

**THE HON SIMON CREAN MP**

**Minister for Regional Australia, Regional Development and Local Government  
Minister for the Arts**

Reference no: COBH055

Mr Michael Quarmby  
Chief Executive Officer  
Football NSW  
PO Box 6146  
Baulkham Hills BC NSW 2153

**20 DEC 2010**

Dear Mr Quarmby

RE: Riverstone Football and Sporting Precinct

I refer to the Australian Government's election commitment to provide funding of \$8,000,000 to the Riverstone Football and Sporting Precinct project announced on 19 August 2010. The purpose of this letter is to assure you that the Government is honouring all election commitments. I am pleased to advise that my Department, the Department of Regional Australia, Regional Development and Local Government will be administering this project.

In addition to the funding for your project the Government recently announced \$165 million in funding for Community Infrastructure Grants to implement 2010 election commitments. Through these initiatives, the Government will ensure that investments in regional Australia promote sustainable economic growth and benefit the community as a whole. Initiatives such as these demonstrate the Government's strong commitment to regional Australia.

The Government has structured the delivery of the election commitments to ensure the highest standards of public accountability and transparency are applied to decisions about funding election commitment projects.

You will be contacted by a representative from my Department shortly to discuss the process and to outline your and our responsibilities to allow your project to commence as quickly as possible. To assist us in this process, we will be seeking further information regarding your project. Please be advised that you will receive requests for information throughout this process and I encourage you to work with the Department in finalising outstanding matters quickly.

If you require further information, please contact my Department by email at [regionalgrants@regional.gov.au](mailto:regionalgrants@regional.gov.au) or through the departmental information line on 1800 005 494.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Simon Crean'.

SIMON CREAN

s.22

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**From:** s.22  
**Sent:** Thursday, 6 January 2011 09:30  
**To:** s.22  
**Subject:** FW: Draft Ministerial response - community grants [SEC=PROTECTED]  
**Attachments:** C10-3547 CR 5 139610-2.docx

Hi s.22

Can you print this email and attachment and place it on the "genesis file" of the two programs + Townsville, Riverstone and Central Coast Mariners.

Cheers

s.22

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**From:** Moss, Adrian [mailto:Adrian.Moss@finance.gov.au]  
**Sent:** Thursday, 23 December 2010 3:39 PM  
**To:** s.22  
**Subject:** Draft Ministerial response - community grants [SEC=PROTECTED]

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Finance Australian Business Number (ABN): 61 970 632 495  
Finance Web Site: [www.finance.gov.au](http://www.finance.gov.au)

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## SENATOR THE HON PENNY WONG

Minister for Finance and Deregulation

REF:C10/3547

The Hon Simon Crean MP  
Minister for Regional Australia, Regional  
Development and Local Government  
Parliament House  
CANBERRA ACT 2600

Dear Minister

Thank you for your letter 6 December 2010, seeking my approval of the guidelines for the implementation of the Community Organisation Infrastructure Grants and Community Cultural Development Grants and three one-off capital projects the subject of election commitments.

I consider that the proposed grant guidelines are not sensitive or high risk and that you should approve the guidelines based on a risk assessment by your Department. However, I consider that some sections need to be clearer, particularly in respect to the criteria value for money (**Attachment A** highlights suggested amendments to achieve this). You may also like to revise the title to that of the measure published in the Mid-Year Economic and Fiscal Outlook document - "Community Infrastructure Grants"

I note that the Riverstone Football and Sporting Precinct Community Infrastructure project is subject to 2011-12 Budget consideration and should not be included in the Guidelines until confirmed in the Budget.

Yours sincerely

**Penny Wong**

## Guidelines for Community Infrastructure Grants

### 1. Introduction and Objective

As a result of announcements made during the 2010 Federal Election to contribute funding to the proposed projects of Local Government and community organisations the Australian Government is establishing the **Community Infrastructure Grants (CIG) program**.

Grants made under the program will be towards projects involving the construction and upgrade of local sport, recreation and community infrastructure. Those projects eligible for consideration of funding under the program are listed in **Attachment A** ~~(Current Attachment A becomes Attachment B)~~. The proposed projects would provide important community and social infrastructure projects identified by local communities as priority investments for their regions.

Funding of \$m ~~(final dollar value of projects to be administered)~~ towards this program was announced in the *Mid-Year Economic and Fiscal Outlook 2010-11* under measures:

Community Infrastructure Grants;  
Mariners Sporting Campus; and  
Townsville Entertainment Centre.

The provision of funding is conditional on proponents of projects entering into contractual arrangements with the Commonwealth (represented by the Department of Regional Australia, Regional Development and Local Government). The Funding Agreement (contract) is a legally enforceable document which clearly defines the obligations of both parties. Projects managed by or through a State or Territory Government may be subject to the National Partnership Agreement to Support Local Government and Regional Development with an Implementation Plan for the project. The Guidelines will assist proponents in providing advice to Government so that decision makers are able to determine whether the project is an efficient, effective and ethical use of public money. These Guidelines will also assist proponents meet the Funding Agreement's (contract)/ Implementation Plan requirements.

### 3. Eligibility

Only projects identified by the Australian Government will be considered under these guidelines. The proposal must match the intent of the election commitment. The proponent must be a legal entity and must have an Australian Business Number (ABN) or an Australian Company Number (ACN) to receive funding under the programs. All projects will need to demonstrate that the funding is an efficient, effective and ethical use of Commonwealth monies.

### 6. Assessment

Projects will be assessed by the Department of Regional Australia, Regional Development and Local Government (the Department). Funding approval will be made by the Minister

for Regional Australia, Regional Development and Local Government or Delegate, following advice from the Department.

The assessment will be based on information provided in the proposal documents. The assessment will include an assessment of outcomes, the project's viability and the organisation's ability to manage the project during delivery and after completion. The Department will also undertake a risk analysis of the proposal which may include an assessment of the financial and project viability (Independent Viability Assessment) by an appropriately qualified external consultant engaged by the Department. This will ensure the risks associated with the viability of the proponent and the project are managed.

Projects will be assessed against the following criteria:

- the **project** is consistent with the election commitment;
- the **outcomes** that will be achieved;
- the **project's viability**;
- the **proponent's viability**;
- the **project's sustainability**; and
- the **projects value for money**.

These criteria are discussed in more detail below.

- **Project**

The project needs to be that identified in the announcement of the election commitment.

- **Outcomes**

Proponents will need to provide a description of project outcomes. For example, outcomes might include:

- An increase in employment including training opportunities and apprenticeships or involvement of persons with disabilities, Indigenous or disadvantaged Australian's in the project's delivery;
- Economic development opportunities;
- Improved community services;
- Expansion of infrastructure to service a larger portion of the community; or
- Upgrades to community facilities which result in community benefits or an increase in community capacity and utilisation.

Proponents should provide a statement, with supporting evidence where available, on what the project will achieve, what the ongoing community benefits will be and what the level of need is for the project in the community. This information will be taken into consideration in the assessment of value for money for the Australian Government and in developing the performance indicators which will be used to monitor the project and ensure its completion.

- **Ability to complete project on time and within budget**

Proponents will need to provide details of project plans including key milestones, leading to project delivery dates and outline risks to the achievement of those project plans and how they will be mitigated, including any cost overrun.

Proponents may need to be able to demonstrate experience in the delivery of projects, in particular project management and reporting.

- **Organisational and financial capacity**

Some of the types of information that may be required as part of this assessment depending on the status and experience of the proponent organisation includes:

- audited financial statements (i.e. balance sheet, profit and loss statement, cash flow statement, notes to the accounts) for the most recent three financial years
- delivery of contracts with other public funding bodies,
- evidence of capacity to comply with public and workplace safety laws,
- details of relevant organisational staff and previous experience/capacity with the management of projects of a similar size and nature to the proposal,
- evidence of current insurance cover or ability to obtain such cover,
- current licences where these are appropriate, and
- the project is not inconsistent with existing Commonwealth policy.

- **Sustainability**

It is expected the infrastructure will be maintained into the future and proponent will need to demonstrate how the project will be managed and maintained to provide continued long term benefits to the community.

- **Value for money**

Proponents promote the use of resources in an efficient, effective and ethical manner; with the project undertaken in an accountable and transparent manner. The project's documentation needs to be specified logically, clearly articulated and comprehensive which will enable the proper identification, assessment and comparison of the costs and benefits, and risks.

It should outline proposed method for delivering the project. Generally, value for money requires that the project can be delivered at a reasonable whole-of-life cost which may involve open tendering in procurement or mechanisms to ensure competitive delivery with project delivery arrangements comparing favourably with comparable benchmarks for the activities being undertaken. The assessment may also include consideration of factors such as:

- fitness for purpose;
- the performance history of the proponent;
- the risks;
- the flexibility to adapt to possible change of the project according to risks; and
- the evaluation of risk mitigation options.

s. 22

From: s. 22  
Sent: Thursday, 19 August 2010 10:44 AM  
To: s. 22  
Cc:  
Subject: Election Commitment: World Class Football Centre of Excellence for the West  
[SEC=UNCLASSIFIED]

## World Class Football Centre of Excellence for the West

Anthony Albanese, Ed Husic, Michelle Rowland, Susan Templeman posted Thursday, 19 August 2010

A re-elected Gillard Labor Government will build a World Class Football and Sporting Precinct in Riverstone.

The new state-of-the-art \$70 million facility – which will include nine purpose built quality football fields – will be a training ground for the next generation of Socceroos.

The Gillard Labor Government will partner with Football NSW to build the new facility, which will give kids across greater Sydney the opportunity to learn new skills and get involved in what is truly an international game.

Minister for Infrastructure Anthony Albanese said if re-elected, Federal Labor would contribute \$8 million to help make Football NSW's project a reality.

"Sydney is the heartland of football in Australia," Anthony Albanese said

"Six of our biggest Socceroo stars – Harry Kewell, Tim Cahill, Lucas Neill, Brett Emerton, Mark Schwarzer and Jason Culina – grew up playing on fields in Sydney. We hope our investment can continue that production line."

The ground-breaking project is expected to include:

Nine purpose-built, quality football fields, with the ability to expand to 15 fields in the future;

A potential stadium venue with a capacity of around 3,000 spectators, designed to showcase major Football NSW events;

- o An indoor swimming pool;
- o A multi-purpose indoor sporting centre consisting of two international sized Futsal courts;
- o A physiotherapy and sports medicine centre;
- o A gymnasium;
- o The Football NSW head offices;
- o The potential for Tennis NSW offices and courts;
- o A Football College and lecture rooms;
- o A club and function centre; and
- o Accommodation facilities.

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The announcement was made today by Minister for Infrastructure, Anthony Albanese, alongside the Federal Labor candidates for Greenway, Michelle Rowland, Chifley, Ed Husic, and Macquarie, Susan Templeman.

"This is a major infrastructure project with regional significance," Anthony Albanese said.

"The new Football Academy will support a pathway for youngsters here in Western Sydney and beyond."

Federal Labor candidate for Greenway Michelle Rowland said the project would help to encourage kids to enjoy an active, healthy lifestyle.

"This is a growing sport across all age levels and genders, so this new facility will come not a minute too soon," she said.

"Families in Riverstone and beyond can expect to enjoy the benefits of the range of facilities that will be on offer, from soccer to sports medicine to the gym and function centre."

Federal Labor Candidate for Macquarie Susan Templeman said that importantly, the project will allow Football NSW to expand its community and social programs.

"Local schools and community groups will also be able to make use of the excellent new facilities," she said.

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Federal Labor Candidate for Chifley Ed Husic said that the project would deliver huge investment in the Blacktown region and beyond.

"The new Football and Community Sporting Precinct is great news for the region's economy, great news for local families and great news for the development of a range of sports in Sydney," he said.

Funding for this contribution will be fully offset over the forward estimates, consistent with Federal Labor's commitment to return the budget to surplus in 2013, three years ahead of schedule.

<http://www.alp.org.au/federal-government/news/world-class-football-centre-of-excellence-for-the-/>

S . 22

Regional and Local Government Policy Branch

Local Government & Regional Development Division

Australian Government Department of Infrastructure, Transport, Regional Development and Local Government

Phone: 02 6274 6197

Fax: 6274 8001

S . 22



**FOOTBALL  
NSW**

**FOOTBALL NSW**

## **"FOOTBALL AND COMMUNITY SPORTING PRECINCT"**

**Briefing Paper**

**June 2010**

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# 1. OVERVIEW

## 1.1 Introduction

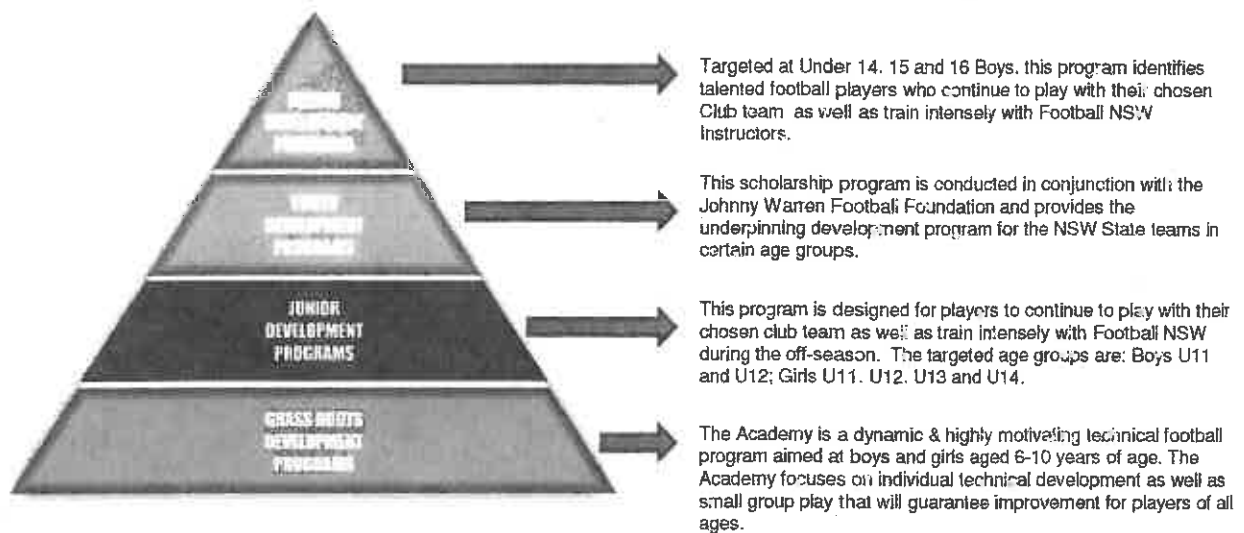
### 1.1.1 Football NSW

Football NSW is Australia's largest state based sporting organisation with over 280,000 registered players (including registered Futsal players) and approximately 700 Football clubs under its banner. Recent Australian Sports Commission participation figures indicate, across NSW as a whole, football participation is experiencing three times the growth of its major competitor in rugby league with over 281,000 participants.

Football NSW is a member of the national governing body, Football Federation Australia (FFA). Football NSW is charged with the responsibility for governing football (soccer) and Futsal within New South Wales (NSW), with the exception of the northern regions of NSW which is governed by Northern New South Wales Football.



Football NSW is responsible for providing competition playing structures, coaching and development services and sport specific educational programs for junior and senior, male and female players from 36 local Association branch based competitions, through to semi-professional and professional levels. Football NSW is also responsible for the Technical and Game development as well as all facets of Corporate Governance which includes Risk Management and adherence to all Football NSW policies.



The most senior men's state league competition is currently known as the "New South Wales" Premier League and the most senior female state competition is currently the "Arrive Alive" Women's Premier League.

Football NSW is also responsible for the development of the sport of Football within schools across NSW, for skills development programs such as talent identification, and for development of high performance athletes through the NSW Institute of Sport and other elite development programs that are endorsed by the code's governing body.

Football NSW vision is to be regarded as the benchmark sporting organisation in Australia and strives to this ambition by:

- Creating development programs that attract new players, coaches, referees and fans.
- Creating environments and programs that develop the full potential of NSW football talent.
- Building an environment that attracts the best partners and stakeholders.

### ***1.1.2 Riverstone Football and Community Sporting Precinct***

To replace its ageing infrastructure at Valentine Park and to cater for the future development of Football in NSW, Football NSW are currently in the process of planning for the development of a new administration, training and community football facility at Riverstone in the City of Blacktown, North-West of Sydney.

The proposed development will see a state of the art sporting complex developed within the heart of the North West Growth Sector. The complex will see the inclusion of a full range of sporting facilities to ensure the successful development of future football stars, as well as provide facilities for the community.

In what has been seen as a ground breaking development for football in Australia, Football NSW is proposing to build a new \$76 million state of the art sporting complex at Riverstone. A number of modern facilities will be showcased at the proposed Riverstone facility including:

- Multiple high quality football pitches and a boutique 3000 seat capacity stadium.
- Health and wellness facilities including swimming pool and gymnasium.

- Multi-purpose indoor sports centre.
- Educational facilities including sports college.
- Allied health and sports medicine facilities.
- Administration offices including office for Football NSW and Tennis NSW.
- Hotel accommodation and function facilities.

With government support, there is a very real opportunity to create a well integrated sporting, recreational and community facility at Riverstone that will be a benchmark, both in Australia and overseas.

## 2. VISION

The development of the Riverstone Football and Community Sporting Precinct is part of Football NSW's vision to create a world class football, sporting, educational, health and community precinct to cater for the development of the sport into the future.

The following key outcomes will help realise the vision:

1. A significant expansion of Football NSW's successful football development and education programs.
2. Expansions of Football NSW's community and social programs in line with government priorities in health and education.
3. Creating a facility that supports a pathway of Australian football, from junior level to the elite competition.
4. Providing multi-purpose facilities for the local primary schools, local community groups, local sporting clubs and local government programs.
5. Providing facilities and support for the people of the Blacktown Region.
6. Generating economic activity and employment outcomes, both during construction and ongoing with the operation of the facilities and expanded community programs.
7. Constructing accessible health/education/accommodation facilities in a growth region.
8. Provision of additional football and community facilities to **expand** Football NSW's community programs.

Football NSW seeks financial support from Federal, **State** and Local Governments and other stakeholders to help realise its vision for Football within NSW and the development of the Riverstone Football and Community Sporting Precinct.

### 3. PROJECT DESCRIPTION

#### 3.1 *Proposed Works*

In what is seen as a ground breaking development for football in Australia, Football NSW is proposing to build a new \$76 million state of the art community sporting, education and wellness complex at Riverstone. This unique development has the potential of incorporating the following facility components:

- Nine purpose built quality football pitches, with the ability to expand to 15 fields in the future if necessary.
- A potential boutique stadium venue with a capacity of around 3,000 spectators, designed to showcase major Football NSW events.
- Indoor swimming pool.
- Multi-purpose indoor sporting centre consisting of two international sized Futsal courts.
- Lecture rooms.
- Physiotherapy and sports medicine centre.
- Gymnasium.
- Football NSW offices.
- Licensed club and function centre.
- Hotel accommodation.
- Football College.

In addition the proposed development fits very much in line with the vision set within the planning and development strategies at a State and region level, including but not limited to:

- Game Plan 2012 - NSW Sport and Recreation Industry Five Year Plan.
- Blacktown City 2025 – Blacktown City Council.
- Blacktown City Council - Wellness through Physical Activity Policy – Blacktown City Council.
- NSW Government's Metropolitan Strategy – NSW State Government.
- Blacktown Local Environmental Plan 1988 – Blacktown City Council.
- Sydney Regional Environmental Plan 31 – Regional Parklands (SREP 31).
- NSW Government – NSW State Plan – Investing in a Better Future.
- Blacktown Social Plan - Blacktown City Council 2007.

The proposed development has been put together following extensive consultation with key stakeholders with respect to:

- Facility development options/needs.
- Consulting with current, potential and alternative users groups and the local community.
- Preparation of a feasibility/business case (including identifying business and management models).
- Preparation of a detailed business plan which identifies potential revenue and expenses associated with the development of the facility.

Football NSW “Community Football and Sporting Precinct” concept provides for community football, sporting, health and educational facilities. The facility will include unique sport, health and educational facilities that will be available to the local community. These facilities will include:

- **Improved Administration Facilities.** A new administration building will provide Football NSW, Tennis NSW and local community sporting groups with state of the art administration facilities and services.
- **Sportshouse.** Included in the Administration will a “sportshouse” which will provide a home for Football NSW and Tennis NSW along with local sporting groups, such as the local football association and the academy of sport. The “sportshouse” will be a unique shared environment that will provide the local sport groups with professional accommodation and associated services, while also offering sport administration mentoring through the professional administration of Football NSW and Tennis NSW. The “sportshouse” will be available to sporting and community groups on a permanent, regular and casual basis.
- **Flexible Space.** The incorporation of “flexible space” into the administration facilities will provide space for educational, program delivery and event/competition purposes. Facilities will include a lecture theatre learning environment, as well as flexible learning and teaching spaces.
- **Nine purpose built quality football pitches.** The facility will include a combination of nine international standard grass and synthetic football pitches with the ability to expand to 15 fields in the future. The pitch facilities will also be available for other community sporting organisations including little athletics, rugby league and rugby union.
- **A boutique football stadium.** One of the synthetic football pitches will include boutique stadium facilities with a capacity of around 3,000 spectators. Designed to showcase major Football NSW and community football events the facilities will be open to the community for use for local, regional and state championships finals and tournaments, providing a unique State sporting venue. As with the pitch facilities the boutique stadium will also be available to other sporting organisations for events.
- **A-League Facilities.** Football NSW is in preliminary negotiations with the newly announced A-League franchise, the West Sydney Rovers, to provide a professional permanent training base for the team and a competition base for A-League pre-season, youth league and women’s A-League games.
- **Eight to ten “five a side” football pitches.** These are multi-sports courts primarily used for football but will also be used for sports such as netball etc. Five a side football is the fastest growing sport in Europe and participation will be community based.
- **Heated indoor pool and Hydro therapy centre.** This will include usage for learn to swim classes and will be utilised heavily by the local community, including by people and athletes with disabilities, the aged community and for those recovering from injury.
- **Allied Health and Sports Medicine Centre.** The facility will include a state of the art allied health centre with specialist practice in sports medicine and wellness. The facility will cater for a growing health and wellness related need in the region while also providing unique specialist sports medicine services to Football NSW and Tennis NSW athletes, facility attendees and the general community.

- **A 40 room accommodation facility.** A 3.5 star accommodation/hotel facility has been identified as a need for the rapidly developing area. Football and tennis will utilise this for any visiting international teams, interstate teams of any sport and local tournaments, including pre-season use. Football NSW already has an established model for this facility having operated a similar accommodation business at its current facility at Valentine Park. Football NSW intends to extend and grow this service through higher quality facilities and growing the market for interstate and international travelling teams. Use will also be integrated with the sports college and will extend into local private schools and Universities. This will enable the venue to act as a unique one stop destination for travelling football and other sporting teams, including as a World Cup training destination, should Australia's bid be successful.
- **Football NSW and specialist retail sports store.** Football NSW already operates a significant retail operation for its member clubs and athletes. The Riverstone facility will enable Football NSW to extend this operation into a full sporting "super store" as a major wholesale and retail supplier of sporting goods and apparel to the broader sporting and school sectors. Economies of scale will enable Football NSW to offer sporting goods at discounted rates to nominated schools and clubs with specific socioeconomic disadvantages thereby providing sporting opportunities to children who would otherwise miss out.
- **Multi Media Centre.** The Riverstone facility will include a state of the art sporting and educational multimedia centre. The centre will include the latest in audio-visual and communication technology that will be made available to local school and community organisations, and the sports college.
- **Tennis Facilities.** Tennis NSW are to relocate their administration into a new 500 sqm administration facility co-located with Football NSW at Riverstone. 20 new world class tennis courts will also be constructed on site, which along with sharing of Football NSW elite training facilities, will create a NSW State Centre of excellence for Tennis.
- **Function, Reception and Event Centre, including a licensed club.** In conjunction with a commercial partner Football NSW are to develop a unique community events centre that will complement the existing facilities in the region. The facilities will provide access for seminars, professional development courses, coaching courses, and local functions as well as providing for a whole range of community groups and their activities, function and conference services and facilities and food and beverage services to the surrounding facilities and the region. The licensed club to be established on site will provide much needed revenue to subsidise operation of the precinct while also providing revenue to be reinvested back into the community and football.
- **Sports College.** The Riverstone Football and Community Sporting precinct will include a state of the art specialist sporting college. The sports college will be aligned with Football NSW and Tennis NSW and provide specialist tuition for aspiring football and tennis athletes, as well as athletes from other sports. The college will be available upon application to students across NSW, with free scholarship positions made available to selected athletes in socioeconomically disadvantaged areas. The college will cater for up to 800 students from years 3-12 and will include some boarding facilities.
- **Indoor Sports Centre.** The Riverstone facility will include a multi-court indoor stadium, including Futsal facilities and will provide the Riverstone region, including its clubs and schools, with a badly

needed indoor community sports centre. The facility will be for Football NSW Futsal competitions while also being used for local basketball, badminton, netball, table tennis and similar indoor sports.

- **Health Club.** Aligned with the allied health, sports medicine and aquatic facilities will be a health club. The club will provide elite athletes, facility users, hotel users and the general community with quality health and fitness facilities and services.

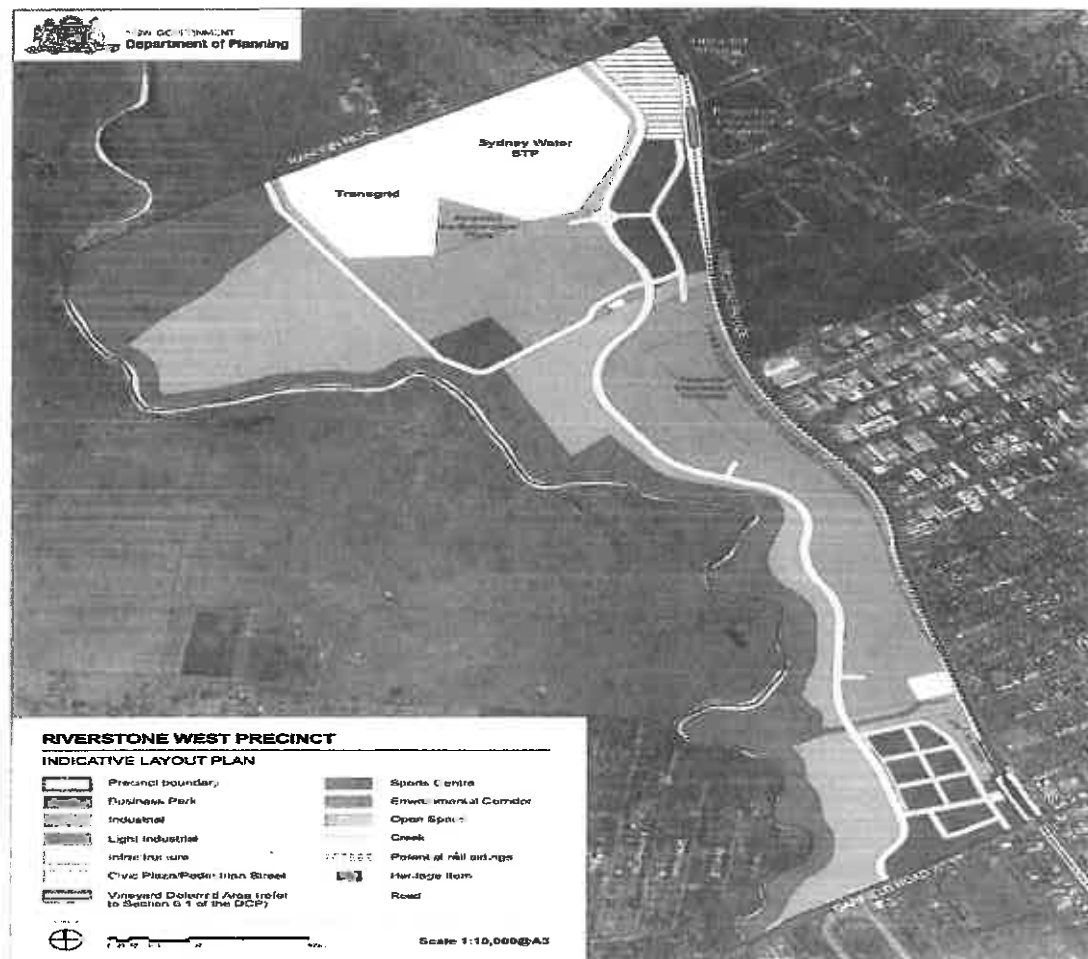
### 3.2 Location

The Football NSW Football and Community Sporting precinct is to be located in newly rezoned land in Riverstone West in the City of Blacktown, approximately 35kms from the Sydney CBD..

The Riverstone West Precinct is one of 16 precincts as part of the North West Growth Centre. The Growth Centre is approximately 10,000 hectares and will contain about 70,000 new dwellings for 200,000 people. The Growth Centre is a designated growth area for Sydney and forms a key platform of the NSW Government residential expansion plans for Sydney and surrounding areas.

The Riverstone West Precinct will provide over 12,000 new jobs in Sydney's North West has already been planned and rezoned for development. Riverstone West Precinct is about 285 hectares, located to the west of the Richmond Rail Line between Riverstone and Vineyard stations, and extending west to Eastern Creek. The site currently is home to rural and industrial uses, and includes a small number of residences.

The development of the estate that the Football NSW Sporting Precinct will be located in is a major new industrial and residential estate. The development will include new roads and public transport infrastructure that will not only benefit estate users but also the broader Riverstone community.



### 3.3 Estimated Costs

The following information summarises the estimated capital costs of the project:

Estimated Project Costs	Amount
Administration, Sports house & Flexible Community Space,	\$9.1m
Football Fields	\$5.8m
Grandstand & Associated Infrastructure	\$5.1m
Five-a-side Football Facilities	\$1.0m
Indoor Sports Centre, Pool and Hydrotherapy Facilities and Retail Store	\$13.1m
Accommodation	\$2.7m
Function Centre/Licensed Club	\$5.0m
School	\$20.0m
Tennis Facilities	\$3.10m
Car Parking	\$1.8m
External Works	\$1.9m
Land Purchase	\$7.5m**
Other	\$0.3m
<b>Total Estimated Project Costs</b>	<b>\$76.400m</b>

\*\*NB: Land already purchased by Football NSW.

### 3.4 Government Funding Contribution to Community Facilities

The following table sets out where the Government funding will be utilised.

Estimated Project Costs	Amount	% of Community Use	Financial Value of Community Facilities
Administration, Sports house & Flexible Community Space,	\$9.1m	75%	\$6.825m
Football Fields	\$5.8m	100%	\$5.8m
Grandstand & Associated Infrastructure	\$5.1m	100%	\$5.1m
Five-a-side Football Facilities	\$1.0m	50%	\$0.5m
Indoor Sports Centre, Pool and Hydrotherapy Facilities and Retail Store	\$13.1m	80%	\$10.48m
Accommodation	\$2.7m	20%	\$0.54m
Function Centre/Licensed Club	\$5.0m	0%	\$0m
School	\$20.0m	50%	\$10.0m
Tennis Facilities	\$3.10m	100%	\$3.10m
Car Parking	\$1.8m	70%	\$1.26m
External Works	\$1.9m	70%	\$1.33m
Land Purchase	\$7.5m	70%	\$5.25m
Other	\$0.3m	70%	\$0.21m
<b>Total Estimated Project Costs</b>	<b>\$76.400m</b>	<b>70%</b>	<b>\$50.395m</b>

*Fields & sporting facilities \$8.0m*

### 3.5 Funding Strategy & Budget

The estimated cost of the project is \$76.4m

The following table sets out the indicative project budget and level of funding to be requested.

Income Source	Amount	
Funding request from Federal Government	\$14.0m	
Funding request from State Government	\$7.0m	- Hoping
Football NSW	\$28.0m**	- Development
Blacktown City Council	\$500,000	Talking - likely in-kind
FFA	\$500,000	
Tennis NSW/Tennis Australia	\$1.0m	- Talking
School Partner	\$22.4m	
Commercial Partners	\$2.0m	- Talking
Philanthropic/Club Donations/Fundraising	\$1.0m	
<b>Total Project Income</b>	<b>\$76.4m</b>	

**\*\*NB: Includes purchase of land by Football NSW.**

### 3.6 Project Timing

Football NSW has significantly progressed the project, including purchasing the land. It is expected that the project will commence construction in early 2012 and be completed in 18 months.

Government funding is able to be spread over multiple financial years with Football NSW also able to stage the project with certain non-core elements delivered as part of future development stages.

## 4. WHY THE PROJECT IS IMPORTANT

### 4.1 Identified Need

Football NSW with over 280,000 registered football players is the **largest** member based sporting organisation in Australia and is currently hamstrung in its development due to a lack of facilities and the lack of a high quality state training base. Football NSW's existing facility at Valentine Sports Park in Glenwood has been unable to cope with increasing demands of community and elite football in NSW and hence Football NSW is in need of a larger, upgraded facility.

The Riverstone facility will also provide badly needed football facilities in one of the quickest growing regions of not only NSW, but Australia thereby satisfying a growing community football need in this region.

The Blacktown and in particular Riverstone regions are identified growth regions for NSW, with the key demographic information for the region indicating a growing population with increasing community and sporting needs. The increase in population will in the future put significant pressure on already sparse sporting and community facilities in the region.

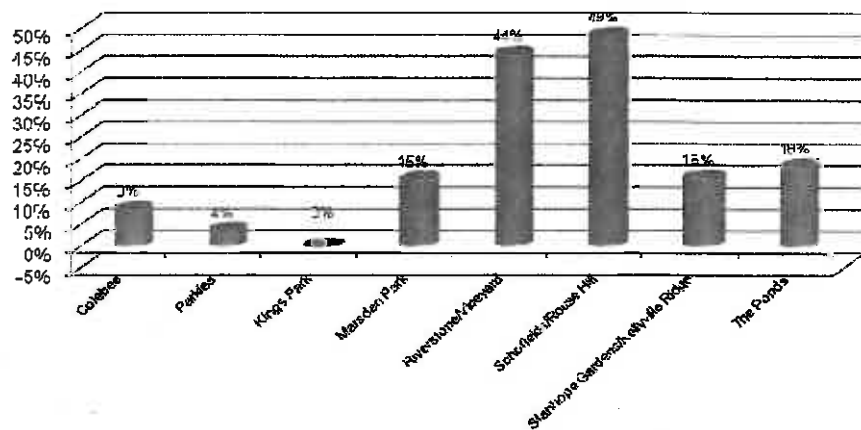
The Football NSW Riverstone Football and Community Sporting Precinct will provide long term facility solutions not only to meet the increasing participation in football but also growing needs of community sport and recreation through the provision of:

- multi-purpose sports facilities;
- aquatic and hydrotherapy facilities;
- flexible community space;
- accommodation facilities;
- function and conference facilities;
- and education facilities.

#### 4.1.1 Demographics of the Region

The key demographics statistics of the region relevant to the project are:

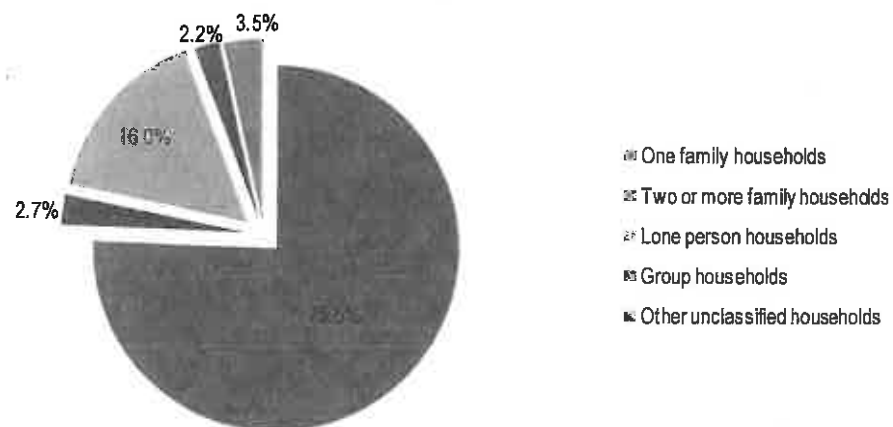
- In 2006, the total population of the Blacktown municipality was estimated at 284,301 with this number expected to increase by 25% to 356,652 by 2021.
- There will be a reduction in the proportion of young people and an increase in the proportion of older people from 2006 to 2021.
- Blacktown City's population has increased by 10.4% since 1996, with a staggering 21% increase in population since 1991.
- The population in the Blacktown City LGA is expected to reach **356,663** in 2021, which will represent a 31% population growth from 2006 population of 272,330.
- The Riverstone-Vineyard Area in Blacktown City is one of the regions expected to experience the largest increases in population to 2021. The diagram below shows that the suburbs of Riverstone/Vineyard and Schofields/Rouse Hill are expected to grow by almost 50% to 2021.



North Blacktown SD Growth 2006-2021

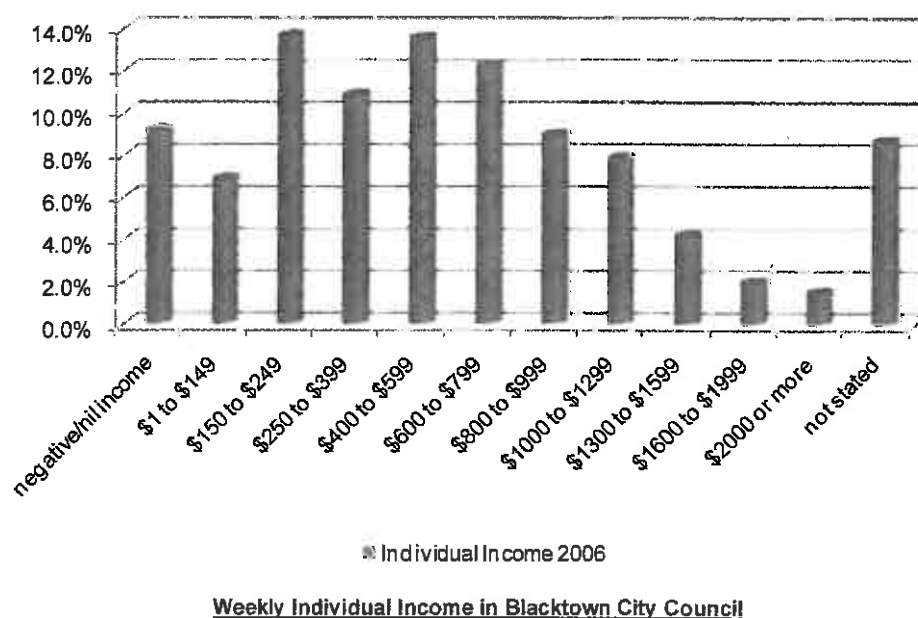
#### Percentage population growth in North Blacktown area to 2021

- The primary household arrangement in the municipality is one family households.



#### Household Characteristics of the Blacktown City Council

- The following table indicates weekly individual income in the Blacktown City Council in 2006.
- A higher proportion of individuals earn a relatively low income in comparison to the Sydney statistical division and a lower proportion of individuals earn a high income.
- A higher proportion of households receive low incomes and a lower proportion of households receive high incomes.



## 4.2 Project Rationale

The scoping and design of the facility has been undertaken based on extensive research, demographic analysis and consultation to ensure the facility meets the growing needs of football in NSW and the needs of the developing community in the following ways:

- Multiple grass and synthetic football pitches, a boutique football stadium, as well as "small game" 5-a-side pitches, will provide State, regional and local level football facilities for the growing needs of football in NSW and the Blacktown region.
- Hydrotherapy facilities and accessible flexible community space will cater for the needs of the growing older population.
- Growth in one family households will create greater need for flexible community space, allied health and leisure facilities and contemporary education precincts, all of which form key components of the development.
- The large percentage of residents born overseas emphasises the need for community and sporting facilities that can be used by new Australians as part of their introduction to Australian culture. Football, as the World Game, provides a unique vehicle to integrate new Australians into the Riverstone community.
- Population growth is forecast to continue within the area and consequently, there is likely to be an increasing demand for access to quality sporting and recreation facilities and programs, all of which will be provided as part of the Riverstone development.
- The high number of new households forecasted for the Blacktown City Council highlights the need to develop sport and recreation infrastructure. It is this segment of the population who traditionally participate strongest in sporting activity. It is also these age groups that are likely to be most strongly represented in future growth areas. The Riverstone development will provide sporting and community facilities critical in servicing this growing need.

- Blacktown City Council is likely to have to cater for an increase in the young and very old, with the number of new households estimated to move to the area. The Riverstone development will provide a unique mix of facilities that will cater for all age groups from the very young to the ageing population.
- There is likely to be an increase in the demand for indoor sports within the area due to the growth predicted for the Riverstone, Kellyville Ridge, Colebee, Schofields, Kings Park, Parklea and Marsden Park areas. In particular, residents from the new residential developments may increase the demand for casual use and community competition opportunities.
- Prospective users may have a lower capacity to pay for programs and services at the facility due to the low household and individual incomes. The co-location of sporting facilities and community facilities, along with other commercial facilities will allow the facilities to be made available to the public in an efficient and cost effective way.
- There may be a demand for badminton and table tennis in the area due to the popularity of both sports in the Asian community and the high proportion of residents from the Philippines. The flexible sports halls as part of the Riverstone Precinct, although primarily designed for Futsal, shall be multi-purpose and be able to be utilised for multiple indoor sports, including badminton and table tennis.
- Participation is highest for organised and non-organised sport in the 15-17 age cohort and consequently, this age group will need to be a key target group for programs and services delivered to the local community.

#### 4.2.1 Community, Health and Social Programming

In addition to various sport related benefits the Riverstone Football and Community Sporting Precinct will deliver an expanded range of educational, health, social and youth programs that will be aimed at addressing some of the regions key health, social and financial indicators. The Riverstone Football and Community Sporting Precinct and associated programs will allow Football NSW to significantly expand its community reach, and interact directly with residents in the local region to use sport and in particular football as a vehicle for social change. Some of the key regional community, health and social issues that Football NSW through the new Riverstone facility will be aiming to influence include:

- **Domestic Violence.** Blacktown has the highest rate of domestic violence in Sydney. Recently released Bureau of Crime statistics and research reports show the Blacktown region had the city's highest incidence of domestic violence-related assault by head of population. This figure is about 60 per cent higher than the state-wide per-person average. Football NSW, in conjunction with key community agencies, will be using the facilities and its key players, in mentoring programs, targeted at reducing the incidences of domestic violence. Football NSW aims to play a key role in terms of conveying positive messaging around domestic violence,
- **Non- English speaking.** Over 50% of residents were born outside of Australia with 28% of these people born in non-English speaking countries. Football NSW shall use football as a means of introducing "new Australians" and "non-English speaking" Australians to Australian culture ultimately providing an introduction to the English language.
- **Indigenous population.** The Blacktown region has the highest proportion of indigenous people in the Sydney metro area. As with the non-English speaking population, Football NSW will use the world game as a means of positive interaction with the indigenous population.
- **Unemployment.** The region has an unemployment rate of greater than 7% with 25% of these unemployed people in the 25-34 years age group. The development of the Riverstone Football and Community Sporting Precinct shall create a significant number of new jobs both in the construction phase and on an ongoing basis in the operation of the facility.

- **Education.** The Blacktown region has a relatively high incidence of low educational attainment. The Sports College will provide a significant number of educational opportunities to both aspiring athletes of the region along with athletes across NSW. Football NSW intends to offer a number of scholarships to local athletes, including indigenous and new Australian athletes.
- **Social engagement.** The population of the Blacktown municipality is quite isolated from greater society, with more than one quarter of the population engaging in social gatherings less frequently than once a month. The Riverstone Football and Community Sporting Precinct will provide flexible community space which will be available to the local community for various social and community gatherings.
- **Stress.** One sixth of the population of the Blacktown region report being under “very high” or “high” levels of psychological stress. Sport and recreation pursuits have been identified as a means of controlling stress, with the Riverstone Football and Community Sporting precinct providing significantly increased opportunities for sport and recreation activity and therefore stress release.
- **Health and Smoking.** Almost 50% of the region’s population were overweight or obese with less than half the population meeting daily consumption of fruit recommendations. Knowledge of good nutrition in the region is also poor. The population of the Blacktown region has a significantly higher smoking rate than the population of NSW. Football NSW will use the facility to promote community health and non-smoking messages as part of its broader commitment to the local community.

Football NSW will be using the Riverstone Football and Community Sporting Precinct to establish and expand sporting and community programs in the following areas:

- Domestic Violence.
- Youth programming.
- Health education with a focus on preventative health.
- Immigrant and non-English speaking education programming.
- Indigenous education sporting opportunities.
- Education with a link to sport through the sport college.
- Social programming and engagement through provision of flexible community space and sport mentoring.
- Stress relief through provision of leisure activities.

The development will provide a unique model for the future delivery of joint elite and community facilities that link with health, education, social and youth sectors.

The table below illustrates the reach of the programs and services that will be offered at the Riverstone Football and Community Sporting Precinct.

**Project and Facility Usage of the Riverstone Football & Community Sporting Precinct will include (Annually):**

Program/Service	Frequency	Projected Numbers	Key Stakeholder Benefits							Outcomes
			Federal	State	Local	Football	Other Sports	Schools	Community	Other
<b>Youth / Schools/Social</b>										
Primary School Development Program	300 schools per year	660,000 (includes programs at schools across NSW)	✓	✓	✓	✓	✓	✓	✓	
High Schools Development Program	75	7,500	✓	✓	✓	✓	✓	✓		
Football Domestic Violence Program	Weekly	5,000	✓	✓	✓	✓			✓	
<b>Immigrants/Indigenous</b>										
Indigenous Football Program	Weekly	5,000	✓	✓	✓	✓			✓	

Programs for gifted immigrants athletes	5 times per year remote communication / 1 community visit	300	✓	✓	✓	✓	✓	✓	✓	communities	• Make communities safe for children and vulnerable people
Football for new Australians	Weekly	5,000	✓	✓	✓	✓	✓	✓	✓	• Make communities safe for children and vulnerable people	• Health benefits
<b>Charities</b>											
Childrens Hospital at Westmead – Teddy Bears Picnic	1 event per year	5,000	✓	✓	✓	✓	✓	✓	✓	• Health benefits	
Variety Club Christmas party.	1 event per year	5,000	✓	✓	✓	✓	✓	✓	✓	• Health benefits	
<b>Five-a-side Football</b>											
Participants	Daily @ users' estimates	45,000 per annum	✓	✓	✓	✓	✓	✓	✓	• Health and fitness benefits	• Sport development
<b>Safety</b>											
Goal Alert Program	Ongoing – as required by clubs	820 clubs	✓	✓	✓	✓	✓	✓	✓	• Health and fitness benefits	• Sport development
Good Sports Alcohol Management Program	Ongoing – as required by clubs	30 clubs	✓	✓	✓	✓	✓	✓	✓	• Health and fitness benefits	• Sport development
Running Your Club Program	1 training seminar per year but with ongoing support	4000	✓	✓	✓	✓	✓	✓	✓	• Health and fitness benefits	• Sport development
Sports Rage Prevention Program	Ongoing – as required by clubs	20,000	✓	✓	✓	✓	✓	✓	✓	• Health and fitness benefits	• Sport development
Yellow Vest Referee Program	Ongoing – as required by clubs	14	✓	✓	✓	✓	✓	✓	✓	• Health and fitness benefits	• Sport development
Sports Rage Prevention Program	Ongoing – continually updated by clubs	600	✓	✓	✓	✓	✓	✓	✓	• Health and fitness benefits	• Sport development
Working with kids seminars	Weekly	3,500	✓	✓	✓	✓	✓	✓	✓	• Health and fitness benefits	• Sport development
<b>Elite</b>											
Project 22	4 training session a week plus a	250	✓	✓	✓	✓	✓	✓	✓	• Sport development	

Boys Metro- Under 13, 14 and 15	game 1 per week	96 (selected after 400 trial)							✓			• Sport development
Boys Country- Under 13, 14 and 15	Holiday and weekend camps	96 (selected after 300 trial)							✓			• Sport development
Girls Metro- Under 13, 15 and 17		96 (selected after 400 trial)							✓			• Sport development
Girls Country- Under 13, 15 and 17		96 (selected after 300 trial)							✓			• Sport development
Grass Roots Development Program	2	300							✓			• Sport development
Junior Development Academy Program	2	150							✓			• Sport development
Project 22	4 training session a week plus a game	250							✓			• Sport development
<b>People with Disabilities</b>												
Special Needs Football	Every weekend during the season	400							✓			• People with disabilities
Football 4ALL	yearly	220							✓			• People with disabilities
<b>Aquatic/ Health &amp; Fitness Facilities</b>												
Learn to Swim	Daily @ 88 per day for 26 weeks	11,500							✓			• Focusing the health system more on healthy lifestyles, prevention and early intervention • More people living healthy lifestyles and developing resilient individuals, families and communities
Hydrotherapy	Daily @ 10 per day	2,000							✓			• Focusing the health system more on healthy lifestyles, prevention and early intervention

																	<ul style="list-style-type: none"> <li>• More people living healthy lifestyles and developing resilient individuals, families and communities</li> </ul>
Schools																	<ul style="list-style-type: none"> <li>• Better educational outcomes and unique experiences</li> </ul>
Gym Usage																	<ul style="list-style-type: none"> <li>• Focusing the health system more on healthy lifestyles, prevention and early intervention</li> <li>• More people living healthy lifestyles and developing resilient individuals, families and communities</li> <li>• Preventative outcomes for at risk youth</li> <li>• Improved health for Aboriginal and Torres Strait Islander peoples</li> </ul>
Allied Health and Wellness Centre																	<ul style="list-style-type: none"> <li>• Focusing the health system more on healthy lifestyles, prevention and early intervention</li> <li>• More people living healthy lifestyles and developing resilient individuals, families and communities</li> <li>• Preventative outcomes for at risk youth</li> </ul>
<b>Football Facilities</b>																	
Local Clubs																	<ul style="list-style-type: none"> <li>• Sport Development</li> <li>• Community Development</li> </ul>
Tournaments																	<ul style="list-style-type: none"> <li>• Sport Development</li> <li>• Community Development</li> </ul>
Schools																	<ul style="list-style-type: none"> <li>• Sport Development</li> <li>• Community Development</li> <li>• Education</li> </ul>
Other																	<ul style="list-style-type: none"> <li>• Sport Development</li> <li>• Community Development</li> </ul>

[illegible]

### 4.2.2 Partnerships

Football NSW has established long standing partnerships with the following organisations that it plans to continue with the development of the Riverstone Football and Community Sporting Precinct:

- Australian Sports Commission
- Communities NSW
- NSW Sport & Recreation
- Tennis NSW
- NSW Sports Federation
- NSW Parks and Leisure
- NSW Department of Education & Training
- NSW Department of Human Services Ageing & Disability
- NSW Commission for Children and Young People
- NSW Sporting Injuries Committee
- NSW Motor Accidents Authority – Drive Alive
- NSW Police Football
- Youthsafe
- Sports Medicine Australia (NSW)
- Australian Drug Foundation – Good Sports
- Volunteering Australia
- NSW Association of Disability Sport
- NSW Cerebral Palsy Sport and Recreation (CPSARA)
- Special Olympics
- NSW Paralympic 7-A-Side
- Deaf Football Australia
- Illawarra Disability Trust
- Wheelchair Sports NSW
- Power Wheelchair NSW – Powerchair Football

### 4.2.3 Sport Business Model

The Riverstone Football and Community Sporting Precinct will provide a unique and sustainable community based business model for NSW Football that will ensure the long term viability of football in NSW while also ensure ongoing community, health, education and social benefits to the broader community.

The Riverstone Football and Community Sporting Precinct facility provides the opportunity for Football NSW to make a significant contribution to the Federal Government's proposed directions for sport, health and education.

#### 4.2.4 Local Schools

The proposed Riverstone Football and Community Sporting Precinct will provide unique football and community facilities that will be available daily to local primary and secondary schools. The facilities will accommodate current needs, but more importantly will provide facilities for the growing population of the region over the next 20 years.

#### 4.2.5 Environment

The facility will incorporate the latest in environmentally sustainable design and water and energy savings practices.

Some key design initiatives will include:

- Maximise the reuse of wastewater through greywater and rainwater harvesting for use on grass pitches.
- Implementation of solar boosted hot water which will reduce CO2 emissions.
- 80% waste diversion from landfill target in demolition;
- Maximisation of bicycle parks and facilities;
- Motion detector and daylight lighting control;
- Thermally efficient building envelope;
- Efficient VRV zoned aircon;
- Water efficient appliances shower fittings and toilet flushing;
- Green work practices training.

## 5. FOOTBALL NSW ECONOMIC CONTRIBUTION

Key economic figures in terms of Football NSW contribution to the NSW economy include:

- With over 280,000 registered players and growing and approximately 700 Football clubs under its banner, Football NSW is Australia largest state based sporting organisation.
- Total membership numbers for 2009 season comprised:
  - o 257,216 outdoor players;
  - o 17,267 indoor players;
  - o Approx 4,800 referees;
  - o 36 Associations; and
  - o Approx 700 clubs.
- Total attendance for Premier League matches for season 2009 was in excess of 65,000.
- Annual turnover of Football NSW is \$12,017,099.
- Football NSW employs in excess of 248 staff plus 68 referees in paid positions.
- Football NSW's current direct expenditure into the local region is in excess of \$4 million.

These conclusions are based on current activity and would be expected to increase with the construction of the Riverstone Football and Community Sporting Precinct. In particular, improved economic contributions through, turnover and employment from the new businesses in the precinct will include:

- o Sports School
  - Approximately 50 new jobs in the region.
  - 800 new student positions.
- o Licensed Club and Function Centre
  - Revenue between \$2.4 - \$4 million
  - New jobs providing additional annual wages of between \$800,000 and \$1,100,000.
  - Other indirect expenditure in the region of approx \$1,000,000.
- o Accommodation
  - Approximately 30 new jobs in the region.
- o Sports and Recreation Facilities.
  - Approximately 20 new jobs to the region.

## 6. PROJECT OUTCOMES

The development of the Riverstone Football and Community Sporting Precinct will deliver long lasting physical, social and economic outcomes for football, NSW, the Blacktown region and local sporting clubs and community groups – in particular, marginalised community groups.

These outcomes include the following:

### 1. Genuine Support and Improved Delivery of Government Priorities

Football NSW already undertakes programs that provide genuine support of Federal and State Government priorities in health, education, social awareness and indigenous affairs, with a particular focus on indigenous and new Australians. The Riverstone Football and Community Sporting Precinct will significantly enhance Football NSW and its partners ability to “roll out” these programs.

### 2. Quality Recreation Facilities

The project will create innovative and contemporary educational facilities incorporating the latest in information technology classrooms and indoor recreation/assembly spaces for local schools and the community. This will alleviate existing demands on existing school and community facilities and importantly will provide for future demand. The integration of the Sports College into the Riverstone Football and Community Sporting Precinct is consistent with the Government’s objective of ensuring that school facilities meet educational needs into the future.

### 3. Creation & Access to Quality Community Centre

Local Government has identified the need for increased facilities to support recreation and community groups and to cater for the needs of a growing population. The creation of the Riverstone Football and Community Sporting Precinct will meet this demand and provide opportunities for Football NSW and local government to better co-ordinate and more efficiently run programs that have similar objectives.

### 4. Secures Long Term Future of Football NSW and Football in NSW

This project will provide the facilities needed to secure the financial strength of Football in NSW and of the States governing body, Football NSW.

### 5. Creation of Integrated Recreational Facilities

The Riverstone Football and Community Sporting Precinct will serve as a facility that will bring people and communities together. It will be an integrated precinct servicing the needs of many, ranging from professional sport through to those who might be at risk or in a position of disadvantage.

### 6. Creation of Employment Opportunities

Jobs will be created during the construction phase of the project. In addition, the development will provide Football NSW with the opportunity to significantly increase the reach of its programs and activities. This will require a significantly increased investment in qualified staff such as teachers / education experts, indigenous experts, multicultural experts, social workers and community workers.

## 7. WHO WILL BENEFIT?

The completion of the Riverstone Football and Community Sporting Precinct project will benefit the following people and/or organisations:

- Local Primary and Secondary Schools and students;
- Local sporting clubs;
- Schools, children and youth who undertake or experience community programs
- Indigenous community;
- New Immigrants and non-English speaking Australians
- Football Federation Australia (FFA);
- Local community groups;
- Residents within the local region
- State and Federal Government through delivery of government objectives;
- Blacktown Council;

Letters of support from various stakeholders are available upon request. These include:

- Chairman of FFA
- Tennis NSW
- Chairman of Football NSW
- Mayor of Blacktown City Council
- Local MP
- Blacktown Academy of Sport
- Riverstone Little Athletics Association
- Local Secondary College
- Local Primary School
- Community Partners

## 8. COMMUNITY LEADERSHIP

### 8.1 *Leadership*

Football NSW already plays a key community leadership role and will be aiming to extend this role by effectively using the Riverstone Football and Community Sporting Precinct to engage with the people or community with needs.

Football NSW's commitment and leadership in the community will be demonstrated in many ways:

- An organisational mission that is dedicated to developing the community.
- An intent to work with government, non-government, corporate and community-related organizations.
- Strong programs supported by proper training of the people (players) who deliver the programs;
- Use of Football NSW's brand and profile to initiate events to raise awareness on community issues.
- Supporting indigenous and new Australians.

## 9. SUPPORTING EXISTING GOVERNMENT PLANS

The Riverstone Football and Community Sporting Precinct supports the following local, regional, state and national plans in the following ways:

### 9.1 *Federal Government*

#### 1. Australian Sport the Pathway to Success

The new direction aims to increase the numbers of Australians participating in sport, strengthen sporting pathways to link grassroots and high performance sport, and strive for success.

The Football NSW project supports the Strategy in the following ways:

- Increasing the number of Australians participating in sport.
- Strengthening sporting pathways with a focus on linking community participation to elite sport through a unique pathway.
- Striving for success.
- Bringing a new focus on the delivery of quality sport in schools and boost the number of our children participating in sport.
- Provision of community coaching and officials training and development programs.
- Boasting opportunities for up and coming athletes to compete in domestic competition.

#### 2. Australian Sport: emerging challenges, new directions

The “Australian Sport: emerging challenges, new directions”, provides new directions in sport to meet the emerging challenges and to maintain Australia’s status as one of the world’s greatest sporting nations.

The key focus areas include:

- The importance of sport.
- Ensuring Australia’s continued success at elite level.
- Increasing participation rates and making sport part of the preventative health agenda.
- Promoting women in sport.
- Maximising effectiveness of indigenous sport program.
- Enhance support and recognition of disabled sport.

The Football NSW project supports the Strategy in the following ways:

- Ensuring sport remains a focal point in NSW and in the Blacktown Region.
- Providing pathways for football to assist in ensuring Australia’s continued success at elite level football.
- Increasing participation rates in sport both in football and other sport thereby supporting the health agenda.

- Promoting women in sport through community participation and competition programs and promotion of women's sport through Football NSW women's football competitions.
- Maximising effectiveness of indigenous sport through indigenous sport program.
- Enhancing support and recognition of disabled sport.

### 3. National Preventative Health Strategy

The National Preventative Health Strategy focuses on obesity, tobacco and excessive consumption of alcohol. The Strategy is directed at primary prevention, and addresses all relevant arms of policy and all available points of leverage, in both the health and non-health sectors.

The Football NSW project supports the Strategy in the following ways:

- Promoting healthy lifestyle choices and opportunities.
- Provision of facilities and services in health and fitness areas.
- Promotion of healthy lifestyle messages.

### 4. Social Inclusion strategy

The Australian Government's vision of a socially inclusive society is one in which all Australians feel valued and have the opportunity to participate fully in the life of our society. Achieving this vision means that all Australians will have the resources, opportunities and capability to:

- Learn by participating in education and training.
- Work by participating in employment, in voluntary work and in family and caring.
- Engage by connecting with people and using their local community's resources.
- Have a voice so that they can influence decisions that affect them.

The Football NSW project supports the Strategy in the following ways:

- Provision of education facilities.
- Providing opportunities to learn, by participating in education and training.
- By engaging, by connecting with people, using local services and participating in local civic, cultural and recreational activities.

### 5. Closing the Gap policy

The 'Closing the Gap Policy' aims to address the young and growing indigenous population that is facing different demographic challenges to other Australians. It is a population facing unacceptable levels of disadvantage in living standards, education, health and employment. The policy aims to address the large disparity in life expectancy and other associated indigenous issues.

The Football NSW project supports the Strategy in the following ways:

- Will improve the level of engagement with Indigenous students through an expansion of Sporting opportunities.

- Using sport as a vehicle to improve student participation and engagement in schooling.

## 6. Diverse Australian program

The aim of the policy is dealing with cultural, racial and religious intolerance. It does this by promoting respect, fairness and a sense of belonging for everyone. The policy provides information and funding to help ensure all Australians are treated fairly regardless of their background.

The Football NSW project supports the Strategy in the following ways:

- Promoting the importance of all Australians respecting one another regardless of cultural, racial or religious differences.
- Promoting the fair treatment of all Australians, encouraging people to recognise that our interactions should be accepting of, and responsive to, each other's backgrounds, circumstances, needs and preferences.
- Promoting opportunities for people to participate equitably in Australian society and to understand the rights and responsibilities that we share as part of that society.
- Providing a sense of belonging for everyone by helping the NSW and local Blacktown community work towards a spirit of inclusiveness and a shared identity as Australians.
- Promoting the benefits of living in a culturally diverse society.

## 7. Building Education Revolution

The aim of the Building the Education Revolution funding program is to provide world-class educational facilities, through new infrastructure and refurbishments, to all eligible Australian schools.

The Football NSW project supports the Strategy in the following ways:

- Providing an integrated school and sporting precinct.
- Promoting the joint use of sporting facilities by local schools.

## 9.2 State Government

### 1. Game Plan 2012 - NSW Sport and Recreation Industry Five Year Plan.

Guides the sport and recreation industry in NSW in addressing priority issues from 2007 – 2012.

The plan contains four key focus areas:

- Active community.
- New vision for volunteers.
- Innovative funding.
- Fresh approach to facilities.

The Football NSW project supports the Strategy in the following ways:

- Encouraging joint use of existing and planned facilities.

- Developing new types of multi sport facilities.

## 2. NSW Government's Metropolitan Strategy

The NSW's State Governments Metropolitan Strategy is a broad framework aimed at promoting and managing growth to secure Sydney's place in the global economy by 2031.

The Football NSW project supports the Strategy in the following ways:

- By contributing to the Western Sydney region strong focus on the development of regional cities and major centres and the creation of more jobs in the region.

## 3. NSW Government – NSW State Plan – Investing in a Better Future – Western Sydney Local Action Plan.

The Western Sydney Local Action Plan identifies clear priorities for action in sustained employment opportunities, improvements to public transport and roads, expansion of health and community services especially to disadvantaged groups and improvement to community safety in regional areas.

The Football NSW project supports the Strategy in the following ways:

- Through provision of employment opportunities both short term in the construction of the facilities and long term through the management and operation of the precinct.
- Through the provision of health services and specialist sports medicine services to the local community, including disadvantaged groups.
- By improving community safety through provision of a safe community hub and by using sport and elite sports people to provide positive community messaging.

## 9.3 Local Government

### 1. Blacktown City Council - Wellness through Physical Activity Policy

The Wellness through Physical Activity Policy establishes a set of objectives aimed at promoting physical activity in the community which contributes to achieving physical, mental, cultural, social and environmental health and wellbeing.

The Football NSW project supports the Strategy in the following ways:

- Addressing wellness issues thru physical activity.
- Assisting in improving the overall health of the Blacktown community.
- Supporting communities in gaining access and opportunity to engage in physical activity that improves wellness.
- Providing direction to the development of a 'Wellness through Physical Activity Action Plan'.
- Providing leadership in establishing safe and supportive environments that promote a physically active lifestyle.
- Ensuring compliance with Council's Management Plan and collaboration with other formally adopted Council documents.

- Promoting an integrated approach to wellness through physical activity in all areas of council activity.
- Facilitating community education on wellness to promote maximum health outcomes.

## 2. Blacktown City 2025

Blacktown City 2025 provides a strategic framework for Blacktown City Council to operate within over the next 15 years and beyond.

The Football NSW project supports the Strategy in the following ways:

- Contributing to a creative, friendly and inclusive city.
- Promoting and practising environmental sustainability.
- Contributing to the development of vibrant commercial centres.
- Contributing to a smart economy.
- Promoting urban living and infrastructure.
- Providing clean green spaces and places.
- Promoting and enhancing the region as a sporting region.

## 3. Blacktown Local Environmental Plan 1988 (BLEP 1988).

Local Environmental Plans (LEP's) are prepared by Councils to guide planning decisions in their Local Government Areas and establish the requirements for the use and development of land. Through zoning and development controls they allow Councils to supervise the ways in which land is used.

Blacktown Local Environmental Plan 1988 (BLEP 1988) is the comprehensive statutory (legal) planning document that applies to the whole of the Blacktown Local Government Area

The Football NSW project supports the Strategy in the following ways:

- Adheres to and promotes key aspects of the LEP.

## 4. Blacktown City Social Plan (2007).

Provide a snapshot of the region social situation and plans ahead by identifying the opportunities, facilities and services that will be needed to assist local people achieving their full potential and enhancing community spirit.

The Football NSW project supports the Strategy in the following ways:

Provision of facilities and services to address key social issues as identified in the social plan, including but not limited:

- Domestic Violence.
- Youth programming.
- Health education and preventative health.

- Immigrant and non-English literacy.
- Indigenous education
- Education.
- Social programming and engagement.
- Stress relief.

## **10. PROJECT DELIVERY MODEL**

### ***10.1 Football NSW Commitment to the Project***

Football NSW understands the importance of delivering an infrastructure project of this nature and in order to minimise delivery risk will engage a dedicated, experienced and specialist consultant resource to manage it's requirements for the project from a client perspective.

### ***10.2 Project Management***

In order to ensure that project is managed in a manner that minimizes risk for all partners and also provides partners with adequate input, it is proposed that a formalized project governance framework will be put in place.

Under the framework (similar to those used in delivering other elite facility projects) it is proposed that Football NSW would act as project principal and as chair of a Project Control Group, which would include representatives from all key funding partners.

The key groups that would be formed under the project governance structure would include:

#### **Project Control Group**

A high level steering committee responsible for ensuring that the project outcomes are achieved and that project budget, time and quality criteria are achieved.

#### **Project Working Group**

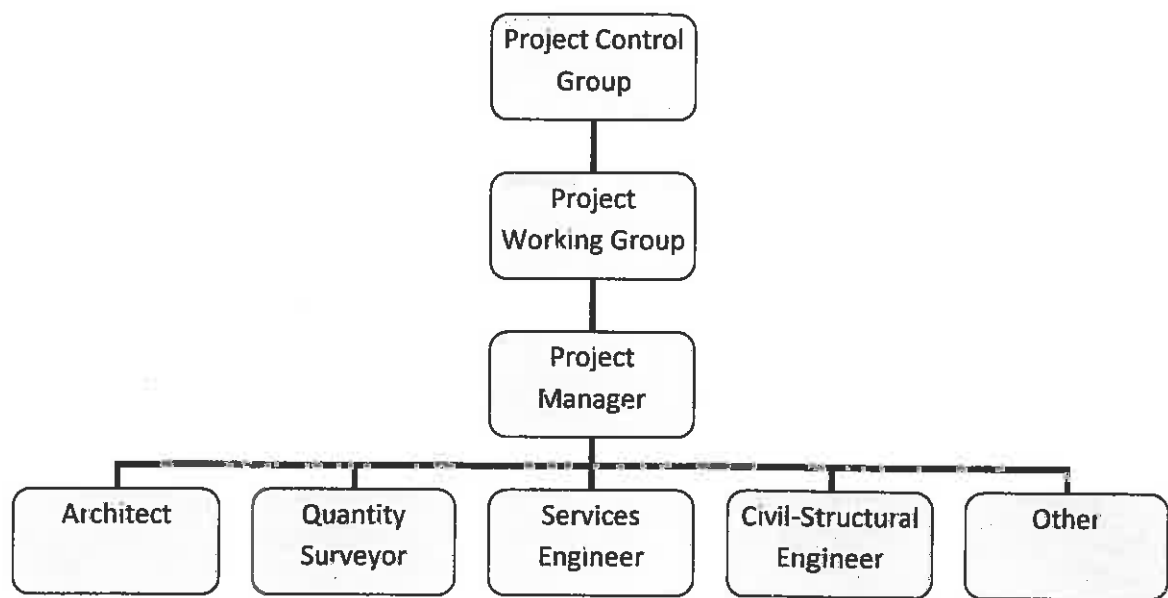
The Project Working Group is responsible for the management of detailed issues related to the Project and provide recommendations to the PCG on key Project Issues.

#### **Project Manager**

A Project Manager will be appointed to manage the project on behalf of the Project Control Group and coordinate and provide supervision of the Project Consultant Team through design phases, manage the tender process, oversee project budget and oversee construction contracts.

#### **Project Consultant Team**

The Project Consultant Team will include all the design consultants and quantity surveyor required to complete the design documents ready for tender and to oversee the project during the construction phase.



## **Annexure 1**

### **Concept Plan**

## **Annexure 2**

### **Letters of Support**

# FOOTBALL NSW

## “FOOTBALL AND COMMUNITY SPORTING PRECINCT”

### 1. INTRODUCTION

Football NSW is Australia’s largest state based sporting organisation with over 280,000 registered players (including registered Futsal players) and approximately 700 Football clubs under its banner.

To replace its ageing infrastructure at Valentine Park and to cater for the future development of Football in NSW, Football NSW are currently in the process of planning for the development of a new administration, training and community football facility at Riverstone in the City of Blacktown, North-West of Sydney.

The proposed development will see a state of the art sporting complex developed within the heart of the North West Growth Sector. The complex will see the inclusion of a full range of sporting facilities to ensure the successful development of future football stars, as well as provide facilities for the community.

With government support, there is a very real opportunity to create a well integrated sporting, recreational and community facility at Riverstone that will be a benchmark, both in Australia and overseas.

### 2. VISION

The development of the Riverstone Football and Community Sporting Precinct is part of Football NSW’s vision to create a world class football, sporting, educational, health and community precinct to cater for the development of the sport into the future.

The following key outcomes will help realise the vision:

1. A significant expansion of Football NSW’s successful football development and education programs.
2. Expansions of Football NSW’s community and social programs in line with government priorities in health and education.
3. Creating a facility that supports a pathway of Australian football, from junior level to the elite competition.
4. Providing multi-purpose facilities for the local primary schools, local community groups, local sporting clubs and local government programs.
5. Providing facilities and support for the people of the Blacktown Region.
6. Generating economic activity and employment outcomes, both during construction and ongoing with the operation of the facilities and expanded community programs.
7. Constructing accessible health/education/accommodation facilities in a growth region.
8. Provision of additional football and community facilities to **expand** Football NSW’s community programs.

Football NSW seeks financial support from Federal, State and Local Governments and other stakeholders to help realise its vision for Football within NSW and the development of the Riverstone Football and Community Sporting Precinct.

~~A~~ Duncan Sharpe

### 3. PROJECT DESCRIPTION

#### 3.1 Proposed Works

The Football NSW Football and Community Centre at Riverstone West in the City of Blacktown

It is seen as a ground breaking new \$76 million state of the art complex. This unique development has the potential to:

- Nine purpose built quality football pitches necessary.
- A potential boutique stadium to showcase major Football NSW events.
- Indoor swimming pool.
- Multi-purpose indoor sporting centre.
- Lecture rooms.
- Physiotherapy and sports medicine centre.
- Gymnasium.
- Football NSW offices.
- Licensed club and function centre.
- Hotel accommodation.
- Football College.

~~A~~ Vicki Bridgstock ~~A~~aph  
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#### 3.2 Estimated Costs

The following information summarises the estimated capital costs of the project:

Estimated Project Costs	Amount
Administration, Sports house & Flexible Community Space,	\$9.1m
Football Fields	\$5.8m
Grandstand & Associated Infrastructure	\$5.1m
Five-a-side Football Facilities	\$1.0m
Indoor Sports Centre, Pool and Hydrotherapy Facilities and Retail Store	\$13.1m
Accommodation	\$2.7m
Function Centre/Licensed Club	\$5.0m
School	\$20.0m
Tennis Facilities	\$3.10m
Car Parking	\$1.8m
External Works	\$1.9m
Land Purchase	\$7.5m**
Other	\$0.3m
<b>Total Estimated Project Costs</b>	<b>\$76.400m</b>

\*\*NB: Land already purchased by Football NSW.

### 3.3 Funding Strategy & Budget

The estimated cost of the project is \$76.4m

The following table sets out the indicative project budget and level of funding to be requested.

Income Source	Amount
Funding request from Federal Government	\$14.0m
Funding request from State Government	\$7.0m ✗
Football NSW	\$28.0m** ✓
Blacktown City Council	\$500,000 } → ✓
FFA	\$500,000- } → ✓
Tennis NSW/Tennis Australia	\$1.0m ✓
School Partner → <i>Private College</i>	\$22.4m ✓
Commercial Partners	\$2.0m ✓
Philanthropic/Club Donations/Fundraising	\$1.0m ✓
<b>Total Project Income</b>	<b>\$76.4m</b> ✓

**\*\*NB: Includes purchase of land by Football NSW.**

### 3.4 Project Timing

Football NSW has significantly progressed the project, including purchasing the land. It is expected that the project will commence construction in early 2012 and be completed in 18 months.

Government funding is able to be spread over multiple financial years with Football NSW also able to stage the project with certain non-core elements delivered as part of future development stages.

## 4. WHY THE PROJECT IS IMPORTANT

### 4.1.1 Community, Health and Social Programming

In addition to various sport related benefits the Riverstone Football and Community Sporting Precinct will deliver an expanded range of educational, health, social and youth programs that will be aimed at addressing some of the region's key health, social and financial indicators.. Some of the key regional community, health and social issues that Football NSW through the new Riverstone facility will be aiming to influence include:

Football NSW will be using the Riverstone Football and Community Sporting Precinct to establish and expand sporting and community programs in the following areas:

- Domestic Violence.
- Youth programming.
- Health education with a focus on preventative health.
- Immigrant and non-English speaking education programming.
- Indigenous education sporting opportunities.
- Education with a link to sport through the sport college.
- Social programming and engagement through provision of flexible community space and sport mentoring.
- Stress relief through provision of leisure activities.

The development will provide a unique model for the future delivery of joint elite and community facilities that link with health, education, social and youth sectors.

#### 4.1.2 Partnerships

Football NSW has established long standing partnerships with the following organisations that it plans to continue with the development of the Riverstone Football and Community Sporting Precinct:

Australian Sports Commission	Communities NSW
NSW Sport & Recreation	Tennis NSW
NSW Sports Federation	NSW Parks and Leisure
NSW Department of Education & Training	NSW Department of Human Services Ageing & Disability
NSW Commission for Children and Young People	NSW Sporting Injuries Committee
NSW Motor Accidents Authority – Drive Alive	NSW Police Football
Youthsafe	Sports Medicine Australia (NSW)
Australian Drug Foundation – Good Sports	Volunteering Australia
NSW Association of Disability Sport	NSW Cerebral Palsy Sport and Recreation (CPSARA)
Special Olympics	NSW Paralympic 7-A-Side
Deaf Football Australia	Illawarra Disability Trust
Wheelchair Sports NSW	Power Wheelchair NSW – Powerchair Football

#### 4.1.3 Sport Business Model

The Riverstone Football and Community Sporting Precinct will provide a unique and sustainable community based business model for NSW Football that will ensure the long term viability of football in NSW while also ensure ongoing community, health, education and social benefits to the broader community.

#### 4.1.4 Local Schools

The proposed Riverstone Football and Community Sporting Precinct will provide unique football and community facilities that will be available daily to local primary and secondary schools. The facilities will accommodate current needs, but more importantly will provide facilities for the growing population of the region over the next 20 years.

#### 4.1.5 Environment

The facility will incorporate the latest in environmentally sustainable design and water and energy savings practices.

Some key design initiatives will include:

- Maximise the reuse of wastewater through greywater and rainwater harvesting for use on grass pitches.
- Implementation of solar boosted hot water which will reduce CO2 emissions.
- 80% waste diversion from landfill target in demolition;
- Maximisation of bicycle parks and facilities;
- Motion detector and daylight lighting control;
- Thermally efficient building envelope;

- Efficient VRV zoned aircon;
- Water efficient appliances shower fittings and toilet flushing;
- Green work practices training.

#### 4.1.6 Economic Contribution

Football NSW currently makes a significant economic contribution to the region and NSW as a whole, which will be further enhanced by the development:

- Over 280,000 registered players and growing and approximately 700 Football clubs.
- Annual turnover of Football NSW is \$12,017,099.
- Employment of in excess of 248 staff.
- Football NSW's current direct expenditure into the local region is in excess of \$4 million.

The new development is expected to create over 100 new jobs and significant revenue for the region.

## 5. PROJECT OUTCOMES

The development of the Riverstone Football and Community Sporting Precinct will deliver long lasting physical, social and economic outcomes for football, NSW, the Blacktown region and local sporting clubs and community groups – in particular, marginalised community groups.

These outcomes include the following:

- Genuine Support and Improved Delivery of Government Priorities
- Quality Recreation Facilities
- Creation & Access to Quality Community Centre
- Secures Long Term Future of Football NSW and Football in NSW
- Creation of Integrated Recreational Facilities
- Creation of Employment Opportunities

## 6. WHO WILL BENEFIT?

The completion of the Riverstone Football and Community Sporting Precinct project will benefit the following people and/or organisations:

- Local Primary and Secondary Schools and students;
- Local sporting clubs;
- Schools, children and youth who undertake or experience community programs
- Indigenous community;
- New Immigrants and non-English speaking Australians
- Football Federation Australia (FFA);
- Local community groups;
- Residents within the local region
- State and Federal Government through delivery of government objectives;
- Blacktown Council;

## **7. SUPPORTING EXISTING GOVERNMENT PLANS**

The Riverstone Football and Community Sporting Precinct supports the following local, regional, state and national plans in the following ways:

### **7.1 *Federal Government***

- Australian Sport the Pathway to Success.
- Australian Sport: emerging challenges, new directions.
- National Preventative Health Strategy.
- Social Inclusion strategy.
- Closing the Gap policy.
- Diverse Australian program.
- Building Education Revolution.

### **7.2 *State Government***

- Game Plan 2012 - NSW Sport and Recreation Industry Five Year Plan.
- NSW Government's Metropolitan Strategy.
- NSW Government – NSW State Plan – Investing in a Better Future – Western Sydney Local Action Plan.

### **7.3 *Local Government***

- Blacktown City Council - Wellness through Physical Activity Policy.
- Blacktown City 2025.
- Blacktown Local Environmental Plan 1988 (BLEP 1988).
- Blacktown City Social Plan (2007).

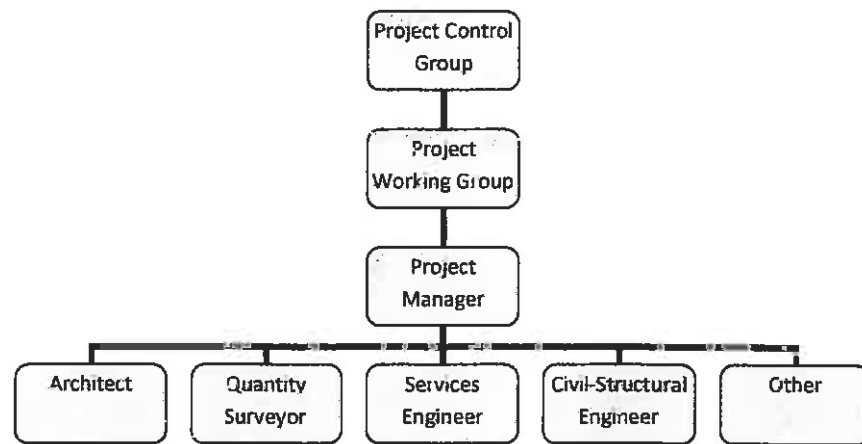
## **8. PROJECT DELIVERY MODEL**

### **8.1 *Football NSW Commitment to the Project***

Football NSW understands the importance of delivering an infrastructure project of this nature and in order to minimise delivery risk will engage a dedicated, experienced and specialist consultant resource to manage its requirements for the project from a client perspective.

### **8.2 *Project Management***

In order to ensure that project is managed in a manner that minimizes risk for all partners and also provides partners with adequate input, it is proposed that a formalized project governance framework will be put in place.





## **“FOOTBALL AND COMMUNITY SPORTING PRECINCT”**

**Briefing Paper**

**June 2010**

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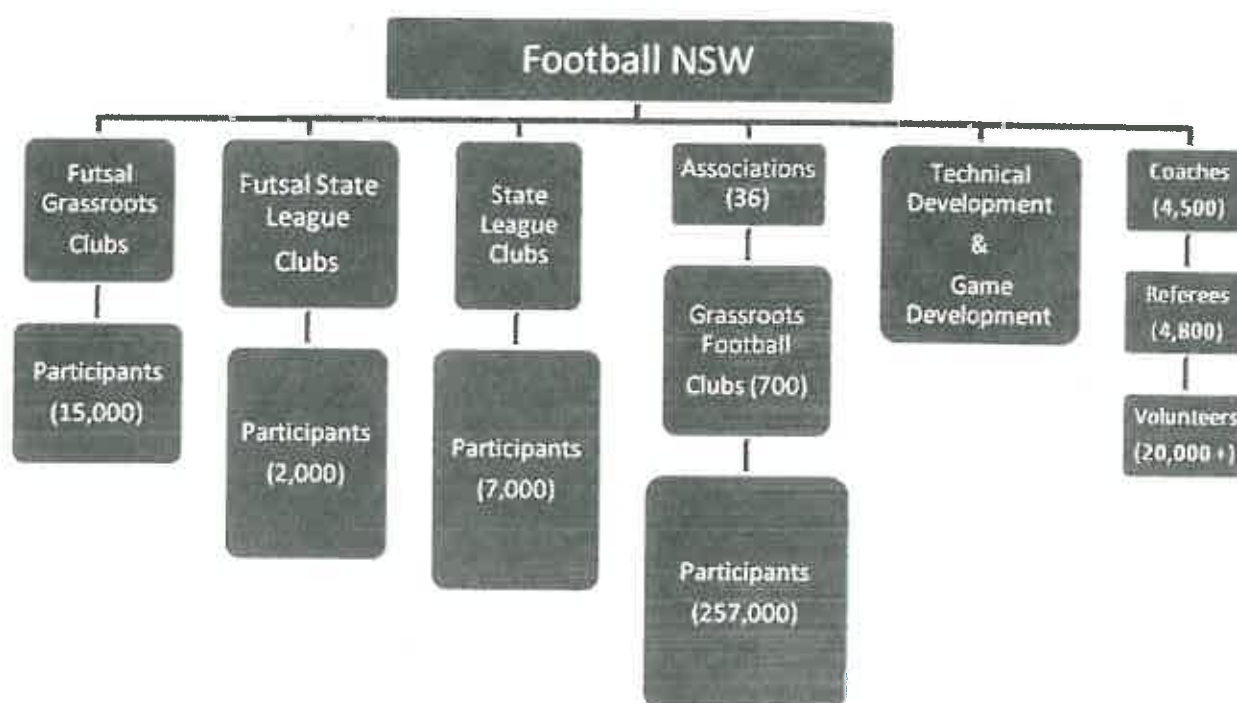
# 1. OVERVIEW

## 1.1 Introduction

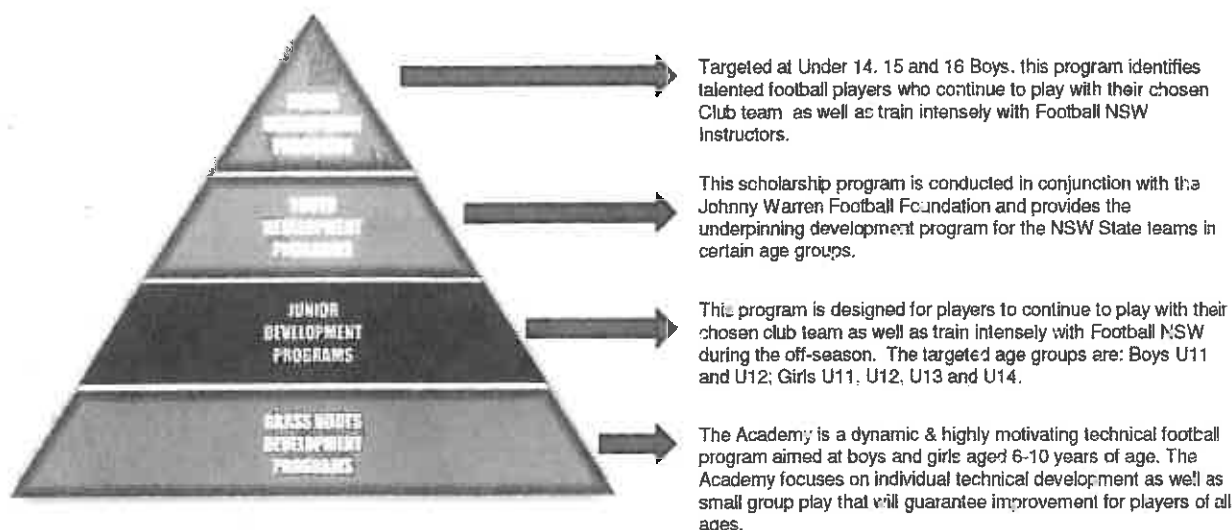
### 1.1.1 Football NSW

Football NSW is Australia's largest state based sporting organisation with over 280,000 registered players (including registered Futsal players) and approximately 700 Football clubs under its banner. Recent Australian Sports Commission participation figures indicate, across NSW as a whole, football participation is experiencing three times the growth of its major competitor in rugby league with over 281,000 participants.

Football NSW is a member of the national governing body, Football Federation Australia (FFA). Football NSW is charged with the responsibility for governing football (soccer) and Futsal within New South Wales (NSW), with the exception of the northern regions of NSW which is governed by Northern New South Wales Football.



Football NSW is responsible for providing competition playing structures, coaching and development services and sport specific educational programs for junior and senior, male and female players from 36 local Association branch based competitions, through to semi-professional and professional levels. Football NSW is also responsible for the Technical and Game development as well as all facets of Corporate Governance which includes Risk Management and adherence to all Football NSW policies.



The most senior men's state league competition is currently known as the "New South Wales" Premier League and the most senior female state competition is currently the "Arrive Alive" Women's Premier League.

Football NSW is also responsible for the development of the sport of Football within schools across NSW, for skills development programs such as talent identification, and for development of high performance athletes through the NSW Institute of Sport and other elite development programs that are endorsed by the code's governing body.

Football NSW vision is to be regarded as the benchmark sporting organisation in Australia and strives to this ambition by:

- Creating development programs that attract new players, coaches, referees and fans.
- Creating environments and programs that develop the full potential of NSW football talent.
- Building an environment that attracts the best partners and stakeholders.

### ***1.1.2 Riverstone Football and Community Sporting Precinct***

To replace its ageing infrastructure at Valentine Park and to cater for the future development of Football in NSW, Football NSW are currently in the process of planning for the development of a new administration, training and community football facility at Riverstone in the City of Blacktown, North-West of Sydney.

The proposed development will see a state of the art sporting complex developed within the heart of the North West Growth Sector. The complex will see the inclusion of a full range of sporting facilities to ensure the successful development of future football stars, as well as provide facilities for the community.

In what has been seen as a ground breaking development for football in Australia, Football NSW is proposing to build a new \$76 million state of the art sporting complex at Riverstone. A number of modern facilities will be showcased at the proposed Riverstone facility including:

- Multiple high quality football pitches and a boutique 3000 seat capacity stadium.
- Health and wellness facilities including swimming pool and gymnasium.

- Multi-purpose indoor sports centre.
- Educational facilities including sports college.
- Allied health and sports medicine facilities.
- Administration **offices** including office for Football NSW and Tennis NSW.
- Hotel accommodation and function facilities.

With government support, there is a very real opportunity to create a well integrated sporting, recreational and community facility at Riverstone that will be a benchmark, both in Australia and overseas.

## 2. VISION

The development of the Riverstone Football and Community Sporting Precinct is part of Football NSW's vision to create a world class football, sporting, educational, health and community precinct to cater for the development of the sport into the future.

The following key outcomes will help realise the vision:

1. A significant expansion of Football NSW's successful football development and education programs.
2. Expansions of Football NSW's community and social programs in line with government priorities in health and education.
3. Creating a facility that supports a pathway of Australian football, from junior level to the elite competition.
4. Providing multi-purpose facilities for the local primary schools, local community groups, local sporting clubs and local government programs.
5. Providing facilities and support for the people of the Blacktown Region.
6. Generating economic activity and employment outcomes, both during construction and ongoing with the operation of the facilities and expanded community programs.
7. Constructing accessible health/education/accommodation facilities in a growth region.
8. Provision of additional football and community facilities to expand Football NSW's community programs.

Football NSW seeks financial support from Federal, State and Local Governments and other stakeholders to help realise its vision for Football within NSW and the development of the Riverstone Football and Community Sporting Precinct.

### 3. PROJECT DESCRIPTION

#### 3.1 *Proposed Works*

In what is seen as a ground breaking development for football in Australia, Football NSW is proposing to build a new \$76 million state of the art community sporting, education and wellness complex at Riverstone. This unique development has the potential of incorporating the following facility components:

- Nine purpose built quality football pitches, with the ability to expand to 15 fields in the future if necessary.
- A potential boutique stadium venue with a capacity of around 3,000 spectators, designed to showcase major Football NSW events.
- Indoor swimming pool.
- Multi-purpose indoor sporting centre consisting of two international sized Futsal courts.
- Lecture rooms.
- Physiotherapy and sports medicine centre.
- Gymnasium.
- Football NSW offices.
- Licensed club and function centre.
- Hotel accommodation.
- Football College.

In addition the proposed development fits very much in line with the vision set within the planning and development strategies at a State and region level, including but not limited to:

- Game Plan 2012 - NSW Sport and Recreation Industry Five Year Plan.
- Blacktown City 2025 – Blacktown City Council.
- Blacktown City Council - Wellness through Physical Activity Policy – Blacktown City Council.
- NSW Government's Metropolitan Strategy – NSW State Government.
- Blacktown Local Environmental Plan 1988 – Blacktown City Council.
- Sydney Regional Environmental Plan 31 – Regional Parklands (SREP 31).
- NSW Government – NSW State Plan – Investing in a Better Future.
- Blacktown Social Plan - Blacktown City Council 2007.

The proposed development has been put together following extensive consultation with key stakeholders with respect to:

- Facility development options/needs.
- Consulting with current, potential and alternative users groups and the local community.
- Preparation of a feasibility/business case (including identifying business and management models).
- Preparation of a detailed business plan which identifies potential revenue and expenses associated with the development of the facility.

Football NSW "Community Football and Sporting Precinct" concept provides for community football, sporting, health and educational facilities. The facility will include unique sport, health and educational facilities that will be available to the local community. These facilities will include:

- **Improved Administration Facilities.** A new administration building will provide Football NSW, Tennis NSW and local community sporting groups with state of the art administration facilities and services.
- **Sportshouse.** Included in the Administration will a "sportshouse" which will provide a home for Football NSW and Tennis NSW along with local sporting groups, such as the local football association and the academy of sport. The "sportshouse" will be a unique shared environment that will provide the local sport groups with professional accommodation and associated services, while also offering sport administration mentoring through the professional administration of Football NSW and Tennis NSW. The "sportshouse" will be available to sporting and community groups on a permanent, regular and casual basis.
- **Flexible Space.** The incorporation of "flexible space" into the administration facilities will provide space for educational, program delivery and event/competition purposes. Facilities will include a lecture theatre learning environment, as well as flexible learning and teaching spaces.
- **Nine purpose built quality football pitches.** The facility will include a combination of nine international standard grass and synthetic football pitches with the ability to expand to 15 fields in the future. The pitch facilities will also be available for other community sporting organisations including little athletics, rugby league and rugby union.
- **A boutique football stadium.** One of the synthetic football pitches will include boutique stadium facilities with a capacity of around 3,000 spectators. Designed to showcase major Football NSW and community football events the facilities will be open to the community for use for local, regional and state championships finals and tournaments, providing a unique State sporting venue. As with the pitch facilities the boutique stadium will also be available to other sporting organisations for events.
- **A-League Facilities.** Football NSW is in preliminary negotiations with the newly announced A-League franchise, the West Sydney Rovers, to provide a professional permanent training base for the team and a competition base for A-League pre-season, youth league and women's A-League games.
- **Eight to ten "five a side" football pitches.** These are multi-sports courts primarily used for football but will also be used for sports such as netball etc. Five a side football is the fastest growing sport in Europe and participation will be community based.
- **Heated indoor pool and Hydro therapy centre.** This will include usage for learn to swim classes and will be utilised heavily by the local community, including by people and athletes with disabilities, the aged community and for those recovering from injury.
- **Allied Health and Sports Medicine Centre.** The facility will include a state of the art allied health centre with specialist practice in sports medicine and wellness. The facility will cater for a growing health and wellness related need in the region while also providing unique specialist sports medicine services to Football NSW and Tennis NSW athletes, facility attendees and the general community.

- **A 40 room accommodation facility.** A 3.5 star accommodation/hotel facility has been identified as a need for the rapidly developing area. Football and tennis will utilise this for any visiting international teams, interstate teams of any sport and local tournaments, including pre-season use. Football NSW already has an established model for this facility having operated a similar accommodation business at its current facility at Valentine Park. Football NSW intends to extend and grow this service through higher quality facilities and growing the market for interstate and international travelling teams. Use will also be integrated with the sports college and will extend into local private schools and Universities. This will enable the venue to act as a unique one stop destination for travelling football and other sporting teams, including as a World Cup training destination, should Australia's bid be successful.
- **Football NSW and specialist retail sports store.** Football NSW already operates a significant retail operation for its member clubs and athletes. The Riverstone facility will enable Football NSW to extend this operation into a full sporting "super store" as a major wholesale and retail supplier of sporting goods and apparel to the broader sporting and school sectors. Economies of scale will enable Football NSW to offer sporting goods at discounted rates to nominated schools and clubs with specific socioeconomic disadvantages thereby providing sporting opportunities to children who would otherwise miss out.
- **Multi Media Centre.** The Riverstone facility will include a state of the art sporting and educational multimedia centre. The centre will include the latest in audio-visual and communication technology that will be made available to local school and community organisations, and the sports college.
- **Tennis Facilities.** Tennis NSW are to relocate their administration into a new 500 sqm administration facility co-located with Football NSW at Riverstone. 20 new world class tennis courts will also be constructed on site, which along with sharing of Football NSW elite training facilities, will create a NSW State Centre of excellence for Tennis.
- **Function, Reception and Event Centre, including a licensed club.** In conjunction with a commercial partner Football NSW are to develop a unique community events centre that will complement the existing facilities in the region. The facilities will provide access for seminars, professional development courses, coaching courses, and local functions as well as providing for a whole range of community groups and their activities, function and conference services and facilities and food and beverage services to the surrounding facilities and the region. The licensed club to be established on site will provide much needed revenue to subsidise operation of the precinct while also providing revenue to be reinvested back into the community and football.
- **Sports College.** The Riverstone Football and Community Sporting precinct will include a state of the art specialist sporting college. The sports college will be aligned with Football NSW and Tennis NSW and provide specialist tuition for aspiring football and tennis athletes, as well as athletes from other sports. The college will be available upon application to students across NSW, with free scholarship positions made available to selected athletes in socioeconomically disadvantaged areas. The college will cater for up to 800 students from years 3-12 and will include some boarding facilities.
- **Indoor Sports Centre.** The Riverstone facility will include a multi-court indoor stadium, including Futsal facilities and will provide the Riverstone region, including its clubs and schools, with a badly

needed indoor community sports centre. The facility will be for Football NSW Futsal competitions while also being used for local basketball, badminton, netball, table tennis and similar indoor sports.

- **Health Club.** Aligned with the allied health, sports medicine and aquatic facilities will be a health club. The club will provide elite athletes, facility users, hotel users and the general community with quality health and fitness facilities and services.

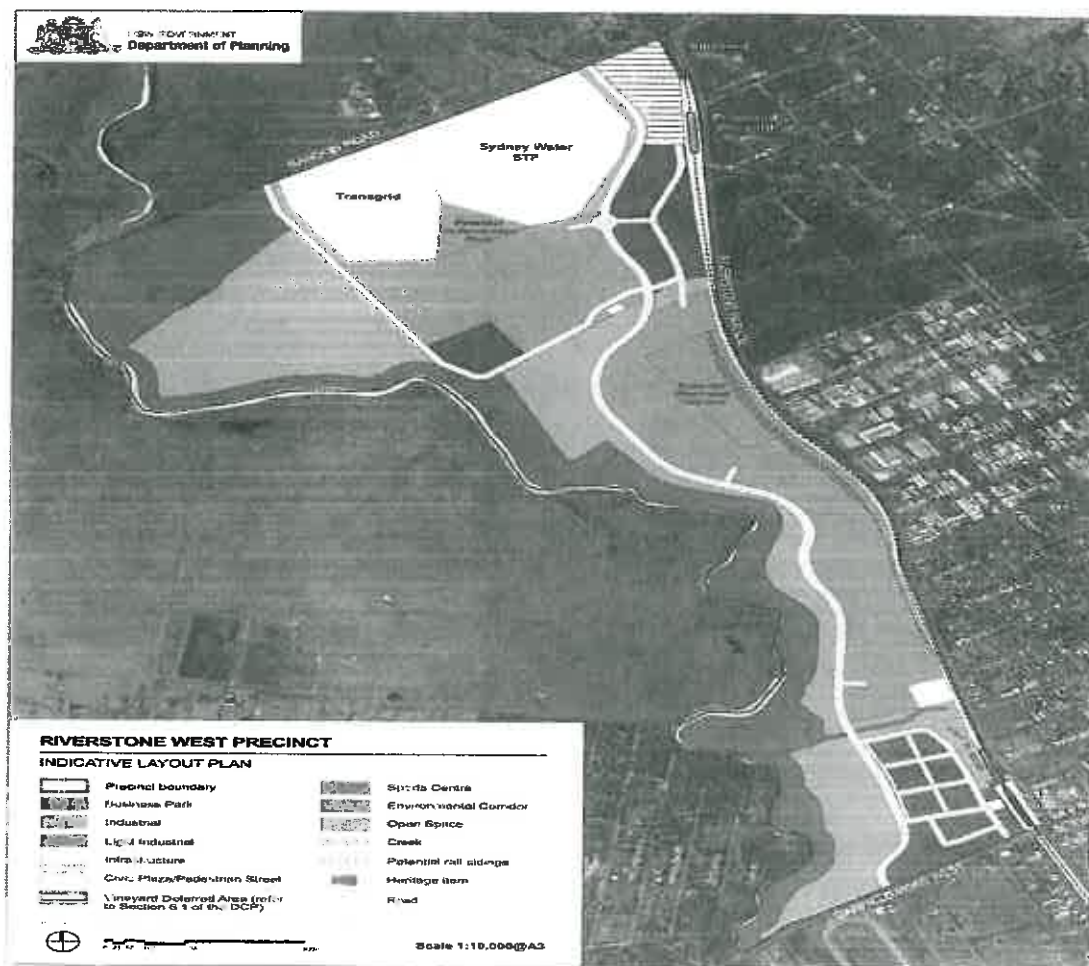
### 3.2 Location

The Football NSW Football and Community Sporting precinct is to be located in newly rezoned land in Riverstone West in the City of Blacktown, approximately 35kms from the Sydney CBD..

The Riverstone West Precinct is one of 16 precincts as part of the North West Growth Centre. The Growth Centre is approximately 10,000 hectares and will contain about 70,000 new dwellings for 200,000 people. The Growth Centre is a designated growth area for Sydney and forms a key platform of the NSW Government residential expansion plans for Sydney and surrounding areas.

The Riverstone West Precinct will provide over 12,000 new jobs in Sydney's North West has already been planned and rezoned for development. Riverstone West Precinct is about 285 hectares, located to the west of the Richmond Rail Line between Riverstone and Vineyard stations, and extending west to Eastern Creek. The site currently is home to rural and industrial uses, and includes a small number of residences.

The development of the estate that the Football NSW Sporting Precinct will be located in is a major new industrial and residential estate. The development will include new roads and public transport infrastructure that will not only benefit estate users but also the broader Riverstone community.



### 3.3 Estimated Costs

The following information summarises the estimated capital costs of the project:

Estimated Project Costs	Amount
Administration, Sports house & Flexible Community Space,	\$9.1m
Football Fields	\$5.8m
Grandstand & Associated Infrastructure	\$5.1m
Five-a-side Football Facilities	\$1.0m
Indoor Sports Centre, Pool and Hydrotherapy Facilities and Retail Store	\$13.1m
Accommodation	\$2.7m
Function Centre/Licensed Club	\$5.0m
School	\$20.0m
Tennis Facilities	\$3.10m
Car Parking	\$1.8m
External Works	\$1.9m
Land Purchase	\$7.5m**
Other	\$0.3m
<b>Total Estimated Project Costs</b>	<b>\$76.400m</b>

**\*\*NB:** Land already purchased by Football NSW.

### 3.4 Government Funding Contribution to Community Facilities

The following table sets out where the Government funding will be utilised.

Estimated Project Costs	Amount	% of Community Use	Financial Value of Community Facilities
Administration, Sports house & Flexible Community Space,	\$9.1m	75%	\$6.825m
Football Fields	\$5.8m	100%	\$5.8m
Grandstand & Associated Infrastructure	\$5.1m	100%	\$5.1m
Five-a-side Football Facilities	\$1.0m	50%	\$0.5m
Indoor Sports Centre, Pool and Hydrotherapy Facilities and Retail Store	\$13.1m	80%	\$10.48m
Accommodation	\$2.7m	20%	\$0.54m
Function Centre/Licensed Club	\$5.0m	0%	\$0m
School	\$20.0m	50%	\$10.0m
Tennis Facilities	\$3.10m	100%	\$3.10m
Car Parking	\$1.8m	70%	\$1.26m
External Works	\$1.9m	70%	\$1.33m
Land Purchase	\$7.5m	70%	\$5.25m
Other	\$0.3m	70%	\$0.21m
<b>Total Estimated Project Costs</b>	<b>\$76.400m</b>	<b>70%</b>	<b>\$50.395m</b>

### **3.5 Funding Strategy & Budget**

The estimated cost of the project is \$76.4m

The following table sets out the indicative project budget and level of funding to be requested.

<b>Income Source</b>	<b>Amount</b>
Funding request from Federal Government	\$14.0m
Funding request from State Government	\$7.0m
Football NSW	\$28.0m**
Blacktown City Council	\$500,000
FFA	\$500,000
Tennis NSW/Tennis Australia	\$1.0m
School Partner	\$22.4m
Commercial Partners	\$2.0m
Philanthropic/Club Donations/Fundraising	\$1.0m
<b>Total Project Income</b>	<b>\$76.4m</b>

**\*\*NB: Includes purchase of land by Football NSW.**

### **3.6 Project Timing**

Football NSW has significantly progressed the project, including purchasing the land. It is expected that the project will commence construction in early 2012 and be completed in 18 months.

Government funding is able to be spread over multiple financials years with Football NSW also able to stage the project with certain non-core elements delivered as part of future development stages.

## 4. WHY THE PROJECT IS IMPORTANT

### 4.1 Identified Need

Football NSW with over 280,000 registered football players is the largest member based sporting organisation in Australia and is currently hamstrung in its development due to a lack of facilities and the lack of a high quality state training base. Football NSW's existing facility at Valentine Sports Park in Glenwood has been unable to cope with increasing demands of community and elite football in NSW and hence Football NSW is in need of a larger, upgraded facility.

The Riverstone facility will also provide badly needed football facilities in one of the quickest growing regions of not only NSW, but Australia thereby satisfying a growing community football need in this region.

The Blacktown and in particular Riverstone regions are identified growth regions for NSW, with the key demographic information for the region indicating a growing population with increasing community and sporting needs. The increase in population will in the future put significant pressure on already sparse sporting and community facilities in the region.

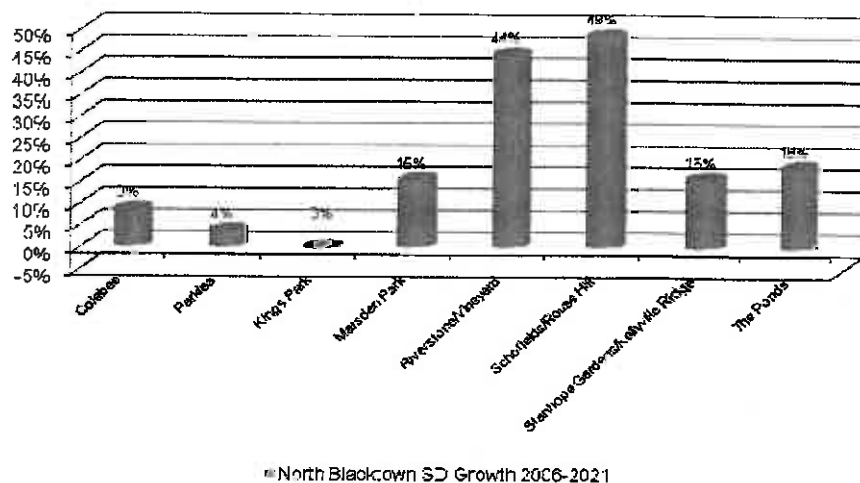
The Football NSW Riverstone Football and Community Sporting Precinct will provide long term facility solutions not only to meet the increasing participation in football but also growing needs of community sport and recreation through the provision of:

- multi-purpose sports facilities;
- aquatic and hydrotherapy facilities;
- flexible community space;
- accommodation facilities;
- function and conference facilities;
- and education facilities.

#### 4.1.1 Demographics of the Region

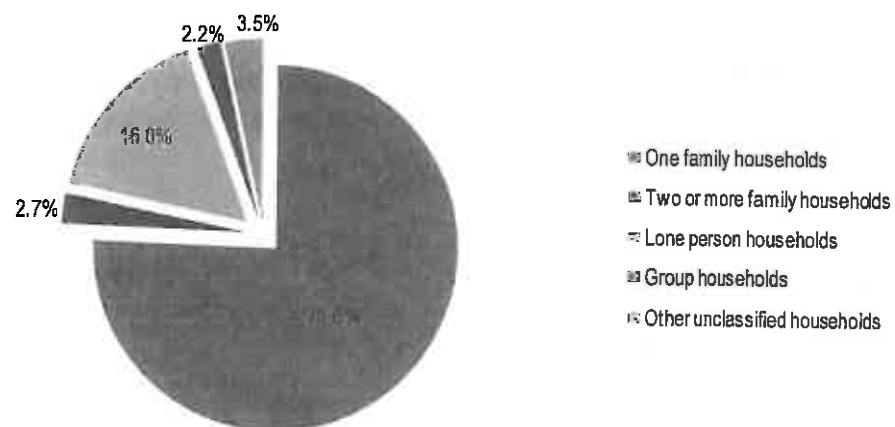
The key demographics statistics of the region relevant to the project are:

- In 2006, the total population of the Blacktown municipality was estimated at 284,301 with this number expected to increase by 25% to 356,652 by 2021.
- There will be a reduction in the proportion of young people and an increase in the proportion of older people from 2006 to 2021.
- Blacktown City's population has increased by 10.4% since 1996, with a staggering 21% increase in population since 1991.
- The population in the Blacktown City LGA is expected to reach 356,663 in 2021, which will represent a 31% population growth from 2006 population of 272,330.
- The Riverstone-Vineyard Area in Blacktown City is one of the regions expected to experience the largest increases in population to 2021. The diagram below shows that the suburbs of Riverstone/Vineyard and Schofields/Rouse Hill are expected to grow by almost 50% to 2021.



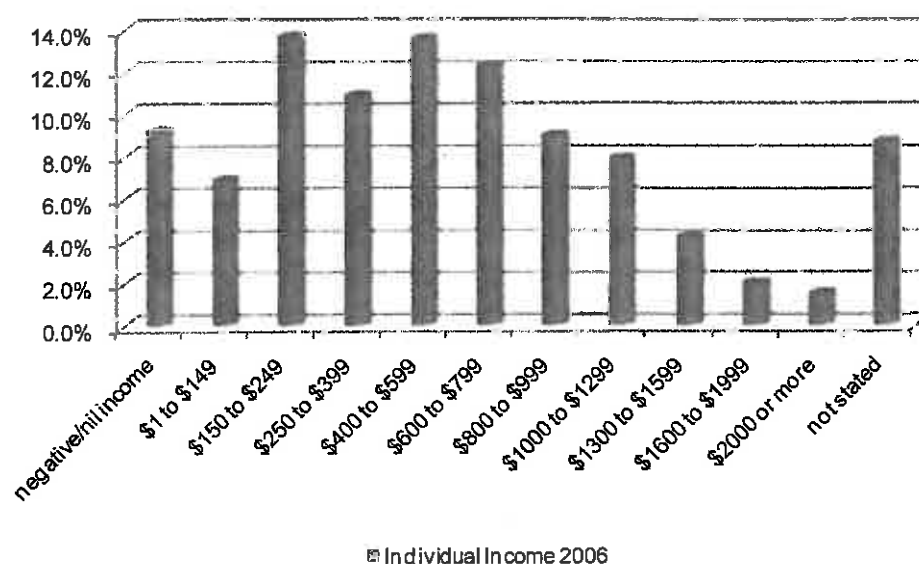
#### Percentage population growth in North Blacktown area to 2021

- The primary household arrangement in the municipality is one family households.



#### Household Characteristics of the Blacktown City Council

- The following table indicates weekly individual income in the Blacktown City Council in 2006.
- A higher proportion of individuals earn a relatively low income in comparison to the Sydney statistical division and a lower proportion of individuals earn a high income.
- A higher proportion of households receive low incomes and a lower proportion of households receive high incomes.



Weekly Individual Income in Blacktown City Council

## 4.2 Project Rationale

The scoping and design of the facility has been undertaken based on extensive research, demographic analysis and consultation to ensure the facility meets the growing needs of football in NSW and the needs of the developing community in the following ways:

- Multiple grass and synthetic football pitches, a boutique football stadium, as well as “small game” 5-a-side pitches, will provide State, regional and local level football facilities for the growing needs of football in NSW and the Blacktown region.
- Hydrotherapy facilities and accessible flexible community space will cater for the needs of the growing older population.
- Growth in one family households will create greater need for flexible community space, allied health and leisure facilities and contemporary education precincts, all of which form key components of the development.
- The large percentage of residents born overseas emphasises the need for community and sporting facilities that can be used by new Australians as part of their introduction to Australian culture. Football, as the World Game, provides a unique vehicle to integrate new Australians into the Riverstone community.
- Population growth is forecast to continue within the area and consequently, there is likely to be an increasing demand for access to quality sporting and recreation facilities and programs, all of which will be provided as part of the Riverstone development.
- The high number of new households forecasted for the Blacktown City Council highlights the need to develop sport and recreation infrastructure. It is this segment of the population who traditionally participate strongest in sporting activity. It is also these age groups that are likely to be most strongly represented in future growth areas. The Riverstone development will provide sporting and community facilities critical in servicing this growing need.

- Blacktown City Council is likely to have to cater for an increase in the young and very old, with the number of new households estimated to move to the area. The Riverstone development will provide a unique mix of facilities that will cater for all age groups from the very young to the ageing population.
- There is likely to be an increase in the demand for indoor sports within the area due to the growth predicted for the Riverstone, Kellyville Ridge, Colebee, Schofields, Kings Park, Parklea and Marsden Park areas. In particular, residents from the new residential developments may increase the demand for casual use and community competition opportunities.
- Prospective users may have a lower capacity to pay for programs and services at the facility due to the low household and individual incomes. The co-location of sporting facilities and community facilities, along with other commercial facilities will allow the facilities to be made available to the public in an efficient and cost effective way.
- There may be a demand for badminton and table tennis in the area due to the popularity of both sports in the Asian community and the high proportion of residents from the Philippines. The flexible sports halls as part of the Riverstone Precinct, although primarily designed for Futsal, shall be multi-purpose and be able to be utilised for multiple indoor sports, including badminton and table tennis.
- Participation is highest for organised and non-organised sport in the 15-17 age cohort and consequently, this age group will need to be a key target group for programs and services delivered to the local community.

#### 4.2.1 Community, Health and Social Programming

In addition to various sport related benefits the Riverstone Football and Community Sporting Precinct will deliver an expanded range of educational, health, social and youth programs that will be aimed at addressing some of the regions key health, social and financial indicators. The Riverstone Football and Community Sporting Precinct and associated programs will allow Football NSW to significantly expand its community reach, and interact directly with residents in the local region to use sport and in particular football as a vehicle for social change. Some of the key regional community, health and social issues that Football NSW through the new Riverstone facility will be aiming to influence include:

- **Domestic Violence.** Blacktown has the highest rate of domestic violence in Sydney. Recently released Bureau of Crime statistics and research reports show the Blacktown region had the city's highest incidence of domestic violence-related assault by head of population. This figure is about 60 per cent higher than the state-wide per-person average. Football NSW, in conjunction with key community agencies, will be using the facilities and its key players, in mentoring programs, targeted at reducing the incidences of domestic violence. Football NSW aims to play a key role in terms of conveying positive messaging around domestic violence,
- **Non- English speaking.** Over 50% of residents were born outside of Australia with 28% of these people born in non-English speaking countries. Football NSW shall use football as a means of introducing "new Australians" and "non-English speaking" Australians to Australian culture ultimately providing an introduction to the English language.
- **Indigenous population.** The Blacktown region has the highest proportion of indigenous people in the Sydney metro area. As with the non-English speaking population, Football NSW will use the world game as a means of positive interaction with the indigenous population.
- **Unemployment.** The region has an unemployment rate of greater than 7% with 25% of these unemployed people in the 25-34 years age group. The development of the Riverstone Football and Community Sporting Precinct shall create a significant number of new jobs both in the construction phase and on an ongoing basis in the operation of the facility.

- **Education.** The Blacktown region has a relatively high incidence of low educational attainment. The Sports College will provide a significant number of educational opportunities to both aspiring athletes of the region along with athletes across NSW. Football NSW intends to offer a number of scholarships to local athletes, including indigenous and new Australian athletes.
- **Social engagement.** The population of the Blacktown municipality is quite isolated from greater society, with more than one quarter of the population engaging in social gatherings less frequently than once a month. The Riverstone Football and Community Sporting Precinct will provide flexible community space which will be available to the local community for various social and community gatherings.
- **Stress.** One sixth of the population of the Blacktown region report being under “very high” or “high” levels of psychological stress. Sport and recreation pursuits have been identified as a means of controlling stress, with the Riverstone Football and Community Sporting precinct providing significantly increased opportunities for sport and recreation activity and therefore stress release.
- **Health and Smoking.** Almost 50% of the region’s population were overweight or obese with less than half the population meeting daily consumption of fruit recommendations. Knowledge of good nutrition in the region is also poor. The population of the Blacktown region has a significantly higher smoking rate than the population of NSW. Football NSW will use the facility to promote community health and non-smoking messages as part of its broader commitment to the local community.

Football NSW will be using the Riverstone Football and Community Sporting Precinct to establish and expand sporting and community programs in the following areas:

- Domestic Violence.
- Youth programming.
- Health education with a focus on preventative health.
- Immigrant and non-English speaking education programming.
- Indigenous education sporting opportunities.
- Education with a link to sport through the sport college.
- Social programming and engagement through provision of flexible community space and sport mentoring.
- Stress relief through provision of leisure activities.

The development will provide a unique model for the future delivery of joint elite and community facilities that link with health, education, social and youth sectors.

The table below illustrates the reach of the programs and services that will be offered at the Riverstone Football and Community Sporting Precinct.



Program/Service	Frequency	Projected Numbers	Key Stakeholder Benefits								Outcomes
			Federal	State	Local	Football	Other Sports	Schools	Community	Other	
<b>Youth / Schools/Social</b>											
Primary School Development Program	300 schools per year	660,000 (includes programs at schools across NSW)	✓	✓	✓	✓	✓	✓	✓		<ul style="list-style-type: none"> <li>Better educational, physical and health outcomes and unique experiences</li> </ul>
High Schools Development Program	75	7,500	✓	✓	✓	✓	✓	✓	✓		<ul style="list-style-type: none"> <li>Better educational, physical and health outcomes and unique experiences</li> </ul>
Football Domestic Violence Program	Weekly	5,000	✓	✓	✓	✓			✓		<ul style="list-style-type: none"> <li>Make communities safe for children and vulnerable people</li> </ul>
<b>Immigrants/Indigenous</b>											
Indigenous Football Program	Weekly	5,000	✓	✓	✓	✓			✓		<ul style="list-style-type: none"> <li>Improved health for Aboriginal and Torres Strait Islander peoples</li> <li>Closing the gap between indigenous and non-indigenous Australian</li> <li>Improve school attendance rates and literacy outcomes for indigenous children</li> <li>Better equip indigenous people to tackle disadvantage</li> <li>Make communities safe for children and vulnerable people</li> </ul>
Football Literacy Program	Weekly	5,000	✓	✓	✓	✓			✓		<ul style="list-style-type: none"> <li>Improved literacy standards and better educational outcomes</li> <li>Improved educational experiences and outcomes for disadvantaged children</li> <li>Educate and build socially inclusive</li> </ul>

Programs for gifted immigrants athletes	5 times per year remote communication / 1 community visit	300	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	communities	<ul style="list-style-type: none"><li>Make communities safe for children and vulnerable people</li></ul>
Football for new Australians	Weekly	5,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>Make communities safe for children and vulnerable people</li></ul>	
Charities																		
Childrens Hospital at Westmead – Teddy Bears Picnic	1 event per year	5,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>Health benefits</li></ul>	
Variety Club Christmas party.	1 event per year	5,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>Health benefits</li></ul>	
Five-a-side Football																		
Participants	Daily @ users' estimates	45,000 per annum	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>Health and fitness benefits</li><li>Sport development</li></ul>	
Safety																		
Goal Alert Program	Ongoing – as required by clubs	820 clubs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>Health and fitness benefits</li><li>Sport development</li></ul>	
Good Sports Alcohol Management Program	Ongoing – as required by clubs	30 clubs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>Health and fitness benefits</li><li>Sport development</li></ul>	
Running Your Club Program	1 training seminar per year but with ongoing support	4000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>Health and fitness benefits</li><li>Sport development</li></ul>	
Sports Rage Prevention Program	Ongoing – as required by clubs	20,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>Health and fitness benefits</li><li>Sport development</li></ul>	
Yellow Vest Referee Program	Ongoing – as required by clubs	14	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>Health and fitness benefits</li><li>Sport development</li></ul>	
Sports Rage Prevention Program	Ongoing – continually updated by clubs	600	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>Health and fitness benefits</li><li>Sport development</li></ul>	
Working with kids seminars	Weekly	3,500	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>Health and fitness benefits</li><li>Sport development</li></ul>	
Elite																		
Project 22	4 training session a week plus a	250	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>Sport development</li></ul>	

Boys Metro- Under 13, 14 and 15	game 1 per week	96 (selected after 400 trial)							✓								• Sport development
Boys Country- Under 13, 14 and 15	Holiday and weekend camps	96 (selected after 300 trial)							✓								• Sport development
Girls Metro- Under 13, 15 and 17		96 (selected after 400 trial)							✓								• Sport development
Girls Country- Under 13, 15 and 17		96 (selected after 300 trial)							✓								• Sport development
Grass Roots Development Program	2	300							✓								• Sport development
Junior Development Academy Program	2	150							✓								• Sport development
Project 22	4 training session a week plus a game	250							✓								• Sport development
<b>People with Disabilities</b>																	
Special Needs Football	Every weekend during the season	400							✓								• People with disabilities
Football 4ALL	yearly	220							✓								• People with disabilities
<b>Aquatic/ Health &amp; Fitness Facilities</b>																	
Learn to Swim	Daily @ 88 per day for 26 weeks	11,500						✓									• Focusing the health system more on healthy lifestyles, prevention and early intervention • More people living healthy lifestyles and developing resilient individuals, families and communities
Hydrotherapy	Daily @ 10 per day	2,000						✓									• Focusing the health system more on healthy lifestyles, prevention and early intervention

																		<ul style="list-style-type: none"> <li>• More people living healthy lifestyles and developing resilient individuals, families and communities</li> </ul>
Schools	Weekly @ 30 for sport for 40 wks	1,200							✓		✓		✓					<ul style="list-style-type: none"> <li>• Better educational outcomes and unique experiences</li> </ul>
Gym Usage	Daily @ 100 per day	26,500							✓				✓					<ul style="list-style-type: none"> <li>• Focusing the health system more on healthy lifestyles, prevention and early intervention</li> <li>• <b>More people living healthy lifestyles and developing resilient individuals, families and communities</b></li> <li>• Preventative outcomes for at risk youth</li> <li>• Improved health for Aboriginal and Torres Strait Islander peoples</li> </ul>
Allied Health and Wellness Centre	250 per week	13,000							✓				✓					<ul style="list-style-type: none"> <li>• Focusing the health system more on healthy lifestyles, prevention and early intervention</li> <li>• More people living healthy lifestyles and developing resilient individuals, families and communities</li> <li>• Preventative outcomes for at risk youth</li> </ul>
<b>Football Facilities</b>																		
Local Clubs	Daily use includes Indoor and Outdoor	120,000							✓				✓					<ul style="list-style-type: none"> <li>• Sport Development</li> <li>• <b>Community Development</b></li> </ul>
Tournaments	20 a year	70,000							✓				✓					<ul style="list-style-type: none"> <li>• Sport Development</li> <li>• Community Development</li> </ul>
Schools	4 gala days a year plus games	15,000							✓				✓					<ul style="list-style-type: none"> <li>• Sport Development</li> <li>• Community Development</li> <li>• Education</li> </ul>
Other	Baseball, AFL, Model Planes, Craft Markets, Information days and seminars	40,000							✓				✓					<ul style="list-style-type: none"> <li>• Sport Development</li> <li>• <b>Community Development</b></li> </ul>

[illegible]

## 4.2.2 Partnerships

Football NSW has established long standing partnerships with the following organisations that it plans to continue with the development of the Riverstone Football and Community Sporting Precinct:

- Australian Sports Commission
- Communities NSW
- NSW Sport & Recreation
- Tennis NSW
- NSW Sports Federation
- NSW Parks and Leisure
- NSW Department of Education & Training
- NSW Department of Human Services Ageing & Disability
- NSW Commission for Children and Young People
- NSW Sporting Injuries Committee
- NSW Motor Accidents Authority – Drive Alive
- NSW Police Football
- Youthsafe
- Sports Medicine Australia (NSW)
- Australian Drug Foundation – Good Sports
- Volunteering Australia
- NSW Association of Disability Sport
- NSW Cerebral Palsy Sport and Recreation (CPSARA)
- Special Olympics
- NSW Paralympic 7-A-Side
- Deaf Football Australia
- Illawarra Disability Trust
- Wheelchair Sports NSW
- Power Wheelchair NSW – Powerchair Football

## 4.2.3 Sport Business Model

The Riverstone Football and Community Sporting Precinct will provide a unique and sustainable community based business model for NSW Football that will ensure the long term viability of football in NSW while also ensure ongoing community, health, education and social benefits to the broader community.

The Riverstone Football and Community Sporting Precinct facility provides the opportunity for Football NSW to make a significant contribution to the Federal Government's proposed directions for sport, health and education.

#### **4.2.4 Local Schools**

The proposed Riverstone Football and Community Sporting Precinct will provide unique football and community facilities that will be available daily to local primary and secondary schools. The facilities will accommodate current needs, but more importantly will provide facilities for the growing population of the region over the next 20 years.

#### **4.2.5 Environment**

The facility will incorporate the latest in environmentally sustainable design and water and energy savings practices.

Some key design initiatives will include:

- Maximise the reuse of wastewater through greywater and rainwater harvesting for use on grass pitches.
- Implementation of solar boosted hot water which will reduce CO2 emissions.
- 80% waste diversion from landfill target in demolition;
- Maximisation of bicycle parks and facilities;
- Motion detector and daylight lighting control;
- Thermally efficient building envelope;
- Efficient VRV zoned aircon;
- Water efficient appliances shower fittings and toilet flushing;
- Green work practices training.

## 5. FOOTBALL NSW ECONOMIC CONTRIBUTION

Key economic figures in terms of Football NSW contribution to the NSW economy include:

- With over 280,000 registered players and growing and approximately 700 Football clubs under its banner, Football NSW is Australia largest state based sporting organisation.
- Total membership numbers for 2009 season comprised:
  - o 257,216 outdoor players;
  - o 17,267 indoor players;
  - o Approx 4,800 referees;
  - o 36 Associations; and
  - o Approx 700 clubs.
- Total attendance for Premier League matches for season 2009 was in excess of 65,000.
- Annual turnover of Football NSW is \$12,017,099.
- Football NSW employs in excess of 248 staff plus 68 referees in paid positions.
- Football NSW's current direct expenditure into the local region is in excess of \$4 million.

These conclusions are based on current activity and would be expected to increase with the construction of the Riverstone Football and Community Sporting Precinct. In particular, improved economic contributions through, turnover and employment from the new businesses in the precinct will include:

- o Sports School
  - Approximately 50 new jobs in the region.
  - 800 new student positions.
- o Licensed Club and Function Centre
  - Revenue between \$2.4 - \$4 million
  - New jobs providing additional annual wages of between \$800,000 and \$1,100,000.
  - Other indirect expenditure in the region of approx \$1,000,000.
- o Accommodation
  - Approximately 30 new jobs in the region.
- o Sports and Recreation Facilities.
  - Approximately 20 new jobs to the region.

## 6. PROJECT OUTCOMES

The development of the Riverstone Football and Community Sporting Precinct will deliver long lasting physical, social and economic outcomes for football, NSW, the Blacktown region and local sporting clubs and community groups – in particular, marginalised community groups.

These outcomes include the following:

### 1. Genuine Support and Improved Delivery of Government Priorities

Football NSW already undertakes programs that provide genuine support of Federal and State Government priorities in health, education, social awareness and indigenous affairs, with a particular focus on indigenous and new Australians. The Riverstone Football and Community Sporting Precinct will significantly enhance Football NSW and its partners ability to “roll out” these programs.

### 2. Quality Recreation Facilities

The project will create innovative and contemporary educational facilities incorporating the latest in information technology classrooms and indoor recreation/assembly spaces for local schools and the community. This will alleviate existing demands on existing school and community facilities and importantly will provide for future demand. The integration of the Sports College into the Riverstone Football and Community Sporting Precinct is consistent with the Government’s objective of ensuring that school facilities meet educational needs into the future.

### 3. Creation & Access to Quality Community Centre

Local Government has identified the need for increased facilities to support recreation and community groups and to cater for the needs of a growing population. The creation of the Riverstone Football and Community Sporting Precinct will meet this demand and provide opportunities for Football NSW and local government to better co-ordinate and more efficiently run programs that have similar objectives.

### 4. Secures Long Term Future of Football NSW and Football in NSW

This project will provide the facilities needed to secure the financial strength of Football in NSW and of the States governing body, Football NSW.

### 5. Creation of Integrated Recreational Facilities

The Riverstone Football and Community Sporting Precinct will serve as a facility that will bring people and communities together. It will be an integrated precinct servicing the needs of many, ranging from professional sport through to those who might be at risk or in a position of disadvantage.

### 6. Creation of Employment Opportunities

Jobs will be created during the construction phase of the project. In addition, the development will provide Football NSW with the opportunity to significantly increase the reach of its programs and activities. This will require a significantly increased investment in qualified staff such as teachers / education experts, indigenous experts, multicultural experts, social workers and community workers.

## 7. WHO WILL BENEFIT?

The completion of the Riverstone Football and Community Sporting Precinct project will benefit the following people and/or organisations:

- Local Primary and Secondary Schools and students;
- Local sporting clubs;
- Schools, children and youth who undertake or experience community programs
- Indigenous community;
- New Immigrants and non-English speaking Australians
- Football Federation Australia (FFA);
- Local community groups;
- Residents within the local region
- State and Federal Government through delivery of government objectives;
- Blacktown Council;

Letters of support from various stakeholders are available upon request. These include:

- Chairman of FFA
- Tennis NSW
- Chairman of Football NSW
- Mayor of Blacktown City Council
- Local MP
- Blacktown Academy of Sport
- Riverstone Little Athletics Association
- Local Secondary College
- Local Primary School
- Community Partners

## 8. COMMUNITY LEADERSHIP

### 8.1 *Leadership*

Football NSW already plays a key community leadership role and will be aiming to extend this role by effectively using the Riverstone Football and Community Sporting Precinct to engage with the people or community with needs.

Football NSW's commitment and leadership in the community will be demonstrated in many ways:

- An organisational mission that is dedicated to developing the community.
- An intent to work with government, non-government, corporate and community-related organizations.
- Strong programs supported by proper training of the people (players) who deliver the programs;
- Use of Football NSW's brand and profile to initiate events to raise awareness on community issues.
- Supporting indigenous and new Australians.

## 9. SUPPORTING EXISTING GOVERNMENT PLANS

The Riverstone Football and Community Sporting Precinct supports the following local, regional, state and national plans in the following ways:

### 9.1 *Federal Government*

#### 1. Australian Sport the Pathway to Success

The new direction aims to increase the numbers of Australians participating in sport, strengthen sporting pathways to link grassroots and high performance sport, and **strive for success**.

The Football NSW project supports the Strategy in the following ways:

- ✦ Increasing the number of Australians participating in sport.
- ✦ Strengthening sporting pathways with a focus on linking community participation to elite sport through a unique pathway.
- ✦ Striving for success.
- ✦ Bringing a new focus on the delivery of quality sport in schools and boost the number of our children participating in sport.
- ✦ Provision of community coaching and officials training and development programs.
- ✦ Boasting opportunities for up and coming athletes to compete in domestic competition.

#### 2. Australian Sport: emerging challenges, new directions

The “Australian Sport: emerging challenges, new directions”, provides new directions in sport to meet the emerging challenges and to maintain Australia’s status as one of the world’s greatest sporting nations.

The key focus areas include:

- ✦ The importance of sport.
- ✦ Ensuring Australia’s continued success at elite level.
- ✦ Increasing participation rates and making sport part of the preventative health agenda.
- ✦ Promoting women in sport.
- ✦ Maximising effectiveness of indigenous sport program.
- ✦ Enhance support and recognition of disabled sport.

The Football NSW project supports the Strategy in the following ways:

- ✦ Ensuring sport remains a focal point in NSW and in the Blacktown Region.
- ✦ Providing pathways for football to assist in ensuring Australia’s continued success at elite level football.
- ✦ Increasing participation rates in sport both in football and other sport thereby supporting the health agenda.

- Promoting women in sport through community participation and competition programs and promotion of women's sport through Football NSW women's football competitions.
- Maximising effectiveness of indigenous sport through indigenous sport program.
- Enhancing support and recognition of disabled sport.

### 3. National Preventative Health Strategy

The National Preventative Health Strategy focuses on obesity, tobacco and excessive consumption of alcohol. The Strategy is directed at primary prevention, and addresses all relevant arms of policy and all available points of leverage, in both the health and non-health sectors.

The Football NSW project supports the Strategy in the following ways:

- Promoting healthy lifestyle choices and opportunities.
- Provision of facilities and services in health and fitness areas.
- Promotion of healthy lifestyle messages.

### 4. Social Inclusion strategy

The Australian Government's vision of a socially inclusive society is one in which all Australians feel valued and have the opportunity to participate fully in the life of our society. Achieving this vision means that all Australians will have the resources, opportunities and capability to:

- Learn by participating in education and training.
- Work by participating in employment, in voluntary work and in family and caring.
- Engage by connecting with people and using their local community's resources.
- Have a voice so that they can influence decisions that affect them.

The Football NSW project supports the Strategy in the following ways:

- Provision of education facilities.
- Providing opportunities to learn, by participating in education and training.
- By engaging, by connecting with people, using local services and participating in local civic, cultural and recreational activities.

### 5. Closing the Gap policy

The 'Closing the Gap Policy' aims to address the young and growing indigenous population that is facing different demographic challenges to other Australians. It is a population facing unacceptable levels of disadvantage in living standards, education, health and employment. The policy aims to address the large disparity in life expectancy and other associated indigenous issues.

The Football NSW project supports the Strategy in the following ways:

- Will improve the level of engagement with Indigenous students through an expansion of Sporting opportunities.

- Using sport as a vehicle to improve student participation and engagement in schooling.

## 6. Diverse Australian program

The aim of the policy is dealing with cultural, racial and religious intolerance. It does this by promoting respect, fairness and a sense of belonging for everyone. The policy provides information and funding to help ensure all Australians are treated fairly regardless of their background.

The Football NSW project supports the Strategy in the following ways:

- Promoting the importance of all Australians respecting one another regardless of cultural, racial or religious differences.
- Promoting the fair treatment of all Australians, encouraging people to recognise that our interactions should be accepting of, and responsive to, each other's backgrounds, circumstances, needs and preferences.
- Promoting opportunities for people to participate equitably in Australian society and to understand the rights and responsibilities that we share as part of that society.
- Providing a sense of belonging for everyone by helping the NSW and local Blacktown community work towards a spirit of inclusiveness and a shared identity as Australians.
- Promoting the benefits of living in a culturally diverse society.

## 7. Building Education Revolution

The aim of the Building the Education Revolution funding program is to provide world-class educational facilities, through new infrastructure and refurbishments, to all eligible Australian schools.

The Football NSW project supports the Strategy in the following ways:

- Providing an integrated school and sporting precinct.
- Promoting the joint use of sporting facilities by local schools.

## 9.2 State Government

### 1. Game Plan 2012 - NSW Sport and Recreation Industry Five Year Plan.

Guides the sport and recreation industry in NSW in addressing priority issues from 2007 – 2012.

The plan contains four key focus areas:

- Active community.
- New vision for volunteers.
- Innovative funding.
- Fresh approach to facilities.

The Football NSW project supports the Strategy in the following ways:

- Encouraging joint use of existing and planned facilities.

- Developing new types of multi sport facilities.

## 2. NSW Government's Metropolitan Strategy

The NSW's State Governments Metropolitan Strategy is a broad framework aimed at promoting and managing growth to secure Sydney's place in the global economy by 2031.

The Football NSW project supports the Strategy in the following ways:

- By contributing to the Western Sydney region strong focus on the development of regional cities and major centres and the creation of more jobs in the region.

## 3. NSW Government – NSW State Plan – Investing in a Better Future – Western Sydney Local Action Plan.

The Western Sydney Local Action Plan identifies clear priorities for action in sustained employment opportunities, improvements to public transport and roads, expansion of health and community services especially to disadvantaged groups and improvement to community safety in regional areas.

The Football NSW project supports the Strategy in the following ways:

- Through provision of employment opportunities both short term in the construction of the facilities and long term through the management and operation of the precinct.
- Through the provision of health services and specialist sports medicine services to the local community, including disadvantaged groups.
- By improving community safety through provision of a safe community hub and by using sport and elite sports people to provide positive community messaging.

## 9.3 Local Government

### 1. Blacktown City Council - Wellness through Physical Activity Policy

The Wellness through Physical Activity Policy establishes a set of **objectives** aimed at promoting physical activity in the community which contributes to achieving physical, mental, cultural, social and environmental health and wellbeing.

The Football NSW project supports the Strategy in the following ways:

- Addressing wellness issues thru physical activity.
- Assisting in improving the overall health of the Blacktown community.
- Supporting communities in gaining access and opportunity to engage in physical activity that improves wellness.
- Providing direction to the development of a 'Wellness through Physical Activity Action Plan'.
- Providing leadership in establishing safe and supportive environments that promote a physically active lifestyle.
- Ensuring compliance with Council's Management Plan and collaboration with other formally adopted Council documents.

- Promoting an integrated approach to wellness through physical activity in all areas of council activity.
- Facilitating community education on wellness to promote maximum health outcomes.

## 2. Blacktown City 2025

Blacktown City 2025 provides a strategic framework for Blacktown City Council to operate within over the next 15 years and beyond.

The Football NSW project supports the Strategy in the following ways:

- Contributing to a creative, friendly and inclusive city.
- Promoting and practising environmental sustainability.
- Contributing to the development of vibrant commercial centres.
- Contributing to a smart economy.
- Promoting urban living and infrastructure.
- Providing clean green spaces and places.
- Promoting and enhancing the region as a sporting region.

## 3. Blacktown Local Environmental Plan 1988 (BLEP 1988).

Local Environmental Plans (LEP's) are prepared by Councils to guide planning decisions in their Local Government Areas and establish the requirements for the use and development of land. Through zoning and development controls they allow Councils to supervise the ways in which land is used.

Blacktown Local Environmental Plan 1988 (BLEP 1988) is the comprehensive statutory (legal) planning document that applies to the whole of the Blacktown Local Government Area

The Football NSW project supports the Strategy in the following ways:

- Adheres to and promotes key aspects of the LEP.

## 4. Blacktown City Social Plan (2007).

Provide a snapshot of the region social situation and plans ahead by identifying the opportunities, facilities and services that will be needed to assist local people achieving their full potential and enhancing community spirit.

The Football NSW project supports the Strategy in the following ways:

Provision of facilities and services to address key social issues as identified in the social plan, including but not limited:

- Domestic Violence.
- Youth programming.
- Health education and preventative health.

- Immigrant and non-English literacy.
- Indigenous education
- Education.
- Social programming and engagement.
- Stress relief.

## 10. PROJECT DELIVERY MODEL

### 10.1 *Football NSW Commitment to the Project*

Football NSW understands the importance of delivering an infrastructure project of this nature and in order to minimise delivery risk will engage a dedicated, experienced and specialist consultant resource to manage it's requirements for the project from a client perspective.

### 10.2 *Project Management*

In order to ensure that project is managed in a manner that minimizes risk for all partners and also provides partners with adequate input, it is proposed that a formalized project governance framework will be put in place.

Under the framework (similar to those used in delivering other elite facility projects) it is proposed that Football NSW would act as project principal and as chair of a Project Control Group, which would include representatives from all key funding partners.

The key groups that would be formed under the project governance structure would include:

#### **Project Control Group**

A high level steering committee responsible for ensuring that the project outcomes are achieved and that project budget, time and quality criteria are achieved.

#### **Project Working Group**

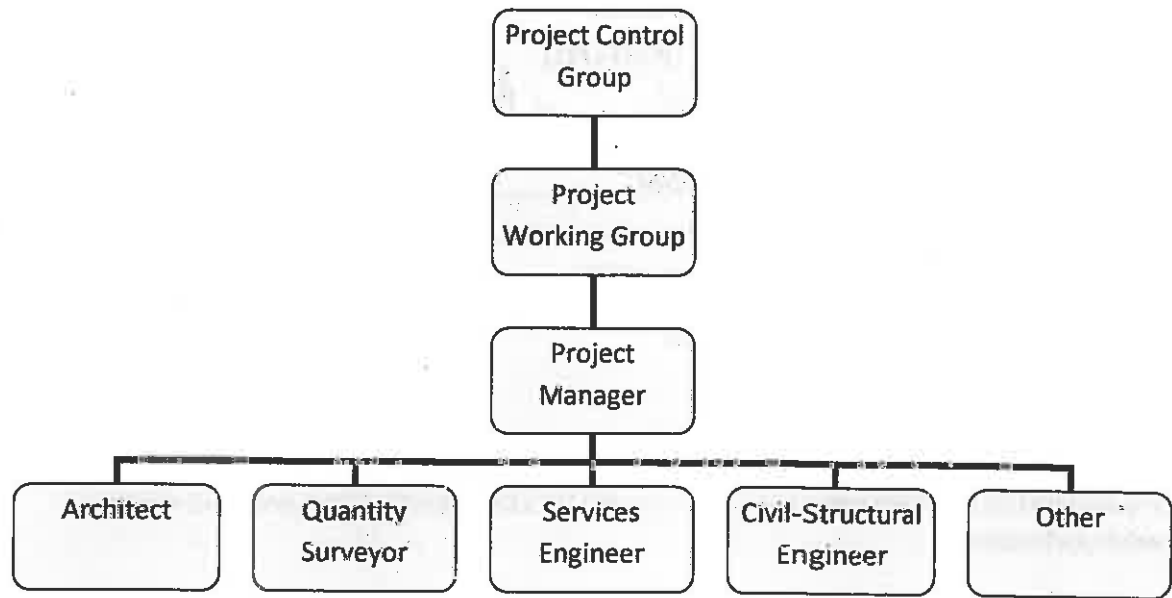
The Project Working Group is responsible for the management of detailed issues related to the Project and provide recommendations to the PCG on key Project Issues.

#### **Project Manager**

A Project Manager will be appointed to manage the project on behalf of the Project Control Group and coordinate and provide supervision of the Project Consultant Team through design phases, manage the tender process, oversee project budget and oversee construction contracts.

#### **Project Consultant Team**

The Project Consultant Team will include all the design consultants and quantity surveyor required to complete the design documents ready for tender and to oversee the project during the construction phase.



## **Annexure 1**

### **Concept Plan**

## **Annexure 2**

### **Letters of Support**

**COPY***Chitely;*  
*Bordong*  
*Greenway.***FOOTBALL NSW****"FOOTBALL AND COMMUNITY SPORTING PRECINCT"****1. INTRODUCTION**

Football NSW is Australia's largest state based sporting organisation with over 280,000 registered players (including registered Futsal players) and approximately 700 Football clubs under its banner.

To replace its ageing infrastructure at Valentine Park and to cater for the future development of Football in NSW, Football NSW are currently in the process of planning for the development of a new administration, training and community football facility at Riverstone in the City of Blacktown, North-West of Sydney.

The proposed development will see a state of the art sporting complex developed within the heart of the North West Growth Sector. The complex will see the inclusion of a full range of sporting facilities to ensure the successful development of future football stars, as well as provide facilities for the community.

With government support, there is a very real opportunity to create a well integrated sporting, recreational and community facility at Riverstone that will be a benchmark, both in Australia and overseas.

**2. VISION**

The development of the Riverstone Football and Community Sporting Precinct is part of Football NSW's vision to create a world class football, sporting, educational, health and community precinct to cater for the development of the sport into the future.

The following key outcomes will help realise the vision:

1. A significant expansion of Football NSW's successful football development and education programs.
2. Expansions of Football NSW's community and social programs in line with government priorities in health and education.
3. Creating a facility that supports a pathway of Australian football, from junior level to the elite competition.
4. Providing multi-purpose facilities for the local primary schools, local community groups, local sporting clubs and local government programs.
5. Providing facilities and support for the people of the Blacktown Region.
6. Generating economic activity and employment outcomes, both during construction and ongoing with the operation of the facilities and expanded community programs.
7. Constructing accessible health/education/accommodation facilities in a growth region.
8. Provision of additional football and community facilities to expand Football NSW's community programs.

Football NSW seeks financial support from Federal, State and Local Governments and other stakeholders to help realise its vision for Football within NSW and the development of the Riverstone Football and Community Sporting Precinct.

*8m*

### 3. PROJECT DESCRIPTION

#### 3.1 *Proposed Works*

The Football NSW Football and Community Sporting precinct is to be located in newly rezoned land in Riverstone West in the City of Blacktown, approximately 35kms from the Sydney CBD.

In what is seen as a ground breaking development for football in Australia, Football NSW is proposing to build a new \$76 million state of the art community sporting, education and wellness complex at Riverstone. This unique development has the potential of incorporating the following facility components:

- Nine purpose built quality football pitches, with the ability to expand to 15 fields in the future if necessary.
- A potential boutique stadium venue with a capacity of around 3,000 spectators, designed to showcase major Football NSW events.
- Indoor swimming pool.
- Multi-purpose indoor sporting centre consisting of two international sized Futsal courts.
- Lecture rooms.
- Physiotherapy and sports medicine centre.
- Gymnasium.
- Football NSW offices.
- Licensed club and function centre.
- Hotel accommodation.
- Football College.

#### 3.2 *Estimated Costs*

The following information summarises the estimated capital costs of the project:

<b>Estimated Project Costs</b>	<b>Amount</b>
Administration, Sports house & Flexible Community Space,	\$9.1m
Football Fields	\$5.8m
Grandstand & Associated Infrastructure	\$5.1m
Five-a-side Football Facilities	\$1.0m
Indoor Sports Centre, Pool and Hydrotherapy Facilities and Retail Store	\$13.1m
Accommodation	\$2.7m
Function Centre/Licensed Club	\$5.0m
School	\$20.0m
Tennis Facilities	\$3.10m
Car Parking	\$1.8m
External Works	\$1.9m
Land Purchase	\$7.5m**
Other	\$0.3m
<b>Total Estimated Project Costs</b>	<b>\$76.400m</b>

**\*\*NB: Land already purchased by Football NSW.**

### 3.3 Funding Strategy & Budget

The estimated cost of the project is \$76.4m

The following table sets out the indicative project budget and level of funding to be requested.

Income Source	Amount
Funding request from Federal Government	\$14.0m
Funding request from State Government	\$7.0m
Football NSW	\$28.0m**
Blacktown City Council	\$500,000
FFA	\$500,000
Tennis NSW/Tennis Australia	\$1.0m
School Partner	\$22.4m
Commercial Partners	\$2.0m
Philanthropic/Club Donations/Fundraising	\$1.0m
<b>Total Project Income</b>	<b>\$76.4m</b>

**\*\*NB: Includes purchase of land by Football NSW.**

### 3.4 Project Timing

Football NSW has significantly progressed the project, including purchasing the land. It is expected that the project will commence construction in early 2012 and be completed in 18 months.

Government funding is able to be spread over multiple financial years with Football NSW also able to stage the project with certain non-core elements delivered as part of future development stages.

## 4. WHY THE PROJECT IS IMPORTANT

### 4.1.1 Community, Health and Social Programming

In addition to various sport related benefits the Riverstone Football and Community Sporting Precinct will deliver an expanded range of educational, health, social and youth programs that will be aimed at addressing some of the regions key health, social and financial indicators.. Some of the key regional community, health and social issues that Football NSW through the new Riverstone facility will be aiming to influence include:

Football NSW will be using the Riverstone Football and Community Sporting Precinct to establish and expand sporting and community programs in the following areas:

- Domestic Violence.
- Youth programming.
- Health education with a focus on preventative health.
- Immigrant and non-English speaking education programming.
- Indigenous education sporting opportunities.
- Education with a link to sport through the sport college.
- Social programming and engagement through provision of flexible community space and sport mentoring.
- Stress relief through provision of leisure activities.

The development will provide a unique model for the future delivery of joint elite and community facilities that link with health, education, social and youth sectors.

#### 4.1.2 Partnerships

Football NSW has established long standing partnerships with the following organisations that it plans to continue with the development of the Riverstone Football and Community Sporting Precinct:

Australian Sports Commission	Communities NSW
NSW Sport & Recreation	Tennis NSW
NSW Sports Federation	NSW Parks and Leisure
NSW Department of Education & Training	NSW Department of Human Services Ageing & Disability
NSW Commission for Children and Young People	NSW Sporting Injuries Committee
NSW Motor Accidents Authority – Drive Alive	NSW Police Football
Youthsafe	Sports Medicine Australia (NSW)
Australian Drug Foundation – Good Sports	Volunteering Australia
NSW Association of Disability Sport	NSW Cerebral Palsy Sport and Recreation (CPSARA)
Special Olympics	NSW Paralympic 7-A-Side
Deaf Football Australia	Illawarra Disability Trust
Wheelchair Sports NSW	Power Wheelchair NSW – Powerchair Football

#### 4.1.3 Sport Business Model

The Riverstone Football and Community Sporting Precinct will provide a unique and sustainable community based business model for NSW Football that will ensure the long term viability of football in NSW while also ensure ongoing community, health, education and social benefits to the broader community.

#### 4.1.4 Local Schools

The proposed Riverstone Football and Community Sporting Precinct will provide unique football and community facilities that will be available daily to local primary and secondary schools. The facilities will accommodate current needs, but more importantly will provide facilities for the growing population of the region over the next 20 years.

#### 4.1.5 Environment

The facility will incorporate the latest in environmentally sustainable design and water and energy savings practices.

Some key design initiatives will include:

- Maximise the reuse of wastewater through greywater and rainwater harvesting for use on grass pitches.
- Implementation of solar boosted hot water which will reduce CO<sub>2</sub> emissions.
- 80% waste diversion from landfill target in demolition;
- Maximisation of bicycle parks and facilities;
- Motion detector and daylight lighting control;
- Thermally efficient building envelope;

- Efficient VRV zoned aircon;
- Water efficient appliances shower fittings and toilet flushing;
- Green work practices training.

#### 4.1.6 Economic Contribution

Football NSW currently makes a significant economic contribution to the region and NSW as a whole, which will be further enhanced by the development:

- Over 280,000 registered players and growing and approximately 700 Football clubs.
- Annual turnover of Football NSW is \$12,017,099.
- Employment of in excess of 248 staff.
- Football NSW's current direct expenditure into the local region is in excess of \$4 million.

The new development is expected to create over 100 new jobs and significant revenue for the region.

## 5. PROJECT OUTCOMES

The development of the Riverstone Football and Community Sporting Precinct will deliver long lasting physical, social and economic outcomes for football, NSW, the Blacktown region and local sporting clubs and community groups – in particular, marginalised community groups.

These outcomes include the following:

- Genuine Support and Improved Delivery of Government Priorities
- Quality Recreation Facilities
- Creation & Access to Quality Community Centre
- Secures Long Term Future of Football NSW and Football in NSW
- Creation of Integrated Recreational Facilities
- Creation of Employment Opportunities

## 6. WHO WILL BENEFIT?

The completion of the Riverstone Football and Community Sporting Precinct project will benefit the following people and/or organisations:

- Local Primary and Secondary Schools and students;
- Local sporting clubs;
- Schools, children and youth who undertake or experience community programs
- Indigenous community;
- New Immigrants and non-English speaking Australians
- Football Federation Australia (FFA);
- Local community groups;
- Residents within the local region
- State and Federal Government through delivery of government objectives;
- Blacktown Council;

## **7. SUPPORTING EXISTING GOVERNMENT PLANS**

The Riverstone Football and Community Sporting Precinct supports the following local, regional, state and national plans in the following ways:

### **7.1 Federal Government**

- Australian Sport the Pathway to Success.
- Australian Sport: emerging challenges, new directions.
- National Preventative Health Strategy.
- Social Inclusion strategy.
- Closing the Gap policy.
- Diverse Australian program.
- Building Education Revolution.

### **7.2 State Government**

- Game Plan 2012 - NSW Sport and Recreation Industry Five Year Plan.
- NSW Government's Metropolitan Strategy.
- NSW Government – NSW State Plan – Investing in a Better Future – Western Sydney Local Action Plan.

### **7.3 Local Government**

- Blacktown City Council - Wellness through Physical Activity Policy.
- Blacktown City 2025.
- Blacktown Local Environmental Plan 1988 (BLEP 1988).
- Blacktown City Social Plan (2007).

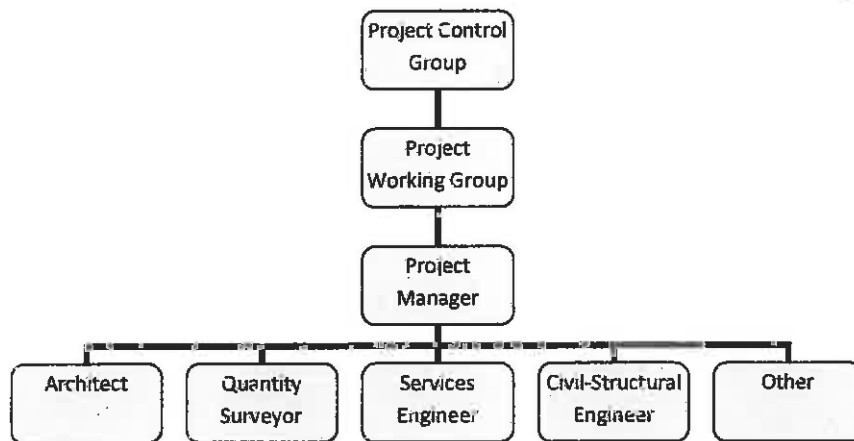
## **8. PROJECT DELIVERY MODEL**

### **8.1 Football NSW Commitment to the Project**

Football NSW understands the importance of delivering an infrastructure project of this nature and in order to minimise delivery risk will engage a dedicated, experienced and specialist consultant resource to manage its requirements for the project from a client perspective.

### **8.2 Project Management**

In order to ensure that project is managed in a manner that minimizes risk for all partners and also provides partners with adequate input, it is proposed that a formalized project governance framework will be put in place.



s . 22

**From:**  
**Sent:**  
**To:**

s . 22

Tuesday, 8 March 2011 6:03 PM

s . 22

**Cc:****Subject:****Attachments:**

RE: DRAFT Election Commitment Guidelines [SEC=UNCLASSIFIED]  
Draft Guidelines for Distribution 080311.docx

Apologies. Draft Guidelines now attached.

s . 22

Dear Proponents

You will recall that Minister Crean wrote in late December 2010 about the Government's election commitment to fund your project. The Department is currently finalising the Guidelines for the Community Infrastructure Program, which will deliver the 2010 election commitments.

However, to provide you with early advice about the program and information needed to progress funding for the project, I have attached a **draft** copy of the Guidelines. Certain information is needed on your project to assist the Department's assessment of whether the project is an efficient, effective, economical and ethical use of public money.

Officers of the Department are available to meet with you to discuss the process to fund projects and the Department's information requirements. Please contact me if you would like to organise such a meeting. Alternatively, you can send an email to [regionalgrants@regional.gov.au](mailto:regionalgrants@regional.gov.au) or ring 1800 005 494.



## Current details for 25 003 215 923

This extract is based on information supplied by businesses to the Registrar of the Australian Business Register. Neither the Registrar nor the Federal Government guarantee this information is accurate, up to date or complete. Consider verifying this information from other sources.

ABN: **25 003 215 923**

[View ABN history](#)

Last modified: **24 Oct 2007**

ABN status: **Active from 01 Nov 1999**

Entity name: **FOOTBALL NSW LIMITED**

Entity type: [Australian Public Company](#)

GST registration status: **Effective from 01 Jul 2000**

### Main business location

State: **NSW**

Postcode: **2768**

### Trading name(s)

FOOTBALL NSW LIMITED

### Other registrations

Deductible Gift Recipient: **Not entitled to receive tax deductible gifts**

ACN or ARBN: **003215923**

[Search ASIC](#)

Retrieved on: **10 Mar 2011** Last updated on: **10 Mar 2011**

(31 MARCH 2007)

# Constitution

Football NSW Limited ("Company")

A Company Limited by Guarantee

# Constitution

Football NSW Limited.

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## **1 Objects of Company**

### **1.1 Objects**

The objects for which the Company is established are:

- (a) to be the member of FFA in respect of the State and to comply with the constitution and by-laws of FFA;
- (b) to govern, administer and regulate Football throughout the State and protect Football from abuse;
- (c) to prevent any infringement of the constitution and by-laws of FFA to the extent it is able to do so;
- (d) to foster friendly relations among the officials and players of Football by encouraging Football games in the State;
- (e) to promote, provide for, regulate and manage Football tournaments and games in the State.
- (f) to promote, provide for, regulate and manage Football players representing the State;
- (g) to co-operate with FFA, other members of FFA and other bodies in the promotion and development of, or otherwise in relation to, Football, the Statutes and Regulations and the Laws of the Game;
- (h) to facilitate the provision and maintenance of grounds, playing fields, materials, equipment and other facilities for Football in the State;
- (i) to the extent that it is in the best interests of the Company, to buy, sell, exchange, let, mortgage or otherwise deal in real and personal property of any kind whatsoever and to import, export, manufacture, produce, treat, buy, sell, exchange, let or hire and generally deal in all kinds of goods, plant, machinery, merchandise and articles of any kind; and
- (j) to carry on any business, enterprise or undertaking in any sphere or activity which is permitted by law.

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## **2 Income and payments**

### **2.1 Company's Application of income**

All the Company's profits (if any), other income and property, however derived, must be applied only to promote its objects.

**2.2 No dividends, bonus or profit to be transferred to Members**

None of the Company's profits or property may be transferred to the Members, directly or indirectly, by any means.

**2.3 Payments in good faith**

Subject to article 10.15, article 2.2 does not prevent the payment in good faith to an officer or Member, or a firm of which an officer or Member is a partner or to a company of which an officer or Member is a director or shareholder including any such payment for one or more of the following purposes:

- (a) remuneration for services to the Company;
- (b) for goods supplied to the Company in the ordinary course of business;
- (c) interest on money borrowed from them by the Company at a rate not exceeding the rate fixed for the purposes of this article 2.3 by the Company in general meeting; or
- (d) reasonable rent for premises let by them to the Company.

---

**3 Membership****3.1 Initial Members**

- (a) The Initial Members are:
  - (i) the clubs listed in Schedule 1 to this Constitution;
  - (ii) the clubs which as at the date of adoption of this Constitution are members of the associations listed in Schedule 2 to this Constitution; and
  - (iii) the standing committees existing as at the date of adoption of this Constitution being:
    - (A) referees standing committee;
    - (B) futsal standing committee;
    - (C) women's standing committee; and
    - (D) coaches standing committee.
- (b) When the last of the individuals referred to in article 3.2 are admitted to membership, the membership of each of the Initial Members automatically terminates.

**3.2 Members**

- (a) Not later than 31 July 2007, the Directors must invite:

- (i) two individuals elected by each Zone Council from amongst its members; and
- (ii) two individuals elected by each Standing Committee from amongst its members,

to apply for membership.

- (b) The Directors must admit to membership under this article 3.2 each of those individuals who accept the invitation under article 3.8.

### **3.3 Duration of membership**

An individual admitted to membership under article 3.2(a) will cease to be a Member according to the By-law adopted under article 3.5.

### **3.4 Zones**

- (a) The State must be divided into Zones.
- (b) Zone boundaries will initially be those fixed by FFA and defined in the By-laws. With the consent of FFA, Zone boundaries may be redrawn by the Directors from time to time.
- (c) The Directors must adopt a By-law which defines the Zone boundaries. The By-law must be in a form approved by FFA.

### **3.5 Zone Councils**

- (a) The Directors must establish a Zone Council for each Zone.
- (b) A Zone Council is to comprise persons elected by the Clubs in the relevant Zone.
- (c) The Directors must adopt a By-law which provides for the membership (including the number of members), functions and operation of Zone Councils and the election of, vacation of office by, and removal of, Zone Councillors. The By-law must be in a form approved by FFA.

### **3.6 Clubs and Registered Participants in Zones**

Each Zone Council Member:

- (a) must ensure the Company procures that each Club in the Zone and Registered Participant who participates in Football competitions in the Zone administered by that Zone Council:
  - (i) agrees to be bound by the Laws of the Game, the Statutes and Regulations, the Football Code of

Conduct and those of the By-laws expressed to apply to or in relation to Clubs and/or Registered Participants (**Relevant By-laws**);

- (ii) without limiting article 3.6(a)(i), agrees to pay the fees and subscriptions set out in, or determined under, the Relevant By-laws;
  - (iii) agrees to be bound by the Grievance Procedure and the dispute resolution process set out in article 8.2:
    - (A) while a Registered Participant; and
    - (B) after ceasing to be a Registered Participant, in respect of disputes relating to a matter arising while they were a Registered Participant;
  - (iv) is notified on registration of how and where a copy of the Laws of the Game, the Statutes and Regulations, the Football Code of Conduct, the Relevant By-laws and the Grievance Procedure can be obtained; and
- (b) who does not comply with article 3.6(a), may, at the absolute discretion of the Directors:
- (i) have their membership terminated by the Directors; or
  - (ii) have their voting rights suspended under article 6.3.

### **3.7 Standing Committees**

- (a) The Directors must establish:
- (i) a referees' Standing Committee;
  - (ii) a coaches' Standing Committee;
  - (iii) a women's Standing Committee;
  - (iv) a futsal Standing Committee;
  - (v) a Premier League Standing Committee;
  - (vi) a Super League Standing Committee;
  - (vii) a Division 1 league Standing Committee;
  - (viii) a Conference league Standing Committee; and
  - (ix) a junior's Standing Committee.

- (b) In addition to the Standing Committees referred to in article 3.7(a), the Directors may, with the consent of FFA, establish any other Standing Committee they think fit.
- (c) A Standing Committee is established by a By-law made by the Directors. The By-law must be in a form approved by FFA.
- (d) In respect of each Standing Committee the By-law must provide for its functions, membership (including the number of members) and operation and the election of, vacation of office by, and removal of, members of the Standing Committee.
- (e) The Directors may, with the consent of FFA, dissolve any Standing Committee established under article 3.7(b) by repealing the By-law under which it is established.

### **3.8 Admission of Members**

- (a) Before admission as a Member, a person invited by the Directors to apply for membership must sign an application agreeing to be bound by:
  - (i) this Constitution;
  - (ii) the By-laws;
  - (iii) the Statutes and Regulations; and
  - (iv) the Grievance Procedure and the dispute resolution process set out in article 8.2:
    - (A) while a Member; and
    - (B) after ceasing to be a Member, in respect of disputes relating to a matter arising while they were a Member.
- (b) Subject to article 3.2, on receipt by the Secretary of the signed application, the applicant becomes a Member.

### **3.9 Ceasing to be a Member**

- (a) A person ceases to be a Member on:
  - (i) resignation;
  - (ii) death;
  - (iii) becoming bankrupt or insolvent or making an arrangement or composition with creditors of the person's joint or separate estate generally;

- (iv) becoming of unsound mind or liable to be dealt with in any way under a law relating to mental health;
  - (v) being convicted of a criminal offence which carries a jail sentence;
  - (vi) the termination of their membership under this Constitution; or
  - (vii) the expiry of the term of their membership under article 3.1 or 3.3.
- (b) For the purposes of article 3.9(a)(i), a Member may resign as a member of the Company by giving 14 days written notice to the Directors.

### **3.10 No claim against the Company**

A Member whose membership ceases has no claim in their capacity as a Member or former member of the Company against the Company or the Directors, for damages or otherwise.

### **3.11 Limited liability**

Members have no liability in that capacity except as set out in article 20.1.

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## **4 General meetings**

### **4.1 Annual general meeting**

Annual general meetings of the Company are to be held according to the Corporations Act.

### **4.2 Power to convene general meeting**

The Directors may convene a general meeting when they think fit and must do so if required under the Corporations Act.

### **4.3 Notice of general meeting**

- (a) Notice of a meeting of Members must be given according to Part 18 and the Corporations Act.
- (b) A person may waive notice of any general meeting by notice in writing to the Company, where permitted to do so by the Corporations Act.

### **4.4 Directors entitled to attend general meetings**

- (a) Each member is entitled to receive notice of and attend and speak at general meetings.

- (b) A Director is entitled to receive notice of and attend and speak at all general meetings.
- (c) The Directors may invite other persons to attend and speak at general meetings.

**4.5 Cancellation of, change of venue for, or postponement of, general meeting**

- (a) Where a general meeting (including an annual general meeting) is convened by the Directors they may, if they think fit and at least 48 hours prior to the time the meeting is to be held, cancel the meeting, change the venue for the meeting, or postpone the meeting to a date and time they determine.
- (b) If a general meeting is called and arranged to be held under section 249D of the Corporations Act, the Directors may not postpone it beyond the date by which section 249D requires it to be held and may not cancel it without the consent of the requisitioning Member or Members.

**4.6 Written notice of cancellation of, change of venue for, or postponement of, general meeting**

Notice of cancellation of, change of venue for, or postponement of, a general meeting must state the reason for doing so and be given to:

- (a) each Member individually; and
- (b) each other person entitled to notice of a general meeting under the Corporations Act.

**4.7 Contents of notice postponing general meeting**

A notice postponing a general meeting must specify:

- (a) the new date and time for the meeting;
- (b) the place where the meeting is to be held, which may be either the same as or different to the place specified in the notice originally convening the meeting; and
- (c) if the meeting is to be held in two or more places, the technology that will be used to hold the meeting in that manner.

**4.8 Number of clear days for postponement of general meeting**

The number of clear days from the giving of a notice postponing a general meeting to the date specified in that notice for the postponed meeting may not be less than the number of clear days'

notice of the general meeting required to be given by this Constitution or the Corporations Act.

#### **4.9 Business at postponed general meeting**

The only business that may be transacted at a postponed general meeting is the business specified in the notice originally convening the meeting.

#### **4.10 Proxy or Attorney at postponed general meeting**

Where:

- (a) a proxy or Attorney is by the terms of the instrument of appointment authorised to attend and vote at a general meeting to be held on a specified date or at a general meeting or general meetings to be held on or before a specified date; and
- (b) the date for the meeting is postponed to a date later than the date specified in the instrument or the venue for the meeting is changed,

then that later date is substituted for the date specified in the instrument or the changed venue is substituted for the venue specified in the instrument (as the case may be), unless the appointing Member notifies the Company in writing to the contrary at least 48 hours before the time at which the postponed meeting is to be held.

#### **4.11 Non-receipt of notice**

The non-receipt of notice of a general meeting (or postponed or cancelled meeting or a meeting where the venue is changed) or proxy form by, or a failure to give notice of a general meeting (or postponed or cancelled meeting or a meeting where the venue is changed) or proxy form to, any person entitled to receive notice of a general meeting does not invalidate the general meeting (or postponed or cancelled meeting or a meeting where the venue is changed) or any act, matter or thing done or resolution passed at the general meeting (or postponed or cancelled meeting or a meeting where the venue is changed) if:

- (a) the non-receipt or failure occurred by accident or error; or
- (b) before or after the meeting, the person waives notice of the meeting under article 4.3(b), or notifies the Company of the person's agreement to that act, matter, thing or resolution by notice in writing to the Company.

---

**5 Proceedings at general meetings****5.1 Number for a quorum**

Subject to article 5.4, 60% by number of those persons who are Members and who are entitled to vote are a quorum at a general meeting.

**5.2 Requirement for a quorum**

- (a) An item of business may not be transacted at a general meeting, except the election of a chairman and the adjournment of the meeting, unless a quorum is present when the meeting proceeds to consider it.
- (b) If a quorum is present at the beginning of a meeting it is taken to be present throughout the meeting unless the chairman of the meeting (on their own motion or at the request of a Member who is present) declares otherwise.

**5.3 Quorum and time**

If within 30 minutes after the time appointed for a general meeting a quorum is not present:

- (a) If the meeting was convened by or on requisition of, Members, the meeting must be dissolved; and
- (b) in any other case, the meeting stands adjourned to the same day in the next week and the same time and place, or to such other day, time and place as the Directors appoint by notice to those entitled to notice of the meeting.

**5.4 Adjourned meeting**

- (a) At a meeting adjourned under article 5.3(b), 40% by number of those persons who are Members who are entitled to vote are a quorum.
- (b) If a quorum is not present within 30 minutes after the time appointed for the adjourned meeting, the meeting is dissolved.

**5.5 President to preside over general meetings**

- (a) The President is entitled to preside at general meetings.
- (b) If a general meeting is convened and the President is not present, or the President is not present within 15 minutes after the time appointed for the holding of the meeting or is unable or unwilling to act, the following may preside (in order of entitlement):

- (i) the Vice-President;
- (ii) a Director chosen by a majority of the Directors present;
- (iii) the only Director present; or
- (iv) a Member chosen by a majority of the Members present.

#### **5.6 Conduct of general meetings**

- (a) The chairman of a general meeting:
  - (i) has charge of the general conduct of the meeting and of the procedures to be adopted;
  - (ii) may require the adoption of any procedure which is in their opinion necessary or desirable for proper and orderly debate or discussion or the proper and orderly casting or recording of votes; and
  - (iii) may, having regard where necessary to the Corporations Act, terminate discussion or debate on any matter whenever they consider it necessary or desirable for the proper conduct of the meeting.
- (b) A decision by the chairman under this article is final.

#### **5.7 Adjournment of general meeting**

- (a) The chairman of a general meeting may at any time during the meeting adjourn the meeting or any business, motion, question, resolution, debate or discussion being considered or remaining to be considered by the meeting.
- (b) The adjournment may be either to a later time at the same meeting or to an adjourned meeting at any time and any place.
- (c) The chairman may, but need not, seek any approval for the adjournment.
- (d) Unless required by the chairman, a vote may not be taken or demanded in respect of any adjournment.
- (e) Only unfinished business is to be transacted at a meeting resumed after an adjournment.
- (f) Where a meeting is adjourned, the Directors may change the venue of, postpone or cancel the adjourned meeting unless the meeting was called and arranged to be held by the Members or the court under the Corporations Act. If a

meeting is called and arranged to be held under section 249D of the Corporations Act, the Directors may not postpone it beyond the date by which section 249D requires it to be held and may not cancel it without the consent of the requisitioning Member or Members.

#### **5.8 Notice of adjourned meeting**

It is not necessary to give any notice of an adjournment or of the business to be transacted at any adjourned meeting unless a meeting is adjourned for one month or more or the venue for the adjourned meeting is changed.

In that case, the period of notice which must be given for the adjourned meeting must be the greater of the number of clear days notice of general meetings required to be given under the Corporations Act and the period of notice as was originally given for the meeting.

#### **5.9 Questions decided by majority**

Subject to the requirements of the Corporations Act and Part 6, a resolution is carried if a simple majority of the votes cast on the resolution are in favour of it.

#### **5.10 Equality of votes**

If there is an equality of votes at a general meeting, as calculated under Part 6, whether on a show of hands or on a poll, the resolution shall be deemed to have been lost.

#### **5.11 Declaration of results**

- (a) At any general meeting a resolution put to the vote of the meeting must be decided on a show of hands unless, before the vote is taken or immediately after the declaration of the result of a show of hands, a poll is properly demanded (and the demand is not withdrawn);
  - (i) by the chairman of the meeting; or
  - (ii) by at least one Member present and having the right to vote on the resolution.
- (b) Unless a poll is properly demanded, a declaration by the chairman that a resolution has on a show of hands been carried or carried unanimously, or by a particular majority, or lost, and an entry to that effect in the minutes of the meetings of the Company, is conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against the resolution.

**5.12 Poll**

- (a) If a poll is properly demanded, it must be taken in the manner and at the date and time directed by the chairman and the result of the poll is the resolution of the meeting at which the poll was demanded.
- (b) A poll demanded on the election of a chairman or on a question of adjournment must be taken immediately.
- (c) A demand for a poll may be withdrawn.
- (d) A demand for a poll does not prevent the meeting continuing for the transaction of any business other than the question on which the poll has been demanded.

**5.13 Objection to voting qualification**

An objection to the qualification of a person to attend or vote at the meeting or adjourned meeting:

- (a) may not be raised except at that meeting; and
- (b) must be referred to the chairman of the meeting, whose decision is final.

A vote not disallowed by the chairman of a meeting under this article 5.13 is valid for all purposes.

**5.14 Chairman to determine any poll dispute**

If there is a dispute as to the admission or rejection of a vote, the chairman of the meeting must decide it and their decision made in good faith is final and conclusive.

---

**6 Votes of Members****6.1 Votes of Members**

- (a) At a general meeting, on a show of hands and on a poll, each of the following Members has 1 vote:
  - (i) a Zone Council Member; and
  - (ii) a Standing Committee Member.
- (b) No other Member is entitled to vote at general meetings.
- (c) On a show of hands, where a person present at a general meeting represents personally or by proxy or attorney more than one Member who is entitled to vote, the person is entitled to only one vote despite the number of Members the person represents.

- (d) On a poll, each person present who is a proxy or Attorney of a Member has (in addition to any vote or votes to which they are themselves entitled if they are also a Member), for each Member they represent, the number of votes that Member is entitled to cast on a poll.

## **6.2 Relativity of votes**

Despite any other provision of this Constitution whenever each of the Zone Council Members present vote in the same way (that is, all for or all against) on a resolution, the aggregate of their votes will always be 76% of the votes cast.

## **6.3 Suspension of voting rights**

- (a) The voting rights of a Zone Council Member may be suspended while the payment of any amount determined under article 3.6(a)(ii) to be payable by a Zone Council is in arrears.
- (b) No other rights of the Zone Council Member are affected.

## **6.4 Right to appoint proxy**

- (a) Subject to the Corporations Act a Member entitled to attend a meeting of the Company or of any class of Members is entitled to appoint another person as their proxy to attend the meeting in the place of the delegate.
- (b) In the case of a Zone Council Member the appointment of a proxy must be approved by the relevant Zone Council.
- (c) In the case of a Standing Committee Member the appointment of a proxy must be approved by the relevant Standing Committee.
- (d) A proxy has the same right as the Member to speak and vote at the meeting and may be appointed in respect of more than one meeting.

## **6.5 Right to appoint Attorney**

- (a) A Member may appoint an Attorney (as defined in article 21.1) to act on the Member's behalf at all or any meetings of the Company or any class of Members.
- (b) To be effective, an instrument appointing an Attorney, together with any evidence of non-revocation the Directors require must be received by the Company at least 48 hours before the meeting.

---

**7 Obligations to FFA****7.1 Constitution and By-laws**

- (a) The Members must amend this Constitution, and the Directors must adopt, revoke or amend the By-laws, to promptly adopt changes in the model constitution and by-laws promulgated by FFA from time to time.
- (b) The Members must not otherwise amend this Constitution, and the Directors must not otherwise adopt, revoke or amend any By-laws, without the consent of FFA.
- (c) Any amendment to this Constitution and any adoption, revocation or amendment of any By-law in breach of article 7.1(b) will be invalid.
- (d) A resolution passed by at least 75% of the votes cast by Members entitled to vote on the resolution, is required to amend this Constitution.

**7.2 Enforcement of rules**

- (a) The Company must promulgate and comply with the Statutes and Regulations.
- (b) The Company must promulgate and enforce the Laws of the Game.

**7.3 Register of participants**

- (a) The Company must maintain a database of each person registered with it in any capacity.
- (b) The database is to be established and maintained in the form and contain details required by FFA from time to time.

The Company must provide FFA with a copy of its database by 1 March and 1 September each year, certified by the Chief Executive Officer to be true and correct as at the previous 31 December and 30 June respectively.

- (c) The Company must permit FFA to audit, or to appoint a third party to audit, a database maintained under this article at its discretion and the Company must co-operate with FFA and its auditor and do everything reasonably required by FFA or its auditor to facilitate the audit.
- (d) In fulfilling its obligations under this article 7.3, the Company must comply with all applicable privacy laws and the National Privacy Principles set out in the Privacy Act 1988 (Cth), whether or not the Company is otherwise bound to comply with them.

- (e) The Directors must adopt a By-law regulating the steps to be taken by the Company in relation to the disclosure of Personal Information collected by it. A By-law adopted under this article 7.3 must be in a form approved by FFA.

#### **7.4 Financial Statements**

The Company must:

- (a) prepare annual Financial Statements in respect of all of its financial activities for the period ending at the end of its financial year and ensure that the Financial Statement are audited; and
- (b) provide FFA with a copy of the audited Financial Statements no later than 3 months after the end of the Company's financial year.

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### **8 FIFA and FFA**

#### **8.1 Compliance and co-operation**

The Company must:

- (a) comply with this Constitution, all By-Laws, the constitution of FFA and all by-laws of FFA;
- (b) comply with, and do everything within its power to enforce compliance with the Football Code of Conduct, the Statutes and Regulations and the Laws of the Game;
- (c) co-operate with FFA in all matters relating to the organisation of national Football competitions, the Company's own Football competitions and Football in general;
- (d) comply with written notices given to the Company by FFA pursuant to article 7.4 of the constitution of FFA; and
- (e) comply with directions given to the Company by FFA pursuant to article 7.6 of the constitution of FFA.

#### **8.2 Referral of disputes**

- (a) All Grievances must be determined pursuant to and in accordance with the process set out in the Grievance Procedure.
- (b) A Member must comply with the Grievance Procedure and must ensure that its Affiliates refer all Grievances to the dispute resolution body established in accordance with the Grievance Procedure laws and must not, and must ensure

that its Affiliates do not, commence any suit or proceeding in any court or tribunal until the Grievance Procedure has been exhausted.

- (c) This article 8.2 binds Members after they cease to be a Member if the dispute relates to a matter arising while a Member.

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## **9 Patrons, Life Members and Distinguished Service Awards**

### **9.1 Appointment and removal of Patrons**

The Directors may appoint and remove patrons of the Company.

### **9.2 Rights of patrons**

Patrons are:

- (a) entitled to notice of all general meetings;
- (b) entitled to attend and speak at general meetings; and
- (c) not entitled to vote at any general meeting.

### **9.3 Eligibility for life membership**

The Members in general meeting on the recommendation of the Directors may nominate an individual for admission as Life Member.

### **9.4 Nomination Requirements**

A nomination under article 9.3 must:

- (a) be in writing in the form determined by the Directors from time to time; and
- (b) set out reasons why, in the opinion of the nominator, the nominee should be considered for life membership.

### **9.5 Admission to life membership**

- (a) Nominations for admission to life membership shall be considered by the Directors at the next Board Meeting after the nomination is received.
- (b) In their absolute discretion and without the need for doing so, the Directors may recommend the nomination, or decide not to recommend or submit the nomination to the next annual general meeting for approval.
- (c) A nominee is admitted to life membership if:

- (i) the Directors recommend that the nominee be admitted to life membership; and
- (ii) the recommendation is approved by majority of members present at the annual general meeting at which the recommendation is considered.

#### **9.6 Distinguished Service Awards**

- (a) The Directors may adopt a By-Law to establish awards for distinguished service by any individual for services to the Company.
- (b) Procedures and rules for nominating for and conferring distinguished service awards shall be set out in a By-Law adopted in accordance with article 9.6(a).

#### **9.7 Rights of Life Members**

A Life Member:

- (a) is not to be counted in a quorum under article 5.1;
- (b) has the right to remain a Life Member until they die or resign their life membership;
- (c) subject to any separate agreement with the Company to the contrary, has no obligation, and may not be required, to pay any subscription or other amount;
- (d) is entitled to receive notice of general meetings;
- (e) is entitled to attend and speak at general meetings; and
- (f) is not entitled to vote at any general meeting.

#### **9.8 Patrons Life Members and recipients of distinguished service awards**

Patrons, Life Members and recipients of distinguished service awards are not Members.

---

### **10 Directors**

#### **10.1 Number of Directors**

- (a) Prior to the completion of the annual general meeting in 2007, there are to be no less than five Directors and no more than ten Directors.
- (b) After the completion of the annual general meeting in 2007, there are to be no less than five directors and no more than nine Directors comprised as follows:

- (i) six Directors, including a President and Vice-President who, subject to article 10.2, are to be elected under article 10.7; and
- (ii) up to three other Directors appointed under article 10.13.

## **10.2 Initial Directors**

The Initial Directors are:

- (a) Jim Forrest, who will be President;
- (b) Sam Krslovic, who will be Vice –President;
- (c) Howard Bradley;
- (d) George Jackson;
- (e) David Goodman;
- (f) Ross Kelly;
- (g) Rob Laws;
- (h) Jim Ronis;
- (i) Ray Tweedie OAM; and
- (j) Frank Wilson.

## **10.3 Term of office**

Subject to article 10.4, an Elected Director will hold office for a term of four years.

## **10.4 Rotation of Directors**

- (a) Despite article 10.3 and 10.5:
  - (i) at the annual general meeting in 2007, David Goodman, George Jackson, Jim Ronis and Ray Tweedie must retire from office and 2 Directors shall be elected for a term of three years;
  - (ii) at the annual general meeting in 2008, Howard Bradley, Ross Kelly, Rob Laws and Frank Wilson must retire from office and 2 Directors shall be elected for a term of four years;
  - (iii) at the annual general meeting in 2009, Sam Krslovic must retire from office and 1 Director, who will be Vice-President, shall be elected for three years;

- (iv) at the annual general meeting in 2010, one-half of the Elected Directors, including Jim Forrest, must retire from office and 3 Directors, one of whom will be the President, shall be elected for a term of four years; and
  - (v) at each second subsequent annual general meeting one-half of the Elected Directors must retire from office.
- (b) If the number of Elected Directors is not a whole number which is a multiple of two, the number of Elected Directors is to be rounded down to the next whole number.

#### **10.5 Directors to retire**

Subject to article 10.4, the Elected Directors to retire at any annual general meeting must be those who have been longest in office since their last election.

As between persons who were last elected as Directors on the same day, those to retire must be determined by lot, unless they otherwise agree among themselves.

#### **10.6 Office held until end of meeting**

A retiring Elected Director holds office until the end of the meeting at which that Elected Director retires but, subject to article 10.8, is eligible for re-election.

#### **10.7 Director elected at general meeting**

At a general meeting:

- (a) at which an Elected Director retires; or
- (b) at the commencement of which there is a vacancy in the office of a Director (other than a Director appointed under article 10.13),

the Company may, by resolution, fill the vacancy by electing someone to that office.

A Director elected under this article takes office at the end of the meeting at which they are elected.

If one of the Directors to retire is the President or the Vice-President, the election to fill the office must be held before the election to fill the other vacancies.

**10.8 Maximum term of office**

Subject to article 10.9, an Elected Director may not serve more than two consecutive terms as a Director.

If an Elected Director has served two consecutive terms, they may not be elected as a Director again until the second annual general meeting after the end of their second term of office since the adoption of this Constitution.

**10.9 Exception to article 10.8**

Despite article 10.8, if an Elected Director has served two consecutive terms as a Director but has not served as President, or has served only one of those terms as President, that person is eligible for election as President for one further consecutive four year term. After the end that further term, they may not be elected again as a Director until the second subsequent annual general meeting.

**10.10 Nomination of persons for election as Directors**

- (a) Two Members or a Member and a Director may nominate a person to stand for election as a Director (**Proposers**).
- (b) Another Member or Director must second the nomination (**Seconder**).
- (c) A nomination must be in writing and signed by the Proposers and Seconder and delivered to the Company by a date specified by the Directors in any year in which an election of Directors will be held in accordance with this Constitution.
- (d) The nomination must be accompanied by a statutory declaration made by the nominee confirming that:
  - (i) to the best of their knowledge and belief, they are not disqualified from standing for office as a Director by virtue of anything in article 10.12; or
  - (ii) if they hold any Disqualifying Position, full details of that Disqualifying Position.

**10.11 Application of nomination procedure**

The requirements of nomination of persons for election as a Director under article 10.10 apply to all persons proposing to stand for election or re-election, including an Initial Director proposing to stand for re-election.

**10.12 Eligibility**

- (a) A person who holds or has within the 2 years ending on the date of their nomination held, a Disqualifying Position may not hold office as an Appointed Director.
- (b) A person who holds a Disqualifying Position at the time they elected a Director under article 10.7 must cease to hold that Disqualifying Position not more than 7 days after being elected a Director.
- (c) A Director who accepts a Disqualifying Position must notify the other Directors of that fact immediately and article 10.16(c) applies.

**10.13 Appointed Directors**

- (a) In addition to the Initial Directors and the Elected Directors, the Directors may themselves appoint up to three other persons who are not disqualified under article 10.12, as Appointed Directors.
- (b) Before a person can be appointed as a Director under article 10.13(a) the person proposed to be appointed as a Director must deliver to the Company a statutory declaration confirming that, to the best of their knowledge and belief, they are not disqualified from being a Director by virtue of anything in article 10.12;
- (c) An Appointed Director hold office for a term of two years or such shorter term as may be determined by the Directors, and is eligible for re-appointment.

**10.14 Casual vacancy**

- (a) The Directors may at any time appoint a person who is not disqualified under article 10.12 as a Director to fill a casual vacancy arising when an Initial Director or an Elected Director ceases to hold office other than at an annual general meeting.
- (b) Before a person can be appointed to fill a casual vacancy, the person proposed to be appointed must deliver to the Company a statutory declaration confirming that, to the best of their knowledge and belief, they are not disqualified from being a director of the Company by virtue of anything in article 10.12.
- (c) A Director appointed under this article holds office until the end of the term of the Director in whose place they were appointed. For the avoidance of doubt, before the Director can stand for election at an annual general meeting, the nomination procedure under article 10.10 must be complied

with and the nomination is subject to approval by the Nominations Committee under article 10.14.

- (d) Service as a Director under this article is a full term of office for the purposes of article 10.8.

#### **10.15 Remuneration of Directors**

Directors may be paid a fixed fee per annum as determined by the Members in general meeting for services as a Director and with the approval of the Directors, may be:

- (a) paid by the Company for services rendered to it; and
- (b) reimbursed by the Company for their reasonable travelling, accommodation and other expenses when:
  - (i) travelling to or from meetings of the Directors, a Committee or the Company; or
  - (ii) otherwise engaged on the affairs of the Company.

#### **10.16 Vacation of office**

The office of a Director becomes vacant when the Corporations Act says it does and also if the Director:

- (a) becomes of unsound mind or a person whose person or estate is liable to be dealt with in any way under a law relating to mental health;
- (b) resigns office by notice in writing to the Company;
- (c) accepts appointment to, or becomes the holder of a Disqualifying Position;
- (d) is not present personally at three consecutive meetings of Directors without leave of absence from the Directors.

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### **11 Powers and duties of Directors**

#### **11.1 Directors to manage Company**

The Directors are to manage the Company's business and may exercise to the exclusion of the Company in general meeting all the powers of the Company which are not required, by the Corporations Act or by this Constitution, to be exercised by the Company in general meeting.

#### **11.2 Specific powers of Directors**

Without limiting article 11.1, the Directors may exercise all the Company's powers to borrow or raise money, to charge any

property or business or give any other security for a debt, liability or obligation of the Company or of any other person.

### **11.3 Appointment of Attorney**

The Directors may appoint any person to be the Company's Attorney for the purposes, with the powers, authorities and discretions, for the period and subject to the conditions that they think fit.

### **11.4 Provisions in power of attorney**

A power of attorney granted under article 11.3 may contain any provisions for the protection and convenience of persons dealing with the Attorney that the Directors think fit and may also authorise the Attorney to delegate (including by way of appointment of a substitute Attorney) all or any of the powers, authorities and discretions of the Attorney.

### **11.5 Minutes**

The Directors must cause minutes of meetings to be made and kept in accordance with the requirements under the Corporations Act.

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## **12 Proceedings of Directors**

### **12.1 Directors meetings**

- (a) The Directors may meet together for conducting business, adjourn and otherwise regulate their meetings as they think fit.
- (b) The contemporaneous linking together by telephone or other electronic means of a number of the Directors sufficient to constitute a quorum, constitutes a meeting of the Directors and all the provisions in this Constitution relating to meetings of Directors apply, so far as they can and with such changes as are necessary, to meetings of Directors by telephone or other electronic means.
- (c) A Director participating in a meeting by telephone or other electronic means is to be taken to be present in person at the meeting.
- (d) A meeting by telephone or other electronic means is to be taken to be held at the place determined by the chairperson of the meeting provided that at least one of the Directors involved was at that place for the duration of the meeting.

**12.2 Questions decided by majority**

- (a) A meeting of Directors at which a quorum is present is competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Directors under this Constitution.
- (b) A question arising at a Directors' meeting is to be decided by a majority of votes of the Directors present and entitled to vote.

**12.3 Chairman's casting vote**

In the case of an equality of votes upon any proposed resolution, the chairman of the meeting of Directors has a casting vote.

**12.4 Quorum**

- (a) Business may not be transacted at a meeting of Directors unless a quorum of Directors is present at the time the business is dealt with.
- (b) A quorum consists of:
  - (i) If the Directors have fixed a number for the quorum, that number of Directors; and
  - (ii) in any other case, 4 Directors (at least 2 of whom are entitled to vote),present at the meeting of Directors.

**12.5 Effect of vacancy**

- (a) If there is a vacancy in the office of a Director then, subject to article 12.5(b) the remaining Director or Directors may act.
- (b) If the number of Directors in office at any time is not sufficient to constitute a quorum at a meeting of Directors or is less than the minimum number of Directors fixed under this Constitution, the remaining Director or Directors must act as soon as possible:
  - (i) to increase the number of Directors to a number sufficient to constitute a quorum and to satisfy the minimum number of Directors required under this Constitution; or
  - (ii) to convene a general meeting for that purpose,and, until that has happened, must act only if and to the extent that there is an emergency requiring them to act.

**12.6 Alternate directors**

- (a) A Director may, with the approval of the Directors, appoint a person to be the Director's alternate director for such period as the Director thinks fit.
- (b) An alternate director must not hold a Disqualifying Position.
- (c) A person may not act as alternate director to more than 1 Director.
- (d) An alternate director is entitled, if the appointor does not attend a meeting of Directors, to attend and vote in place of and on behalf of the appointor.
- (e) In the absence of the appointor, an alternate director may exercise any powers that the appointor may exercise and the exercise of any such power by the alternate director is to be taken as the exercise of the power by the appointor.
- (f) The office of an alternate director is vacated if and when the appointor vacates office as a Director.
- (g) The appointment of an alternate director may be terminated at any time by the appointor even though the period of the appointment of the alternate director has not expired.
- (h) An appointment, or the termination of an appointment, of an alternate director must be in writing signed by the director who makes or made the appointment and does not take effect unless and until the Company has received notice in writing of the appointment or termination.
- (i) An alternate director is not to be taken into account in determining the minimum or maximum number of Directors allowed under this Constitution.
- (j) An alternate director, while acting as a Director, is responsible to the Company for his or her own acts and defaults and is not to be taken to be the agent of the Director by whom he or she was appointed.

**12.7 Convening meetings**

Two Directors may, and the Secretary on the request of two Directors must, convene a meeting of Directors.

**12.8 Notice of meeting of Directors**

- (a) Subject to this Constitution, notice of a meeting of Directors must be given to each person who is at the time of giving the notice:

- (i) a Director, other than a Director on leave of absence approved by the Directors; or
  - (ii) an alternate director appointed under article 12.6 by a Director on leave of absence approved by the Directors.
- (b) A notice of a meeting of Directors:
  - (i) must specify the time and place of the meeting;
  - (ii) need not state the nature of the business to be transacted at the meeting;
  - (iii) may be given immediately before the meeting;
  - (iv) may be given in person or by post, or by telephone, fax or other electronic means ; and
  - (v) will be taken to have been given to an alternate director if it is given to the Director who appointed that alternate director.
- (c) A Director or alternate director may waive notice of any meeting of Directors by notifying the Company to that effect in person or by post, or by telephone, fax or other electronic means.
- (d) The non-receipt of notice of a meeting of Directors by, or a failure to give notice of a meeting of Directors to, a Director does not invalidate any act, matter or thing done or resolution passed at the meeting if:
  - (i) the non-receipt or failure occurred by accident or error;
  - (ii) before or after the meeting, the Director or an alternate director appointed by the Director waives notice of that meeting under article 12.8(c), notifies the Company of their agreement to that act, matter, thing or resolution personally or by post or by telephone, fax or other electronic means; or
  - (iii) the Director or an alternate director appointed by the Director attended the meeting.
- (e) The non-receipt of notice of a meeting of Directors by, or a failure to give notice of a meeting of Directors to, an alternate director of a Director on leave of absence approved by the Directors does not invalidate any act, matter or thing done or resolution passed at the meeting if:

- (i) the non-receipt or failure occurred by accident or error;
  - (ii) before or after the meeting, the alternate director or the Director who appointed the alternate director waives notice of that meeting under article 12.8(c) or notifies the Company of their agreement to that act, matter, thing or resolution personally or by post or by telephone, fax or other electronic means; or
  - (iii) the alternate director or the Director who appointed the alternate director attended the meeting.
- (f) Attendance by a person at a meeting of Directors waives any objection that person and:
- (i) if the person is a Director, an alternate director appointed by that person; or
  - (ii) if the person is an alternate director, the Director who appointed that person as alternate director,
- may have to a failure to give notice of the meeting.

#### **12.9 President to preside at Directors' meeting**

- (a) The President must (if present within 15 minutes after the time appointed for the holding of the meeting and willing to act) preside as chairman at each meeting of Directors.
- (b) If at a meeting of Directors:
  - (i) there is no President;
  - (ii) the President is not present within 15 minutes after the time appointed for the holding of the meeting; or
  - (iii) the President is present within that time but is not willing to act as chairman of the meeting,the following may preside (in order of entitlement):
  - (iv) the Vice-President;
  - (v) a Director chosen by a majority of the Directors present.

#### **12.10 Delegation to individual Directors**

- (a) The Directors may delegate any of their powers to one or more Directors.

- (b) A Director to whom any powers have been so delegated must exercise the powers delegated in accordance with any directions of the Directors.

#### **12.11 Powers delegated to persons or Committees**

- (a) The Directors may delegate any of their powers to any person or persons, or to a Committee or Committees, consisting of those persons they think fit, and may vary or revoke any delegation.
- (b) A person or Committee to whom powers have been delegated by the Directors must exercise the powers delegated to them according to the terms of the delegation and any directions of the Directors.
- (c) Powers delegated to and exercised by a person or Committee are taken to have been exercised by the Directors.

#### **12.12 Committee meetings**

The provisions of this Constitution applying to meetings and resolutions of Directors apply, so far as they can and with such changes as are necessary, to meetings and resolutions of a Committee.

#### **12.13 Circulating resolutions**

- (a) If all of the Directors, other than:
  - (i) any Director on leave of absence approved by the Directors;
  - (ii) any Director who disqualifies himself or herself from considering the act, matter, thing or resolution in question on the grounds that he or she is not entitled at law to do so or has a conflict of interest; and
  - (iii) any Director who the Directors reasonably believe is not entitled at law to do the act, matter or thing or to vote on the resolution in question,
 assent to a document containing a statement to the effect that an act, matter or thing has been done or resolution has been passed; and
  - (iv) the Directors who assent to the document would have constituted a quorum at a meeting of Directors held to consider that act, matter, thing or resolution,

then the act, matter, thing or resolution is to be taken as having been done at or passed by a meeting of the Directors.

- (b) For the purposes of article 12.13(a):
  - (i) the resolution is passed on the day on which, and at the time on which, the document was last assented to by a Director;
  - (ii) two or more separate documents in identical terms each of which is assented to by one or more Directors are to be taken as constituting one document; and
  - (iii) a Director may signify assent to a document by signing the document or by notifying the Company of the Director's assent in person or by post, or by telephone, fax or other electronic means.
- (c) Where a Director signifies assent to a document otherwise than by signing the document, the Director must by way of confirmation sign the document at the next meeting of the Directors attended by that Director, but failure to do so does not invalidate the act, matter, thing or resolution to which the document relates.

#### **12.14 Validity of acts of Directors**

An act done by a person acting as a Director or by a meeting of Directors or a Committee attended by a person acting as a Director is not invalidated by reason only of:

- (a) a defect in the appointment, election or qualification of the person as a Director;
- (b) the person being disqualified to be a Director or having vacated office; or
- (c) the person not being entitled to vote,

if that circumstance was not known by the person or the Directors or Committee (as the case may be) when the act was done.

#### **12.15 Interested Directors**

- (a) A Director may be or may become a non-executive director of a related body corporate of the Company and is not accountable to the Company for any remuneration or other benefits received by the Director as a non-executive director of that related body corporate.
- (b) A Director who is required to disclose a material personal interest under the Corporations Act must disclose that

interest to the other Directors in accordance with the Corporations Act.

- (c) A Director who has a material personal interest in a matter that is being considered at a meeting of Directors may be present at that meeting, and may vote on that matter, only if permitted by the Corporations Act.
- (d) A contract made by a Director with the Company or a contract or arrangement entered into by or on behalf of the Company in which any Director may be in any way interested is not avoided or rendered voidable merely because of the Director holding office as a director or because of the fiduciary obligations arising out of that office.
- (e) Subject to the Corporations Act, a Director contracting with or being interested in any arrangement involving the Company is not liable to account to the Company for any profit realised by or under any such contract or arrangement merely because of the Director holding office as a director or because of the fiduciary obligations arising out of that office.

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### **13 Chief Executive Officer**

#### **13.1 Appointment of Chief Executive Officer**

The Directors must appoint a Chief Executive Officer.

#### **13.2 Powers, duties and authorities of Chief Executive Officer**

- (a) The Chief Executive Officer holds office on the terms and conditions (including as to remuneration) and with the powers, duties and authorities, determined by the Directors.
- (b) The exercise of those powers and authorities and the performance of those duties, by the Chief Executive Officer is subject at all times to the control of the Directors.

#### **13.3 Suspension and removal of Chief Executive Officer**

Subject to the terms and conditions of the appointment, the Directors may suspend or remove the Chief Executive Officer from that office.

#### **13.4 Chief Executive Officer to attend meetings of Directors**

The Chief Executive officer is entitled to notice of and to attend all meetings of the Company, the Directors and any Committee and may speak on any matter, but does not have a vote.

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**14 Secretary****14.1 Appointment of Secretary**

There must be at least one Secretary who is to be appointed by the Directors.

**14.2 Suspension and removal of Secretary**

The Directors may suspend or remove a Secretary from that office.

**14.3 Powers, duties and authorities of Secretary**

A Secretary holds office on the terms and conditions (including as to remuneration) and with the powers, duties and authorities, determined by the Directors.

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**15 By-laws****15.1 Making and amending By-laws**

Subject to article 7.1, the Directors may from time to time make By-laws which in their opinion are necessary or desirable for the control, administration and management of the Company's affairs and may amend, repeal and replace those By-laws.

**15.2 Effect of By-law**

A By-law:

- (a) is subject to this Constitution;
- (b) must be consistent with this Constitution; and
- (c) when in force, is binding on all Members.

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**16 Seals****16.1 Safe custody of common seals**

The Directors must provide for the safe custody of any seal of the Company.

**16.2 Use of common seal**

If the Company has a common seal or duplicate common seal:

- (a) it may be used only by the authority of the Directors; and
- (b) every document to which it is affixed must be signed by a Director and be countersigned by another Director, a Secretary or another person appointed by the Directors to

countersign that document or a class of documents in which that document is included.

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## **17 Inspection of records**

### **17.1 Inspection by Members**

Subject to the Corporations Act, the Directors may determine whether and to what extent, and at what times and places and under what conditions, the accounting records and other documents of the Company or any of them will be open for inspection by the Members.

### **17.2 Right of a Member to inspect**

A Member does not have the right to inspect any document of the Company except as provided by law or authorised by the Directors or by the Company in general meeting.

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## **18 Service of documents**

### **18.1 Document includes notice**

In this Part 18, **document** includes a notice.

### **18.2 Methods of service**

The Company may give a document to a Member:

- (a) personally;
- (b) by sending it by post to the address for the Member in the Register or an alternative address nominated by the Member; or
- (c) by sending it to a fax number or electronic address nominated by the Member.

### **18.3 Methods of service on the Company**

A Member may give a document to the Company:

- (a) by delivering it to the Registered Office;
- (b) by sending it by post to the Registered Office; or
- (c) to a fax number or electronic address nominated by the Company.

**18.4 Post**

A document sent by post:

- (a) if sent to an address in Australia, may be sent by ordinary post; and
- (b) if sent to an address outside Australia, must be sent by airmail,

and in either case is taken to have been received on the day after the date of its posting.

**18.5 Fax or electronic transmission**

If a document is sent by fax or electronic transmission, delivery of the document is taken:

- (a) to be effected by properly addressing and transmitting the fax or electronic transmission; and
- (b) to have been delivered on the day following its transmission.

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**19 Indemnity****19.1 Indemnity of officers**

Every person who is or has been:

- (a) a Director;
- (b) a Chief Executive Officer; or
- (c) a Secretary,

is entitled to be indemnified out of the property of the Company against:

- (d) every liability incurred by the person in that capacity (except a liability for legal costs); and
- (e) all legal costs incurred in defending or resisting (or otherwise in connection with) proceedings, whether civil or criminal or of an administrative or investigatory nature, in which the person becomes involved because of that capacity,

unless:

- (f) the Company is forbidden by statute to indemnify the person against the liability or legal costs; or
- (g) an indemnity by the Company of the person against the liability or legal costs would, if given, be made void by statute.

**19.2 Insurance**

The Company may pay or agree to pay, whether directly or through an interposed entity, a premium for a contract insuring a person who is or has been a Director, Secretary or Chief Executive Officer against liability incurred by the person in that capacity, including a liability for legal costs, unless:

- (a) the Company is forbidden by statute to pay or agree to pay the premium; or
- (b) the contract would, if the Company paid the premium, be made void by statute.

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**20 Winding up**
**20.1 Contributions of Members on winding up**

Each Member must contribute to the Company's property if the Company is wound up while they are a Member or within one year after their membership ceases.

This contribution is for:

- (a) payment of the Company's debts and liabilities contracted before their membership ceased;
- (b) the costs of winding up; and
- (c) adjustment of the rights of the contributories among themselves,

and the amount is not to exceed \$20.00.

**20.2 Excess property on winding up**

If on the winding up or dissolution of the Company, and after satisfaction of all its debts and liabilities, any property remains, that property must be given or transferred to another body or bodies:

- (a) having objects similar to those of the Company; and
- (b) whose constitution prohibits (or each of whose constitutions prohibit) the distribution of its or their income and property among its or their members to an extent at least as great as is imposed on the Company under this Constitution.

That body is, or those bodies are, to be determined by the Members at or before the time of dissolution or, failing that a determination, by a judge who has or acquires jurisdiction in the matter.

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## 21 Definitions and interpretation

### 21.1 Definitions

In this Constitution unless the contrary intention appears:

**Accredited** means a person who has completed a course of relevant training recognised by the Company.

**AFC** means the Asian Football Confederation.

**Affiliate** means any body or person who is a member of or is affiliated or registered with the Company, including without limitation a director, officer, employee, club, committee, referee manager, coach, player or Registered Participant.

**Appointed Director** means a Director appointed under article 10.13.

**Attorney** means a person appointed under a power of attorney to represent or act in place of the appointer.

**By-law** means a by-law made under Part 15 and a reference to a specific by-law means that by-law as amended from time to time.

**Chief Executive Officer** means a person appointed as chief executive officer by the Directors according to the powers conferred on them by Part 13.

**Club** means:

- (a) a body corporate or incorporated association recognised by the Company and having the following characteristics:
  - (i) it organises teams to participate in competitions sanctioned by the Company or FFA;
  - (ii) all members of its teams are entitled to club membership;
  - (iii) club members (or their parent or guardian) may vote in an election for any club officeholders; or
- (b) any legal entity deemed to be a Club by the Company.

**Committee** means a committee established under article 12.11.

**Company** means Football NSW Limited ACN 003 215 923.

**Constitution** means this constitution as amended from time to time, and a reference to a particular article is a reference to an article of this Constitution.

**Corporations Act** means the Corporations Act 2001 (Cth).

**Director** means a director of the Company and includes the President and Vice-President.

**Directors** means all or some of the directors of the Company acting as a board.

**Disqualifying Position** means:

- (a) a position as an employee of the Company or of FFA; or
- (b) any Official Position.

**Elected Director** means a Director elected under article 10.7.

**Equal Opportunity Law** means the Sex Discrimination Act 1984 (Cth), Racial Discrimination Act 1975 (Cth), Disability Discrimination Act 1992 (Cth), Age Discrimination Act 2004 (Cth), Human Rights and Equal Opportunity Act 1986 (Cth) and Anti-Discrimination Act 1977 (NSW), and any regulations made under any of those Acts.

**FFA** means Football Federation Australian Limited ACN 106 478 068.

**FIFA** means Federation Internationale de Football Association.

**Financial Statements** means a statement of financial performance, a statement of financial position, a statement of cashflows and notes to each of these statements.

**Football** means "Association Football" as recognised by FIFA from time to time. To avoid doubt, at the date of incorporation of the Company, Football includes the games of soccer, soccer football, indoor or 5 a side (Futsal) soccer and beach soccer.

**Football Code of Conduct** means the code of conduct so named published by FFA and notified to members of FFA, as amended from time to time.

**Grievance** has the meaning given to that term in the Grievance Procedure;

**Grievance Procedure** means the procedures so named published by the Company, as amended from time to time.

**Initial Director** means a Director identified in article 10.2(a).

**Initial Member** means a Member identified in article 3.1.

**Laws of the Game** means the rules of Football referred to in the Statutes and Regulations.

**Life Member** means a person admitted to life membership under article 9.5 and those persons listed in Schedule 3 to this Constitution.

**Member** means a member of the Company.

**Official Position** means a person who holds a position, whether elected or appointed, as:

- (a) president, vice-president, secretary, treasurer, director, committee member or employee of the governing body (however described) of a club, association (incorporated or unincorporated) or other entity (including FFA, but excluding the Company) conducting, participating in or administering Football or any Football competition in Australia; or,
- (b) a member of a Standing Committee, except where the person is an Initial Director and was at the date of the adoption of this Constitution a member of a standing committee listed in article 3.1(a)(iii); or
- (c) a member of a Zone Council.

**Part** means a Part of this Constitution.

**Personal Information** has the meaning given to it in section 6 of the *Privacy Act 1988* (Cth).

**President** means the person elected to the office of president from time to time under article 10.7.

**Registered Office** means the registered office of the Company from time to time.

**Registered Participant** means a person registered by the Company under article 7.3 in the category of:

- (a) player (including junior players) in any competition recognised by the Company;
- (b) Accredited referee;
- (c) Accredited coach; or
- (d) any other individual that the Company recognises as contributing to Football in the State.

**Relevant By-Laws** is defined in article 3.6(a)(i).

**Relevant Zone Participant** means a Registered Participant who participates in Football competitions in the Zone administered by the Zone Council of which the Zone Council Member referred in article 6.3(a) is a member.

**Secretary** means a person appointed from time to time as a secretary of the Company, and where appropriate includes an acting secretary and a person appointed by the Directors to perform all or any of the duties of a secretary of the Company.

**Standing Committee** means a Standing Committee established by the Directors under the By-laws.

**Standing Committee Member** means an elected representative of a Standing Committee invited to apply for membership under article 3.2(b) and admitted as a Member under article 3.8.

**State** means New South Wales excluding any part of New South Wales which is recognised by FFA as being under the exclusive jurisdiction of another member of FFA.

**Statutes and Regulations** means the Statutes and Regulations of FIFA, ASC and FFA in force from time to time.

**Vice-President** means the person elected to the office of vice-president from time to time under article 10.7.

**Zone** means a geographic area or grouping of Clubs determined to be a Zone according to article 3.4.

**Zone Council** means a Zone council established under article 3.5.

**Zone Councillor** means a member of a Zone Council elected according to the By-Law adopted under article 3.5.

**Zone Council Member** means an elected representative of a Zone Council invited to apply for membership under article 3.2(a) and admitted as a Member under article 3.8.

## 21.2 Interpretation

(a) In this Constitution:

- (i) **(presence of a Member)** a reference to a Member present at a general meeting means the Member present in person or by proxy,;
- (ii) **(annual general meeting)** a reference to an annual general meeting in a calendar year (for example, in 2006), is a reference to the annual general meeting required to be held by the Company in that calendar year under section 250N(2); and
- (iii) **(document)** a reference to a document or instrument includes any amendments made to it from time to time and, unless the contrary intention appears, includes a replacement.

- (b) In this Constitution unless the contrary intention appears:
- (i) **(gender)** words importing any gender include all other genders;
  - (ii) **(person)** the word "person" means a natural person;
  - (iii) **(successors)** a reference to an organisation includes a reference to its successors;
  - (iv) **(singular includes plural)** the singular includes the plural and vice versa;
  - (v) **(instruments)** a reference to a law includes regulations and instruments made under it;
  - (vi) **(amendments to legislation)** a reference to a law or a provision of a law includes amendments, re-enactments or replacements of that law or the provision, whether by a State or the Commonwealth or otherwise;
  - (vii) **(signed)** where, by a provision of this Constitution, a document including a notice is required to be signed, that requirement may be satisfied in relation to an electronic communication of the document in any manner permitted by law or by any State or Commonwealth law relating to electronic transmissions or in any other manner approved by the Directors; and
  - (viii) **(writing)** "writing" and "written" includes printing, typing and other modes of reproducing words in a visible form including, without limitation, any representation of words in a physical document or in an electronic communication or form or otherwise.

### 21.3 Corporations Act

In this Constitution unless the contrary intention appears:

- (a) an expression has, in a provision of this Constitution that deals with a matter dealt with by a particular provision of the Corporations Act, the same meaning as in that provision of the Corporations Act; and
- (b) "section" means a section of the Corporations Act.

The provisions of the Corporations Act that apply as replaceable rules are displaced by this Constitution and accordingly do not apply to the Company.

**21.4 Headings**

Headings are inserted for convenience and do not affect the interpretation of this Constitution.

**21.5 "Include" etc**

In this Constitution the words "include", "includes", "including" and "for example" are not to be interpreted as words of limitation.

**21.6 Powers**

A power, an authority or a discretion reposed in a Director, the Directors, a Committee, the Company in general meeting or a Member may be exercised at any time and from time to time.

**Schedule 1****Premier League**

A.P.I.A. Leichhardt Tigers  
Bankstown City FC  
Blacktown City Demons  
Manly United FC  
Marconi Stallions  
Penrith Nepean United  
Sutherland Sharks  
Sydney Olympic  
Sydney United  
Wollongong Wolves

**Super League**

Bonnyrigg White Eagles  
Central Coast Lightning  
Fairfield City Lions  
FC Bossy Liverpool  
Fraser Park Dragons  
Granville Rage  
Macarthur Rams  
Mt Druitt Town Rangers  
Northern Tigers  
PCYC Parramatta Eagles  
Rockdale City Suns  
St George Saints  
Stanmore Hawks  
Sydney University

**Division One**

Blacktown Spartans  
Canterbury Bankstown Berries  
Dulwich Hill  
Fairfield Bulls  
Spirit FC  
Hills Brumbies  
Hurstville ZSC  
Inter Lions  
Mt Pritchard  
Ryde City  
Schofield Scorpions  
Springwood  
Sydney Wanderers  
UNSW

**Conference League**

Balmain  
Bathurst '75  
Camden Tigers  
Colo Colo Wanderers

**Schedule 1 (continued)**

**Conference League (*continued*)**

Gazy Lansvale  
Gladesville United  
Greenisland  
Hakoah  
Hawkesbury City  
Hurstville City Minotaurs  
Lakemba Sports Club  
Luddenham United  
Prospect United  
Roosters FC  
White City

**Schedule 2****Associations**

Soccer Albury Wodonga  
Bankstown District Amateur Soccer Association  
Blacktown & Districts Soccer Football Association Inc.  
Canterbury & District Soccer Football Association Inc.  
Central Coast Football  
Dubbo & District Soccer Association  
Eastern Suburbs Football Association  
Eurobodalla Soccer Association  
Far South Coast Soccer Association  
Gladesville Hornsby Football Association Inc.  
Granville & District Soccer Football Association Inc.  
Griffith & District Amateur Soccer Association  
Highlands Soccer Association Inc.  
Illawarra Junior Soccer Association  
Ku-ring-gai & District Soccer Association Inc.  
Lachlan Amateur Soccer Association  
Macarthur Districts Soccer Football Association  
Manly Warringah Football Association Inc.  
Mitchell District Soccer Association  
Nepean Districts Soccer Football Association  
North West Sydney Women's Soccer  
Orange & District Soccer Association  
Shoalhaven District Soccer Association  
South West Slopes Soccer Association  
Southern Districts Soccer Football Association  
Southern Tablelands Football Association  
St George Soccer Football Association Inc.  
Sutherland Shire Football Association Inc.  
Sydney Amateur Football League Inc.  
Football Wagga Wagga  
Western Plains Soccer Amateur Association

**Schedule 3**  
**Life Members**

1. Bill McIlveen
2. Brian Emery
3. David Crampton
4. David Goodman
5. Doug McCarron
6. Doug Rennie, OAM
7. Florence Stephenson
8. Frank Wilson
9. George Churchward
10. George Dick, OAM
11. Howard Bradley
12. Ian Holmes
13. Jack Cirjanic
14. Jim Forrest
15. Jim Ronis
16. John Constantine
17. John Hedison
18. John Thomson
19. Lindsay Cosgrove
20. Peter Gray
21. Peter Thorne
22. Ray Tweedie
23. Robert Clark
24. Robert Colombo
25. Robert Laws
26. Ross Kelly
27. Sam Vella, OAM
28. Steve Kenny
29. Tom A. Doumanis
30. Tony Raciti
31. Vince Balzan



s. 22

**From:**  
**Sent:**  
**To:**

s. 22

Thursday 24 March 2011 5:01 PM

s. 22

**Cc:****Subject:****Attachments:**

McCormick Gordon  
Community Infrastructure Grant Guidelines [SEC=UNCLASSIFIED]  
Final CIG Guidelines to Proponents 240311.docx; Final Request for Information Smart Form  
240311.pdf; Budget Table.docx; Milestone Plan.docx

Good afternoon

I refer to my email of 8 March 2011 concerning the Guidelines for the Community Infrastructure Grants Program.

I can now advise that the Guidelines for the Program have been approved.

Attached to this email are four documents:

- The Community Infrastructure Grants Program Guidelines;
- Request for Information Smart Form (to be completed by you);
- Budget Table; and
- Milestone Plan.

To ensure that funding is provided as soon as possible, please return the completed Request for Information Smart Form to the Department by email by 15 June 2011 to [regionalgrants@regional.gov.au](mailto:regionalgrants@regional.gov.au). Please note that

the Request for Information Smart Form must be completed and submitted electronically along with supporting documentation including the Budget Table and Milestone Plan.

Based on the information you provide, the Department will undertake an assessment of the proposal, including a risk assessment and confirmation of value for money. Where there is a reason to believe a project or proponent organisation could be of high risk, an Independent Viability Assessment (IVA) may be undertaken.

If you require further information please contact the Department by email at [regionalgrants@regional.gov.au](mailto:regionalgrants@regional.gov.au) or phone 1800 005 494.

A letter confirming these arrangements will follow shortly.

s. 22



## Australian Government

### Department of Regional Australia, Regional Development and Local Government

*File Reference:*

Mr Michael Quarmby  
Chief Executive Officer  
Football NSW  
PO Box 6146  
BAULKHAM HILLS BC NSW 2153

Dear Mr Quarmby

I refer to the letter dated 20 December 2010 from the Hon Simon Crean MP, Minister for Regional Australia, Regional Development and Local Government, about the Australian Government's commitment to provide up to \$8,000,000 to deliver the Riverstone Football and Sporting Precinct Construction project as part of the Community Infrastructure Grants program.

The program will be administered by the Department of Regional Australia, Regional Development and Local Government (the Department). Attached are Guidelines for the Community Infrastructure Grants program (Attachment A) and information regarding the processes to deliver your project. The Government has structured the program to ensure the highest standards of public administration and transparency are applied to decisions about funding election commitments and are an efficient and effective use of public money.

In order for your project to be assessed against the Community Infrastructure Grants Guidelines, I have attached a Request for Information form (Attachment B) which requests details about the project, delivery arrangements and value for money. This form will also be sent to you via email for completion. To ensure that funding is provided as soon as possible, please return the completed form to the Department by email by 15 June 2011 to [regionalgrants@regional.gov.au](mailto:regionalgrants@regional.gov.au).

As outlined in the Guidelines, information required by the Department includes:

- Project outcomes and benefits;
- Details and credentials of your organisation and any related entities;
- Details of the project, including funding arrangements;
- Financial information including quotations, cost estimates and budgets;
- Project timeframes;
- Project delivery information including project and business plans; and
- All statutory and other approvals required, if relevant, for the project.

Based on the information which you provide, the Department will undertake an assessment of the proposal, including a risk assessment and confirmation of value for money. Where there is a reason to believe a project or proponent organisation could be of high risk, an Independent Viability Assessment (IVA) may be undertaken. Once an assessment of the project has been completed, advice will be provided to the Minister for consideration and, following the Minister's agreement, funding will be approved. The Government will require you to enter into a Funding Agreement prior to payments being made. The contractual arrangement may include strategies to mitigate or manage any identified risks.

Your organisation should be mindful that election commitments do not constitute contracts and are not to be relied upon as confirmation of the terms upon which funding will be made available. Provision of funding is contingent upon the execution of appropriate contract documentation and settling of relevant project details. Therefore, any work on the project which is undertaken without a properly executed contract is at your own risk.

If you require further information please contact the Department by email at [regionalgrants@regional.gov.au](mailto:regionalgrants@regional.gov.au) or phone 1800 005 494.

Yours sincerely



Gordon McCormick  
A/g First Assistant Secretary  
Program Delivery Division

25 March 2011



**FOOTBALL  
NSW**

**JOE DENINA**

Finance Manager

e [joe@footballnsw.com.au](mailto:joe@footballnsw.com.au)

**Football NSW Limited**

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**FOOTBALL  
NSW**

**DUNCAN SHARPE JP**

Valentine Sports Park & Project Manager

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m 0418 670 543

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**AARON LAKE**

Consultant

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## Community Infrastructure Grants Program Proponent Visitation File Note

<b>Project Number:</b> Riverstone Football and Sporting Precinct Construction			
<b>Time, date and location of visit:</b> Thursday, 28 April 2011, 2.00pm, 235/257 Meurants Lane, Glenwood			
<b>Departmental officer/s attending:</b> s . 22			
<b>Primary contact names/ and positions:</b> Duncan Sharpe, Valentine Sports Park & Project Manager, Football NSW; Joe Denina, Finance Manager, Football NSW; Brad Paatsch, GM, Sport & Rec, Coffey; Aaron Lake, Consultant, Coffey.			
<b>Organisation Name:</b> Football NSW			
<b>Contact Phone no:</b>	02 8814 4419 – Joe 02 8814 4440 – Duncan	<b>Mobile or other contact number:</b>	0418 670 543 – Duncan
<b>Email address:</b> joe@footballnsw.com.au brad.paatsch@coffey.com			

**Brief description of discussion held:**

s . 22 explained that we were here as representatives of the Department and advised what our individual roles are.

s . 22 stated the program Guidelines had been approved and were provided to proponents along with a Request of Information form on 24 March 2011. We went through the processes and timeframes involved for the assessment of the project, the Ministers approval and Funding Agreement negotiations. The proponent was advised that a letter would be sent from the Department to them once all required information is received for the assessment to commence and that a 'squeaky clean' project could take 3-4 months to be assessed, approved and contracted.

It was stated that the 15 June 2011 date for receipt of the Request for Information form & supporting docs is flexible as we would prefer to receive a full proposal to assess rather than receive information in dribs and drabs. We looked at the Request for Information form and discussed that FA's would be negotiated based on milestone delivery timeframes and payments would be made in arrears based on the submission of reports.

Particular emphasis was placed on the Guidelines and Request for Information form regarding outcomes, value for money and benefits being provided to the community through the project.

s . 22 explained that funding for this project was not yet appropriated. The proponent should consider how they would like to present the project proposal to the Department as the CIG \$8m is one contribution towards a \$76.4m project and some of the funding partners have not yet been confirmed.

Joe Denina advised that the Board of Directors were removed and FFA elected a new Board which consists of a mix of professional people including a couple of accountants, lawyer, one association based person and a state league club person etc.

Brad Paatsch from Coffey advised that they are on board to assist with the project implementation and will act on behalf of the proponent to put the project in place. They will also assist with the tender process, have dealings with the purchase of the land and find suitable funding partners for the project. (Coffey is also involved with the Central Coast Mariners project).

The proponent advised that:

- The DA has almost been completed and the Council is behind the project;
- Negotiations for a further 40-50 hectares of land is almost finalised;
- The new location is currently tenanted. The tenants will move out when the project is ready to commence;
- All current figures have been done by a Quantity Surveyor and will be re-done;

s. 22

**From:** s. 22  
**Sent:** Wednesday, 11 May 2011 11:04 AM  
**To:** 'phil.hamdorf@minister.nsw.gov.au'  
**Cc:** s. 22  
**Subject:** Riverstone Football Facility [SEC=UNCLASSIFIED]  
**Attachments:** Approved CIG Guidelines Minister 220211.docx; Media Release.tif

Phil

Following up on our telephone conversation please find attached the Community Infrastructure Grants Program Guidelines and the media release from 19 August 2010 announcing funding for the Riverstone Football Facility.

As I mentioned during our discussion, other than what has been detailed in the media release we are not aware of what the project will involve as no paperwork has been submitted to the Department for assessment at this time, although we understand the \$8m commitment will be used towards the development of the soccer fields at the location of the new facility.

Regards

s. 22

s. 22

Project Officer  
Assessment and Procurement | Program Development and Design  
Department of Regional Australia, Regional Development and Local Government  
P: 02 6274 7946 | F: 02 6274 8099

GPO Box 803 Canberra ACT 2601

s. 22

[www.regional.gov.au](http://www.regional.gov.au)

## World Class Football Centre of Excellence for the West

Anthony Albanese, Ed Husic, Michelle Rowland, Susan Templeman posted Thursday, 19 August 2010

A re-elected Gillard Labor Government will build a World Class Football and Sporting Precinct in Riverstone.

The new state-of-the-art \$70 million facility – which will include nine purpose built quality football fields – will be a training ground for the next generation of Socceroos.

The Gillard Labor Government will partner with Football NSW to build the new facility, which will give kids across greater Sydney the opportunity to learn new skills and get involved in what is truly an international game.

Minister for Infrastructure Anthony Albanese said if re-elected, Federal Labor would contribute \$8 million to help make Football NSW's project a reality.

"Sydney is the heartland of football in Australia," Anthony Albanese said

"Six of our biggest Socceroo stars – Harry Kewell, Tim Cahill, Lucas Neill, Brett Emerton, Mark Schwarzer and Jason Culina – grew up playing on fields in Sydney. We hope our investment can continue that production line."

The ground-breaking project is expected to include:

Nine purpose-built, quality football fields, with the ability to expand to 15 fields in the future;

A potential stadium venue with a capacity of around 3,000 spectators, designed to showcase major Football NSW events;

- An indoor swimming pool;
- A multi-purpose indoor sporting centre consisting of two international sized Futsal courts;
- A physiotherapy and sports medicine centre;
- A gymnasium;
- The Football NSW head offices;
- The potential for Tennis NSW offices and courts;
- A Football College and lecture rooms;
- A club and function centre; and
- Accommodation facilities.

The announcement was made today by Minister for Infrastructure, Anthony Albanese, alongside the Federal Labor candidates for Greenway, Michelle Rowland, Chifley, Ed Husic, and Macquarie, Susan Templeman.

"This is a major infrastructure project with regional significance," Anthony Albanese said.

"The new Football Academy will support a pathway for youngsters here in Western Sydney and beyond."

Federal Labor candidate for Greenway Michelle Rowland said the project would help to encourage kids to enjoy an active, healthy lifestyle.

"This is a growing sport across all age levels and genders, so this new facility will come not a minute too soon," she said.

"Families in Riverstone and beyond can expect to enjoy the benefits of the range of facilities that will be on offer, from soccer to sports medicine to the gym and function centre."

Federal Labor Candidate for Macquarie Susan Templeman said that importantly, the project will allow Football NSW to expand its community and social programs.

"Local schools and community groups will also be able to make use of the excellent new facilities," she said.

Federal Labor Candidate for Chifley Ed Husic said that the project would deliver huge investment in the Blacktown region and beyond.

"The new Football and Community Sporting Precinct is great news for the region's economy, great news for local families and great news for the development of a range of sports in Sydney," he said.

Funding for this contribution will be fully offset over the forward estimates, consistent with Federal Labor's commitment to return the budget to surplus in 2013, three years ahead of schedule.

s . 22

**From:** s . 22  
**Sent:** Tuesday, 14 June 2011 9:28 AM  
**To:** 'Brad Paatsch'  
**Cc:** s . 22  
**Subject:** RE: Community Infrastructure Grants Program [SEC=UNCLASSIFIED]

Thanks Brad.

We understood from our conversation when we met that that would be the case. Let me know when the position is clearer. Thanks

s . 22

**From:** Brad Paatsch [mailto:Brad\_Paatsch@coffey.com]  
**Sent:** Monday, 13 June 2011 9:35 PM  
**To:** s . 22  
**Cc:**  
**Subject:** RE: Community Infrastructure Grants Program [SEC=UNCLASSIFIED]

s . 22

Just a quick note in reply to your email below.

We are progressing planning of the NSW Football Riverstone project at present, but will not at this stage be in a position to complete the Request for Information Smart Form and supporting documentation by the 15 June 2011.

We are completing further detailed planning and should be in a position in coming weeks to come back to you with advice as to when we will have the relevant project information.

Let me know if you require any further information in the interim.

Cheers

**BRAD PAATSCH**

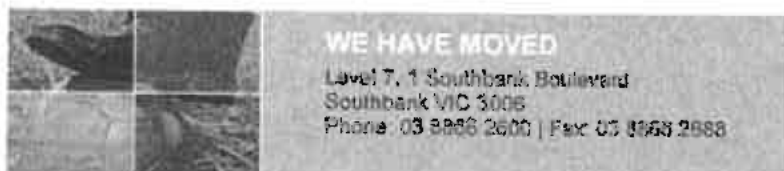
General Manager Sport and Recreation

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[coffey.com](http://coffey.com)



**From:** s . 22  
**Sent:** Wednesday, 8 June 2011 2:52 PM  
**To:** 'dfrost@geelongcity.vic.gov.au'; 'ian.gannell@camden.nsw.gov.au'; 'president@sdjsa.com';

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**FILE NOTE****CIG084 – Riverstone Football and Sporting Precinct Construction project**

I phoned Brad Paatsch, Coffey Commercial Advisory on 18 July 2011 to touch base and find out where they're up to with the project. Aaron answered Brad's phone and advised they are still working through the business plan side of things with the Board, who are relatively new, and should be able to provide us with a bit more of an update and a timeframe in about three weeks.

s. 22

18 July 2011

I left a message for Brad to phone me 18/10/11, to find out how the planning for the project is progressing.

**FILE NOTE****CIG084 – Riverstone Football and Sporting Precinct Construction project**

I phoned Brad Paatsch from Coffey on 14 November 2011 to see how the Riverstone project is progressing. Brad advised Coffey is no longer working on the Riverstone project.

Football NSW has a new Board and new Executive and is taking the project in a different direction. Riverstone as originally put forward will not happen.

Brad advised he spoke with Eddie Moore, CEO last week as Football NSW went to tender (which closed last week) to see what facilities they require - Coffey was unsuccessful.

s. 22

14 November 2011

I left a phone message for Eddie Moore, CEO, Football NSW regarding progress made with project. 14/11/11  
J. J. Lishak

**FILE NOTE****CIG084 – Riverstone Football and Sporting Precinct Construction project**

s. 22 [REDACTED] had a teleconference with Eddie Moore, CEO, Football NSW and David Riddle on 13 December 2011.

Eddie Moore advised the site developer has gone into administration, the project as planned will not be going ahead. The Board is up to speed on where things are at and Football NSW is currently looking at options that will meet their needs for the next 5-10 years. One option is whether they can redevelop the existing facility as it's very expensive to buy grass.

The assessment, approval and contract negotiation process was explained to the proponent as well as reminding them of the 30 June 2014 cut off date for the program.

Eddie will send an email providing an update on the project and will be in touch again in January 2012.

s. 22 [REDACTED]

**From:** Lindal Whitton [lindal@footballnsw.com.au]  
**Sent:** Wednesday, 14 December 2011 12:50 PM  
**To:** s.22  
**Subject:** Football NSW Infrastructure Re-Development

Dear Sirs . 22

Many thanks for your time yesterday to discuss the process with the Football NSW Infrastructure re-development and the timeline over the months ahead.

I will provide a more formal note on the current position of the Board and where we are heading early next week.

Kind Regards,

Eddie.

**Ellie Moore**  
Chief Executive Officer

**FOOTBALL NSW LIMITED**  
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s. 22

**From:** s. 22  
**Sent:** Thursday, 19 January 2012 5:00 PM  
**To:** 'Lindal Whitton'  
**Cc:** s. 22  
**Subject:** RE: Football NSW Infrastructure Re-Development [SEC=UNCLASSIFIED]

Hi Eddie

Are you able to provide any further information regarding Football NSWs current position on this project.

Many thanks

s. 22

Assessment &amp; Procurement |

B: 02 8774 6185 | s. 22

**From:** Lindal Whitton [mailto:lindal@footballnsw.com.au]  
**Sent:** Wednesday, 14 December 2011 12:50 PM  
**To:** s. 22 driddell@aver.com.au  
**Subject:** Football NSW Infrastructure Re-Development

Dear s. 22

Many thanks for your time yesterday to discuss the process with the Football NSW Infrastructure re-development and the timeline over the months ahead.

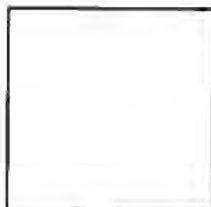
I will provide a more formal note on the current position of the Board and where we are heading early next week.

Kind Regards,

Eddie.

**Eddie Moore**  
Chief Executive Officer

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s . 22

**From:** s . 22  
**Sent:** Friday, 27 January 2012 9:24 AM  
**To:** Mara Adam  
**Cc:** s . 22 McCormick Gordon s . 22  
**Subject:** RE: Football NSW Training Facility - Riverstone [SEC=UNCLASSIFIED]

Adam

The Riverstone Football and Sporting Precinct project is currently under review by Football NSW. As the article points a new CEO and Board of Directors was appointed mid 2011 and has undertaken a strategy review of Football NSW. In line with the review Football NSW are considering their options on how they can deliver a project consistent with the Election Commitment. In our last meeting with the proponent on 13 December 2011, they identified an issue with the project location at Riverstone and the proposed site developer. They indicated at our last meeting that they would be in a position early in the new year to provide advice on what they would like to do. The Department followed up with them last week by email but we have yet to receive a response.

On face value it would appear that the original project to develop a site at Riverstone is in some doubt.

s . 22

**From:** Mara Adam  
**Sent:** Thursday, 26 January 2012 11:57 AM  
**To:** s . 22  
**Cc:** s . 22  
**Subject:** FW: Football NSW Training Facility - Riverstone [SEC=UNCLASSIFIED]

Hi s . 22

Could you give me an update on the progress of this project?

Cheers

Adam

**From:** Trainor, Nick (M. Rowland, MP) [mailto:Nick.Trainor@aph.gov.au]  
**Sent:** Wednesday, 25 January 2012 11:44  
**To:** 'Adam.Mara@pmc.gov.au'  
**Subject:** Football NSW Training Facility - Riverstone

Hey Adam

I am just writing regarding a story that appeared in one of our local papers this week, which can be found here:  
<http://www.blacktownsun.com.au/news/local/news/general/football-project-looks-dead-and-buried/2429599.aspx>

Just before the 2010 election, Michelle, Ed Husic and Minister Albanese announced that a re-elected Labor Government would provide funding for this complex (the link is below):

<http://www.alp.org.au/federal-government/news/world-class-football-centre-of-excellence-for-the-/>

This complex was set to be on the border of Michelle and Ed's electorates.

I just contacted Minister Albanese's office and was advised that it now concerns Minister Crean's office. I was just wondering if you had any news on this, at the moment no one has contacted us regarding the matter and the Blacktown Sun's article doesn't mention Michelle or the Federal Government, but you never know what could come up in the future.

Any help you could provide would be greatly appreciated.

Kind regards

**Nick Trainor**

Office of Michelle Rowland MP

Federal Member for Greenway

230 Prospect Highway, Seven Hills NSW 2147

PO Box 686, Seven Hills NSW 1730

m: 0407 078 138 | t: (02) 9671 4780 | f: (02) 9671 5147 | e: [nick.trainor@aph.gov.au](mailto:nick.trainor@aph.gov.au)

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s. 22

**From:** s. 22  
**Sent:** Friday, 10 February 2012 4:58 PM  
**To:** s. 22  
**Subject:** CIG084 - Riverstone Sporting Complex project - project overview [SEC=UNCLASSIFIED]

## RIVERSTONE SPORTING COMPLEX PROJECT

### Project Overview

In August 2010, the Australian Government committed to provide funding of \$8m to Football NSW for the Riverstone Football and Sport Precinct project.

The overall project estimated to cost \$76m would replace the ageing infrastructure at Valentine Park, Glenwood, to cater for the future development of football in NSW by planning and developing a state of the art community sporting, education and wellness complex at Riverstone West in the City of Blacktown, approximately 35kms North West from the Sydney CBD.

Following discussions with the Department, Football NSW advised that the Board of Directors and Executive had been replaced. The CEO has indicated that the project will not be going ahead as originally planned and the Board is currently considering a number of options that will meet their needs for the next 10-15 years.

Thank you

s. 22

**Assessment & Procurement** | North West & Local Government Division  
Dept. Regional Australia, Local Government, Arts & Sport  
p: 02 6274 6185 | e: s. 22

Document 28 15/3  
I spoke with Linda 15/3/12  
Eddie hopes to have some  
information to us next week  
(Monday) 15/3/12

s.22

**From:** s.22  
**Sent:** Friday, 2 March 2012 4:57 PM  
**To:** 'eddiem@footballnsw.com.au'  
**Cc:** s.22  
**Subject:** CIG084 - Football NSW Infrastructure Re-Development [SEC=UNCLASSIFIED]  
**Attachments:** CIG Funding Agreement - Feb 2012.docx; CIG Guidelines approved Feb 2012.docx; Final Request for Information Smart Form 240311.pdf; CIG084 - Media Release 19 Aug 10.tif

Hi Eddie

Thanks for your phone call this afternoon.

As discussed, please find attached the following documents:

- Community Infrastructure Grants Program Guidelines;
- Request for Information form;
- CIG Funding Agreement template; and
- Media Release – 19 August 2010.

As agreed, can you please send a letter to s.22 outlining what has happened since the announcement of the original election commitment to the current project proposal. Please include your current project proposal and its timeframes in this letter.

Please contact me if you have any questions.

Kind regards

s.22

**Assessment & Procurement** | North West & Local Government Division  
Dept. Regional Australia, Local Government, Arts & Sport  
p: 02 6274 6185 | e: s.22

s . 22

**From:** s . 22  
**Sent:** Thursday, 15 March 2012 2:49 PM  
**To:** s . 22  
**Subject:** RE: CIG Timelines and Project Update [SEC=UNCLASSIFIED]

Hi s . 22

As mentioned, Eddie hopes to have something to us on Monday.

Thank you

s . 22

**Assessment & Procurement** | North West & Local Government Division  
North West Regional Australia, Local Government, Arts & Sport  
p. 02 6274 6185 | e s . 22

**From:** s . 22  
**Sent:** Wednesday, 14 March 2012 9:29 AM  
**To:** s . 22  
**Cc:**  
**Subject:** FW: CIG Timelines and Project Update [SEC=UNCLASSIFIED]

s . 22

See email trail below.

s.22 - other CIG projects

s . 22

Could you chase up Football NSW by the end of the week please.

s . 22

**From:** s . 22  
**Sent:** Wednesday, 14 March 2012 9:21 AM  
**To:** s . 22  
**Subject:** FW: CIG Timelines and Project Update [SEC=UNCLASSIFIED]

s . 22 can you draft letters and follow up with Football NSW.

Thanks

Gordon

**From:** Trevarthen Cora  
**Sent:** Wednesday, 14 March 2012 09:16  
**To:** McCormick Gordon

**Cc:** Seils Nicole

**Subject:** RE: CIG Timelines and Project Update [SEC=UNCLASSIFIED]

Hi Gordon

s.22 - other CIG projects

Have you received advice from Football NSW? If not by the end of this week, please ring early next week and advise the Minister's office is expecting it.

s.22 - other CIG projects

With thanks

Cora

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**From:** McCormick Gordon

**Sent:** Tuesday, 6 March 2012 09:18

**To:** Trevarthen Cora

**Subject:** FW: CIG Timelines and Project Update [SEC=UNCLASSIFIED]

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**From:** McCormick Gordon

**Sent:** Monday, 5 March 2012 16:44

**To:** Seils Nicole; 'Cora.Trevarthen@aph.gov.au'; Bolitho Bill

**Cc:** Fleming Robyn; s.22

**Subject:** FW: CIG Timelines and Project Update [SEC=UNCLASSIFIED]

Nicole, Cora and Bill,

As requested at our meeting last Wednesday on the progress of CIG, attached is a status update in the CIG projects and CIG delivery timeframes. Please note that since our meeting, Football NSW has contacted the Department about Riverstone. Further info below.

s.22 - other CIG projects

Football NSW contacted the Department on Friday 2 March about the Riverstone Football Precinct Project indicating that they were ready to progress the project. They indicated that the original proposal for a development at Riverstone was no longer feasible and that they intend to redevelop the existing Football NSW site in Glenwood. I advised that they formally write to the Department outlining their proposal and indicating how the new proposal meets the intent of the election commitment as required under the CIG guidelines. They are forwarding their request for a revision, and details of the proposed changes, as soon as possible.

Regards

Gordon



Monday 19 March 2012

Mr [REDACTED] s. 22  
Director  
Communities Infrastructure Grants Program  
North West & Local Government Division  
Department of Regional Australia  
GPO Box 803  
CANBERRA ACT 2601

Sent via email: [REDACTED] s. 22

Dear [REDACTED] s. 22

**Re: Riverstone Football and Community Sporting Precinct**

Firstly many thanks for you and your staff's time in recent months to discuss and update on the progress with the proposed Riverstone Football and Community Sporting Precinct.

As we have advised, the developer who was working with Football NSW around the proposed development at Riverstone, has been placed in administration.

The Development as planned has now been discontinued and various parcels of land sold off by the appointed receiver.

As a consequence the original concepts around the broader Riverstone development and how the planned Football and community sporting precinct married into this development are no longer an option for Football NSW.

In light of this circumstance, the current Board of Football NSW has undertaken a complete and thorough review of the project – from a functional and operational needs basis through to a complete review of the ongoing financial viability of the project.

The Football NSW Board will receive a final Property Options report in late March on the review and an analysis of other potential sites in the North –Western corridor of Sydney that may meet the needs of the sport and importantly reflect the initial goals of the proposal and agreed funding as advised by the Federal Government in 2010.

We would look to come back to you in early April with an in principle position from the Football NSW Board on the preferred location for the Football and Community sporting precinct and the timing to formally complete the submission application documents.

Yours faithfully,

A handwritten signature in cursive script, appearing to read "Eddie Moore".

Eddie Moore  
**Chief Executive Officer.**

**Football NSW Limited**

ABN: 25 913 215 923

PO Box 6146, Baulkham Hills BC NSW 2153 • 235 - 257 Meurants Lane, Glenwood NSW 2768  
+61 2 8814 4400 • +61 2 9629 3770 • [footballnsw.com.au](http://footballnsw.com.au)

s . 22

**From:** s . 22  
**Sent:** Monday, 19 March 2012 12:06 PM  
**To:** 'Lindal Whitton'  
**Cc:** s . 22  
**Subject:** FW: Riverstone Football & Community Sporting Precinct - Football NSW [SEC=UNCLASSIFIED]

Thanks for your call Lindal. Football NSW has been invited to attend a meeting in Parramatta with the Prime Minister on 4 April (the PM will not be visiting Football NSW).

The below links will provide you with contact details for Simon Crean.

Kind regards

s . 22

**Assessment & Procurement** | North West & Local Government Division  
 Dept. Regional Australia, Local Government, Arts & Sport  
 p: 02 6274 6185 | e: s . 22

**From:** s . 22  
**Sent:** Monday, 19 March 2012 12:01 PM  
**To:** 'Lindal Whitton'  
**Cc:** s . 22  
**Subject:** RE: Riverstone Football & Community Sporting Precinct - Football NSW [SEC=UNCLASSIFIED]

Hi Lindal

Thanks for emailing through the letter from Eddie Moore, CEO, Football NSW to s . 22 Director, Community Infrastructure Grants program advising that Football NSW is considering options regarding progressing the project. We look forward to hearing from you in early April with your project proposal.

You mentioned that the Prime Minister will be visiting Football NSW on 4 April and you would like to organise a meeting with Simon Crean, Minister for Regional Australia, Regional Development and Local Government beforehand. Please see below relevant links to websites for Simon Crean.

[http://www.aph.gov.au/Senators\\_and\\_Members/Parliamentarian?MPID=DT4](http://www.aph.gov.au/Senators_and_Members/Parliamentarian?MPID=DT4)

<http://www.minister.regional.gov.au/sc/>

<http://www.simoncrean.net/>

Please contact me if you have any queries regarding the CIG program.

Kind regards

s . 22

**Assessment & Procurement** | North West & Local Government Division

Dept. Regional Australia, Local Government, Arts & Sport  
p: 02 6274 6185 | e [s.22](mailto:s.22)

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**From:** Lindal Whitton [<mailto:lindal@footballnsw.com.au>]  
**Sent:** Monday, 19 March 2012 10:50 AM  
**To:** [s.22](mailto:s.22)  
**Subject:** Riverstone Football & Community Sporting Precinct - Football NSW

Dear [s.22](mailto:s.22)

Please find attached correspondence from Eddie Moore, CEO, Football NSW.

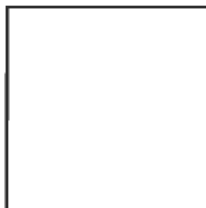
For your information.

Regards,

Lindal

**Lindal Whitton**  
Executive Administrator

**FOOTBALL NSW LIMITED**  
PO Box 6146, Baulkham Hills BC NSW 2153  
P +612 8814 4426 | F +612 96293770  
[lindal@footballnsw.com.au](mailto:lindal@footballnsw.com.au) | [www.footballnsw.com.au](http://www.footballnsw.com.au)



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## Football NSW welcomes \$3 million investment into Valentine Sports Park

04/04/12 15:45



Prime Minister Julia Gillard and FNSW CEO Eddie Moore. (Photo by Damian Briggs)



**Football NSW has today welcomed the Federal Government announcement of a \$3 million investment into the redevelopment of the Community Football Facilities at Valentine Sports Park in Glenwood.**

"Football NSW is delighted that the Federal Government is investing in the redevelopment of Valentine Sports Park and providing ongoing commitments to initiatives in the Western Sydney football community," Football NSW CEO Eddie Moore said today.

Creating a vibrant, state of the art and contemporary headquarters for Football in NSW at Valentine Park is vital to the continued growth and development of the game and for the nearly 200,000 players across the state who participate and love their football.

When the property developer at the proposed Riverstone project fell into administration, the Football NSW Board reviewed the game's needs and requirements. The Board made the assessment that the redevelopment of the existing precinct at Valentine Park is the most financially sound and appropriate step forward for the future of the game in NSW.

The decision to redevelop Valentine Sports Park ensures that Football NSW is able to manage its core facilities in a financially sustainable manner while also providing for the local Blacktown community and the sport more broadly in a true modern Home of Football.

"The initial proposal at Riverstone, while grand in its approach was in reality far beyond the needs and the financial capabilities of Football NSW," said Mr Moore.

The development of the existing site at Valentine Park will ensure both the community footballers and those on the elite pathways will be able to access state of the art facilities on a year round basis.

Football NSW has also welcomed today's announcement that a new Hyundai A-league club representing Western Sydney will be established.

In partnership with Football Federation Australia, Football NSW's vision is to cater for and develop further opportunities and programs for all football participants – juniors, elite, grassroots, coaches, referees, Futsal, athletes with a disabilities, indigenous and new arrival communities - at a Home of Football open to all.

Football NSW will commence a conceptual design process for the redevelopment of the Valentine Park precinct with the facility remaining open for use for the remainder of the season.



3 April 2012

Richard Eccles  
Deputy Secretary, Arts and Sports Group  
Department of Regional Australia, Local Government,  
Arts and Sport  
GPO Box 6500  
CANBERRA ACT 2600

Dear Richard,

We write to you regarding the Commonwealth funding for football for our proposed Western Sydney community building initiative.

Set out below is a summary of the proposed allocation of the funding. Further details will naturally be included in the formal Funding Agreement.

- \$3m for upgrades and redevelopment to Football NSW by June 30<sup>th</sup> 2012 for the Football NSW's home of football and headquarters at Valentine Park, Parklea as a hub for community football development programs.
- \$5m to FFA by June 30<sup>th</sup> 2012 for community engagement and development measures in Western Sydney and support of women's football. These measures will support the establishment of a team in the national men's league, the A-League in West Sydney with a foundation philosophy of connection with the community.

Football NSW is FFA's largest member federation with a registered participation base of around 200,000 and within FNSW's membership, Western Sydney represents the largest participation centre and is the historical home of football with a rich football tradition and culture, reflecting and influenced by its diverse multicultural population.

The Western Sydney initiative between FFA and FNSW represents an opportunity that is unique in football and which we believe could be the model for all states to integrate the game from the community and grassroots through to the elite end of the game. By FFA and FNSW working in partnership in relation to the Western Sydney project it will put into real practice the recommendations contained in the November 2011 report by Warwick Smith AM commissioned by the Commonwealth into the sustainability of football. This report highlighted the imperative for FFA to focus on A-League clubs building strong and deep links with the community. It noted that this approach would require A-League clubs to engage in close *"collaboration with State Federations to establish mutually beneficial arrangements for the good of the game"* and recommended the entry into Cooperation Agreements to this end. Our Western Sydney plan, we believe, will take this cooperation to the highest level through community engagement plans and football development plans centred around the A-League team ensuring integration between the grassroots and A-League club from the very start of

the A-League club's establishment. A specific element of the Western Sydney A-League strategy will involve the engagement with the indigenous community in Western Sydney.

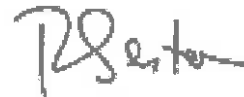
Along with community football and the A-League, the third strategic pillar of FFA's role as national governing body is the national teams program and national player pathway. Whilst not provided for specifically by the proposed Commonwealth funding it is also our intention to integrate this other key pillar of FFA's business into the Western Sydney initiative by FFA and FNSW entering into access and use arrangements of Valentine Park for FFA's junior men's and women's national teams and visiting international teams.

We wish to express our sincere appreciation for the Commonwealth funding which will make an important contribution to delivering the known social, health and community-building benefits that sport brings in the growing, diverse area of Western Sydney.

Yours sincerely



Ben Buckley  
**Chief Executive**  
Football Federation Australia



Robert Sestan  
**Chairman**  
Football NSW