



FOOTBALL
WEST





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footballwest.com.au

Chairman's Report

SHERIF ANDRAWES
CHAIRMAN FOOTBALL WEST



When we reflect on the 12 months since my first annual report as Football West Chairman, one issue has dominated the landscape, COVID-19.

The impact of the pandemic was unavoidable and football copped its share along with the whole community. To date, Western Australia might have fared better than most places, but we were not untouched. Even now, the recent lockdown has shown how quickly things can change and the impact it has on the whole community.

When football was suspended across Australia in March 2020, there were fears we might not have a season and there would be a long-term impact on all levels of the game. Registrations were barely out of the gate and we were all put under a new level of pressure.

Football West, like many, was significantly impacted, which led to significant business changes and reforms. But the team did a great job to plot a course through the difficult and uncharted waters as they worked with all levels of

the community including government, partners, clubs, associations and other stakeholders. The support and resilience from our football community was outstanding to ensure that games were played in 2020 across Western Australia.

On the back of tough decisions, changes and reforms, we worked hard to provide support to our community in ensuring that the game is a great experience and accessible to all.

The initiatives included Club Assistance Packages totalling over half-a-million dollars to ensure our game and our 250-plus clubs across Western Australia remained viable. Later in the year Football West implemented other initiatives, such as the Building Stronger Clubs Program, Empowering People Scholarship Fund and the Community Grants Directory.

We also began a State wide facilities audit of clubs and associations, enabling us to better plan and advocate for facility investment across Western Australia.

Considering where we were this time last year and what could have happened, it is pleasing we have so much to celebrate.

The fact we completed a season should not be downplayed. There was compromise, especially in regard to some of our senior competitions. But players, coaches, officials and supporters all worked so well together for the benefit of the game and there is plenty we can take forward from the experience.

An undoubted success story was the maiden NPLWA Women's competition. The introduction of the new top league will continue to lift the standard of the female game. Its popularity was supported with the high number of live stream figures of Women's NPL matches.

The expanded Finals Series/Top Four Cup was also a winner. We had a terrific three nights at Dorrien Gardens in October, as fans flocked to the home of Perth SC for the Men's State League and Men's and Women's NPL cup finals.

Football West launched two new platforms in 2020. Kick It. Football offers a series of small-sided opportunities, while Switch on Sport is where Football West's e-series competitions are run.

Away from our competitions, there were two major football announcements in June which affected WA.

The first was Premier Mark McGowan confirming that the WA State Government was matching the Federal Government and committing the \$16.25m balance towards the building of the State Football Centre at Queens Park in Cannington. The news that football in WA will have its own home has been long-awaited and, as I said at the time, a game changer.

It means we will at last have a 'Home of Football': where we can provide a location for high-performance training, community programs and house Football West's administration facilities.

The State Government-led project is set to be completed in time for the 2023 Women's World Cup, which leads us into the second announcement. That came at the FIFA headquarters in Zurich, when FIFA President Gianni Infantino declared on Zoom that Australia and New Zealand would host the event.

Australia superstar Sam Kerr fronted the media at Perth's HBF Park, backed by five local players with Junior Matildas and Young Matildas experience. This collection of female

football talent in Western Australia was hopefully also a glimpse into the future, with a World Cup in WA inspiring the next generation of stars.

I mentioned earlier how Football West had worked with a number of parties including our partners, and their support was invaluable through the uncertain months. Many of our planned activations and tours were unable to proceed, so it was great to see widespread initiative to make things happen. The Gold Fields WA State Dream Teams, the Hyundai Design-a-Car competition and the NAIDOC Ball Design competition with the Insurance Commission were just some examples of what we achieved.

Gold Fields, Hyundai and the Insurance Commission are three of our valued partners. The Department of Local Government, Sport and Cultural Industries has been a great supporter of Football West for a number of years and were behind the Regional Football Festival in the Great Southern, along with the City of Albany. Healthway has also been a long-term partner. We are extremely proud of these relationships and the same applies to Besteam Sport, All Flags Signs and Banners, Imagine Cruising and Crystalise.

Football West is also linked with leading community mental health organisation Richmond Wellbeing through its Bouncing Back program, which will help clubs identify and provide support to any members who may be doing it tough.

I would like to acknowledge the work of our Zone Representatives and Standing Committee members, plus associations, tribunal members, clubs, presidents, coaches, players, match officials, volunteers and parents.

I also want to pay tribute to the efforts of CEO James Curtis and his Football West team, and the Board – Deputy Chairman William Golsby and Directors Jason Petkovic, Amy Johnson, Elizabeth Tylich, Andrea Hoskins and Richard Marshall.

Looking forward, there are still many challenges in front of us. But because of the strength and resilience of the WA football community, I am confident 2021 will see our sport continue to take great strides forward.

Yours sincerely,

SHERIF ANDRAWES
CHAIRMAN

Social



25m

reached across digital platforms



21%

increase in social media followers (over 42.5k)



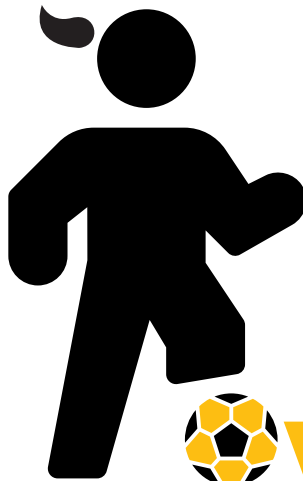
75%

increase in video views (over 1.75m)

LIVE STREAM OVER

5 MILLION

IEWS



Participants ¹

45% Increase

in female participation across competitions and programs

Participants ²

over 96,000

registered and affiliated members

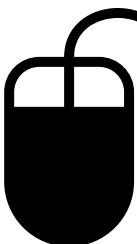


Participants ³

62% Increase

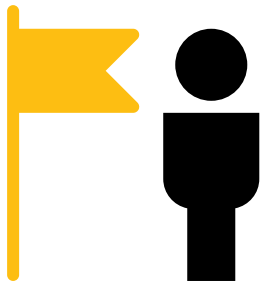
in players from priority diversity groups

E-Gaming



E-GAMING

750 REGISTRATIONS



Volunteers

More than **\$58** Million

of equivalent volunteer time across WA football in 2020

Facilities

More than **\$48.5** Million

in facility investment to support football participation in WA



Teams

More than **3,500** formal teams



Referees



1,800

hours of equivalent referee development courses and programs

Regional Services

Regional Development Officer in each region of WA
first time in history



Coaches

1 Over **4,900**

volunteer coaches across Western Australia



2 **550+**

coaches undertook coaching development

3 Over **50** coaching courses delivered and equivalent of more than

6,400 hours of coach development

Programs

Over **\$100,000**

of Building Stronger Clubs sponsored projects



2 **60**

scholarships awarded through the Empowering People Program



FOOTBALL WEST STRATEGIC PLAN 2018 - 2022



FOOTBALL
WEST

We will act with **mutual respect** in every interaction we undertake.

We will apply **fair play** and honesty in every decision we make.

We will pursue **excellence** in everything we do.

OUR MISSION

We support your football journey.

OUR VISION

We make the game accessible and a great experience for all.

OUR VALUES

We act with mutual respect, fair play and excellence.

TO DELIVER OUR MISSION AND VISION, OUR **STRATEGIC FOCUS** FOR 2018 - 2022 WILL BE:

Developing the game by

EMPOWERING CLUBS

- A 'Good Practice Guide' is developed for Clubs.
- All levels of the game are serviced well.
- Clubs have access to excellent resources, and are equipped to deliver sustainable growth of the game.
- Diversity is encouraged and celebrated with the Football West community.

IMPROVED FACILITIES

- A home for WA Football is secured.
- A strategic approach to facilities planning.

A BLUE-PRINT FOR GROWTH

- Programs and products are prioritised.
- A regional service model is in place.
- A five year growth forecast is completed to inform resource requirements and geographical spread.
- A long term vision for football in developed.

Outstanding delivery through

A VALUES-LED CULTURE

- Everyone understands and supports a new way of thinking.
- We have a strong and supportive Board.
- Our internal and external communication is professional, targeted and reflects the values of Football West.

CAPACITY TO DELIVER

- Our approach to People Management ensures we have the right team, with the necessary skills and knowledge, to deliver on our mission, vision and values.
- We have the right infrastructure to support delivery of our priorities.
- Football West has a strong governance framework across all tiers of the organisation.

STRONG PARTNERSHIPS

- Our approach to stakeholder management reflects our broad mix of stakeholders.
- We have productive partnerships with our stakeholders.
- True collaboration exists with key external partners.

News

EMPOWERING CLUBS... IMPROVED FACILITIES... BLUEPRINT FOR GROWTH... VALUES-LED CULTURE... CAPACITY TO DELIVER

State Football Centre

“The World Game has been without a ‘home’ for too long here in Western Australia. The facility will cater for all levels of football, from grassroots community programs to high-performance games and be the best place for elite training.”

On 14 June, 2020, Premier Mark McGowan announced a \$16.25million commitment to build a Home of Football in WA. This matched a previous pledge from the Federal Government and ensured the necessary funds for the State Football Centre were available.

This indeed will be a game changer for football in Western Australia.

The State Football Centre, which will be located in Queens Park in Cannington, is scheduled to be completed by 2023, when Australia and New Zealand host the next Women’s World Cup and will be a great source of pride for our sport. But more than that, it will be a living, breathing home, one of the finest facilities of its kind in Australia, and will include elite and community training programs, female football programs, exchange programs with overseas teams - especially from Asia - and Indigenous programs.

Not long after the Premier’s announcement he was on hand to join Matildas and Chelsea FC superstar Sam Kerr at HBF Park to give reaction to FIFA’s decision to send the 2023 Women’s World Cup Down Under. Socceroos coach Graham Arnold was in Perth to promote his side’s game against Kuwait, which sadly fell victim to Covid.

Assistance packages and other support

Away from the excitement of the State Football Centre and successful Women’s World Cup bid, there was a lot of strain on clubs and associations in WA as the delay to the season hit registrations and revenues.

To help alleviate the pressure, Football West offered a number of assistance packages to assist clubs, associations, players and match officials throughout 2020 and beyond. More than half-a-million dollars’ worth of financial support was announced to help ease the burden on clubs and players leading into the 2020 season.

These included:

- **25% reduction in match fees for clubs**
- **25% reduction in competition team entry fees**
- **50% subsidy for personal injury insurance cost**
- **25% reduction in registration fees for referees**
- **the establishment of a financial hardship fund, which will cover all aspects of the game including courses, programs and club development**

The financial relief was attributed to each club, enabling it to determine how these benefits could be best passed on to assist their players, coaches and volunteers.

Football West also kept our members informed through our Covid Support Page, where we shared all of the latest Football West, FFA and Government news and links on what was happening in regard to a return to football, relevant restrictions and other useful information.

Building Stronger Clubs

The Building Stronger Clubs Program was launched to future proof the sport by having good practice clubs and associations that provide a better all-round experience for all.

Grants of up to \$1,500 were available to clubs and associations to strengthen in the following areas:

- **Governance**
- **Facilities Management**
- **Stakeholder Engagement (inc. Government, commercial, community)**
- **Volunteer Engagement Plan**
- **Marketing/Communications Plan**
- **Fundraising/Grant/Sponsorship Plan or Support**
- **Upskilling Boards and Committees**
- **Inclusive Practices**

Over \$100,000 worth of Building Stronger Clubs projects were supported by Football West.

The clubs who signed up for the program were:

Sorrento, South West Soccer Association, Perth Royals, Baldivis SC, Murdoch University Melville, South Perth Futsal Club, Westnam United, CAFC Perth Lions, Swan Districts Soccer Association, Dianella Spartans, Subiaco AFC (Subiaco City Junior Soccer Club), Broome Soccer Association, South Perth United, Kelmscott Roos, Curtin Football Club, Dianella White Eagles, Maddington White City, Mandurah City, Northcliffe United, Mindarie FC, Forrestfield United, Fremantle Wolves, UWA Nedlands, Balcatta and Bulgarra Glory Junior Soccer Club.

State Wide Facilities Audit

Football West commenced a State Wide Facilities Audit of all metro and regional football venues.

This entails visits to clubs to record what facilities they have and, more importantly, do not have.

The audit will help Football West evaluate the needs of clubs and associations and present their case for funding and investment to Government.

Community Grants Directory

As part of our efforts to continue to grow the game and increase support for all parts of the football community in WA, Football West developed a Community Grants Hub.

This highlighted the grants available for eligible associations, clubs, coaches, referees and players, with more than \$3m worth of funding available for eligible activities.

The Grants Hub made it easier for all parts of our game to find and access grant and sponsorship funding.

Empowering People Scholarship Fund

The Empowering People Scholarship Fund offered up to \$500 for individuals looking to get on coaching courses, referee courses and workshops, as well as training for volunteers working in the administration of clubs and associations.

More than 60 scholarships were provided.

Facility Guidelines

Football West issued a set of Facility Guidelines in 2020. These provided direction and guidance for clubs to engage in projects and developments with the correct professional services outlined.

Areas covered were: Building Development, Drainage and Irrigation, Field Markings and Equipment, Football Lighting, Grass Field Maintenance, Project Management, Provider Procurement and Management, Scoreboards and Synthetic Fields.

Referee Registration

Retaining referees and investing in our match officials is vital to the growth of our game and in 2020 Football West slashed the cost of becoming a referee to just \$150.

This included registration on a Level 4 course, a referee starter pack containing flags, red and yellow cards and whistle, full uniform and registration fees so that on completion of the course any new referee is ready to take the field.

Previously the cost to become a senior referee was around \$600.

Existing referees are supported with a 25% reduction in their fees for 2021 through the use of registration credits.

Hyundai Club Development Program

Football West ran a number of Club Development Program workshops at clubs and other locations leading in to the 2020 season which offered clubs expert advice on subjects such as:

- **Good governance**
- **Applying for grants**
- **Club committee roles**
- **Balancing the books**
- **Sponsorship, volunteers**
- **Social media and marketing**
- **Electronic Match Sheets**

Richmond Wellbeing

Football clubs in WA with members struggling with mental health issues can now get access to a crucial and potentially life-saving free support program, after Football West partnered with leading community mental health organisation Richmond Wellbeing.

The Bouncing Back program will help clubs identify and provide support to any members who may be doing it tough.

With suicide the biggest killer in the 18 to 40 demographic for men, the need for this tie-up to so many in the WA football community is clear.

United Reds Football League

The inclusive United Reds Football League is run by Football West in partnership with Inclusion Solutions, Telethon 7 Perth and the Manchester United Foundation.

The league is run for players of all abilities aged 9-12 who want to play in a fun environment. The clubs who made up the URFL in its first season were Victoria Park SC, Baldivis Districts FC, Maccabi SC, Western Knights SC and Dianella SC. In 2021 these clubs will be joined by Noranda City FC, Whitford City FC and Yanchep United FC.



Partnerships

Strong Partnerships

Football West's partnership program has grown from strength to strength in 2020. Throughout this difficult time, we welcomed our partner's flexibility on programs, events and partnership activations, which provided the team with exciting and challenging opportunities.



GOLD FIELDS

Gold Fields

Official Regional Partner

The Goldfields regional partnership continues to see growth, giving the opportunity to all participants across the region to fall in love with the beautiful game.

Thanks to Gold Fields' support, about two-thirds of the participating numbers in the sport were retained in the regional areas in 2020 despite the obvious challenges and at a time when other major sports like Australian Rules and Rugby Union were forced to shut down their seasons.

Gold Fields is a supporting partner for Country Camp and Country Week. In 2020, there were over 950 players from the respective junior associations involved in more than 250 matches at Country Week.

WA State Team Partner

Football West proudly showcases Western Australia through our representative teams: Men, Women, Amateur Men, WA Paras, Boys, Girls, Futsal and Regional, with over 200 players proudly wearing the Gold Fields logo in representative matches across the state this year.

In recent surveys at the Youth Challenge Tournament, 97% recognised Gold Fields as the WA State Team sponsor.

Nearly all National Championships were cancelled in 2020. However, at the start of the year, nine Gold Fields State

sides entered the 2020 FFA National Futsal Championships in Canberra - Boys U12 (two teams), U13, U14, U15 and U16; Men's U19 and Girls U13 and U15. And the Men's U19 team was the stand-out, reaching the final and collecting a silver medal.

In 2020 Football West and Gold Fields invited the public to vote for their Gold Fields State Dream Teams, the players and coaches who have represented WA Men's, Women's, Boys and Girls over the past 118 years. The competition attracted over 3,000 likes on Instagram and over 700 likes on Facebook.

Gold Fields kindly gifted four Samsung Galaxy Tablets for the Golden Ball competition.



HYUNDAI

Hyundai

After Covid scuppered last year's Hyundai WA Community Raffle, Football West and Hyundai are looking forward to an even bigger and better community raffle in 2021, with clubs once more retaining 100% of funds from ticket sales.

Hyundai is the name sponsor of Football West's elite talent programs, which were all very well supported.

The Hyundai TSP had 200 boys and girls in the program in 2020, with programs delivered in metropolitan Perth plus Albany, Midwest, Kalgoorlie and Leeuwin.

The Hyundai National Training Centre for Girls season was celebrated at the Osborne Park Hyundai showcase venue.

Football West and Hyundai successfully delivered the Design the Hyundai Football Car of the Future competition. The competition went out to 500 schools with a prize pool of \$2500. The two competition winners were young schoolgirls Tha Len Sui and Storm Briffa, who with 10 school friends both enjoyed an hour's coaching session with Football West Head of Youth Football and former Perth Glory captain Gareth Naven.



Healthway

The Smarter than Smoking branding was proudly displayed at the Country Week event, engaging over 800 junior players with the support of the promotional marquee and merchandise giveaways.

The Healthy Club Pledge campaign was launched, kickstarting clubs to move towards healthy behaviours. Perth Glory Women's player Leticia McKenna was the ambassador for the Kicking Off Healthy Clubs initiative and she fronted several health awareness and skills tutorial videos. Our inclusive programs continued to make the game accessible and a great experience for all.



Insurance Commission of Western Australia

Insurance Commission

For the third successive year 2,000 footballs branded with the Belt Up road safety message were distributed to 160 clubs and associations across regional and metropolitan WA.

The Belt Up message featured on branded equipment used in development programs across the state, including Football West's inclusive programs focusing on all-abilities and multicultural development.

The first NAIDOC Ball Design competition was launched, with 500 custom-made balls distributed to clubs, communities and programs in Metropolitan and Regional WA, including over 20 communities in the Kimberley and Goldfields. Kimberley artist Hozaus Claire produced the winning design.

The annual Belt Up Round attracted over 40,000 views on Belt Up branded live stream matches, raising awareness of the Belt Up message across all female and male competitions throughout regional and metropolitan WA.

Football West's Belt Up Men's Amateur, Metropolitan and Masters Leagues had more than 7,000 registered players, wrapping up the season with more than 40 awards.



Department of Local Government, Sport and Cultural Industries

Department of Local Government, Sport and Cultural Industries

The DLGSC is a long-time supporter of Football West and in 2020 supported:

- The Industry Investment Program, which includes membership and participation growth, governance and club development
- The Regional Servicing Grant, which among other things supports capacity and capability to deliver sporting opportunities in regional areas
- The Great Southern Regional Festival of Football (Servicing Grant). This provides the region with access to the highest level of football within the State, promotes the benefits of sport and physical activity and promotes regional talent pathways



All Flags, Signs & Banners

All Flags Signs & Banners is our Official Referee Partner. All Flags also have naming rights to Football West's Referee Programs, Referee Academy, Referee Awards Evening and the prestigious Golden Whistle Award.



Besteam

Besteam

Besteam Sport Australia, our exclusive official apparel supplier, supplies an extensive range of teamwear for players, coaches, managers, referees and staff for all Football West programs, including the Gold Fields State outdoor and futsal teams.



Crystalise[©]

Crystalise

Crystalise supports Football West's Inclusive Development Program.



Evolution Sports Imports (Onside Sports)

In 2020, Evolution Sports was the exclusive ball supplier for Football West.

IMAGINE CRUISING

Imagine Cruising

Imagine Cruising sponsor the Football West Under 12 Junior competition.

Delivering

BLUEPRINT FOR GROWTH ... CAPACITY TO DELIVER ... STRONG PARTNERSHIPS

Throughout 2020, Football West worked hard to maintain engagement with our members.

Be it in the metro area or the regions, our team launched new platforms and delivered skill sessions, coaching plans, podcasts and other videos as we faced the challenges of lockdown.

Kick It. Football

In May last year, Football West launched Kick It. Football, a small-sided, alternative format for people to play football.

The programs offered under the Kick It. Football banner are:

- **Kick It. Skills**
- **Kick It. Fives**
- **Kick It. Sevens**
- **Kick It. World Cup**
- **Kick It. Walking**
- **Kick It. Beach**
- **Kick It. Street**
- **Kick It. Corporate**

The highlights of the year included:

Kick It. Skills is an after-school session for primary schoolchildren. Last year we had 700 children register and held over 200 sessions at 25 schools.

Kick It. World Cup was an 11-a-side competition which took place over seven weekends at Inglewood United's Perth Plasterboard Centre Stadium. Twenty sides entered the tournament, with Afghanistan beating Italy in the final.

Kick It. Corporate saw seven companies join Football West in entering teams at Perth's Langley Park. The HMO Property Co defeated Serco in the final.

Switch on Sport

Football West E Series joined the \$100 billion e-sport phenomenon when it launched the Switch on Sport gaming website.

In 2020 Football West hosted 14 FIFA competitions on both Xbox and PlayStation, attracting more than 200 competitors and giving out \$2,000 worth of prizes.

Regional Festival of Football

The Great Southern Festival of Football was originally scheduled for the end of April but was pushed back to August.

During the week, Football West hosted referee courses, school clinics and coaching courses in the region.

There were four Perth-based teams who made the trip to Albany to play NPL WA matches – men's sides Perth Glory and Sorrento, and Perth SC and Hyundai NTC in the women's competition.

All four sides took part in an open training session on the eve of the game, while match day attracted over 1,000 spectators.

The week was supported by the Department of Local Government, Sport and Cultural Industries and the City of Albany.

Football in the Great Southern has seen an 18% growth on 2019, with female participation up 60%.



Gold Fields Challenge

With the National Youth Championships in Coffs Harbour cancelled due to Covid, both the Gold Fields Boys and Girls took part in a Gold Fields Youth Challenge Tournament at Hartfield Park, Forrestfield, along with Perth Glory and ECU Joondalup NPL boys sides.

Country Week, Country Camp

The 2020 Country Week attracted over 60 teams and almost 700 players from around to state for the week-long festival at Yokine Reserve.

Gold Fields Unit Manager: Stakeholder Relations Eddie Sheppard, Football West Chairman Sherif Andrawes and Football West CEO James Curtis presented the medals.

Country Week is a key pillar of Football West's Regional Talent Development framework for players from U11s to U15s. Players identified went straight into Country Camp, an intense training environment under the guidance of accredited Football West coaches as well as selected regional coaches who are mentored during this time. The Country Camp teams played matches against Hyundai TSP Metro sides at Gibbney Reserve.

In the Regions

Football West spent an incredible five days in the Kimberley in December delivering clinics in communities such as Ngalangangpum School in Warmun and Fitzroy Valley District High School in Fitzroy Crossing.

There was also facility planning with Kununurra Soccer Association, meeting local government and talking to the hard-working volunteer community about the future of football in the North West.

Kimberley has seen remarkable growth in its Aboriginal Health Program in 2020, with over 13,000 participants in programs delivered in major towns and remote communities. These programs are delivered in conjunction with health services to promote community health and wellbeing messages.

Despite Covid 19, the junior programs in our West (Broome) and East (Kununurra) hubs have remained high and are continuing to grow.

Football West purchased full-size and youth goals and portable goals to Wyndham, Warmun, Hall Creek, Fitzroy Crossing, Derby and Broome.

In the South West football West ran more 10 workshops and FFA courses during the 2020 season with more than 100 coaches attending.

Over 100 players attended the Football West Training Centre in Margaret River and Busselton during the 2020 season.

In the Pilbara, Football West launched the Kick It. Sevens program and held a free clinic for 60 children.

In the Great Southern, the Denmark Training Centre had more than 40 players, while we started and maintained a female playing and coaching network in Katanning. Football West delivered coaching workshops and training to 25 women and girls in Katanning.

Football West also held clinics in the Midwest and Goldfields with the respective Hyundai Midwest Talent Support Program groups.

The Midwest TSP was a pilot program in 2020 with 16 male players and 14 female players participate

The Midwest Walking Soccer Mixed Social Competition was an eight-week tournament. There was also a school seven-a-side joint program with the GJSA that is run every year.

Geraldton Sporting Aboriginal Corporation teamed with Football West to provide a free weekend five-a-side junior competition for boys and girls.

Further up the coast, Football West and the Carnarvon Junior Soccer Association will work towards implementing the playing experience for all participants in playing format, introduction of Hyundai Skills Acquisition Phase (SAP) and Board Governance.

In Kalgoorlie, there was a double-header between the Geraldton Junior Soccer Association's men's and women's teams taking on the Gold Fields Men's State Amateur Team and Northern Redbacks respectively.

Football West would also like to acknowledge the Regional Participation Officers who ran virtual training sessions on the Football West Facebook page during lockdown measures.

Awards

Football West congratulates all award winners for 2020

AWARD	WINNER
Men's Gold Medal	Dean Evans (Floreath Athena) Giodano Colli (Perth Glory)
Women's Gold Medal	Katarina Jukic (Murdoch University Melville)
NPLWA Ron Tindall Men's Coach of the Year	Scott Miller (Cockburn City)
NPLWA Men's Golden Boot	Danny Hodgson (ECU Joondalup)
NPLWA Men's Goalkeeper of the Year	Alex Dunn (Inglewood United) Luke Radonich (Cockburn City)
Dylan Tombides Young Player of the Year	Giodano Colli (Perth Glory)
NPLWA Women's Coach of the Year	Peter Rakic (Murdoch University Melville)
NPLWA Women's Golden Boot	Katarina Jukic (Murdoch University Melville)
NPLWA Women's Goalkeeper of the Year	Gabrielle Dal Busco (Balcatta) Miranda Templeman (Hyundai NTC)
Men's State League Division One Player of the Year	Oscar Thompson (Mandurah City)
Men's State League Division One Coach of the Year	Ivan Zuvela (Western Knights)
Men's State League Division One Golden Boot	Gavin Knight (Stirling Lions)
Women's State League Division One Coach of the Year	Stephen Suttie (South West Phoenix)
Women's State League Division One Golden Boot	Nicole Suttie (South West Phoenix)
Belt Up Amateur Premier League Player of the Year	Adam Giannasi (Joondalup United)
Belt Up Amateur Premier League Coach of the Year	Alex Carter (North Perth United)
Belt Up Amateur Premier League Goalkeeper of the Year	Jamie Serra (North Perth United)
Belt Up Amateur Premier League Golden Boot	Adam Buckley (Joondalup United)
Women's Amateur Golden Boot	Tiahna Atkins (Northern Redbacks)
Women's Amateur Coach of the Year	Beau Allen (Fremantle City)
David Cantoni Disabilities in Football Player Achievement	Chris Johnstone
David Schrandt Volunteer of the Year	Mick Owens

Competitions

EMPOWERING CLUBS ... BLUEPRINT FOR GROWTH ...

Last year saw the first National Premier Leagues WA – Women’s competition, with eight teams taking part – Balcatta, Curtin University, Fremantle City, Murdoch University Melville, Northern Redbacks, Perth Soccer Club, Subiaco plus the Football West Hyundai NTC side.

The campaign was a major success and live stream figures often outstripped those of the Men’s NPL.

The maiden champions were MUM FC and they also supplied the Gold Medal winner and Golden Boot winner in Katarina Jukic.

The NPLWA – Men’s league was played across 11 matches, before the competition was split in half for the final five weeks.

When the dust settled, we had a new name on the trophy. ECU Joondalup clinched the title on the final day thanks to their win over Sorrento and Floreat’s home loss to Cockburn City.

There was some consolation for Floreat skipper Dean Evans, who shared the Gold Medal with Perth Glory’s Giordano Colli. Danny Hodgson of ECU took out the Golden Boot.

In the pre-season Night Series, which was played before the Covid-enforced break, finals night took place at Perth Plasterboard Centre Stadium. Fremantle City won the women’s decider while Perth SC triumphed in the men’s.

Both of the Men’s State League Divisions followed the format of the men’s NPL, with a split after 11 rounds. Olympic Kingsway won the Division One title, while Carramar Shamrock Rovers took the Division Two crown. Western Knights won the Men’s State League Night Series.

The Women’s State League title went to South West Phoenix.

In the Belt Up Amateur Premier Division, North Perth United were champions for the second time in three years, while Fremantle City lifted the Women’s Amateur Division trophy.

Football West held its first Finals Series at the end of the league season.

It was along the lines of the traditional Top Four Cup and culminated in a bumper finals weekend at Dorrien Gardens, which proved a real winner with supporters.

In the Men’s NPL final, Floreat gained revenge for their Night Series defeat with victory over Perth SC. Northern Redbacks prevented Fremantle City from doing a cup double by taking out the Women’s NPL final on penalties.

Olympic Kingsway won the Division One final, Carramar the Division Two as both sides completed league and cup doubles.

In all there were nine finals across three days and nights. The other winners were Bayswater City (Men’s NPL 20s and 18s); Fremantle City (Women’s 23s); Subiaco (Men’s Div One Reserves and 18s); Kingsley Westside (Men’s Div Two Reserves); Wanneroo City (Men’s Div Two Reserves).



Referees

BLUEPRINT FOR GROWTH ... CAPACITY TO DELIVER ...

Referees were appointed to more than 9100 games in 2020.

We had 510 referees last year including 35 female referees and 229 youth referees.

We had the first all female ref and assistants for an NPL game when Fremantle City and Balcatta met in the Women's NPL.

Post-Season Referees Survey

COVID-19 has challenged us to find new ways to engage the refereeing group and deliver our competitions, so in addition to identifying opportunities for improvement it is very pleasing that the survey also confirmed many significant wins achieved this year. Some highlights include:

Question	Overall Rating
Referees Department – level of knowledge	91.94%
Referee Courses – quality of presenters	90.79%
Level of RESPECT shown by fellow referees	91.55%
Quantity of games	90.79%
Referees Department support	90.79%
Planning to return next season	94.74%

It was also pleasing to see that the reported levels of RESPECT shown by players, team officials and spectators all improved significantly from 2019 following the introduction of temporary dismissals into junior competitions and yellow and red cards to team officials.

National Competitions

Adam Fielding enters his seventh season as an A-League referee. Josh Mannella (12th season), Arvin Shanmuganathan (fourth season) and Matthew Southern (sixth season) were retained on the panel of assistant referees and Shane Skinner (second season) was retained on the Fourth Official panel.

All Flags Referee Awards

Referee of the Year (Golden Whistle) – **David Bruce**

NPLWA Women's Referee of the Year – **Jessica Byrd**

Assistant Referee of the Year – **Arvin Shanmuganathan**

State League Referee of the Year – **Stephen Knight**

State League Assistant Referee of the Year – **Stewart Beattie**

State League Youth Referee of the Year – **Jamie West**

Amateur League Referee of the Year – **Albert Muyembe**

Junior League Female Referee of the Year – **Libby Caldwell**

Junior League Male Referee of the Year – **Parham Bahrami**

Referee Encouragement Award – **Filip Najdovski**



David Bruce Referee of the Year (Golden Whistle) & **Jessica Byrd** NPLWA Women's Referee of the Year



FOOTBALL WEST LIMITED

ACN 109 919 324

2020

SPECIAL PURPOSE

FINANCIAL STATEMENTS

FOOTBALL WEST LIMITED

FINANCIAL REPORT

For the year ended 31 October 2020

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GENERAL INFORMATION

The financial report covers Football West Limited (the Company) as an individual entity. The financial report is presented in Australian dollars, which is the Company's functional and presentation currency.

The financial report consists of the financial statements, notes to the financial statements and the directors' declaration.

The Company is a not-for-profit unlisted public company limited by guarantee, incorporated and domiciled in Australia. Its registered office and principal place of business are:

Registered office/ Principal place of business

1 Prospect Place
West Perth 6005
Western Australia

A description of the nature of the Company's operations and its principal activities are included in the directors' report, which is not part of the financial report.

The financial report was authorised for issue, in accordance with a resolution of directors, on 23 February 2021. The directors have the power to amend and reissue the financial report.

Your directors submit their report for the financial year ended 31 October 2020.

FOOTBALL WEST LIMITED

DIRECTORS REPORT

For the year ended 31 October 2020

The directors present their report, together with the financial statements, on the Company for the financial year ended 31 October 2020.

DIRECTORS

The following persons were directors of the Company during the whole of the financial year and up to the date of this report, unless otherwise stated:

Sherif Andrawes
Jason Petkovic
Will Golsby
Andrea Hoskins
Elizabeth Tylich
Amy Johnson
Richard Marshall

COMPANY SECRETARY

Rachael Gazis (BCom, CA) holds the role of Company Secretary and has held the position since 23 June 2015. Keith Wood (GIA(Cert)) also held the position of Company Secretary from 22 February 2018 and resigned on 19 May 2020.

NATURE OF OPERATIONS AND PRINCIPAL ACTIVITIES

Football West Ltd is a member of Football Australia and administers Football through the state of Western Australia. Football West promotes, provides and regulates football in Western Australia via managed competitions and development programs.

Football West Ltd is a not-for-profit Company and any profits, other income and property must be applied to promote its principal activities.

REVIEW OF OPERATIONS

The surplus for the year before appropriation to designated funds was \$2,099,552. The surplus after appropriation is \$29,367. (31 October 2019: loss of \$440,410).

SHORT-TERM AND LONG-TERM OBJECTIVES

The Company's Strategic Plan outlines the Company's objectives and overall strategic direction. This is influenced by a number of external funding partners such as the Department of Local Government, Sport and Cultural Industries and Healthway, the desire to be aligned with national initiatives, future activities of the FFA and our own analysis and environmental scan of what is happening throughout the state of Western Australia as it relates to football and more broadly sport.

FOOTBALL WEST LIMITED

DIRECTORS REPORT

For the year ended 31 October 2020

SHORT-TERM AND LONG-TERM OBJECTIVES (continued)

The Company's short-term objectives are:

- Support the WA Government in the development of the State Football Centre;
- Complete an audit of available facilities and complete a facilities development plan at a Club, Local Government and State level;
- Develop and implement a Local Government engagement plan to assist Clubs with local government interactions and facilities funding;
- Empower clubs and associations through the provision of products designed to inform the successful management of Clubs;
- Implement the regional service model for priority regions;
- Further develop the State Team program, including maximising opportunities for youth development in Asia;
- Provide opportunities for coaches and referees to provide services in Asia and continue strengthening relationships with Asia;
- Implement the product, program and structure reforms that form part of the future state strategy; and
- Improve the Company's capacity to deliver through implementation of internal practice enhancements.

The Company's long-term objectives are to:

- Make football accessible to all;
- Make football a great experience for all;
- Service all levels of the game well;
- Continue to empower clubs and associations to deliver sustainable growth of the game;
- Assist DLGSCI in the development of the State Football Centre and engage a strategic approach to facilities planning to improve facilities for football in WA; and
- Facilitate outstanding delivery through a value led culture, capacity to deliver and strong partnerships.

STRATEGIES

To achieve all the above objectives, the Company will adopt the following strategies:

- Ensure that Clubs have access to excellent resources, and are equipped to deliver sustainable growth of the game;
- Ensure that all levels of the game are serviced well;
- Prioritise programs and products and ensure that the Company has the right infrastructure to deliver these;
- Implement strong governance across all tiers of the organisation;
- Have productive partnerships with stakeholders; and
- Develop a long-term vision for Football.

FOOTBALL WEST LIMITED

DIRECTORS REPORT

For the year ended 31 October 2020

KEY PERFORMANCE MEASURES

The Company measures its own performance through the use of both qualitative and quantitative benchmarks. These benchmarks are used by the directors to assess the financial sustainability of the Company and whether the Company's short-term and long-term objectives are being achieved.

MEETINGS OF DIRECTORS

During the year ended 31 October 2020, nine meetings of Directors were held. Attendances were as follows;

NAME	No. Eligible to Attend	No. Attended	% Attended
Sherif Andrawes	9	9	100%
Jason Petkovic	9	9	100%
Will Golsby	9	7	78%
Andrea Hoskins	9	8	89%
Elizabeth Tylich	9	6	67%
Amy Johnson	9	8	89%
Richard Marshall	9	9	100%

INFORMATION ON DIRECTORS

Sherif Andrawes – Chairman

Sherif was elected as Football West Chair in April 2019 and has served as a Football West Director since July, 2012. He also served as Chair of the Finance and Audit Committee for five years.

Sherif Andrawes is the immediate past Chairman of accounting firm BDO (WA) and the Global Natural Resources Leader for BDO. Although born in Egypt he grew up in Scotland graduating from Glasgow University. Mr Andrawes commenced his career in 1987 with BDO in London before moving to Perth in 1997. He is a Fellow of Chartered Accountants Australia and New Zealand and a Fellow of The Institute of Chartered Accountants in England & Wales. He heads up the Corporate Finance team at BDO and is recognised as a leader in his field in Perth. He is also a Board Member of the Australia-Africa Minerals & Energy Group and President of the St Hilda's Foundation (Inc). Mr Andrawes has a long-time involvement with the sport as a former President and Life Member of East Fremantle SC, Committee Member of Perth SC, as well as coach and player at a number of clubs.

Jason Petkovic

Jason Petkovic is one of WA's greatest goalkeepers having played for the Socceroos on 16 occasions. After playing junior football for Spearwood Dalmatinac he moved to the National Soccer League with Adelaide City in 1993 before returning home to WA to join Perth Glory in 1999. His 177 games for Perth Glory were split by a spell in Turkey where he played for Konyaspor. After his retirement from the Hyundai A-League in 2009, Mr Petkovic retained a connection with WA football by volunteering his time to Cockburn City Soccer Club. Mr Petkovic is also a current goalkeeping coach for Perth Glory.

FOOTBALL WEST LIMITED

DIRECTORS REPORT

For the year ended 31 October 2020

William Golsby – Deputy Chairman

Mr Golsby has broad experience in sports administration, corporate governance, business and strategic planning, media, policy, marketing and government relations which have been gained in various parts of Australia.

Mr Golsby's current role is General Manager Corporate Affairs at RAC where he has responsibility for leading the strategic development, direction and management of the organisation's activities including government relations, sponsorship, community education, internal and external communications.

Before joining RAC, Mr Golsby was Chief of Staff for the Victorian Minister for Sport and Recreation and Veterans' Affairs. This role included strategic policy advice to the Minister, and the co-ordination and delivery of major sporting infrastructure and funding to community sport and recreation across Victoria.

Mr Golsby is a graduate from the Australian Institute of Company Directors and currently Chair of the AAA Public Policy Forum. He has been a Chief Executive Officer, Company Secretary and Director of a membership organisation, and more recently a Reference Group Member for the development of the SportWest Strategic Priorities for WA Sport.

Andrea Hoskins

Ms Hoskins has an extensive corporate background in the areas of strategy and business planning, mergers and acquisitions and general management across financial services, health care, and retail. Ms Hoskins has gained this experience in the diverse markets of Australia, UK, Africa and South-East Asia. Ms Hoskins is currently the Chief Operating Officer at Pioneer Credit, responsible for contact centre and digital revenue channels as well as a number of corporate functions including HR, L&D and marketing. Prior to this, Ms Hoskins spent ten years at HBF, WA's largest not for profit private health insurer, with roles spanning strategy, mergers and acquisitions, health and corporate services.

Ms Hoskins is a member of the Australian Institute of company Directors, and also serves as a Non-Executive Director on the Board of Screenwest.

Elizabeth Tylich

Ms Tylich is a commercial lawyer with over 19 years' experience with a particular focus on corporate governance, regulatory and legislative compliance, statutory interpretation and commercial contracting advice. She has extensive experience in working for the not-for-profit sector including providing training and advice to the boards of NFPs, government agencies and private companies on issues of governance, directors' duties, compliance, restructuring, constitutional change, meeting procedures and policies. Ms Tylich is currently a partner at Jackson McDonald and is a regular presenter in Perth for the Governance Institute of Australia Ltd in NFP regulatory compliance.

FOOTBALL WEST LIMITED

DIRECTORS REPORT

For the year ended 31 October 2020

Amy Johnson

Amy Johnson has extensive senior level experience in marketing transformation and stakeholder management across Australia and Asia. Ms Johnson was born and raised in regional Western Australia and has children currently playing football in Football West grassroots programs. Amy has been highly successful in achieving outcomes in various roles, including as Head of Marketing and Corporate Affairs Asia for National Australia Bank and Head of Customer Communications at Bankwest. Ms Johnson's skills in marketing and branding within Asia and experience within sport, particularly regional WA will be crucial to Football West in delivering against its Strategic Plan 2018 – 2022.

Richard Marshall

Richard Marshall has extensive experience over 26 years as a Chief Financial Officer, including several listed companies and most recently with the WA Cricket Association. He has also served as Company Secretary with a number of different entities.

Richard is the Chair of the Football West Finance and Audit Committee He was elected to the Board at the 2019 AGM.

Richard has a life-long interest in football, having played from an early age and coached after the end of his playing days. He is regularly seen at all levels of football matches around Perth from grassroots to Hyundai A-League.

FOOTBALL WEST LIMITED

DIRECTORS REPORT

For the year ended 31 October 2020

CONTRIBUTIONS ON WINDING UP


In the event of the Company being wound up; ordinary members are required to contribute a maximum of \$20 each.

AUDITOR'S INDEPENDENT DECLARATION

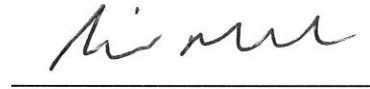
A copy of the auditor's independence declaration as required under section 307C of the *Corporations Act 2001* has been included on page 8, and forms part of this Directors' Report.

This report is made in accordance with a resolution of directors, pursuant to section 298(2)(a) of the *Corporations Act 2001*.

On behalf of the Directors



Sherif Andrawes
Chairman



Richard Marshall
Director

Perth

Date: 23 February 2021

Perth

Date: 23 February 2021



RSM Australia Partners

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AUDITOR'S INDEPENDENCE DECLARATION

As lead auditor for the audit of the financial report of Football West Limited for the year ended 31 October 2020, I declare that, to the best of my knowledge and belief, there have been no contraventions of:

- (i) the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.

RSM
RSM AUSTRALIA PARTNERS

Perth, WA
Dated: 23 February 2021

AL Whyte
ALASDAIR WHYTE
Partner

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING

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RSM Australia Partners ABN 36 965 185 036

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FOOTBALL WEST LIMITED

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the year ended 31 October 2020

	Notes	2020	2019
		\$	\$
Revenue	2	9,587,326	7,909,410
Total revenue		9,587,326	7,909,410
Depreciation expense		(95,083)	(109,737)
Employee benefits expense	3	(3,192,868)	(3,176,212)
Finance expense		(708)	(1,454)
Other expenses	3	(4,199,115)	(4,563,179)
Total expenses before impairment		(7,487,774)	(7,850,582)
Surplus before impairment and income tax expense		2,099,552	58,828
Impairment expense	8	-	(499,138)
Surplus/ (deficit) before income tax expense		2,099,552	(440,310)
Income tax expense		-	-
Surplus/ (deficit) after income tax expense for the year attributable to the members of Football West Limited		2,099,552	(440,310)
Other comprehensive income for the year, net of tax		-	-
Total comprehensive income for the year attributable to the members of Football West Limited		2,099,552	(440,310)
<u>Appropriation of surplus/ (deficit) for the year</u>			
Retained surpluses		29,367	(440,310)
Designated funds	21	2,070,185	-
		2,099,552	(440,310)

The accompanying notes form an integral part of these financial statements.

FOOTBALL WEST LIMITED

STATEMENT OF FINANCIAL POSITION

As at 31 October 2020

	Notes	2020	2019
		\$	\$
CURRENT ASSETS			
Cash and cash equivalents	4	4,046,405	1,660,276
Trade and other receivables	5	504,247	752,711
Inventories	6	41,291	56,375
Other current assets	7	69,468	451,517
TOTAL CURRENT ASSETS		4,661,411	2,920,879
NON-CURRENT ASSETS			
Property, plant and equipment	8	690,827	749,446
Intangible assets	9	33,214	29,586
TOTAL NON-CURRENT ASSETS		724,041	779,032
TOTAL ASSETS		5,385,452	3,699,911
CURRENT LIABILITIES			
Trade and other payables	10	1,339,344	1,789,857
Employee benefits	11	238,946	295,246
Financial liabilities	12	5,405	5,405
Provisions	13	134,925	59,800
TOTAL CURRENT LIABILITIES		1,718,620	2,150,308
NON-CURRENT LIABILITIES			
Financial liabilities	14	4,001	7,446
Provisions	15	34,141	13,019
TOTAL NON-CURRENT LIABILITIES		38,142	20,465
TOTAL LIABILITIES		1,756,762	2,170,773
NET ASSETS		3,628,690	1,529,138
EQUITY			
Retained surpluses		1,558,505	1,529,138
Designated funds	21	2,070,185	-
TOTAL EQUITY		3,628,690	1,529,138

The accompanying notes form an integral part of these financial statements.

FOOTBALL WEST LIMITED

STATEMENT OF CHANGES IN EQUITY
For the year ended 31 October 2020

	Retained Surpluses	Designed Funds	Total Equity
	\$	\$	\$
Balance at 1 November 2018	1,969,448	-	1,969,448
Deficit after income tax expense for the year	(440,310)	-	(440,310)
Other comprehensive income for the year, net of tax	-	-	-
Total comprehensive income for the year	(440,310)	-	(440,310)
Balance at 31 October 2019	1,529,138	-	1,529,138
Balance at 1 November 2019	1,529,138	-	1,529,138
Surplus after income tax expense for the year	2,099,552	-	2,099,552
Other comprehensive income for the year, net of tax	-	-	-
Total comprehensive income for the year	2,099,552	-	2,099,552
Transfer of designated funds	(2,070,185)	2,070,185	-
Balance at 31 October 2020	1,558,505	2,070,185	3,628,690

The accompanying notes form an integral part of these financial statements.

FOOTBALL WEST LIMITED

STATEMENT OF CASH FLOWS
For the year ended 31 October 2020

	Note	2020	2019
		\$	\$
Cash flows from operating activities			
Receipts from customers and funding bodies		9,273,198	7,841,730
Interest received		10,429	10,086
Payments to suppliers and employees		(6,851,085)	(7,255,084)
Interest paid		(707)	(1,454)
Net cash inflow from operating activities	20	2,431,835	595,278
Cash flows from investing activities			
Payments for property, plant and equipment		(43,921)	(95,346)
Proceeds from disposal of property, plant and equipment		1,660	4,248
Net cash outflow from investing activities		(42,261)	(91,098)
Cash flows from financing activities			
Loan repayments		(3,445)	(4,340)
Net cash outflow from financing activities		(3,445)	(4,340)
Net increase in cash and cash equivalents		2,386,129	499,840
Cash and cash equivalents at beginning of the financial year		1,660,276	1,160,436
Cash and cash equivalents at end of the financial year	4	4,046,405	1,660,276

The accompanying notes form an integral part of these financial statements.

FOOTBALL WEST LIMITED

NOTES TO FINANCIAL STATEMENTS

31 October 2020

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the periods presented, unless otherwise stated.

New, revised or amending Accounting Standards and Interpretations adopted

The Company has adopted all of the new, revised or amending Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new, revised or amending Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

Impact of Adoption

AASB 15, AASB 16 and AASB 1058 were adopted using the modified retrospective approach and as such comparatives have not been restated. There was no impact on opening retained surpluses as at 1 November 2019.

Basis of preparation

In the directors' opinion, the Company is not a reporting entity because there are no users dependent on general purpose financial statements.

These are special purpose financial statements that have been prepared for the purposes of complying with the *Corporations Act 2001* (Cth) requirements to prepare and distribute financial statements to the members of Football West Limited. The directors have determined that the accounting policies adopted are appropriate to meet the needs of the members of Football West Limited.

These financial statements have been prepared in accordance with the recognition and measurement requirements specified by the Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') and the disclosure requirements of AASB 101 'Presentation of Financial Statements', AASB 107 'Statement of Cash Flows', AASB 108 'Accounting Policies, Changes in Accounting Estimates and Errors', AASB 1048 'Interpretation of Standards' and AASB 1054 'Australian Additional Disclosures', as appropriate for not-for-profit oriented entities.

Historical cost convention

The financial statements have been prepared under the historical cost convention.

Critical accounting estimates

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 1(o).

FOOTBALL WEST LIMITED

NOTES TO FINANCIAL STATEMENTS

31 October 2020

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Cont.)

(a) Revenue

The Company recognises revenue as follows:

Accounting policy applicable from 1 November 2019

Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which the company is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the company: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Player registration and team entry fees

Player registration and team entry fees are collected from individuals and clubs at the commencement of the season to permit the players and the teams a right to take part in competitions managed by the Company.

Participant development programs

Participation fees are collected from individuals for representative team travel, training programs and education courses. Revenue is deferred until benefit is delivered to the individual. Fees collected are generally recognised as revenue within one year.

Grants

Government grants are derived from services and programs performed on behalf of the State, Commonwealth and Local governments, whereby the Company has an obligation to deliver such services and programs. Government grant revenue is recognised in profit or loss when the Company satisfies the performance obligations stated within the funding agreements. If conditions are attached to the grant which must be satisfied before the Company is eligible to retain the contribution, the grant will be recognised in the statement of financial position as a liability until those conditions are satisfied. Capital grants are recognised as income when (or as) it satisfies its obligations under the transfer. Capital grants are types of grants where the Company receives a financial asset to acquire or construct a non-financial asset to identified specifications; retains control of the non-financial asset (i.e. for its own use); and the transaction is enforceable.

Sponsorship

Sponsorships are derived from sponsorship agreements where advertising and or promotion of the sponsor is performed on behalf of the sponsor, whereby the Company has an obligation to deliver such services. Sponsorship revenue is recognised in profit or loss when the Company satisfies the performance obligations stated within the sponsorship agreements. If conditions are attached to the sponsorship which must be satisfied before the Company is eligible to retain the contribution, the sponsorship will be recognised in the statement of financial position as a liability until those conditions are satisfied.

FOOTBALL WEST LIMITED

NOTES TO FINANCIAL STATEMENTS

31 October 2020

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Cont.)

(a) Revenue (Cont.)

Referees

Fees are collected from clubs for the performance of the service of officiating a competition and is recognised in the period in which the service has been performed.

Volunteer services

The Company has elected not to recognise volunteer services as either revenue or other form of contribution received. As such, any related consumption or capitalisation of such resources received is also not recognised.

Interest

Interest revenue is recognised when it is received.

Other revenue

Other revenue is recognised when it is received or when the right to receive payment is established.

All revenue is stated net of the amount of goods and services tax (GST).

Accounting policy applicable to 31 October 2019

Revenue is recognised when it is probable that the economic benefit will flow to the Company and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received or receivable.

Player registration and team entry fees

Player registration and team entry fees are recognised at the time of registration.

Grants

Grants are recognised at their fair value when there is reasonable assurance that the grant will be received, and all attached conditions will be complied with.

Service revenue

Revenue from the rendering of a service is recognised upon the delivery of the service to the customers.

Sales revenue

Revenue from the sale of goods is recognised upon the delivery of the good.

Donations and Bequests

Donations and bequests are recognised as revenue when received.

Interest

Interest revenue is recognised when it is received.

Other revenue

Other revenue is recognised when it is received or when the right to receive payment is established.

All revenue is stated net of the amount of goods and services tax (GST).

FOOTBALL WEST LIMITED

NOTES TO FINANCIAL STATEMENTS

31 October 2020

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Cont.)

(b) Current and non-current classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is current when: it is expected to be realised or intended to be sold or consumed in normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within twelve months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period. All other assets are classified as non-current.

A liability is current when: it is expected to be settled in normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within twelve months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period. All other liabilities are classified as non-current.

(c) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at-call with financial institutions, other short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

(d) Trade and other receivables

Trade and other receivables are recognised at amortised cost less any less any allowance for expected credit losses.

(e) Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost, less, where applicable, accumulated depreciation and any impairment losses.

Plant and equipment

Plant and equipment is stated at historical cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items. An item of property, plant and equipment is derecognised upon disposal or when there is no future economic benefit to the Company. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss.

Depreciation

Depreciation is calculated on a straight-line basis to write off the net cost of each item of property, plant and equipment (excluding land) over their expected useful lives as follows:

Class of Fixed Asset	Depreciation Rate
Plant and equipment	20% - 40%
Fixtures and fittings	20% - 30%
Buildings	2.5%
Motor vehicles	20%

The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date.

FOOTBALL WEST LIMITED

NOTES TO FINANCIAL STATEMENTS

31 October 2020

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Cont.)

(f) Impairment of non-financial assets

Non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

(g) Trade and other payables

These amounts represent liabilities for goods and services provided to the Company prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

(h) Leases

The Company has assessed whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. A lease contract is accounted for by the Company by recognising an asset (the right to use the leased item) and a financial liability to pay rentals. The Company has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, with the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

(i) Employee Benefits

Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled within 12 months of the reporting date are recognised in current liabilities in respect of employees' services up to the reporting date and are measured at the amounts expected to be paid when the liabilities are settled.

Other long-term employee benefits

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are recognised in non-current liabilities, provided there is an unconditional right to defer settlement of the liability. The liability is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Defined contribution superannuation expense

Contributions to defined contribution superannuation plans are expensed in the period in which they are incurred.

FOOTBALL WEST LIMITED

NOTES TO FINANCIAL STATEMENTS

31 October 2020

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Cont.)

(j) Provisions

Provisions are recognised when Company has a present (legal or constructive) obligation as a result of a past event, it is probable the Company will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation.

(k) Fund accounting

On occasions the Company may receive resources restricted for particular purposes or set aside amounts for designated or special purposes. To facilitate observance of these limitations, the financial statements list separately those funds which are restricted or designated for special purposes and those funds which are unrestricted.

(l) Income Tax

No provision for income tax has been raised as the entity is exempt from income tax under Div 50 of the Income Tax Assessment Act 1997.

(m) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the ATO.

(n) Comparative Figures

Where required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

When an entity applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements, a statement of financial position as at the beginning of the earliest comparative period must be disclosed.

NOTES TO FINANCIAL STATEMENTS

31 October 2020

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Cont.)

(o) Critical Accounting Judgments, Estimates and Assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

Coronavirus (COVID-19) pandemic

Judgement has been exercised in considering the impacts that the Coronavirus (COVID-19) pandemic has had, or may have, on the Company based on known information. This consideration extends to the nature of the products and services offered, customers, supply chain, staffing and geographic regions in which the company operates. Other than as addressed in specific notes, there does not currently appear to be either any significant impact upon the financial statements or any significant uncertainties with respect to events or conditions which may impact the company unfavourably as at the reporting date or subsequently as a result of the Coronavirus (COVID-19) pandemic.

Impairment of non-financial assets

The Company assesses impairment of non-financial assets at each reporting date by evaluating conditions specific to the Company and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value-in-use calculations, which incorporate a number of key estimates and assumptions.

Determining whether a grant contains enforceable and sufficiently specific obligations

The interaction between AASB 15 and AASB 1058 requires management to assess whether the government grants received need to be accounted for under AASB 15 or AASB 1058. Key to this assessment is whether the government grants contain:

- A contract with a customer that creates 'enforceable' rights and obligations, and
- The contract includes 'sufficiently specific' performance obligations.

Critical judgement was applied by management in assessing whether a promise is 'sufficiently specific', taking into account all facts and circumstances and any conditions specified in the arrangement (whether explicit or implicit) regarding the promised goods or services, including conditions regarding:

- The nature or type of goods or services
- The cost or value of the goods or services
- The quantity of the goods or services
- The period over which the goods or services must be transferred

(p) New Accounting Standards and Interpretations not yet mandatory or early adopted

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet mandatory, have not been early adopted by the Company for the annual reporting period ended 31 October 2020. The Company has not yet assessed the impact of these new or amended Accounting Standards and Interpretations.

FOOTBALL WEST LIMITED**NOTES TO FINANCIAL STATEMENTS****31 October 2020**

	2020	2019
	\$	\$
2. REVENUE		
Player registrations	2,900,677	3,079,314
Grants	3,770,432	1,377,125
Participant development programs	1,011,678	1,290,922
Sponsorship - general	564,120	555,285
Sponsorship - Healthway WA	275,000	275,000
Referees	309,393	470,519
Team entry fees	445,258	424,580
Interest income	10,430	10,086
Other income	300,338	426,578
Total revenue	9,587,326	7,909,410

3. EXPENSES

The surplus/(deficit) before income tax includes the following specific expenses:

Employee benefits expense

Salaries and wages	2,952,751	2,917,667
Superannuation	240,117	258,545
	3,192,868	3,176,212

Other expenses

Insurance expense	333,378	400,118
Contractors	317,887	417,391
Travel and accommodation	680,901	828,712
Office expenses	203,071	239,462
National registration fee	589,337	671,325
Competitions	1,106,438	750,904
Game development	528,076	596,236
Marketing and events	146,357	295,176
Other expenses	293,670	363,855
	4,199,115	4,563,179

FOOTBALL WEST LIMITED**NOTES TO FINANCIAL STATEMENTS****31 October 2020**

	2020	2019
	\$	\$
3. CURRENT ASSETS – CASH AND CASH EQUIVALENTS		
Cash on hand	500	500
Cash at bank	275,905	989,776
Cash on bank deposit	3,770,000	670,000
	<u>4,046,405</u>	<u>1,660,276</u>
4. CURRENT ASSETS – TRADE AND OTHER RECEIVABLES		
Trade receivables	522,385	747,010
Less: allowance for expected credit loss	(19,119)	(18,083)
	<u>503,266</u>	<u>728,927</u>
Other receivables	981	23,784
	<u>504,247</u>	<u>752,711</u>
5. CURRENT ASSETS – INVENTORIES		
Inventories – at cost	41,291	56,375
	<u>41,291</u>	<u>56,375</u>
6. CURRENT ASSETS – OTHER CURRENT ASSETS		
Prepayments	69,468	451,517
	<u>69,468</u>	<u>451,517</u>

Prepayments are expenses that have been incurred in advance for 2021 programs.

FOOTBALL WEST LIMITED

NOTES TO FINANCIAL STATEMENTS

31 October 2020

	2020	2019
	\$	\$
7. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT		
Land and Buildings		
Land - at cost	670,500	670,500
Buildings - at cost	500,000	500,000
Accumulated depreciation	(84,232)	(68,482)
Accumulated impairment	(472,018)	(472,018)
	614,250	630,000
Leasehold buildings		
At cost	52,750	52,750
Accumulated depreciation	(45,855)	(45,709)
	6,895	7,041
Fixtures and fittings		
At cost	37,736	207,213
Accumulated depreciation	(35,605)	(174,108)
Accumulated impairment	-	(27,120)
	2,131	5,985
Equipment		
At cost	262,113	312,047
Accumulated depreciation	(196,012)	(205,627)
	66,101	106,420
Motor vehicles		
At cost	1,500	-
Accumulated depreciation	(50)	-
	1,450	-
Total Property, Plant and Equipment	690,827	749,446

2019 Impairment of land and buildings and fixtures and fittings

In accordance with the Company's accounting policy the Board reviewed for impairment indicators following the change of use of the Company's freehold land and buildings at Unit 93 and Unit 94, 262 Lord Street. On 29 October 2019, an independent valuation was performed on the freehold land and buildings and associated fixtures and fittings. This valuation was conducted by Valuations WA Pty Ltd. The valuation was based on the fair value less costs to sell. This resulted in an impairment charge of \$499,138 to profit or loss for the year ended 31 October 2019. The critical assumptions adopted in determining the valuation included the location of the land and buildings and the current demand for similar properties in Perth.

FOOTBALL WEST LIMITED

NOTES TO FINANCIAL STATEMENTS

31 October 2020

8. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT (continued)

	2020	2019
	\$	\$
Movements in carrying values		
Land and Buildings		
Carrying value at the start of the year	630,000	1,114,518
Depreciation	(15,750)	(12,500)
Impairment	-	(472,018)
Carrying value at the end of the year	614,250	630,000
Leasehold buildings		
Carrying value at the start of the year	7,041	9,388
Depreciation	(146)	(2,347)
Carrying value at the end of the year	6,895	7,041
Furniture and fittings		
Carrying value at the start of the year	5,985	63,389
Additions	-	1,425
Disposals	(18)	(159)
Depreciation	(3,836)	(31,550)
Impairment	-	(27,120)
Carrying value at the end of the year	2,131	5,985
Equipment		
Carrying value at the start of the year	106,420	75,346
Additions	24,239	87,921
Disposals	(3,812)	(465)
Depreciation	(60,746)	(56,382)
Carrying value at the end of the year	66,101	106,420
Motor vehicles		
Carrying value at the start of the year	-	525
Additions	1,500	
Depreciation	(50)	(525)
Carrying value at the end of the year	1,450	-
	690,827	749,446

FOOTBALL WEST LIMITED

NOTES TO FINANCIAL STATEMENTS

31 October 2020

	2020	2019
	\$	\$
9. NON-CURRENT ASSETS – INTANGIBLE ASSETS		
Software – at cost	56,344	38,163
Accumulated depreciation	(23,130)	(8,577)
	33,214	29,586
10. CURRENT LIABILITIES – TRADE AND OTHER PAYABLES		
Trade payables	540,619	483,566
Other payables and accruals	751,075	716,273
Unearned income	47,650	590,018
	1,339,344	1,789,857
Unearned income is revenue received in advance of providing services for 2021 programs.		
11. CURRENT LIABILITIES – EMPLOYEE BENEFITS		
Annual leave	175,136	197,396
Long service leave	63,810	97,850
	238,946	295,246
12. CURRENT LIABILITIES – FINANCIAL LIABILITIES		
Loan – City of Bayswater (Note 14)	5,405	5,405
13. CURRENT LIABILITIES – PROVISIONS		
Female Football Development Fund (Note 15)	51,212	59,800
Club and People Assistance Funds	83,713	-
	134,925	59,800

FOOTBALL WEST LIMITED**NOTES TO FINANCIAL STATEMENTS****31 October 2020**

	2020	2019
	\$	\$
14. NON-CURRENT LIABILITIES – FINANCIAL LIABILITIES		
Loan – City of Bayswater	4,001	7,446
	<u>4,001</u>	<u>7,446</u>
BANK LOAN		
Total facility	250,000	250,000
Used at the reporting date	-	-
Unused at the reporting date	<u>250,000</u>	<u>250,000</u>

Assets pledged as security

The bank facility is secured by a mortgage over the land and building assets (Lord Street property). This cash is available to be drawn as required.

The loan from the City of Bayswater is a 20-year self-supporting loan resulting from the transfer of undertakings of the Junior Soccer Association of Western Australia (Inc).

15. NON-CURRENT LIABILITIES – PROVISIONS**PROVISIONS**

Female Football Development Fund	34,141	13,019
	<u>34,141</u>	<u>13,019</u>

The Female Football Development Fund was originally established with funds received from WA Women's Soccer Association. In 2020, Football West contributed an additional \$34,714 to the Fund to be used for initiatives aligned with Football West's Female Football Strategy.

16. AUDITORS REMUNERATION

Amounts received or due and receivable by the auditors of Football West Limited for:

- audit of the financial report of the Company	20,000	18,000
	<u>20,000</u>	<u>18,000</u>

17. CONTINGENT LIABILITIES

The Company had no contingent liabilities as at 31 October 2019 and 31 October 2020.

FOOTBALL WEST LIMITED

NOTES TO FINANCIAL STATEMENTS

31 October 2020

	2020	2019
	\$	\$
18. CAPITAL AND LEASING COMMITMENTS		
Non-cancellable operating lease contracted for but not capitalised in the financial statements		
Payable:		
- 1 year	12,545	15,035
- longer than 1 year but not longer than 5 years	13,645	30,248
- longer than 5 years	-	-
	<u>26,190</u>	<u>45,283</u>

Football West Limited is committed to rent the premises at Gibbney Reserve until January 2024, one office photocopier until April 2021, and two photocopiers until February 2023, which accounts for the above commitments.

19. EVENTS SUBSEQUENT TO REPORTING DATE

Coronavirus (COVID-19) pandemic

The impact of the Coronavirus (COVID-19) pandemic is ongoing, and it is not practicable to estimate the potential impact, positive or negative, after the reporting date. The situation is rapidly developing and is dependent on measures imposed by the Australian Government and other countries, such as maintaining social distancing requirements, quarantine, travel restrictions and any economic stimulus that may be provided

There are no other matters or circumstances that have arisen since 31 October 2020 which significantly affected or may significantly affect the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

FOOTBALL WEST LIMITED

NOTES TO FINANCIAL STATEMENTS

31 October 2020

	2020	2019
	\$	\$
20. RECONCILIATION OF SURPLUS/(DEFICIT) AFTER INCOME TAX TO NET CASH FROM OPERATING ACTIVITIES		
Surplus/(deficit) after income tax expense for the year	2,099,552	(440,310)
Adjustments for		
Net loss/(gain) on disposal of assets	2,169	(3,626)
Depreciation and amortisation	95,083	109,737
Allowance for expected credit loss	1,036	4,642
Impairment expense	-	499,138
Change in assets and liabilities		
Decrease/(increase) in receivables	247,428	(297,370)
Decrease/(increase) in prepayments	382,049	(28,077)
Decrease/(increase) in inventory	15,084	(56,375)
Increase in payables	91,855	552,586
Increase in provisions	39,947	27,028
(Decrease)/increase in unearned income	(542,368)	277,905
Net cash inflow from operating activities	2,431,835	595,278

21. DESIGNATED FUNDS

The Company designated a special reserve of \$2,070,185, to recognise unexpended grants received and also to provide protection against any adverse effects on revenue streams to ensure the critical operation aspects of Football West can be provided.

Opening balance	-	-
<u>Funds received:</u> (Note A)		-
Department of Local Government, Sport and Cultural Industries and Lotterywest	1,695,000	-
<u>Funds utilised:</u>		-
Expenditure aligned with grant objectives	(224,815)	-
	<u>1,470,185</u>	-
<u>Reserve Allocation:</u> (Note B)	600,000	-
Closing balance	2,070,185	-

Note A: In accordance with accounting standards the unexpended grants received are not recognised as liabilities as they do not contain sufficiently specific performance obligations and unexpended grants will be expended in the year ended 31 October 2021.

Note B: The reserve allocation was reviewed as at the end of the financial year and the Board considered that the amount of \$600,000 to be appropriate. This policy is to be reviewed at the end of each financial year.

FOOTBALL WEST LIMITED

NOTES TO FINANCIAL STATEMENTS

31 October 2020

22. MEMBERS' GUARANTEES

The Company is limited by guarantee. If the Company is wound up, the Constitution states that each member is required to contribute a maximum of \$20 each towards meeting any outstanding obligations of the Company. At 31 October 2020 the number of members was twenty.

FOOTBALL WEST LIMITED

DIRECTORS' DECLARATION

31 October 2020

DECLARATION BY DIRECTORS

In the Directors opinion:

- The Company is not a reporting entity because there are no users dependent on general purpose financial statements. Accordingly, as described in Note 1 to the financial statements, the attached special purpose financial statements have been prepared for the purposes of complying with the *Corporations Act 2001* requirements to prepare and distribute financial statements to the members of Football West Limited;
- The attached financial statements and notes comply with the *Corporations Act 2001*, the Accounting Standards as described in Note 1 to the financial statements, the *Corporations Regulations 2001* and other mandatory professional reporting requirements;
- The attached financial statements and notes give a true and fair view of the Company's financial position as at 31 October 2020 and of its performance for the year ended on that date; and
- There are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of directors made pursuant to section 295(5)(a) of the *Corporations Act 2001*.

On behalf of the Directors



Sherif Andrawes
Chairman

Perth

Date: 23 February 2021



Richard Marshall
Director

Perth

Date: 23 February 2021



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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FOOTBALL WEST LIMITED

Opinion

We have audited the financial report of Football West Limited (the Company), which comprises the statement of financial position as at 31 October 2020, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory notes and the directors' declaration.

In our opinion, the accompanying financial report of the Company is in accordance with the *Corporations Act 2001*, including:

- (i) giving a true and fair view of the Company's financial position as at 31 October 2020 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards to the extent described in Note 1, and the *Corporations Regulations 2001*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the directors' financial reporting responsibilities under the *Corporations Act 2001*. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

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Other Information

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report and corporate governance statement but does not include the financial report and the auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the *Corporations Act 2001* and is appropriate to meet the needs of the members. The directors' responsibility also includes such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.

RSM
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AL Whyte
ALASDAIR WHYTE
Partner

Perth, WA
Dated: 26 February 2021

FOOTBALL WEST LIMITED

CORPORATE GOVERNANCE STATEMENT

For the year ended 31 October 2020

Governance Statement

Football West Limited is a Company limited by guarantee, incorporated under the *Corporations Act 2001*. Ultimate responsibility for the governance of the Company rests with the Board of Directors. This governance statement outlines how the Board meets that responsibility.

The Board's role

The Board's primary role is to ensure that Football West Limited's activities are directed towards achieving its mission.

The Board fulfils its primary role by:

- setting the strategic direction for Football West Limited, assessing progress towards strategic objectives and approving policies to work towards those objectives;
- selecting, appointing, guiding and monitoring the performance of the Chief Executive Officer and determining his/her remuneration and conditions of service;
- Chief Executive Officer overseeing the development and maintenance of Football West Limited's ethical standards;
- ensuring optimal succession planning is in place for the role of Chief Executive Officer;
- approving and monitoring the annual budget;
- monitoring Football West Limited's financial performance, including management's adherence to budgets;
- considering and approving strategies and policies to ensure appropriate risk management;
- ensuring the Company complies with relevant laws and policies;
- reviewing and ensuring that all necessary and appropriate delegations are in place to enable management to meet their responsibilities;
- appointing Board committees to assist in effective governance; and
- acting as an advocate for Football West Limited whenever and wherever necessary.

These responsibilities are set out in the Board's charter.

Management's responsibility

The Board has formally delegated responsibility for Football West Limited's day-to-day operations and administration to the Chief Executive Officer and executive management.

Football West Limited's management team comprises the Chief Executive Officer, the Chief Football Officer, the Chief Financial Officer, and the HR Business. The Chief Executive Officer provides the leadership of the management team and the organisation. The Chief Executive Officer is also responsible for achieving the results set out in the strategic plan, is authorised by the Board to put in place policies and practices, take decisions and actions and initiate activities to achieve those results.

CORPORATE GOVERNANCE STATEMENT

For the year ended 31 October 2020

Board meetings and Board Committees

The Board meets at a frequency that allows it to discharge its duties. This is generally six times each year, but additional meetings are scheduled as required. Workshops or forums are held periodically to provide opportunities for further Board engagement in strategic and other important issues. The Chief Executive Officer and senior management also participate in Board meetings to the extent determined appropriate for each meeting. Agenda setting is a collaborative process with input from the Board Chair, Committee Chairs, Chief Executive Officer and senior management with final approval by the Board Chair.

Each Board committee has a Director as a member. The Board does not delegate major decisions to its committees but charges them with the responsibility to consider the detailed issues and to make appropriate recommendations to the Board.

Each Board committee operates under terms of reference approved by the Board. These terms of reference are reviewed and updated as necessary.

The Finance and Audit Committee;

- Reviews and reports to the Board on the Company's Annual Report and Financial Statements;
- Oversees the external audit function, including ensuring the independence of the external auditor and recommending the appointment of, liaising with and assessing the performance of the external auditor;
- Reviews the bi-monthly detailed finance report and reports to the Board on monthly results;
- Reviews the annual budget prior to submission to the Board for its approval;
- Assesses the adequacy of the Company's internal controls and reviews and oversees compliance practices; and
- Assist the Board on any other related responsibilities referred to it by the Board from time to time.

The Governance and Risk Committee assists the Board with;

- Board Governance
 - Reviewing priorities for Board composition and making recommendations on any improvements;
 - Developing and recommending to the Board a recruitment, selection, appointment and induction process for Directors that complies with the Constitution and Board Charter;
 - Where requested by the Board, meeting with prospective Directors, recommending candidates to the Board and conducting induction sessions for new Directors;
 - Identifying training, development and skills requirements for Directors;
 - Monitoring, identify and make recommendations on issues relating to Directors' independence;
 - Monitoring developments in corporate governance and make recommendations on any necessary or desirable changes to governance practices;
 - Reviewing processes for regular Board evaluation and make recommendations on any improvements; and
 - Undertaking regular reviews of governance best practice in relation to the

FOOTBALL WEST LIMITED

CORPORATE GOVERNANCE STATEMENT

For the year ended 31 October 2020

Constitution and structure to ensure the Company stays in line with best governance practices for its industry.

- Risk Management
 - Overseeing the processes by which risks are identified and managed within the Company;
 - Assessing the adequacy and appropriateness of the Company's risk policies and Board directives;
 - Considering all significant risks facing the Company;
 - Considering the extent and categories of risk which the Board would regard as acceptable for the Company to bear;
 - Considering the Company's ability to reduce the incidence and impact on the business of risks that do materialise;
 - Considering the costs of operating particular controls relative to the benefits obtained in managing the related risks;
 - Considering whether the management of significant risks aligns with the Company's business objectives and corporate strategy;
 - Considering and approving changes to the set of responsibilities and practices, policies and procedures, exercised by the Board to manage risk; and
 - Reviewing and recommending to the Board, new or modified policies, business principles or ethics to promote a risk management culture within the Company.

The Game Development Committee;

The Game Development Committee has been set up in order to;

- Provide advice to the Board on the following matters:
 - Grassroots football.
 - Talented player pathways.
 - Refereeing.
 - Coaching.
 - Equality and inclusion.
 - Non-traditional football formats.
 - Any other football matters referred to it by the Board.
- Consider relevant recommendations relating to:
 - Competition Rules.
 - Disciplinary and Grievance Regulations.
 - Competition Structures.
 - Any other regulatory matters referred to it by the Board.
- Consider relevant recommendations from:
 - Standing Committees.
 - Zone Representatives.

Other committees

The Board may establish ad hoc committees and working groups for the purpose of considering and advising on specific matters. These committees report to the Board during the course of normal Board meetings.

FOOTBALL WEST LIMITED

CORPORATE GOVERNANCE STATEMENT

For the year ended 31 October 2020

Directors

All directors are non-executive directors and receive no remuneration for their services. They may be reimbursed for reasonable costs and expenses incurred in connection with Board activities.

Football West Limited's constitution provides an indemnity to directors. Appropriate directors' indemnity insurance has been put in place. The Company's constitution specifies that:

- there must be no fewer than five and no more than nine directors;
- five directors must be elected (Elected Director) and up to three directors may be appointed (Appointed Director);
- no employees of the Company, including the Chief Executive Officer, can be a director of the Company;
- Elected Directors are appointed for a maximum of two terms of four years each; and
- Appointed Directors may hold office for a term of 2 years and may be eligible for reappointment.

Board and committee members receive written advice of the terms and conditions of their appointment and complete a structured induction programme when first appointed. The performance of individual Board and committee members and the Board and Board committees is assessed annually.

The Chair

The Chair of the Board is elected by the Board. The key internal roles of the Chair are to:

- ensure the Board provides vision and guidance to Football West Limited;
- ensure Board meetings are effective;
- ensure the Board considers matters in a timely, transparent manner; and
- guide the effectiveness and development of the Board and individual directors.

Externally, the Chair acts as spokesperson for Football West Limited in conjunction with the Chief Executive Officer and consults and communicates with stakeholders.

Risk management

The Board is responsible for considering and approving strategies and policies to ensure appropriate risk management and monitors compliance with the Risk Management Policy and Guidelines. The Board has delegated its oversight of the Risk Management Policy to the Governance and Risk Committee.

Management is responsible for establishing and implementing the Risk Management Policy and Guidelines. Risk assessments are conducted, and risk across the organisation is identified for analysis, monitoring and managing. These risks comprise operational, financial and compliance risks. These risks are rated and assigned to members of senior management as the risk owners who are responsible for management of each risk. Each risk owner will adopt and approve the risk treatment plan for the risk. All breaches of policies other than human resources policies are required to be reported to the Finance, Audit and Risk Committee. Legal risk is monitored, reviewed and managed by Football West Limited's legal advisers.

FOOTBALL WEST LIMITED

CORPORATE GOVERNANCE STATEMENT

For the year ended 31 October 2020

Conduct, ethics and conflicts of interest

Board members, the Chief Executive Officer, senior management and staff are expected to comply with relevant laws and the codes of conduct of relevant professional bodies and to act with integrity, compassion, fairness and honesty at all times when dealing with colleagues, sufferers of 'malaise' and others who are stakeholders in our mission.

Board and committee members and staff are made aware of Football West Limited's ethical standards, code of conduct and conflicts of interest policy during their induction to the organisation and are provided with a copy of these documents at that time.

Any potential conflicts at the Board or committee level are disclosed and noted on a register of interests, and this is disclosed at every meeting of the Board, with updates being made as and when new or changed interests are advised.

Board review

The Board invites an external consultant to conduct a Board review from time to time. The purpose of the review is to identify issues relating to the skills, behaviour, relationships or practices that may be inhibiting the Board from being fully effective. The Board believes that constructive feedback from an external expert helps the Board address the nature of the services and environment within which Football West Limited operates.

Transparency with stakeholders

Football West Limited has many stakeholders, including players, clubs, members, staff, volunteers, the broader community, Football Federation of Australia, the government agencies that provide funds and the Company's suppliers. Transparent disclosure is linked with accountability to all our stakeholders.

We prepare and make available a variety of reports, each aimed at providing the information necessary to improve accountability and transparency to all stakeholders. These include the annual report, the financial report and the strategic plan in addition to our monthly newsletters.



LIFE MEMBERS

Kevin Campbell
Denis McInerney
Penny Tanner-Hoath
Peter Koulizos
John O'Connell
John Talbert
Bob Brown
Steve Muldoon
Rob Mackay
Dave Kindness
Janette Spencer
Julius Re

HONORARY LIFE MEMBERS

A Craigie*
A Hassell*
B Owenell*
D Ferguson*
E Higgins*
E Thomas*
E Tonkinson*
F Bowyer*
J Allen*
J Blyth*
JA (Mick) Lee*
J Stevenson*
P Muldownie*
P Woods*
R Banwell*
R Hill*
R Oswald*
R McShane*
W Auld*
Gavin Braithwaite*
Mick Mateljan*
George Bond*
Ahmed Ismail
George Crow*
Alan Beale*
Giuseppe Lacerenza
Percy Bailey
Alan Robertson
Pete Gravestock
Alistair Mackay
Peter Dimopoulos
Andy Gorton
Hank Beumer*
Barbara Gibson
Hans Leber
Barbara Hogan
Harry Croft
Barbara Rogoysky
Herbert Bruynsteyne
Rita Richardson
Barrie Greenwood
Robert McShane*
Beryl Miles*
Robert Watson
Brian Haley

Robert Hopkins
Charlie Sweeney*
Roger Lefort
Janette Spencer
Roger Males
Dave Collier
Jeff Munn
Ralph Preston
Denis McInerney
John Basen*
Roy Stedman
Denis Southwick*
John De Cegile
Roy Wilkinson*
Domenic Italiano
John Venn
Sandy Thompson*
Jud Sterner*
Sheila Downham*
Eddie Retamal
Jude Pettit
Sue Potter
Edward Gray
John Talbert
Syd Allen
Edward Saunders
Julius Re
T Booth*
Edwin Evans
Keith Beswick*
Ted Gray
Eric Thomas
Keith Wood*
Tom Anderson*
Ernie Topleberg
Ken Rogers
Vickie Pasinotti
Laurie Harrod
Frank Kettell
Lou Ricci
Fred Burfit*
Margery Beswick
Fred Cumbor*
Michael Hennessey
* Deceased



**FOOTBALL
WEST**

DISCLAIMER: All efforts have been made to ensure the information contained in this document is accurate at the time of printing. footballwest.com.au

