



ANNUAL REPORT 2017

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Kevin Campbell
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Russell Goodrick

* Deceased

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CHAIRMAN'S REPORT

I am honoured to introduce my fifth Annual Report as Chairman of Football West for the period of 2016-2017. In the last 12 months, Football West has consistently advocated for all aspects of the game, both on and off the pitch.

I am proud to report that football remained the most popular club-based competitive sport in Western Australia, with over 60,000 registered and affiliated players across the State and around 230 clubs and 20 associations. I am especially proud to report the continued growth of the women's game.

Our coaches and referees have continued to make great strides this year. With 72 FFA-accredited coaching courses held across metropolitan and regional locations, I can say with confidence that Football West has endeavoured to make quality coaching accessible at all levels of the game. At the same time, almost 400 referees attended courses to become accredited and our referee retention rate remained above the national average. I thank all of our officials for their continued support, as the game would not be possible without them.

I congratulate Sorrento and Western Knights for qualifying for the FFA Cup Round of 32. Western Knights became the first club outside of the National Premier Leagues WA to qualify, while Sorrento made it to the prestigious stage of the competition for the second time. Both deserve to be congratulated for their outstanding achievements. Of course, I extend my congratulations to all clubs across metropolitan and regional areas for their tireless dedication to football.

Throughout the year we continued to engage with our stakeholders across the community. Football West surveyed over 2,000 stakeholders this year and I am proud to say that an overwhelming 92% are satisfied with their experience on the park. Time and resources were also committed to an NPLWA Review and the development of a new Strategic Plan, Female Football Plan and Asian Engagement Strategy. Through the implementation of the Strategic Plan and other initiatives through the coming years, Football West will continue to ensure the game remains sustainable over the long-term.

The State Football Centre remains as a key priority for the future of the game. Following the commitment from the WA Liberal Party for \$37million in January 2017, Football West has been working closely with the State Government to bring this project to fruition.

I would also like to congratulate Chief Executive Officer James Curtis on another excellent year in the role. His leadership has been invaluable to leverage every available opportunity to grow and support the game.

Our achievements this year would not have been possible without the generous support of our sponsors and partners. I would like to welcome onboard our two new sponsors in the Insurance Commission of WA through the Belt Up message and School Sport WA. I also give my sincere thanks to our returning sponsors in the Department of Local Government, Sport and Cultural Industries, Lotterywest, Healthway, Smarter than Smoking, Bankwest, Consolidated Energy, All Flags Signs and Banners, McInerney Ford, Select and Nike for their continued support.

My sincere thanks go to our valued Zone Representatives, Standing Committee members, tribunal members, associations, clubs, volunteers, players, coaches, referees and everyone across the community who has helped make this an excellent year for football.

In closing, I would like to thank my Deputy Chair Henry Atturo and Directors Anna Liscia, Sherif Andrawes, Lui Giuliani, Jason Petkovic, Will Golsby, Andrea Hoskins and Elizabeth Tylich for their continued support. Andrea, Liz and Will have made an invaluable contribution during their first year on Football West's Board and I thank them for their support.

Yours sincerely



LIAM TWIGGER
CHAIRMAN



HIGHLIGHTS

FOOTBALL STILL WA'S NUMBER ONE SPORT

The latest data released by the Australian Sports Commission confirmed that football is still the most popular team-based competitive sport in WA. The independent AusPlay study found that 196,600 people played football across the state between July 2016 and June 2017, representing growth of 19,700 participants since the previous survey round.

This amounted to 24,400 more than AFL and 34,300 more than basketball. The study also found that football is the most popular team-based competitive sport nationally, with 478,456 more than the next most played team-based competitive sport across the country, which is AFL.

NEW STRATEGIC PLAN

Football West has completed consultation for the development of a new 2018-2022 Strategic Plan, which will determine the overall direction for Football West and the sport of football over the next five years.

The consultation process incorporated feedback from across all levels of the game, including players, parents, coaches, referees, local government and club administrators. Consultation took place through feedback workshops across metropolitan and regional areas, including Bunbury, Geraldton and the Goldfields.

The 2018-2022 Strategic Plan has been approved by the Football West Board and will be released in early 2018.

INSIGHTS PROJECT

92% of stakeholders were satisfied with their football experience following survey responses from over 2,000 players, parents, coaches, volunteers, referees and fans.

The project provided an unprecedented evidence base on what football stakeholders want. Of over 2,000 respondents, 36% were female and 21% were from regional areas.

Other key findings from the project included:

- 94% satisfaction from parents of junior players, with this group comprising the largest group of respondents.
- 88% of coaches felt they would benefit from further professional development.
- 66% of referees are interested in upgrading their qualification.
- 75% of stakeholders are satisfied with facilities.

FEMALE FOOTBALL PLAN

In a national first for a Member Federation, Football West commenced the development of a Female Football Plan for 2018-2022. The Plan will provide a framework for female football across all levels over the next five years. The key principles of the Plan will align with those of the 2018-2022 Strategic Plan.

The Plan was developed following an extensive consultation process, which included the Women's Standing Committee, Football Federation Australia, community clubs, administrators, female referees, female coaches, female players and regional stakeholders.

The Female Football Plan will be released following the 2018-2022 Strategic Plan in early 2018.

ASIAN ENGAGEMENT STRATEGY

Football West, in conjunction with Ernst & Young developed an Asian Engagement Strategy for 2018-2023. The key purpose of the strategy is to make West Australian football truly part of the world game in Asia.

By exporting Football West products to the Asian market, the Strategy will bring strong financial returns into West Australian football. It will also provide development opportunities for players, coaches, referees and other stakeholders. Key markets will include Singapore, China, Indonesia and India



STRAPPED IN WITH BELT UP

Community football teams will be the major beneficiaries of a three-year partnership between Football West and the Insurance Commission of Western Australia.

Football West will actively promote the Belt Up campaign, raising awareness of the importance of wearing seatbelts and educating the community to minimise the risk of injury from serious motor vehicle accidents.

More than 2,000 footballs branded with the Belt Up message will be distributed to clubs across regional and metropolitan Western Australia. The Belt Up message will also feature on branded equipment used in regional and metropolitan development programs including Football West's inclusive programs focusing on all-abilities and multicultural development.

Key activations will take place throughout the 2018 season including an annual Belt Up round across all female and male competitions throughout regional and metropolitan WA. Football West's Men's Amateur, Metropolitan and Masters Leagues will also be branded with the road safety message.

FOOTBALL WEST PARTNERS WITH SCHOOL SPORTS WA

Football West and School Sport WA (SSWA) have formalised a relationship that will benefit footballers across the state through improved communication and cooperation in elite development.

Although the organisations have worked closely over the years, a Memorandum of Understanding has confirmed a united approach to increasing participation and improving players' technical capabilities. The agreement will also allow Football West to accurately report on participation numbers within School Sport-sanctioned competitions for primary and high schools.

SSWA is an association of school teachers, who coordinate sporting competitions for school students at local, regional, interstate and international level.

CONSOLIDATED ENERGY WA FOOTBALL AWARDS

WA Football's night of nights was held on October 7. Hosted at the Crown Perth Grand Ballroom, the event celebrated the achievements of individuals and teams from across the football community, including referees, coaches, players, administrators and league champions.

Inglewood United striker Alex Salmon walked away with both the NPLWA Golden Boot and the Consolidated Energy Gold Medal, while Katarina Jukic won the Bankwest Women's State Premier League Gold Medal. For the first time, Football West offered male and female award recipients equal prize money across all award categories.

FOOTBALL WEST CONGRATULATES ALL AWARD WINNERS FROM THE 2017 CONSOLIDATED ENERGY WA FOOTBALL AWARDS. WINNERS LISTED BELOW:

AWARD	WINNER
Consolidated Energy Gold Medal	Alex Salmon
Bankwest Women's State Premier League Gold Medal	Katarina Jukic
Golden Whistle Award	Adam Fielding
David Cantoni Disabilities in Football Player Achievement Award	Jarrood Nathan
Dylan Tombides Young Player of the Year Award	Daniel Stynes
David Schrandt Administrator and Volunteer of the Year	Natalie Harding
PS4 NPLWA First Team Golden Boot	Alex Salmon
PS4 NPLWA Goal of the Season	Bayley Brown-Montgomery
PS4 NPLWA First Team Ron Tindall Coach of the Year	Chris Coyne
PS4 NPLWA First Team Goalkeeper of the Year	Luke Radonich
All Flags State League Division One Player of the Year	Paul Lloyd
All Flags State League Division One Golden Boot	Angel Andres
All Flags State League Division One Coach of the Year	Trim Morgan
All Flags State League Division Two Player of the Year	Gareth Hamilton
All Flags State League Division Two Golden Boot	Dion Berman
All Flags State League Division Two Coach of the Year	Paul Dundo
Bankwest Women's State League Division One Player of the Year	Emma Cansell
Bankwest Women's State Premier League Golden Boot	Katarina Jukic
Bankwest Women's State Premier League Coach of the Year	Ben Anderton
Bankwest Women's State Premier League Goalkeeper of the Year	Maya Diederichsen
Bankwest Women's State League Division One Golden Boot	Sheridyn Graham
Bankwest Women's State League Division One Golden Boot	Michelle Oveinikovas
Bankwest Women's State League Division One Coach of the Year	Lisa Beatty
Bankwest Women's State League Division One Goalkeeper of the Year	Kelsey Lang
Amateur Premier League Player of the Year	Sean Johnson
Amateur Premier League Golden Boot	Mehdi Rabei-Gholami
Amateur Premier League Coach of the Year	Colm Costello
Amateur Premier League Goalkeeper of the Year	Paul Rainford
Referee Encouragement Award	Vraj Patel
Assistant Referee of the Year	Josh Mannella

BASELINE CLUB FACILITIES STUDY

For the first time, Football West conducted an extensive baseline survey on facility, governance and coaching standards at clubs across the State. Over 70 clubs responded to the voluntary survey, which included clubs from all Football West zones. The aim of the project was to identify key areas for structural improvement and drive government investment.

Critical areas identified by the surveyed clubs included lighting, change rooms, storage space and seating. The facilities study will form part of a larger facilities plan for football in Western Australia.

NATIONAL PREMIER LEAGUES WA REVIEW

With the assistance of independent consultants, Football West conducted an extensive study into the current state and future of the National Premier Leagues WA (NPLWA). The project involved a significant consultation process, including over 30 hours of committee meetings, eight community forums and an online survey. This allowed stakeholders from across the football community to be represented during the process.

The resulting 61-page NPLWA Review report contained 46 recommendations which will shape the structure of the competition over the coming years. Major reforms include changes to the junior and senior structure, increased transparency around player fees and the establishment of a Junior NPLWA Standing Committee.

NATIONAL RECONCILIATION WEEK

Football West joined more than 150 organisations in showing support for National Reconciliation Week by sponsoring banners across the city as part of the Department of Aboriginal Affairs' Street Banner Project.

The project, which was founded in 2011, encourages organisations to recognise the influence of Aboriginal people through a series of banners displaying images that promote reconciliation.

The Football West banner was raised on St. George's Terrace throughout the week.

MAJOR DEVELOPMENT OPPORTUNITIES

STATE TEAM PROGRAMS

STATE TEAM TRI-SERIES

More than 2,000 fans attended a series of challenge matches between the WA State Team, the Singapore Youth team and the U20 Socceroos. The matches were played at three venues across the metropolitan area, providing exciting games for fans across the city.

The first fixture was held at Inglewood Utd's Perth Plasterboard Stadium, which attracted over 1,000 fans as the Young Socceroos scored a 3-0 victory over the WA State Team.

The second fixture was held at Forrestfield Utd's redeveloped Hartfield Park where the Young Socceroos emerged with a comfortable win of 4-0 against the national Singapore Youth side.



The Tri Series was concluded at Dorrien Gardens when fans were treated to an eight-goal thriller as the WA State Team beat Singapore 5-3 in wet and wintry conditions.

As part of the event, Football West also held a Life Member function and a Panel Discussion hosted by journalist Gary Adshead at the University of Western Australia. The Panel Discussion was attended by Football Federation Australia Technical Director Eric Abrams, who shared his technical expertise with the crowd.

STATE AMATEURS HEAD TO MALAYSIA

The State Amateur Team made their fifth trip to Malaysia on Saturday, October 28 to take part in a three-match tournament against national and state league teams. The team played three matches with two losses and a draw.

MASTERS WORLD CUP

The State Masters team finished third overall at the 2017 Seniors World Cup in Phitsanulok, Thailand, with a 2-1 win over Scotland in a play-off match. After losing 6-1 to England in the semi-final, the WA team rallied to score a memorable victory. England went on to win the Cup with a 2-0 win over Iran.

Australia finished second in their group with two wins and a draw. In their second match against heavyweights Iran, WA went down 1-0. WA's final match of the group stage finished with a 2-1 win over Taiwan.

NATIONAL PARALYMPIC CHAMPIONSHIPS

The WA State Paralympic team headed to Sydney to take part in the National Paralympic 7-a-Side Football Championships.

Jordan de Stefano captained the team at the four-day tournament held at Valentine Sports Park in New South Wales.

A record-setting 2017 saw three wins and WA winning the third place play-off. The competition incorporated an Edith Cowan University study headed by Alvin Goh, focussing on the health and psychosocial benefits of people with cerebral palsy playing football.

NATIONAL YOUTH CHAMPIONSHIPS

Football West's State U13 team started training in April in preparation for the National Youth Championships (NYC) held during the September school holidays in Coffs Harbour. Players selected for the final squad came from a number of clubs, including Perth Glory, ECU Joondalup, Mandurah and Inglewood.

The NYC brought together squads from each State and Territory across Australia, to compete over the week-long event.

The U13's began the tournament with a 3-1 win against Northern New South Wales. On day two the boys played out two draws against New South Wales and Queensland. On day three our U13's

won all remaining matches against Australian Capital Territory, Victoria and finally South Australia. After finishing the tournament undefeated with four wins and two draws, Football West's U13 team finished top of the table and were crowned winners of the National Youth Championships for 2017.

BANKWEST WOMEN'S CHALLENGE CUP

Two late goals from Lexie Moreno and Caitlin Doeglas earned Perth Glory a 2-0 victory over the WA State Women's Team in the Bankwest Women's Challenge Cup at Hartfield Park on Tuesday October 3. The grandstand was packed at kick-off, with over 800 cheering spectators. All entry fees were donated to Telethon.

JINSHAN INTERNATIONAL YOUTH FOOTBALL CUP

WA's U16 State team completed a successful tour of China where they participated in the Jinshan International Youth Football Cup in July. The team kicked off their campaign with a good performance despite losing to Spanish side Granada, 2-0.

They then cruised to a stunning 6-1 victory over host club Shanghai Shenxin in hot and humid conditions before losing their final group game 4-1 to China's national team.

The tour provided an excellent development opportunity for the squad, who were able to play against top teams from across the world including Spain and the Czech Republic. They also witnessed a top of the table clash between Shanghai SIPG and Guangzhou Evergrande with Real Madrid's Cristiano Ronaldo in attendance.

The squad consisted of players from a variety of NPLWA clubs.

SINGA CUP

Football West's Regional U12 boys, U14 boys, U16 boys and U16 girls State Teams attended the 2017 Singa Cup held annually in Singapore. The competition featured football clubs, academies, schools and teams from Singapore, Malaysia, Indonesia, Philippines, India, Thailand and Australia.

The boys U12 team went down 1-0 to Indonesia's BLiSPI Bina Sentra and bowed out of the competition in the third quarter final.

The U14 team took a 1-0 loss to Singapore's Combined Schools Football Club. Similarly, the U16 side equalised in their last game but unfortunately it wasn't enough to make the finals.

However, the U16 girls finished fourth on the ladder in their competition after three losses and a draw.

PHUKET YOUTH CUP

The Regional U13 boys State Team also had the opportunity to display their talent during the 2017 Phuket Football Cup. The team faced fierce competition from China, Japan, Malaysia, Singapore and Thailand during the 11-a-side competition held at the Thanyapura Sports and Leisure Club.

The squad was initially identified during the QBE Country Camp in April 2017 where they were selected for the international tournament. While they reached the finals of the two-day tournament, they were defeated by Thailand's BIS Cruzeiro Academy 2-0.

ADELAIDE PACIFIC SCHOOL GAMES

More than 60 young West Australian footballers travelled to Adelaide for the 2017 Pacific School Games at Campbelltown City Soccer Club, Newton.

Students aged 10 to 19 representing at least 15 countries, including every Australian State and Territory, competed from December 3 to 9. They qualified through their school sport unit or national school sporting association pathways.

The teams were selected and managed by School Sport WA, who partnered with Football West to increase promotion of the trials in schools.

METROPOLITAN OPPORTUNITIES

TALENT SUPPORT PROGRAM

Initiated in 2016 by Football West and Football Federation Australia, the Talent Support Program (TSP) provides additional training to talented players aged 13 to 16 to assist in their development. It was also the basis for selection for U13 and U14 State Boys teams for the National Youth Championships, which will be held in 2018.

Four hubs were held in North, Central, Peel and South West regions, with over 250 participants registered to train under the expertise of Football West Technical Director Cris Ola.

SMARTER THAN SMOKING SKILL ACQUISITION PROGRAM

The Club Smarter than Smoking Skill Acquisition Program (SAP) doubled in size for 2017 with Armadale SC, Cockburn City and Perth SC now providing their players with in-house SAP sessions throughout the year. They have joined Balcatta FC, Rockingham FC and Sorrento FC who also provide SAP programs at their clubs.

Football West also ran a SAP program for girls aged 10 to 13 in Balga and Aubin Grove. The program is a key aspect of the FFA National Curriculum, aimed at providing additional opportunities for the development of core game skills. The program had 60 participants in 2017.

The SAP provides players aged 9-12 with the ability to develop technical skills in the areas of striking the ball, first touch, one-v-one and running with the ball.

ENGAGE PROGRAM

The Football West ENGAGE program was a suite of inclusive initiatives designed to provide participants from culturally diverse backgrounds with increased participation and development opportunities. Key activities included education workshops, community group visits, school-based activities, distribution of equipment, coaching development and regional participation programs.

In total, the program provided opportunities to over 2,000 participants. This included those in metropolitan and regional areas, such as Katanning, Kalgoorlie and Geraldton. Some of the highlights from the ENGAGE program included:

GRASSROOTS EQUIPMENT DONATION PROGRAM

Football West oversaw the implementation of the Grassroots Equipment Donation Program aimed at providing equipment to clubs, schools and community groups. Clubs were encouraged to donate their unused equipment to Football West including balls, playing kits, bibs, goals and cones. The equipment was redistributed to clubs and community groups in-need of equipment. Football West collected more than \$29,000 worth of donations in 2017.

AFRICA DOWN UNDER

Football West with support from the Department of Local Government, Sport and Cultural Industries and the Office of Multicultural Interests successfully delivered the 2017 Africa Down Under Cup. The Africa Down Under Cup ran alongside a collection of Football West initiatives supporting and engaging people from culturally and linguistically diverse backgrounds.

The tournament was hosted by Football West in conjunction with Paydirt Media as part of the Africa Down Under conference. The purpose of the conference was to raise awareness of Australia's interests in African mining and energy. African-inspired food was provided to participants as

well as live entertainment to further promote awareness of African culture. More than 170 participants competed. There were 23 games and over 350 spectators.

COMMUNITIES CUP

The Communities Cup was held at Mills Park, Beckenham on April 14 and 15. The Cup featured representative teams from multicultural backgrounds competing in a round-robin football tournament. Football West engaged the Organisation of African Communities using funding from the Office of Multicultural Interests to run the event. The event had 78 participants, 16 games and more than 150 spectators.

INCLUSIVE EDUCATION WORKSHOP

Football West conducted an inclusive education workshop at Gibbney Reserve on Tuesday, July 4. The 25 attendees included community members and volunteers who received information and resources to further their involvement with the sport at community level. The workshop addressed refereeing, coaching and governance and provided opportunities for community members to take part in upcoming courses.

Football West Development Officers, Head of Member Services and Referees Manager delivered course content, while Julie Jackson, Inclusive Development Officer from the Department of Local Government, Sports and Cultural Industries and Bernadette Masbayi, Inclusive Development Officer from the Office of Multicultural Interests also attended the evening session. The education sessions were followed later in the year with Community Coaching and Refereeing courses where 15 community members took part in and successfully completed the course.

SCHOOL VISITS

Football West conducted 20 school visits as part of the ENGAGE Program between April and September. More than 150 students took part in the program held at five Intensive English Learning Centres including: Aranmore Catholic College, Australian Islamic College Thornlie, Ballajura Community College, North Lakes Senior Campus and Tuart Hill Primary School.

Students were involved in participation sessions which provided education and experience in warm up skills, skill development and game-day tactics. Students were also provided with information on local clubs and participation opportunities through Football West competitions.

EDMUND RICE CENTRE PARTNERSHIP

Football West continued its strong partnership with the Edmund Rice Centre, which promotes advocacy and social action in indigenous engagement and asylum seeker engagement. The following programs were delivered by Football West in conjunction with the Centre:

A new Queens Park Common Goal program was launched in 2017, which ran alongside the existing Mirrabooka site. Both venues had over 100 children in the game from February to November. Highlights included matches against the WA Police team, coaching courses and multiple carnivals featuring local clubs. Significant numbers of players were talent scouted and joined clubs.

Over 150 children participated in the Edmund Rice Glory program with community coaches from culturally diverse backgrounds receiving mentorship early in the year. The Glory program is a free, incentive-based initiative designed to provide football opportunities for children without access to transport or the necessary finances.

Forty local children from indigenous backgrounds participated in a mixture of training, friendly games and fun tournaments to encourage their further involvement their further involvement in football as part of the Banksia United and Banksia Glory programs, in conjunction with the Centre.

A junior social competition was also conducted in Butler after school on Friday afternoons.

PARALYMPIC OPPORTUNITIES: FRIENDLY AND FUN ENVIRONMENT

The WA All Stars program provided playing and training opportunities to a great number of talented participants with disabilities. Talented junior players from the program attended the Junior National Games in the Gold Coast and won gold medals, while older players were identified to represent WA at the 2018 Special Olympics National Games in Adelaide.

The summer of 2017 reached some great heights, including 69 players across three venues, a mixture of participants with and without disabilities and many hours of socialising in a friendly fun environment. The number of people with disabilities coming into the game increased with players continuing from their summer experience into clubs for the winter competition season.

BANKSIA DETENTION CENTRE PROGRAM

Initiated by Football West Development Officer Garry Church in 2016, the Banksia Detention Centre program helps young people at the detention centre to reconnect with the community through football.

Church visited the Centre on a regular basis to assist participants in developing sporting and social skills through six-a-side games involving Football West staff and security guards.

Players' eligibility to participate in the weekly sessions was dependent on their behaviour, providing an incentive for them to conduct themselves in a positive manner.

WA Police Cadet and former Perth Glory midfielder Jacob Collard also paid a visit to Banksia Hill Detention Centre to present certificates of participation to young people involved in the program.

BANKWEST WOMEN'S FORUMS

The Bankwest Women's Forum was held in October, as a joint event conducted by Football West and the Women's Standing Committee. Approximately 70 club representatives attended the event, with the majority approving a restructure to remove reserve divisions from the State League and rename the State League Premier League to the Premier League.

The Bankwest Women in Sport Panel was held at the Crown Perth.

Westfield W-League and FIFA-listed referee Kate Jacewicz, Australian Hockey League Umpire Mel Trivic and WAFL and AFLW umpire Gabby Simmonds shared their experiences in the sporting industry at this free event which was held as part of Female Football Week.

The event was held ahead of the Bankwest Women's Challenge Cup between the Bankwest Women's State Team and Perth Glory, where the attendees shared their storied experiences in the sporting industry.

FEMALE YOUNG TALENTED PLAYER SCHOLARSHIPS

Five promising female footballers were rewarded with the first Football West Female Young Talented Player Scholarships, which encourage players to achieve their potential by providing access to Perth Glory's Westfield W-League training environment.

The Football West Female Young Talented Player Scholarship will provide financial assistance for the players, who competed in the recently completed Bankwest Women's State League Premier Division, to cover costs such as kit and travel expenses over summer.

REGIONAL OPPORTUNITIES

COUNTRY WEEK

Sixty-two teams from across Western Australia competed in the last week of September's annual QBE Country Week with nearly 900 participants

and the majority of regional associations represented as part of the event. To accommodate the growth in participants, evening matches were introduced.

In only their second year of attendance, the Broome U15 Kruse team returned home league champions and later went on to win Broome Team of the Year in the Broome Sports Association Annual Awards.

More than 2000 parents, families and friends attended the event as spectators throughout the exciting week.

COUNTRY CAMP

Over 120 talented regional players attended the Football West QBE Country Camp. The Football West Country Camp provides an opportunity for talented Country Week players to further develop their skills.

They participated in training sessions, games against metropolitan teams and team building sessions over the course of four days staying at Christchurch Grammar. Some of these players were selected for the WA Country Teams travelling to the Singa Cup in Singapore and the Phuket Youth Cup in Thailand.

MIDWEST/ GASCOYNE

SOCCKER FOR CHANGE

The Soccer for Change Program was a free initiative designed to engage indigenous young people in football and build a sense of identity through sport. The program involved skill sessions, small-sided games and life skills talks during lunchtimes.

The program had over 80 attendees and was considered a great success by all involved, receiving television, print and radio coverage.

MIDWEST SCHOOL 7-A-SIDE COMPETITION

The 2017 Midwest 7-a-side school competition was held at Rovers Soccer Club during March, attracting more than 450 participants. The competition is an annual event organised by Football West and the Geraldton Junior Soccer Association which brings together primary school children from across the Geraldton region in fun, small-sided games.

CARNARVON CLINICS

In April, the Football West team travelled to Carnarvon to promote football in local schools, provide assistance on registration day and deliver grassroots coaching courses. Intense futsal sessions were also provided to children in this region in October. Over 250 people participated in these activities, which took place at schools across the Carnarvon region.

GERALDTON FESTIVAL OF FOOTBALL

Football West took the NPLWA to regional Western Australia for the first time on Saturday July 1 with Sorrento and Perth Glory participating in the Geraldton Festival of Football at Wonthella Oval. In the week leading up to the game, Football West held school clinics, ALDI MiniRoos programs as well as coaching and referee workshop. More than 1,500 people participated in the event and more than 600 people attended the NPLWA match between Sorrento and Perth Glory.

The event aimed to build the capacity of the local soccer community and provide revenue to be reinvested back into local football activities.

GREAT SOUTHERN

GREAT SOUTHERN DEVELOPMENT PROGRAM

The Great Southern Development Program (GSDP) facilitated development opportunities for junior players and coaches in the Great Southern, including Skill Acquisition and Game Training programs in Albany throughout the year. These are now an integral part of junior player development in the region.

With a new strategic direction currently being constructed for the GSDP, 2018 will see a growth in development opportunities beyond the Albany region and into the wider Great Southern.

CRANBROOK CARNIVALS

Cranbrook is a small regional community of less than 500 people, which hosts an annual sports day. Football West were invited to attend and run sessions throughout the day for primary school children.

Cranbrook also hosted a Winter sport carnival which involved children from Cranbrook Primary, Frankland River, Kendenup and Tambellup communities. Football West administered fixtures and clinics for the day.

GREAT SOUTHERN PARTNERSHIPS

Football West Development Officer John Overton partnered with Community Living Association (CLA) to facilitate a football program for people with disabilities. Participants took part in modified games and activities. The program ran for six weeks and Football West sourced equipment for the CLA so that the participants could continue playing football.

Active Albany is an initiative established by the City of Albany to promote a range of recreational options for the community. Football West partnered with The City of Albany to facilitate a football program for 3 to 5 year-olds. In 2018 Walking Soccer will be provided for people who are unable to participate in traditional competitions as part of the program.

Mount Barker have recently upgraded their recreational facilities and invited several associations and sporting bodies to their Open Day. It was a great way for Football West to network with other sporting codes and interact with the local community. The event also raised awareness about the popularity of football in the region and gave people the opportunity to discover the club and association network.

SUMMER 7S

Summer 7s is a social football competition which is not aligned to clubs. Two divisions have been created – Mixed/Youth and a Mens divisions. The program provides a summer style atmosphere with music and activities taking place during games to enhance the social and fun environment for players and spectators. This model is being implemented in Denmark and in Albany for 2018 which will see more players becoming involved in the game.

OTHER REGIONAL EVENTS

The largest MiniRoos Kick-Off centre in Australia was held in Broome with 297 participants. Areas visited during the trip included Broome Recreation Centre, Roebuck Primary School and Broome North Primary.

In October, clinics were held in Exmouth to provide assistance on registration day, grassroots coaching courses and a MiniRoos Kick-Off session. Over 260 children participated in these clinics across three days at Exmouth District High School.

Clinics were also held in Wyndham, Kununurra and Karratha with over 400 participants across primary schools, district high schools and football association visits in these areas.

COACHES

ANNUAL COACHING CONFERENCE

The annual Football West Coaching Conference was held at Dorrien Gardens on the weekend of October 28. Approximately 100 coaches attended the event which combined theory and practical presentations. Guest speakers included Football Federation Australia Technical Director Eric Abrams and Hockey WA High Performance Manager Jason Butcher.

92% of attendees who answered a satisfaction survey were satisfied with the content delivered.

COACHING COURSES

Football West conducted 72 coaching courses in 2017 with a total of 1,268 course participants. 79% of the courses targeted community football. ALDI MiniRoos, Skill Acquisition Training, Game Training, C Licence, B Licence and Goalkeeper licence courses were all run during the year. Coaching courses were made available across the football community, including Perth, Bunbury, Geraldton, Carnarvon, Albany, Katanning and Exmouth.

SAP WORKSHOPS

During July and August, Football West hosted two free SAP coaching workshops which looked at ways to incorporate repetition within game-based sessions. These workshops along with the Game Training workshops presented by Cris Ola, provided additional learning opportunities for advanced and community coaches.

These workshops were conducted at the Gibbney Reserve training room and pitches, and were attended by approximately 75 coaches.

REFEREES

REFEREE REGISTRATIONS

Metropolitan referee registrations were stable this year with a final total of 475 registrations, and a retention rate of 68%. This remains above the national average.

NATIONAL COMPETITIONS

This year saw four referees selected to represent Football West at FFA National Youth Championships, with Jess Byrd at the Girls U13/ U14 tournament, Joe Belfiore and Harry Bolan at the Boys U13/U14 tournament – both held in Coffs Harbour – while Dan Cole was selected for the National Training Centre Challenge in Canberra. All officials performed admirably and benefited from experienced coaches and quality football at the tournament, which will continue their development towards elite officiating.

There have also been six officials appointed to active duties on the national league panels for the 2017/18 season. Adam Fielding enters his fourth season as a Hyundai A-League referee, while Josh Mannella (ninth season) and Matthew Southern (3rd season) have been retained on the panel of assistant referees, and joined by Arvin Shanmuganathan who made his A-League debut in the round three fixture between Perth Glory and Central Coast Mariners. Dan Cole, Shane Skinner and Adrien Liechti have also been selected to officiate in the Foxtel Y-League and Westfield W-League competitions.

REFEREE COURSES AND COACHING NIGHTS

There were 149 attendees at Level 4 courses across the metropolitan area, and a further 110 in regional areas. Eight courses encompassing 140 students were also run at schools through specialist football programs.

There were also 31 referees who took the opportunity to upgrade their refereeing accreditation.

In 2017, there were 64 accredited referee coaches registered in the metropolitan area (up from 53 in 2016), including nine newly accredited Level 3 assessors. There were 282 assessments in the NPL & State League competitions (up from 237), and nearly 160 junior observations throughout the season and at Country Week.

AN EVENING WITH MARK CLATTENBURG

Stakeholders from across the football community had the opportunity to attend an evening with international referee Mark Clattenburg, who shared his storied experiences of what happens at the top level of football behind the scenes and on the pitch.

Over 200 people registered for the Q&A-style event, which was held at a busy Dorrien Gardens on June 16.

EXCITING COMPETITIONS

WESTFIELD FFA CUP

One of the most exciting competitions on the Australian football calendar did not disappoint in 2017. Over 700 semi-professional and amateur clubs competed in the national preliminary rounds, with the 10 Hyundai A-League clubs joining the competition in the Round of 32.

PS4 NPLWA club Sorrento became the first WA club to reach the Round of 32 twice, while All Flags State League Division One club Western Knights became the first non-PS4 NPLWA club to fly the Western Australian flag.

Sorrento progressed through to the Round of 16 after securing a 1-0 win over Canberra Olympic at Percy Doyle Reserve. In the Round of 16 Sorrento was defeated by South Melbourne 4-1 at Lakeside Stadium. Western Knights travelled to the Gold Coast and were defeated 3-1 by Gold Coast City.

MCINERNEY FORD TOP FOUR CUP

The McInerney Ford Top Four Cup final was held at Finance 365 Stadium on Saturday September 9. Bayswater City claimed the Top Four Cup with a 3-0 win over Perth SC in front of over 2,000 spectators.

Bayswater had progressed to the final after defeating Inglewood United 4-1 in the Major Semi Final. Perth SC defeated Sorrento 4-1 in the Elimination Final and progressed to the Preliminary Final against Inglewood United where they won 3-0. Bayswater City won the U18 Top Four Cup with a 1-0 win over Inglewood United, while Perth SC defeated Cockburn City on penalties in the U20 final.



STATE CUP

The State Cup Final was held at Perth Plasterboard Centre Stadium on Saturday 22 July in front of more than 2,000 spectators. The senior format is aligned to the National Westfield FFA Cup with teams across all senior divisions in Western Australia competing in preliminary rounds to qualify for the national competition. In the State Cup final, State League Division One side Western Knights caused an upset to claim a 1-0 win over PS4 NPLWA side Sorrento. In the U18 State Cup Perth SC defeated Armadale 4-1 on penalties, while in the reserves cup Cockburn City defeated Balcatta 3-2.

SENIOR MEN'S CUP FINALS

Kwinana Utd won the Amateur Cup final against North Perth Utd with a 1-0 victory at E&D Litis Stadium.

In other senior men's cup finals, North Perth Utd claimed the Amateur Reserves Cup Final with a 3-1 win against Wembley Downs, Spearwood Dalmatinac defeated Joondalup Utd 2-1 in the Masters Cup and Joondalup City won the Metropolitan Cup with a 3-1 victory over North Perth Utd.

BANKWEST WOMEN'S CUP FINALS

Northern Redbacks claimed the Bankwest Women's State Cup with a 4-0 win over the NTC Women at Grindleford Reserve, while East Fremantle defeated Joondalup City 4-2 on penalties in the Bankwest Women's Metropolitan Cup.

NIGHT SERIES FINALS

Bayswater City claimed the QBE NPLWA Night Series title with a 3-1 win over Mandurah City that was played in front of more than 1,000 people at Percy Doyle Reserve.

The winners of the other Night Series competitions were:

South West Phoenix – State League Night Series.

Wembley Downs – Amateur League Night Series.

Northern Redbacks – Consolidated Energy Women's State League Night Series.

PS4 NPLWA

The PS4 NPLWA season was expanded in 2017 to include Joondalup United and Mandurah City with. After an exciting campaign, Bayswater City took out the title on the final day with a 3-1 win over Stirling Lions.

After winning the PS4 NPLWA league title, Bayswater participated in the PS4 NPLWA National Final Series but lost 3-1 against Victoria's Heidelberg United.

ALL FLAGS STATE LEAGUE

Western Knights completed an exceptional season by winning the All Flags State League Division One title.

Winners of the other State League competitions were as follows:

Joondalup City – Division 1 Reserves.

Gwelup Croatia – Division 2.

Gwelup Croatia – Division 2 Reserves.

Canning City – Division 1 U18.

Quinns – Division 2 U18.

BANKWEST WOMEN'S STATE LEAGUE

Queens Park claimed the Bankwest Women's State League Premier title.

Winners of the other Women's State League competitions were as follows:

Northern Redbacks SC – Premier Division Reserves.

Wanneroo City SC – Division 1.

UWA Nedlands FC – Division 1 Reserves.

AMATEUR LEAGUES

Wembley Downs sealed the Amateur Premier League title.

The winners of the other Amateur competitions were:

UWA Nedlands – Division 1.

UWA Nedlands – Division 1 Reserves.

Gosnells City – Division 2.

East Perth – Division 2 Reserves.

Emerald – Division 3.

Peel Utd – Division 3 Reserves.

Fraser Park – Division 4.

Olympic Kingsway – Division 4 Reserves.

METROPOLITAN LEAGUES

Joondalup City claimed the Metropolitan Central League title.

The winners of the other Metropolitan competitions were:

North Perth Utd – North Division 1.

Inglewood City – North Division 2.

Hillarys – North Division 3.

Swan Districts – North Division 4.

Noranda City – North Division 5.

Fremantle City – South Division 1.

Lynwood Utd – South Division 2.

Gosnells City – South Division 3.

Rockingham City – South Division 4.

BANKWEST WOMEN'S METROPOLITAN LEAGUES

Joondalup City won the Bankwest Women's Metropolitan Central Division title.

Winners of the other Bankwest Women's Metropolitan competitions included:

Gwelup Croatia – North Division 1.

UWA Nedlands – North Division 2.

Hamersley Rovers – North Division 3.

Rockingham City – South Division 1.

South Perth Utd – South Division 2.

Centenary – South Division 3.

MASTERS LEAGUE

AFC Joondalup claimed top of the ladder in the Masters Central Division competition.

Winners of the other Masters competitions included:

Joondalup City – North Division 1.

Floreat Athena – North Division 2.

Perth City – North Division 3.

Spearwood Dalmatinac – South Division 1.

Perth Saints – South Division 2.

Perth Royals – South Division 3.

Joondalup City – Over 45s Group A.

Hamersley Rovers – Over 45s Group B.

SMARTER THAN SMOKING JUNIOR LEAGUES AND ALDI MINIROOS

There were 15,226 MiniRoos players and 15,028 Junior players registered across Football West Smarter than Smoking Junior Leagues in the metropolitan area and various regional competitions.

The 2017 Smarter than Smoking Junior Cup had 204 Junior Boys and Girls teams taking part in a fun day of football. The Junior Boys Cup Final was held on August 12 with six games (U12, U13, U14, U15, U16, U18) at Forrestfield. 192 players took part in the event.

The Junior Girls' Cup final was held on the September 3 at Grindleford Reserve. The day consisted of four games (U13, U14 U15, U17). 128 players that took part in the day.

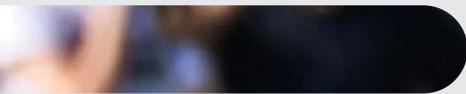
Additionally, 907 participants took part in ALDI MiniRoos Kick-Off programs across the State, in regions as diverse as Broome, Newman, Geraldton, Bunbury, Karratha, Moora, Paraburdoo, Esperance and Dunsborough. The MiniRoos Kick-Off program provides a fun introduction to football for children aged 4 to 9 through simple game-based activities.

SMARTER THAN SMOKING JUNIOR FUTSAL FINALS

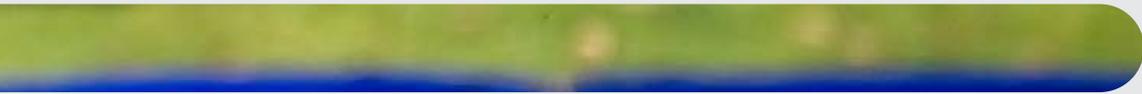
More than 60 players participated in the 2017 Smarter than Smoking Junior Futsal Finals on December 17 following a nine-week competition. The matches kicked off with WA Swans defeating Melville City 5-1 in the U13 final, before JCCA and Canning All Stars took to the court for the U14 final. With scores tied at full time, the game went into extra time and JCCA added two goals to their final score, giving them a 7-5 victory. The U15 final capped off the day, with Subi Strikers beating Perth Thunder 3-1.







FINANCIAL STATEMENTS 2017



FOOTBALL WEST LIMITED

ACN 109 919 324

2017

SPECIAL PURPOSE

FINANCIAL STATEMENTS

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GENERAL INFORMATION

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

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

Football West Limited 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

Unit 94
262 Lord Street
Perth 6000
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 15 February 2018. The directors have the power to amend and reissue the financial report.

Your directors submit their report for the financial year ended 31 October 2017.

DIRECTORS REPORT

For the year ended 31 October 2017

The directors present their report, together with the financial statements, on the company for the financial year ended 31 October 2017.

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:

Liam Anthony Twigger
Sherif Andrawes
Henry Atturo
Anna Marie Liscia
Luigi Giuliani
Jason Petkovic
Gary Adshead (resigned 17th December 2016)
Robert Andrew Mackay (term expired 20 January 2017)
Janette Caroline Spencer (term expired 30 March 2017)
Andrea Hoskins (elected 30 March 2017)
Will Golsby (elected 30 March 2017)
Elizabeth Tylich (appointed 14 June 2017)

COMPANY SECRETARIES

Keith Wood (GIA(Cert)) and Rachael Gazis (BCom, CA) both hold the role of Company Secretary. Ms Gazis has held the position since 23 June 2015, and Mr Wood was appointed on 22 February 2017.

NATURE OF OPERATIONS AND PRINCIPAL ACTIVITIES

Football West Ltd is a member of the Football Federation 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 profit of the Company for the year ended 31 October 2017 is \$152,371. (31 October 2016: \$175,986).

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.

SHORT-TERM AND LONG-TERM OBJECTIVES (continued)

The company's short-term objectives for the next twelve months are:

- Secure Government funding for the development of a State Football Centre;
- Empower clubs and associations to deliver sustainable growth of the game;
- Develop a regional service model and identify priority regions;
- Develop a state team program;
- Develop an annual development plan for referees, coaches and players based on key priorities identified in the 5-year plan; and
- Improve the company's capacity to deliver through a review of the current internal infrastructure.

At the highest level, the company's long-term objectives are to:

- 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;
- Secure a State Football Centre and engage a strategic approach to facilities planning to improve facilities for football in WA;
- Complete an audit on existing facilities; and
- Facilitate outstanding delivery through a values 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.

DIRECTORS REPORT

For the year ended 31 October 2017

KEY PERFORMANCE MEASURES

The company measures its own performance through the use of both qualitative and quantitative benchmarks. The 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 2017, nine meetings of Directors were held. Attendances were as follows;

NAME	No. Eligible to	No. Attended	% Attended
Liam Anthony Twigger	9	9	100%
Henry Atturo	9	9	100%
Sherif Andrawes	9	7	78%
Anna Marie Liscia	9	8	89%
Robert Andrew Mackay	2	2	100%
Luigi Giuliani	9	6	67%
Janette Caroline Spencer	3	2	67%
Gary Adshead	2	1	50%
Jason Petkovic	9	7	78%
Will Golsby	6	6	100%
Andrea Hoskins	6	6	100%
Elizabeth Tylich	4	3	75%

INFORMATION ON DIRECTORS

Liam Anthony Twigger – Chairman

Mr Twigger has been a former WA State League player and a State representative at both senior and junior levels, Australian representative at junior level, and previously played for Sorrento, Kingsway Olympic, Balga, Inglewood United (Kiev) and Swindon Town FC. He has over thirty years’ experience in the fields of investment banking and corporate finance and was previously the head of Macquarie Bank Limited in Perth and Bankers Trust Investment Bank in Perth. He is currently Managing Director and Principal of PCF Capital Group, a boutique corporate advisory and investment banking firm focused on the mining sector and Chairman of MinesOnline.com. Mr Twigger is a non-executive director of The Perth Mint and sits on the Board of Governors of St Mary’s Anglican Girls’ School. Mr Twigger was first appointed to the Football West Board in December 2008.

Sherif Andrawes – Director

Sherif Andrawes is the Chairman of accounting firm BDO (WA) and a member of the National Board of 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. 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. Mr Andrawes was appointed as a Board member in July, 2012, and has been Chair of the Finance and Audit Committee since 2014.

Henry Atturo – Deputy Chairman

Henry Atturo has spent over 35 years in the retail sector and has held a number of senior executive positions both in Australia and abroad with Coles Myer Ltd. Mr Atturo was General Manager for Red Dot Stores in WA for 15 years and is currently the Managing Director at Westralian Cleaning Services. Over the past 20 years he has been heavily involved in grass roots football holding both coaching and administration roles ranging from junior, youth and senior competitions. Mr Atturo has played amateur football and until recently was an active player in the masters competition. Mr Atturo's extensive retail business background coupled with his experience in grass roots football in this state provides a broad range of skills to the Board.

Anna Maria Liscia – Director

Anna Liscia is a highly experienced and respected lawyer in WA, having worked as a senior solicitor for Stone James & Co (now King Wood Mallesons) for over ten years before forming her own legal consultancy business, which operated from 1993 to 2011. Ms Liscia formed her own practice, Liscia Legal, in 2012, providing tailored and individual legal services for small to medium businesses. Ms Liscia has been a member of the Legal Practice Board of WA since 1999 and is currently serving as the Convenor of the Board's Management Committee, having previously been a Deputy Chair and Chair. Ms Liscia is a director of other organisations, also in the not for profit and profit sector. She is also a past president of Women Lawyers of WA Inc, and former member of the Legal Practitioners Disciplinary Tribunal, Energy Review Board and the State Administrative Tribunal. Ms Liscia is responsible for Risk Management and Corporate Governance within Football West.

Robert Andrew MacKay – Director (term expired 20 January 2017)

Rob MacKay has played amateur level football for more than 20 years and remains an active club player. This is complemented with more than fifteen years' experience in both grass roots football administration and in coaching, and a broad knowledge of both amateur and social football. Mr MacKay was previously a director of the Western Australian Amateur and Social Soccer Association (WAASSA) and was a former long serving manager with Telstra. Mr MacKay was responsible for the amateur, social & masters portfolio. His period as an Elected Director ended on 17 December 2014 and he was appointed by the Board as a director 20 January 2015 in accordance with Football West's Constitution.

DIRECTORS REPORT**For the year ended 31 October 2017****Luigi Giuliani- Director**

Lui Giuliani (BBus) is a member of the Institute of Chartered Accountants and a company director. Mr Giuliani had a 20-year career with Ernst & Young and was a partner at the firm for 7 years. Among his current roles Mr Giuliani is the Chairman of Austral Fisheries, Aspire Capital Partners, Board Advisory Member of Georgiou Group and Governance Board Chairman at CDM Australia. Mr Giuliani focuses on strategic direction planning, business mentoring and building professional business structures. Mr Giuliani has completed a Strategic Management Program at the Macquarie Graduate School of Management. Mr Giuliani has had a long interest in football through his junior and masters leagues playing days in the local football competition, coaching junior teams and attending major football games. Mr Giuliani was also previously chairman of the Spirit of Hope Committee for the Cancer Council of Western Australia.

Janette Caroline Spencer – Director (term expired 30 March 2017)

Janette Spencer has a strong background in women's football, having been the President of Women's Soccer WA for eight years, Director of Development for the Australian Women's Soccer Association and the first acting chair of the FFA's Women's Standing Committee. Ms Spencer played at state level during the late 1980s and was a key member of the very successful masters team, the Perth Strikers, that enjoyed great success winning medals at Australian and World Masters Games during the late 1990s and early 2000s. Ms Spencer's professional background is in management and she currently holds the position of General Manager Community Services East at Avivo. Prior to this position Ms Spencer worked as the Manager, Community Development at the City of Subiaco and Senior Manager Projects and Member Services at Volunteering WA and spent ten years with the Department of Sport and Recreation primarily as a sport consultant to 22 State Sport Associations. Ms Spencer was responsible for the Women's portfolio.

Gary Adshead – Director (resigned 17th December 2016)

Gary Adshead, the current State Political Editor of the West Australian, has worked in all forms of the media for over 30 years. He began his career in New Zealand, where his father John was the national football coach and took the country to the 1982 World Cup in Spain. After seven years as a newspaper journalist in New Zealand, England and Australia, Mr Adshead began an eight-year stint as a television reporter and Chief of Staff. He has also worked as a political editor of The West Australian newspaper and spent many years unearthing stories at The West and The Sunday Times about Perth's underbelly. He has won numerous awards for journalism and is a former host of 6PR's Morning Program. Mr Adshead was elected to the Board in December 2014.

Jason Petkovic – Director

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.

Andrea Hoskins – Director (elected 30 March 2017)

Ms Hoskins has an extensive corporate background in the areas of strategy and business planning, mergers and acquisitions and general management across a wide range of industries including financial services, resources, agriculture, 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 employed by HBF as the Head of Strategy and Mergers & Acquisitions with responsibility for corporate strategy development, business planning and the delivery of complex strategic projects, including transactions. She was previously charged with the management of the Friendlies Pharmacy Franchise following its acquisition by HBF in 2013. Ms Hoskins was a recipient of a WA Business News “40 under 40” award, in recognition of the integration and evolution of the pharmacy business model.

Prior to her employment at HBF, Ms Hoskins was a strategy consultant for 5 years operating internationally, and as a Marketing Manager in London. Ms Hoskins has an affinity to both elite and grassroots sport having played touch football and Gaelic football at state level and netball at community level.

William Golsby – Director (elected 30 March 2017)

Mr Golsby has broad experience in sports administration, corporate governance, business, strategic and financial 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 during which time he provided high level strategic policy, media and political advice to the Minister. This role also included 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, has previously been a Chief Executive Officer and Company Secretary of a membership organisation and director of the Australian Crop Accreditation System.

DIRECTORS REPORT

For the year ended 31 October 2017

Elizabeth Tylich – Director (appointed 14 June 2017)

Ms Tylich is a commercial lawyer with over 18 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 NFP 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.

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* (Cth) has been included on page 9, 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* (Cth).

On behalf of the Directors



Liam Twigger

Chairman

Perth

Date: 15 February 2018



Sherif Andrawes

Director

Perth

Date: 15 February 2018

RSM Australia Partners

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2 The Esplanade Perth WA 6000
GPO Box R1253 Perth WA 6844

T +61(0) 8 92619100
F +61(0) 8 92619111

www.rsm.com.au

AUDITOR'S INDEPENDENCE DECLARATION

As lead auditor for the audit of the financial report of Football West Limited for the year ended 31 October 2017, 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


ALASDAIR WHYTE
Partner

Perth, WA
Dated: 15 February 2018

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING

RSM Australia Partners is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

RSM Australia Partners ABN 36 965 185 036

Liability limited by a scheme approved under Professional Standards Legislation

FOOTBALL WEST LIMITED

STATEMENT OF COMPREHENSIVE INCOME
For the year ended 31 October 2017

	Notes	2017	2016
		\$	\$
Revenue	2	6,298,911	6,013,390
Total revenue		6,298,911	6,013,390
Depreciation and amortisation expense	3	(91,893)	(85,975)
Employee benefits expense	3	(2,399,277)	(2,055,532)
Finance expense	3	(2,090)	(1,889)
Other expenses	3	(3,653,280)	(3,694,008)
Total expenses		(6,146,540)	(5,837,404)
Surplus before income tax expense		152,371	175,986
Income tax expense		-	-
Surplus after income tax expense for the year attributable to the members of Football West Limited		152,371	175,986
Other comprehensive income for the year, net of tax		-	-
Total comprehensive income for the year attributable to the members of Football West Limited		152,371	175,986

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

FOOTBALL WEST LIMITED

STATEMENT OF FINANCIAL POSITION
As at 31 October 2017

MENU

	Notes	2017 \$	2016 \$
CURRENT ASSETS			
Cash and cash equivalents	4	1,604,187	1,155,816
Trade and other receivables	5	204,575	95,363
Other current assets	6	274,677	87,380
TOTAL CURRENT ASSETS		2,083,439	1,338,559
NON-CURRENT ASSETS			
Property, plant and equipment	7	1,300,393	1,314,570
TOTAL NON-CURRENT ASSETS		1,300,393	1,314,570
TOTAL ASSETS		3,383,832	2,653,129
CURRENT LIABILITIES			
Trade and other payables	8	1,105,673	507,175
Employee benefits	9	264,072	199,228
Financial liabilities	10	5,405	5,405
Provisions	11	46,579	120,000
TOTAL CURRENT LIABILITIES		1,421,729	831,808
NON-CURRENT LIABILITIES			
Financial liabilities	12	15,790	20,454
Provisions	13	39,654	46,579
TOTAL NON-CURRENT LIABILITIES		55,444	67,033
TOTAL LIABILITIES		1,477,173	898,841
NET ASSETS		1,906,659	1,754,288
ACCUMULATED FUNDS			
Accumulated surplus		1,906,659	1,754,288

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

STATEMENT OF CHANGES IN EQUITY
For the year ended 31 October 2017

	Retained Surpluses	Total Equity
	\$	\$
Balance at 1 November 2015	1,578,302	1,578,302
Profit after income tax expense for the year	175,986	175,986
Other comprehensive income for the year, net of tax	-	-
Total comprehensive income for the year	175,986	175,986
Balance at 31 October 2016	1,754,288	1,754,288
Balance at 1 November 2016	1,754,288	1,754,288
Profit after income tax expense for the year	152,371	152,371
Other comprehensive income for the year, net of tax	-	-
Total comprehensive income for the year	152,371	152,371
Balance at 31 October 2017	1,906,659	1,906,659

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

FOOTBALL WEST LIMITED

STATEMENT OF CASH FLOWS
For the year ended 31 October 2017

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	Note	2017 \$	2016 \$
Cash flows from operating activities			
Receipts from customers		6,410,336	6,039,933
Interest received		12,118	10,935
Payments to suppliers and employees		(5,885,397)	(5,503,746)
Interest paid		(2,089)	(1,889)
Net cash inflow from operating activities	17	534,968	545,233
Cash flows from investing activities			
Payments for property, plant and equipment		(82,332)	(81,262)
Proceeds from disposal of property, plant and equipment		400	1,090
Net cash (outflow) from investing activities		(81,932)	(80,172)
Cash flows from financing activities			
Loans received		-	-
Loan repayments		(4,665)	(3,514)
Net cash (outflow) from financing activities		(4,665)	(3,514)
Net increase in cash		448,371	461,547
Cash at beginning of the financial period		1,155,816	694,269
Cash at end of the financial period	4	1,604,187	1,155,816

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

NOTES TO FINANCIAL STATEMENTS**31 October 2017****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.

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.

(a) Revenue

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 where there is a reasonable assurance that the grant will be received and all attached conditions will be complied with.

1 STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Cont.)

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).

(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. Bank overdrafts are shown within short-term borrowings in current liabilities on the statement of financial position.

(d) Trade and other receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment. Collectability of trade receivables is reviewed on an ongoing basis.

Other receivables are recognised at amortised cost, less any provision for impairment.

1 STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Cont.)**(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 are measured on the cost basis less depreciation and any impairment losses.

The carrying amount of plant and equipment is reviewed annually by directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

Plant and equipment that have been contributed at no cost, or for nominal cost, are recognised at the fair value of the asset at the date it is acquired.

Depreciation

The depreciable amount of all fixed assets including buildings and capitalised lease assets, but excluding freehold land, is depreciated on a straight-line basis over the asset's useful life to the entity commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The depreciation rates used for each class of depreciable assets are:

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

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

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.

(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.

1 STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Cont.)**(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 determination of whether an arrangement is or contains a lease is based on the substance of the arrangement and requires an assessment of whether the fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset. A distinction is made between finance leases, which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to the ownership of leased assets, and operating leases, under which the lessor effectively retains substantially all such risks and benefits.

Leased assets acquired under a finance lease are depreciated over the asset's useful life or over the shorter of the asset's useful life and the lease term if there is no reasonable certainty that the consolidated entity will obtain ownership at the end of the lease term.

Operating lease payments, net of any incentives received from the lessor, are charged to profit or loss on a straight-line basis over the term of the lease.

(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.

(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 consolidated entity 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.

**NOTES TO FINANCIAL STATEMENTS
31 October 2017****1 STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Cont.)****(k) 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.

(l) 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).

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 included in receipts from customers or payments to suppliers.

(m) 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.

(n) Critical Accounting Estimates and Judgments

The directors evaluate estimates and judgments incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the company. At the reporting date there were no accounting estimates and judgements requiring evaluation by the directors.

(o) New standards and interpretations issued but not yet effective

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet mandatory, have not been early adopted by the Football West Limited for the annual reporting period ended 31 October 2017. The company has not yet assessed the impact of these new or amended Accounting Standards and Interpretations.

	2017 \$	2016 \$
2. REVENUE		
Player registrations	2,888,197	2,879,492
Grants	1,002,240	888,838
Development fees	774,605	693,883
Sponsorship- general	214,784	256,417
Sponsorship - Healthway WA	355,500	244,000
Referees	475,475	464,255
Team entry fees	391,465	345,352
Interest income	12,119	10,935
Other income	184,526	230,218
Total revenue	6,298,911	6,013,390

3. EXPENSES

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

Depreciation and amortisation expense

Depreciation expense	50,697	47,254
Amortisation expense	41,196	38,721
	91,893	85,975

Employee benefits expense

Salaries and wages	2,207,393	1,887,455
Superannuation	191,884	168,077
	2,399,277	2,055,532

Finance expense

Interest on loan – City of Bayswater	2,090	1,889
	2,090	1,889

NOTES TO FINANCIAL STATEMENTS
31 October 2017

	2017	2016
	\$	\$
3. EXPENSES (continued)		
Other expenses		
Insurance expense	372,906	362,407
Contractors	306,674	149,977
Travel and accommodation	321,620	284,407
Office expenses	118,980	117,816
National registration fee	516,281	581,765
Competitions	881,959	944,942
Game development	406,615	513,482
Marketing and events	435,490	470,073
Other expenses	292,755	269,139
	3,653,280	3,694,008
4. CURRENT ASSETS – CASH AND CASH EQUIVALENTS		
Cash on hand	500	500
Cash at bank	1,603,687	1,155,316
	1,604,187	1,155,816
5. CURRENT ASSETS – TRADE AND OTHER RECEIVABLES		
Trade receivables	203,742	99,018
Less: provision for doubtful debts	(29,092)	(14,424)
	174,650	84,594
Other receivables	29,925	10,769
	204,575	95,363
6. CURRENT ASSETS – OTHER CURRENT ASSETS		
Prepayments	274,677	87,380
	274,677	87,380

	2017	2016
	\$	\$
7. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT		
Land		
At cost	670,500	670,500
Buildings		
At cost	500,000	500,000
Accumulated depreciation	(43,547)	(31,031)
	456,453	468,969
Leasehold buildings		
At cost	52,750	52,750
Accumulated amortisation	(40,871)	(38,123)
	11,879	14,627
Fixtures & fittings		
At cost	187,646	179,224
Accumulated depreciation	(107,335)	(73,643)
	80,311	105,581
Equipment		
At cost	218,151	158,905
Accumulated depreciation	(139,492)	(108,571)
	78,659	50,334
Motor vehicles		
At cost	9,817	9,817
Accumulated depreciation	(7,226)	(5,258)
	2,591	4,569
	1,300,393	1,314,570
Movements in carrying values		
Land		
Carrying value at the start of the year	670,500	670,500
Additions	-	-
Carrying value at the end of the year	670,500	670,500

	2017	2016
	\$	\$
7. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT (continued)		
Buildings		
Carrying value at the start of the year	468,969	481,507
Depreciation	(12,516)	(12,538)
Carrying value at the end of the year	456,453	468,969
Leasehold buildings		
Carrying value at the start of the year	14,627	18,216
Amortisation	(2,748)	(3,589)
Carrying value at the end of the year	11,879	14,627
Furniture & fittings		
Carrying value at the start of the year	105,581	85,713
Additions	18,378	53,688
Disposals	(4,388)	(296)
Depreciation	(39,260)	(33,524)
Carrying value at the end of the year	80,311	105,581
Equipment		
Carrying value at the start of the year	50,334	63,780
Additions	63,954	27,575
Disposals	(229)	(6,666)
Depreciation	(35,400)	(34,355)
Carrying value at the end of the year	78,659	50,334
Motor vehicles		
Carrying value at the start of the year	4,559	6,529
Disposals	-	-
Depreciation	(1,968)	(1,970)
Carrying value at the end of the year	2,591	4,559
	1,300,393	1,314,570

	2017	2016
	\$	\$
8. CURRENT LIABILITIES – TRADE AND OTHER PAYABLES		
Trade payables	190,543	113,101
Other payables and accruals	416,335	284,693
Unearned income	356,977	109,381
Sustainability Grant	141,818	-
	1,105,673	507,175

In 2017, following the completion of the NPL Review, Football West committed to paying NPL Clubs a once-off Sustainability Grant.

9. CURRENT LIABILITIES – EMPLOYEE BENEFITS		
Annual leave	168,755	129,854
Long service leave	95,317	69,374
	264,072	199,228

10. CURRENT LIABILITIES – FINANCIAL LIABILITIES		
Loan – City of Bayswater	5,405	5,405

11. CURRENT LIABILITIES – PROVISIONS		
NPL Single Year Assistance Package	-	120,000
Female Football Development Fund	46,579	-
	46,579	120,000

In 2016 Football West Ltd committed to pay NPL Clubs a once-off financial assistance package, following the expansion of the NPL WA competition in 2017.

	2017	2016
	\$	\$
12. NON-CURRENT LAIBILITIES – FINANCIAL LIABILITIES		
Loan – City of Bayswater	15,790	20,454
	15,790	20,454
BANK LOAN		
Total facility	250,000	250,000
Used at the reporting date	-	-
Unused at the reporting date	250,000	250,000

Assets pledged as security

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

13. NON-CURRENT LIABILITIES – PROVISIONS

PROVISIONS		
Female Football Development Fund	39,654	46,579
	39,654	46,579

The Female Football Development Fund was originally established with funds received from WA Women's Soccer Association. In 2017, Football West contributed an additional \$39,564 to the Fund to be used for female football development.

AUDITORS REMUNERATION

Amounts received or due and receivable by the auditors of Football West Limited for:		
- audit of the financial report of the individual entity	17,000	16,400
	17,000	16,400

14. CONTINGENT LIABILITIES

The company had no contingent liabilities as at 31 October 2017.

	2017	2016
	\$	\$
15. CAPITAL AND LEASING COMMITMENTS		
Non-cancellable operating lease contracted for but not amortized in the financial statements		
Payable:		
- 1 year	38,928	35,567
- longer than 1 year but not longer than 5 years	35,950	65,550
- longer than 5 years	6,519	12,915
	81,397	114,032

Football West Limited is committed to rent the premises at Gibbney Reserve until 5 January 2024 and Unit 92, Lord Street until 21 March 2019, which accounts for the above commitments.

16. EVENTS SUBSEQUENT TO REPORTING DATE

There are no other matters or circumstances that have arisen since 31 October 2017 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.

17. RECONCILIATION OF SURPLUS/ (DEFICIT) AFTER INCOME TAX TO NET CASH FROM OPERATING ACTIVITIES

	2017	2016
	\$	\$
Surplus/(deficit) after income tax expense for the year	152,371	175,986
Adjustments for		
Net loss on sale of assets	4,217	5,870
Depreciation and amortization	91,893	85,975
Provision for doubtful debts	14,668	6,591
Change in assets and liabilities		
Decrease/ (Increase) in receivables	(123,881)	56,546
(Increase)/Decrease in prepayments	(187,297)	(15,838)
(Decrease)/ Increase in payables	350,902	103,006
Increase/(Decrease) in provisions	(15,501)	156,779
(Decrease)/ Increase in unearned income	247,596	(29,682)
Net cash inflow/(outflow) from operating activities	534,968	545,233

18. 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 2017 the number of members was thirteen.

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* (Cth) 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* (Cth), 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 2017 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* (Cth).

On behalf of the Directors



Liam Twigger
Chairman

Perth
Date: 15 February 2018



Sherif Andrawes
Director

Perth
Date: 15 February 2018

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

Opinion

We have audited the accompanying financial report, being a special purpose financial report, of Football West Limited ("the Entity"), which comprises the statement of financial position as at 31 October 2017, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended 31 October 2017, notes comprising a summary of significant accounting policies and other explanatory notes and the directors' declaration.

In our opinion, the accompanying financial report presents fairly, in all material respects the financial position of as at 31 October 2017, and its performance and cash flows for the year then ended in accordance with the financial reporting requirements of the *Corporations Act 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 Football West Limited in accordance with the auditor independence 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 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.

Responsibilities of Management and Those Charged with Governance for the Financial Report

Management is responsible for the preparation and fair presentation of the financial report in accordance with the financial reporting requirements of the applicable legislation and for such internal control as management determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

THE POWER OF BEING UNDERSTOOD AUDIT | TAX | CONSULTING

RSM Australia Partners is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

RSM Australia Partners ABN 36 965 185 036

Liability limited by a scheme approved under Professional Standards Legislation

In preparing the financial report, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

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: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.

RSM
RSM AUSTRALIA PARTNERS

Perth, WA
Dated: 20 February 2018


ALASDAIR WHYTE
Partner

RSM Australia Partners

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**AUDITOR'S DISCLAIMER
TO THE DIRECTORS OF
FOOTBALL WEST LIMITED**

The additional financial data presented on the following pages are in accordance with the books and records of Football West Limited, which have been subjected to the auditing procedures applied in our audit of Football West Limited for the year ended 31 October 2017. It will be appreciated that our audit did not cover all details of the additional financial data. Accordingly, we do not express an opinion on such financial data and no warranty of accuracy or reliability is given. Neither the firm nor any member or employee of the firm undertakes responsibility in any way whatsoever to any person (other than Football West Limited) in respect of such data, including any errors or omissions therein however caused.

Perth, WA
Dated: 20 February 2018

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FOOTBALL WEST LIMITED**UNAUDITED DETAILED PROFIT & LOSS STATEMENT****For the year ended 31 October 2017**

MENU

	2017	2016
	\$	\$
REVENUE		
Player registrations	2,888,197	2,879,492
Grants	1,002,240	888,838
Development fees	774,605	693,883
Sponsorship- general	214,784	256,417
Sponsorship - Healthway WA	355,500	244,000
Referees	475,475	464,255
Team entries fees	391,465	345,352
Interest income	12,119	10,935
Other income	184,526	230,218
	6,298,911	6,013,390
EXPENSES		
Depreciation and amortisation expense		
Depreciation expense	50,697	47,254
Amortisation expense	41,196	38,721
	91,893	85,975
Employee benefits expense		
Salaries and wages	2,207,393	1,887,455
Superannuation	191,884	168,077
	2,399,277	2,055,532
Finance cost		
Interest on loan – City of Bayswater	2,090	1,889
	2,090	1,889
Other expenses		
Insurance expense	372,906	362,406
Contractors	306,674	149,977
Travel and accommodation	321,620	284,407
Office expenses	118,980	117,816
National registration fee	516,281	581,765
Competitions	881,959	944,942

This unaudited profit and loss statement has been prepared by management at the request of and for the purpose of members and we accept no responsibility towards and any other person – refer to preceding auditor's disclaimer.

RSM AUSTRALIA PARTNERS

FOOTBALL WEST LIMITED**UNAUDITED DETAILED PROFIT & LOSS STATEMENT****For the year ended 31 October 2017**

	2017	2016
	\$	\$
Other expenses (cont.)		
Game development	406,615	513,482
Advertising, marketing & events	435,490	470,073
Other expenses	292,755	269,139
	3,653,280	3,694,008
TOTAL (DEFICIT)/SURPLUS	152,371	175,986
OTHER EXPENSES		
Audit fees	16,650	16,400
Bad debts written off	4,270	5,660
Bank fees	10,197	7,614
Courier	681	651
Donations	1,000	3,245
Entertainment/hospitality	6,337	52,666
Legal	83,103	21,167
Meeting expenses	9,045	9,200
Parking	2,168	1,053
Motor vehicle expenses	17,692	7,956
Recruitment	2,483	41,355
Rent	38,989	17,685
Repairs & maintenance	6,773	4,010
Security	3,167	2,294
Staff amenities	10,657	15,110
Staff development	21,160	14,939
Subscriptions/memberships	12,654	8,218
Telephone – fixed	5,162	6,572
Telephone - mobile	21,510	20,728
Loss on disposal of property plant and equipment	4,389	6,025
Provision for doubtful debts	14,668	6,591
TOTAL OTHER EXPENSES	292,755	269,139

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RSM AUSTRALIA PARTNERS

FOOTBALL WEST LIMITED

CORPORATE GOVERNANCE STATEMENT

For the year ended 31 October 2017

Governance Statement

Football West Limited is a company limited by guarantee, incorporated under the *Corporations Act 2001* (Cth). 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 Operating Officer, General Manager Strategy and Partnerships, Head of Member Services, Head of Development and the Financial Controller. 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 2017

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 monthly management 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 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.

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.

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
- no employees of the company, including the Chief Executive Officer, can be a director of the company
- directors are appointed for a maximum of two terms of four years each.

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.

CORPORATE GOVERNANCE STATEMENT
For the year ended 31 October 2017

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
- 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.

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 quarterly newsletters.



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footballwest.com.au

