mix of facilities to suit the range of programs and competition requirements needed to meet player participation growth and changing trends. This will provide; the greatest opportunity to play, a good football experience and let members enjoy the sport at their preferred level.

FNSW will set benchmarks to guide facility development for the tiers of football. These benchmarks will identify the appropriate facility requirements that are scalable to the needs of the game, whilst providing a practical framework to meet increasing demand pressures on scarce resources, facilities and available development funds.

Outside of the traditional facilities identified below, FNSW will also investigate options for using non-traditional and indoor facilities to support its current and future programs for both traditional and non-traditional forms of the game.

Where Clubs and Associations contribute to the funding of development then appropriate access and sharing terms should be reflected in leasing arrangements.



Facility Hierarchy | Approx # Purpose

National	A-League	2-3
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Professional level football games.

State	FNSW	1
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Headquarters for football in NSW and a centre of excellence for sports. Multipurpose sporting complex for hosting competitive fixtures, gala days and training programs and used throughout the year by the FNSW Institute Squads and Technical Department.

Regional	Regional football complex	20
	Elite club facilities	50

Home grounds for an Association.

These facilities are normally a complex able to host large gala days, talent camps, holiday camps and regional final days.

Home grounds for teams in FNSW elite men's and women's competitions for: Premier League 1, Premier League 2, State League 1 and State League 2.

Local	Club facilities	700+
	Local Facilities	1500+
	Schools & Non-Traditional	40 +++++

The Club 'home ground'. Provides a base for club competition, administration and training.

The many basic parks and pitches where football is played. Suitable for all forms of football; junior, senior, men's and women's.

Alternative sites for football to meet demand. Can be training sites for 11-a-side football or training and competition for small-sided, futsal or 6-a-side.

These facilities are currently under utilised and FNSW will investigate to understand the suitability and opportunity to use these facilities for football.

Features

First class facility for players and spectators. Full broadcast lighting.

2 Artificial fields, 3 turf fields, 60 room accommodation, dining hall, multi-purpose indoor sports centre with full size FIFA court and stadium seating, FNSW Administration, education learning centres, café, pool , function space, and onsite parking.

Several good quality pitches, quality lighting (150-200 lux), amenity blocks, a club house, access to PA systems, canteen and good quality grass or synthetic surfaces.

Normally located centrally to local schools and can be easily accessed.

Competition and training ground that is fenced, with small levels of stadia seating, multiple toilets, 200 lux lighting, club house and excellent synthetic/natural turf surfaces.

Note: Facility quality varies between Tier 1 for Premier League facilities and Tier 2 for State League facilities.

Competition and training ground, change rooms, toilets, clubhouse and canteen, lighting (50-150 lux). Pitch typically natural turf, ideally well drained and irrigated.

Minimum is flat grass with lines and goals. Ideally includes; lighting (50-100lux), drainage and irrigation (natural) or artificial surface, change rooms, toilets, parking, clubhouse or canteen.

Indoor halls, tennis courts, bowling greens and other open spaces suitable for training or playing modified versions of football.

School facilities are an option requiring permission from the Headmaster. School grounds typically do not have sufficient lighting and have poor surfaces.

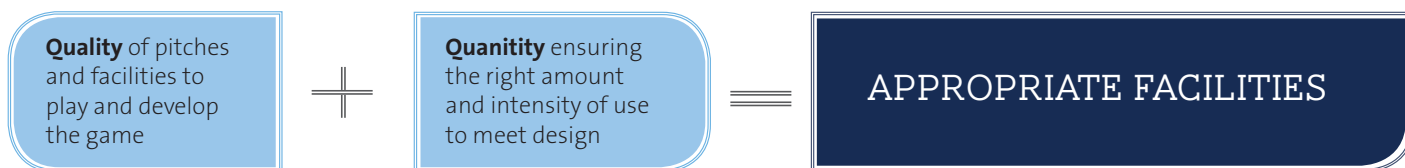
5.2 The Right Quantity of Appropriate Facility Types

To ensure we have the right quantity of the appropriate types of facilities to meet demand now and in the future, we must increase the intensity of use of existing facilities or develop additional new facilities. Key facility elements that impact the intensity of use include:

- **Playing surface**
(natural vs. artificial turf – increased playing time)
- **Susceptibility to weather**
(drainage, irrigation and artificial surfaces – less ‘down time’)
- **Lights**
(new or improved lights - increased playing time, more training facilities)
- **Increased/improved change rooms and facilities**
(ability to accommodate female players and more male and female players)
- **Clubhouse and canteens**
(provides options for amenity, income and improved administration)
- **Alternative facility options**
(school facilities, indoor and 6 a-side forms of the game)
- **Access and shared use** by football (increasing playing time)
- **Facilities Planning and Development**
(Local Association & Club long term plans for facility replacement/ upgrade / new development)
- **Improvement of facility partnerships and sponsorship**

THE QUALITY
AND QUANTITY
OF APPROPRIATE
FACILITIES WILL
UNDERPIN THE
SUCCESS OF
OUR FACILITIES
STRATEGY





5.3 The Quality of Facilities

The quality of pitches and facilities and their lifecycle determine the players experience and influence the ability for players and teams to strive for excellence. Quality is affected by:

- Durability and condition of playing surfaces (type of surface and its condition to support training, development and competition)
- Susceptibility to weather and pitch damage (drainage and type of playing surface affects amount of wear and tear/wet weather damage)
- Lights and night access (type of games, broadcast for premier night competition, security and safety of players)
- Development costs and whole of lifecycle maintenance costs (balance between facility quality, capital costs, maintenance costs and the 'cost to play')
- Ownership and leasing (outright ownership/long leasing provides incentive for clubs and Associations to maintain and improve facilities)
- Maintenance (irrigation, drainage, surface condition, facilities safety and compliance)

MEETING DEMAND AND ENSURING QUALITY

5.4 Durability of the Playing Surface

The durability of the playing surface is a key factor in the quality of football facilities. Football can ultimately be played without many facilities but a flat, marked pitch with goal posts is fundamental. 99.5% of all pitches are currently natural grass.

This is appropriate as grass is soft, generally well suited to the Australian climate and if well maintained, is a perfect playing surface. However, natural grass is prone to wear and tear. Areas of high traffic such as the goal square tend to wear faster than the rest of the ground and recover more slowly. Once sections are worn the surface is of a lower quality than the target standards.

Also, grounds that are shared with cricket will always suffer with the centre turf wicket wearing faster than the remainder of the ground.

Natural grass and its susceptibility to wear, mean that it cannot maintain the same intensity of use of an artificial grass surface. Therefore, Councils and ground owners will limit the amount of use to enable the grass to recover and grow.

Anecdotal evidence is that some Councils limit playing time to around 30 hours per week for natural turf pitches to try and maintain the quality of the playing surface. Most natural grass pitches will require returfing or patching and this is generally done between the summer and winter sport seasons.

Grounds that have an artificial surface do not suffer the same issues as natural turf, whilst they do wear over time, they do provide a higher quality pitch surface at a higher intensity of use. The warranty of many leading artificial turf brands limits use to 60 hours per week (approximately double that of natural grass).



QUALITY PITCHES ENABLE SPORT PARTICIPATION AND PROVIDE THE BEST POSSIBLE OUTCOMES FOR MEMBERS AND THEIR COMMUNITIES

5.5 Susceptibility to Weather

Poor drainage and wet weather increase the susceptibility to damage affecting the quality of the natural turf pitch and will generally cause the grounds to be closed rather than risk widespread damage that cannot be easily repaired. Currently 38% of existing grounds have drainage issues.

Also, in areas of low rainfall, grounds without irrigation are susceptible to damage as the grass succumbs to lack of water. Currently 34% of football facilities have no irrigation.

Both drainage and irrigation are two fundamental elements of a football facility that contribute significantly to its quality.



PLAYING SURFACES CONDITIONING AND USE

ARTIFICIAL TURF IMPROVING USE



5.6 Artificial Turf (Synthetic Surfaces)

Artificial turf can be played on intensively and extensively throughout all weather conditions which can significantly increase the number of active people within a community. This supports the achievement of improved sustainable social, health, environmental and economic benefits for the community.

It is estimated that over 10 years the use of an artificial turf pitch is 56% more cost efficient per hour of use due to its utilisation capability. This can be improved over a longer life span of 25 years where it is estimated to be up to 61% more cost efficient.

Artificial turf solutions may not be suitable for all grounds; however, for those that are intensively used the use of artificial turf instead of natural turf is significantly more cost effective over the life cycle of the facility.

5.7 Benefits of Artificial Turf

The benefits of the use of artificial turf (synthetic surfaces) include the provision of:

- High quality and consistent surfaces to support skills development and play.
- Improved participants' physical health and conditioning as they can play more often on a safer surface.
- A more tolerant surface to adverse weather conditions that requires little or no irrigation and can be used as a water catchment facility to aid irrigation.
- Reduced player illness and injury as it does not contain fertiliser or organic contaminants and rubber granular infill can reduce the force of impact.
- Reduced environmental drainage impacts on natural landscapes as it does not contain fertiliser or organic contaminants.
- Lower comparative maintenance requirements which can reduce ownership costs.
- Increased intensity of use by up to 3 times that of natural turf supporting increased participation rates and revenue opportunities.

MAXIMISING
QUALITY PLAY
OPPORTUNITIES
x3, IMPROVING
REVENUE
STREAMS FOR
FACILITIES AND
IMPROVING
THE USE OF
FACILITIES

AMENITIES AND BASIC INFRASTRUCTURE



5.8 Lights

Lights are a very important element of a football facility. As a winter sport football is played when daylight hours are short and there is no daylight saving. So, whilst matches are generally played on the weekends during daylight, training occurs mid-week later in the day (after school and work) when it is dark.

Lights enable a ground to be used for training and all teams from junior through to senior train at least once and often twice per week. Therefore lights are fundamental to the quality of a ground.

Currently 35% of pitches have no lights and this is a simple way to improve the quality of a large number of facilities. For those grounds that do have lights even the type of lights affects the quality of football use.

The lux levels determine what form of game or training can occur and the type of light pole often affects simple things like maintenance. E.g. it is not simple to change a single light bulb on a standard light pole but a broken bulb can drastically affect the quality of the lighting system. Newer lighting systems with 'dipping poles' make maintenance simpler.

Further, newer technologies such as LED lighting solutions offer significant efficiency and power usage benefits.

5.9 Change Rooms and Other Facilities

Change rooms and toilets are a fundamental facility for football grounds. It is a basic health requirement to provide suitable toilets (male/female and disabled) at a public gathering place such as a football ground.

Change rooms are more important for senior football grounds than for junior football grounds but are again a basic health, safety and hygiene requirement for playing football.

34% of existing football grounds do not have change rooms; of grounds that do have change rooms 17% are considered inadequate; and 43% of existing football grounds do not have unisex or women's change room facilities.

Adding and upgrading change rooms and toilets, particularly to accommodate the growing popularity of women's football and the legislative requirements to provide accessible facilities, should be areas of focus for future football facility development plans.

5.10 Clubhouses and Canteens

Clubhouses and canteens are basic elements of a football club. They provide the infrastructure to store equipment, serve food and beverages (which is an important source of income), conduct administration and provide a home for the club where memorabilia and awards can be displayed and club members can meet and be social.

In essence a football club is not really a club until it has a club house and this is an important quality measure of football facilities. More sophisticated clubs have bars and restaurants but generally for grassroots football a very simple structure is all that is required.

IMPROVING THE ACCESSIBILITY OF FACILITIES FOR ALL

5.11 Key Government Stakeholders

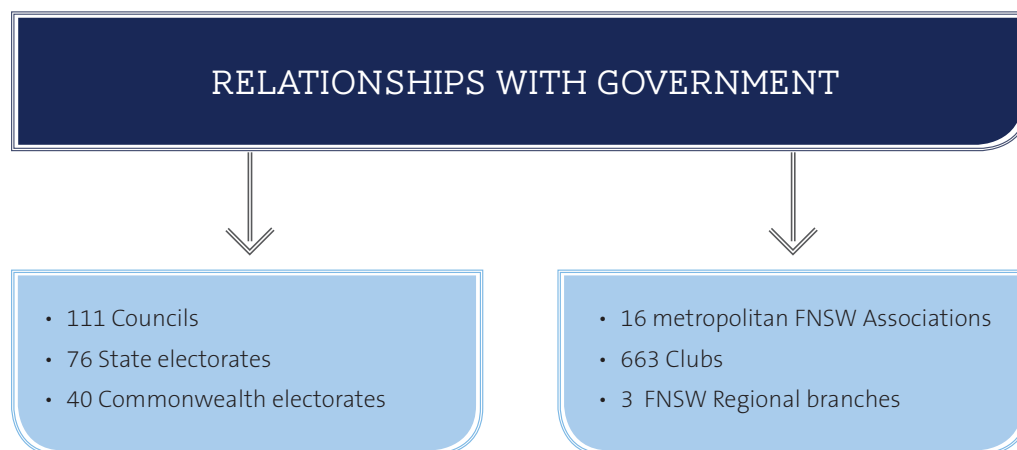
The Office of Communities assists the people of NSW participate in sport and recreation, and their vision is to have a community that uses sport and recreation to improve its well-being. The Office of Communities also recognises the holistic benefits of sport and provides financial assistance in the form of Government grants each year to help build and develop sporting facilities, nurture sporting talent and develop the sport and recreation industry.

Local Government Authorities (Councils) are critical facility stakeholders. They comprise the largest group who own and invest in facilities used by Associations and Clubs.

Many Associations have identified they are at capacity and together with Councils, face a potential crisis that is related to the demand, access and availability of sporting grounds within many metropolitan Sydney Councils. With little or no more green space releases Councils are looking for alternative options to meet the booming demand for sporting fields, especially the increasing need for more football grounds.

Where Associations and Clubs partner with Government to develop and upgrade facilities, appropriate sharing rights should also be negotiated within licensing arrangements.

LEVERAGING OUR KNOWLEDGE TO ADD VALUE TO UPGRADE AND DEVELOPMENT PROJECTS





FINDING SOLUTIONS WITH GOVERNMENT

5.12 FNSW's work with Government

It is important that FNSW continues to work with all levels of Government providing solutions to meet demand that:

- Build holistic relationships with Councils and advocate facility and upgrade solutions.
- Integrate FNSW Association and Club facility plans with Council sports and recreation facility strategies and share resources and knowledge.
- Promote the importance of football and its positive impacts on the community.
- Ensure football facility proposals embrace a holistic approach with benefits not just for the football population but for all users of the facility.
- Understand the impact of the restructure of Councils that may be merged into 'super councils' and how this may affect future sports developments.
- Work with Council to find practical solutions to meet demand for the allocated sporting grounds in areas with limited green space and areas where restrictions have been placed on facility development and access for night training.
- Assist to provide contacts and expertise on synthetic surfaces to help overcome demand and pressures on green space.
- Promote the use of non-traditional types of facilities that football can be played on, including bowling greens and tennis court centres.

5.13 Development and Lifecycle Costs

Development and lifecycle costs are important considerations in the quest to provide good quality appropriate football facilities and must be considered over the long term, whole of life of each asset and facility.

Spending nothing on maintenance and failure to plan for the whole of life costs of facilities can also be expensive if facilities are used beyond their practical life and suddenly require replacement.

Through the standardisation of our approach to planning and developing facilities we aim to help to streamline the efforts required to improve our facilities.

The commitment to fund development can be significant for Associations and Clubs.

FNSW aims to:

- Ensure that upgrades and proposed developments are underpinned by an appropriate business model that will have sustainable usage.
- Reduce cost pressures to fund development by developing design guidelines.
- Provide access to tools and supplier resources to simplify the design and development process.

FNSW will also identify funding opportunities and investigate options with Associations and Clubs to be able to invest and grow their available funds through investment programs.

5.14 Facility Stakeholder Roles

FFA	National policy and national/international administration
Federal Government	National sport policy. Various facility development funding programs
FNSW	State football policy and administration. Facilities strategy, facilitation/coordination and advocate with Governments, Councils, Associations and Clubs. Provider of standards, tools and football facility development advice
NSW State Government	State sport policy. Various facility development funding programs
Associations	Administration and coordination of competitions, key driver of facility management, maintenance and development projects. Contributor of funds to support facility developments
Clubs	Administration of club, key driver in facility management and development projects. Contributor of funds to support developments
Councils	Typically owner and maintainer of facilities. Key proponent in facility development projects. Contributor to part fund facility developments
Consultants & Suppliers	Design, planning and development services Approved product supply
Other Sports & Community	Facility sharing and development.

5.15 Ownership and Leasing

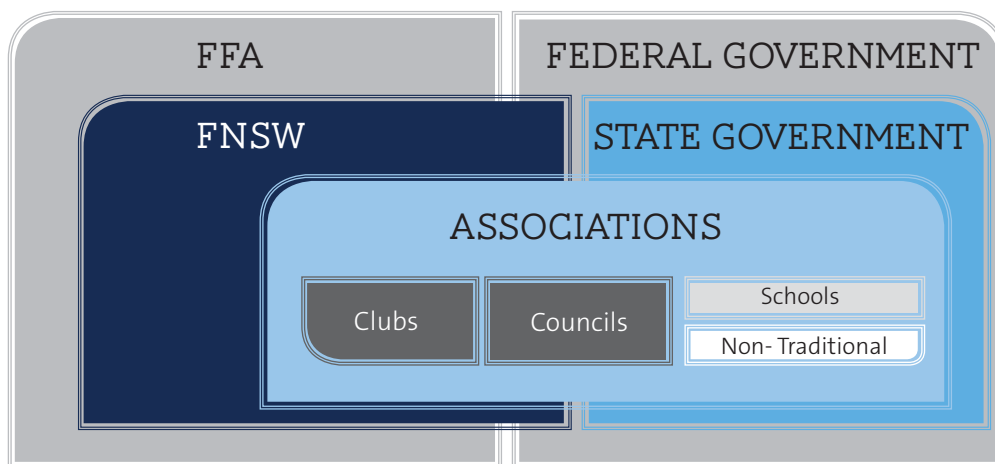
A key consideration for providing quality football facilities is the ownership and leasing structures.

A significant majority of football facilities are built on public land and are appropriately owned or administered by the local council. Football Associations and Clubs then lease these facilities for the use of their members and players.

Leasing creates several issues that relate to the quality of football facilities including exclusive use of facilities for football, the length of leases, and appropriate maintenance and upkeep.

If the lease is not exclusive then football must share the ground with other sports. This creates issues with scheduling, line marking, football posts, club houses etc. and this reduces the quality of the ground for playing football.

The length of lease is often a problem as local council typically restrict leasing to an annual renewal – particularly if there are multiple sports using the ground. If a Club or Association want to improve the facilities then they need certainty of tenure and a long term lease to ensure they can get a proper return on their capital investment.



LIFECYCLE, OWNING AND LEASING

6. FNSW's Advocacy and Advisory Services

FNSW understands the importance of developing and maintaining relationships to improve the infrastructure and facilities that are currently in place and for the potential new developments. We are committed to providing leadership and guidance through the provision of Advocacy and Advisory Services to our football community including:

- Associations
- Clubs
- Local Government
- State Government
- Federal Government
- FFA
- Sponsors
- Facility partners
- Other state bodies
- Other sports

The services we will provide include:





5. FNSW Facility Tools

FNSW will develop tools that help us to **grow, develop** and **promote** our facilities **knowledge, capability, partnerships** and our **approach to planning and delivering** appropriate facilities for football.

The tools we will build include:



ADVOCACY, ADVICE AND TOOLS

6. Strategic outcomes

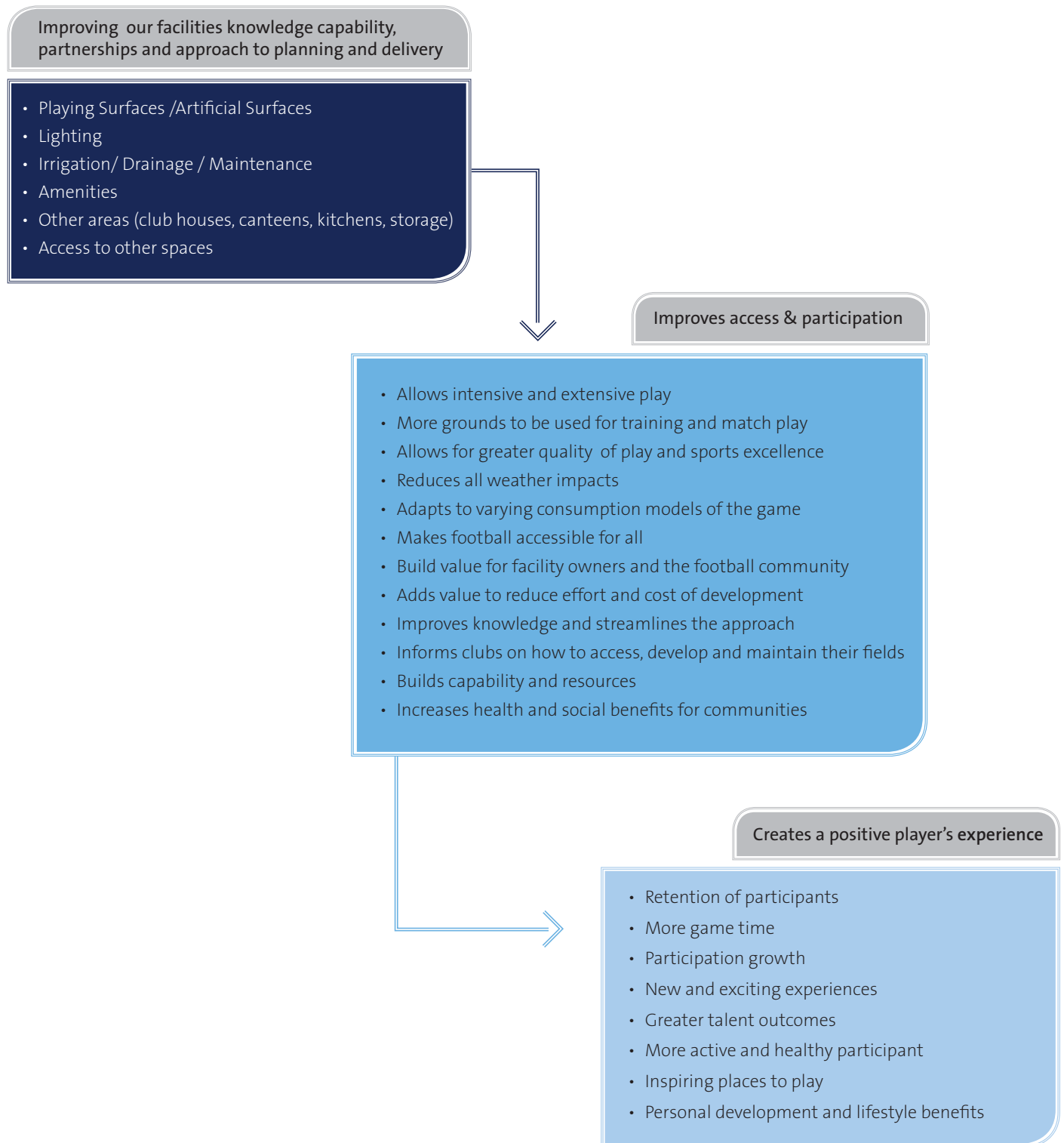
Our four goals are:

- A. Grow, develop and promote **our knowledge** of facility needs and requirements
- B. Grow, develop and promote **our capability** to meet our local facility challenges
- C. Grow, develop and promote **our approach** to planning and developing facilities
- D. Grow, develop and promote **our partnerships** with the football community, Government, sponsors and suppliers

GROW, DEVELOP
AND PROMOTE
OUR FACILITIES
AND OUR FUTURE



By achieving our goals we will deliver the following outcomes for our football community:



The way forward

2013

2014

FOCUS

STRATEGIC ASSESSMENT

DETAILED PLANNING

TRANSITION STEPS

1. FNSW FACILITIES STRATEGY



2. FNSW GUIDANCE &
TOOLS DEVELOPMENT
3. ASSOCIATION FACILITY PLANS

KEY ACTIVITIES

Review of existing data, reports, strategies

Development of FNSW Strategic Framework

1.

FNSW Facilities Strategy (Completed end Nov '13)

FNSW Guidance & Tools Development (Completed end July '14)

Stakeholder consultation and additional data gathering

Association Strategic Facility Roadmap (Completed end 2014)

2. & 3.

4.

2013

2014

2015

2020

2024

PLAN IMPLEMENTATION AND FACILITY DEVELOPMENT

4. COMMUNICATE & IMPLEMENT

Association Facility Development Plans (Completed by end 2015)

Stakeholder communication and Plan approvals

Plan Implementation commences

Annual Review & Continuous Improvement & Associations, Clubs Council Development Projects

2015

2020

2024



GROW, DEVELOP AND PROMOTE: CREATING SUSTAINABLE FOOTBALL FACILITIES

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