



FACILITIES DEVELOPMENT  
&  
MANAGEMENT PLAN



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# 1 Executive Summary

The Dante Alighieri Stadium at the Italian Sports and Social Club at 131 Abala Road, Marrara NT was built in 1980's. Since that time, standards have changed, women and girls now constitute the primary growth sector within the sport, and there has been almost no further improvements or upgrades to the facility.

Consequently, the club Executive has identified the need to urgently address the numerous deficiencies with the facility to ensure it remains a venue suitable for use as part of the local football competition, which continues to meet the needs of the football community and deliver economic, health and social benefits to the local community.

The Facility Development and Management Plan provides the framework for delivering improvements and upgrades to the facility through capital works projects, and the long-term asset management strategy required to ensure longevity and therefore maximum value for money in terms of benefits, both quantitative and qualitative, to the local community by encouraging participation by all demographics.

Projects identified include:

- Replacement of existing fencing with suitable fencing to prevent unauthorised access to the facility,
- Upgrades to toilets and change room facilities to cater for the unique needs of women in sport,
- Replacement of 'movable' goal posts with fixed goals posts to eliminate risk of injury from falling goal frames,
- Floodlighting to allow participation at night to avoid the heat (tropical) experienced during the day,
- Complete reconstruction of the playing surface to eliminate potential injuries to players and officials due to poor ground conditions,
- Upgrades to the canteen kitchen to comply with current food health standards,
- Construction of corporate facilities to help diversify the facility's use profile and generate alternative revenue streams,
- Construction of a gatehouse to manage spectator admission and improve revenue raising capability, and
- Construction of dormitory facility for use by players, visiting sports teams, officials etc.

All of these projects can only be delivered through partnerships with all tiers of government, industry partners, peak body support and the support of members to secure the grants and funding needed to achieve the above, and the overarching objectives. That is:

1. Address aspects that preclude access and/or availability for community-based sports and physical activities groups,
2. Facilitate increase in sport and physical activity participation
3. Remove barriers and promote inclusiveness for new and under-represented groups (e.g. women and girls), and
4. Diversify the utilisation profile of the facility.

As a community-based, not-for-profit sport club, run by volunteers, the ability to raise enough funds to deliver the scope of works defined in the plan is limited, and the need for funding from government is essential.





The work done by KPMG (2018) clearly demonstrates that modern, well designed and accessible facilities offer an intrinsic value proposition to governments through economic, health and social benefits directly related to facility development, participation in sport and physical activity. A fact that has been overlooked in the past, by both governments and industry, and which sports bodies in general have poorly articulated until now. Consequently, significant investment is now required if those benefits are to continue to be realised into the future.

This plan will help University Azzurri Football Club deliver much needed improvements and upgrades to the Dante Alighieri Stadium that will ensure the club continues to play an important role in, and deliver benefits to, the local community.

## 2 Introduction

In 2018, the Australia Sports Commission engaged KPMG to investigate and report on the intrinsic value of community sports infrastructure in Australia. The research identified that further to a quantitative benefit in the order of \$6.3B in economic value, such infrastructure also contributed approximately \$4.9B in health and \$5.1B in social benefits (KPMG, 2018).

As a community based, grassroots sports club, University Azzurri Football Club has always been cognisant of the benefits physical activity, and in particular organised sports, has on nurturing a healthy, inclusive society and a sense of community in the Territory.

As reported by Football Federation Australia (2015) in their Whole of Football Plan, many clubs face challenges relating to the adequacy and availability of suitable facilities, and that most facilities are not “up to scratch”. University Azzurri Football Club supports this claim. It also recognises that unless there is immediate investment in the improvement and augmentation of its existing facilities, it will not have the capacity or resources to meet the demand of future football community growth predictions, which Football Federation Australia (FFA) estimates will double to 15 million by 2035 (Football Federation Australia, 2015).

To ensure the club is positioned to continue to meet the expectations of its members, and meet the demand of future growth predictions, it is important for its facilities to be modernised and augmented to ensure bottlenecks to growth in participation are eliminated. This will ensure the club remains accessible and inclusive, and the capacity to accommodate future growth, thereby doing its bit to contribute to the value proposition identified by KPMG (2018).

The facility development and management plan identifies the key development objectives for the Dante Alighieri Stadium at 131 Abala Road Marrara, which is the traditional home of the club, and the management strategy to be implemented in conjunction with development progress to ensure the facility remains relevant, accessible, and a sustainable asset to the game of football in the Territory, with a focus on development pathways for:

- Youths
- Players
- Coaches
- Game officials
- Administrators

## 3 Vision Statement

To establish the Dante Alighieri Stadium as a premium sporting venue to support the demand for growth and improved access to suitable sporting facilities by community-based organisations in







Darwin, Northern Territory and thereby contribute to our local community's beneficial economic, health and social outcomes.

## 4 Mission Statement

To collaborate with all tiers of government, industry partners, the peak sporting body and our members to realise our vision of establishing the Dante Alighieri Stadium as a premium sporting venue that caters to the needs of our society, for the benefit of the diverse greater Darwin community.

## 5 Facility Development

### 5.1 Existing Facilities

The existing facility was constructed in 19XX. It was designed and built by Darwin's Italian Community, and reflects the passion for football which is deeply embedded in the Italian psyche. However, its ability to contribute to the economic, social and health benefits of the community are severely diminished due to the age and deficiencies of the facility when compared to today's standards.

It was built at a time when football was a sport entirely dominated by men, and therefore designed to cater solely for the needs of male athletes. It was also a time when the needs of handicapped people weren't afforded the consideration they deserve to ensure accessibility and inclusiveness, either as spectators or participants. And, it has had virtually no further development or modification since.

An audit of the existing facility identified numerous areas for improvement – refer to Appendix.

This presents the club with numerous challenges for embarking on the journey to realise its vision, primarily with respect to capital funding. Nevertheless, with help from all tiers of government, fundraising, and the in-kind support of its membership and the greater NT football community, the club is determined to achieve its goals.

### 5.2 Objectives

The Dante Alighieri Stadium has been an integral part of the football community in Darwin for more than 30 years, providing facilities to both community based grassroots and elite level streams of the sport.

During this time, football has grown significantly throughout Australia, which now boasts the largest participation numbers of any code, including AFL (Clearinghouse for Sport, 2017). To meet the challenges of accommodating this and future growth of the sport predicted by the FFA (2015), it is essential that the club identify opportunities to enhance, grow and contribute to the value and experience of members and the greater community by leveraging the both the economic and non-economic benefits of the asset.

The primary driver of any improvements and/or modifications should be to achieve the following objectives:

1. Address a need, a gap or a deficiency that precludes access and/or availability of community-based sports and physical activities groups,
2. Facilitate increase in sport and physical activity participation
3. Remove barriers and promotes inclusiveness for new and under-represented groups (e.g. women and girls), and
4. Diversify the utilisation profile of the facility.

Each of these objectives and how the club intends to achieve them are discussed in more detail in



**Table 1: Development Drivers and Outcomes.**

## 5.3 Project Delivery

### 5.3.1 Staged Delivery

Delivery of any improvements and/or modifications will be undertaken as part of a staged approach, in a series of phases to be rolled out in order of priority, based on safety and need, each comprising a scope of works to be completed as part of the overall plan.

#### Phase 1 Scope of Works

Phase 1 of the development will focus on the most immediate needs, necessary to keep the facility functional and compliant for the duration of the development.

- Perimeter security fencing and gatehouse
- Change room amenities upgrades
- New, fixed goal frames

#### Phase 2 Scope of Works

Phase 2 comprises works that will facilitate fund raising and opportunities to attract corporate sponsorship.

- Canteen upgrades
- Corporate viewing box

#### Phase 3 Scope of Works

Phase 3 of the facility development will deliver new, improved, compliant field floodlighting to expand the facilities hours of operations into cooler night time hours and enhance prestige by hosting night time fixtures, attracting more players and spectators to the club.

- Flood lights

#### Phase 4 Scope of Works

Phase 4 works will address durability of the field due to increased utilisation of the facility, and the need to provide a better quality playing surface for hosting premier league matches. The provision of dormitories/accommodation will enhance the club's recruitment of quality players by providing living options on site that may also be used by visiting clubs/teams.

- Field rehabilitation
- Dormitory/accommodation

More detail regarding each scope of work is provided in

**Table 1: Development Drivers and Outcomes.**

## 5.4 Standards

All improvements and upgrades will be designed and constructed in accordance with relevant Australian Standards, and where necessary local authority standards to ensure all works are compliant and meet expectations







## 6 Facility Management

### 6.1 Asset Ownership and Occupancy

The Dante Alighieri Stadium is owned by the Italian Sports and Social Club Incorporated, and leased to University Azzurri Football Club as part of a peppercorn lease arrangement to use and manage the facility.

As part of the lease agreement the club has obtained support by the Italian Sports and Social Club Inc. to pursue funding and grants to implement the facility development and management plan and undertake improvements and upgrades to the facility as part of ensuring the facility remains relevant, utilised and fit for purpose.

Currently, the club uses the facility for training and match fixtures, however the substandard lighting, poor standard playing surface, and age of the facility means overall the facility is sub-standard compared to the expectations (and duty of care) needs of community sports facilities these days.

### 6.2 Asset Management

#### 6.2.1 Routine and Cyclical Maintenance

Routine and cyclical maintenance are fundamental to ensuring the facility remains accessible for its intended use and design life.

Currently the facility has no preventative or routine maintenance regime in place, and all works and repairs undertaken are reactive to address the immediate need. This is consistent for both structures and the playing arena.

Completion of each phase of the development will require implementation of appropriate routine and cyclical maintenance regimes to ensure longevity and reliability of the new infrastructure.

#### 6.2.2 Energy Consumption Management

Upgrading of existing floodlighting to achieve competition compliant lighting levels (i.e. minimum 100lux) [4] will also provide the opportunity to use the latest technology to improve energy efficiency of the field lighting at the facility.

Current, non-compliant lighting is aged, substandard and inefficient. The provision of state of the art, potential low voltage LED floodlighting combined with photovoltaic solar array installation as part of upgrades to lighting will improve the energy consumption performance of the facility.

Additional benefit includes reduced cost associated with power consumption via RECS from solar power generation.

### 6.3 Financial Planning

With new improved infrastructure, and the need to manage security and environmental risks, comes increased responsibility to ensure each phase of development is delivered and maintained, taking into account whole-of-life considerations.



Table 1: Development Drivers and Outcomes

Item	Description	Driver	Outcome	Scope	Priority	Selection Criteria		
						Community Participation	Community Need	Project Design & Delivery
1	Perimeter Security Fencing and Gatehouse	Safety of participants and security of facilities	Replace existing vandalised chainmesh fencing with new vandal-resistant post rail type fencing to improve security, and prevent unauthorised access to facility and playing field.	Provide new fencing to the full perimeter of the facility, totalling approximately 460 lineal metres. Fence style to include combination of chainmesh and post rail (security) fencing. Install gatehouse to manage entry/ exit of participants	Urgent		✓	✓
2	Change Room Amenities Upgrades	Cater to the needs of girls and women in football to support this growing sector.	Upgrade existing change room facilities to meet the needs of women in sport.	Provide privacy screens to entry points, individual, lockable shower cubicles and internal screening for urinals.	High	✓	✓	✓
3	Goal Post Installation	Need to provide secure goal post infrastructure to ensure the safety of users.	To provide new, secure goal posts to replace the existing, free-standing non-compliant goals.	Install new permanent goal posts in for main playing field at Azzurri Stadium complying to Australian Standard 4866.1- 2007 Playing Field Equipment – Soccer Goals	Urgent	✓	✓	✓
4	Canteen Upgrade	Assist with promoting and offering more healthy meal and beverage options, and ensure the stadium canteen operates in accordance with Food Act, reducing risk of food contamination and spoiling, as well as provide a safe working environment for our volunteers.	Meet Department of Health regulations and compliances with respect to food preparation practices and regulations including associated WHS obligations.	Install a new gas cooktop, range hood and double stainless steel sink.	High		✓	✓
5	Flood Lights	To allow for participation at night to avoid excessive heat (tropical) during the day.	Provide sufficient lighting, suitable for night time use of facility to avoid training and competitive matches during the heat of the day.	Installation of competition standard lighting infrastructure in accordance with Australian Standard 2560.2.3 Sports lighting – Lighting for football (all codes).	High	✓	✓	✓
6	Field Rehabilitation	Safety of players and officials to eliminate potential injury due to poor ground conditions.	Regrade playing surface including the establishment of suitable turf to provide access to high quality playing surfaces for members.	Identify major deficiencies of the playing surface with respect to turf composition, soil type, surface levels, drainage and irrigation.	High	✓	✓	✓
7	Corporate viewing box	Improved facilities for hosting corporate sponsors of the club on game days and other special occasions.	Establish a dedicated, exclusive corporate viewing box for hosting corporate sponsors and dignitaries.	Construct a fully enclosed corporate viewing room on the existing stadium for hosting special guests including corporate sponsors	Medium	✓	✓	✓
8	Accommodation	Provide temporary accommodation options for players and visiting teams, on site.	The establishment of an accommodation block at the facility to provide accommodation exclusively for the football community including players and visiting teams.	The provision of group accommodation facility in the form of demountables that can be used to house inter and intra-state players and teams.	Medium	✓	✓	✓

Short, medium and long term financial planning will be at the core responsible and effective operation of the facility to ensure maximum value for money (investment) is being achieved, measured against the triple bottom line identified in the KPMG (2018) report.

### 6.3.1 Triple bottom line

As with any sound investment, success is measured against key performance indicators to ascertain return on investment, the indicator of choice that determines success or failure.

The KPMG (2018) reports clearly identifies both the direct and indirect benefits to the community of community sports facilities; economic, health and social benefits.

The benefit can be measured both quantitatively in relation to economic benefit, and qualitatively when considering health and social benefits.

Immediate impact

**Economic** – directly measured by the dollars spent in the local economy delivering the upgrade and improvement works.

Short and medium impacts

**Health** – Indirectly measured by the level of increased member participation in active sports and volunteering, resulting in an active lifestyle which is well known to promote improved health outcomes.

**Social** – Indirectly measured by the degree of diversity and inclusion throughout membership, which is known to increase assimilation and a sense of community, particularly by minority, ethnically diverse groups.

### 6.3.2 Budget Forecasting

Budgeting and tracking against the budget forecast will be essential in managing financial performance both during development and operating phases of the plan.

Robust budget forecasting and cost estimation ensures upgrades and improvements are funded prior to commencement and expenditure during delivery is tracked accordingly to ensure projects are delivered on budget.

Cost estimates compiled for the purpose of the development plan have been prepared by the club using the expertise of its members with industry experience including civil engineers, financial controllers and contractors, and are considered accurate.

### 6.3.3 Expenditure tracking

Cost monitoring and expenditure tracking will be essential to ensure the development plan components are delivered on budget. This will necessitate ongoing performance assessment during works to ascertain the trajectory of project costs for each aspect of the development plan.

Earned value analysis (EVA) methods will be utilised to track and manage the cost performance of works as they progress. EVA is an effective tool used by project management professionals to monitor the performance of projects against budgets and time, effectively highlighting any divergence from planned trajectories to ensure timely intervention and remedy implementation.

## 6.4 Customer Service

As a community based, not-for-profit organisation run by volunteers, the club is essentially a service provider to our members.



Currently, all service delivery is performed by volunteers; people who donate their time to help maximise participation, enjoyment and deliver a high level of customer service.

The quality and quantity of the service offered is often difficult to sustain due to limited pecuniary resources of the club. Realising the outcomes of the development plan will allow the club to increase revenue through diverse streams of income ranging from facility hire, functions, and increased participation, resulting in increased, more diverse revenues which will be used to augment volunteer resources and improve the overall customer experience for both members and external clients.

Opportunity to employ resources to alleviate the burden on volunteer resources for specific tasks will also be considered, but this will ultimately depend on the feasibility of engaging external service providers.

## 6.5 Human Resources

### 6.5.1 Executive Committee

The Executive committee comprises several office-bearers, including:

- Chair (President)
- Vice-chair
- Treasurer
- Secretary

These are volunteer positions, and each of the roles' responsibilities is consistent with the roles and responsibilities stipulated by the Incorporated Associations Act (NT).

The Executive members are also heavily involved in the day to day operations, and consistently perform the role of lead volunteers at club events, managing pools of volunteer resources.

### 6.5.2 Volunteers

The club is entirely volunteer run, and whilst the club's longevity and growth is testament to the men and women who dedicate their time to providing service delivery on behalf of the club, the Executive is cognisant that this is an acute barrier to future growth, and unsustainable in the long term. Consequently, the club recognises the need to expand its resource base to include paid work for some activities/tasks to alleviate the burden on unpaid volunteers.

The proposed development will enhance the revenue opportunities for the club, and promote increased participation by improving access and removing barriers to inclusion. This will contribute to the club's ability to generate more revenue.

Use of contractors and other third party service providers will be necessary to perform certain maintenance activities and underpin the gratis work that volunteers do.

### 6.5.3 Expertise and qualifications

The club currently comprises a significantly diverse membership. This diversity is also reflected the expertise and qualifications of volunteers within the club willing to contribute to the successful delivery of the vision.

The expertise and qualifications include:

- Engineering
- Finance and accounting
- Risk management
- Health and safety
- Architecture
- Project management
- Business administration
- Compliance and certification

These skills are available from within the club, and will be essential to deliver the outcomes of development plan.

### 6.5.4 Contractors and other service providers

Currently, the club’s use of contractors and external service providers is limited to waste collection and ad-hoc maintenance that requires specialist trades e.g. electrical and plumbing services.

New infrastructure will require ongoing maintenance and servicing, in some instances by qualified technicians. The potential for increase revenue will provide the necessary resources to ensure required expertise can be utilised in maintaining the facility to the required standard.

## 6.6 Future Proofing

The rudimentary nature of the upgrades and improvements means there is limited opportunity, or in fact need, to future proof the facility. The works proposed will inherently ensure the facility remains ‘future-proof’ to the extent that it will endure for the design service life of the improvements and upgrades.

For example, current lighting trends include low energy, high output LED lighting, which will become the standard as more traditional forms of lighting are gradually phased out and production costs plummet. This will ensure the facility remains future-proof for the foreseeable future.

## 6.7 Key Performance Indicators

The key performance indicators (KPI) adopted have been defined to enable the club to measure against the scope of works for each item in

**Table 1: Development Drivers and Outcomes**, and directly correlate to the objectives identified in 5.2 Objectives.

KPI’s include both quantitative and qualitative measures.

**Table 2 Key Performance Indicators**

Objective	KPI
Address a need, a gap or a deficiency that precludes access and/or availability of community-based sports and physical activities groups.	Establish a facility that is able to be used by various groups at night for community-based sports and other physical activities, that is safe and secure for the well-being of users by providing: <ul style="list-style-type: none"> <li>• Secure fencing and access control</li> <li>• 100 lux minimum floodlighting</li> </ul>
Facilitate increase in sport and physical activity participation.	Record a measurable increase in baseline membership of: <ul style="list-style-type: none"> <li>• 10% by end of year 1, and</li> <li>• 20% by end of year 2.</li> </ul>
Remove barriers and promote inclusiveness for new and under-represented groups (e.g. women and girls).	Deliver outcomes that are consistent with best-practice guidelines for the design of facilities that cater for the needs of women in sport [1], and other minority groups.
Diversify the utilisation profile of the facility.	Establish a facility that can cater for a more diverse range of activities (sports and events), and broaden the available time for activation by providing night time use capability.







## 6.8 Management Plan

Subsequent to development works, a facility specific management plan will be developed and implemented to ensure routine and cyclical maintenance is undertaken in accordance with asset management best practice principles.

The management plan will provide a structured approach to inspecting and actioning maintenance activities by stipulating timeframes and action required to ensure asset availability and function is ongoing.

It will also define roles and responsibilities, and the necessary reporting instruments including checklists and inspection reports will also be developed and implemented to ensure concise and effective record keeping (for risk mitigation/insurance purposes).

## 7 References

1. Australian Capital Territory Government, (2017). *Female Friendly Change Rooms @ Sporting Facilities*. ACT.
2. Football Federation Australia, (2015). *Whole of Football Plan*. Football Federation Australia. NSW.
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4. Queensland Government, (2018). *Get in the Game – Sports Field Lighting*. Queensland.
5. [www.clearinghouseforsport.gov.au](http://www.clearinghouseforsport.gov.au), 2017. *Results by Sport*. [online] Available at [https://www.clearinghouseforsport.gov.au/knowledge\\_base/sport\\_participation/community\\_participation/sport\\_participation\\_in\\_australia](https://www.clearinghouseforsport.gov.au/knowledge_base/sport_participation/community_participation/sport_participation_in_australia) [Accessed 16 Aug. 2018].
6. [www.productsafety.gov.au](http://www.productsafety.gov.au). *Moveable Soccer Goals*. [online] Available at <https://www.productsafety.gov.au/products/health-lifestyle/recreation/sports-equipment/moveable-soccer-goals> [Accessed 16 Aug. 2018].



## 8 APPENDICES



## FACILITIES AUDIT

**Table 3 Existing Facilities Audit**

Facility	Current Status	Impact	Action required
Security	Existing fencing is dilapidated, mainly due to damage from severe weather and vandalism, and no purpose built, 'turnstile' exists to manage the entry of facility users/visitors.	Severe lack of perimeter fencing enables after-hours access by vandals which poses a risk to facility users e.g. broken glass is commonly found around the facility.	Installation of new fencing to improve security of the facility including during idle times, and a new gatehouse to manage access/egress to the facility.
Flood lighting	Existing floodlighting is non-compliant for competitive sports because it currently does not meet Australian Standards for flood lighting of sports facilities.	This limits the facilities availability for night time use, which is preferred given the tropical environment and the issues around heat stress for athletes.	The existing lighting needs to be replaced with new, tower lighting compliant with standards necessary to allow night time use of the facility for competitive matches e.g. illumination equivalent to 100lux minimum.
Change rooms	Existing change rooms comprise open showers, urinals and non-segregated change room facilities.	Research shows that the existing change room configuration is not conducive to female participation because of specific needs of women in sports.	The change rooms need to be modified to include segregated, lockable toilets and shower cubicles and privacy screens to change room entries to make facilities more suitable for female members.
Canteen	The canteen does not currently support cooking due to a lack of appropriate kitchen equipment.	The lack of an exhaust system and appropriate safe food handling needs like sinks etc. the club cannot use the canteen on site for food preparation and cooking, which limits options for healthy alternatives.	Installation of an exhaust canopy, cooktop and a double bowl sink will enable the club to seek compliance certification from the Dept. of Health for conducting a food business from the canteen.
Goal posts	Existing steel frame, free standing goal posts are not fixed and are considered non-compliant by the FFA (similar policy adopted by Council).	The goals are free standing frames, made from steel. They are heavy and also comprise steel hooks for securing the net. The goals are susceptible to falling in extreme cases and the hooks present a hazard to players.	New compliant goal posts with hook-less net fixing capability are required to be installed, similar to the product supplied by Pila Australia, and consistent with those used on Council grounds.
Playing field	The existing field has dramatic undulations, patchy, weed laden turf, inconsistent irrigation, and is in serious need of aeration due to the hardness.	The playing surface (form and finish) is significantly sub-standard for competition and its poor condition is conducive to causing injuries, and generally affects the quality of performances.	The field is in dire need of rehabilitation, including regrading and/or top-dressing to remove high and low spots and eliminate potential injury causing undulations. The turf is patchy, and weed laden, resulting in an inconsistent pitch which affect the quality of the game particularly for football. It also requires aerating due to firmness of the ground.
Corporate viewing	No corporate facilities currently exist at the facility.	The absence of corporate facilities severely impacts on the club's ability to attract corporate sponsorship because of the inability to cater for corporate clients at the facility.	Establishment of a corporate viewing box on the existing grandstand that can be used exclusively for entertaining corporate sponsors during match fixtures.
Accommodation	There is no accommodation options at the facility for a care taker or short term lodging by members and other visitors to the club.	A lack of suitable short term accommodation restricts the club's ability to recruit interstate and international player talent. It also prevents the club from establishing a care taker on site.	Establish a dormitory that caters for short term lodging by visiting players/teams and provides suitable accommodation for a live on-site care taker.

## COST ESTIMATES

### Fencing

Item	Description	Qty	Unit	Rate	Amount
<b>1</b>	<b>Miscellaneous Provisions</b>				
1.1	Establishment				
a)	Mobilisation		Item	\$ 1,500.00	\$ 1,500.00
b)	Demobilisation		Item	\$ 1,500.00	\$ 1,500.00
c)	Ongoing costs		Item	\$ 5,000.00	\$ 5,000.00
1.2	As constructed survey	1	No.	\$ 1,200.00	\$ 1,200.00
<b>2</b>	<b>Provision for Traffic</b>				
2.1	Traffic management plan		Item	\$ 2,500.00	\$ 2,500.00
<b>3</b>	<b>Environmental Management</b>				
3.1	Environmental management plan		Item	\$ 600.00	\$ 600.00
<b>4</b>	<b>Clearing and Grubbing</b>				
4.1	Clear fence line inc. removal of old posts		Item	\$ 15,000.00	\$ 15,000.00
4.2	Service location checks		Item	\$ 3,000.00	\$ 3,000.00
<b>5</b>	<b>Fencing</b>				
5.1	Supply and install Type A (spear style)	460	m	\$ 300.00	\$ 138,000.00
5.2	Supply and install gates	2	No.	\$ 8,000.00	\$ 16,000.00
<b>Subtotal</b>					<b>\$ 184,300.00</b>
<b>Cont. 10%</b>					<b>\$ 18,430.00</b>
<b>GST</b>					<b>\$ 20,273.00</b>
<b>TOTAL (inc GST)</b>					<b>\$ 223,003.00</b>

### Change room upgrades

Item	Description	Qty	Unit	Rate	Amount
<b>1</b>	<b>Miscellaneous Provisions</b>				
1.1	Establishment				
a)	Mobilisation		Item	\$100.00	\$100.00
b)	Demobilisation		Item	\$100.00	\$100.00
c)	Ongoing costs		Item	\$200.00	\$200.00
1.2	Certification and building permit	1	No.	\$3,000.00	\$3,000.00
<b>2</b>	<b>Change Room Amenities Upgrade</b>				
2.1	Supply and install new partitioning (walls)		Item	\$10,000.00	\$10,000.00
2.2	Supply and install new fittings and fixtures.		Item	\$8,000.00	\$8,000.00
2.3	Waterproof and seal wet areas and floor	100	sq.m	\$35.00	\$3,500.00
2.4	Supply and install privacy partitions	8	No.	\$1,500.00	\$12,000.00
2.5	Painting		Item	\$10,000.00	\$10,000.00
2.6	Supply & install full height doors inc. hardware	14	No.	\$500.00	\$7,000.00
2.7	Supply & install new switches, lighting, fans etc.		Item	\$10,000.00	\$10,000.00
<b>Subtotal</b>					<b>\$63,900.00</b>
<b>Cont. 10%</b>					<b>\$6,390.00</b>
<b>GST</b>					<b>\$7,029.00</b>
<b>TOTAL (inc GST)</b>					<b>\$77,319.00</b>

**Goal post upgrades**

Item	Description	Qty	Unit	Rate	Amount
<b>1</b>	<b>Miscellaneous Provisions</b>				
1.1	Establishment				
a)	Mobilisation		Item	\$100.00	\$100.00
b)	Demobilisation		Item	\$100.00	\$100.00
c)	Ongoing costs		Item	\$200.00	\$200.00
1.2	Survey setout	1	No.	\$2,000.00	\$2,000.00
<b>2</b>	<b>Goal Posts</b>				
2.1	Supply & install box style Euro goals		Item	\$6,000.00	\$6,000.00
				<b>Subtotal</b>	<b>\$8,400.00</b>
				<b>Cont. 10%</b>	<b>\$840.00</b>
				<b>GST</b>	<b>\$924.00</b>
				<b>TOTAL (inc GST)</b>	<b>\$10,164.00</b>

**Canteen upgrades**

Item	Description	Qty	Unit	Rate	Amount
<b>1</b>	<b>Canteen upgrades</b>				
1.1	Install stainless steel double bay sink		Item	\$2,000.00	\$2,000.00
1.2	Install gas cook top and rangehood inc. gas retic.		Item	\$8,000.00	\$8,000.00
				<b>Subtotal</b>	<b>\$10,000.00</b>
				<b>Cont. 10%</b>	<b>\$1,000.00</b>
				<b>GST</b>	<b>\$1,100.00</b>
				<b>TOTAL (inc GST)</b>	<b>\$12,100.00</b>

**Field Rehabilitation**

Item	Description	Qty	Unit	Rate	Amount
<b>1</b>	<b>Miscellaneous Provisions</b>				
1.1	Establishment				
a)	Mobilisation		Item	\$ 500.00	\$ 1,500.00
b)	Demobilisation		Item	\$ 500.00	\$ 1,500.00
c)	Ongoing costs		Item	\$ 1,000.00	\$ 5,000.00
1.2	As constructed survey	1	No.	\$ 5,000.00	\$ 1,200.00
<b>2</b>	<b>Environmental Management</b>				
2.1	Environmental management plan		Item	\$ 2,500.00	\$ 2,500.00
<b>3</b>	<b>Clearing, Grubbing and Rehabilitation</b>				
3.1	Removal of 250mm of existing top soil	12600	sq.m	\$ 1.50	\$ 18,900.00
3.2	Trim, grade, roll and compact subgrade	12600	sq.m	\$ 2.00	\$ 25,200.00
3.3	Install gravel and subsoil drainage	12600	sq.m	\$ 2.50	\$ 31,500.00
3.4	Install new irrigation system		Item	\$ 50,000.00	\$ 50,000.00
3.5	Install new topsoil and turf	12600	Sq.m	\$ 8.50	\$ 107,100.00
				<b>Subtotal</b>	<b>\$ 244,400.00</b>
				<b>Cont. 10%</b>	<b>\$ 24,440.00</b>
				<b>GST</b>	<b>\$ 26,884.00</b>
				<b>TOTAL (inc GST)</b>	<b>\$ 295,724.00</b>





### Flood lighting upgrades

Item	Description	Qty	Unit	Rate	Amount
<b>1</b>	<b>Miscellaneous Provisions</b>				
1.1	Establishment				
a)	Mobilisation		Item	\$ 5,000.00	\$ 1,500.00
b)	Demobilisation		Item	\$ 10,000.00	\$ 1,500.00
c)	Ongoing costs		Item	\$ 2,000.00	\$ 5,000.00
1.2	As constructed survey	1	No.	\$ 1,500.00	\$ 1,200.00
<b>2</b>	<b>Provision for Traffic</b>				
2.1	Traffic management plan		Item	\$ 2,500.00	\$ 2,500.00
<b>3</b>	<b>Environmental Management Plan</b>				
3.1	Environmental Management Plan			\$ 2,000.00	\$ 2,000.00
<b>4</b>	<b>Floodlighting</b>				
4.1	Survey setout of towers		Item	\$ 3,000.00	\$ 3,000.00
4.2	Electrical conduiting and cabling				
a)	Supply and install conduiting	500	m	\$ 50.00	\$ 25,000.00
b)	Supply and install cabling	500	m	\$ 120.00	\$ 60,000.00
4.3	Supply and install pits	6	No.	\$ 1,500.00	\$ 9,000.00
4.4	Upgrade substation		Item	\$ 50,000.00	\$ 50,000.00
4.5	Supply and install light towers	4	No.	\$ 15,000.00	\$ 60,000.00
4.6	Supply and install luminaires	16	No.	\$ 2,500.00	\$ 40,000.00
4.7	Switchboard inc. card reader and RCD protection		Item	\$ 15,000.00	\$ 15,000.00
<b>Subtotal</b>					<b>\$ 275,700.00</b>
<b>Cont. 10%</b>					<b>\$ 27,570.00</b>
<b>GST</b>					<b>\$ 30,327.00</b>
<b>TOTAL (inc GST)</b>					<b>\$ 333,597.00</b>

### Corporate viewing

Item	Description	Qty	Unit	Rate	Amount
<b>1</b>	<b>Miscellaneous Provisions</b>				
1.1	Establishment				
a)	Mobilisation		Item	\$ 2,000.00	\$ 1,500.00
b)	Demobilisation		Item	\$ 1,000.00	\$ 1,500.00
c)	Ongoing costs		Item	\$ 1,500.00	\$ 5,000.00
1.2	As constructed drawings		Item	\$ 1,200.00	\$ 1,200.00
1.3	Survey		Item	\$ 2,000.00	\$ 2,000.00
<b>4</b>	<b>Building</b>				
4.1	Electrical and mechanical		Item	\$ 4,000.00	\$ 4,000.00
4.2	Plumbing		Item	\$ 2,000.00	\$ 2,000.00
4.3	Structures inc. flooring		Item	\$ 20,000.00	\$ 20,000.00
4.4	Finishes		Item	\$ 10,000.00	\$ 10,000.00
4.5	Glazing		Item	\$ 10,000.00	\$ 10,000.00
<b>Subtotal</b>					<b>\$ 57,200.00</b>
<b>Cont. 10%</b>					<b>\$ 5,720.00</b>
<b>GST</b>					<b>\$ 6,292.00</b>
<b>TOTAL (inc GST)</b>					<b>\$ 69,212.00</b>

**Accommodation**

Item	Description	Qty	Unit	Rate	Amount
<b>1</b>	<b>Miscellaneous Provisions</b>				
1.1	Establishment				
a)	Mobilisation		Item	\$ 5,000.00	\$ 1,500.00
b)	Demobilisation		Item	\$ 2,000.00	\$ 1,500.00
c)	Ongoing costs		Item	\$ 4,000.00	\$ 5,000.00
1.2	As constructed drawings		Item	\$ 1,500.00	\$ 1,200.00
1.3	Survey		Item	\$ 2,000.00	\$ 2,000.00
1.4	Certification and building permit		Item	\$ 5,000.00	\$ 5,000.00
<b>4</b>	<b>Building</b>				
4.1	Electrical and mechanical		Item	\$ 20,000.00	\$ 20,000.00
4.2	Plumbing		Item	\$ 15,000.00	\$ 15,000.00
4.3	Structures inc. flooring		Item	\$ 250,000.00	\$ 250,000.00
4.4	Finishes		Item	\$ 30,000.00	\$ 30,000.00
4.5	Glazing		Item	\$ 10,000.00	\$ 10,000.00
				<b>Subtotal</b>	<b>\$ 341,200.00</b>
				<b>Cont. 10%</b>	<b>\$ 34,120.00</b>
				<b>GST</b>	<b>\$ 37,532.00</b>
				<b>TOTAL (inc GST)</b>	<b>\$ 412,852.00</b>

## LETTERS OF SUPPORT

Peak sporting body



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31 July 2018

**To Whom It May Concern**

Football Federation Northern Territory (FFNT) wishes to assist Uni Azzurri Football Club in their application for a Grassroots Support Grant.

Uni Azzurri are one of FFNT's member Clubs and are incredibly active in the community, with a tireless group of volunteers. Each weekend during the season the Club hosts several junior and senior games and is integral to the delivery of the both the junior and senior football seasons in Darwin. The venue also hosts senior men and women's training during the week. The pitch is therefore a high traffic asset for the Club and the sport.

The venue requires an urgent upgrade of the football goal posts. The existing goals are not compliant with Football Federation Australia regulations and pose a health and safety risk to players and general participants each time they are utilized.

Uni Azzurri Football Club has little resources other than their committed volunteers and their game and training day sports equipment. It would be very beneficial for the Club, its members and the general football family to have an opportunity to upgrade the goal posts with government support.

FFNT unreservedly supports Uni Azzurri's application for a Grassroots Support Grant and congratulates the Northern Territory Government for offering such an expeditious and sustaining grant opportunity to the community.

Yours sincerely

Bruce Stalder  
CEO Football NT



Land owner



10 August 2018

**To Whom It May Concern**

The Italian Club of Darwin (NT) wishes to support Uni Azzurri Football Club in their application for Stadium Infrastructure upgrade grants.

Uni Azzurri are a community football club supported by over 200 registered members and parents that utilise the venue weekly for training, social meeting, dancing, club committee meetings, celebrations and other external code Sports club gatherings.

The current infrastructure requires attention such as perimeter fencing, oval lighting, oval drainage, toilet facilities, security, gate entries, football goal posts and oval irrigation. Aspects of healthy and safety for all members brings these items to the attention of the Committee to look for opportunities thru grant processes to resolve some, if not all of the issues.

Uni Azzurri has an active committee and volunteers with limited resources and funds to upgrade the infrastructure without external support from funding bodies.

The Italian Club of Darwin supports the Uni Azzurri Football Club with its endeavours and applications to improve the facilities and further community use of the Italian Club venue.

Yours Sincerely

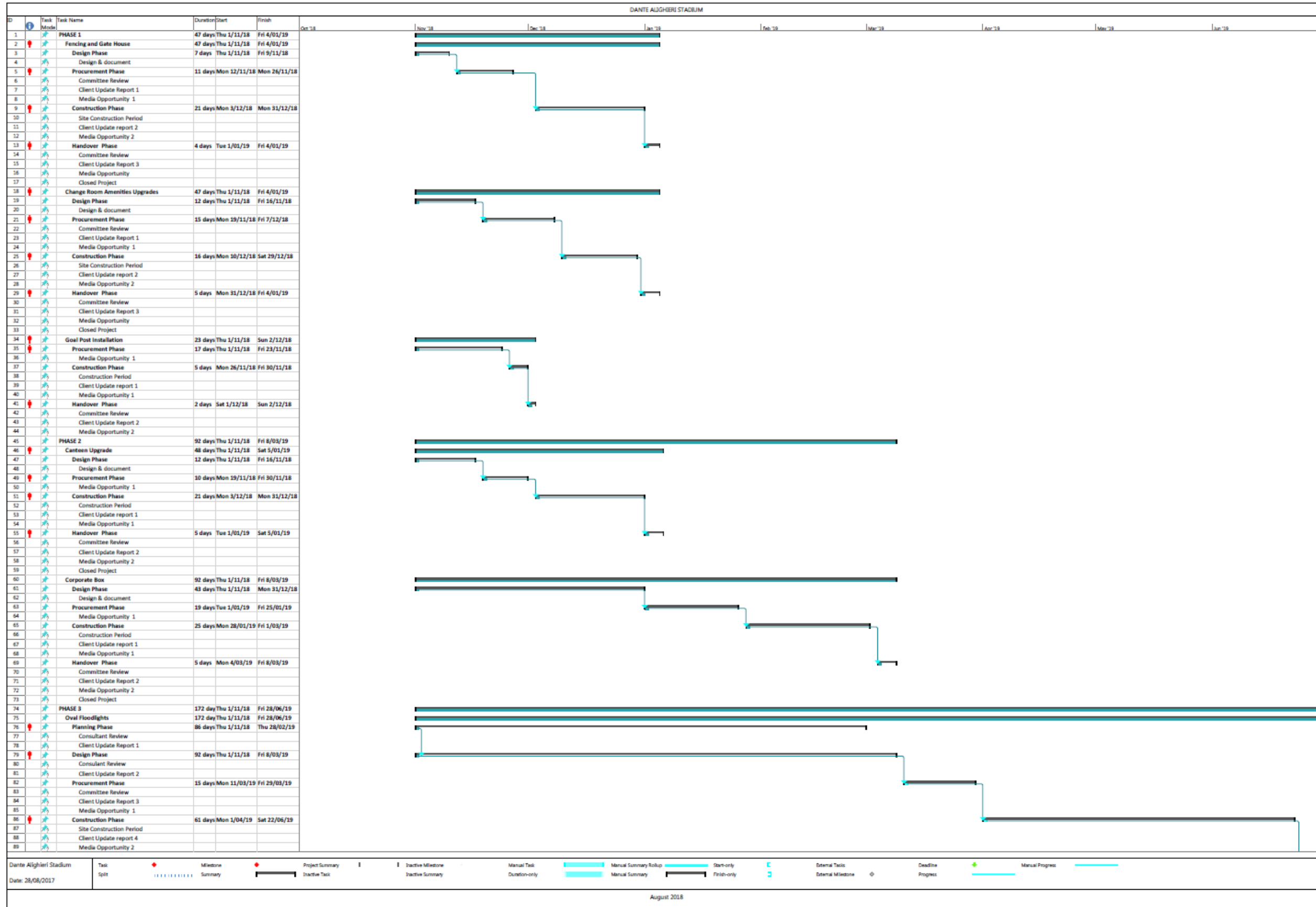


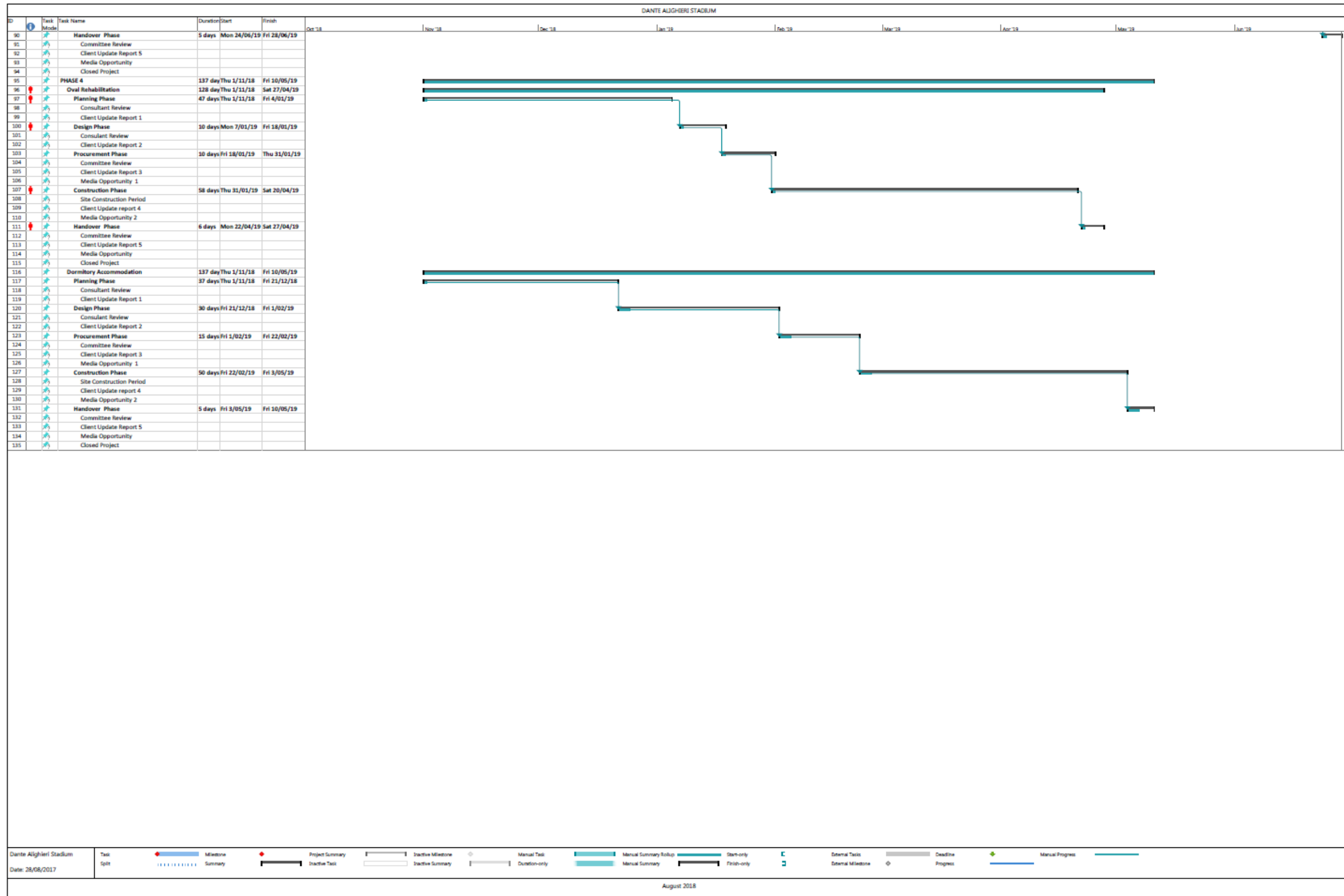
Maurice D'Arrigo

Vice President of the Italian Club

Facilities Coordinator

# Project Schedule







# Risk Register

**Table 4 Qualitative Risk Assessment - Risk Register**

Facility	Risk description	Threats	Initial likelihood	Initial consequence	Initial risk rating	Proposed mitigation	Likelihood	Consequence	Residual risk rating	Residual risk acceptable?
Security	Unauthorised access due to dilapidated fencing and lack of a controlled access point to the facility.	<p>Safety and security issues due to:</p> <ul style="list-style-type: none"> <li>Presence of broken glass etc. in playing field.</li> <li>Damaged equipment</li> </ul>	High	High	High	Replace old fencing with new security fencing to prevent unauthorised access at all times, and construct a gatehouse for controlling players/spectator access to the facility	Low	Medium	Low	Y
Flood lighting	Existing lighting is substandard and not suitable for playing competitive sports in accordance with Australian Standards AS2560.	<ul style="list-style-type: none"> <li>Player injuries due to poor lighting during competitive matches</li> </ul>	High	Medium	High	Provision of new, compliant floodlighting to the playing field, with a minimum lux illuminance consistent with the recommendations of AS2560 for competitive sports.	Low	Medium	Low	Y
Change rooms	Existing change rooms do not comply with recommended guidelines to ensure they are female participant friendly.	<ul style="list-style-type: none"> <li>Barrier to female participation growth</li> <li>May discourage ongoing participation as young players mature</li> </ul>	High	High	High	Upgrade the existing change rooms to include female friendly modifications including separate, lockable shower cubicles and privacy screens.	Low	Low	Low	Y
Canteen	Existing canteen does not meet minimum environmental health standards for a 'commercial' kitchen preventing food preparation.	<ul style="list-style-type: none"> <li>Public health risks associated with poor food handling and preparation procedures.</li> </ul>	High	High	High	Provide appropriate exhaust and cooking hotplate fixtures in the canteen that comply with Dept of Health standards for operating a food business from the canteen.	Low	Medium	Low	Y
Goal posts	Existing goal posts are free standing steel frame goal posts that do not comply with FFA guidelines.	<ul style="list-style-type: none"> <li>Goals are free standing and could fall onto players.</li> <li>Goals have steel hooks for securing the nets that could cause serious injury to players</li> </ul>	Medium	High	High	Replace the existing free standing goal posts with new, lightweight aluminium frames including fixed sleeve footings that prevent goals from falling. This type of goal frame also uses hook-less technology for fixing nets i.e. using plastic clips.	Low	Low	Low	Y
Playing field	The field is uneven, hard and the existing turf is highly variable. It also has some pronounced depressions due to pop-up sprinklers.	<ul style="list-style-type: none"> <li>Player injuries due to poor quality playing surface that may cause foot, leg and back injuries.</li> </ul>	Medium	High	High	Regrade and re-turf the playing field to establish a level playing surface free from trip hazards and other injury-causing defects e.g. divots, hard ground etc. and a quality turf finish, commensurate with 'elite' sport expectations.	Low	Medium	Low	Y
Corporate viewing	No exclusive corporate viewing facilities exist, which makes hosting corporate sponsors difficult.	<ul style="list-style-type: none"> <li>Inability to attract corporate sponsorship because of an inability to cater to expected value proposition i.e. exclusive catering options at fixtures</li> </ul>	High	Medium	High	Establish a dedicated corporate viewing facility including air conditioning, to enable improved value propositions to be offered to potential corporate sponsors to secure sponsorship.	Low	Low	Low	Y
Accommodation	No low cost existing accommodation options for international/interstate players and visiting teams.	<ul style="list-style-type: none"> <li>Barrier to the recruitment of interstate/international players due to lack of affordable accommodation options.</li> <li>Barrier to hosting visiting teams</li> <li>Barrier to having a live-on-site care taker</li> </ul>	High	Low	Medium	Establish onsite accommodation to be used for housing international/interstate players and/or visiting teams on a short to medium term, and a live-on-site facility care taker.	Low	Low	Low	Y

### Risk likelihood

Descriptor	Description
High	Is expected to occur in most circumstances
Medium	Might occur at some time
Low	May occur only in exceptional circumstances

### Risk consequence

Descriptor	Description
Low	No injuries, low financial loss, no environmental damage, no community outcry, no brand damage.
Medium	Medical treatment required, high financial loss, significant environmental damage, significant community outcry, moderate brand damage.
High	Extensive injuries, major financial loss, major environmental damage, major community outcry, major brand damage.

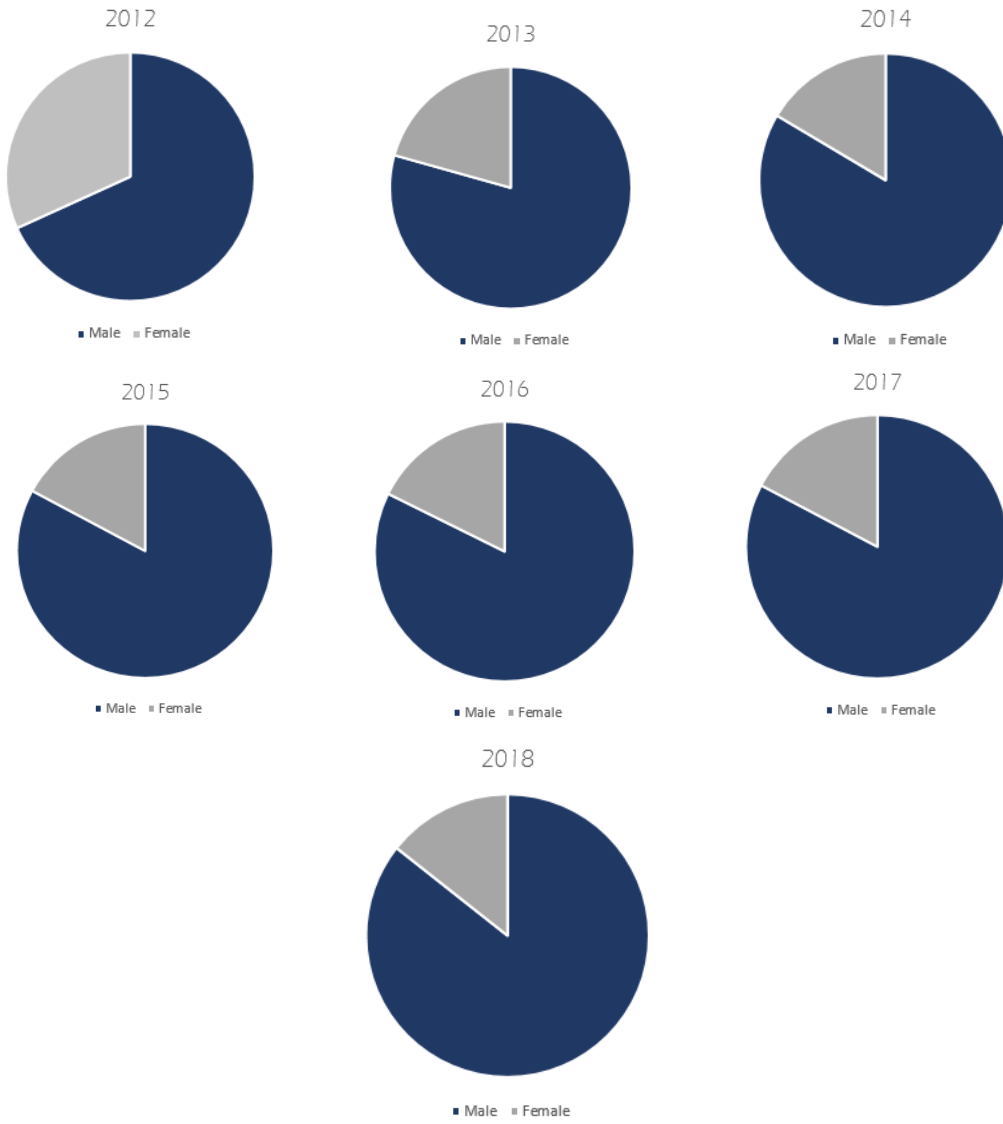
### Risk matrix

Likelihood	Consequences		
	Low	Medium	High
High	Medium	Medium	High
Medium	Low	Medium	High
Low	Low	Low	Medium



Year	Total	Junior	Senior	Male	Female	% Male	% Female
2012	173	100	73	118	55	68%	32%
2013	184	124	60	146	38	79%	21%
2014	261	181	80	218	43	84%	16%
2015	274	201	63	227	47	83%	17%
2016	249	195	54	205	44	82%	18%
2017	191	153	38	158	33	83%	17%
2018	216	141	75	185	31	86%	14%

### Participation Census Data







Participation Trends

