

# WAFC STRATEGIC FACILITIES PLAN

2020-2030







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# FOREWORD

As we rebound from one of the most significant crises the game has ever seen in WA, football facilities will be at the forefront of connecting and enhancing communities and providing people with high quality experiences when engaging in our great game.

This document outlines some of the shortfalls of facility provision in our state, but more importantly how the WA Football industry will tackle the improvements of these shortfalls in a planned and collaborative approach through to 2030.

It is no secret that our game has experienced significant growth since the WAFC's last Strategic Facilities Plan in 2006 with female football, NAB AFL Auskick and club football all contributing to the growth. This plan provides clubs, leagues, government and other stakeholders with a strategy to align planning, investment and development of football facilities across WA.

It is vital that we continue to partner with all levels of Government and football stakeholders and acknowledge the part they play in delivering a true industry plan.

Now, more than ever, we need to focus on Club Football, of which high quality and inclusive facilities is a key enabler to support participation in our game. We look forward to working with you all to connect and enhance our WA communities through high quality and inclusive facilities.



*Gavin Taylor  
Chief Executive  
West Australian Football Commission*





# EXECUTIVE SUMMARY

The WAFC Strategic Facilities Plan provides an integrated and strategic approach to the future planning and provision of football infrastructure across all metropolitan and country football regions. The Plan is delivered in two parts and provides a 10-year road map for prioritising stakeholder investment into facility development projects to address the immediate and long term needs of football, government and community stakeholders.

Football provides a range of benefits that highlight the importance of investing in projects that provide communities with inclusive and welcoming facilities. Independent research identified that club-based football generates \$225 million in social benefits to the community each year, and that the overall football industry contributed \$220.3 million to the States economy. Other less tangible benefits delivered by football include mental and physical health, personal well-being, education, social inclusion and connectedness, crime reduction and cultural integration.

The Strategic Facilities Plan and considers the principles and organisational objectives for facility development documented in the WAFC Strategic Plan - 2017 to 2022 (this plan supersedes the 2006 to 2021 Football Facilities Strategic Plan). The latest research identified the need for football and its strategic partners to respond to the growth of football, particularly female and junior football, and to get more out of existing facilities. Unisex amenities (change room and umpires' rooms), improved lighting and playing surface upgrades are the highest infrastructure priorities for football over the next ten years.

The investment required to upgrade existing football venues to meet the AFLs preferred facility guidelines is estimated in the excess of \$170 million. This excludes any further planning and design work that would be required and does not consider the need for new shared football facilities in key growth areas.

Strengthening our strategic partnerships and working relationship with our stakeholders is also a high priority for WAFC. Football understands the significant costs associated with capital projects and the need for a collaborative approach to planning, prioritising and funding projects with our state and local government partners.

Football will continue to lead the way in compiling facility data and evidence of need through the annual audit of our 341 football venues. We will commit to sharing this information with our stakeholders to support projects and establish a Local Government Reference Group to ensure the impact of football's growth strategies and policies on Local Government facility provision is adequately considered.

The WAFC Strategic Facilities Plan is delivered in two separate volumes.

## **Strategic Facilities Plan (This Document) – VOLUME 1**

Provides the principles and strategic framework to support the future development and growth of football facilities across Western Australia. It also summarises stakeholder needs and identifies state-wide priorities and infrastructure targets for our metropolitan and country football regions.

## **Key Findings Report – VOLUME 2**

The Key Findings Report highlights the 'state of play' for football infrastructure across metropolitan and country regions. It summarises the key issues and focus areas identified through extensive research, participation analysis, facility auditing and stakeholder consultation. The Report considers the AFLs Preferred Facility Guidelines, the latest participation and facility trends, and the impact for football on forecast population growth and demographic change.



# STRATEGIC FRAMEWORK

INFRASTRUCTURE FRAMEWORK

## VISION



**Connecting** and **enhancing WA communities** through **high quality** and **inclusive facilities**

## PILLARS

**3 PILLARS** that will be the foundations of our success. **Sustainability, Partnerships** and **Investment**



## GOALS



## 3 GOALS

that set the direction for what we are aiming to **achieve** and **connect** our infrastructure framework with broader WAFC and AFL objectives

## STATE-WIDE STRATEGIES

**39 STRATEGIES** our state-wide strategic priorities will be **delivered** with our government partners under a **collaborative** funding model.



OUR COMMITMENT TO IMPROVING FOOTBALL INFRASTRUCTURE

## PRIORITIES BY REGION



## REGIONS

outlines the **key focus areas** and **infrastructure targets** we will be working on with our leagues and clubs.

# FACILITY PILLARS

Consultation with leagues, clubs and local government agencies during the development of this strategy confirmed the following three pillars as being critical to the future planning and development of football facilities



## SUSTAINABILITY

*Deliver inclusive and sustainable facilities that respond to demand and are operationally viable*

## PARTNERSHIPS

*Partner with all levels of government, clubs and other sports to improve our network of industry stakeholders*

## INVESTMENT

*Continue to highlight the needs and benefits of investment in football infrastructure, in particular the social, economic and wellbeing benefits football provides to the community*

## STATE-WIDE INFRASTRUCTURE TARGETS

### LIGHTING

**Provide a minimum 50 lux lighting at all primary club ovals**

*Currently 107 junior or club grounds have either below 50 lux lighting or no lighting*

### FEMALE AMENITIES

**All female football venues to provide suitable amenities**

*Currently 143 of the 175 venues that host female football matches are not considered suitable*

### NEW FACILITIES

**Partner with government to deliver new ovals and amenities in growth areas and a home for the WAFC**

*Up to 50 new ovals are being planned by LGAs in the next 10yrs*





# CONTEXT







# OUR NETWORK OF VENUES

## THE ROLE OF FOOTBALL FACILITIES

Facilities are not only the lifeblood of our clubs they also play a vital role in connecting our local communities.

Having access to functional, welcoming and inclusive on and off field infrastructure is crucial for clubs to deliver a range of high-quality football programs to their local communities.

‘Club based footy generates **\$225 million** in social benefits to the community each year’

## WHAT WE HAVE AND WHERE WE WANT TO BE

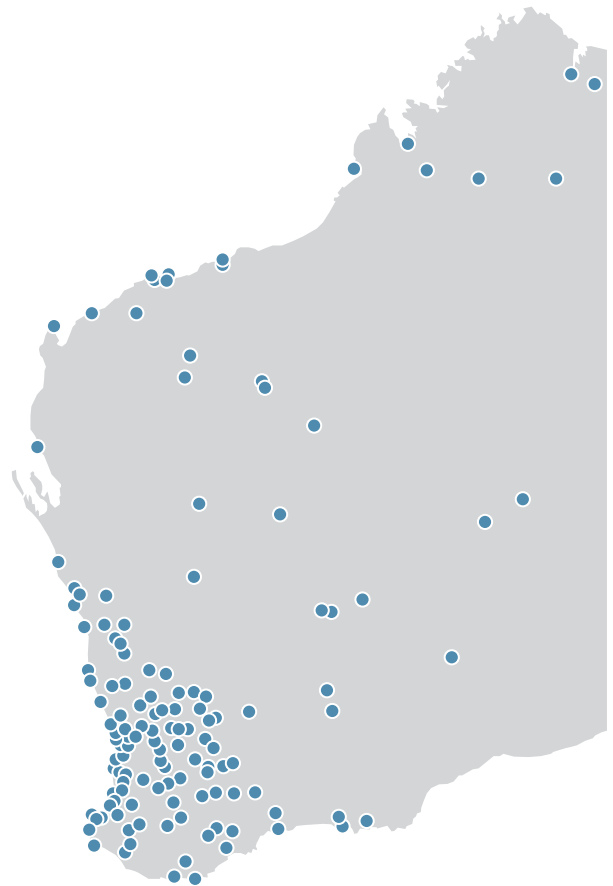
There are currently 341 football venues in WA spread across 17 football development regions. These venues are servicing our 55 leagues, 463 clubs and 82,830 registered players (including Auskick).

These venues are shared with a number of other local sporting and community organisations and we are continuing to work with our local government partners who play a very important role in providing these facilities.

As our game continues to grow, with more juniors and female players than ever before, there is a greater demand on football facilities. Since 2016 the WAFC has undertaken facility condition and compliance audits to better understand our facility provision gaps and development priorities.

Results of the latest facilities audit (undertaken in October 2019) have been used alongside the needs of key stakeholders to identify **three (3) main goals** for facility improvements.

1. Getting more out of our existing facilities.
2. Enhancing relationships with our stakeholders.
3. Develop facilities that meet demand and to establish a home for football for the WAFC.







# FACILITIES AND SOCIAL RETURN ON INVESTMENT

- Investment in facility development enables greater participation in our great game which leads to significant economic and social benefit for WA.
- For every additional footy club member a facility supports it equates to approximately \$3,000 in social benefit.

## ECONOMIC BENEFITS

### Every dollar spent by football in WA creates two dollars for the local economy

- Community football clubs support local businesses and suppliers by spending their money in the local community
- WA Football industry directly contributed \$110.4M in economic output to WA in 2016/17
- This in turn generated flow-on value of a further \$109.9M
- Overall the WA football industry contributed \$220.3M to the WA economy
- The economic value-added multiplier is 2.00
- This compares favourably to other industries. For example, 1.43 for major mining companies in regional communities or 1.62 for the WA cruise ship industry

### For every person employed by football directly, another job is created in the community

- WA football industry directly accounted for 715 FTE jobs in 2016-17
- A further 762 FTE jobs were generated throughout the economy as a result
- Overall the WA football industry accounted for 1,477 direct and indirect jobs
- The employment multiplier is 2.06

## SOCIAL BENEFITS

### Club-based footy generates \$225 million in social benefits to the community each year

- WA delivered \$225M attributable social benefits to 75,941 participants involved in organised club-based football in 2017/18
- For your average footy club member this means ~\$3,000 of social benefits directly related to being involved in club football
- Participants were active for 11.4 million hours
- 2.2 million hours were contributed by coaches, umpires, administrators and other volunteers involved in clubs
- Physical and mental health benefits, including suicide prevention, account for \$78.6M
- Economic benefits of organised club-based football create \$76.4M of benefit for participants through job matching, volunteering and increased productivity
- Personal wellbeing is third largest category creating \$52.0M of benefit
- Education related benefits create \$16.7M, while reduced recidivism accounts for \$0.9M
- Others benefits that have not been quantified include social inclusion, civic pride, empowerment, social connectedness, regional population stability, crime reduction and cultural integration

# WAFL VENUES

**By 2030 all State League venues will be in line with minimum standards and feature elements that build strong community connection and sustainability.**

The WAFC operates and supports two state league competitions (WAFL & WAFLW), delivers AFLW matches on behalf of the AFL for the two WA based AFL Clubs and supports male and female State Academies and talent pathway programs across each of the nine WAFL club zones. Each of these programs and competitions require access to high quality State Level facilities. The WAFC is committed to the ongoing improvement of state league venues to further drive community engagement in the WAFL, provide State level athletes with comparable facilities and cater for the growth in interest and engagement in the AFLW competition.

The purpose and intention of state level facilities is to provide a community hub with a high standard of amenities for players, coaches, volunteers and spectators. These facilities generally provide perimeter fencing for controlled access and have the capacity to cater for larger crowds.

A recent review investigated the commercial viability of WAFL facilities and the connection to their local communities. The review recommended a shift in thinking, from a WAFL facility that accommodates the community to a community facility housing a WAFL club. It has also been identified that a number of Talent Programs are operating at sub-par facilities with a lack of access to WAFL Venues and no suitable alternate venue for some of the state's best up and coming footballers.

## KEY FOCUS AREAS

All WAFL facilities were audited for condition and compliance to AFL standards in October 2019. Over the life of the Strategic Facilities Plan, the WAFC is committed to working with WAFL clubs, councils and other key community and commercial stakeholder to ensure all state level facilities are meeting the required standards.

The table below highlights the gaps in basic amenities at existing WAFL venues when compared to what's expected of a state level venue. Addressing these gaps and delivering shared multipurpose amenities are high priorities that will support club viability and enable clubs to be better connected to their local communities. Over the strategy period, the WAFC will:

- Establish a minimum of 2 x AFL Tier 2 Venues as home venues for AFL W clubs.
- All WAFL venues upgraded to be in line with State requirements as per the AFL Preferred Facility Guidelines.
- Establish suitable alternate grounds to ensure all WAFL and Talent programs are catered for.

Venue	Condition of Changerooms	Number of Unisex Changerooms	Number of Unisex Umpire Rooms	Condition of Pavilion	Lighting
AFL Preferred Standard (State)	Good or Excellent	2	1	Good or Excellent	200 lux
Rushton Park	Good	2	1	Good	✓
Arena Joondalup	Excellent	3	1	Good	X
Leederville Oval (shared)	Good	2	0	Moderate	X
Claremont Oval	Excellent	2	1	Excellent	X
Lathlain Park	Poor	1	0	Poor	✓
Bassendean Oval	Moderate	1	0	Moderate	X
Fremantle Oval	Good	2	1	Moderate	✓
East Fremantle Oval	Poor	2	1	Poor	X





# WAFL VENUES

## DEVELOPMENT FRAMEWORK

The 2019 WAFL Facilities Review Report found that a change in perception about WAFL facility provision is required. An overall change in approach to reflect; “A community facility housing a WAFL club not a WAFL facility accommodating the community”. This will ensure maximum investment from all levels of government and a broader acceptance of the role the WAFL plays in the community, but also the football pathway. The report also encouraged a more aligned approach to WAFL facility developments and included significant emphasis on connection to community and commercial sustainability. In line with the report a framework has been developed to guide future developments across the Strategic Facilities Plan period.

All WAFL venue projects should address the relevant elements of the following three criteria:

### Commercial Sustainability

- Ability to generate revenue away from a match day.
- Operating costs that are within the scope of the club.
- A clear ongoing maintenance plan, including cost estimates.

### Community Connection

- Integration of District Clubs into facility use.
- Improved access and use of the facility by the local community.
- Improved gameday experience of fans.

### Core Football Facilities

- Football facilities should be in line with ‘State’ Level within the AFL Preferred Facility Guidelines.
- Support the successful delivery of AFL content.
- Support the achievement of outcomes from within the WAFC Strategic Facilities Plan.



# STAKEHOLDER NEEDS

## WHAT OUR PARTNERS TOLD US



### LEAGUES & CLUBS

#### Facility issues:

- Changerooms not catering for female players.
- Oval lighting not meeting relevant standards for training and matches.

#### Priority projects:

- Upgrade existing and develop new oval lighting.
- Changerooms suitable for female participants.
- Oval surface upgrades to improve capacity.

### LOCAL GOVERNMENT

#### Facility issues:

- Changerooms not catering for female players.
- Oval lighting not meeting relevant standards for training.
- Venue availability for pre season training (metro).

#### Priority projects:

- Female friendly amenity upgrades.
- Lighting and surface upgrades.
- Shared use facility development.



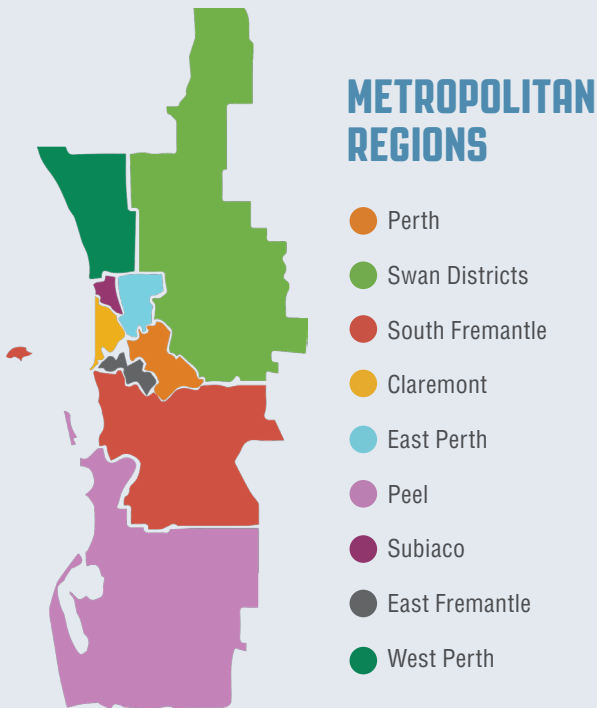
### INDUSTRY TRENDS

- Growth in female football - 235% increase since 2016 in WA (currently 8,441 registered participants).
- The use of modular clubrooms which are more cost and time effective.
- Installation of energy efficient LED lighting and their long term financial and environmental benefits.
- Development of multi-use synthetic surfaces to increase use and capacity.



# PARTICIPATION & AUDIT FINDINGS

## METROPOLITAN REGION ANALYSIS



### PARTICIPATION

Of the **83,000** football participants in WA there are approximately:

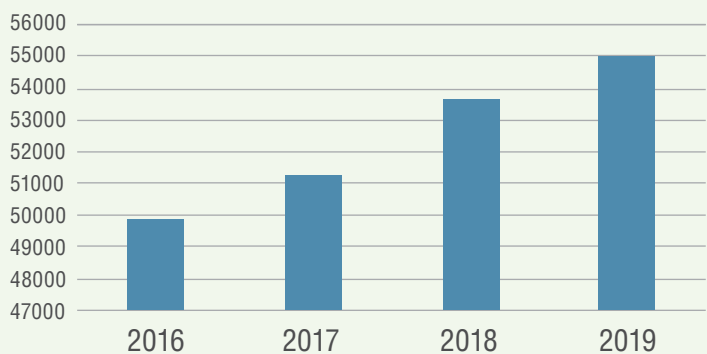
- **43,000** registered community football participants in the metropolitan regions.
- **12,000** metro based Auskick participants.
- **7,000** metro based female footballers.
- Football participation is particularly high in Stirling, Joondalup, Rockingham and Melville.
- The top 3 participation trends observed by LGAs include female football growth, junior football growth and requests for lighting.

### FACILITIES SUMMARY

Of the **184** metro football venues:

- **87% of venues** where female football is played are not considered suitable.
- **62% of umpire change rooms** at local level venues don't have a lockable shower.
- **38% of home change rooms** at local level venues are less than 45sqm.
- **35% of junior or club grounds** have less than 50 lux lighting (training standard).

### OVERALL PARTICIPATION METRO 2016 TO 2019

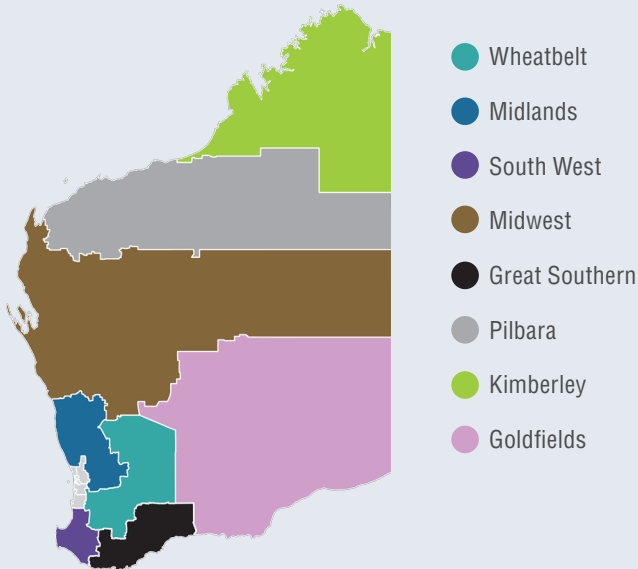


METROPOLITAN DISTRICTS				
	OVERALL PARTICIPATION		FEMALE PARTICIPATION	
2016	49,837	▲ 10%	2,938	▲ 138%
2019	55,038		7,017	

# PARTICIPATION & AUDIT FINDINGS

## COUNTRY REGION ANALYSIS

### COUNTRY REGIONS



### PARTICIPATION

Of the **83,000** football participants in WA there are approximately:

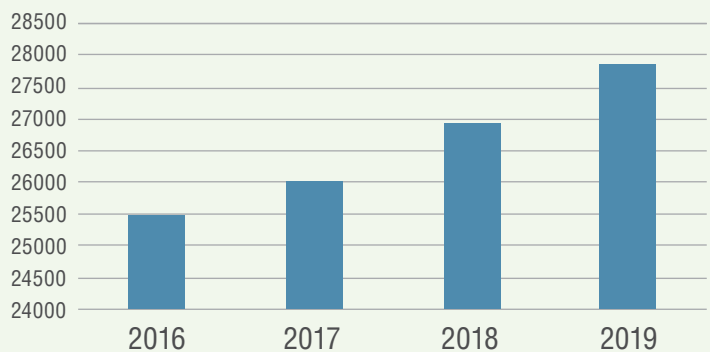
- Approximately **28,000** registered community football participants are based in country regions.
- **4,330** country based Auskick participants.
- **3,345** country based female footballers.
- Port Headland, Albany, Broome and Geraldton all experienced increases in football participation.
- The top 3 participation trends observed by LGAs include female football growth, increase Auskick numbers, heavy reliance of paid players and a decrease in participation of boys 15+.

### FACILITIES SUMMARY

Of the **160** country football venues:

- **74% of venues** where female football is played are not considered suitable.
- **49% of umpire change rooms** at local level venues don't have a lockable shower.
- **31% of junior or club grounds** have less than 50 lux lighting (training standard).
- **12% of home change rooms** at local level venues are less than 45sqm.

### OVERALL PARTICIPATION COUNTRY 2016 TO 2019



COUNTRY REGIONS				
	OVERALL PARTICIPATION		FEMALE PARTICIPATION	
2016	25,466	▲ 9%	944	▲ 254%
2019	27,829		3,345	





# STATE-WIDE STRATEGIC PRIORITIES







# STRATEGIC PRIORITIES

Goal	Getting more out of our existing facilities		
Pillar	Sustainability / Partnerships / Investment		
	1. LIGHTING	2. AMENITIES	3. PLAYING SURFACES
<b>Strategies (2020 to 2022)</b>	<p>1.1 Work collaboratively with local government partners to ensure all clubs have access to training standard lights (50 lux).</p> <p>1.2 Work collaboratively with local government to increase the number of venues with match capable lighting.</p>	<p>2.1 Prioritise the upgrade and conversion of player change rooms and umpire amenities to cater for all gender use.</p> <p>2.2 Support the delivery of AFL preferred modular change rooms in key regions to meet amenity provision gaps and provide stakeholders with a high quality, cost efficient option.</p>	<p>3.1 Identify projects where ground capacity and participation can be increased by upgrading playing surfaces through improved drainage, irrigation and grass types.</p>
<b>Strategies (2023 - 2025)</b>	<p>1.3 Maximise the number of ovals providing match quality lighting to deliver greater participation opportunities and flexible match fixturing.</p>	<p>2.3 Explore opportunities for football to secure access to school facilities where LGAs have limited capacity to meet facility provision gaps.</p>	<p>3.2 Investigate the potential use of synthetic or hybrid surfaces by developing a business case with a local government partner. Conduct pilots in high traffic areas such as goal squares.</p>
<b>Strategies (2026 - 2030)</b>	<p>1.4 Develop a funding model that supports the use of LED lighting to reduce the operating and maintenance costs for LGA's and Clubs.</p>		<p>3.3 Project partners collaborate on options for access of under-utilised venues that could support increased oval demands.</p>



## STRATEGIC PRIORITIES

Goal	Enhancing relationships with our stakeholders		
Pillar	Sustainability / Partnerships / Investment		
	4. GOVERNMENT	5. LEAGUES / CLUBS	6. WAFL
<b>Strategies (2020 to 2022)</b>	<p>4.1 Establish a Local Government Reference Group to be the key consultative forum.</p> <p>4.2 Establish a Communication and Engagement Plan for Local Government.</p> <p>4.3 Work with Local and State Government to establish a State-wide Project Framework and Regional Plans for priority regions.</p>	<p>5.1 On behalf of leagues and clubs, the WAFC to have a greater involvement in the planning, funding and delivery of projects involving local government.</p> <p>5.2 Provide ongoing training, education and facility planning tools to leagues and clubs that assist them to understand the process and requirements for securing funding for an infrastructure project.</p>	<p>6.1 Using the preliminary findings in the WAFL Facilities Review, undertake a business case that further identifies the commercial needs and opportunities at WAFL facilities.</p> <p>6.2 Establish suitable alternate grounds to ensure all WAFL and Talent programs are catered for.</p>
<b>Strategies (2023 - 2025)</b>	<p>4.4 Host LGA forums and workshops to guide best practice and innovation.</p> <p>4.5 Undertake regular engagement with WALGA, Metropolitan Area Recreation Area Advisory Group (MARAG) and other relevant groups.</p> <p>4.6 Maintain a State-wide Project Framework.</p> <p>4.7 Establish up-to-date Regional Plans in all regions.</p>	<p>5.3 Collectively lobby for investment into identified regional level venues that support wider catchment areas, host events and league finals, provide player pathways and commercial opportunities.</p> <p>5.4 Complete annual audit updates to support the assessment of priorities including tracking core facility elements of school grounds.</p>	<p>6.3 Based on the outcomes of the WAFL business case, establish a rolling capital works plan with identified stakeholders that delivers community and commercial outcomes at WAFL facilities.</p> <p>6.4 Establish a minimum of 2 x AFL Tier 2 venues as home venues for AFLW Clubs and AFL Pre Season matches.</p>
<b>Strategies (2026 - 2030)</b>	<p>4.8 Work with all levels of Government to understand priorities leading into the future planning period of 2030 and beyond.</p>	<p>5.5 Establish a sustainable funding model to maximize club and league investment into facilities.</p>	<p>6.5 Ensure every WAFL facility has a balance of community and commercial offerings that meet local and regional demand and supports the long-term sustainability of WAFL clubs.</p> <p>6.6 All regular WAFL Venues upgraded to be in line with State requirements as per the AFL Preferred Facility Guidelines.</p>

## STRATEGIC PRIORITIES

Goal	Develop facilities that meet demand and to establish a home for football for the WAFC		
Pillar	Sustainability / Partnerships / Investment		
	7. METROPOLITAN	8. COUNTRY	9. WAFC HOME
<b>Strategies (2020 to 2022)</b>	<p>7.1 Partner with LGAs on the future planning and development of football facilities to accommodate future population growth.</p> <p>7.2 Partner with metropolitan LGAs and the education sector for shared access to new or existing facilities.</p>	<p>8.1 Undertake a detailed review of country football facilities and identify suitable locations for the establishment of regional football hubs.</p>	<p>9.1 Commence planning and seek support from relevant stakeholders on the preferred site for the future home of the WAFC.</p>
<b>Strategies (2023 - 2025)</b>	<p>7.3 Seek future opportunities to develop additional football facilities within growth area LGAs and at school sites.</p>	<p>8.2 Improve the overall quality and sustainability of country football venues by rationalising underutilised facilities and exploring opportunities to develop shared community facilities.</p>	<p>9.2 Secure funding partners and undertake a detailed planning and design process for the development of a new facility for the WAFC.</p>
<b>Strategies (2026 - 2030)</b>	<p>7.4 By 2030 secure access to up to 10 new football venues in high metropolitan growth areas to accommodate the future needs of football.</p>	<p>8.3 Deliver a minimum of 3 country region football hubs that provide a talent pathway for country players, coaches and umpires.</p>	<p>9.3. Deliver the new home for the WAFC that will include access to:</p> <ul style="list-style-type: none"> <li>• Office accommodation</li> <li>• State Level Football Facilities</li> <li>• Community Football access</li> </ul>



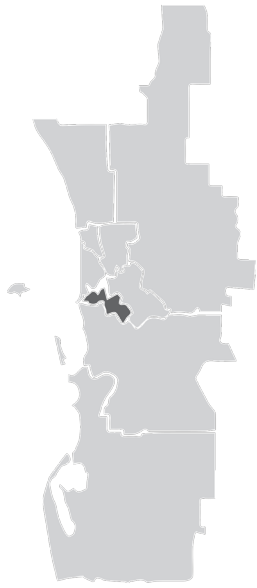




# METROPOLITAN REGION PRIORITIES





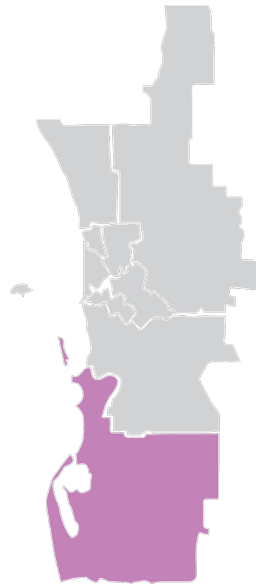


## EAST FREMANTLE

- 19 venues (1 State level)
- 4 partner LGAs
- 93% of venues where female football is played are not female friendly
- 47% of local club venues with < 50 lux lighting
- 68% of ovals rated as moderate condition

### INFRASTRUCTURE PRIORITIES

1. Provide inclusive change rooms and amenities where all female football is played.
2. Provide minimum standard floodlighting for training at all club level venues.
3. Increase the size of player change rooms and amenities to meet preferred guidelines.
4. Work with local government and co-tenants to improve the condition of existing playing surfaces.

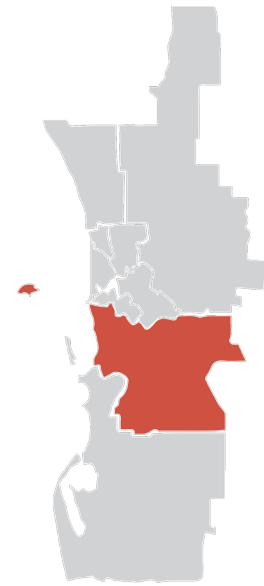


## PEEL

- 18 venues (1 State level)
- 4 partner LGAs
- 92% of venues where female football is played are not female friendly
- 53% of local club venues without a pavilion
- 23% of local club venues without change rooms

### INFRASTRUCTURE PRIORITIES

1. Provide inclusive change rooms and amenities where all female football is played.
2. Ensure basic club and player amenities such as pavilions and change rooms are provided.
3. Improve umpire amenities.
4. Increase the size of player change rooms and amenities to meet preferred guidelines.



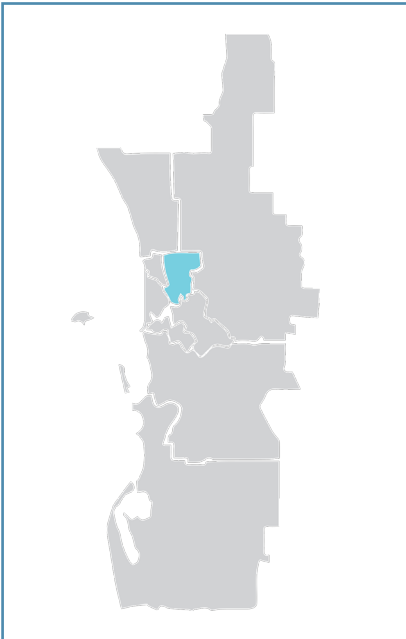
## SOUTH FREMANTLE

- 21 venues (1 State level)
- 6 partner LGAs
- 89% of venues where female football is played are not female friendly
- 80% of player amenities below preferred guidelines
- 80% of showers in change rooms are open

### INFRASTRUCTURE PRIORITIES

1. Provide inclusive change rooms and amenities where all female football is played.
2. Increase the size of player change rooms and amenities to meet minimum standards.
3. Improve umpire amenities.
4. Provide minimum standard floodlighting for training at all club level venues.



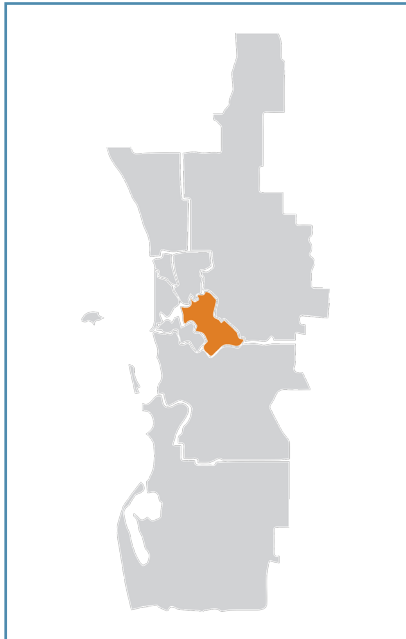


### EAST PERTH

- 14 venues (1 State level)
- 4 partner LGAs
- 80% of venues where female football is played are not female friendly
- 82% of change rooms are not female friendly
- 58% of local club venues have no umpire rooms

#### INFRASTRUCTURE PRIORITIES

1. Provide minimum standard floodlighting for training at all club level venues.
2. Provide inclusive change rooms and amenities where all female football is played.
3. Construct new and enhance existing umpire amenities.
4. Increase the size of player change rooms and amenities to meet preferred guidelines.

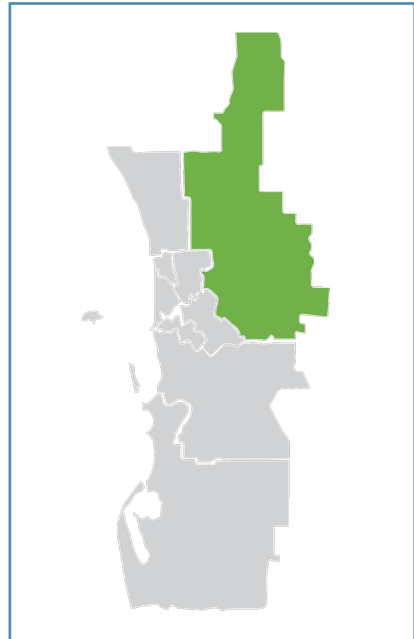


### PERTH

- 21 venues (1 State level)
- 5 partner LGAs
- 79% of venues where female football is played are not female friendly
- 61% of local club venues have no umpire rooms
- 31% of local club venues with < 50 lux lighting

#### INFRASTRUCTURE PRIORITIES

1. Provide inclusive change rooms and amenities where all female football is played.
2. Construct new and enhance existing umpire amenities.
3. Provide minimum standard floodlighting for training at all club level venues.
4. Increase the size of player change rooms and amenities to meet preferred guidelines.

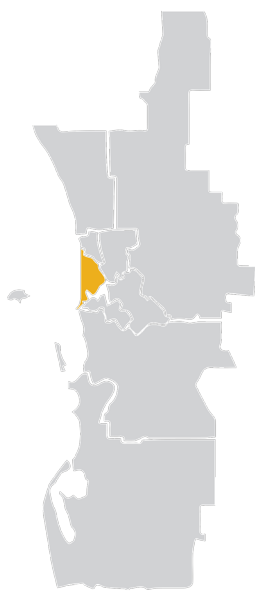


### SWAN DISTRICTS

- 23 venues (1 State level)
- 5 partner LGAs
- 92% of venues where female football is played are not female friendly
- 35% of local club venues with < 50 lux lighting
- 81% of player amenities below preferred guidelines

#### INFRASTRUCTURE PRIORITIES

1. Provide minimum standard floodlighting for training at all club level venues.
2. Provide inclusive change rooms and amenities where all female football is played.
3. Increase the size of player change rooms and amenities to meet preferred guidelines.
4. Construct new and enhance existing umpire amenities.

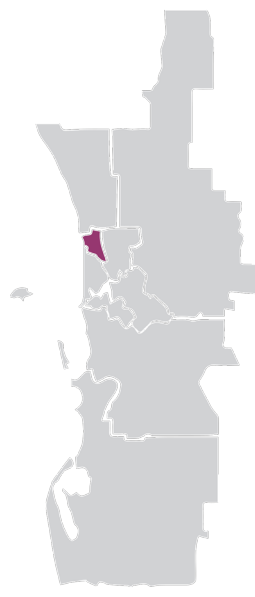


## CLAREMONT

- 21 venues (1 State level)
- 7 partner LGAs
- 62% of venues where female football is played are not female friendly
- 46% of local club venues with < 50 lux lighting
- 45% of local club venues have no umpire rooms

### INFRASTRUCTURE PRIORITIES

1. Provide minimum standard floodlighting for training at all club level venues.
2. Construct new and enhance existing umpire amenities.
3. Ensure basic player amenities such as toilets and change rooms are provided at junior grounds.
4. Investigate opportunities to increase the size of playing fields at local club level venues.

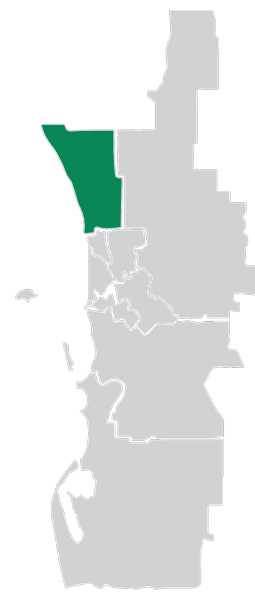


## SUBIACO

- 21 venues (1 State level)
- 4 partner LGAs
- 90% of venues where female football is played are not female friendly
- 31% of local club venues with < 50 lux lighting
- 45% of local club venues have no umpire rooms

### INFRASTRUCTURE PRIORITIES

1. Provide inclusive change rooms and amenities where all female football is played.
2. Construct new and enhance existing umpire amenities.
3. Increase the size of player change rooms and amenities to meet preferred guidelines.
4. Provide minimum standard floodlighting for training at all club level venues.



## WEST PERTH

- 25 venues (1 State level)
- 2 partner LGAs
- 90% of venues where female football is played are not female friendly
- 18% of local club venues with < 50 lux lighting
- 55% of local club venues have no umpire rooms

### INFRASTRUCTURE PRIORITIES

1. Construct new and enhance existing umpire amenities.
2. Increase the size of player change rooms and amenities to meet preferred guidelines.
3. Provide inclusive change rooms and amenities where all female football is played.
4. Investigate opportunities to increase the size of playing fields at local club venues.

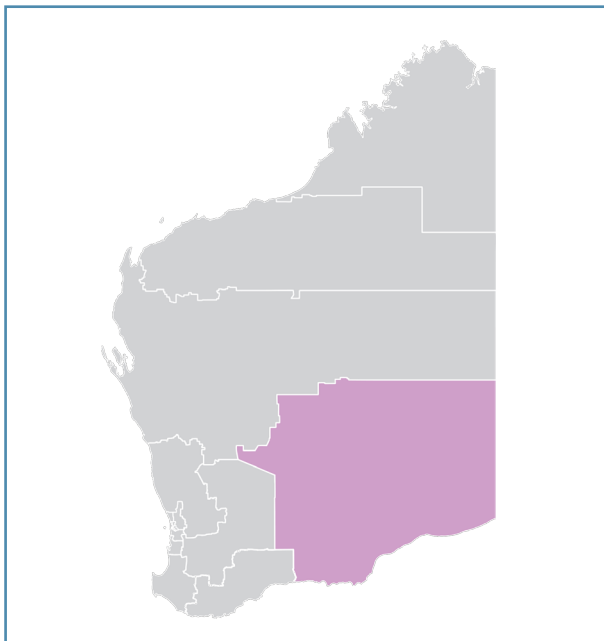




# COUNTRY REGION PRIORITIES





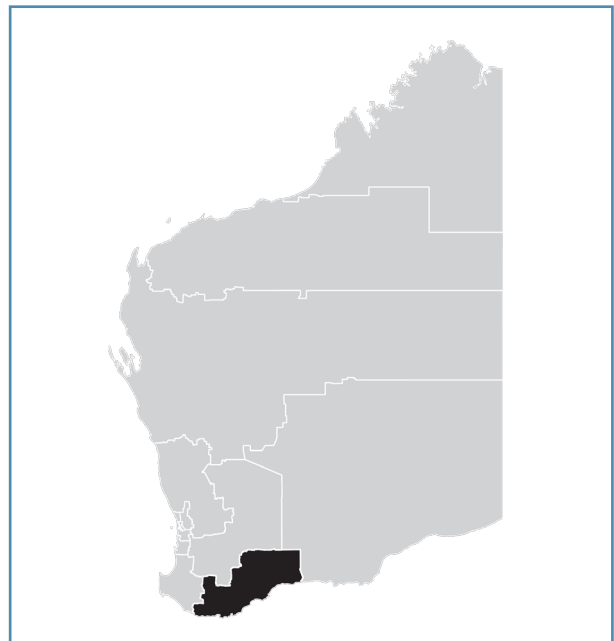


## GOLDFIELDS

- 18 venues (1 remote)
- 6 partner LGAs
- 90% of venues where female football is played are not female friendly
- 15% of ovals rated in very poor condition
- 57% of showers in change rooms are open

### INFRASTRUCTURE PRIORITIES

1. Provide inclusive change rooms and amenities where all female football is played.
2. Increase the size of player change rooms and amenities to meet preferred guidelines.
3. Work with local government and co-tenants to improve the condition of existing playing surfaces.
4. Improve umpire amenities.



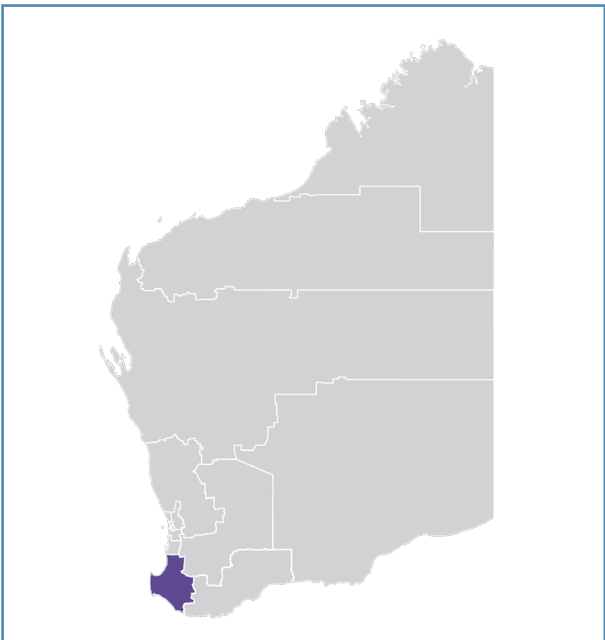
## GREAT SOUTHERN

- 14 venues (1 regional)
- 7 partner LGAs
- 60% of venues where female football is played are not female friendly
- 73% of local club venues with < 50 lux lighting
- 60% of player amenities below preferred guidelines.

### INFRASTRUCTURE PRIORITIES

1. Provide minimum standard floodlighting for training at all club level venues.
2. Increase the size of player change rooms and provide compliant amenities for all gender use.
3. Improve umpire amenities.
4. Improve drainage to existing playing surface at local club venues where required.



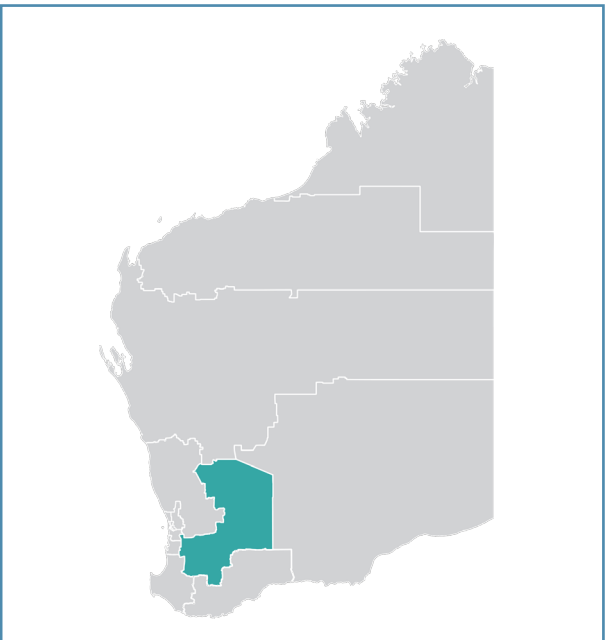


**SOUTH WEST**

- 33 venues (1 regional)
- 13 partner LGAs
- 73% of venues where female football is played are not female friendly
- 23% of local club venues with < 50 lux lighting
- 69% of umpire rooms not female friendly

**INFRASTRUCTURE PRIORITIES**

1. Provide inclusive change rooms and amenities where all female football is played.
2. Provide minimum standard floodlighting for training at all club level venues.
3. Improve umpire amenities.
4. Ensure the appropriate level of amenities are provided at the regional level venue in Bunbury (Hands Oval).



**WHEATBELT**

- 26 venues (1 regional)
- 21 partner LGAs
- 15% of local club venues have no umpires rooms
- 28% of local club venues with < 50 lux lighting
- 73% of change rooms are not female friendly

**INFRASTRUCTURE PRIORITIES**

1. Provide minimum standard floodlighting for training at all club level venues.
2. Provide compliant change rooms amenities for all gender use.
3. Construct new and enhance existing umpire amenities.
4. Provide inclusive change rooms and amenities where all female football is played.

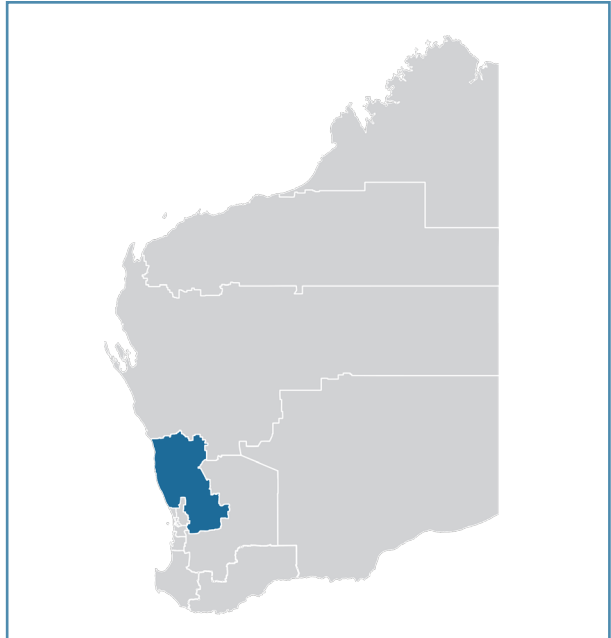


### MID WEST

- 14 venues (4 regional)
- 9 partner LGAs
- 44% of venues where female football is played are not female friendly
- 16% of local club venues have no umpire rooms

#### INFRASTRUCTURE PRIORITIES

1. Provide inclusive change rooms and amenities where all female football is played.
2. Increase the size of player change rooms and provide compliant amenities for all gender use.
3. Improve umpire amenities.
4. Ensure the appropriate level of amenities are provided at the four regional venues.



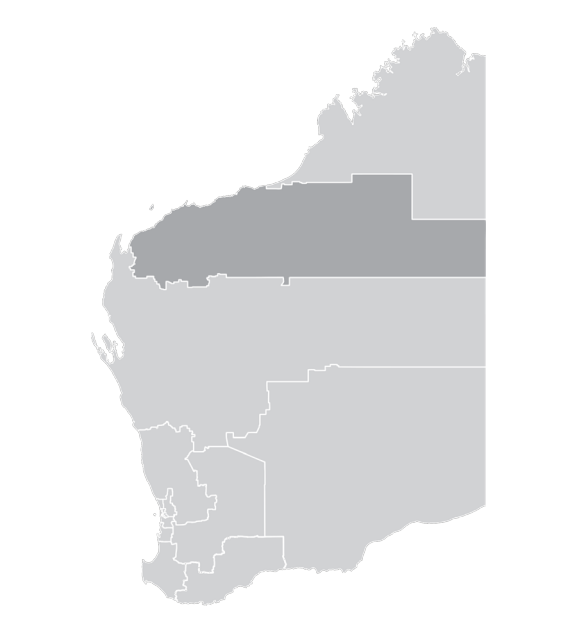
### MIDLANDS

- 27 venues
- 22 partner LGAs
- 67% of umpire rooms are not suitable for females
- 27% of local club venues with < 50 lux lighting
- 56% of showers in change rooms are open

#### INFRASTRUCTURE PRIORITIES

1. Provide minimum standard floodlighting for training at all club level venues.
2. Improve umpire amenities.
3. Increase the size of player change rooms and provide compliant amenities for all gender use.



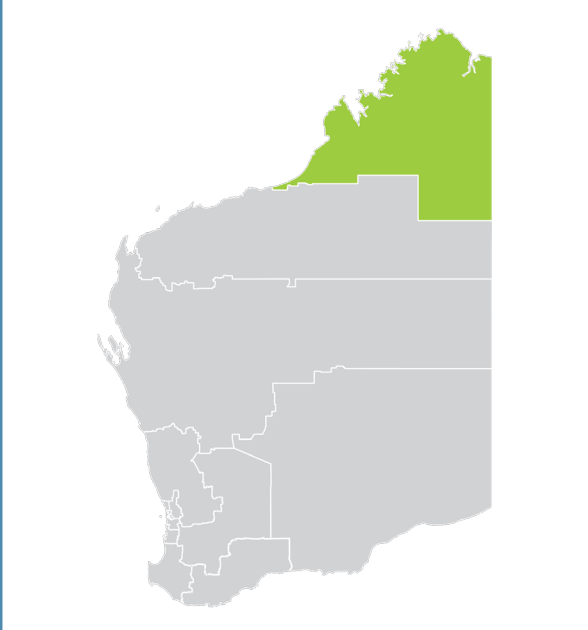



### PILBARA

- 16 venues
- 4 partner LGAs
- 69% of venues where female football is played are not female friendly
- 31% of ovals rated in only moderate condition

#### INFRASTRUCTURE PRIORITIES

1. Provide compliant change rooms amenities for all gender use.
2. Work with local government and co-tenants to improve the condition of existing playing surfaces.
3. Ensure basic club and player amenities such as pavilions and change rooms are provided.



### KIMBERLEY

- 10 venues
- 4 partner LGAs
- 90% of venues where female football is played are not female friendly
- 60% of player amenities below preferred guidelines
- 45% of ovals rated in only moderate condition

#### INFRASTRUCTURE PRIORITIES

1. Provide inclusive change rooms and amenities where all female football is played.
2. Increase the size of player change rooms and provide compliant amenities for all gender use.
3. Ensure basic club and player amenities such as pavilions and change rooms are provided.





# IMPLEMENTATION AND FUNDING





# IMPLEMENTATION PROGRAM

The WAFC Strategic Facilities Plan is an aspirational 10-year plan designed to be practical and realistic in its implementation, with key actions to be delivered between 2020 to 2030. Stakeholder wide commitment to implementation, communication, cooperation, involvement and ownership of recommended priority areas and supporting actions will be essential to the future sustainability and growth of football.

## IMPLEMENTATION 2020 TO 2022

STRATEGY	NO.	RECOMMENDATION	2020	2021	2022
<b>Getting more out of existing facilities</b>	1.1	Work collaboratively with local government to ensure all clubs have access to training standard lights	✓	✓	✓
	1.2	Work collaboratively with local government to increase the number of venues with match capable lighting	✓	✓	✓
	2.1	Prioritise the upgrade and conversion of player change rooms and umpire amenities to cater for all gender use.	✓	✓	✓
	2.2	Support the delivery of AFL preferred modular change rooms in key regions to meet amenity provision gaps and provide stakeholders with a high quality, cost efficient option.	✓	✓	✓
	3.1	Identify projects where ground capacity and participation can be increased by upgrading playing surfaces through improved drainage, irrigation and grass types.	✓	✓	✓
<b>Enhancing relationships with our stakeholders</b>	4.1	Establish a Local Government Reference Group to be the key consultative forum.	✓		
	4.2	Establish Communication and Engagement Plan for Local Government.	✓		
	4.3	Work with Local and State Government to establish a State-wide Project Framework and Regional Plans for priority regions.	✓	✓	✓
	4.4	Host LGA forums and workshops to guide best practice and innovation.	✓		
	5.1	On behalf of leagues and clubs, the WAFC to have a greater involvement in the planning, funding and delivery of projects involving local government.	✓	✓	✓
	5.2	Provide ongoing training, education and facility planning tools to leagues and clubs that enables them to understand the process and requirements for securing funding for an infrastructure project.	✓	✓	✓
	6.1	Using the preliminary findings in the WAFL Facilities Review, undertake a business case that further identifies the commercial needs and opportunities at WAFL facilities.			✓
	6.2	Establish suitable alternate grounds to ensure all WAFL and Talent programs are catered for.		✓	✓
<b>Develop facilities that meet demand and to establish a home for football for the WAFC</b>	7.1	Partner with LGAs on the future planning and development of football facilities to accommodate future population growth.	✓	✓	✓
	7.2	Partner with metropolitan LGAs and the education sector for shared access to new or existing facilities.	✓	✓	✓
	8.1	Undertake a detailed review of country football facilities and identify suitable locations for the establishment of regional football hubs.	✓	✓	
	9.1	Commence planning and support from relevant stakeholders and agree on a site for the future home of the WAFC.	✓	✓	



## IMPLEMENTATION 2023 TO 2025

STRATEGY	NO.	RECOMMENDATION	2023	2024	2025
<b>Getting more out of existing facilities</b>	1.3	Maximise the number of ovals providing match quality lighting to deliver greater participation opportunities and flexible match fixturing.	✓	✓	✓
	2.3	Explore opportunities for football to secure access to school facilities where LGAs have limited capacity to meet facility provision gaps.	✓	✓	✓
	3.2	Investigate the potential use of synthetic or hybrid surfaces by developing a business case with a local government partner. Conduct pilots in high traffic areas such as goal squares.	✓		
<b>Enhancing relationships with our stakeholders</b>	4.5	Undertake regular engagement with WALGA, Metropolitan Area Recreation Area Advisory Group (MARAG) and other relevant groups.	✓	✓	✓
	4.6	Maintain a State-wide Project Framework.	✓	✓	✓
	4.7	Establish up to date Regional Plans in all regions.		✓	
	5.3	Collectively lobby for investment into identified regional level venues. These venues support wider catchment areas, host events and league finals, provide player pathways and commercial opportunities.	✓	✓	✓
	5.4	Complete annual audit updates to support the assessment of priorities including tracking core facility elements of school grounds.	✓	✓	✓
	6.3	Based on the outcomes of the WAFL business case, establish a rolling capital works plan with identified stakeholders that delivers community and commercial outcomes at WAFL facilities.	✓	✓	✓
	6.4	Establish a minimum of 2 x AFL Tier 2 venues as home venues for AFLW Clubs and AFL Pre Season matches.	✓	✓	✓
<b>Develop facilities that meet demand and to establish a home for football for the WAFC</b>	7.3	Seek future opportunities to develop additional football facilities within growth area LGAs and at school sites. Partner with metropolitan LGAs and the education sector for shared access to new or existing facilities.	✓	✓	
	8.2	Improve the overall quality and sustainability of country football venues by rationalising underutilised facilities, and exploring opportunities to develop shared community facilities.	✓	✓	✓
	9.2	Secure funding partners and undertake a detailed planning and design process for the development of a new facility for the WAFC.	✓	✓	



## IMPLEMENTATION 2026 TO 2028+

STRATEGY	NO.	RECOMMENDATION	2026	2027	2028+
Getting more out of existing facilities	1.4	Develop a funding model that supports the use of LED lighting to reduce the operating and maintenance costs for LGA's and Clubs.	✓		
	3.3	Project partners collaborate on options for access of under-utilised venues that could support increased oval demands.	✓	✓	✓
Enhancing relationships with our stakeholders	4.8	Work with all levels of Government to understand priorities leading into the future planning period of 2030 and beyond		✓	✓
	5.5	Establish a sustainable funding model to maximize club and league investment into facilities	✓	✓	✓
	6.5	Ensure every WAFL facility has a balance of community and commercial offerings that meet local and regional demand and supports the long term sustainability of WAFL clubs.			✓
	6.6	All regular WAFL Venues upgraded to be in line with State requirements as per the AFL Preferred Facility Guidelines.	✓	✓	
Develop facilities that meet demand and to establish a home for football for the WAFC	7.4	By 2030 secure access to 10 new football venues in high metropolitan growth areas to accommodate the future needs of football.			✓
	8.3	Deliver a minimum of 3 country region football hubs that provide a talent pathway for country players, coaches and umpires. These facilities could also potentially house league headquarters.			✓
	9.3	Deliver the new home for the WAFC that will include access to: <ul style="list-style-type: none"> <li>• Office accommodation</li> <li>• State Level Football Facilities</li> <li>• Community Football access</li> </ul>		✓	





# FUNDING PARTNERSHIPS

The estimated amount of investment required to ensure all current football venues are meeting the AFL’s preferred standards for the level of football being played is \$170m. Key areas requiring this investment include:

Player change rooms (home and away)	\$111,000,000
Pavilion / clubroom improvements	\$23,000,000
Field lighting	\$20,000,000
Umpire amenities	\$13,000,000
Other (playing fields and kiosk)	\$3,000,000

## PROPOSED FUNDING MODEL

The WAFC will lead the identification and development of football projects and adopt a collaborative approach to the funding and delivery of these projects with relevant stakeholders. The WAFC and AFL will support football projects that align with our strategic priorities (pending funding availability).

The Australian Football Facilities Fund (AFFF) is set up to assist the football community to secure a financial commitment from non-football stakeholders such as government and business organisations. The fund is specifically designed to invest in the improvement of existing or development of new football facilities and offers up to \$100,000 per project.

As a guide, for football projects under \$1m that align to WAFC and AFFF objectives, the following funding model will be explored as a starting point.

- AFL funding (via AFFF)
- Local government (via individual capital works funding)
- State government (via CSRFF)
- Local club (via sinking fund)
- Other funding sources – e.g. other facility users, state or national sporting bodies Federal Government, commercial sponsorship or in-kind (where LGA permits).

## OUR APPROACH

Acknowledging that football has a limited capacity to contribute to overall project costs, the WAFC is committed to building strong partnerships with all stakeholders involved, including other sports, in order to maximise investment and outcomes. A detailed planning approach will support our ability to prioritise projects and drive investment into the areas that need it most.





# INVESTMENT PRINCIPLES

The following table includes a number of principles that will be used to assess the capacity of football to invest in facilities. These principles will help to ensure that projects being considered are supported by sufficient evidence and will provide healthy and sustainable sport and community outcomes.

1. Facility condition rating from the WAFC Facility Audit provides evidence to support the need for the project.
2. Football stakeholders have demonstrated their capacity to co-contribute (financial and/or in kind) to the proposed project.
3. Football stakeholders demonstrate sound planning and reports to an annual budget.
4. The tenant club has implemented the required policies and procedures as set by the WAFC, associated leagues and LGAs.
5. The tenant club supports diversity (for example junior, youth and/or senior female football teams, all abilities or a high number of Aboriginal players).
6. The tenant club has an MOU in place to ensure a clear Junior to Senior pathway is provided to its players.
7. Football stakeholders actively participate in industry training, club development and accreditation initiatives.
8. Football stakeholders have the ability to pay their debts as and when they fall due.





WEST AUSTRALIAN  
FOOTBALL COMMISSION INC.