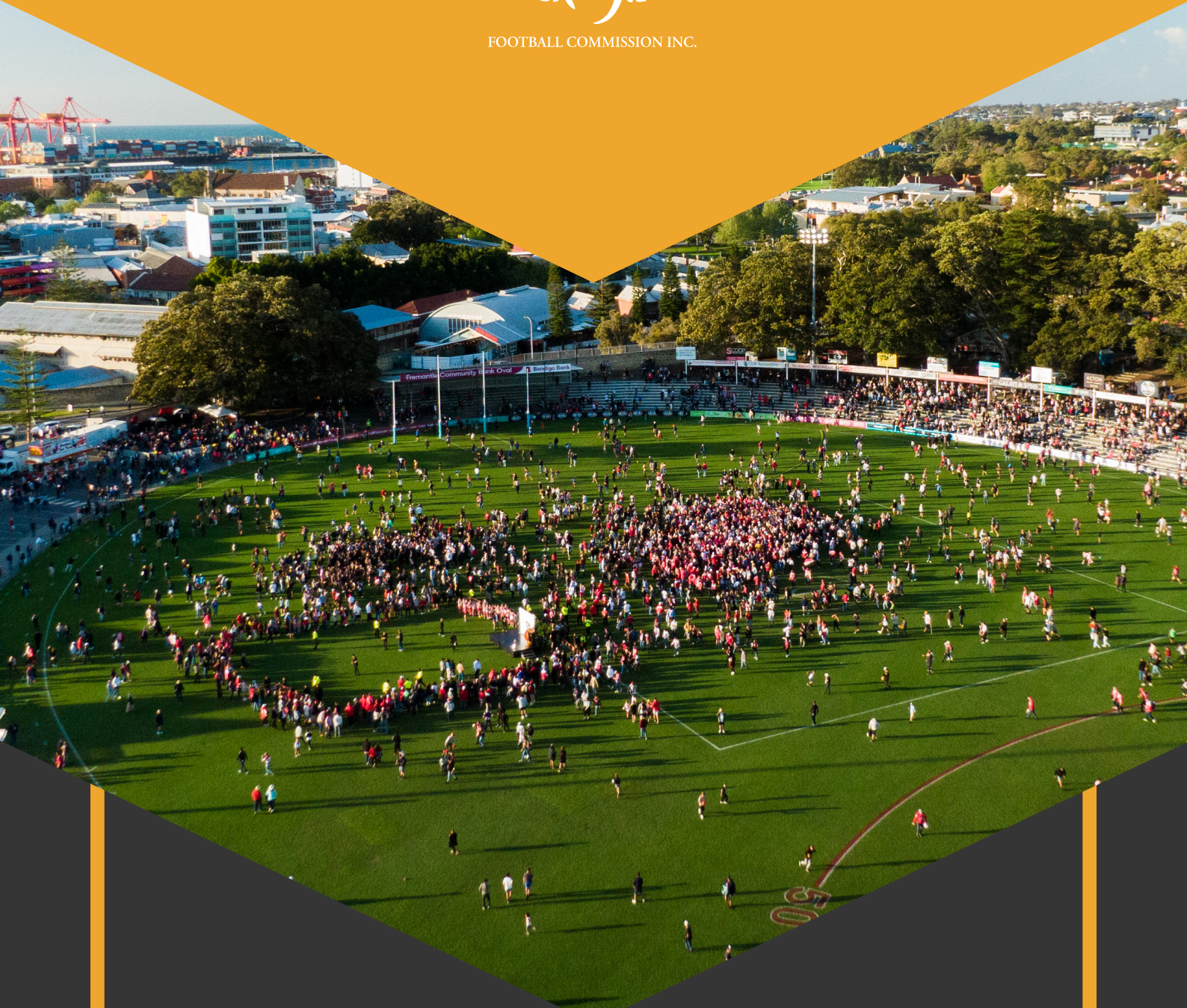




FOOTBALL COMMISSION INC.



2020 REVIEW



OUR VISION

CONNECTING AND ENHANCING WA COMMUNITIES THROUGH OUR GREAT GAME.

At the WAFC we value:

Our People: We care for, support and develop our people. We are one united team committed to delivering our agreed objectives. Together we celebrate our successes and achievements.

Leading our Industry: We respect our history as we shape our future. We work in partnership to ensure football is successful. We aim to set the standards for our industry.

Our relationships: We deeply value the players, volunteers, stakeholders and fans of our game. We are committed to building relationships that are enduring. We earn trust through our behaviours and communication.

Being our very best: We strive to give our very best every day. We are recognised as an organisation that gets things done. We bring passion, perseverance and a positive attitude to everything we do.

OUR ROLE

Footy is the fabric that connects players, families and communities right across Western Australia and this is the core to our focus in growing and developing football in Western Australia.

The West Australian Football Commission is the caretaker of football throughout the State and is responsible for the overall development of the game.

The WAFC's role includes ownership of the State's two AFL teams – the West Coast Eagles and Fremantle Football Club, supporting and developing the West Australian Football League (WAFL) and West Australian Football League Women's competition (WAFLW), overseeing community football, managing umpiring, and driving participation through game development and the talent pathway. The WAFC is a not-for-profit sports association. It is incorporated under the Associations Incorporation Act and governed by a voluntary Board of Commissioners that oversees the operation of all football activities throughout the State.



*"CONNECTING AND
ENHANCING WA
COMMUNITIES THROUGH
OUR GREAT GAME."*

*THE WEST AUSTRALIAN FOOTBALL
COMMISSION ACKNOWLEDGES THE
ABORIGINAL PEOPLES OF WESTERN
AUSTRALIA AS THE TRADITIONAL
CUSTODIANS OF THIS LAND, AND WE
PAY OUR RESPECTS TO THEIR ELDERS
BOTH PAST AND PRESENT.*

AT THE WAFC WE FUND & DEVELOP

- ▶ The WAFL and WAFLW competitions
- ▶ The Colts competition and supporting talent pathway
- ▶ State talent academies for males and females
- ▶ The umpiring talent pathway
- ▶ School competitions and the AFL School Ambassador program
- ▶ Multicultural engagement programs
- ▶ Indigenous engagement programs including the Nicky Winmar Carnival, Kirby Bentley Carnival and WA Kickstart team
- ▶ Auskick, junior and youth football
- ▶ Tribunals, governance and integrity programs
- ▶ Community facility funding
- ▶ Coaching, umpiring and volunteer accreditation and development

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2020 HIGHLIGHTS



13,589
Auskickers



10,670
Female
Participants



61,284
Club Football
Participants



93,437
WA Total
Participation



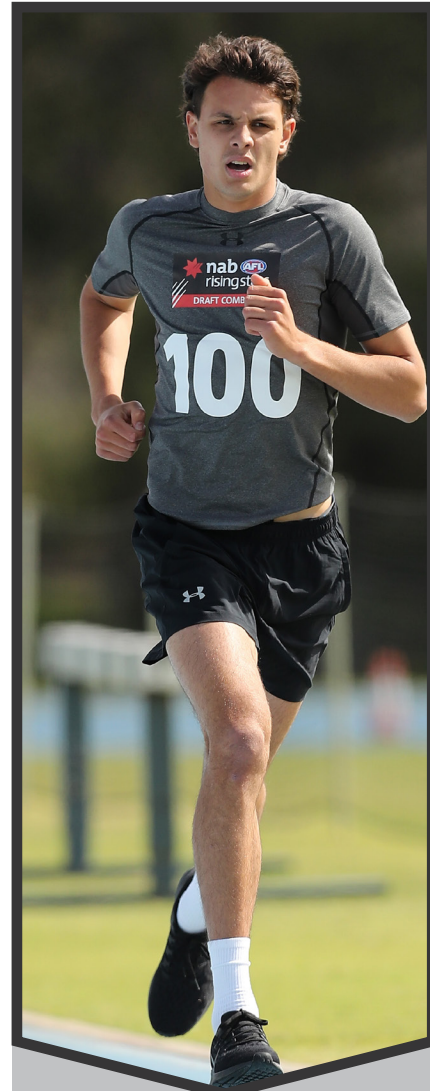
3x AFL
U18s
All Stars
Games Took Place

7 Players
Selected in
2020
AFLW
National Draft



South Fremantle
Became the 6th
Team in the
WAFLW
Competition

South Fremantle
Claimed the
2020
WAFL
Premiership



Average of
2009
People Attended
WAFL per Game

Peel
Was Crowned the
2020
WAFLW
Premiers

11 Players
Selected in
2020
AFL
National Draft

27,756
WAFL TV
Viewers per Game

MESSAGE FROM THE CHAIRMAN



The 2019-20 financial year has been defined by the worldwide impact of COVID-19, which has had a significant influence on our way of life and all organisations including the West Australian Football Commission.

From the outset, the West Australian Football Commission's (WAFC) priority has been to ensure the safety and wellbeing of our people and the WA Football community.

Western Australia was fortunate to commence and complete a football season across the state, giving all participants the chance to reconnect with the sport and their community after a challenging start to the year.

The Optus WAFL & WAFLW were able to go ahead with a shortened season, while community football re-commenced on June 27. As Chairman, it was a privilege to be at the Optus WAFL Grand Final, a fixture that lived up to the hype in front of a capacity crowd of 10,179 at Fremantle Community Bank Oval.

Our organisation has adapted to new ways of operating throughout challenging circumstances and has delivered on all levels of football state-wide.

Despite the challenges, football is alive and well in Western Australia, playing a significant part in connecting and enhancing communities across WA.

Community Football

The expansion and development of grassroots and community football continued across the state in 2020, with Western Australia leading the nation in total participation numbers, seeing 93,437 participants despite an interrupted season. This success was driven by the upward trajectory of female participation, schools' programs and youth participation.

Having the ability to get football competitions complete in this state was a major boost, allowing 92% of players to return to their club after the delayed COVID-19 period. The WAFC delivered on the biggest change to Junior Football since 2003, implementing the DFDC Governance Reform, focusing on professionalising junior competition management, increased focus on football development and more support for junior football.

Adding additional staff and targeted investment into various activities has allowed this Reform to be successful, giving Western Australia the ability to lead the way in community football. Our 463 community clubs, 45 community leagues and 61,284 club participants would not be possible without the tireless work of our football volunteers, playing a pivotal role to the overall health of our game.

We will continue to support football at all levels around the state.

WAFL & WAFLW

Both the Optus WAFL and WAFLW solidified their reputation as two of the premier State competitions in the country, completing seasons under challenging circumstances. The Optus WAFL moved to a nine-round season after a delayed start due to the pandemic, highlighted by Perth Football Club reaching the finals for the first time in 23 years.

A season filled with drama culminated in a sold-out Grand Final at Fremantle Community Bank Oval and a return to a community venue after more than a century. The most exciting final seen in ten years resulted in a three-point victory to South Fremantle Football Club, sparking jubilant scenes in the heart of Fremantle.

The Optus WAFLW continued into a second season, seeing some of the State's best female talent excel in a premier competition. To see over 400,000 people tune into the live stream of games throughout the season was a testament to the growth of the competition, demonstrating plenty of interest and support for the players. Peel Thunder's twelve-month transformation from bottom of the table to Premiers was the highlight of another highly successful women's campaign.

Talent Program

The Simply Energy Talent Program resulted in 18 players being selected across the 2020 AFL & AFLW Drafts.

Eleven players, including three first-round draft picks, landed at respective AFL clubs. This was a positive result given the AFL U18s Championships could not take place this season. A number of state-wide AFL U18s All-Star games were conducted through the male and female pathway programs, giving the athletes the chance to showcase their skills prior to the Draft.

Seven female athletes were selected by our two West Australian AFLW clubs, continuing the pathway from our WAFL Women's competition.

Financial Result

The WAFC recorded a net deficit of \$115,553 for the year ended October 31, with the difficulties of the global pandemic having a significant impact on the result.

While initial projections spoke of further losses, the ability to get football seasons away helped the overall financial outcome.

With a reduction of staffing hours, a stringent review of all expenditure and the receipt of Government subsidies, the WAFC was able to recover some of the anticipated losses.

The WAFC implemented a workforce restructure required to make changes to the staffing and operating costs. The restructure resulted in a 22% reduction in salary costs to the business. While these changes were not easy, the decision was based on ensuring the game's financial sustainability in what we anticipate will be an uncertain landscape for a number of years.

There is a need for all segments of the sport to be economically sustainable and as a business we will continue to make decisions based on the best interests of a sustainable financial model for football.

Parliamentary Inquiry

A parliamentary inquiry was established to review the use of State funds and determine whether the WA Football Commission is meeting its obligations under the State Funding Agreement. The inquiry provided the opportunity for the WAFC to be open and transparent, allowing the organisation to detail their roles and responsibility to football in WA.

The inquiry begun on August 12, with the findings tabled by the Committee on November 12. This included 58 findings and 23 recommendations to which the WAFC is reviewing alongside DLGSCI.

WAFC Executive and Commissioners

After 4.5 years as Chief Executive, Gavin Taylor tendered his resignation at the end of the football season to pursue a career opportunity on the east coast.

Mr Taylor made an outstanding contribution to WA Football over his ten years at the WAFC, playing a key role in navigating through the transition from Subiaco Oval, State funding negotiations, major industry reform and most recently the COVID-19 pandemic. Michael Roberts has been appointed as WAFC CEO, bringing an experienced sports administration background to the role. Mr Roberts commenced in the role early in 2021.

The WAFC Commissioner Elections took place in December seeing a range of changes across the Board. Commissioner Brian O'Donnell was reappointed for three years, while the WAFC welcomed Ian Callahan, Phil Lamb and Dixie Marshall as new Commissioners for three-year terms.

Neil Randall concluded his tenure as a Commissioner after serving a nine-year term, while Chris Cottier did not nominate for re-election after serving a three-year period. Grant Dorrington was not re-elected after serving six-years as a Commissioner.

Our Partners

On behalf of the WAFC, I would like to thank and acknowledge our major funding partners including the West Coast Eagles, Fremantle Football Club, the AFL, sponsors Optus, Kia, Simply Energy, Healthway and the West Australian Government through the Department of Local Government, Sport and Cultural Industries.

Their investment in our non-for-profit operations, particularly in such a challenging year, allow football to grow and prosper in Western Australia for the ongoing benefit of the community.

We look forward to football returning in 2021.

The organisation will shift its focus to the Revised Short-Term Strategy over 2021-22, ensuring that the WAFC is clear on its priorities to ensure effective allocation of resources and an appropriate organisational structure to support the ongoing governance and development of WA Football.

The WAFC thanks all of the Commissioners for the important voluntary contribution they make to guiding the future success of WA Football.

On behalf of myself and the Board, I want to sincerely thank the WAFC Executive Management Team and Staff for their tireless efforts in 2020.

Despite the circumstances presented to our sport, there has been many amazing feats achieved throughout this year, a testament to everyone involved in our industry.

Wayne Martin

Wayne Martin
WAFC Chairman

**"WE WILL CONTINUE TO
SUPPORT FOOTBALL AT
ALL LEVELS AROUND
THE STATE."**

2020 WA FOOTBALL LEADERS

Regional Football Development Council



Justin Tarasinski
Chair
Goldfields



Terry Eaton
Chair
Great Southern



Milton Milloy
Chair
Midlands



Jerry Dawson
Chair
Midwest



Craig Parkin
Chair
Pilbara



Mark Blakely
Chair
South West

West Australian Football League



Grant Povey
President
Claremont FC



Mark Stewart
President
East Fremantle FC



Bronte Howson
President
East Perth FC



Bob Ryan
President
Peel Thunder FC



Bob Shields
President
Perth FC



Peter Christie
President
South Fremantle FC

WAFC Board of Commissioners



Hon. Wayne Martin
AC QC
WAFC Chair,
Risk & Governance,
Life Members Chair
Appointed to WAFC Board
2019-2021



Hon. Cheryl Edwardes
AM
WAFC Deputy Chair, Finance, Funding
& Commercial, Risk & Governance
Chair, Women in Football Advisory Chair
Appointed to WAFC Board
2016, 2017-2019



Stuart Love
Finance Funding &
Commercial Chair, Future
Home of Football Committee
Appointed to WAFC Board
2013-2015, 2016-2018, 2019-2021



Chris Cottier
Football Affairs,
Aboriginal Advisory Chair
Appointed to WAFC Board
2018-2020

Perth Football League



Sam Birmingham
President

West Australian Country Football League



John Shadbolt
President

Metro Football League



Rowan Carson
President

West Australian Women's Football League



Carolyn Hills
President

West Australian AFL Masters



Nathan Dixon
President

District Football Development Council



Craig Gmeiner
Chair
Wheatbelt



Simone Paster
Chair
North Metro



Geoff Wolfenden
Chair
South Metro



Hayley McNamara
Chair
Metro Central



Mark Lawrence
President
Subiaco FC



Peter Hodyl
President
Swan Districts FC



Neale Fong
President
West Perth FC



Grant Dorrington
BEM OAM
Football Affairs Chair, Aboriginal
Advisory, Heritage Chair
Appointed to WAFC Board
2015-2017, 2018-2020



Brian O'Donnell
Finance, Funding & Commercial,
Risk & Governance, Future Home
of Football Committee
Appointed to WAFC Board
2018-2020



Neil Randall
Football Affairs,
Life Members, Heritage
Appointed to WAFC Board
2012-2013, 2014-2016, 2017-2019



Amber Banfield
Future Home of
Football Committee
Appointed to WAFC Board
2020-2023

**Fremantle
Football Club**



Dale Alcock
President

**West Coast
Eagles**



Russell Gibbs
Chairman

A REVISED SHORT-TERM STRATEGY TO REBUILD WA FOOTBALL

INDUSTRY ALIGNMENT

VISION **Connecting and enhancing WA communities through our great game**

PILLARS

ENGAGEMENT

People reconnect and remain engaged with football, while recognising the benefits football delivers to the community

TALENT

WA talent programs remain aligned with the AFL and focused on developing well-rounded footballers for AFL clubs, WAFL clubs and community football

SUSTAINABILITY

A fit-for-purpose industry structure with strong financial security which drives ongoing viability of WA football

GOALS

WHAT ARE WE TRYING TO ACHIEVE?

- 1 Rebuild club-based community football participation to surpass 2019 levels
- 2 Develop a WA football industry framework, which outlines the role, responsibilities and funding for each segment
- 3 Reduce the WAFC recurrent cost base by \$6-7M in 2021 to reset the operating model for the WAFC
- 4 Increase WAFC revenue base (2021 budget) by a sustainable \$1M
- 5 Develop and implement a model which enables long-term sustainability and relevance of the WAFL competition and Clubs
- 6 Develop and enhance facilities to ensure football is supported with quality facilities

KPIs

HOW WILL WE MEASURE SUCCESS?

- Total participation
- Club participation
- Male youth participation
- Participant satisfaction
- WAFL competitiveness
- Social return on investment

- Total AFL draftees
- Total AFLW draftees
- Retention of talent program players
- AFL & WAFL club talent perception result
- Umpire & coach pathway progression

- WAFC operating cash surplus
- Biannual governance review
- % of funding from commercial sources
- Number of WAFL clubs with a positive cash balance
- Employee engagement
- Board & Exec. diversity target (female focused)
- HSE and risk internal compliance
- Strategic Facilities Plan

WAFC SPECIFIC

STRATEGIES

AT THE WEST AUSTRALIAN FOOTBALL COMMISSION WE VALUE:

OUR PEOPLE | OUR RELATIONSHIPS | BEING OUR VERY BEST | LEADING OUR INDUSTRY

WAFC STRATEGIC PLAN

As Australia and the rest of the world responded to the COVID-19 crisis, it became evident that the football industry in Western Australia would be dramatically impacted and a review of the WAFC strategy would be necessary to steer the football industry in a new, post-COVID landscape.

Whilst having the WAFC Strategic Plan: 2017-2022, the WAFC recognised that a revised plan would be required to address the challenges and the recovery required for football in WA.

The strategy has been developed to ensure that the WAFC can be clear on its priorities to ensure effective allocation of resources and an appropriate organisational structure to support the ongoing governance and development of WA Football.

The WAFC has undertaken detailed assessment of the future financial model for WA Football, specifically for 2021. In 2020, the WAFC will record a loss of \$115,553, which includes the expected costs associated with restructuring the WAFC.

In 2021 the WAFC, and by extension football in WA, will have a revenue reduction close to \$6M, which has required significant changes to our staffing structure and operating model. This represents an almost 20% reduction in the funds available for WA Football next year.

A number of projects as identified in the 2021-22 revised strategy are already underway in response to the post COVID-19 football environment:

- ▶ Workforce restructure
- ▶ Revised talent pathway model
- ▶ Feasibility of a shared service model
- ▶ Review and consolidate WAFC events
- ▶ Readjust WAFL Clubs football department spending
- ▶ Launch of WAFC Club's Strategic Plan.

All strategic projects will either be underway or commenced in 2021, ensuring the WAFC is on track to ensure a successful recovery from the impact of COVID-19.

In addition to these strategic projects, there are also the 58 findings and 23 recommendations from the Public Accounts Committee to consider. This may result in additional, or modifications to, projects.

**"ALL STRATEGIC PROJECTS
WILL EITHER BE UNDERWAY
OR COMMENCED IN 2021..."**



YEAR IN REVIEW

Parliamentary Inquiry

In June, the State's Public Accounts Committee launched a Parliamentary Inquiry into use of State Funding by the WA Football Commission. The WAFC receives \$11 million dollars as part of the Annual Funding Agreement.

The inquiry focused on how effectively State funds have been used to develop football across all levels, whether the WAFC is meeting the obligations under the agreement and measuring the effectiveness and transparency of monitoring functions included in the agreement.

The Commission welcomed the inquiry, providing an opportunity to explain the depth of investment into WA Football, which the WAFC is responsible for.

As part of the inquiry, the Committee invited interested parties to lodge written submissions and attend the public hearings. The WAFC was also asked to respond to a number of specific questions from the Committee.

The inquiry began on August 12, with the findings tabled by the Committee on November 12. This included 58 findings and 23 recommendations.

Workforce Restructure

Due to the significant financial loss impacted by COVID-19, the WAFC was required to make changes to the staffing structure and operating costs.

The financial model of the WAFC in 2021 required a reduction in the number of staff working at the organisation, in line with a loss in revenue.

The WAFC engaged Checkside to assist in ensuring a well-researched and planned process was undertaken.

A restructure resulted in a reduction of 115.3 to 93.4 FTE employees, resulting in a 22% decrease in salary costs to the business.



Women in Football Advisory Committee

The Women in Football Advisory Committee continued to develop and support the growth of female football in 2020.

The Committee, which was established in 2019, met twice throughout the season to discuss and implement a range of initiatives relating to the female game.

Female participation numbers are continuing to grow, with a 3% increase to 10,670 female club and Auskick participants in 2020.

The Women in Football Advisory Committee will play an important role in helping shape the involvement of women and girls in football for generations to come both on and off the field.

This Committee will guide and drive the development of a Strategic Action Plan for women in football in WA as the state builds on the momentum that the AFLW and WAFLW has created over past seasons.

Strategic Facilities Plan

The West Australian Football Commission released its Strategic Facilities Plan to guide football and the sports industry facility development over the next ten years.

The strategic plan provides an integrated approach to the future planning and provision of football infrastructure across all metropolitan and country regions.

The report aligns with three pillars; Sustainability, Partnerships and Investments, focusing on the key targets of; Lighting, Female Amenities and New Facilities.

The plan has a strong focus on collaboration with industry stakeholders, with strategies relating to State Government, Local Government, Education Department, Clubs, Leagues and many more.

The WAFC will work with all of these stakeholders to deliver facilities and infrastructure outcomes from WAFL through to community football over the next ten years.

*"...AN INTEGRATED APPROACH
TO THE FUTURE PLANNING
AND PROVISION OF FOOTBALL
INFRASTRUCTURE..."*





Recapturing Participation

The hard work of clubs, volunteers and the WAFC staff resulted in 92% of players returning to competitive football in Western Australia post the delayed start to the season.

This outcome provides a sound base of players to continue to build the foundation of our game for future years. The result was particularly pleasing given the uncertainty that football faced at the beginning of 2020.

Compared to other states, Western Australia is well placed to ensure that COVID-19 does not have a long-term impact on Clubs, Leagues and Participants.

The WAFC will continue to support identified areas of Western Australia that require additional support and guidance as we seek to reconnect football competitions right across the state.

The continued growth of female football remains on the rise with a 6.7% increase in female participation across 2020.

Talent Pathway 2021

The WAFC's revised strategy includes the strategic project of establishing a revised Talent Pathway models.

This project is well underway and the WAFC continues to work with the WAFL Clubs with the aim of returning the management responsibility of the Talent Pathway back to the WAFL Clubs.

As part of this revised model, a strict adherence to where the funding is allocated as part of a WAFL Talent Grant will be integral in the success of the Talent Model going forward. In addition to conditions associated with where the funding is required to be allocated, there will be minimum standards and KPI's attached to the new model. These include ensuring staff within the programs have the appropriate qualifications and accreditation, the coaching framework and curriculum is followed, WAFL Rules & Regulations specific to talent are followed and there is an overall consistency across clubs to ensure equal player experience regardless of which club they are zoned to.

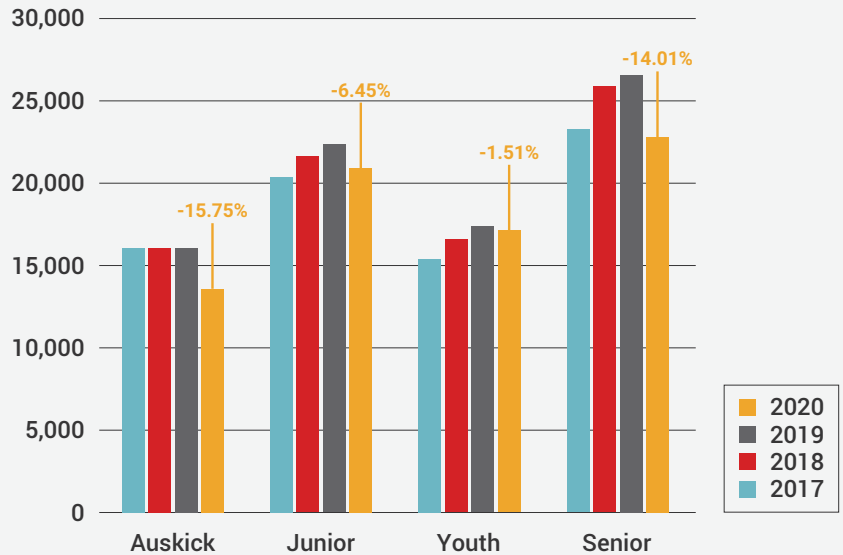
ENGAGEMENT

2021 AFL Census

The 2021 AFL Census will focus on the key areas of:

- ▶ Registered Club Based Participants.
- ▶ School Competitions.
- ▶ Program based participants.
- ▶ Promotional based participants.

Community Club Growth



NAB AFL AUSKICK

13,589

CLUB PARTICIPANTS

-15.73%

DECLINE IN PARTICIPATION



CLUB FOOTBALL

61,284

PARTICIPANTS

-8.1%

45

COMMUNITY LEAGUES

463

COMMUNITY CLUBS



SCHOOL FOOTBALL

6190

CLUB PARTICIPANTS

4,258

PARTICIPANTS IN SCHOOL BASED PROGRAMS

SOCIAL FOOTBALL

1,147

PARTICIPANTS IN AFL95 COMPETITIONS

-67.5%

382

OVALS



FEMALE FOOTBALL

10,670

FEMALE CLUB & AUSKICK PARTICIPANTS

+3.03%

MALE YOUTH

13,898

MALE YOUTH CLUB PARTICIPANTS

+3.6%

COACHES & UMPIRES

4,147

ACCREDITED COACHES



9,002 → **+6.67%**

FEMALE CLUB PARTICIPANTS

GROWTH FEMALE CLUB PARTICIPANTS

SCHOOL AMBASSADORS

635

SCHOOL AMBASSADORS
*Limited activity in 2020

1,910

REGISTERED UMPIRES

Club Participation

Club based participation is one of the key indicators for the WAFC and WA Football industry, however, these numbers have been impacted through 2020 due to the impact of COVID-19.

The WAFC will continue to strategically focus on Community Club participation through the inclusion of the following strategies:

- ▶ Focus on the rebound from COVID-19 and recapture of participation.
- ▶ Increased focus on coach development through appointment of a Head of Coaching.
- ▶ Continued focus on match day environments across all segments.
- ▶ Continued drive of alternative products (AFLX).
- ▶ Continued strategic focus on Youth Participation.
- ▶ Transition focus on Auskick into Junior Football (Junior Match Policy).
- ▶ A strategic focus on Female participation.
- ▶ Early Registration Strategy
- ▶ Junior Friday night football.

The WAFC will also align to the National AFL Game Development Strategy.

The WAFC delivered on the biggest change to Junior Football since 2003 through implementing the DFDC Governance Reform.

Three key indicators were implemented:

- ▶ Professionalising junior competition management.
- ▶ Increase focus on football development.
- ▶ Better supporting junior football.

A mix of additional WAFC staff, targeted investment into development activities and a greater focus on roles and responsibilities of the WAFC, Regional Development Council and WAFL allowed for this Reform to be successful.

The WAFC would like to say thank you for the leadership of the Regional Development Councils, their respective committees and the chairs. Their passion, drive and advocacy ensures that the game continues to grow and develop.

The review of By-Laws, competition rules and continued relationships with WAFL are priority items heading into the 2021 season.

The early registration strategy was a positive at the beginning of the year, seeing a 267% increase in engagement, as this continues to develop further into the 2021 football season.

The WAFC would like to thank Healthway for their support of Junior Football across Western Australia through the promotion of the 'Go for 2 & 5' message.



Total Participation

Western Australia led the nation in total participation during the interrupted 2020 season with 93,437, driven by the continued success of female participation, schools' programs and youth participation.

Having the ability to get football competitions up and running in this state was a positive, seeing 92% of players return to their clubs after the delayed start to the season.

A continued growth in female participation was evident with a 3% increase to 10,670 participants in 2020. More young women joined local clubs, with a 6.7% increase in club-based participation.

The female talent pathway acts as the perfect platform for women to get into the elite level of the game, with the WAFLW season now aligning to the AFLW in 2021.

Running school programs proved a challenge during a COVID-19 season, with limited access and restricted sports capability meaning a reduction in school participants. Overall, 6,190 players participated in school competitions, while 4,258 were involved in school programs.

The WAFC would like to thank the Fremantle Football Club and the West Coast Eagles for their ongoing support and partnership of the WAFC Schools Programs.

Auskick numbers remained steady at 13,589 participants, which was a really encouraging outcome.

Unfortunately we had 10 regional leagues abandon the season due to the restrictions associated with COVID-19. The WAFC would like to recognise and thank all of our clubs and volunteers that faced an uncertain period during 2020.



Volunteer of the Year

Dampier Football Club President Russell Turner has been recognised for more than 20 years of voluntary service as the 2020 recipient of The Optus WA Football Volunteer of the Year Award, supported by The Sunday Times.

Russell 'Emu' Turner, who has been president of the Dampier Football Club since 1997, was presented with the award at the West Australian Football League's Sandover Medal Count at Crown Ballroom on Tuesday, September 29. He was one of 17 regional and district finalists chosen from 684 nominees.

To begin the day, Russell unlocks the club and ensures all volunteers are in place and ready, and ensures the opposition have everything. Post-games he's coordinating paperwork, preparing awards, and dealing with issues within the club or league.

During the week, Russell is overseeing the operations for both his club and the League and assists the Women's and Junior Associations. Russell has been instrumental in incorporating a women's competition in the league. Russell has been imperative in instigating a change in the club culture and has instigated many wellbeing activities.

He is passionate about the wellbeing of his players and doesn't hesitate to coordinate or implement mental health sessions, men's health or suicide awareness sessions. He has an outstanding relationship with the playing group, who know that if they need anything, they can trust Russell to listen and do his best to help.

Russell never misses committee meetings, supports the WAFC, and assists with regional and local activities. Russell supports his committee, coaches, officials, playing group and families both on and off-field, regularly training people within the clubs and mentoring young emerging leaders.

Russell ensures the club and league are present in the community, sourcing sponsorship opportunities and working with the Shire and stakeholders to ensure the facilities are functional.

The WAFC would like to thank both Optus and The Sunday Times for their ongoing support of football volunteers across Western Australia.

WAFL

2020 will be remembered as a season like no other for the Optus WAFL Competition.

A competition start postponed by the COVID-19 pandemic, a shortened WAFL season, a team playing finals for the first time in 23 years and a return to a community venue for the Grand Final a century in the making.

A four-month postponement saw the season begin on August 1, bringing the changes of a nine-round home-and-away season, 16-minute quarters and a top four finals series.

South Fremantle claimed the Optus WAFL Premiership in front of a sell-out crowd of just over 10,000 at Fremantle Community Bank Oval. The most dramatic Grand Final seen in more than a decade, the three-point victory over the Tigers will live long in the memory of WAFL supporters.

East Perth claimed their first club Premiership since 1983 after capturing the Reserves Premiership, while Subiaco were crowned Simply Energy Colts Premiers.

Swan Districts Sam Fisher won the Sandover Medal in his first season in the WAFL, moving over from the VFL to claim the coveted medal ahead of West Perth's Aaron Black.



Key Statistics

- ▶ 68,153 App users
- ▶ 65,554 social media followers
- ▶ 27,756 TV viewers per round
- ▶ 2009 spectators per game



Perth Football Club was the feel-good story of the season, returning to finals football after 23-years, winning their final match of the home-and-away season in dramatic fashion over South Fremantle. Scenes of jubilation filled Mineral Resources Park as supporters and players revelled in the success of the red and black.

The average winning margin of 27 points over the course of the season was the lowest since 2010, with eight games being decided by 10-points or less.

Games played between top-four teams had an average margin of 12 points, showing the unpredictably and evenness of the competition.

The WAFL's average weekly TV audience across WA remained steady, totalling 27,756 viewers per round, excluding the Finals Series and respective Grand Finals.

Overall attendance at WAFL games increased in 2020, seeing more than 2,000 people per game walk through the gates, culminating in 10,179 fans at the 2020 Optus WAFL Grand Final in Fremantle.

For the first time in history, the WAFL and WAFLW Awards were combined with the Sandover Medal night, becoming a celebration for all of WA Football at the Crown Ballroom.

Seven of the nine WAFL clubs participated in the finals across all three grades, keeping a competitive balance throughout the state league competition.

The WAFC and WAFL Clubs continued a community engagement strategy that centred on developing deeper connections with the local communities, building on a family friendly match-day experience. This strategy will continue in the 2021 season.

Promoting local talent continued to be at the forefront of WAFL clubs, with 64% of League players coming from their local district.

Optus continued as the competition's naming rights sponsor for a second season, while Kia Australia and Simply Energy moved to broadcast partners of the WAFL. The success of the WAFL competition wouldn't be possible without the continued support of its partners.



WAFLW

The Optus WAFL Women's competition continued into its second season in 2020, seeing the best female talent on display during a seven-round home-and-away season.

Peel Thunder claimed a fairytale premiership going from last place on the WAFLW ladder in 2019 to Premiers in just one season, defeating Subiaco by 15-points at Provident Financial Arena in front of 2,568 fans. Youngster Chloe Wrigley was named best afield and won the Lou Knitter Medal.

The South Fremantle Football Club successfully entered the WAFLW competition as a sixth team, displaying plenty of promise during their inaugural season.

The competition ran concurrently with the WAFL, with athletes from both West Coast and Fremantle participating at the conclusion of the AFL Women's season. An average of 10 AFLW players played each week.

Subiaco's Danika Pisconeri claimed a second consecutive Dhara Kerr Best & Fairest Award at the Sandover Medal.

One match per week was live streamed on the WAFL Facebook reaching a total of 413,000 people, while Channel 7 broadcast the Optus WAFLW Grand Final for a second season.



WAFLW Highlights

- ▶ 9 games streamed live on WAFL Facebook and YouTube with more than 400,000 viewers
- ▶ Grand Final match played at Provident Financial Arena, attended by over 2,500 people and broadcast to an audience of 22,000 on Channel 7
- ▶ \$5000 Grant awarded by Optus to the Premiership team
- ▶ Average winning margin of 28 points
- ▶ 7 players drafted to the AFLW

*"ONE MATCH PER WEEK
WAS LIVE STREAMED
ON THE WAFL FACEBOOK
REACHING A TOTAL OF
413,000 PEOPLE..."*



TALENT

11 WAFL players were selected in the 2020 NAB AFL National and Rookie Draft, which included first round selections Logan McDonald, Denver Grainger-Barras and Heath Chapman.

Due to COVID-19 restraints, the Draft was a virtual event and there was no U18 National Championships in season 2020.

A number of NAB AFL U18s All-Stars games were conducted at the conclusion of the WAFL season, giving players the chance to showcase their skills in front of AFL clubs.

The NAB AFL Draft Combine took place in respective states across Australia, becoming a joint event with both male and female athletes for the first time.

Seven WAFLW players were taken at the 2020 AFLW National Draft.

"THE NAB AFL DRAFT COMBINE TOOK PLACE IN RESPECTIVE STATES ACROSS AUSTRALIA, BECOMING A JOINT EVENT WITH BOTH MALE AND FEMALE ATHLETES FOR THE FIRST TIME."





Key Statistics

- ▶ 11 WA players selected in the 2020 AFL Draft
- ▶ 7 WA players selected in the 2020 AFLW Draft
- ▶ 3 AFL U18s All-Stars games were played across the season

2020 AFL National Draft – WA Players

4	Logan McDonald (Perth)	Sydney
6	Denver Grainger-Barras (Swan Districts)	Hawthorn
14	Heath Chapman (West Perth)	Fremantle
27	Nathan O’Driscoll (Perth)	Fremantle
33	Shannon Neale (South Fremantle)	Geelong
41	Jack Carroll (East Fremantle)	Carlton
46	Tyler Brockman (Subiaco)	Hawthorn
50	Brandon Walker (East Fremantle)	Fremantle
54	Joel Western (Claremont)	Fremantle
57	Isiah Winder (Peel Thunder)	West Coast

2020 AFL Rookie Draft

12	Zane Trew (Swan Districts)	West Coast
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2020 NAB AFLW Draft – WA Players

3	Isabella Lewis (Claremont)	West Coast
14	Sarah Verrier (Peel Thunder)	Fremantle
18	Shanae Davison (Swan Districts)	West Coast
30	Mikayla Morrison (Swan Districts)	Fremantle
32	Julie-Anne Norrish (East Fremantle)	West Coast
46	Tiah Haynes (Subiaco)	Fremantle
53	Andrea Gilmore (Claremont)	West Coast

Pre-Signed Players

Maggie MacLachlan (Subiaco)

Demi Liddle (Peel Thunder)

Mikayla Hyde (Swan Districts)



UMPIRING & COACHING

Umpiring

Western Australia continued to develop quality umpires from the WAFL Junior District Program right through to the AFL Talent Pathway throughout the 2020 season.

In 2020, 14 WA umpires were involved in the talent pathway, with 15 listed on the AFL Senior list.

The annual State Umpiring Conference was held with umpires from around the state coming together at WAFC Headquarters to prepare for the 2020 season.

The implementation of the Umpiring Cultural Charter was a key objective, carrying the vision and goals from the previous season into a new campaign.

Despite COVID-19 halting the season, a 95% retention of umpires post the delay was a real positive for the umpiring fraternity, showing the commitment and passion for the game.

A nine-person leadership group was formed for WA Umpiring, with five umpires making their WAFL League debut over the season.

Brett Rosebury umpired his 500th AFL/WAFL match, confirming his place as one of the most decorated umpires from Western Australia.

Ryan Kukura reached 20 years of service to WA Umpiring during 2020, and in the process broke the record for WAFL League games at 321.



AFLW U18s Championships

Field Umpires: Maddison Lamont & Jack McCarthy

Boundary Umpire: Emma Walsh Kennedy

AFL U18s Championships

Field Umpire: Jordan Fry

Boundary Umpire: Ethan Lamont

Goal Umpire: Luke Caifano

AFL U16s Championships

Field Umpires: Gabby Simmonds & Lachie Fahey Gilmour

Boundary Umpires: Lachlan Mazurak & Daniel Kempson

Goal Umpire: Chloe Wright

AFL Rookies

Jordan Fry and Louis Jago

AFL Senior Umpires

Jeff Dagleish, Brett Rosebury, Nathan Williamson, Justin Power, Dan Johanson, Dean Margetts, Nathan Doig, Brett Dagleish, Josh Garrett, Adam Bastick, Sean Moylan, Brett Rogers, Sally Boud and Sam Hunter

Note – Championships did not take place in 2020 due to COVID-19.





Coaching

Over 4000 accredited coaches were involved in WA Football in 2020, with over 1500 junior coaches, 1500 youth coaches and almost 1000 senior coaches.

WA hosted four Level 2 Coaching Courses in 2020 which had 80 coaches attend all up.

The first State League and Talent Level 3 High Performance Coach Course was held in Perth, seeing the number of Level 3 accredited coaches increase from 30 to 50, the last phase was held in February 2020.

SUSTAINABILITY

GOAL

WA FOOTBALL CLUBS AND COMPETITIONS ARE WELL-GOVERNED, OPERATE WITH INTEGRITY AND ARE SUSTAINABLE.

Key Performance Indicators

Measure	2018	2019	2020
WAFC Cash Balance	\$15.3M	\$14.7M	\$21.0M
Annual Governance Review	Complete	N/A	N/A
% of Funding from Commercial Sources	16%	16%	14%
WAFL Clubs with positive Annual Cash Balance	8	9	9
Board & Executive Gender Diversity Target	3/14	3/14	4/14
Employee Satisfaction and Capability	80%	58%	N/A
HSE Internal Compliance	Complete	Complete	Complete



2020 FINANCIAL OVERVIEW

The WAFC's 2019-2020 result shows an operating loss of \$2,885,128, with a total comprehensive loss of \$115,553. Net gain from extraordinary items total \$2,739,575 and relate to Government subsidies received from Jobkeeper, offset by the cost of redundancy payments as a result of WAFC restructure.

The net increase in cash for the year was \$6,304,313 due largely to the receipt of 2019 & 2020 Royalty payments from both AFL Clubs.

The audit for 31 October 2020 financial report has been completed with auditors EY providing an unqualified opinion.

The Royalty revenue recognised in 2020 is \$1.96m.

While initial projections spoke of further losses, the ability to get football seasons away helped the overall financial outcome. With a reduction of staffing hours, a stringent review of all expenditure and the receipt of Government subsidies, the WAFC was able to recover some of the losses.

An overall saving can also be attributed to a reduction in funding from the WAFC to external stakeholders as well as a reduction in costs due to shorter football seasons.

WA Football has a unique partnership connecting AFL clubs to grassroots football through the WAFC's integrated football economy.

Despite the financial difficulties faced by the AFL Clubs in 2020, both clubs still committed to their base royalty contributions, which support the overall sustainability of WA Football including investment in and the support of the WAFL, schools and grassroots football.

The WAFC would like to acknowledge our major sponsors for their unwavering support throughout the difficulties of the 2020 season. Their ability to continue to support all levels in football has been vital for the development of our game.



Income		Expenses		Ordinary Net Loss		Net Extraordinary items		Net Profit/(Loss)
\$23.29m	-	(\$26.17m)	=	(\$2.88m)	-	\$2.77m	=	(\$0.11m)

The WAFC is continually striving to improve its engagement and transparency with stakeholders. In order to provide the industry with a greater understanding of the financial information provided in our statutory financial statements, we have prepared a more detailed P&L contained in this annual report to show where the WAFC obtains its funding and how these funds are distributed across the industry.

Profit and Loss Summary

	Actuals	
	2020	2019
	\$	\$
INCOME		
Royalty Income	1,961,574	5,100,480
State Funding Agreement	11,436,997	11,207,000
Government Grants	212,300	234,287
AFL Funding	2,185,001	5,388,534
Football Participants	1,303,479	591,502
Event Income	391,911	200,242
Sponsorship & Supply Rights	3,789,765	4,934,215
Industry recharges	1,444,592	1,626,985
Industry contributions	377,067	1,845,388
Interest Income	135,565	182,656
Other Income	47,500	43,740
Total WAFC Income	23,285,750	31,355,028
EXPENSES		
Governance & Stakeholder engagement	(1,141,328)	(1,346,617)
Finance HR IT Strategy Office Overheads	(2,496,930)	(2,360,712)
Commercial & Marketing	(1,169,164)	(1,320,065)
WAFL Marketing & Broadcast	(1,156,102)	(1,795,272)
Regional Football	(1,161,315)	(1,282,676)
WAFL Talent Pathway	(2,735,798)	(3,669,746)
State Talent Development	(1,357,692)	(1,869,899)
Facilities management	(576,231)	(536,652)
Borrowing Costs Expensed	(7,980)	(137,929)
Subiaco Oval	-	(826,524)
JobKeeper Payments	(1,705,440)	-
COMPETITION		
WAFL & WAFLW Competition costs	(2,380,114)	(3,550,183)
Community Development & Competitions	(3,640,833)	(3,951,279)
PFL Metro Competitions	(891,348)	(878,226)
Total Competitions	(6,912,295)	(8,379,688)

Profit and Loss Summary (Continued)

	Actuals	
	2020 \$	2019 \$
SUBSIDIES & GRANTS		
WAFL Subsidies & Grants	(3,450,122)	(4,484,839)
Regional Subsidies & Grants	-	(37,791)
Other Industry Subsidies & Grants	(22,045)	(212,166)
Affiliate Subsidies & Grants	(21,000)	(379,578)
Total Other Subsidies & Grants	(3,493,168)	(5,114,374)
SUPPLY RIGHTS DISTRIBUTIONS		
Supply rights distribution - WAFL Clubs	(487,605)	(484,372)
Supply rights distribution - WACFL	(69,878)	(26,330)
Supply rights distribution - PFL	(90,490)	(146,078)
Supply rights distribution - other	(1,609,464)	(1,578,021)
Total Supply Rights Distributions	(2,257,437)	(2,234,800)
Total Investment	(26,170,878)	(30,874,953)
Net Operating Result	(2,885,128)	480,075
EXTRAORDINARY ITEMS		
Rental Income	-	323,283
Net gain on sale of Subiaco Oval assets	-	89,959
Term loan forgiven	-	5,606,348
COVID-19 Government Assistance	3,477,000	-
Loss on sale of investment property	-	(1,260,001)
Repayment of Rent Received in Advance	-	(667,586)
Restructure expenses	(707,425)	-
Net Extraordinary Items	2,769,575	4,092,003
Net Profit/(Loss)	(115,553)	4,572,078

Statements of Comprehensive Income

For the year ended 31 October 2020

	Note	Consolidated		WAFC Inc	
		2020 \$	2019 \$	2020 \$	2019 \$
Revenue	4	85,303,088	157,605,137	11,848,753	20,471,312
State funding income in advance ⁽ⁱ⁾	4	11,436,997	11,207,000	11,436,997	11,207,000
Cost of goods and services provided	5	(17,704,633)	(46,586,104)	-	-
Gross Profit		79,035,452	122,226,033	23,285,750	31,678,312
Revenue		(17,924,733)	(26,618,955)	(2,496,930)	(2,341,477)
State funding income in advance ⁽ⁱ⁾		(5,807,208)	(6,859,666)	(916,772)	(1,235,550)
Cost of goods and services provided		(1,809,440)	(2,111,678)	(1,028,898)	(1,222,548)
Borrowing costs expensed	5	(7,980)	(137,929)	(7,980)	(137,929)
Football expenses		(54,373,879)	(66,278,121)	(11,480,466)	(12,687,056)
Development expenses		(8,565,250)	(10,406,182)	(8,565,251)	(10,406,182)
Facility expenses		(725,643)	(1,293,889)	(725,644)	(1,293,889)
Umpire expenses		(868,937)	(1,471,267)	(868,937)	(1,471,267)
Unrealised profit/(loss) on investments		334,713	66,984	-	-
Facility and club development contribution		(80,000)	(80,000)	(80,000)	(80,000)
(Loss)/Profit From Normal Operations		(10,792,905)	7,035,330	(2,885,128)	802,414
OTHER INCOME/(EXPENSES) OUTSIDE NORMAL OPERATIONS					
Net development funding	4	609,070	13,086,140	-	-
Term loan forgiven	4	-	5,606,348	-	5,606,348
Loss on transfer of investment property	4	-	(1,260,000)	-	(1,260,000)
Subiaco lease finalisation	4	-	-	-	(666,644)
Government subsidy	4	10,477,500	-	3,477,000	-
Net gain on sale of stadium assets	4	-	89,959	-	89,959
Redundancy payments	4	(707,425)	-	(707,425)	-
Profit Before Income Tax		(413,760)	24,557,777	(115,553)	4,572,077
(Loss)/Profit Before Income Tax				0	0
Income Tax Expense		-	-	-	-
Net Profit Attributable To Members Of WAFC	21(g)			(115,553)	4,572,078
Other comprehensive (loss)/profit					
Fair value movement of investments at fair value		(436,978)	340,093	-	-
Total Comprehensive Income/(Expense) For The Period		(850,738)	24,897,870	(115,553)	4,572,077

(i) Amount relates to monies received on 31 October 2020 (prior year on 30 October 2019) from the State Government under the WAFC Funding Agreement relating to the 31 October 2021 financial year (prior year relates to the 31 October 2020 financial year). As the amount was received prior to year-end although it represents funding for the 31 October 2021 financial year (prior year 31 October 2020 financial year) accounting standards require it to be recognised as income in the current financial year.

(ii) The above 2019 result includes just over eight months of operating expenses associated with Subiaco Oval.



Statements of Financial Position

For the year ended 31 October 2019

	Note	Consolidated		WAFC Inc	
		2019 \$	2018 \$	2019 \$	2018 \$
CURRENT ASSETS					
Cash and cash equivalents	6	57,406,963	36,834,056	21,005,875	14,701,562
Trade and other receivables	7	8,194,069	8,681,218	2,486,667	9,019,661
Inventories	8	371,868	681,011	-	-
Other financial assets	9	32,755,932	35,392,362	100,000	42,556
Other receivables	10	83,375	33,750	83,375	33,750
Total Current Assets		98,812,207	81,622,397	23,675,917	23,797,529
NON-CURRENT ASSETS					
Other receivables	10	247,917	321,667	247,917	630,667
Other financial assets	9	-	-	2,110,946	2,110,946
Property, plant and equipment	11	75,821,478	76,407,192	615,142	168,134
Right of use assets		136,628	-	136,630	-
Investment properties	12	1,744,230	1,744,230	-	-
Intangible assets	13	8,000,000	8,000,000	-	-
Other non-current assets	19	273,469	768,848	-	-
Total Non-Current Assets		86,223,722	87,241,937	3,110,635	2,909,747
Total Assets		185,035,929	168,864,334	26,786,552	26,707,276
CURRENT LIABILITIES					
Trade and other payables	14	14,183,080	13,490,934	2,614,707	3,267,593
Contract liabilities	17	28,242,162	11,166,683	490,272	271,615
Interest-bearing liabilities	15	240,902	-	240,902	-
Provisions	16	5,925,246	7,557,159	1,457,152	1,402,035
Total Current Liabilities		48,591,390	32,214,776	4,803,033	4,941,243
NON-CURRENT LIABILITIES					
Contract liabilities	17	1,051,124	400,000	-	-
Other non-current liabilities	18	1,774	75,785	441,189	521,189
Provisions	20	1,304,711	1,612,723	154,284	117,863
Interest-bearing liabilities	15	391,618	-	391,618	-
Total Non-Current Liabilities		2,088,508	1,766,713	639,052	210,297
Total Non-Current Liabilities		2,749,227	2,088,508	987,091	639,052
Total Liabilities		51,340,617	34,303,284	5,790,124	5,580,295
Net Assets		133,695,312	134,561,050	20,996,428	21,126,981
ACCUMULATED FUNDS					
Accumulated surplus	21	126,078,456	127,576,110	14,453,121	15,860,753
Reserves	21	7,616,856	6,984,940	6,543,307	5,266,228
Total Accumulated Funds		133,695,312	134,561,050	20,996,428	21,126,981

Statements of Cash Flows

For the year ended 31 October 2020

	Note	Consolidated		WAFC Inc	
		2020 \$	2019 \$	2020 \$	2019 \$
CASH FLOWS FROM OPERATING ACTIVITIES					
Receipts from operating activities		102,930,117	131,152,844	18,778,172	21,604,096
Payments to suppliers and employees		(115,484,475)	(156,531,636)	(26,935,058)	(30,495,784)
Royalty income received		-	-	8,880,968	2,877,295
Interest and dividends received		1,343,265	1,815,934	135,565	182,656
Development funding		609,070	13,086,140	-	-
AFL distributions received		21,540,758	28,253,203	2,185,001	5,388,533
Receipts from JobKeeper		9,551,000	-	3,477,000	-
Borrowing costs paid		(7,980)	(98,056)	(7,980)	(98,056)
Net Cash Flows From/(Used In) Operating Activities	6(b)	20,481,755	17,678,429	6,513,668	(541,260)
CASH FLOWS FROM INVESTING ACTIVITIES					
Redemption of term deposits		-	7,500	-	-
Purchase of property, plant and equipment		(924,568)	(2,435,211)	(531,684)	(107,355)
Payments for assets under construction		(2,162,793)	(32,760,409)	-	-
Proceeds from sale of investments	5	31,673,152	29,566,862	-	-
Purchase of investments		(28,816,967)	(31,977,560)	-	-
Proceeds from sale of property, plant and equipment		-	630,082	-	89,959
Provision of loan under financial assistance policy		-	(7,707)	-	(7,707)
Proceeds from repayment of loans receivable		23,750	33,750	23,750	33,750
Payment into WAFL Sustainability Fund		(46,798)	(20,554)	(46,797)	(20,554)
Net Cash Flow Used In Investing Activities		(254,224)	(36,963,247)	(554,731)	(11,907)
CASH FLOWS FROM FINANCING ACTIVITIES					
Proceeds from borrowings		494,789	-	494,789	-
Repayment of lease liabilities		(149,413)	-	(149,413)	-
Net Cash Flow From Financing Activities		345,376	-	345,376	-
Net Increase/(Decrease) In Cash and Cash Equivalents Held		20,572,907	(19,284,818)	6,304,313	(553,167)
Cash and cash equivalents at the Beginning of Period		36,834,056	56,118,874	14,701,562	15,254,729
Cash And Cash Equivalents at the End of Period	6(a)	57,406,963	36,834,056	21,005,875	14,701,562

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED

FINANCIAL REPORT

For the Year Ended 31 October 2020

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**WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
CHAIRMAN OF THE BOARD OF COMMISSIONERS' DECLARATION**

I, Hon Wayne Martin AC QC, being the Chairman of the Board of Commissioners of the West Australian Football Commission Incorporated ("WAFC"), do hereby state that to the best of my knowledge and belief, the accompanying financial statements, being the Statements of Comprehensive Income, Statements of Financial Position, Statements of Changes in Equity, Statements of Cash Flows and Notes to and forming part of the financial statements of WAFC give a true and fair view of WAFC and the WAFC Consolidated Group's financial position and performance as at and for the year ended 31 October 2020.

A handwritten signature in black ink that reads "Wayne Martin". The signature is written in a cursive, slightly slanted style.

Chairman of the Board of Commissioners' Declaration
Perth

18 February 2021

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
STATEMENTS OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 OCTOBER 2020

	Note	Consolidated		WAFC Inc.	
		2020	2019	2020	2019
		\$	\$	\$	\$
Revenue	4	85,303,088	157,605,137	11,848,753	20,471,312
State funding income in advance ⁽ⁱ⁾	4	11,436,997	11,207,000	11,436,997	11,207,000
Cost of goods and services provided	5	(17,704,633)	(46,586,104)	-	-
GROSS PROFIT		79,035,452	122,226,033	23,285,750	31,678,312
Administration expenses		(17,924,733)	(26,618,955)	(2,496,930)	(2,341,477)
Marketing expenses		(5,807,208)	(6,859,666)	(916,772)	(1,235,550)
Corporate expenses		(1,809,440)	(2,111,678)	(1,028,898)	(1,222,548)
Borrowing costs expensed	5	(7,980)	(137,929)	(7,980)	(137,929)
Football expenses		(54,373,879)	(66,278,121)	(11,480,466)	(12,687,056)
Development expenses		(8,565,250)	(10,406,182)	(8,565,251)	(10,406,182)
Facility expenses ⁽ⁱⁱ⁾		(725,643)	(1,293,889)	(725,644)	(1,293,889)
Umpire expenses		(868,937)	(1,471,267)	(868,937)	(1,471,267)
Sundry Income		334,713	66,984	-	-
Facility and club development contribution		(80,000)	(80,000)	(80,000)	(80,000)
(LOSS)/PROFIT FROM NORMAL OPERATIONS		(10,792,905)	7,035,330	(2,885,128)	802,414
OTHER INCOME/(EXPENSES) OUTSIDE NORMAL OPERATIONS					
Net development funding	4	609,070	13,086,140	-	-
Term loan forgiven	4	-	5,606,348	-	5,606,348
Loss on transfer of investment property	4	-	(1,260,000)	-	(1,260,000)
Subiaco lease finalisation	4	-	-	-	(666,644)
Government subsidy	4	10,477,500	-	3,477,000	-
Net gain on sale of stadium assets	4	-	89,959	-	89,959
Redundancy payments	4	(707,425)	-	(707,425)	-
(LOSS)/PROFIT BEFORE INCOME TAX		(413,760)	24,557,777	(115,553)	4,572,077
INCOME TAX EXPENSE		-	-	-	-
NET (LOSS)/PROFIT ATTRIBUTABLE TO MEMBERS OF WAFC	21(g)	(413,760)	24,557,777	(115,553)	4,572,077
Other comprehensive (loss) / profit					
Fair value movement of investments at fair value		(436,978)	340,093	-	-
TOTAL COMPREHENSIVE INCOME/(EXPENSE) FOR THE PERIOD		(850,738)	24,897,870	(115,553)	4,572,077

- (i) Amount relates to monies received on 31 October 2020 (prior year on 30 October 2019) from the State Government under the WAFC Funding Agreement relating to the 31 October 2021 financial year (prior year relates to the 31 October 2020 financial year). As the amount was received prior to year-end although it represents funding for the 31 October 2021 financial year (prior year 31 October 2020 financial year) accounting standards require it to be recognised as income in the current financial year.
- (ii) The above 2019 result includes just over eight months of operating expenses associated with Subiaco Oval.

The Statements of Comprehensive Income should be read in conjunction with the accompanying notes.

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
STATEMENTS OF FINANCIAL POSITION
FOR THE YEAR ENDED 31 OCTOBER 2020

	Note	Consolidated		WAFC Inc.	
		2020	2019	2020	2019
		\$	\$	\$	\$
CURRENT ASSETS					
Cash and cash equivalents	6	57,406,963	36,834,056	21,005,875	14,701,562
Trade and other receivables	7	8,194,069	8,681,218	2,486,667	9,019,661
Inventories	8	371,868	681,011	-	-
Other financial assets	9	32,755,932	35,392,362	100,000	42,556
Other receivables	10	83,375	33,750	83,375	33,750
TOTAL CURRENT ASSETS		98,812,207	81,622,397	23,675,917	23,797,529
NON-CURRENT ASSETS					
Other receivables	10	247,917	321,667	247,917	630,667
Other financial assets	9	-	-	2,110,946	2,110,946
Property, plant and equipment	11	75,821,478	76,407,192	615,142	168,134
Right of use assets		136,628	-	136,630	-
Investment properties	12	1,744,230	1,744,230	-	-
Intangible assets	13	8,000,000	8,000,000	-	-
Other non-current assets	19	273,469	768,848	-	-
TOTAL NON-CURRENT ASSETS		86,223,722	87,241,937	3,110,635	2,909,747
TOTAL ASSETS		185,035,929	168,864,334	26,786,552	26,707,276
CURRENT LIABILITIES					
Trade and other payables	14	14,183,080	13,490,934	2,614,707	3,267,593
Contract liabilities	17	28,242,162	11,166,683	490,272	271,615
Interest-bearing liabilities	15	240,902	-	240,902	-
Provisions	16	5,925,246	7,557,159	1,457,152	1,402,035
TOTAL CURRENT LIABILITIES		48,591,390	32,214,776	4,803,033	4,941,243
NON-CURRENT LIABILITIES					
Contract liabilities	17	1,051,124	400,000	-	-
Other non-current liabilities	18	1,774	75,785	441,189	521,189
Provisions	20	1,304,711	1,612,723	154,284	117,863
Interest-bearing liabilities	15	391,618	-	391,618	-
TOTAL NON-CURRENT LIABILITIES		2,749,227	2,088,508	987,091	639,052
TOTAL LIABILITIES		51,340,617	34,303,284	5,790,124	5,580,295
NET ASSETS		133,695,312	134,561,050	20,996,428	21,126,981
ACCUMULATED FUNDS					
Accumulated surplus	21	126,078,456	127,576,110	14,453,121	15,860,753
Reserves	21	7,616,856	6,984,940	6,543,307	5,266,228
TOTAL ACCUMULATED FUNDS		133,695,312	134,561,050	20,996,428	21,126,981

The Statements of Financial Position should be read in conjunction with the accompanying notes.

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
STATEMENTS OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 OCTOBER 2020

CONSOLIDATED	Accumulated Surplus \$	Reserves \$	Total Equity \$
At 1 November 2018	108,222,554	1,440,626	109,663,180
Profit for the period	24,557,777	-	24,557,777
Fair value movement of investments at fair value	-	340,093	340,093
Total comprehensive income for the period	24,557,777	340,093	24,897,870
Transfer to unsecured notes reserve	201	(201)	-
Transfer to undistributable profits reserve	(5,204,422)	5,204,422	-
At 31 October 2019	127,576,110	6,984,940	134,561,050
At 1 November 2019	127,576,110	6,984,940	134,561,050
Loss for the period	(413,760)	-	(413,760)
Fair value movement of investments at fair value	-	(436,978)	(436,978)
Total comprehensive expense for the period	(413,760)	(436,978)	(850,738)
Transfer to unsecured notes reserve	231	(231)	-
Transfer to /from reserve	(1,084,125)	1,069,125	(15,000)
At 31 October 2020	126,078,456	7,616,856	133,695,312

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
STATEMENTS OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 OCTOBER 2020

WAFC	Accumulated Surplus	Reserves	Total Equity
	\$	\$	\$
At 1 November 2018	16,554,904	-	16,554,904
Profit for the period	4,572,077	-	4,572,077
Transfer of reserve funds consumed on expenditure back to Accumulated Surplus	113,244	(113,244)	-
Transfer to/from Reserves	(5,379,472)	5,379,472	-
At 31 October 2019	15,860,753	5,266,228	21,126,981
At 1 November 2019	15,860,753	5,266,228	21,126,981
Loss for the period	(115,553)	-	(115,553)
Transfer to/from Reserves	(1,292,079)	1,277,079	(15,000)
At 31 October 2020	14,453,121	6,543,307	20,996,428

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED 31 OCTOBER 2020

	Note	Consolidated		WAFC Inc.	
		2020	2019	2020	2019
		\$	\$	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES					
Receipts from operating activities		102,930,117	131,152,844	18,778,172	21,604,096
Payments to suppliers and employees		(115,484,475)	(156,531,636)	(26,935,058)	(30,495,784)
Royalty income received		-	-	8,880,968	2,877,295
Interest and dividends received		1,343,265	1,815,934	135,565	182,656
Development funding		609,070	13,086,140	-	-
AFL distributions received		21,540,758	28,253,203	2,185,001	5,388,533
Receipts from JobKeeper		9,551,000	-	3,477,000	-
Borrowing costs paid		(7,980)	(98,056)	(7,980)	(98,056)
NET CASH FLOWS FROM / (USED IN) OPERATING ACTIVITIES	6(b)	20,481,755	17,678,429	6,513,668	(541,260)
CASH FLOWS FROM INVESTING ACTIVITIES					
Redemption of term deposits		-	7,500	-	-
Purchase of property, plant and equipment		(924,568)	(2,435,211)	(531,684)	(107,355)
Payments for assets under construction		(2,162,793)	(32,760,409)	-	-
Proceeds from sale of investments		31,673,152	29,566,862	-	-
Purchase of investments		(28,816,967)	(31,977,560)	-	-
Proceeds from sale of property, plant and equipment		-	630,082	-	89,959
Provision of loan under financial assistance policy		-	(7,707)	-	(7,707)
Proceeds from repayment of loans receivable		23,750	33,750	23,750	33,750
Payment into WAFL Sustainability Fund		(46,798)	(20,554)	(46,797)	(20,554)
NET CASH FLOW USED IN INVESTING ACTIVITIES		(254,224)	(36,963,247)	(554,731)	(11,907)
CASH FLOWS FROM FINANCING ACTIVITIES					
Proceeds from borrowings		494,789	-	494,789	-
Repayment of lease liabilities		(149,413)	-	(149,413)	-
NET CASH FLOW FROM FINANCING ACTIVITIES		345,376	-	345,376	-
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS HELD		20,572,907	(19,284,818)	6,304,313	(553,167)
Cash and cash equivalents at the beginning of period		36,834,056	56,118,874	14,701,562	15,254,729
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	6(a)	57,406,963	36,834,056	21,005,875	14,701,562

The Statements of Cash Flows should be read in conjunction with the accompanying notes.

**WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

1. CORPORATE INFORMATION

The financial report of the West Australian Football Commission (“WAFC” or “the Commission”) for the year ended 31 October 2020 was authorised for issue in accordance with a resolution of the Commissioners on 18 February 2021

The registered office of WAFC is located at:
105 Banksia St
Tuart Hill WA 6060

The nature of the operations and principal activities of the Commission is to promote and encourage the participation and growth in football in Western Australia.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of preparation

The financial report is a general-purpose financial report, which has been prepared in accordance with the requirements of the Associations Incorporation Act (WA) and Australian Accounting Standards applicable to not-for-profit entities. The financial report has also been prepared on a historical cost basis, except for available-for-sale investments, which have been measured at fair value.

The financial report is presented in Australian dollars and all values are rounded to the nearest dollar unless otherwise stated.

(b) Statement of compliance

The financial report complies with Australian Accounting Standards as issued by the Australian Accounting Standards Board.

The Group has adopted all the new and revised standards and interpretations issued by the Australian Accounting Standards Board (“the AASB”) that are mandatory for the current reporting period.

The following Standards are most relevant to WAFC:

- AASB 15 Revenue from Contracts with Customers;
- AASB 16 Leases; and
- AASB 1058 Income for Not-for-Profit Entities.

The adoption of these Accounting Standards and Interpretations did not have a significant impact on the financial position or performance of the Group.

(c) Basis of consolidation

The consolidated financial statements comprise the financial statements of West Australian Football Commission Incorporated (WAFC) and all entities (the Group) which WAFC controlled as at 31 October each year.

The financial statements of subsidiaries are prepared for the same reporting period as the parent company, using consistent accounting policies. Adjustments are made to bring into line any dissimilar accounting policies which may exist. In preparing the consolidated financial statements, all inter-company balances and transactions, income and expenses and profit and losses resulting from intra-group transactions have been eliminated in full. Subsidiaries are fully consolidated from the date on which control is transferred to the Group and cease to be consolidated from the date on which control is transferred out of the Group.

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020

(d) Significant accounting judgements, estimates and assumptions

The carrying amounts of certain assets and liabilities are often determined based on estimates and assumptions of future events. The key estimates and assumptions that have a significant risk of causing material misstatement to the carrying amounts of certain assets and liabilities within the next annual reporting periods are:

Long Service Leave

A liability for long service leave is recognised and 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. Consideration is given to expected future wages 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 currencies that match, as closely as possible, the estimated future cash outflows.

Intangibles with indefinite useful lives

The Group determines whether intangibles with indefinite useful lives are impaired at least on an annual basis. This requires estimations of the recoverable amount of the cash-generating units to which the intangibles with indefinite useful lives are allocated.

Annual Leave

Liabilities for annual leave expected to be settled within twelve months of the reporting date are recognised in provisions in respect of employees' services up to the reporting date. They are measured at the amounts expected to be paid when the liabilities are settled.

Classification and valuation of investments

Management has classified investments in listed and unlisted securities as 'fair value through other comprehensive income' and movements in fair value are recognised directly in equity. The fair values of unlisted securities not traded in an active market are determined by reference to the defaults in underlying investments, being the risks specific to these assets.

(e) Revenue recognition

Revenue from contracts with customers, including the Australian Football League, members, sponsors, and other parties

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

Sale of Goods

Revenue from the sale of goods is recognised at a point in time when control of the goods is transferred to the customer.

Government grants

Government grants related to government subsidy payments are recognised as a receivable and income when the Group obtains control over the funding and when the Group becomes eligible to receive the subsidy in accordance with AASB 1058 *Income of Not-For-Profit Entities*. During the year ended 31 October 2020, the Group received subsidies from the Australian government related to the JobKeeper programs. This government grant income received, or receivable has been recognised as Other Income.

Interest income

Interest income is recognised on an accrual basis using the 'effective interest rate method' (EIR). The EIR is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a short period, where appropriate, to the net carrying amount of the financial asset.

**WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

(e) Revenue recognition (continued)

FY19 comparative accounting policy

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the parent or subsidiaries of the Group and the revenue can be reliably measured. The following specific recognition criteria must also be met before revenue is recognised.

Sale of Goods

Revenue is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer and the cost incurred or to be incurred in respect of the transaction can be measured reliably. Risks and rewards of ownership are considered passed to the buyer at the time of delivery of the goods to the customers.

Rendering of Services

Where the contract outcome can be reliably measured:

- Control of a right to be compensated for the services has been attained and the stage of completion can be reliably measured. For Indian Pacific Limited ('IPL') and Fremantle Football Club Limited ('FFCL'), stage of completion is measured by reference to the number of matches played as a percentage of the total number of matches for each contract.

Where the contract outcome cannot be reliably measured:

- Revenue is recognised only to the extent that costs have been incurred.

Interest

Revenue is recognized as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

Grant income

Grant income, including contributions of assets, is recognised when the club controls the contribution or right to receive the contribution, and it is probable that the economic benefits comprising the contributions will flow to the club, and the amount of contribution can be measured reliably

(f) Unearned revenue

Unearned revenue represents deposits, payments on account and payments in advance from customers for services, sponsorships or memberships, where the Group has a contractual or constructive liability to repay such amounts to the other party in the event that the Group does not deliver the services. Unearned revenue is recognised as the amount received by the Group and is deferred and disclosed as Contract Liabilities until the delivery of the service.

(g) Borrowing costs

Borrowing costs are recognised as an expense when incurred.

(h) Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

(i) Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the lease term.

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020

(h) Leases (continued)

(ii) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

(iii) Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

Group as a lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income.

FY19 comparative accounting policy

Under AASB 117 Leases, leases are classified at their inception as either operating or finance leases based on the economic substance of the agreement so as to reflect the risks and benefits incidental to ownership. The Group has not entered into any finance leases in the current or prior year period.

Operating leases

The minimum lease payments of operating leases, where the lessor effectively retains substantially all of the risks and benefits of ownership of the leased item, are recognised as an expense on a straight-line basis.

(i) Trade and other receivables

Trade receivables, which generally have 30-day terms, are recognized and carried at original invoice amount less a provision for any expected credit losses (ECLs). In calculating the ECL a simplified approach is applied, with a loss allowance recognised based on lifetime ECLs at each reporting date.

Receivables from related parties are recognised and carried at the nominal amount due.

(j) Inventories

Inventories are valued at the lower of cost and net realisable value. Inventories are accounted for at purchase cost on a first in first out basis.

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020

(k) Investments and other financial assets

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income (OCI), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Entity's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Entity has applied the practical expedient, the Entity initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest' (SPPI) on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Entity's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Group commits to purchase or sell the asset.

Subsequent Measurement

Other financial assets consist of investments in debt and equity securities and short-term investments with a maturity date of over 90 days and are classified as either "fair value through other comprehensive income" or "fair value through profit and loss".

Where securities are designated as "fair value through profit and loss", gains and losses arising from changes in fair value are included in the income statement for the period.

i) Financial assets at fair value through profit and loss

Financial assets at fair value through profit and loss include derivative and other financial assets determined as held for trading where they are acquired for the purpose of selling in the near term. Financial assets at fair value through profit and loss are recorded in the Statement of Financial Position at their values with changes in fair value recognised in profit or loss. Financial assets held at fair value through profit and loss are initially recognised at fair value and transaction costs are expensed.

ii) Financial assets at fair value through other comprehensive income

For equity investments at "fair value through other comprehensive income", gains or losses arising from changes in fair value are recognised in other comprehensive income, until the security is disposed of, at which time the cumulative gain or loss previously recognised in other comprehensive income is included directly in retained earnings and is not recycled to the income statement.

For debt instruments at "fair value through other comprehensive income", gains and losses arising from changes in fair value are recognised in other comprehensive income, until the security is disposed of or is determined to be impaired, at which time the cumulative gain or loss previously recognised in other comprehensive income is included in the income statement for the period. Impairments in debt securities are recognised based on management's expectation of losses in each investment ("expected credit loss" model).

All equity investments must be measured at fair value under AASB 9 Financial assets in the scope of AASB 139 Financial Instruments: Recognition and Measurement are classified as either financial assets at fair value through profit or loss or loans and receivables. When financial assets are recognised initially, they are measured at fair value. The Group determines the classification of its financial assets after initial recognition and, when allowed and appropriate, re-evaluates this designation at each financial year end.

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020

(k) Investments and other financial assets (continued)

iii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are carried at amortised cost using the effective interest rate method. Gains or losses are recognised in the Consolidated Statement of Comprehensive Income when the loans and receivables are derecognised or impaired, as well as through the amortisation process.

iv) Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are carried at cost less any accumulated depreciation and any accumulated impairment losses.

Investment properties are derecognised either when they have been disposed of or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in the Consolidated Statement of Comprehensive Income in the period of derecognition.

Transfers are made to or from investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use.

(l) Taxes

Income Taxes

The WAFC and its controlled entities, FFCL and IPL, are not subject to income tax. WAFC obtained exemption under s50-45 of the ITAA (1997) as it is a sporting club and it promotes and encourages the participation and growth in the sport.

Goods and Services Tax (GST)

Revenues, expenses, assets and liabilities are recognised net of the amount of GST except:

- Where the GST incurred on a purchase of goods and services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the Statements of Financial Position.

Cash flows are included in the Statements of Cash Flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the taxation authority are classified as operating cash flows.

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

(m) Property, plant and equipment

Cost and valuation

Plant and equipment is stated at cost or deemed cost less accumulated depreciation and any accumulated impairment losses. Such costs include the cost of replacing parts that are eligible for capitalization when the cost of replacing the parts is incurred. Similarly, when each major inspection is performed, the cost is recognized in the carrying amount of the plant and equipment as a replacement only if it is eligible for capitalization.

Depreciation

Depreciation of leasehold improvements calculated on a straight line basis over the lesser of its estimated useful life and the term of the lease. Depreciation of other fixed assets, calculated on the reducing balance method or on a straight-line basis over its estimated useful life.

**WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
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FOR THE YEAR ENDED 31 OCTOBER 2020**

(m) Property, plant and equipment (continued)

Major depreciation periods are:

	2020	2019
• Plant and equipment	4 to 40 years	4 to 40 years
• Leasehold improvements	Lease term/useful life	Lease term/useful life
• Furniture, fittings and equipment	3 to 10 years	3 to 10 years
• Motor vehicles	5 to 10 years	5 to 10 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at the end of each financial year.

Impairment

The carrying values of plant and equipment are reviewed for impairment at each reporting date, with recoverable amount being estimated when events or changes in circumstances indicate that the carrying value may not be recoverable.

The Commissioners have determined that items of plant and equipment do not generate independent cash inflows accordingly, each asset is tested for impairment as part of the cash-generating unit to which it belongs. The recoverable amount of the cash generating unit is based on the higher of fair value less costs to sell and value in use.

Impairment exists when the carrying value of an asset or cash-generating unit exceeds its estimated recoverable amount. The asset or cash-generating unit is then written down to its recoverable amount. For plant and equipment, impairment losses are recognised in the Statements of Comprehensive Income as an expense. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

De-recognition and disposal

An item of plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Any gain or loss arising on de-recognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognised.

(n) Intangible assets

Intangible assets acquired are measured on initial recognition at cost. Following initial recognition intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses. The useful lives of intangible assets are assessed to be either finite or indefinite. The AFL licences have been assessed as having an indefinite useful life.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Intangible assets with indefinite useful lives are tested for impairment annually as at 31 October, as appropriate, and when circumstances indicate that the carrying value may be impaired. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or cash generating unit ("CGU") exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. A CGU's recoverable amount is the higher of its fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets and the assets value in use cannot be estimated to be close to its fair value. In such cases the asset is tested for impairment as part of the CGU to which it belongs. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset or CGU is considered impaired and is written down to its recoverable amount.

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020

(n) Intangible assets (continued)

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Impairment losses relating to continuing operations are recognised in those expense categories consistent with the function of the impaired asset unless the asset is carried at revalued amount.

A summary of the policies applied to the Group's intangible assets is as follows:

Australian Football League (AFL) Licences

<i>Useful lives</i>	Indefinite
<i>Amortisation method used</i>	No amortisation
<i>Internally generated or acquired</i>	Acquired
<i>Impairment testing</i>	Annually and more frequently when an indication of impairment exists

(o) Impairment of assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount.

The Commissioners have determined that individual assets or groups of assets do not generate independent cash inflows. Accordingly, each asset is tested for impairment as part of the cash-generating unit to which it belongs. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset or cash-generating unit is considered impaired and is written down to its recoverable amount.

An assessment is also made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case the carrying amount of the asset is increased to its recoverable amount. The increased amount cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss. After such a reversal the depreciation charge is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

(p) Trade and other payables

Trade payables and other payables are carried at amortised cost and represent liabilities for goods and services provided to the Group prior to the end of the financial year that are unpaid and arise when the Group becomes obliged to make future payments in respect of the purchase of these goods and services.

Payables to related parties are carried at the principal amount. Interest, when charged by the lender, is recognised as an expense on an accruals basis.

(q) Interest-bearing loans and borrowings

All loans and borrowings are initially recognised at the fair value of the consideration received less any directly attributable transaction costs.

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Borrowing costs directly attributable to the acquisition or construction of a qualifying asset are capitalised as part of the cost of that asset. All other borrowing costs are expensed in the period they occur.

Gains and losses are recognised in profit or loss when the liabilities are derecognised.

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(r) Derivative financial instruments

The Group may use derivative financial instruments such as interest rate swaps to manage the risk associated with interest rate fluctuations. Derivatives are initially recognised at fair value on the date the contract is entered into and subsequently re-measured to fair value at each reporting date.

Derivatives are carried as assets when their fair value is positive and as liabilities when their fair value is negative. Derivatives are classified as a non-current asset or liability if the remaining maturity of the contract is more than 12 months.

The Group has elected not to use hedge accounting to account for its derivative financial instruments.

The Group has no derivatives as at 31 October 2020.

(s) Unsecured notes - IPL

The unsecured note liability is calculated by discounting the face value of the notes at a rate of 15% from the latest possible date of redemption. Redemption is at the discretion of the Commissioners prior to the year 2075.

The difference between the face value of the notes and the amount of the liability is recorded as an unsecured note redemption reserve (Note 21(b)).

(t) Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive), as a result of a past event, and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

When the Group expects some or all of a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the statements of comprehensive income net of any reimbursement.

If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

When the discounting is used, the increase in the provision due to the passage of time is recognised as a borrowing cost.

(u) Employee benefits

(i) Wages, salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits and annual leave expected to be settled within 12 months of the reporting date are recognised in other payables in respect of employees' services up to the reporting date. They are measured at the amounts expected to be paid when the liabilities are settled. Liabilities for sick leave are recognised when the leave is taken and are measured at the rates paid or payable

ii) Long service leave

The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. 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 currencies that match, as closely as possible, the estimated future cash outflows.

(v) Comparatives

Certain comparative balances have been reclassified to conform to the current year presentation.

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(w) Going concern

The financial statements have been prepared on a going concern basis which contemplates the continuity of normal business activities and the realisation of assets and the settlement of liabilities in the ordinary course of business.

The spread of novel coronavirus (COVID-19) was declared a public health emergency by the World Health Organisation on 31 January 2020 and upgraded to a global pandemic on 11 March 2020. The rapid rise of the virus has seen an unprecedented global response by Governments, regulators and industry sectors. The Australian Federal Government enacted its emergency plan on 29 February 2020 which saw the closure of Australian borders from 20 March, an increasing level of restrictions on corporate Australia's ability to operate, significant volatility and instability in financial markets and the release of a number of government stimulus packages to support individuals and businesses as the Australian and global economies faced significant slowdowns and uncertainties. The COVID-19 crisis materially impacted the AFL during the 2020 season and in turn had a material impact on the WAFC's and the Group's earnings, cash flow and financial position.

Looking ahead, there remains uncertainty for the 2021 season and the 2021 financial year, including any potential further outbreak of COVID-19, uncertainty as to crowd numbers allowed at games and the impact of possible border closures between states. Accordingly, there remains uncertainty as to the impact COVID-19 will have on the AFL in general and on the WAFC's and the Group's earnings, cashflows and financial position over the next 12 months.

The Commissioners have considered the cash flow forecasts of the WAFC and the Group for the twelve months from the date of approval of these financial statements taking into consideration the estimation of the continued business impacts of COVID-19. These forecasts indicate that, taking account of reasonable possible downsides, the WAFC and the Group is expected to continue to operate within available cash levels.

Economic Dependence

A significant portion of the income of the WAFC and the Group is derived from a funding agreement with the State of Western Australia and the holding of licences issued by the Australian Football League.

(x) New accounting standards, and interpretations

The WAFC and the Group applied AASB 16 Leases, AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities for the first time. The nature and effect of the changes as a result of adoption of these new accounting standards are described below.

Several other amendments and interpretations apply for the first time in 2020, but do not have an impact on the financial statements of the WAFC or the Group. WAFC has not early adopted any standards, interpretations or amendments that have been issued but are not yet effective.

i) AASB 16 Leases

AASB 16 supersedes AASB 117 Leases, AASB Interpretation 4 Determining whether an Arrangement contains a Lease, AASB Interpretation 115 Operating Leases-Incentives, and AASB Interpretation 127 Evaluating the Substance of Transactions Involving the Legal Form of a Lease. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to recognise most leases on the balance sheet.

Upon adoption of AASB 16, the WAFC applied a single recognition and measurement approach for all leases for which it is the lessee, except for short-term leases and leases of low-value assets. The WAFC recognised right-of-use assets representing the right to use the underlying assets. The WAFC also elected to use the recognition exemptions for lease contracts that, at the commencement date, have a lease term of 12 months or less and do not contain a purchase option (short-term leases), and lease contracts for which the underlying asset is of low value (low-value assets).

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(x) New accounting standards, and interpretations (continued)

On transition to AASB 16 the weighted average incremental borrowing rate applied to lease liabilities recognised under AASB 16 was 2.54%. The following is a reconciliation of total operating lease commitments at 31 October 2019 (as disclosed in the financial statements to 31 October 2019) to the lease liabilities recognised at 1 November 2019:

Total operating lease commitments disclosed as at 31 October 2019	336,978
Additional operating lease commitments identified as at 31 October 2019	48,441
Recognition exemptions:	
- Leases with remaining lease term of less than 12 months	(159,731)
Operating lease liabilities before discounting	225,688
Discounted using incremental borrowing rate	(7,230)
Total lease liabilities recognised under AASB 16 as at 1 November 2019	218,458

ii) AASB 15 Revenue from Contracts with Customers, AASB 1058 Income of Not-for-Profit Entities

AASB 15 supersedes AASB 111 Construction Contracts, AASB 118 Revenue and related Interpretations and it applies with limited exceptions to all revenue arising from contracts with its customers. AASB 15 establishes a five-step model to account for revenue arising from contracts with customers and requires that revenue be recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer.

AASB 15 requires entities to exercise judgement, taking into consideration all of the relevant facts and circumstances when applying each step of the model to contracts with their customers. The standard also specifies the accounting for the incremental costs of obtaining a contract and the costs directly related to fulfilling a contract. In addition, the standard requires additional disclosures not previously required.

A not-for-profit entity is required to first consider whether a transaction is a contract with a customer that has performance obligations to transfer goods or services to another party. If this is the case, the entity would account for the transaction under AASB 15, otherwise the transaction would be accounted for in accordance with another Standard, for example AASB 1058 Income of Not-for-Profit Entities, which generally applies to income from donations and other non-reciprocal contributions.

All income streams were analysed in order to determine the applicable accounting standard and method of revenue recognition.

As a result of this analysis, it was determined that the method of revenue recognition for each of these income streams was already aligned with the principles of the new standards, as such the adoption of AASB 15 did not have a material impact on the financial statement.

3. SEGMENT INFORMATION

The Group operates in one segment being the football industry within Australia.

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	Consolidated		WAFC Inc.	
	2020	2019	2020	2019
	\$	\$	\$	\$
4. REVENUES AND OTHER INCOME				
Revenues from operating activities	72,686,740	136,451,738	19,058,620	20,593,400
Net royalty income	-	-	1,961,574	5,100,480
Rental income – other corporations	-	-	-	323,283
Interest income - other corporations	1,076,171	1,713,169	135,565	182,656
AFL Distribution	21,485,748	28,253,204	2,129,991	5,388,533
Other	1,491,426	2,394,026	-	89,959
	<u>96,740,085</u>	<u>168,812,137</u>	<u>23,285,750</u>	<u>31,678,311</u>

**OTHER INCOME / (EXPENSES) OUTSIDE
NORMAL OPERATIONS**

Development funding (i)	609,070	13,086,140	-	-
Government subsidy	10,447,500	-	3,477,000	-
Term loan forgiven (ii)	-	5,606,348	-	5,606,348
Loss on sale of investment property (ii)	-	(1,260,000)	-	(1,260,000)
Subiaco lease finalisation (ii)	-	-	-	(666,644)
Net gain on sale of stadium assets	-	89,959	-	89,959
Redundancy payments	(707,425)	-	(707,425)	-
	<u>10,349,145</u>	<u>17,522,447</u>	<u>2,769,575</u>	<u>3,769,663</u>

- (i) Development funding represents monies received in connection with the development of the Group's facilities at Lathlain Park.
- (ii) As part of the agreement with the Government of Western Australia for the surrender of WAFC's lease over Subiaco Oval, investment properties owned by the WAFC were transferred to the State Government, the WAFC's term loan with ANZ was transferred to the State Government, and a settlement agreement was reached with the West Coast Eagles to repay previously prepaid rent in connection with their sub lease at Subiaco Oval.

	Consolidated		WAFC Inc.	
	2020	2019	2020	2019
	\$	\$	\$	\$
5. EXPENSES AND LOSSES / (GAINS)				
(a) Expenses				
Cost of goods and services provided				
Match expenses	3,627,200	11,192,278	-	-
Stadium hiring fee	541,853	12,643,899	-	-
Membership expenses	6,710,766	5,508,034	-	-
Sponsorship expenses	586,125	918,038	-	-
Arena advertising expenses	376,939	496,665	-	-
Corporate box expenses	1,536,763	4,041,181	-	-
Merchandise expenses	2,833,712	5,794,071	-	-
Functions and special events expenses	1,491,275	5,991,938	-	-
Total cost of goods and services provided	<u>17,704,633</u>	<u>46,586,104</u>	<u>-</u>	<u>-</u>

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5. EXPENSES AND LOSSES / (GAINS) (continued)	Consolidated		W AFC Inc.	
	2020	2019	2020	2019
	\$	\$	\$	\$
Depreciation				
Leasehold improvements	388,096	388,454	-	-
Property, plant & equipment	4,058,679	2,266,335	233,502	130,604
Total depreciation	4,446,775	2,654,789	233,502	130,604
Borrowing costs expensed				
Interest expense – other corporations	7,980	137,929	7,980	137,929
Bad and doubtful debts expense	-	12,952	-	12,952
Employee benefit expenses (including JobKeeper payments to employees)	(63,441,503)	(74,140,460)	(11,779,518)	(12,315,767)
6. CASH AND CASH EQUIVALENTS				
(a) Cash and deposits	57,406,963	36,834,056	21,005,875	14,701,562
	57,406,963	36,834,056	21,005,875	14,701,562
(b) Reconciliation of the operating profit to the net cash flows from / (used in) operations				
Profit/(loss) after tax from total operations	(413,760)	24,557,777	(115,553)	4,572,077
Adjustments for:				
<i>Non-cash items</i>				
Depreciation on property, plant and equipment	4,446,775	2,654,789	233,502	130,604
Net impact of Subiaco lease finalisation	-	-	-	428,854
Other	11,339	-	-	1,147
(Profit) on disposal of investments	(575,341)	136,663	-	-
(Gain) / loss on disposal/write-off of assets	-	1,170,040	-	1,170,041
Loan forgiven	-	(5,606,348)	-	(5,606,348)
Write off of previously capitalised costs	-	-	-	-
Sustainability fund provision	110,227	-	110,227	-
Write-off of FFC Royalty Liability	-	-	309,000	-
Release from reserves	(15,000)	-	(15,000)	-
Profit after Adjustment for Non-Cash items	3,564,240	22,912,921	522,176	696,375
<i>Changes in assets and liabilities</i>				
(Increase) / decrease in trade and other receivables	487,149	1,394,054	6,384,956	(1,753,250)
(Increase) / decrease in inventory	309,143	1,589,275	-	-
Increase / (decrease) in creditors and other liabilities	552,642	(7,487,274)	(640,229)	406,852
Increase / (decrease) in contract liabilities	17,508,506	(1,519,704)	218,657	(23,876)
Increase / (decrease) in provisions	(1,939,925)	789,157	28,108	132,639
Net cash from / (used in) operating activities	20,481,755	17,678,429	6,513,668	(541,260)

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	Consolidated		WAFC Inc.	
	2020	2019	2020	2019
	\$	\$	\$	\$
7. TRADE AND OTHER RECEIVABLES				
Trade debtors (i)	6,431,022	6,930,527	1,121,677	899,961
Provision for doubtful debts	(154,427)	(112,435)	-	-
	<u>6,276,595</u>	<u>6,818,092</u>	<u>1,121,677</u>	<u>899,961</u>
Other debtors (ii)	795,906	1,030,572	76,455	10,719
Prepayments	1,121,568	832,554	7,301	170,866
Total trade and other receivables	<u>8,194,069</u>	<u>8,681,218</u>	<u>1,205,060</u>	<u>1,081,546</u>
Amounts other than trade receivables from related parties (iii):				
Wholly owned group				
Fremantle Football Club Limited	-	-	1,210,660	1,542,180
Indian Pacific Limited	-	-	70,574	6,395,935
	<u>8,194,069</u>	<u>8,681,218</u>	<u>2,486,667</u>	<u>9,019,661</u>

(a) Terms and conditions

Terms and conditions relating to the above financial instruments:

- (i) Trade debtors are non-interest bearing and generally on 30-day terms unless otherwise specified.
- (ii) Other debtors are non-interest bearing and have repayment terms between 30 and 90 days.
- (iii) Related party receivables are non-interest bearing and receivable based on agreed terms.

At 31 October, the ageing analysis of trade receivables is as follows:

	Total	Not Due	0-6 months	6-12 months	+12 months
Consolidated					
2020	6,431,022	4,046,923	1,733,616	608,540	41,943
2019	6,930,527	6,178,315	554,150	109,370	88,692
WAFC					
2020	1,121,677	838,112	283,565	-	-
2019	899,961	811,863	88,098	-	-

8. INVENTORIES

Items held for resale

- At lower of cost and net realisable value	371,868	681,011	-	-
	<u>371,868</u>	<u>681,011</u>	<u>-</u>	<u>-</u>

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	Consolidated		WAFC Inc.	
	2020	2019	2020	2019
	\$	\$	\$	\$
9. OTHER FINANCIAL ASSETS				
CURRENT				
Investments - at fair value (i)	32,600,932	35,294,804	-	-
Other (ii)	155,000	97,558	100,000	42,556
	<u>32,755,932</u>	<u>35,392,362</u>	<u>100,000</u>	<u>42,556</u>
NON-CURRENT				
Shares in Indian Pacific Ltd - at cost	-	-	2,110,945	2,110,945
Shares in Fremantle Football Club Ltd – at cost	-	-	1	1
	<u>-</u>	<u>-</u>	<u>2,110,946</u>	<u>2,110,946</u>

i) The fair value of listed investments of \$32,600,932 (2019: \$35,294,804) has been determined by reference to published price quotations
ii) Other financial assets are carried at fair value since inception. The fair value of term deposits with credit institutions is their carrying value. The carrying value represents the cost of the term deposit and accrued interest. Other financial assets have a maturity date greater than 3 months of their inception.

Investment in controlled entities comprises:

Name	Country of Incorporation	Beneficial interest held By the WAFC	
		2020	2019
Indian Pacific Limited	Aust (i)		
- Ordinary shares		100%	100%
- Management share		100%	100%
- West Coast Eagles Supporters Club Ltd (WCESC)	Aust (i)	100%	100%
Fremantle Football Club Limited	Aust (i)		
- Ordinary shares		100%	100%

(i) Controlled entity audited by Ernst & Young.

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	Consolidated		WAFC	
	2020	2019	2020	2019
	\$	\$	\$	\$
10. OTHER RECEIVABLES				
CURRENT				
Peel Thunder Football Club (i)	33,375	33,750	33,375	33,750
West Perth Football Club (ii)	50,000	-	50,000	-
	<u>83,375</u>	<u>33,750</u>	<u>83,375</u>	<u>33,750</u>
NON-CURRENT				
Peel Thunder Football Club (i)	43,750	67,500	43,750	67,500
West Perth Football Club (ii)	204,167	254,167	204,167	254,167
Fremantle Football Club Limited (iii)	-	-	-	309,000
	<u>247,917</u>	<u>321,667</u>	<u>247,917</u>	<u>630,667</u>

- (i) The loan to the Peel Thunder Football Club is interest free and repayable on demand. It is expected that the loan will reduce by \$33,750 in the 2021 financial year and this portion has been classified as current. A deed of charge has been executed over Peel Thunder Football Club's assets.
- (ii) The loan to the West Perth Football Club was for \$250,000 and is due to be repaid by 2025. The interest rate on the loan is 3% or the RBA published rate, whichever is higher. A deed of charge has been executed over West Perth Football Club's assets.
- (iii) Non-current receivable from Fremantle Football Club Limited represents a deferred royalty owing to the WAFC from the 2018 and 2019 financial years. This liability was waived by the WAFC in 2020.

	Consolidated		WAFC	
	2020	2019	2020	2019
	\$	\$	\$	\$
11. PROPERTY, PLANT AND EQUIPMENT				
Buildings on leasehold land – at cost	53,338,212	51,175,419	-	-
Less: Accumulated depreciation	(2,096,478)	(542,750)	-	-
	<u>51,241,734</u>	<u>50,632,669</u>	<u>-</u>	<u>-</u>
Property plant & equipment – at cost	21,187,876	19,641,870	1,053,036	521,939
Less: Accumulated depreciation	(11,315,284)	(8,962,595)	(437,894)	(353,805)
	<u>9,872,592</u>	<u>10,679,275</u>	<u>615,142</u>	<u>168,134</u>
Buildings on leasehold land – at cost	439,911	439,911	-	-
Less: Accumulated amortisation	(433,744)	(429,420)	-	-
	<u>6,167</u>	<u>10,491</u>	<u>-</u>	<u>-</u>
Buildings on leasehold land – at deemed cost	16,118,429	16,118,429	-	-
Less: Accumulated amortisation	(1,417,444)	(1,033,672)	-	-
	<u>14,700,985</u>	<u>15,084,757</u>	<u>-</u>	<u>-</u>
Total property, plant and equipment	<u>75,821,478</u>	<u>76,407,192</u>	<u>615,142</u>	<u>168,134</u>

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	Consolidated		WAFC Inc.	
	2020	2019	2020	2019
	\$	\$	\$	\$
11. PROPERTY, PLANT AND EQUIPMENT				
(continued)				
(a) Reconciliations				
Reconciliations of the carrying amounts of land and buildings, leasehold improvements and furniture and equipment at the beginning and end of the current and previous financial year.				
<i>Buildings on leasehold land – at cost</i>				
Carrying amount at the beginning of the year	50,632,669	-	-	-
Additions	-	25,448,603	-	-
Transfer from Lathlain Facilities WIP	2,162,793	25,726,816	-	-
Depreciation expense	(1,553,728)	(542,750)	-	-
Carrying amount at the end of the year	51,241,734	50,632,669	-	-
<i>Buildings on leasehold land – at deemed cost</i>				
Carrying amount at the beginning of the year	15,095,248	15,483,702	-	-
Additions	-	-	-	-
Net gain on fair value measurement of lease	-	-	-	-
Disposals	-	-	-	-
Depreciation expense	(388,096)	(388,454)	-	-
Carrying amount at the end of the year	14,707,152	15,095,248	-	-
<i>Property, plant and equipment</i>				
Carrying amount at the beginning of the year	10,679,275	3,573,818	168,134	192,552
Additions	1,698,268	8,978,168	680,510	107,355
Disposals	-	(149,126)	-	(1,168)
Depreciation expense	(2,504,951)	(1,723,585)	(233,502)	(130,604)
Carrying amount at the end of the year	9,872,592	10,679,275	615,142	168,134
<i>Total Property, Plant and Equipment</i>				
Carrying amount at the beginning of the year	76,407,192	19,057,520	168,134	192,552
Additions	1,698,268	34,426,771	680,510	107,355
Transfer from Lathlain Facilities WIP	2,162,793	25,726,816	-	-
Disposals	-	(149,126)	-	(1,168)
Depreciation expense	(4,446,775)	(2,654,789)	(233,502)	(130,604)
Carrying amount at the end of the year	75,821,478	76,407,192	615,142	168,134

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	Consolidated		WAFC Inc.	
	2020	2019	2020	2019
	\$	\$	\$	\$
12. INVESTMENT PROPERTIES				
Opening balance at 1 November	1,744,230	3,004,230	-	1,260,000
Disposals	-	(1,260,000)	-	(1,260,000)
Movement in carrying amount	-	-	-	-
Closing balance as at 31 October	1,744,230	1,744,230	-	-

13. INTANGIBLE ASSETS

AFL licences	8,000,000	8,000,000	-	-
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These licences have been determined to have infinite useful lives and the cost model is utilised for their measurement. The licences have been granted to WAFC by the AFL to field two teams in the competitions conducted by the AFL provided they meet certain terms and conditions of the licence agreement. There is no expiry date on the licences and evidence supports the Group's ability to meet the necessary terms and conditions set out in the licence agreements, allowing the Group to determine that these assets have an indefinite useful life. These assets were tested for impairment as at 31 October 2020.

14. TRADE AND OTHER PAYABLES

Trade creditors and accruals	14(a)(i)	11,821,119	12,246,681	1,367,607	2,699,470
Sundry creditors	14(a)(ii)	2,361,961	1,244,253	1,247,100	422,667
Subiaco lease finalisation		-	-	-	145,456
		14,183,080	13,490,934	2,614,707	3,267,593

(a) Terms and conditions

Terms and conditions relating to the above financial instruments:

- (i) Trade creditors are non-interest bearing and are normally settled on 30-day terms unless specified.
- (ii) Sundry creditors are non-interest bearing and are settled within 1 year.

15. INTEREST-BEARING LIABILITIES

CURRENT

NAB loan facility - secured	15(a)	146,299	-	146,299	-
Lease liability		94,603	-	94,603	-
		240,902	-	240,902	-

NON-CURRENT

NAB loan facility - secured	15(a)	347,903	-	347,903	-
Lease liability		43,715	-	43,715	-
		391,618	-	391,618	-

(a) Terms and conditions

Loan facility undertaken to enable outright purchase of motor vehicles versus going through lease financing arrangements. The facility is for \$1,000,000 of which \$505,798 is unused at balance date. The details of the NAB loan facility consist of the below:

- a. Facility 1 - The facility was entered into on 24 August 2020 for \$230,488 plus interest of 2.7399%. The facility is for a term of 60 months.
- b. Facility 2 - The facility was entered into on 8 October 2020 for \$155,730 plus interest of 2.7198%. The facility is for a term of 36 months.
- c. Facility 3 - The facility was entered into on 29 October 2020 for \$123,420 plus interest of 2.5902%. The facility is for a term of 36 months.

A new facility is established each time a motor vehicle has been purchased through a financial institution.

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020

	Consolidated		WAFC Inc.	
	2020	2019	2020	2019
	\$	\$	\$	\$
16. PROVISIONS (CURRENT)				
Employee entitlements	5,766,798	7,462,141	1,298,704	1,307,017
Sustainability Fund	158,448	95,018	158,448	95,018
	<u>5,925,246</u>	<u>7,557,159</u>	<u>1,457,152</u>	<u>1,402,035</u>

17. CONTRACT LIABILITIES

CURRENT

Unearned revenue	28,242,162	11,166,683	490,272	271,615
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NON-CURRENT

Unearned revenue	(a) 1,051,124	400,000	-	-
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(a) Unearned income represents the non-current portion of the Curtin University alliance agreement, as well as FFC Partnerships and Corporate Sales relating to the 2022 season.

18. OTHER NON-CURRENT LIABILITIES

Unsecured notes	(a) 1,774	1,543	-	-
Trade creditors and accruals	-	74,242	-	-
Subiaco lease finalisation – WCE	(b) -	-	441,189	521,189
	<u>1,774</u>	<u>75,785</u>	<u>441,189</u>	<u>521,189</u>

(a) Unsecured notes - Terms and conditions relating to the unsecured notes

The unsecured notes are interest free, repayable at the discretion of the Commissioners up to the year 2075 and in any event not repayable before 30 June 2075. Each note has a full value of \$500 and 7,735 were issued as at balance date. This figure has been arrived at by the application of a discount rate of 15% to the date of redemption. These notes are unsecured and as such there is no collateral pledged as security.

(b) This amount represents the non-current portion of the Subiaco lease finalisation payable to the West Coast Eagles (WCE) over the next 7 years via a reduction in the royalty payable, discounted at a rate of 2%.

19. OTHER NON – CURRENT ASSETS

Lathlain facilities WIP – opening balance	768,848	25,726,816	-	-
Additions	1,667,414	768,848	-	-
Transfer to Property, Plant and Equipment - Note 11(a)	(2,162,793)	(25,726,816)	-	-
	<u>273,469</u>	<u>768,848</u>	<u>-</u>	<u>-</u>

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	Consolidated		WAFC Inc.	
	2020	2019	2020	2019
	\$	\$	\$	\$
20. PROVISIONS (NON-CURRENT)				
Sustainability fund	55,096	55,096	55,096	55,096
Employee entitlements	657,604	965,616	99,188	62,767
Allowance for capital works	592,011	592,011	-	-
	<u>1,304,711</u>	<u>1,612,723</u>	<u>154,284</u>	<u>117,863</u>

21. RESERVES AND ACCUMULATED SURPLUS

Investments held for sale reserves	21(a)	(32,226)	404,752	-	-
Unsecured notes redemption	21(b)	99,025	99,256	-	-
Distributable profits	21(c)	1,006,750	1,214,704	-	-
WAFC Future Home Reserve	21(d)	1,480,007	1,226,758	1,480,007	1,226,758
WAFC General Business Reserve	21(e)	3,000,000	3,000,000	3,000,000	3,000,000
WCE Football Development Reserve	21(f)	2,063,300	1,039,470	2,063,300	1,039,470
		<u>7,616,856</u>	<u>6,984,940</u>	<u>6,543,307</u>	<u>5,266,228</u>
Accumulated surplus	21(g)	<u>126,078,456</u>	<u>127,576,110</u>	<u>14,453,121</u>	<u>15,860,753</u>

(a) Other reserves

(i) Nature and purpose of reserve

This reserve records movements in the fair value of available for sale investments.

(ii) Movements in reserve

Balance at the beginning of the year		404,752	64,659	-	-
Fair value movement		(436,978)	340,093	-	-
Balance at the end of the year		<u>(32,226)</u>	<u>404,752</u>	<u>-</u>	<u>-</u>

(b) Unsecured notes redemption

(i) Nature and purpose of reserve

The unsecured note redemption reserve is used to record the equity component of unsecured notes issued by a controlled entity. The reserve is reduced by the movement in the net present value of the unsecured note liability.

(ii) Movements in reserve

Balance at the beginning of the year		99,256	99,457	-	-
Fair value movement		(231)	(201)	-	-
Balance at the end of the year		<u>99,025</u>	<u>99,256</u>	<u>-</u>	<u>-</u>

(c) Distributable profits

(i) Nature and purpose of reserve

The undistributable profits reserve is used to accumulate profits arising from the West Coast Eagles Supporters Club.

(ii) Movements in reserve

Balance at the beginning of the year		1,214,704	1,276,510	-	-
Transfer to accumulated surplus		(207,954)	(61,806)	-	-
Balance at the end of the year		<u>1,006,750</u>	<u>1,214,704</u>	<u>-</u>	<u>-</u>

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020

	Consolidated		WAFC Inc.	
	2020	2019	2020	2019
	\$	\$	\$	\$
21. RESERVES AND ACCUMULATED SURPLUS (continued)				
(d) WAFC Future Home Reserve				
<i>(i) Nature and purpose of reserve</i>				
This reserve was established to fund a new home for WAFC when the Tuart College lease expires.				
<i>(ii) Movements in reserve</i>				
Balance at the beginning of the year	1,226,758	-	1,226,758	-
Transferred from accumulated surplus	253,249	1,226,758	253,249	1,226,758
Balance at the end of the year	1,480,007	1,226,758	1,480,007	1,226,758
(e) WAFC General Business Reserve				
<i>(i) Nature and purpose of reserve</i>				
This reserve was established to represent the balance of royalties received in the prior period which have been allocated into the general business reserve.				
<i>(ii) Movements in reserve</i>				
Balance at the beginning of the year	3,000,000	-	3,000,000	-
Transferred from accumulated surplus	-	3,000,000	-	3,000,000
Balance at the end of the year	3,000,000	3,000,000	3,000,000	3,000,000
(f) WCE Football Development Reserve				
<i>(i) Nature and purpose of reserve</i>				
This reserve was established under clause 9 of the royalty agreement, to capture excess amounts above the baseline and future home reserve.				
<i>(ii) Movements in reserve</i>				
Balance at the beginning of the year	1,039,470	-	1,039,470	-
Transfer from accumulated surplus	1,038,830	1,039,470	1,038,830	1,039,470
Consumed during year	(15,000)	-	(15,000)	-
Balance at the end of the year	2,063,300	1,039,470	2,063,300	1,039,470
(g) Accumulated surplus				
Balance at the beginning of the year	127,576,110	108,222,554	15,860,753	16,554,904
Net profit/(loss) attributable to WAFC	(413,760)	24,557,777	(115,553)	4,572,077
Total available for appropriation	127,162,350	132,780,331	15,745,200	21,126,981
Aggregate of amounts transferred to/from reserves	(1,083,894)	(5,204,221)	(1,292,079)	(5,266,228)
Balance at the end of the year	126,078,456	127,576,110	14,453,121	15,860,753

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
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	Consolidated		WAFC Inc.	
	2020	2019	2020	2019
	\$	\$	\$	\$
22. EXPENDITURE COMMITMENTS AND CONTINGENT LIABILITIES				

(a) Expenditure commitments

Player expenditure commitments

- Not later than one year	23,065,785	24,846,845	-	-
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The Group acknowledges the contractual obligations of player contracts and the commitment to player expenditure. Due to contract terms varying considerably amongst players, it is not practical to estimate the future contingency under player contracts. The Group's minimum commitment is to pay 95% of the AFL imposed salary cap for both FFCL and IPL. The AFL imposed salary cap for 2021 is \$12,078,905.

(b) Contingent liabilities

The Group had a Bank Guarantee over the total prize pool for the 2020 Toyota Good for Footy Raffle in Western Australia amounting to \$43,127. This Bank Guarantee expired on 27 November 2020.

23. RELATED PARTY DISCLOSURES

a) The WAFC Commissioners during the year ended 31 October 2020 were:

- Murray McHenry (resigned 31 December 2019)
- Cheryl Edwardes
- Stuart Love
- Neil Randall (resigned 31 December 2020)
- Grant Dorrington (resigned 31 December 2020)
- Chris Cottier (resigned 31 December 2020)
- Brian O'Donnell (re-appointed 1 January 2021)
- Wayne Martin (appointed 1 January 2019, appointed Chairman 1 January 2020)
- Ian Callahan (appointed 1 January 2021)
- Phil Lamb (appointed 1 January 2021)
- Dixie Marshall (appointed 1 January 2021)

b) The WAFC receive a royalty from IPL and FFCL. IPL and FFCL use the assets of the WAFC under a sub-licence agreement whereby football teams participate in the AFL competition. The royalty amounts are based on agreed financial performance parameters within WAFC Royalty agreement between WAFC and IPL and FFCL signed on 17 December 2019.

c) In their role as Commissioners, the following football related benefits were provided by the WAFC to the Commissioners, for the year ended 31 October 2020.

	2020	2019
	\$	\$
Murray McHenry	-	1,289
Cheryl Edwardes	-	1,289
Stuart Love	-	1,290
Wayne Martin	-	1,288
Neil Randall	-	1,289
Grant Dorrington	-	1,289
Brian O'Donnell	-	1,418
Chris Cottier	-	1,290

The Commissioners are required to attend certain games during the year as part of their duties. The associated costs of travel and accommodation are not included in the above benefits. The benefits applicable to Commissioners for 2019 are travel and accommodation costs for their spouse/partner to the AFL grand final.

During the financial year, the WA Football Commission engaged FTI Consulting, of whom Cheryl Edwardes is an employee. The value of these transactions was \$5,500 (2019: \$8,100).

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
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23. RELATED PARTY DISCLOSURES (continued)

d) Compensation of key management personnel

Key management personnel are determined to be Chief Executive Officer, Executive Manager Corporate Services, Executive Manager WAFL & Football Operations, Executive Manager Youth, Community & Game Development, Executive Manager Talent & Commercial, Executive Manager Governance, Strategy & Workforce and Executive Manager Country Football & Facilities.

	2020 \$	2019 \$
Short term employee benefits	1,295,282	1,256,341
Number of Key Management Personnel	7	7

e) The directors of Indian Pacific Limited (“IPL”) during the financial year were:

R Gibbs (Chairman)
P Fitzpatrick (Deputy Chairman)
T Nisbett
C Wharton
T Bowen
J Langer
Z Yujnovich
P Carter (resigned 31 December 2019)

Director transactions with Indian Pacific Limited

A number of directors of Indian Pacific Limited, or their director-related entities hold positions in other entities that result in them having control or significant influence over the financial or operating policies of these entities. The terms and conditions of these transactions with directors and their director-related entities were no more favourable than those available, or which might reasonably be expected to be available, on similar transactions to non-director related entities on an arm’s length basis.

The aggregate amounts recognised during the year to directors and their director-related entities were as follows:

Director	Service	Income / (Expense) 2020 GST exclusive	Receivable / (Payable) at 31 October 2020	Service	Income / (Expense) 2019 GST exclusive	Receivable / (Payable) at 31 October 2019
Trevor Nisbett, West Coast Eagles	6 x A Reserve Memberships	2,107	-	6 x A Reserve Memberships	4,636	-
Russell Gibbs, Hawaiian Pty Ltd	4 x E Reserve Memberships	678	-	4 x E Reserve Memberships	1,490	-
	10 x D Reserve Memberships Sponsorship 2020	2,149 82,000	-	10 x D Reserve Memberships Sponsorship 2019	4,727 160,000	-
Paul Fitzpatrick	2 x A Reserve Memberships	702	-	2 x A Reserve Memberships 12 Seat Corporate Suite	1,545 53,818	-
Chris Wharton	1 x AFLW Membership	45	-			-

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
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23. RELATED PARTY DISCLOSURES (continued)

Remuneration of Indian Pacific Limited - Key management personnel

Key management personnel are determined to be the Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, General Manager – Business Strategy & Growth, General Manager – Football, General Manager – Communications, General Manager – Special Projects & Technology, General Manager – Community & Game Development, General Manager - Marketing and General Manager – Supporter Operations.

	2020	2019
	\$	\$
Short-term employee benefits	3,203,071	3,598,989

f) The directors of Fremantle Football Club Limited (“FFCL”) during the financial year were:

D Alcock (non-executive chairman)
S O’Reilly (retired 30 November 2019)
P Mann
C Carter
A Hall
T Grist
S Murphy
C Hayward
J Clement (commenced 1 December 2019)

No income was paid or payable, or otherwise made available, in respect of the financial year, or the previous financial year, to any director of the Company, directly or indirectly, from the Company or any related party. Each Director received four category two memberships for the 2020 and 2019 AFL Premiership Seasons with a market value of \$3,196 for each season.

Included in current contract liabilities is an amount of \$250,000 (2019: nil) relating to a sponsorship agreement with Dale Alcock Homes. A further \$250,000 is included in non-current contract liabilities. The agreement has a term of 15 May 2020 to termination date of 31 October 2022, with all benefits due to be provided in years 2 and 3 of the agreement.

Remuneration of FFCL - Key management personnel

Key management personnel are determined to be the Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, General Manager – Football, Chief Commercial Office, General Manager, Media and Communications.

	2020	2019
	\$	\$
Short-term employee benefits	2,341,779	3,108,549

24. SUBSEQUENT EVENTS

No other matters or events have arisen since the end of the financial period which have significantly affected or may significantly affect the operations of the Group, the results of its operations or the state of affairs of the Group in subsequent financial periods.

	Consolidated		WAFC Inc.	
	2020	2019	2020	2019
	\$	\$	\$	\$

25. AUDITORS’ REMUNERATION

Amounts received or due and receivable by Ernst & Young Australia for:

- an audit or review of the financial report of the entity and any other entity in the Group	183,323	198,142	68,400	70,300
- other services in relation to the entity and any other entity in the Group	19,710	19,490	-	-
	<u>203,033</u>	<u>217,632</u>	<u>68,400</u>	<u>70,300</u>

**WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

26. FINANCIAL INSTRUMENTS

(a) Interest Rate Risk

The Group's activities expose it to a variety of financial risks: market risk (including fair value interest rate risk and price risk), credit risk, liquidity risk and cash flow interest rate risk. The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group. The Group's principal financial instruments comprise receivables, payables, available for sale investments, cash and short-term deposits.

Risk management is carried out by the Governance Committee under policies approved by the Board of Commissioners. The Commissioners provide written principles for overall risk management, as well as policies covering specific areas, such as mitigating interest rate and credit risks.

i) Consolidated:

The Group's exposure to interest rate risks and the effective interest rates of financial assets and financial liabilities, both recognised and unrecognised at the balance date, are as follows:

	Fixed interest rate maturing in:										Total carrying amount as per the Statement of Financial Position		Weighted average effective interest rate	
	Floating interest rate		1 year or less		Over 1 to 5 years		More than 5 years		Non-interest Bearing		31 October 2020		31 October 2019	
	31 October 2020	31 October 2019	31 October 2020	31 October 2019	31 October 2020	31 October 2019	31 October 2020	31 October 2019	31 October 2020	31 October 2019	31 October 2020	31 October 2019	%	%
Financial Assets														
Cash assets	57,406,963	36,834,056	-	-	-	-	-	-	-	-	57,406,963	36,834,056	1.64	1.55%
Trade receivables	-	-	-	-	-	-	-	-	-	-	6,431,022	6,930,527	N/a	N/a
Other debtors	-	-	-	-	-	-	-	-	-	-	795,906	1,030,572	N/a	N/a
Loan receivable - current	-	-	-	-	-	-	-	-	-	-	33,375	33,750	3.00%	3.00%
Investments	-	-	23,184,327	26,638,646	-	-	-	-	-	-	32,600,932	35,294,804	1.51%	1.69%
Other financial assets	-	-	-	-	-	-	-	-	-	-	155,000	97,558	N/a	N/a
Loan receivable - non current	-	-	-	-	254,167	254,167	-	-	-	-	297,917	321,668	N/a	N/a
Total financial assets	57,406,963	36,834,056	23,184,327	26,638,646	254,167	254,167	-	-	16,875,659	16,816,065	97,721,115	80,542,935		
Financial Liabilities														
Payables	-	-	-	-	-	-	-	-	-	-	14,183,080	13,490,934	2.54	N/a
Other non-current liabilities	-	-	-	-	-	-	1,774	1,543	-	74,242	1,774	75,785	N/a	N/a
Interest bearing liabilities	-	-	240,902	-	391,618	-	-	-	-	-	632,520	-	2.68	N/a
Total financial liabilities	-	-	240,902	-	391,618	-	1,774	1,543	14,183,080	13,565,176	14,817,374	13,566,719		

**WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

26. FINANCIAL INSTRUMENTS (continued)

ii) WAFC Inc.:

WAFC Inc's exposure to interest rate risks and the effective interest rates of financial assets and financial liabilities, both recognised and unrecognised at the balance date, are as follows:

	Fixed interest rate maturing in:										Total carrying amount as per the Statement of Financial Position		Weighted average effective interest rate			
	Floating interest rate		1 year or less		Over 1 to 5 years		More than 5 years		Non-interest Bearing						31 October 2020	31 October 2019
	31 October 2020	31 October 2019	31 October 2020	31 October 2019	31 October 2020	31 October 2019	31 October 2020	31 October 2019	31 October 2020	31 October 2019	\$	\$	\$	\$	%	%
Financial Assets																
Cash assets	21,005,875	14,701,562	-	-	-	-	-	-	-	-	-	21,005,875	14,701,562	1.64	1.55%	
Trade receivables	-	-	-	-	-	-	-	-	-	899,961	899,961	1,121,304	899,961	N/a	N/a	
Other debtors	-	-	-	-	-	-	-	-	-	10,719	10,719	76,455	10,719	N/a	N/a	
Loan receivable - current	-	-	-	-	-	-	-	-	-	33,375	33,375	33,375	33,750	3.00%	3.00%	
Other financial assets	-	-	-	-	-	-	-	-	-	100,000	100,000	100,000	42,556	N/a	N/a	
Loan receivable - non current	-	-	-	-	254,167	254,167	-	-	-	43,750	67,500	297,917	321,667	N/a	N/a	
Total financial assets	21,005,875	14,701,562	-	254,167	254,167	-	-	-	1,374,884	1,054,486	22,634,926	16,010,215				
Financial Liabilities																
Payables	-	-	-	-	-	-	-	-	2,614,707	3,267,593	2,614,707	3,267,593	2.54	N/a		
Other non-current liabilities	-	-	-	-	-	-	441,189	521,189	441,189	521,189	441,189	521,189	N/a	N/a		
Interest bearing liabilities	-	-	240,902	-	391,618	-	-	-	632,520	-	-	-	-	N/a	N/a	
Total financial liabilities	-	-	240,902	-	391,618	-	441,189	521,189	3,688,416	3,788,782	3,055,896	3,788,782				

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
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26. FINANCIAL INSTRUMENTS (continued)

The following sensitivity analysis is based on the interest rate risk exposures in existence at the reporting date:

At 31 October 2020, if interest rates had moved, as illustrated in the table below, with all other variables held constant, post-tax profit and equity would have been affected as follows:

Judgements of reasonably possible movements	Post tax Profit Higher/(Lower)		Equity Higher/(Lower)	
	2020 \$	2019 \$	2020 \$	2019 \$
Cash				
Consolidated				
+0.50%	287,035	184,170	287,035	184,170
-0.50%	(287,035)	(184,170)	(287,035)	(184,170)
WAFC Inc				
+0.50%	105,029	73,508	105,029	73,508
-0.50%	(105,029)	(73,508)	(105,029)	(73,508)
Loan				
Consolidated				
+0.50%	-	-	-	-
-0.50%	-	-	-	-
WAFC Inc				
+0.50%	-	-	-	-
-0.50%	-	-	-	-

The method used to arrive at the reasonably possible change of 50 basis points was based on the analysis of the absolute nominal change of the Reserve Bank of Australia (RBA) monthly issued cash rate. Historical rates indicate that for the past five financial years, there was a bias towards an increase in interest rate ranging between 0 to 50 basis points, however financial markets have factored in a likely decrease in the current rate. It is considered that 50 basis points is a 'reasonably possible' estimate as it accommodates for the maximum variations inherent in the interest rate movement over the past five years.

(b) Fair values

All assets and liabilities recognised in the Statement of Financial Position, whether they are carried at cost or at fair value, are recognised at amounts that represent a reasonable approximation of fair value unless otherwise stated in the applicable notes.

(c) Financial risk management objectives and policies

The Group's principal financial instruments, other than derivatives, comprise bank loans, finance leases and cash and short-term deposits.

Credit risk

Credit risk arises from the financial assets of the Group, which comprise cash and cash equivalents, trade and other receivables, and available for sale financial assets. The Group's exposure to credit risk arises from potential default of the counter party, with a maximum exposure equal to the carrying amount of these instruments as well as \$nil in relation to certain unlisted available-for-sale investments – see Note 9 for further information.

The Group only trades with recognised, creditworthy third parties, and as such collateral is not requested nor is it the Group's policy to securitise its trade and other receivables. It is the Group's policy that major customers who wish to trade on credit terms are subject to credit verification procedures including an assessment of their financial position, past experience or industry reputation.

Risk limits are set for each individual customer in accordance with parameters set by the Commissioners. These risk limits are regularly monitored.

In addition, receivables balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant.

There are no significant concentrations of credit risk within the Group and the financial instruments are spread amongst a number of financial institutions to minimise the risk of default of counterparties.

**WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
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26. FINANCIAL INSTRUMENTS (continued)

Cash flow interest rate risk

The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's long-term debt obligations with a floating interest rate.

Foreign exchange risk

The Group's exposure to foreign exchange risk is minimal.

Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash to meet commitments as and when they fall due. Management monitors rolling cash flow forecasts to manage liquidity risk. The only financial liabilities of the Group at balance date are trade and other payables. The amounts are unsecured and are usually paid within 30 days of recognition.



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Independent auditor's report to the members of the West Australian Football Commission Incorporated

Opinion

We have audited the financial report of the West Australian Football Commission Incorporated (“the Commission”) and its subsidiaries (collectively the Group), which comprises:

- ▶ The Group consolidated and Commission statements of financial position as at 31 October 2020.
- ▶ The Group consolidated and Commission statements of comprehensive income, statements of changes in equity and statements of cash flows for the year then ended.
- ▶ Notes to the financial statements, including a summary of significant accounting policies.
- ▶ The Commissioners’ declaration.

In our opinion, the accompanying financial report presents fairly, in all material respects, the financial position of the Commission and the Group as at 31 October 2020, and their financial performance and their cash flows for the year then ended in accordance with Australian Accounting Standards.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor’s responsibilities for the audit of the financial report* section of our report. We are independent of the Group in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (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.

Responsibilities of the Commissioners for the financial report

The Commissioners are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and for such internal control as the Commissioners determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Commissioners are responsible for assessing the Commission’s and Group’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 the Commissioners either intend to liquidate the Commission or Group or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial report

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

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- ▶ Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▶ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's or the Group's internal control.
- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Commissioners.
- ▶ Conclude on the appropriateness of the Commissioners' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Commission's or Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Commission or the Group to cease to continue as a going concern.
- ▶ Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- ▶ Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.



We communicate with the Commissioners regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Ernst & Young

Ernst & Young

Gavin Buckingham

Gavin Buckingham
Partner
Perth
18 February 2021

THANKS TO OUR PARTNERS





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