



2 0 1 3 A N N U A L R E V I E W



LEADERSHIP • EDUCATION • COMMUNITY FACILITIES
VOLUNTEERS • MULTICULTURAL • PARTICIPATION

2013 HIGHLIGHTS

- Overall participation in WA increased by 13.8% to 161,429
- The Fremantle Dockers played in the club's first ever AFL Grand Final
- Site works commenced for the new major stadium at Burswood in Perth
- Peter Bell, Frank Hopkins, Chris Lewis, Ray Richards, Tom Wilson and George Young were inducted into the WA Football Hall of Fame
- West Perth won the 2013 WAFL Premiership
- East Fremantle's Rory O'Brien won the 2013 Sandover Medal
- The WAFL defeated the VFL by 17 points in the State Game at Northam
- WA 18s captain Dom Sheed won the Larke Medal at the 2013 NAB AFL Under-18 Championships
- 12 WA players were selected in the NAB AFL Draft and five in the Rookie Draft
- More than 86,000 participated in club football and 66,500 were involved in school football
- A total of 29,436 children played NAB AFL Auskick in WA
- A record 2115 nominations were received for The Sunday Times WA Football Volunteer of the Year Award
- The West Australian Football Commission was a finalist for the Australian Institute of Management WA 2013 Pinnacle Award for Human Resource Management Excellence at Patersons Stadium`

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CHAIRMAN'S REPORT

WA Football enjoyed another great year in 2013, with participation numbers climbing by more than 13 per cent to over 160,000 across the State. We are now targeting 200,000 participants by the time the new stadium is scheduled for completion at the end of 2017 to support the increased capacity and continue generating financial outcomes for WA football.

For more than two decades, the WAFC's role as a stadium operator has delivered important community benefits. Firstly, the revenue derived has enabled the WAFC to fund grassroots football, and secondly, it has empowered the Commission to develop a unique community benefits package called Footy Plus.

Across the State, more than half a million people of all ages and both genders either play football or are directly involved with the game each season. Footy Plus is about them.

Around a hundred programs are implemented each year to provide mentoring, teach leadership, help with transition, improve cultural awareness, enhance education and develop employment opportunities. These programs are centred around healthy living, mental well-being, and cultural understanding.

The health outcomes resulting from many of the Footy Plus programs play an important role in addressing physical health and wellbeing and growing healthier, happier and valued communities. All of this stems from the funds delivered to the WAFC as a stadium manager. With this in mind, the WAFC, on

behalf of football, is submitting a proposal to manage the new stadium so that it can continue generating the funds needed to grow, promote and develop the game at every level across WA. It is the most important issue currently facing football in WA and getting the economic model right for the future is crucial.

As a stadium operator the WAFC is in a position to protect and promote the interests of the entire football family and generate the greatest possible commercial return from sponsorship and membership. The WAFC is highly motivated on behalf of all of football to actively increase stadium revenue to become self-sustainable.

The WAFC's stadium derived investment has created:

- The talent pathway that lets WA football succeed nationally and 'punch above its weight'.
- A Statewide integrated Football District Model that continues to increase participation levels – more than doubling to 160,000 since it was introduced in 2003.
- A full range of community development programs reaching out to all corners of society across the full length of the State.
- Activities and support programs to facilitate non-player involvement for all ages as volunteers, administrators and fans to watch and support the game, become members and contribute actively as citizens to the community.

The current fully integrated model of 'football supporting football' creates a virtuous circle of local AFL team success enhancing game

development which translates into participation and the talent pathway. This also feeds fan and member support, which builds the foundation for successful AFL teams, which in turn ensures the new stadium will be viable and a venue all West Australians can be proud of. The teams, the venue and the game are all reliant upon each other for support to breed success.

The accomplishments of our AFL clubs are crucial to the overall success of WA Football and I thank both AFL Clubs for their ongoing financial contribution to enable the Commission to support grassroots football throughout the State. Our two AFL Clubs are both planning big moves that will result in them enjoying state-of-the-art facilities – West Coast moving to Lathlain and Fremantle moving to Cockburn.

This gives rise to another set of key issues in what happens to Patersons Stadium and Fremantle Oval post AFL. There are definitely exciting times ahead and we look forward to embracing the challenges that await us.



Frank Cooper
Chairman

CEO'S REPORT

After completing my second year as CEO of the West Australian Football Commission, life remains very busy but for different reasons and I do not expect the pace to slow down in 2014.

The football environment is often a challenging one and we are about to enter a period where outcomes will define the look of football in this State for the next 20 or more years.

I thank all stakeholders for their tireless work in ensuring that our great game remains healthy. I also say be prepared for what is ahead. It will be both a challenging and exciting period.

Reflecting on 2013, I firstly offer my congratulations to the teams that enjoyed on-field success. To Fremantle for playing in the AFL Grand Final, to West Perth for winning the WAFL Grand Final, to South Fremantle for winning the Reserves Grand Final and to Claremont for winning the Colts Grand Final, and to the winners of all the senior and junior community competitions, well done.

The game continues to evolve and create expectation. It also continues to challenge all involved. Cost pressures are significant and continue to be driven by our competitiveness and desire to be the best.

The choices for society are many and varied and we are competing against not only other sports but all forms of entertainment and family work/life balance. Time is precious and we must understand the consequences of this. The game must remain healthy and must remain relevant. It is too important to our society and culture.

With this in mind, the WAFC will undertake a new strategic vision

for the game in 2014. This will be a significant project for the Commission. We must understand where we want the game to be beyond 2020 and what measures we need to undertake over the next decade to achieve that outcome.

The only certainty at this point in time is that the environment of today will be quite different to 2020 and we need to ensure we are a sustainable and growing game in that new environment.

The WAFC started the year after a significant loss in 2012. This required immediate action and resulted in cost cutting across the board.

Given the permanent reduction in certain revenue streams that had been relied on in the past, there was little choice in taking the action that we did.

I am pleased to say that this allowed the WAFC to return to surplus for 2013 and with the benefit of a one-off investment upside by WCE, we have recovered the majority of the 2012 losses. However, to remain profitable we must continue to be vigilant in 2014 and beyond.

The WAFL and AFL club partnering arrangement moves into full swing in 2014 and we look forward to a competitive season.

A cornerstone of the partnering model is WAFL club sustainability. This remains a priority with work in this area about to begin in earnest following the flow of funds via the partnering arrangement.

Following the 2014 season, the partnering model will be fully reviewed by the WAFC's WAFL Operations Department in conjunction with the WAFL and AFL clubs. Formal negotiations are about to begin with

the State Government around the new economic model for football in WA, which includes the new Perth Stadium at Burswood, investment in Patersons Stadium, the future use of the Subiaco Oval precinct and the future accommodation of the WAFC, our umpires and talent academies.

Due to the integrated nature of the current football model, this negotiation is both difficult and complex and will include our desire to be the operator of the new stadium. The outcome of these negotiations will define the look of football in the State for the next 20 years or more.

Finally, I welcome Nick Sautner (Chief Operating Officer) and Kerry Harris (Chief Financial Officer) to our senior management team and congratulate all WAFC employees on achieving such wonderful results in a year dictated by cost cutting and new disciplines.

We must stay in control of our destiny and we must plan the future of football in WA. I look forward achieving the best possible outcome moving forward.



Gary Walton
Chief Executive Officer

W AFC COMMISSIONERS



Frank Cooper - Chairman
Board Member - Fremantle Football Club 2002
Elected to WAFC Board 2007-2009, 2010-2012, 2013-2015
Chairman 2010 - Present



Murray McHenry - Deputy Chairman
Former Director and Chairman of the West Coast Eagles.
Elected to WAFC Board 2010-2012, 2013-2015



Peter Coleman
Chief Executive Officer and Managing Director - Woodside
Elected to WAFC Board 2012-2014



Brett Fullarton
Chief Financial Officer - Peet Ltd
WAAFL Board Member since 2001
Played for East Perth
Elected to WAFC Board 2009-2011, 2012-2014



Larry Kickett
Aboriginal Mentor and Community Advisor - Chevron Australia
Played 158 WAFL games for East Perth and 69 games for Claremont.
Elected to WAFC Board 2012-2014



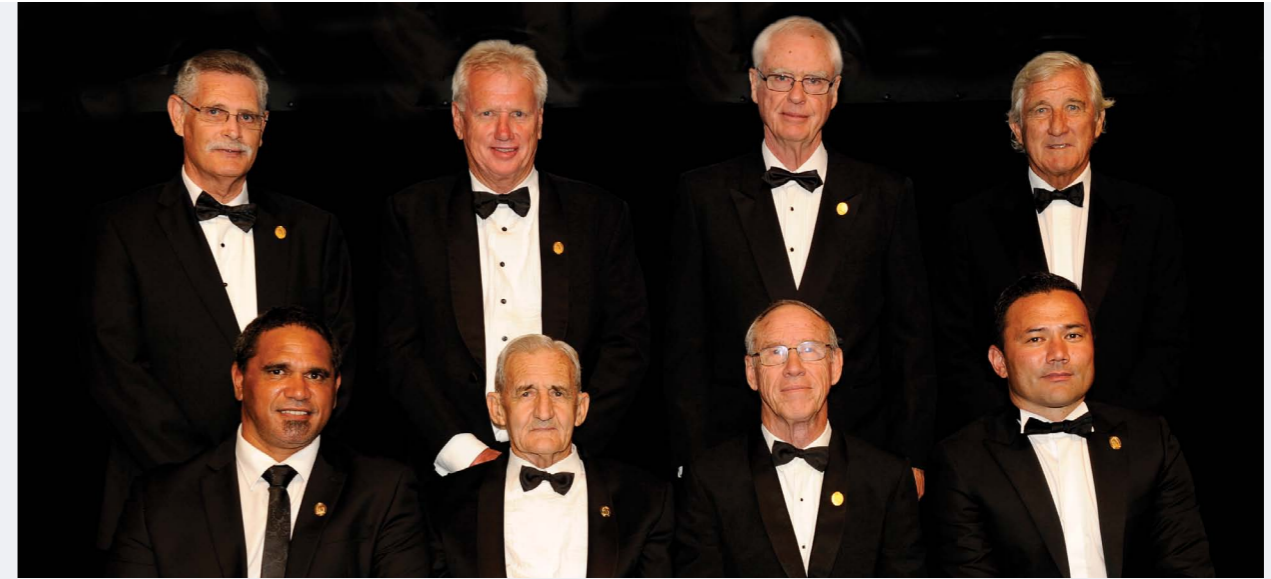
Stuart Love
Partner and Vice President of Bain and Company.
Elected to WAFC Board 2013-2015



Rob McKenzie
Executive Director - Jackson McDonald
Board Member - West Coast Eagles 1999 - 2004
Board Member - IPL 1994 - 1999
Elected to WAFC Board 2007-2009, 2010, 2011-2013, 2014-2015



Neil Randall
State President - Australian Hotels Association
Director - HOSTPLUS.
Played over 200 WAFL games before serving as a Board Member at Subiaco for 20 years.
Elected to WAFC Board 2012-2013, 2014-2016



NAB HALL OF FAME

Six of Western Australia's football greats were inducted to the NAB West Australian Football Hall of Fame in 2013 and Denis Marshall was elevated to Legend status. Since its inauguration in 2002, 147 individuals across four eras have been inducted and 15 have been elevated to Legends.

2013 inductees included:

TOM WILSON

Honours: 8 times premiership player (Fremantle 1, East Fremantle 7), East Fremantle captain 9 years (1898-1900, 1904-1909 (5 premierships), WAFL captain (v Goldfields) 1900, Life Member East Fremantle 1900, WAFL 1923, East Fremantle Hall of Fame (Legend) 2012

FRANK HOPKINS

Honours: Premiership player 1932 (West Perth), 1938 (Claremont), WAFL leading goalkicker 1930 (79 goals), Century goalkicker 1937 (119), West Perth leading goalkicker 1929-1930, Claremont leading goalkicker 1936-1937

RAY RICHARDS

Honours: South Fremantle Premiership player 1952, 1954, South Fremantle Captain 1958, Claremont Captain Coach 1959-1960, South Fremantle Hall of Fame 2011, South Fremantle Life Member 1965

GEORGE YOUNG

Honours: All Australian 1972, St Kilda leading goalkicker 1975, 1976, 1977, 1978, Subiaco Team of the Century 2008, Subiaco Life Member 1992, Subiaco Diehard 2010

CHRIS LEWIS

Honours: Premiership player 1992, 1994 (West Coast), 1996 (Claremont), West Coast Club Champion 1990, All Australian 1990, West Coast Eagles Team 20 (2006) and Team 25 (2011), Indigenous Team of the Century 2005, West Coast Hall of Fame (Inaugural) 2011

PETER BELL

Honours: Premiership Player 1996, 1999 (North Melbourne), 2009 (South Fremantle), Fairest and Best 2000 (North Melbourne), 2001, 2003, 2004 (Fremantle), All Australian 1999, 2003, Captain Fremantle Dockers 2002-2006, Geoff Christian Medal 2003, Ross Glendinning Medal 2006

DENIS MARSHALL

Honours: 4 times Claremont Fairest and Best, 1966 Geelong Fairest and Best, 1962 Sandover Medal Runner-up, 1968 Brownlow Medal Runner-up, 22 State matches (14 for WA and eight for Victoria), WA vice-captain 1970, All-Australian player 1966, Captain-coach of Claremont 1969-71, Geelong Hall of Fame, WA Football Hall of Fame, AFL Hall of Fame, Australian Sporting Medal for services to football 2000.

W AFC LIFE MEMBERS

Induction to the WAFC Life Members' Association is regarded as the WAFC's highest level of recognition, distinct from life membership awarded by individual football clubs and associated bodies, and is awarded to individuals who have made an outstanding overall contribution to football. In 2013, Life Memberships were awarded to football statistics pioneer Ken Casellas, South Fremantle Football Club player, coach and administrator Brian Ciccotosto and WA Football Hall of Fame Legend Denis Marshall.

STADIUM MANAGEMENT

The WAFC has a clear, customer focused vision for its management role at Patersons Stadium and a dedicated Stadium Management Team to deliver this objective. A key part of this commitment is to provide a positive experience unmatched by any other venue, while generating significant benefits for the community.

The income generated by the WAFC in its role as stadium manager is reinvested into football in Western Australia to ensure the sport is self-sustaining. This model provides a strong incentive for the WAFC to provide effective and cost-efficient stadium management services. While the primary user of the stadium is the AFL, the venue has also previously been hired for A-League soccer matches, NRL matches, Rugby Union test matches, concerts and music festivals.

In 2013, Patersons Stadium hosted:

- Summadayze Music Festival
- 2 AFL NAB Cup Rounds
- 22 AFL Rounds
- An AFL Preliminary Final
- 2 International Rugby Matches
- A-League soccer
- Foxtel Cup game
- WAFL Grand Final

As a result of this, the Stadium Management Team has built strong relationships with key sporting codes including the AFL, West Coast Eagles and Fremantle Dockers, NRL, ARU and A-League, State and Local Government, transport providers, promoters, local residents and key service providers.

In 2013 Patersons Stadium introduced a range of training strategies to further improve the fan experience and customer service

at the venue. The key driver for this training was the “Disney Experience workshops” where the world’s best customer service strategies were shared with staff and then developed into relevant service outcomes that could be delivered at the Stadium.

The delivery of great customer service at the stadium is a cumulative effort that requires the venue to be safe, clean and well presented with staff that are well trained, knowledgeable and have a passion for delivering great service to fans.

To support the delivery of great customer service, the stadium is currently working towards becoming a customer service accredited organisation through the Australian Institute of Customer Service. This accreditation program will certify the customer service charter plus all the systems and processes used by the stadium to support the delivery of great customer service.

In 2013, customer satisfaction surveys undertaken with fans at the venue showed an increase of 11.6 per cent since 2012.

The stadium has a strong focus on providing a great workplace for more than 350 casual staff that works throughout the season. A comprehensive induction, training, development and recognition program is in place to ensure that all casual staff can display the service values of the stadium in a positive and friendly workplace. The stadium has also recently introduced a staff consultative committee, a weekly, monthly and annual rewards and recognition program, years of service awards night plus regular staff parties as part of the commitment to delivering a great place to work.

As a result of these initiatives, the WAFC was also shortlisted for a 2013 Pinnacle Award for Human Resource Management Excellence in recognition of exceptional management practices at Patersons Stadium.

Paterson Stadium has a strong focus on providing safe and clean facilities for all fans, staff and contractors. In 2013, the Stadium also commenced the accreditation program for Health Safety and Environmental Management Systems.

The accreditation process will provide formal recognition that the Stadium applies best practise principles to the way it manages the safety and health of all visitors and staff at the venue and its commitment to providing environmentally sustainable operations.

It is expected the stadium will achieve formal accreditation for International Customer Service Standards and the Health, Safety & Environmental Management System in early 2014.

The food experience at the stadium is also seen as a critical factor in delivering a great experience for fans, which includes high quality corporate dining experiences.

The key focus for the team moving forward will be to continue exceptional stadium management practices, while maintaining relationships with stakeholders and securing new content at the venue.



Gavin Taylor
General Manager
Patersons Stadium



LEADERS IN STADIUM MANAGEMENT

The Stadium Management Team is the most experienced major event team in Western Australia.

It includes individuals with high level expertise in event management, venue logistics, marketing and promotion, stakeholder engagement, customer services, turf management, human resources and incident and crowd control.

In 2013, a Stadium Management App was created to further improve the consistent delivery of match day operations.

The App includes real time health, safety and environment reporting, systematic and coordinated staff task tracking, complete event and venue operations procedures,

emergency management checklists, food and beverage KPI reports and maintenance reporting features.

SKILLED AND EXPERIENCED STAFF

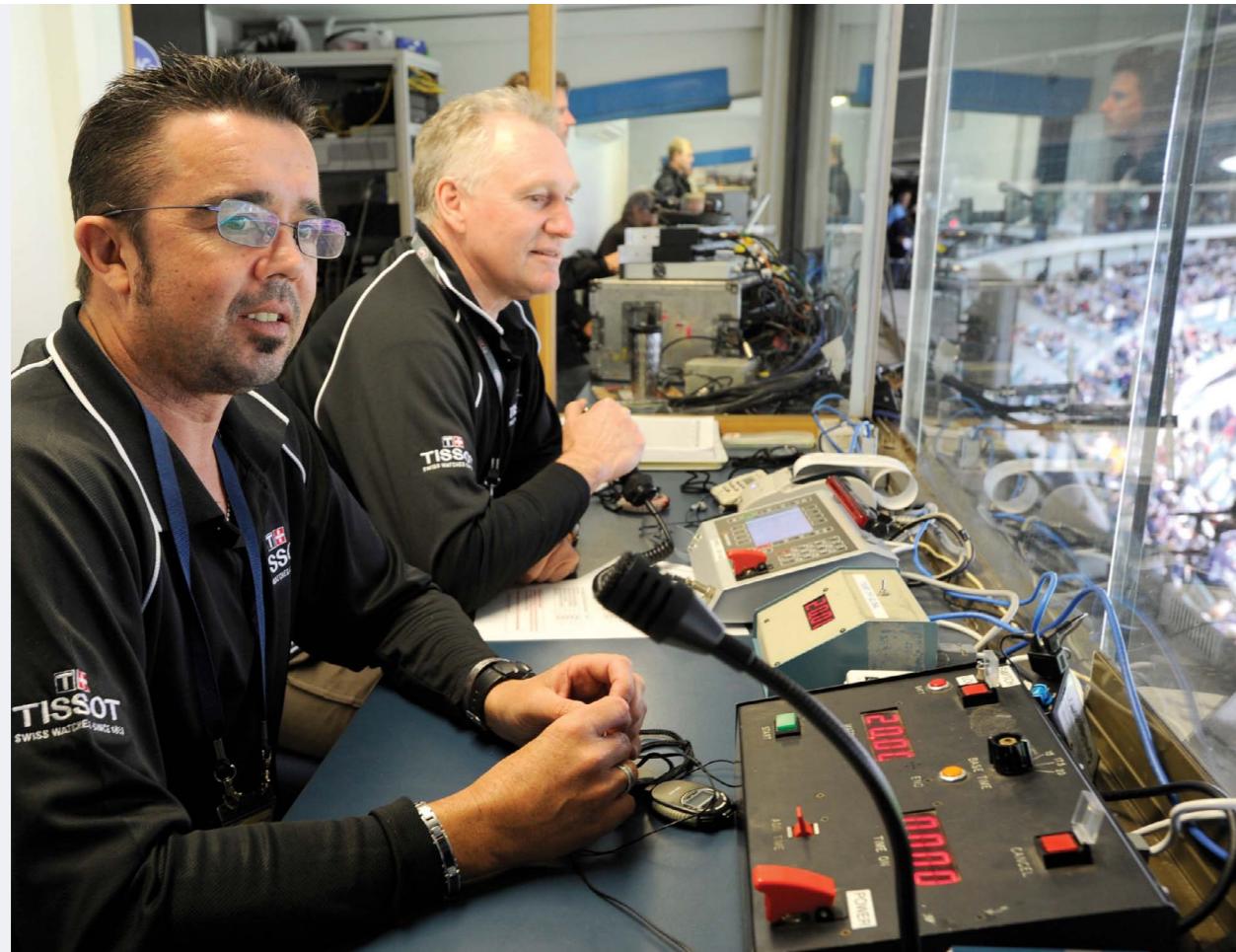
During major events, more than 350 staff successfully deliver a quality customer experience. A comprehensive training and induction program is provided to all staff to ensure the highest level of customer service, health and safety protection, and knowledge of emergency management procedures.

The Stadium Management Team focuses on continual improvement in customer service at Patersons Stadium. The most recent customer service results for 2013 showed the overall match day customer satisfaction rating improved by 0.5 per cent.

RISK AND EMERGENCY MANAGEMENT

A full risk analysis is undertaken prior to all special events and a standard risk analysis procedure is in place for AFL matches. An emergency management plan is in place for the venue. The plan is AS3745:2002 compliant. The Emergency Management System is kept updated with current requirements and staff members are fully trained to handle event day and non-event day evacuations.





KEY STADIUM MANAGEMENT SERVICES

Turf Management

Patersons Stadium is one of the most utilised playing surfaces in Australia. This makes turf management and maintenance one of the most important services provided by the Stadium Management Team. As a result, the WAFC has become the leading turf manager in Western Australia and consistently meets the playing requirements of the AFL, NRL, ARU and A-League. The Team is currently achieving 96% compliance with AFL 'preferred range' standards for turf maintenance.

Security

At events, a full security presence is provided inside and outside the stadium. All security personnel are coordinated via a specialist team located in an Incident Control Centre within the venue. An innovative SMS system allows patrons to send an SOS direct to Incident Control. Close liaison is maintained with the Western Australian Police and railway transport guards, who are located at nearby train stations.

Hospitality

There is a wide range of corporate facilities and function rooms at Patersons Stadium offering first class comfort and seating. The total dinner seating capacity of the seven function rooms is 1300 people. The function rooms are used extensively for up to 150 corporate and community events throughout the year. In addition, there are 59 corporate suites which can host approximately 900 guests and an additional 176 private boxes which host a further 1,270 guests. A full catering service is provided to each of the corporate suites, before, during and after sporting events.



Catering

The Stadium Management Team supervises a catering contractor that operates the 38 food and beverage outlets within the venue. There are 12 retail food outlets and 26 bars within Patersons Stadium. The food outlets are supplemented by 18 mobile vending units.

In 2013 the food experience at the Stadium was enhanced with a focus on providing a quality range of retail food delivered to the fans fast.

With a review on the retail speed of service, the average queuing time was reduced from over five minutes to less than three minutes. This was achieved through improved queuing structures, more tills and increased production levels in line with demand, whilst also increasing fan satisfaction levels.

Cleaning

A contract cleaner ensures the venue is cleaned immediately after each event and this ensures rapid turnaround times can be achieved.

Ticketing

Patersons Stadium works in partnership with Australia's leading ticketing organisation, Ticketmaster - to provide a 24/7 service selling tickets to major events at the stadium. Tickets can be purchased via the Ticketmaster website, telephone or at the stadium. The partnership with Ticketmaster provides the Stadium Management Team with access to a wide range

of important data about consumers and their event and ticketing preferences.

MAJOR SPORTS EVENTS

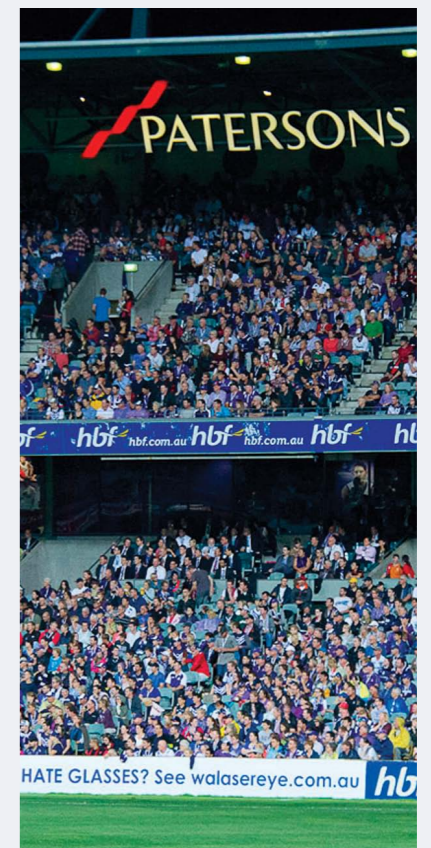
Patersons Stadium hosts a range of major sports events each year. The majority are AFL games, but other sports also hire the venue for high profile games that draw large crowds. A total of 935,110 people attended events at the stadium in 2013.

AFL

The West Coast Eagles and Fremantle Dockers played all of their home games at Patersons Stadium in 2013. The utilisation of the venue against capacity was 82%, making it one of the busiest AFL venues in Australia. The highest attendance for 2013 was 43,249 at the AFL Preliminary Final between Fremantle and Sydney.

Patersons Stadium also houses the West Coast Eagles administrative, player and support facilities. These operations are run by the West Coast Eagles and the Stadium Management Team supervises the lease arrangements. Both the West Coast Eagles and the Fremantle Dockers have retail outlets within the venue.

In 2013, Patersons Stadium staff also coordinated the AFL NAB Cup game at Rushton Park in Mandurah.



Soccer

A-League matches have been played at Patersons Stadium for many years, with grand finals at the venue played in front of capacity crowds.

In 2013, the Perth Glory hosted the Brisbane Roar and in December 2012, Perth Glory played the Western Sydney Wanderers at Patersons Stadium. The Stadium Management Team set up an eastern end pitch to create a unique ‘soccer’ atmosphere for fans at the venue. There was significant positive feedback for this innovative and flexible approach from the clubs that used the eastern end pitch, and from the fans who attended the match.



Rugby

Patersons Stadium is used by Australian Rugby Union (ARU) for International Rugby Union test matches. In 2013, fixtures included Australia vs British Lions and Australia vs Argentina.

For a number of years following the establishment of the Western Force, Patersons Stadium was also the rugby team’s home ground. The Stadium Management Team worked closely with their Western Force counterparts to successfully stage rugby home ground matches each season.

CONCERTS & FESTIVALS

As the largest fixed-seat venue in Western Australia, Patersons Stadium has hosted major touring music acts since the 1970s. Since 2005, the Stadium Management Team has negotiated hiring agreements with the promoters of the world’s largest rock bands.

In January 2013, the Summadayze festival was successfully staged with multiple acts performing on different stages, including headline act, The Chemical Brothers.

HERITAGE AND TOURS

In its traditional role as the ‘Home of Football,’ the Patersons Stadium site has been in continuous use for more than a century and the venue now houses much of the sport’s important and iconic heritage items. The Stadium Management Team is keenly aware there is considerable public interest in both the history of football and seeing ‘behind the scenes’ of a stadium operation, including where the players and media operate. AAMI Heritage Tours of the venue are conducted for groups of 10 or more from March to October.

SUSTAINABILITY

The Stadium Management Team is focused on improving the sustainability of Patersons Stadium through the implementation of a range of policies and procedures, targets and improvement projects.



Among the key policies and procedures are:

- Environmental management policy (EMP)
- Environmental management system (EMS)
- ISO 14001 accreditation
- Hazardous material assessments

Energy

The Stadium Management Team has an energy management plan in place that is focused on achieving a 5% saving on energy costs each year by implementing measures to reduce power consumption. These measures include monthly monitoring and reporting on usage. Specific activities include live updates on energy usage in key staff areas such as the lunch room, online reminders of energy efficiency initiatives and engaging contractors in energy wise work practices.

Waste Management

Patrons at Patersons Stadium generate considerable waste, primarily through the consumption of food and beverages. The Stadium Management Team has a focus on waste management, which emphasises reduction in packaging to minimise waste materials and recycling of waste wherever possible. The percentage of waste diverted from landfill is now 30% and increasing each year.

Emissions

The Stadium Management Team has introduced an active program to reduce greenhouse gas emissions from the venue. Between 2008 and 2013, a range of improvements resulted in a substantial reduction in CO2 emissions from 3.3 million tonnes down to 1.9 million tonnes.

TRANSPORT

The Stadium Management Team is successfully encouraging patrons to make greater use of public transport to attend events at Patersons Stadium. The public transport options for reaching the venue are rail and bus. The percentage of patrons using public transport to attend events at Patersons Stadium has steadily increased from less than 10% in the 1990s to close to 40% in 2013.



STRATEGIC FACILITIES

New Perth Stadium – Building WA Football’s New Future

The Joint Football Working Group (JFWG) with representatives from the WAFC, Fremantle Football Club, West Coast Eagles and the AFL continues to represent the interests of football in the development of the new Perth Stadium. While the anticipated opening is not until season 2018, a project of this scale involves considerable planning and preparation.

The implications and flow-on effect for football in WA are enormous. The current highly successful football financial model that sees the WAFC owning and managing Patersons Stadium as the Home of Football is to be recast. In that uncertainty, there is opportunity and also risk.

It is for this reason that the football family has joined together to ensure that

what is best for football is achieved out of the new Perth Stadium.

Without football, there would be no new stadium and it is conservatively estimated that AFL games will provide 80% of the major event content.

The following are the key principles for football in working with the government to deliver the best outcome for football and the State:

- The design of the stadium must honour the fan first
- There must be a WA home team advantage in the stadium design and facilities provided
- Football must be given the maximum opportunity to generate revenue through a ‘clean stadium’
- The revenue generated by football must stay with football to ensure that the WA AFL Clubs are successful and that football at all levels in the State continues to grow and prosper

- Provision for enough car parking needs to be made in close proximity to cater for high value patronage to ensure the viability of the venue
- The heritage of WA football must be strongly incorporated into the design to create a ‘soul’ for the building
- The WAFC is the State’s most experienced major venue manager. With football as the primary tenant, the WAFC fully expects to be appointed as the stadium manager as part of the overall stadium negotiations

The WAFC remains strongly committed to working closely with the Premier and the State Government on the planning and delivery of this major piece of sporting infrastructure. It is considered that 2014 will be a critical year in the negotiations and timely to make tangible the promised benefits for football in such an undertaking



New Perth Stadium – Management Rights

The WAFC has declared to the government its interest in being the manager of the new Perth Stadium. Essentially, the business of the WAFC is being relocated to the new stadium and involvement there is considered critical for the future well-being of football in WA. Being the operator of the venue will bring a range of advantages not only to the government as owner, but also to the football sector as a whole.

The WAFC is the most experienced major stadium operator in this State and ever since the inception of the AFL, has successfully managed Patersons Stadium (Subiaco Oval).

It is the strong view of the JFWG that football’s revenue should stay with football. As a not for profit entity - the WAFC ensures that the revenue it generates from the stadium is wholly returned to grow the game at community level.

The team at the WAFC and its commercial partners will deliver a world class experience for players and spectators alike to match the new stadium’s ultimate design and function.

West Perth Football Club – Future in the Northern Corridor Secured

The WAFC welcomed the State Government’s \$8.5m commitment in 2013 to a home for West Perth Football Club as part of an expansion of Arena Joondalup.

The facility, to be built where the Les Fong gates now stand, has been designed in consultation with the AFL, and the City of Joondalup. It meets AFL Centre of Excellence standards. The new facility will house the club’s administrative offices, coach’s rooms, new change-rooms, a members’ bar, gymnasium, function room and commercial office space.



Perth Football Club – Planning for a New Era

The announcement by the West Coast Eagles to commit to build a new training and administration centre at Lathlain Park will also offer major opportunities for the Perth Football Club. The overall project will involve two ovals and include new facilities for the Perth Football Club. Much detailed planning and fund raising will be required and the WAFC will work closely with all parties and the Town of Victoria Park to ensure that the project is fully delivered.

Claremont Football Club – Redevelopment Kicks Off

The much anticipated major redevelopment of Claremont Oval gets fully underway in 2014. The 2013 season was the last for the clubrooms that were originally built in 1956 and 1970 (the R J Kyle Pavilion). The redevelopment of the overall 9.4ha site is being led by LandCorp and will result in state of the art facilities for the club. It will also include underground parking and an office complex that will generate income for the club to aid its financial sustainability. This will be a showcase development for the rest of the WAFL competition and the efforts of the club have been exemplary.



Geoff Glass
General Manager
Strategic Facilities



AFL CLUBS

FREMANTLE DOCKERS

Season 2013
 Ladder position: 3rd
 (16 wins, 5 losses, 1 draw)
 Finals: 2 wins, 1 loss (Grand Final)
 Leading Goalkicker:
 Michael Walters (46 goals)
 Doig Medal: Nat Fyfe
 All Australians: Michael Johnson

Fremantle Football Club delivered the following school football programs in partnership with the West Australian Football Commission:

Freo Skills 4 Schools

(Schools: 128; Participants: 28,901)
 Students competed in three different events: Freo Long Bomb – 13,129 students kicked a football as far as they could; Freo Kwik Kick – 10,948 students paired up to complete as many successful kicks as possible over three minutes; Freo Fast Ball – 4,824 students participated in a team handballing event through a zig-zag formation.

Freo Dockers Cup

(Schools: 151; Teams: 193;
 Participants: 4,825)
 The all-female primary school competition continued to grow in popularity during 2013, increasing participation by almost 25% in its fourth year.

Freo House Footy

(Schools: 101; Teams: 821;
 Participants: 12,315)
 This competition grew by almost 60 teams or 8% since last season. The modified game is designed so that everyone can play. It is less physically demanding and has minimal time commitment with a major emphasis on fun and safety.

Freo Dockers Shield

(Schools: 585; Teams: 595;
 Participants: 14,875)
 Primary schools participated in one-day lightning carnivals for the Freo Dockers Shield. Games were played under AFL Junior Rules for children aged 11 and 12 and shields awarded to the schools that accumulated the most points at each inter-school carnival.



WEST COAST EAGLES

Season 2013
 Ladder position: 13th
 (9 wins, 13 losses)
 Finals: N/A
 Leading Goalkicker:
 Josh Kennedy (60 goals)
 John Worsfold Medal:
 Matthew Priddis

The West Coast Eagles delivered the following school football programs in partnership with the West Australian Football Commission:

Eagles Cup

(Schools: 468; Teams: 501;
 Participants: 12,525)
 Eagles Cup school football completed its 18th year in 2013. The competition which is supported by the West Coast Eagles in partnership with BHP Billiton, is one of the highlights of the second term sporting calendar for players and teachers alike. The WAFC coordinates the competition via the primary school system. This working relationship again demonstrated its value to primary school sport with its enthusiasm and support of the Eagles Cup.

Eagles Faction Football

(Schools: 259; Teams: 1757;
 Participants: 26,355)
 Eagles Faction Footy is an intra-school program which offers students of all ages the opportunity to learn the skills of footy in a safe, fun environment with friends from their own school faction. The growth of this competition has been phenomenal with a 12% participation increase in 2013. The number of students taking part in the competition almost doubled over the last three years.

Eagles Schoolboys Cup

(Schools: 156; Teams: 173)
 This competition has run in various forms since 1983 and has evolved to cater specifically for lower school boys in years 8 and 9. In 2013, over 6000 students from regional and metropolitan schools participated in the Eagles Schoolboys Cup.



GAME DEVELOPMENT

WAFC Game Development continues to lead the delivery of innovative programs across every segment of football participation in WA. Passionately striving to contribute to our community whilst driving the 'Footy Plus' mantra, the past 12 months has pioneered new ground both in terms of participation and game environment.

In its 10th year, the WA Football Development Model has continued to drive record engagement and provide the framework to the countless thousands of volunteers who continue to underpin the delivery of the game. Of particular note, the Metropolitan and Regional Football Development Councils, their Chairs, their committees, and associated members, clubs and delegates need to be recognised for the commitment they provide to the development of both club and school football environments. For this, the game is appreciative and looks forward to ongoing growth.

WAFC Game Development staff are located throughout the state and are important components to the football model in WA. They demonstrate the WAFC values of Respect, Passion, Professionalism and Team within everything they do. They deserve the excellent reputation they earn amongst football stakeholders.

Players, coaches, umpires, teachers, trainers, volunteers and administrators have again inspired our code to be the number one sport in Western Australia. Our footprint includes over one million people directly involved, as well as the sheer volume of spectators in attendance each week.

A great number of partners, both government and business, have identified that the WAFC through its Development Model, has a platform that can deliver mutually beneficial outcomes to the community at large. The ability to maintain investments within this growing infrastructure will continue to be a priority as we strive to reach 200,000 participants in time for the new Perth Stadium.

Although our game conjures images of emotion and passion, and is often regarded more so for the on field feats, much of the catalyst for excellent game environments stems from off field. OH & S, Member Protection, Risk Mitigation and various policy documents have received a major amount of focus to ensure volunteers are well supported. We have worked diligently to ensure that these areas of business are being taken care of.



Warren Nel
General Manager
Game Development



Participation

Participation grew to 161,429 participants involved in six week (or greater) competitions in 2013. This equates to an increase of an additional 19,590 participants (a 13.81% increase). The outstanding growth of footy in 2013 has been driven largely by an increase in social and school football programs, including AFL 9s and after-school Auskick centres plus the outstanding work of the WAFC District and Regional Football Development Councils, as well as the ongoing support of the WAFL and AFL clubs.

2013 club football participants included:

- Auskick - 29,436
- Junior - 24,200
- Youth - 14,925
- Female - 1620
- Senior - 13,675
- Veterans - 1890
- WAFL - 675

2013 school football participants included:

- Male Primary - 32,840
- Female Primary - 7305
- Male Secondary - 19,840
- Female Secondary - 6575

2013 social football participants included:

- AFL 9s Community - 3278
- AFL 9s Active After School - 5170



NAB AFL Auskick

Auskick continued to show positive growth with an increase of 12.54% in 2013 to 29,436 participants. Fremantle Football Club player, Nat Fyfe, came on board as an Auskick Ambassador during 2013 and he is keen to continue to promote the program across Western Australia.



Junior Football

Junior football has shown positive signs of growth and this is expected to continue on the back of further reforms to both the Junior and Youth markets, which includes the adoption of an updated National Junior Playing Policy. 2014 will usher in a new wave of innovative program delivery led by a new Youth Football competition structure that will invigorate the Year 11 and 12 community club competitions within a new, triple conference model culminating in a state championship finale.

Schools Development

Real-life numeracy was promoted through The West Australian Newspaper's Footy Maths Workbook. Recycled, unsold copies of the AFL Record were also

provided to WA schools with a high Aboriginal population to enhance literacy efforts. School competitions facilitated over 70,000 participants in structured football competitions across the state. Lectures and workshops at universities and education conferences during the year, improved the skills and knowledge of both trainee and experienced teachers.

AFL School Ambassadors

This important program continued its remarkable growth in WA with seven teachers recognised for their outstanding work at the annual awards. Finalist, Jeremy Bruse - from Cecil Andrews Senior High School, won the WA Premier's Secondary Teacher of the Year 2013 as a result of his leadership of the school's Australian football program.



Multicultural Community Engagement

The WAFC Multicultural Program delivered another successful year with a significant increase in the number of participants involved in over 50 separate programs and events across 2013. These projects included community based programs aimed at linking multicultural communities to community clubs and school-based programs aimed at introducing multicultural students to AFL.

The program also focused on working closer with existing clubs to develop club environments that are more welcoming to communities from culturally and linguistically diverse backgrounds. Employment outcomes were also achieved with additional multicultural trainees being appointed at the WAFC.

West Perth International Round

An International Round promotion driven by the West Perth Football District with the support of the West Perth Football Club Board and WAFC attracted 6195 people to see the West Perth league team play in a special, one-off World Jumper designed to embrace the West Perth District's international community, and build on the success of last year's British Flag Jumper promotion.

Aboriginal Community Engagement

The WAFC Aboriginal Football Program featured more than 40 separate projects and events



WA Women's Football League premiers - Swan Districts

aimed at increasing the involvement of Aboriginal participants and communities in all facets of football in Western Australia after the program was enhanced throughout 2013.

Some of the key outcomes included the establishment of a key partnership with the Department of Aboriginal Affairs which resulted in the employment of more than five trainees, plus the development of a cultural awareness program that will be delivered to internal and external stakeholders of the WAFC over the next three years.



Female Football

Female Football again showed strong growth across both community and school competitions with inaugural Junior Girls and Youth Girls competitions established that will go from strength to strength in 2014 and further consolidate the Female Football Pathway.

Swan Districts won the 2013 West Australian Women's Football League grand final against Coastal Titans. They also claimed victory in the Reserves division. South Fremantle won the Youth Girls grand final.

The WAWFL was also heavily involved in development activities and played an important role in schools, clubs and talent academies. With almost 20,000 females playing our great game, the future is bright and exciting as more females join to play, administrate, coach and umpire in the future.

Community & School Umpiring

This portfolio underwent a restructure which led to efficiencies in the appointment and selection of umpires in both markets of the game. This renewed focus will lead to better education and advocacy both of and within umpiring. This will positively impact recruitment and retention of umpires across Western Australia.



AFL 9s

Record growth of 180.9% in 2013 reflected participation increases in community and after-school competitions. AFL 9s continues to attract participants that have never played football before as well as providing players with another way to keep fit. With a record number of centres and competitions, this non-contact social version of the game delivered the key outcomes of fun, fitness and friendship. The continual growth in centres will allow expansion into youth, over 35 and ladies only divisions, making AFL 9s the game for everyone.

Club Development

The highly successful Quality Club Program was re-launched in 2013 with a new partner - Swisse. As a result of the partnership, significant support, rewards and incentives have been provided to assist clubs as they transition through the Gold, Silver and Bronze levels of the program.

The total number of Gold accredited clubs increased to a nation-leading 14 in 2013. There are a further seven WA clubs at Silver and 84 clubs at Bronze level for a total accreditation of 30% of West Australian clubs. A key aim in 2014 is to boost accreditation to 50%. To further support the Swisse QCP, close partnerships with Local Governments will continue to deliver club development workshops and seminars across WA.

Coaching Development

2013 was a busy year in one of Game Development's most important portfolios. In excess of 1200 accreditations were completed across Level 1, 2 and 3 Courses.

Effective delivery of key messages in regards to the importance of a coach's role in providing a quality game environment has also paid dividends with the total number of negative coach citations falling dramatically in 2013.

Volunteer Development

The Sunday Times Football Volunteer of the Year amassed a staggering 2115 nominations in 2013. From this group, a worthy winner emerged in the East Perth

District - Luke McNiece. Luke was a strong driver for the East Perth District Royals One Life Round, whilst also instilling a positive and inclusive culture in his club with the introduction of a girls' team and a special AFL 9s competition that allowed participants to be involved from a variety of religious backgrounds.

To further support the fantastic work of volunteers, an extensive volunteer induction program will be launched in 2014 to further educate key volunteers.

One Life Suicide Prevention

The WAFC partnership with One Life delivered strong community and Footy Plus outcomes in regards to suicide awareness. The message was well received by all attendees which culminated in the East Perth District Royals One Life Round whereby the entire district embraced the mantra 'it's ok to talk' in regards to mental health issues.

One Life Youth Leadership Program

The inaugural enrolment of this non-talent based leadership program was a highlight for the WAFC team. The program embraced 27 youth leaders on a journey of enlightenment and life skills.

The candidates were selected from a School, Umpire or Community football background from each of the nine Metropolitan Districts. Prior to selection, all the candidates had previously shown strong leadership abilities or characteristics.

PATHWAYS AND COMPETITIONS

I can think of no better way to commence this report than to acknowledge and pay tribute to Grant Dorrington, who retired in July 2013 after three decades of outstanding service to WA Football. His dedication and passion for our great game was equally matched by his creative thinking and ability to empower people to achieve outcomes. There are a vast number of key WA football achievements that can be directly attributed to Grant's leadership and tireless efforts. He has certainly left an indelible and valued footprint on WA Football. There remains no doubt he will continue his football journey in some other capacity and the game will continue to benefit in some way, shape or form.

The challenge moving forward is to continue improving and enhancing the WAFC's commitment to grassroots football and player development through the Pathways and Competitions portfolio. I look forward to the diverse and unique opportunities that this challenge presents and have enjoyed working with all stakeholders throughout the latter part of 2013 to commence planning for 2014. Finalising and implementing a strategic plan for the WAFL competition, overseeing the Partnering Model to ensure its successful implementation and continuing to enhance our community and country competitions, umpiring programs and talent development for both males and females, will all be key components of the year ahead.



Steve Hargrave
General Manager,
Pathways &
Competitions



WA State 18s

PATHWAYS

WAFL Talent Pathway

Over 1500 players from 48 teams were given the opportunity to represent their zoned WAFL club in either the WAFL 14s, 15s or 16s carnivals in 2013.

The carnivals are the beginning of the talent pathway and are conducted each year between the nine WAFL clubs, the South West Academy of Sport and the Northern Territory 15s. Played during the October school holidays, the 14s and 15s carnivals are run in two divisions, with players participating according to their date of birth.

The 16s and 18s carnivals are played each year and are the centrepiece competition element of the WAFL Talent Pathway. The carnivals provide a unique opportunity for players, coaches and umpires to be exposed to an enhanced level of competition and training which plays a vital role in their development.

They also allow WAFL Clubs to provide a team and coaching environment in which every individual has the opportunity to develop and display their talent, leadership and determination,

while also preparing players for progression to WAFL Colts or senior football.

The WAFL Talent Academy again exceeded expectations in 2013. This include very competitive teams in the NAB National 16s & 18s Championships, having four players selected in the All-Australian team and 12 players offered AIS / AFL Academy scholarships, which is a record for the State.

A total of 22 players were invited to the NAB AFL Combine, while nine players attended the WA State Screening session. A very good indication of the depth of talent in the WAFL competition was demonstrated through 12 players being selected in the AFL National Draft (not including 3 elevated Rookies). This number represents 24% of the AFL Draft coming from the WAFL Clubs.

The WAFL Player Pathway and State Academy conducted its first AFL Talent Identification Course and Talent Day. The WA football community embraced this.

We are also proud that WA players have claimed three of the past six AFL NAB Rising Star Awards. This continues to demonstrate the WAFL is one of the national leaders in producing elite AFL talent.

North West Talent Academy

WA was aiming for back-to-back titles after an outstanding effort in 2012 when the state was represented for the first time. However, a narrow 10-point loss in Division 3 to eventual champions, the World XVIII, saw WA North West unable to defend their title. WA North West's Sam Seton (Halls Creek) was the Division 3 MVP. Seton also won the Mark Browning Medal presented to the overall Division 3 'best and fairest.'

Female Talent Academy

2013 was a terrific year for National results for WA's female State teams. The 16s Nationals

were held in Darwin, where WA became the first team to ever beat Victoria at his event.

The State U18 Youth Girls and State Open Women's team both finished second in their respective championships. A total of 22 WA players were named in All Australian teams at State 16s, Youth Girls and Open Women's level.

Three WA players and two female coaches were selected for the High Performance Academy in Melbourne, and two WA girls were selected to tour New Zealand with the Australian team. WA's Sabrina Traub was named the inaugural captain. 2013 also saw the inaugural AFL Women's Draft, with

12 WA players and head coach Michelle Cowan selected for the game. Michelle was also selected as the first Australian Coach for the inaugural female international tour. Her outstanding year culminated with being awarded the Football Woman of the Year in AFL Grand Final week.



2013 NAB AFL National Draft

- 11 – Dominic Sheed (Subiaco) - West Coast Eagles
- 13 – Patrick Cripps (East Fremantle) - Carlton
- 14 – Cam McCarthy (South Fremantle) - GWS
- 19 – Blake Acres (West Perth) - St. Kilda
- 29 – Rory Lobb (Swan Districts) - GWS
- 34 – Nick Robertson (West Perth) - Brisbane
- 36 – Jarrad Jansen (East Fremantle) - Geelong
- 38 – Dayle Garlett (Swan Districts) - Hawthorn
- 43 – Tom Barrass (Claremont) - West Coast Eagles
- 44 – Aliir Aliir (East Fremantle) - Sydney Swans
- 49 – Dylan Main (South Fremantle) - West Coast Eagles
- 77 – Jonathon Marsh (East Fremantle) - Collingwood

Pre-Selections

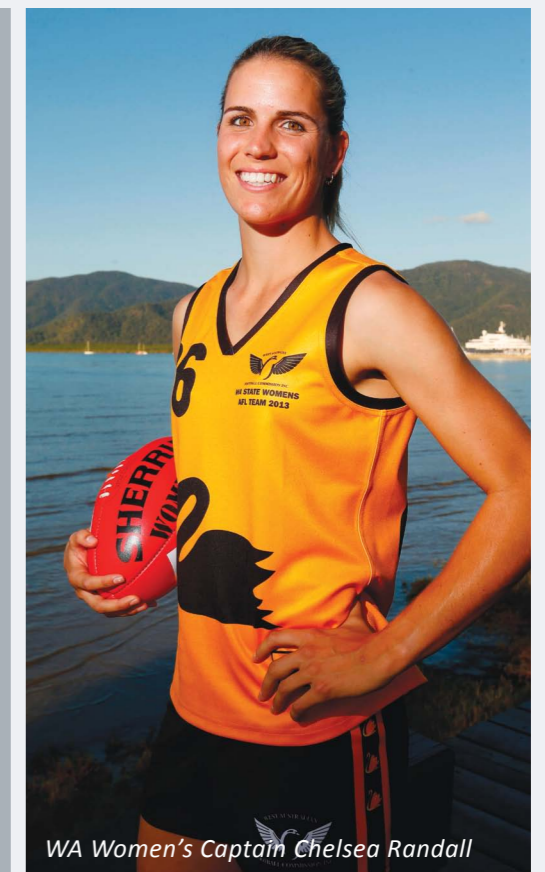
- Jack Martin (Claremont) – Gold Coast
- Jesse Hogan (Claremont) - Melbourne

Elevated Rookies

- Jamie Bennell (Swan Districts)- West Coast
- Jeremy McGovern (Claremont) – West Coast
- Simon Tunbridge (Perth)- West Coast

2013 NAB AFL Rookie Draft

- 7- Charlie Cameron (Swan Districts) – Adelaide
- 16 – Michael Wood (Subiaco) - Fremantle
- 22- Rohan Powell (Claremont) – West Coast
- 32- Thomas Vandeleur (South Fremantle) – Fremantle
- 43 – Blaine Johnson (South Fremantle) – Carlton



WA Women's Captain Chelsea Randall



WAFL Premiers - West Perth



WAFL Club Captains

COMPETITIONS

West Australian Football League

The 2013 WAFL season was very competitive and this culminated in an exciting and close fought finals series. This was a terrific result for the competition and match day attendances continued to reflect the high level of community support and interest in the WAFL.

Arch rivals East Perth and West Perth played off in the league Grand Final with West Perth proving too strong on the day. South Fremantle reserves and Claremont Colts played consistent football all season and celebrated by winning their respective premierships. Other season highlights included a fantastic win over Victoria in the state game played at Northam. Marc Webb and his coaching staff worked very hard and planned well to snatch a very important win for the competition.



Rory O'Brien

Rory O'Brien's outstanding season was rewarded with a runaway victory in the Sandover Medal. Rory has been very consistent over the seasons and this win was a highlight and just reward for his hard work and professionalism.



WAAFL A Grade Premiers - Wesley Curtin

The Country Sports Enrichment Scheme saw two games held in 2013 in Kununurra and Moora along with State game in Northam, which all proved to be very successful.

The WAFL clubs remained committed to supporting community based events as part of this program and delivered key educational outcomes for regional coaches, trainers, umpires and club volunteers. The WAFL also maintained strong attendance and TV ratings throughout the year and heads into 2014 excited by the challenges that every new season brings.

West Australian Amateur Football League

Season 2013 will go down as a record breaking year for the WAAFL with the most ever teams, players and matches conducted in the competition's proud 92-year history. Whilst key challenges continue to be encountered each year, the WAAFL continues to produce

healthy growth outcomes across all areas of the competition. The 2013 WAAFL season produced some terrific close and hard fought contests across all grades with Wesley Curtin taking out the A Grade Premiership.

A highlight of 2013 was the fifth anniversary of the Integrated Football program for players with an intellectual disability. Six teams competed in 2013 and the WAAFL successfully attained a \$60,000 grant from the Gaming Community Trust to support its growth towards 10 teams over the next two years.

Improvements were made to technology with the WAAFL investing in an iPad for each club to improve match day administration for volunteers. The implementation was successful with a 95% uptake rate within the first five rounds of the season.

The Amateur Football Time (AFT) 30 minute TV show was launched in 2013 and featured 10 episodes on Foxtel and online.

West Australian Country Football League

The WACFL remains pivotal to the healthy growth of football within WA. Providing Leagues and Associations with best practice systems, participant education programs, club and volunteer support programs are all fundamental to sustainable growth.

Via the WA Country Football League, General Manager Joe Georgiades and the WACFL board lead by President Terry House, season 2013 produced successful outcomes across the WACFL's collective regional competitions.

The Landmark Country Championship was again held in 2013, with the Great Northern and South West playing in the A-Section Grand Final, where the SWFL was too strong over four quarters. Avon won the Division Two premiership and Central Midlands Coastal put a strong side together to take out Division Three.

The Country Colts program was enhanced and included a preseason camp, curtain raiser match before a Dockers game, the Landmark Carnival and a match against the WA Amateur Colts. A senior WACFL State Team played a South Australian Country Football League team at Lathlain Park, with South Australia winning in a tight contest.



WA Country v SA Country



Goal Umpire - Kendell Ball

Umpiring

Highlights of the 2013 season included boundary umpire Nathan Doig returning to AFL Football and Goal Umpire Luke Edwards being offered an AFL contract.

Doig went on to be appointed to his second AFL Grand Final in what was a great year for WA's AFL umpires, with Jace Collingridge also umpiring an AFL final, and three Perth based field umpires in Dean Margetts, Luke Farmer and Jeff Dalgliesh (first final) appointed to officiate in the first week of the AFL finals.

At WAFL level there were some 120 umpires across the three disciplines of field, goal and boundary, with a combined coaching, trainers and conditioning team of 20.

Support staff ensured that umpire development and performance continued at this professional state league level. The WAFL field umpires achieved highly given the absence of veteran umpires Gareth Parker and Gavin Statham due to long term injuries.

This did however provide an opportunity for six umpires to make their WAFL League debuts.

Seven umpires were inducted into the Michael Ball Umpire Academy and officiated in WAFL Colts football.

Umpires also impressed at senior community football, with more than 14 now trialling for the 2014 WAFL umpire squad. For regional umpires a highlight was the Landmark Country Championships.

More than 50 regional umpires convened in Perth for the event and received match day and evening coaching from WAFC staff, plus WAFL, Regional and Amateur coaches. This cross market umpire relationship further extended to include WA based AFL umpires visiting regional WA to offer professional development to local umpires, this year in Carnarvon and Manjimup.

The Umpire pathway remains strong with the following:

- 810 field umpires involved in junior metropolitan districts
- 297 Green Shirt field umpires new to umpiring in junior metropolitan districts
- 30 Umpires completed the 2013 Junior District Talent Squad program
- AFL National Umpire Development position re-introduced
- Level 1 Umpire Accreditation now live online



CORPORATE RELATIONS

The WAFC Corporate Relations department continued to work closely with all other WAFC divisions in 2013 with a particular focus on business development, sponsorship, marketing, website development, events, media and communications.

This included working closely with Patersons Stadium staff to promote the WAFC's management of the

facility and assist with key marketing and media strategies.

A focus was also placed on the WAFL competition and working with WAFL clubs to maximize commercial opportunities and promote key rounds and events.

Communications and marketing plans emphasized football's importance to the community and the significance of maintaining the WAFC contribution in this area during the transition to a new

stadium. This was supported on-line and with key website developments throughout the year.

Sponsorship focused on servicing and retaining key sponsors and suppliers in what was a challenging year for securing new partners.

The Corporate Relations team was also responsible for implementing and overseeing the consistency of the WAFC's house of brands across football in Western Australia.



Business Development

The aim for 2013 was on maintaining existing partnerships with sponsors and suppliers and pursuing new revenue opportunities with a focus on sustainability. As part of this commitment, the Corporate Relations department played an important role on the WAFL Sustainability Committee to overview costs and review new income prospects. The department also worked closely with Patersons Stadium to promote stadium management and engaged in the naming rights renewal process with Patersons Securities and WAFL naming rights agreement with AAMI.



Sponsorship

The WAFC formed a new partnership with Legacy in 2013 to help raise awareness and fundraising opportunities among footy fans. As well as raising more than \$20,000 during the WAFL finals series, the partnership saw Legacy's Catch the Spirit commercial screened at AFL matches at Patersons Stadium and Legacy branding featured at the venue.

Key partnerships also continued with the One Life suicide prevention strategy, which is making a significant difference in the community, and The Sunday Times Football Volunteer of the Year Award, which received a record number of nominations in 2013.

Marketing

This included specific marketing campaigns for the AAMI WAFL Player of the Year, Carlton Draught WAFL State Team, Carlton Draught Rivalry Round, WAFL competition fixtures, Patersons Stadium events, AFL 9s competition and the annual Play AFL registration campaign.

Looking ahead, a greater focus will be placed on the WAFC's ability to engage in two way communication with stakeholders and fans through the digital landscape. This technology will provide an opportunity to adopt an Integrated Marketing Management approach and become data driven ensuring the content delivered continues to provide value to participants, administrators and fans across the State.

Media and Communications

As well as coordinating media at key events and arranging press conferences and interviews on behalf of all WAFC divisions, Media and Communications work focused on the WAFC Communications Strategy. This included developing key messages around football's needs at the new stadium, promoting participation growth and the Footy Plus programs.

Excellent media coverage of the WAFL competition continued, with new broadcast partner 6IX Digital committing to a WAFL Game of the Week and strong ratings on ABC TV culminating with an average audience of 90,000 for the Grand Final.

Web Development

The development and administration of WA Football websites continued, incorporating WAFL Online, WAFL club and district websites, as well as junior and community competitions.

A highlight was the launch of a new dedicated Hall of Fame website that houses the profiles and history of WA's greatest players.

Development of centralized web applications for WAFC staff and stakeholders also continued, while the success of live statistics on the WAFL Online website generated a 12% increase in page views for the season. Mobile visits to the WAFL website comprised 52% of the 1.3million total visits.

Events

The Corporate Relations Department coordinated gala WAFC events including the 2013 Sandover Medal Count and WA Football Hall of Fame Dinner, which will become a bi-annual event in 2014, while also hosting a number of other key events for sponsors, media and corporate partners.



Graeme Dix
General Manager
Corporate Relations

SUMMARY FINANCIAL PERFORMANCE

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED

YEAR ENDED 31 OCTOBER 2013

The following financial summaries presented in this report are not audited for the purposes of this publication – for the full financial audited statements and notes please go to www.wafootball.com.au.

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 OCTOBER 2013

	Consolidated		WAFC Inc	
	2013 \$	2012 \$	2013 \$	2012 \$
Continuing operations				
Revenue	117,492,011	116,178,135	30,348,178	27,739,262
Cost of sales	(23,845,451)	(23,045,093)	-	-
GROSS PROFIT	93,646,560	93,133,042	30,348,178	27,739,262
Administration expenses	(8,778,237)	(12,876,533)	-	-
Marketing expenses	(3,406,764)	(3,379,969)	-	-
Corporate expenses	(6,428,906)	(7,346,801)	(6,556,378)	(6,267,872)
Borrowing costs expensed	(901,135)	(1,169,373)	(901,135)	(1,169,373)
Football expenses	(54,234,069)	(49,359,791)	(8,184,643)	(6,567,047)
Supporter development expenses	(558,630)	(573,684)	-	-
Development expenses	(5,885,486)	(6,307,084)	(5,885,486)	(6,307,084)
Communication and corporate affairs	(1,017,592)	(818,728)	-	-
Facility expenses	(11,893,810)	(11,678,613)	(11,893,810)	(11,678,613)
Umpire expenses	(888,295)	(955,452)	(888,295)	(955,452)
Share of (profit)/loss in joint venture	-	-	-	-
Realised profit/(loss) on investments	1,475,139	(48,949)	-	-
Profit/(loss) before income tax and prior to contributions	1,128,775	(1,381,935)	(3,961,569)	(5,206,179)
Facility and club development contribution	(175,445)	(400,769)	(175,445)	(400,769)
PROFIT/(LOSS) BEFORE INCOME TAX	953,330	(1,782,704)	(4,137,014)	(5,606,948)
INCOME TAX EXPENSE	-	-	-	-
NET PROFIT/(LOSS) ATTRIBUTABLE TO MEMBERS OF WAFC	953,330	(1,782,704)	(4,137,014)	(5,606,948)
Other comprehensive income				
Fair value movement of available for sale investments	258,928	282,671	-	-
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	1,212,258	(1,500,033)	(4,137,014)	(5,606,948)



WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 31 OCTOBER 2013

	Consolidated		WAFC Inc	
	2013 \$	2012 \$	2013 \$	2012 \$
CURRENT ASSETS				
Cash and cash equivalents	52,252,822	41,754,825	3,656,631	1,012,928
Trade and other receivables	5,391,164	7,896,531	5,218,087	7,219,311
Other financial assets	1,265,946	1,413,617	-	-
Inventories	785,561	1,036,360	-	-
TOTAL CURRENT ASSETS	59,695,493	52,101,333	8,874,718	8,232,239
NON-CURRENT ASSETS				
Other financial assets	1,536,226	1,965,360	2,110,946	2,110,946
Non-interest bearing loan receivable	308,575	364,575	308,575	364,575
Property, plant and equipment	33,007,642	39,611,247	28,820,147	35,309,472
Investment properties	2,278,201	1,262,761	1,262,761	1,262,761
Intangible assets	8,000,000	8,000,000	-	-
TOTAL NON-CURRENT ASSETS	45,130,644	51,203,943	32,502,429	39,047,754
TOTAL ASSETS	104,826,137	103,305,276	41,377,147	47,279,993
CURRENT LIABILITIES				
Trade and other payables	19,759,913	18,406,552	5,554,400	5,980,737
Interest bearing liabilities	300,000	300,000	300,000	300,000
Provisions	4,851,201	4,578,045	868,868	919,785
TOTAL CURRENT LIABILITIES	24,911,114	23,284,597	6,723,268	7,200,522
NON-CURRENT LIABILITIES				
Payables	4,975,442	6,427,775	7,464,284	8,775,739
Interest bearing liabilities	10,106,992	10,106,912	10,106,348	10,106,348
Provisions	1,037,556	903,217	85,446	62,569
TOTAL NON-CURRENT LIABILITIES	16,119,990	17,437,904	17,656,078	18,944,656
TOTAL LIABILITIES	41,031,104	40,722,501	24,379,346	26,145,178
NET ASSETS	63,795,033	62,582,775	16,997,801	21,134,815
ACCUMULATED FUNDS				
Accumulated surplus	62,176,069	61,062,934	16,997,801	21,134,815
Reserves	1,618,964	1,519,841	-	-
TOTAL ACCUMULATED FUNDS	63,795,033	62,582,775	16,997,801	21,134,815

**WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 31 OCTOBER 2013**

	Consolidated		WAFC Inc	
	2013 \$	2012 \$	2013 \$	2012 \$
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts from customers	128,103,972	127,351,159	33,950,052	26,461,408
Payments to suppliers and employees	(119,050,313)	(126,591,531)	(30,192,163)	(27,653,445)
Interest received	2,275,525	2,832,730	30,862	57,236
Borrowing costs	(901,135)	(1,169,373)	(901,135)	(1,169,373)
NET CASH FLOWS FROM / (USED) IN OPERATING ACTIVITIES	10,428,049	2,422,985	2,887,616	(2,304,174)
CASH FLOWS FROM INVESTING ACTIVITIES				
Redemption/(purchase) of term deposits	147,671	3,741,397	-	-
Purchase of property, plant and equipment	(1,268,283)	(1,741,549)	(299,913)	(1,048,183)
Purchase of available-for-sale investments	-	-	-	-
Proceeds from sale of property, plant and equipment	-	(133,798)	-	-
Deferred Costs	(1,015,440)	90	-	-
Proceeds from repayment of loan	56,000	-	56,000	-
Proceeds from sale of shares	-	448,309	-	-
Proceeds from sale of investments	2,150,000	3,330,000	-	-
NET CASH FLOWS FROM/(USED) IN INVESTING ACTIVITIES	69,948	5,644,449	(243,913)	(1,048,183)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	10,497,997	8,067,434	2,643,703	(3,352,357)
Cash and cash equivalents at beginning of period	41,754,825	33,687,391	1,012,928	4,365,285
CASH AND CASH EQUIVALENTS AT END OF PERIOD	52,252,822	41,754,825	3,656,631	1,012,928



W AFC STAFF

Chief Executive Officer – Gary Walton
 Personal Assistant to CEO – Gill Ingram
 Chief Operating Officer – Nicholas Sautner

FINANCE, HUMAN RESOURCES & ADMINISTRATION
 Chief Financial Officer – Kerry Harris
 Financial Accountant – Dona Kuruvitaaratchy
 Financial Coordinator – Melanie Colling
 Graduate Accountant – Terrence Leung
 Human Resources Manager – Patrick de Haan
 Human Resources Assistant – Vicki Bentley
 Receptionist – Judy Chalmers
 Receptionist – Jen Jenaway

PATERSONS STADIUM
 General Manager – Gavin Taylor
 Personal Assistant – Helen Riethmuller
 Manager Venue Services – Shane Harris
 Manager Event Services – Roy Depczynski
 Manager Facilities Services – Paul Lekias
 Turf Services Manager – Nathan Saville
 Turf Services Coordinator – Matt Varley
 Events, Ticketing & Tours Coordinator – Jenny Hong
 Venue Services Coordinator – Hiro Shiraishi
 Operations Coordinator – Tyler Hutchinson
 Event Staff Coordinator – Natalie Wasley
 Receptionist – Amelia Farrington
 Receptionist – Kate Miller

STRATEGIC VENUES
 General Manager – Geoff Glass
 Executive Assistant – Ruth Slodkowski

CORPORATE GOVERNANCE
 General Manager – Michael Hnatyjko
 Corporate Governance Officer – Leanne Batt

CORPORATE RELATIONS
 General Manager – Graeme Dix
 Assistant – Shorna Chisholm
 Business Development & Sponsorship Manager – Nikki Bower
 Media & Communications Manager – Steve Tuohey
 Website Developer – Ryan Bown
 Marketing Manager – Jed Harrison
 Marketing Coordinator – Jessica Eddy

GAME DEVELOPMENT
 General Manager – Warren Nel
 Manager Junior Football – Troy Kirkham
 Manager Club Development & Coaching – Glenn Morley
 Education Manager – Sharon Wilson
 Umpire Development Manager – Glenn Omodei
 Schools Competition Manager – Clayton Anderson
 Schools Coordinator – Louanne Wakefield
 Community Engagement Manager – Paul Mugambwa
 Multicultural Officer – Peter Ajang
 Female Football Coordinator – Allana Dickie
 Community Development Coordinator – Stephanie Walding
 Community Development Coordinator – Josh Bowler

Game Development Officer – Jayden D’Vauz
 Game Development Administrative Assistant – Carmen Gostelow

Districts & Regions
 Claremont District Manager – Dan Barnes
 Claremont District Officer – Sam Cousens
 East Fremantle District Manager – Kane Benson
 East Fremantle District Officer – Daren Bell
 East Perth District Manager – Troy Starcevich
 East Perth District Officer – Brendan McFaul
 Peel District Manager – Leigh Elder
 Peel District Officer – Elly Lambkin
 Perth District Manager – Scott Faulkner
 Perth District Officer – Bruce Fraser
 Subiaco District Manager – Rohan Blee
 Subiaco District Officer – Matt Lamb
 South Fremantle District Manager – Bradd Gardiner
 South Fremantle District Officer – Lachlan Harris
 Swans District District Manager – Isaac Stewart
 Swans District District Officer – Chelsea Randall
 West Perth District Manager – Andrew Ridley
 West Perth District Officer – Jeff Brown
 Goldfields Regional Manager – Gemma Harrison
 Great Southern Regional Manager – Tom Moir
 Midlands Regional Manager – Glen Collins
 Mid West Regional Manager – Paul Pirrottina
 South West Regional Manager – Shane Atherton
 Wheatbelt Regional Manager – Steven Boughton

PATHWAYS & COMPETITIONS
 General Manager – Steve Hargrave
 Personal Assistant – Tracy Thompson

WAFL, Umpiring & High Performance
 WAFL Manager – Cameron Knapton
 WAFL Umpire Manager – Darryl Sinclair
 WAFL Pathways Manager – Darren Davis
 WAFL Talent Manager – Raff Guadagnino
 WAFL Historian – Greg Wardell-Johnson
 Talent & Pathways Administration Assistant – Sharni Rowe
 Umpire Manager Senior Competitions – Tim Priest
 Umpiring & WAFL Administration Assistant – Andrea Boots
 High Performance Female Manager – Alison Moore

WA Country Football League
 General Manager – Joe Georgiades
 Administration – Kellie McBean
 Administration – Robyn Payne

West Australian Amateur Football League
 General Manager – David Armstrong
 Operations Manager – Geoff Palmer
 Volunteers & Administration Manager – Natalie Couch
 Administration Assistant – Tayla Daniele
 Operations Coordinator – Ashlea Renshaw
 Operations Assistant – Georgina Gaff
 Media & Marketing Officer – Sophie James
 Integrated Football Coordinator – Greg Gilbee

THANKS TO OUR PARTNERS



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

We have audited the accompanying financial report of the West Australian Football Commission Incorporated ("the Commission"), which comprises the statements of financial position as at 31 October 2013, and the statements of comprehensive income, statements of changes in equity and statements of cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the Commissioners' declaration of the Commission and the consolidated entity comprising the West Australian Football Commission Incorporated and the entities it controlled at the year's end or from time to time during the financial year.

Commissioners' Responsibility 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 the *Associations Incorporations Act WA*, and for such internal controls as the Commissioners' determine are necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error. In Note 2, the Commissioners also state, in accordance with *AASB 101 Presentation of Financial Statements*, that the financial report, comprising the financial statements and notes, complies with International Financial Reporting Standards as issued by the International Accounting Standards Board.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, we consider internal controls relevant to the entity's preparation and fair presentation of the financial report 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 entity's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Commissioners, as well as evaluating the overall presentation of the financial report.

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

Independence

In conducting our audit we have complied with the independence requirements of the Australian professional accounting bodies.

Opinion

In our opinion:

- (a) the financial report presents fairly, in all material respects, the financial positions of the Commission and the consolidated entity as of 31 October 2013, and their financial performance and cash flows for the year then ended in accordance with Australian Accounting Standards and the *Associations Incorporations Act WA*; and
- (b) the financial report also complies with International Financial Reporting Standards as issued by the International Accounting Standards Board.



Ernst & Young
Perth
10 February 2014

**WEST AUSTRALIAN FOOTBALL
COMMISSION INCORPORATED**

FINANCIAL REPORT

YEAR ENDED 31 OCTOBER 2013

**WEST AUSTRALIAN FOOTBALL
COMMISSION INCORPORATED**

INDEX TO FINANCIAL REPORT

YEAR ENDED 31 OCTOBER 2013

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

I, being the Chairman of the Board of Commissioners' of the West Australian Football Commission Incorporated, do hereby state that to the best of my knowledge and belief, the accompanying financial statements, being the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Statement of Cash Flows and Notes to and forming part of the financial statements of the West Australian Football Commission Incorporated ("WAFC") for the year ended 31 October 2013 gives a true and fair view of the financial position of the Commission at that date.



FRANK COOPER

Chairman of the Board of Commissioners' Declaration
Perth

10 February 2014

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 OCTOBER 2013

	Note	Consolidated		WAFC Inc	
		2013	2012	2013	2012
		\$	\$	\$	\$
Continuing operations					
Revenue	4	117,492,011	116,178,135	30,348,178	27,739,262
Cost of sales	5	(23,845,451)	(23,045,093)	-	-
GROSS PROFIT		93,646,560	93,133,042	30,348,178	27,739,262
Administration expenses		(8,778,237)	(12,876,533)	-	-
Marketing expenses		(3,406,764)	(3,379,969)	-	-
Corporate expenses		(6,428,906)	(7,346,801)	(6,556,378)	(6,267,872)
Borrowing costs expensed	5	(901,135)	(1,169,373)	(901,135)	(1,169,373)
Football expenses		(54,234,069)	(49,359,791)	(8,184,643)	(6,567,047)
Supporter development expenses		(558,630)	(573,684)	-	-
Development expenses		(5,885,486)	(6,307,084)	(5,885,486)	(6,307,084)
Communication and corporate affairs		(1,017,592)	(818,728)	-	-
Facility expenses		(11,893,810)	(11,678,613)	(11,893,810)	(11,678,613)
Umpire expenses		(888,295)	(955,452)	(888,295)	(955,452)
Share of (profit)/loss in joint venture		-	-	-	-
Realised profit/(loss) on investments		1,475,139	(48,949)	-	-
Profit/(loss) before income tax and prior to contributions		1,128,775	(1,381,935)	(3,961,569)	(5,206,179)
Facility and club development contribution		(175,445)	(400,769)	(175,445)	(400,769)
PROFIT/(LOSS) BEFORE INCOME TAX		953,330	(1,782,704)	(4,137,014)	(5,606,948)
INCOME TAX EXPENSE		-	-	-	-
NET PROFIT/(LOSS) ATTRIBUTABLE TO MEMBERS OF WAFC	20(d)	953,330	(1,782,704)	(4,137,014)	(5,606,948)
Other comprehensive income					
Fair value movement of available for sale investments		258,928	282,671	-	-
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		1,212,258	(1,500,033)	(4,137,014)	(5,606,948)

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
STATEMENT OF FINANCIAL POSITION
AS AT 31 OCTOBER 2013

	Note	Consolidated		WAFC Inc	
		2013	2012	2013	2012
		\$	\$	\$	\$
CURRENT ASSETS					
Cash and cash equivalents	6	52,252,822	41,754,825	3,656,631	1,012,928
Trade and other receivables	7	5,391,164	7,896,531	5,218,087	7,219,311
Other financial assets	9	1,265,946	1,413,617	-	-
Inventories	8	785,561	1,036,360	-	-
TOTAL CURRENT ASSETS		59,695,493	52,101,333	8,874,718	8,232,239
NON-CURRENT ASSETS					
Other financial assets	9	1,536,226	1,965,360	2,110,946	2,110,946
Non-interest bearing loan receivable	10	308,575	364,575	308,575	364,575
Property, plant and equipment	11	33,007,642	39,611,247	28,820,147	35,309,472
Investment properties	12	2,278,201	1,262,761	1,262,761	1,262,761
Intangible assets	13	8,000,000	8,000,000	-	-
TOTAL NON-CURRENT ASSETS		45,130,644	51,203,943	32,502,429	39,047,754
TOTAL ASSETS		104,826,137	103,305,276	41,377,147	47,279,993
CURRENT LIABILITIES					
Trade and other payables	14	19,759,913	18,406,552	5,554,400	5,980,737
Interest bearing liabilities	15	300,000	300,000	300,000	300,000
Provisions	16	4,851,201	4,578,045	868,868	919,785
TOTAL CURRENT LIABILITIES		24,911,114	23,284,597	6,723,268	7,200,522
NON-CURRENT LIABILITIES					
Payables	17	4,975,442	6,427,775	7,464,284	8,775,739
Interest bearing liabilities	18	10,106,992	10,106,912	10,106,348	10,106,348
Provisions	19	1,037,556	903,217	85,446	62,569
TOTAL NON-CURRENT LIABILITIES		16,119,990	17,437,904	17,656,078	18,944,656
TOTAL LIABILITIES		41,031,104	40,722,501	24,379,346	26,145,178
NET ASSETS		63,795,033	62,582,775	16,997,801	21,134,815
ACCUMULATED FUNDS					
Accumulated surplus	20	62,176,069	61,062,934	16,997,801	21,134,815
Reserves	20	1,618,964	1,519,841	-	-
TOTAL ACCUMULATED FUNDS		63,795,033	62,582,775	16,997,801	21,134,815

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 OCTOBER 2013

CONSOLIDATED	Accumulated Surplus	Reserves	Total Equity
	\$	\$	\$
At 1 November 2011	62,764,107	1,318,701	64,082,808
Profit/(loss) for the year	(1,782,704)	-	(1,782,704)
Fair value movement of available for sale investments	-	282,671	282,671
Total comprehensive income for the period	(1,782,704)	282,671	(1,500,033)
Redemption of unsecured notes	75	(75)	-
Transfer to undistributable profits reserve	81,456	(81,456)	-
At 31 October 2012	61,062,934	1,519,841	62,582,775
At 1 November 2012	61,062,934	1,519,841	62,582,775
Profit/ (loss) for the year	953,330	-	953,330
Fair value movement of available for sale investments	-	258,928	258,928
Total comprehensive income for the period	953,330	258,928	1,212,258
Redemption of unsecured notes	80	(80)	-
Transfer to undistributable profits reserve	159,725	(159,725)	-
At 31 October 2013	62,176,069	1,618,964	63,945,033

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 OCTOBER 2013

WAFC	Accumulated Surplus	Reserves	Total Equity
	\$	\$	\$
At 1 November 2011	26,741,763	-	26,741,763
Profit/(loss) for the year	(5,606,948)	-	(5,606,948)
At 31 October 2012	<u>21,134,815</u>	<u>-</u>	<u>21,134,815</u>
At 1 November 2012	21,134,815	-	21,134,815
Opening adjustment			
Profit/(loss) for the year	(4,137,014)	-	(4,137,014)
At 31 October 2013	<u><u>16,997,801</u></u>	<u><u>-</u></u>	<u><u>16,997,801</u></u>

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 OCTOBER 2013

	Note	Consolidated		W AFC Inc	
		2013	2012	2013	2012
		\$	\$	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES					
Receipts from customers		128,103,972	127,351,159	33,950,052	26,461,408
Payments to suppliers and employees		(119,050,313)	(126,591,531)	(30,192,163)	(27,653,445)
Interest received		2,275,525	2,832,730	30,862	57,236
Borrowing costs		(901,135)	(1,169,373)	(901,135)	(1,169,373)
NET CASH FLOWS FROM / (USED) IN OPERATING ACTIVITIES	6(b)	10,428,049	2,422,985	2,887,616	(2,304,174)
CASH FLOWS FROM INVESTING ACTIVITIES					
Redemption/(purchase) of term deposits		147,671	3,741,397	-	-
Purchase of property, plant and equipment		(1,268,283)	(1,741,549)	(299,913)	(1,048,183)
Purchase of available-for-sale investments		-	-	-	-
Proceeds from sale of property, plant and equipment		-	(133,798)	-	-
Deferred Costs		(1,015,440)	90	-	-
Proceeds from repayment of loan		56,000	-	56,000	-
Proceeds from sale of shares		-	448,309	-	-
Proceeds from sale of investments		2,150,000	3,330,000	-	-
NET CASH FLOWS FROM/(USED) IN INVESTING ACTIVITIES		69,948	5,644,449	(243,913)	(1,048,183)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		10,497,997	8,067,434	2,643,703	(3,352,357)
Cash and cash equivalents at beginning of period		41,754,825	33,687,391	1,012,928	4,365,285
CASH AND CASH EQUIVALENTS AT END OF PERIOD	6(a)	52,252,822	41,754,825	3,656,631	1,012,928

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2013

1. CORPORATE INFORMATION

The financial report of West Australian Football Commission (WAFC) for the year ended 31 October 2013 was authorised for issue in accordance with a resolution of the directors on 5 February 2014.

The registered office of West Australian Football Commission is located at:

Gate 6, Patersons Stadium
Subiaco Road
SUBIACO WA 6008

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

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. 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.

(b) Statement of compliance

The financial report complies with Australian Accounting Standards as issued by the Australian Accounting Standards Board and International Financial Reporting Standards as issued by the International Accounting Standards Board.

The Group has adopted all of the new and revised standards and interpretations issued by the Australian Accounting Standards Board ("the AASB") that are relevant to its operations and effective for annual reporting periods beginning on 1 November 2012. The adoption of these standards had no 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.

(d) Significant accounting judgements, estimates and assumptions

(i) Significant accounting judgement

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:

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.

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2013

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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.

(ii) Significant accounting estimates and assumptions

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

Intangibles with indefinite useful lives

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

Useful life of Paterson Stadium and related assets

The Group depreciates property, plant and equipment as described in Note 2(o). This requires the use of estimates and assumptions of the expected useful life of those assets. Due to the ongoing review of options by the State Government in connection with a new stadium, the Group has had to estimate the useful life of Paterson Stadium based on the Commissioner's best estimates, after consideration of the information available at balance date.

(e) Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to 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. For WAFL stage of completion is measured by reference to sponsorship periods fulfilled as a percentage of total sponsorship contract period.

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.

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2013

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(f) Deferred Revenue

Deferred revenue is recognised in the statement of comprehensive income as each payment becomes due and payable. It includes

- grant from the State Government as set out under the terms of the Finance Agreement between the WAFC and the State Government; and
- prepaid sponsorship. This deferred revenue has been discounted using the effective interest method and the revenue discounted with this is recognised as the costs relating to the sponsorship are incurred.

(g) Borrowing costs

Borrowing costs are recognised as an expense when incurred.

(h) Leases

The determination of whether an arrangement is or contains a lease is based on the substance of the arrangement and requires an assessment of whether the fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset.

(i) Group as a lessee

Finance leases, which transfer to the Group substantially all the risks and benefits incidental to ownership of the leased item, are recognized at the inception of the lease at the fair value of the leased property or, if lower, at the present value of the minimum lease payments. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are recognized as an expense in profit or loss. Capitalised leased assets are depreciated over the shorter of the estimated useful life of the asset and the lease term if there is no reasonable certainty that the Group will obtain ownership by the end of the lease term.

Operating lease payments are recognized as an expense in the statement of comprehensive income on a straight-line basis over the lease term. Lease incentives are recognized in the statement of comprehensive income as an integral part of the total lease expense.

(i) Cash and cash equivalents

Cash and short-term deposits in the Statement of Financial Position comprised of cash at bank and in hand and short-term deposits with an original maturity of three months or less.

For the purposes of the Statement of Cash Flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts. Bank overdrafts are carried at the principal amount. Interest is recognised as an expense as it accrues.

(j) Trade and other receivables

Trade receivables, which generally have 30 day terms, are recognized and carried at original invoice amount less an allowance for any uncollectible amounts.

An allowance for doubtful debts is made when there is objective evidence that the Group will not be able to collect the debts. Bad debts are written off when identified.

(k) 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 THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2013

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(l) Investments

Investments and 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.

All regular way purchases and sales of financial assets are recognised on the trade date i.e. the date that the Group commits to purchase the asset. Regular way purchases or sales are purchases or sales of financial assets under contracts that require delivery of the assets within the period established generally by regulation or convention in the marketplace.

(i) Available for sale investments

Available for sale investments are those non-derivative financial assets that are designated as available for sale or are not classified as financial assets at fair value through profit and loss or held to maturity investments. After initial recognition available for sale investments are measured at fair value with gains or losses being recognised as a separate component of equity until the investment is derecognised or until the investment is determined to be impaired, at which time the cumulative gain or loss previously reported in equity is recognised in profit and loss.

(ii) 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 profit or loss when the loans and receivables are derecognised or impaired, as well as through the amortisation process.

(m) Interest in jointly controlled entity

The Group has an interest in a jointly controlled operation. A joint venture is a contractual arrangement whereby two or more parties undertake an economic activity that is subject to joint control. A jointly controlled operation involves use of assets and other resources of the venturers rather than establishment of a separate entity. The Group recognises its interest in the jointly controlled operation by recognising the assets that it controls and the liabilities that it incurs. The Group also recognises the expenses that it incurs and its share of the income that it earns from the sale of goods or services by the jointly controlled operation.

(n) 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 Statement of Financial Position.

Cash flows are included in the Statement 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.

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2013

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(n) Taxes (continued)

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

(o) 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 or 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.

Major depreciation periods are:

	2013	2012
• Investment property, plant and equipment	- 4 to 40 years	- 4 to 40 years
• Leasehold improvements	- 5 to 7 years	- 5 to 7 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at the end of each financial year. During 2011 the Group re-assessed the useful life of Paterson Stadium and related property, plant and equipment from 5 to 50 years to 5 to 7 years. This change was made to reflect the Commissioner's best estimate of the useful life of those assets after considering the announcements made by the Perth Stadium Steering Committee during the period on a proposed new development expected to be completed by 2018.

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 and that the business of the Company is, in its entirety, a cash-generating unit. The recoverable amount of plant and equipment is thus determined to be its fair value less costs to sell.

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 Statement of Comprehensive Income as an expense.

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.

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2013

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(p) Investment Properties

Investment properties are measured at cost, including transaction costs less accumulated depreciation and any impairment loss. The carrying amount includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met, and excludes the costs of day-to-day servicing of an investment property.

(q) Intangible assets

Intangible assets acquired separately are initially measured at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses. Internally generated intangible assets, excluding capitalised development costs, are not capitalised and expenditure is charged against profits in the year in which the expenditure is incurred.

The useful lives of intangible assets are assessed to be either finite or infinite. Intangible assets with finite lives are amortised over the useful life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each financial year-end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortisation period or method, as appropriate, which is a change in accounting estimate. The amortisation expense on intangible assets with finite lives is recognised in profit or loss in the expense category consistent with the function of the intangible asset.

Intangible assets with indefinite useful lives are tested for impairment annually either individually or at the cash-generating unit level. Such intangibles are not amortised. The useful life of an intangible asset with an indefinite life is reviewed each reporting period to determine whether indefinite life assessment continues to be supportable. If not, the change in the useful life assessment from indefinite to finite is accounted for as a change in accounting estimate and is thus accounted for on a prospective basis.

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

Australian Football League (AFL) Licences

Useful lives

Indefinite

Amortisation method used

No amortisation

Internally generated or acquired

Acquired

Impairment testing

Annually and more frequently when an indication of impairment exists

(r) 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 and that the business of the Company is, in its entirety, a cash-generating unit. 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 cash-generating unit 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

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2013

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(r) Impairment of assets (continued)

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. That 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.

(s) Trade and other payables

Trade payables and other payables are carried at amortised costs 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.

(t) 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.

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

(u) Derivative Financial Instruments

The Group uses 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.

The fair value of interest rate swap contracts is determined by reference to market value for similar instruments.

Derivatives are carried as assets when their fair value is positive and as liabilities when their fair value is negative. Derivatives are classified as 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 2013.

(v) Prepaid Rent - IPL

IPL has prepaid rent to the WAFC as a contribution to the redevelopment of Patersons Stadium for the use of administration and player facilities for a period of 25 years. The WAFC has deferred the income and is amortising the deferred revenue over the 25 years.

(w) 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 20(b)).

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2013

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(x) 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 statement 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.

(y) Employee Benefits

(i) Wages, salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, 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 using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the

Reporting date on national government bonds with terms to maturity and currencies that match, as closely as possible, the estimated future cash outflows.

(z) New accounting standards, and UIG interpretations

Certain Australian Accounting Standards and UIG interpretations have recently been issued or amended but are not yet effective and have not been adopted by the Group for the annual reporting period ended 31 October 2013. The Commissioners' have assessed the impact of these new or amended standards (to the extent relevant to the Group) and believe that their implementation will have no material effect on the balances reported in the financial statements of the Group.

(aa) Comparatives

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

3. SEGMENT INFORMATION

The WAFC administers football in one geographical segment being Western Australia.

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2013

	Consolidated		WAFC Inc	
	2013	2012	2013	2012
	\$	\$	\$	\$
4. REVENUES				
Revenues from operating activities	98,162,720	97,032,187	12,530,665	11,643,510
Revenues from non operating activities				
Net royalty income	-	-	4,263,354	3,328,228
Rental income				
- Other corporations	1,653,928	1,694,448	1,653,928	1,694,448
- Wholly owned controlled entities	-	-	7,240,775	6,855,400
Interest income				
- Other corporations	2,275,525	2,970,129	30,862	57,326
AFL Distribution	12,871,244	12,356,876	2,100,000	2,100,000
Other	2,528,594	2,124,495	2,528,594	2,060,350
	<u>117,492,011</u>	<u>116,178,135</u>	<u>30,348,178</u>	<u>27,739,262</u>
5. EXPENSES AND LOSSES/(GAINS)				
(a) Expenses				
Cost of goods and services provided				
Match expenses	5,590,881	4,776,823	-	-
Membership expenses	5,989,215	5,558,226	-	-
Sponsorship expenses	1,921,531	1,801,916	-	-
Arena advertising expenses	247,458	115,325	-	-
Corporate box expenses	455,345	481,685	-	-
Coterie group expenses	2,101,177	2,007,997	-	-
Merchandise expenses	4,054,154	3,613,461	-	-
Functions and special events expenses	3,485,690	4,689,660	-	-
Total cost of goods and services provided	<u>23,845,451</u>	<u>23,045,093</u>	<u>-</u>	<u>-</u>
Depreciation and amortisation				
Depreciation				
Leasehold improvements	6,475,795	6,509,866	6,324,560	6,330,449
Property, plant & equipment	1,396,094	1,885,420	464,679	468,377
Total depreciation	<u>7,871,889</u>	<u>8,395,286</u>	<u>6,789,239</u>	<u>6,798,826</u>

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2013

	Consolidated		WAFC Inc	
	2013	2012	2013	2012
	\$	\$	\$	\$
5. EXPENSES AND LOSSES/(GAINS) (continued)				
(a) Expenses (continued)				
Operating lease				
Minimum lease payments	4,219,488	4,179,990	163,245	191,815
Borrowing costs expensed				
Interest expense – other corporations	901,135	1,169,373	901,135	1,169,373
Net doubtful debts expense/(write back)	93,496	17,160	150,000	-
(b) Losses/(Gains)				
Loss on disposal of non current assets	13,280	503,715	-	-

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2013

	Consolidated		WAFC Inc	
	2013	2012	2013	2012
	\$	\$	\$	\$
6. CASH AND CASH EQUIVALENTS				
(a) - Cash and deposits	52,252,822	41,754,825	3,656,631	1,012,928
- Cash in transit	-	-	-	-
	<u>52,252,822</u>	<u>41,754,825</u>	<u>3,656,631</u>	<u>1,012,928</u>
(b) Reconciliation of the operating profit/(loss) to the net cash flows from/(used in) operations				
Profit/(loss) from ordinary activities	955,330	(1,782,704)	(4,137,014)	(5,606,948)
<i>Adjustments for:</i>				
Depreciation of fixed assets	7,871,889	8,395,286	6,789,239	6,798,826
(Profit)/Loss on disposal of non current assets	13,208	503,715	-	-
Unrealised loss on investments	-	-	-	-
Realised (profit)/loss on investments	(1,475,139)	48,949	-	-
<i>Changes in assets and liabilities</i>				
(Increase) / Decrease in trade and other receivables	2,505,367	17,156	2,001,223	(1,277,754)
(Increase) / Decrease in inventory	250,799	(507,146)	-	-
(Decrease) / Increase in creditors	1,007,081	(2,785,317)	(461,943)	420,977
(Decrease)/ Increase in deferred income	(1,106,053)	(2,348,060)	(1,275,849)	(2,680,407)
(Decrease) / Increase in provisions	407,495	881,106	(28,040)	41,132
	<u>10,428,049</u>	<u>2,422,985</u>	<u>2,887,616</u>	<u>(2,304,174)</u>
Net cash from / (used in) operating activities				

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2013

	Consolidated		WAFC Inc	
	2013	2012	2013	2012
	\$	\$	\$	\$
7. TRADE AND OTHER RECEIVABLES				
Trade debtors	4,180,752	6,586,510	1,561,284	1,875,678
Provision for doubtful debts	(601,816)	(492,779)	(312,331)	(243,390)
	<u>3,578,936</u>	<u>6,093,731</u>	<u>1,248,953</u>	<u>1,632,288</u>
Sundry debtors	566,596	632,728	854,048	1,575,719
Prepayments	1,245,632	1,170,072	627,646	683,076
	<u>5,391,164</u>	<u>7,896,531</u>	<u>2,730,647</u>	<u>3,891,083</u>
Amounts other than trade receivables from related parties:				
Wholly owned group				
Indian Pacific Limited	-	-	1,766,411	2,163,905
Fremantle Football Club Limited	-	-	721,029	1,164,323
	<u>5,391,164</u>	<u>7,896,531</u>	<u>5,218,087</u>	<u>7,219,311</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.
- (ii) Sundry debtors and other receivables are non interest bearing and have repayment terms between 30 and 90 days.
- (iii) Related party receivables are non interest bearing and are on 30 day terms.

8. INVENTORIES

Items held for resale

- At lower of cost and net realisable value	<u>785,561</u>	<u>1,036,360</u>	<u>-</u>	<u>-</u>
	<u>785,561</u>	<u>1,036,360</u>	<u>-</u>	<u>-</u>

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2013

	Consolidated		WAFC Inc	
	2013	2012	2013	2012
	\$	\$	\$	\$
9. OTHER FINANCIAL ASSETS				
(CURRENT)				
Other (iv)	1,265,946	1,413,617	-	-
	<u>1,265,946</u>	<u>1,413,617</u>	<u>-</u>	<u>-</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
Available for sale investments - at fair value	1,536,226	1,965,360	-	-
(i) (ii) (iii)	<u>1,536,226</u>	<u>1,965,360</u>	<u>2,110,946</u>	<u>2,110,946</u>
	<u>2,802,172</u>	<u>3,378,977</u>	<u>2,110,946</u>	<u>2,110,946</u>

(i) The fair value of available for sale listed investments of \$1,406,026 (2012: \$1,154,160) has been determined by reference to published price quotations.

(ii) The fair value of available for sale unlisted investments of \$130,200 (2012: \$811,200) has been assessed by third party valuations.

(iii) The fair value of available for sale unlisted investments of nil (2012: nil) have been estimated to approximate their face value. These investments are in the form of fixed rate notes.

(iv) 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 Company	
		2013	2012
		\$	\$
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

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2013

	Consolidated		WAFC Inc	
	2013	2012	2013	2012
	\$	\$	\$	\$
10. NON-INTEREST BEARING LOAN RECEIVABLE (NON- CURRENT)				
Peel Football Club(i)	300,000	350,000	300,000	350,000
Other	8,575	14,575	8,575	14,575
Total	308,575	364,575	308,575	364,575

(i) The loan to the Peel Football Club is interest free and repayable on demand. It is expected that the loans will not be called within the next 12 months and are therefore classified as non-current. A deed of charge has been executed over Peel Football Club's assets.

**11. PROPERTY, PLANT AND
EQUIPMENT**

Leasehold improvements – at cost (i)	78,814,110	78,710,267	73,994,032	73,931,509
Accumulated amortisation	(49,433,903)	(42,958,109)	(47,634,373)	(41,309,813)
	<u>29,380,207</u>	<u>35,752,158</u>	<u>26,359,659</u>	<u>32,621,696</u>
Property plant & equipment – at cost	18,551,090	17,437,493	10,311,395	10,074,005
Accumulated depreciation	(14,923,655)	(13,578,404)	(7,850,907)	(7,386,229)
	<u>3,627,435</u>	<u>3,859,089</u>	<u>2,460,488</u>	<u>2,687,776</u>
	<u><u>33,007,642</u></u>	<u><u>39,611,247</u></u>	<u><u>28,820,147</u></u>	<u><u>35,309,472</u></u>

**(a) Assets pledged as
security**

Included in the balances of plant and equipment are assets used as security for various lending facilities entered into by the Commission.

(b) Reconciliations

Reconciliations of the carrying amounts of leasehold improvements, and furniture and equipment at the beginning and end of the current and previous financial year.

<i>Leasehold improvements</i>				
Carrying amount at beginning	35,752,158	42,022,256	32,621,696	38,713,903
Additions	103,844	239,768	62,523	238,242
Disposals	-	-	-	-
Depreciation expense	(6,475,795)	(6,509,866)	(6,324,560)	(6,330,449)
	<u>29,380,207</u>	<u>35,752,158</u>	<u>26,359,659</u>	<u>32,621,696</u>

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
NOTES TO THE FINANCIAL STATEMENTS
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	Consolidated		WAFC Inc	
	2013	2012	2013	2012
	\$	\$	\$	\$
<i>Property, plant and equipment</i>				
Carrying amount at beginning	3,859,089	4,748,680	2,687,776	2,346,212
Additions	1,164,440	1,501,783	237,391	809,941
Disposals	-	(505,954)	-	-
Depreciation expense	(1,396,094)	(1,885,420)	(464,679)	(468,377)
	3,627,435	3,859,089	2,460,488	2,687,776
<i>Total Property, Plant and Equipment</i>				
Carrying amount at beginning	39,611,247	46,770,936	35,309,472	41,060,115
Additions	1,268,284	1,741,551	299,914	1,048,183
Disposals	-	(505,954)	-	-
Depreciation expense	(7,871,889)	(8,395,286)	(6,789,239)	(6,798,826)
	33,007,642	39,611,247	28,820,147	35,309,472
12. INVESTMENT PROPERTIES				
Opening balance at 1 November	1,262,761	1,262,761	1,262,761	1,262,761
Transfer from assets under construction	-	-	-	-
Additions	1,015,440	-	-	-
Disposals	-	-	-	-
Closing balance as at 31 October	2,278,201	1,262,761	1,262,761	1,262,761
13. INTANGIBLE ASSETS				
AFL licences	8,000,000	8,000,000	-	-

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 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 2013.

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		Consolidated		WAFC Inc	
		2013	2012	2013	2012
		\$	\$	\$	\$
14. PAYABLES (CURRENT)					
Trade creditors	14(a)(i)	6,538,108	6,408,693	2,985,163	2,933,260
Sundry creditors	14(a)(ii)	5,828,256	4,950,590	2,238,803	2,752,649
Deferred income	14(a)(iii)	7,393,549	7,047,269	330,434	294,828
		<u>19,759,913</u>	<u>18,406,552</u>	<u>5,554,400</u>	<u>5,980,737</u>

(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.

(ii) Sundry creditors are non interest bearing and are settled within 1 year.

(iii) Refer note 2(f) for details on deferred income.

15. INTEREST BEARING LIABILITIES (CURRENT)

ANZ loan facility - secured	15(a)	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>
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(a) Terms and conditions

Terms and conditions relating to the ANZ loan facility.

The ANZ loan facility comprises a \$10.4 million loan for 5 years maturing 31 October 2015. The loan is secured by leasehold mortgage over Subiaco Oval. Refer to Note 18 for non-current portion.

16. PROVISIONS (CURRENT)

Employee entitlements		4,451,201	4,403,045	868,868	919,785
Injury compensation		400,000	175,000	-	-
		<u>4,851,201</u>	<u>4,578,045</u>	<u>868,868</u>	<u>919,785</u>

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
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		Consolidated		WAFC Inc	
		2013	2012	2013	2012
		\$	\$	\$	\$
17. PAYABLES (NON-CURRENT)					
Deferred income	17(a)	4,975,442	6,427,775	7,464,284	8,775,739

(a) Terms and conditions

- (i) Deferred revenue is recognised as each payment becomes due and payable. It includes
- grant from the State Government as set out under the terms of the Finance Agreement between WAFC and the State; and prepaid sponsorship.

18. INTEREST BEARING LIABILITIES (NON-CURRENT)

Unsecured notes	18(a)(i)	644	564	-	-
ANZ loan facility - secured	18(a)(ii)	10,106,348	10,106,348	10,106,348	10,106,348
		<u>10,106,992</u>	<u>10,106,912</u>	<u>10,106,348</u>	<u>10,106,348</u>

(a) Terms and conditions

Terms and conditions relating to the unsecured notes & ANZ Loan facility.

(i) 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.

(ii) The ANZ loan facility comprises a \$10.4 million loan for 5 years maturing 31 October 2015. The loan is secured by leasehold mortgage over Patersons Stadium.

Refer to Note 15 for current portion.

19. PROVISIONS (NON CURRENT)

Employee entitlements		<u>1,037,556</u>	<u>903,217</u>	<u>85,446</u>	<u>62,569</u>
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20. RESERVES AND ACCUMULATED SURPLUS

Other reserves	20(a)	338,622	79,694	-	-
Unsecured notes redemption	20(b)	100,223	100,303	-	-
Undistributable profits	20(c)	1,180,119	1,339,844	-	-
		<u>1,618,964</u>	<u>1,519,841</u>	<u>-</u>	<u>-</u>
Accumulated surplus	20(d)	<u>62,176,069</u>	<u>61,062,934</u>	<u>16,997,801</u>	<u>21,134,815</u>

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
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	Consolidated		WAFC Inc	
	2013	2012	2013	2012
	\$	\$	\$	\$
(a) Other reserves				
<i>(i) Nature and purpose of reserve</i>				
This reserve records movements in the fair value of available for sale investments				
<i>(ii) Movements in reserve</i>				
Balance at the beginning of year	79,694	(202,977)	-	-
Fair value movement	258,928	282,671	-	-
Balance at the end of year	338,622	79,694	-	-
(b) Unsecured notes redemption				
<i>(i) Nature and purpose of reserve</i>				
The unsecured note redemption reserve is used to record the purchase price of unsecured notes acquired by a controlled entity. The reserve represents the cash received on the issue of the unsecured notes. The reserve is reduced by the movement in the net present value of the unsecured note liability.				
<i>(ii) Movements in reserve</i>				
Balance at the beginning of year	100,303	100,378	-	-
Amortisation of present value	(80)	(75)	-	-
Balance at the end of year	100,223	100,303	-	-
(c) Undistributable profits				
<i>(i) Nature and purpose of reserve</i>				
The undistributable profits reserve is used to accumulate profits arising from the West Coast Eagles Supporters Club.				
<i>(ii) Movements in reserve</i>				
Balance at the beginning of year	1,339,844	1,421,300	-	-
Transfer to accumulated surplus	(159,725)	(81,456)	-	-
Balance at the end of year	1,180,119	1,339,844	-	-
(d) Accumulated surplus				
Balance at the beginning of year	61,062,934	62,764,107	21,134,815	26,741,763
Net profit/(loss) attributable to WAFC	953,330	(1,782,704)	(4,137,014)	(5,606,948)
Total available for appropriation	62,016,264	60,981,403	16,997,801	21,134,815
Aggregate of amounts transferred to from undistributable profits reserve and unsecured notes redemption reserve	159,805	81,531	-	-
Balance at the end of year	62,176,069	61,062,934	16,997,801	21,134,815

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
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	Consolidated		WAFC Inc	
	2013	2012	2013	2012
	\$	\$	\$	\$
21. EXPENDITURE COMMITMENTS				
Lease expenditure commitments				
Operating lease expenditure commitments:				
- Not later than one year	168,142	197,569	168,142	197,569
- Later than one year and not later than five years	724,548	851,354	724,548	851,354
	<u>892,691</u>	<u>1,048,923</u>	<u>892,691</u>	<u>1,048,923</u>

22. RELATED PARTY DISCLOSURES

(a) The WAFC Commissioners during the year ended 31 October 2013 were:

F Cooper
 B Fullarton
 M McHenry
 R McKenzie
 L Kickett
 N Randall
 P Coleman
 S Love (appointed 1 January 2013)
 P Gibbons (retired 31 December 2012)

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
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- (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 AFL competition. Amounts received under the sub-licence agreement during 2013 are as follows:

	2013	2012
	\$	\$
IPL	2,918,872	2,163,905
FFCL	1,344,482	1,164,323
	<hr/>	<hr/>
	4,263,354	3,328,228
	<hr/>	<hr/>

- (c) IPL and FFCL use the football assets of the WAFC under a facility agreement. Amounts received under this agreement were as follows:

	2013	2012
	\$	\$
IPL	3,769,240	3,403,466
FFCL	3,471,535	3,451,934
	<hr/>	<hr/>
	7,240,775	6,855,400
	<hr/>	<hr/>

- (d) In their role as Commissioners, the following football related benefits were provided by the WAFC to the Commissioners, for the year ended 31 October 2013.

	2013	2012
	\$	\$
B Fullarton	1,691	1,519
M McHenry	1,689	1,519
F Cooper	-	-
P Gibbons	-	1,519
R McKenzie	1,691	1,519
J Hackett	-	-
L Kickett	1,689	1,698
N Randall	1,858	1,144
P Coleman	-	-
S Love	1,691	-

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 2013 are travel and accommodation costs for their spouse/partner to the AFL grand final.

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24. SUBSEQUENT EVENTS

No 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	
2013	2012	2013	2012
\$	\$	\$	\$

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
- other services in relation to the entity and any other entity in the Group

186,080	175,020	68,850	64,250
-	12,180	-	-
186,080	187,200	68,850	64,250

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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 Finance 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.

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:

	Floating interest rate		Fixed interest rate maturing in:						Non-interest Bearing		Total carrying amount as per the Statement of Financial Position		Weighted average effective interest rate	
			1 year or less		Over 1 to 5 years		More than 5 years							
	31 October 2013	31 October 2012	31 October 2013	31 October 2012	31 October 2013	31 October 2012	31 October 2013	31 October 2012	31 October 2013	31 October 2012	31 October 2013	31 October 2012	31 October 2013	31 October 2012
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	%	%
Financial Assets														
Cash assets	52,252,822	41,754,825	-	-	-	-	-	-	-	-	52,252,822	41,754,825	2.36	2.75
Trade receivables	-	-	-	-	-	-	-	-	3,578,936	6,093,731	3,578,936	6,093,731	N/a	N/a
Other assets	-	-	1,265,946	1,413,617	-	-	-	-	566,596	632,728	1,832,542	2,046,345	N/a	N/a
Investments	-	-	-	-	-	-	-	-	1,536,226	1,965,360	1,536,226	1,965,360	N/a	N/a
Loan receivable	-	-	-	-	-	-	-	-	308,575	364,575	308,575	364,575	N/a	N/a
Total financial assets	52,252,822	41,754,825	1,265,946	1,413,617	-	-	-	-	5,990,333	10,292,387	59,509,101	52,224,336		
Financial Liabilities														
Payables	-	-	-	-	-	-	-	-	12,366,364	11,359,283	12,366,364	11,359,283	N/a	N/a
ANZ loan facility	-	-	300,000	300,000	10,106,348	10,106,348	-	-	-	-	10,406,348	10,406,348	6.07	6.07
Total financial liabilities	-	-	300,000	300,000	10,106,348	10,106,348	-	-	12,366,364	11,359,283	22,772,712	21,765,631	-	-

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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 2013, 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:

	Post tax Profit Higher/(Lower)		Equity Higher/(Lower)	
	2013 \$	2012 \$	2013 \$	2012 \$
Judgements of reasonably possible movements				
Cash				
Consolidated				
+0.50%	261,264	208,774	261,264	208,774
-0.50%	(261,264)	(208,774)	(261,264)	(208,774)
Loan				
Consolidated				
+0.50%	(52,032)	(52,032)	(52,032)	(52,032)
-0.50%	52,032	52,032	52,032	52,032
Company				
+0.50%	(52,032)	(52,032)	(52,032)	(52,032)
-0.50%	52,032	52,032	52,032	52,032

* The method used to arrive at the 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 decreases in the current rate. It is considered that 50 basis points a 'reasonably possible' estimate as it accommodates for the maximum variations inherent in the interest rate movement over the past five years.

(b) Net Fair Values

	Total Carrying amount as per the Statement of Financial Position		Aggregate net fair value	
	2013 \$	2012 \$	2013 \$	2012 \$
Financial Assets				
Cash assets	52,252,822	41,754,825	52,252,822	41,754,825
Trade receivables	3,578,936	6,093,731	3,578,936	6,093,731
Other assets	1,832,542	2,046,345	1,832,542	2,046,345
Investments	1,536,226	1,965,360	1,536,226	1,965,360
Loan receivable	308,575	364,075	308,575	364,075
Total financial assets	59,509,101	52,224,336	59,509,101	52,224,336
Financial Liabilities				
Payables	12,366,364	11,359,283	12,366,364	11,359,283
ANZ Bank Facility	10,406,348	10,406,348	10,406,348	10,406,348
Total financial liabilities	22,772,712	21,765,631	22,772,712	21,765,631

(c) 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.

(d) 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.

WEST AUSTRALIAN FOOTBALL COMMISSION INCORPORATED
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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 \$130,200 (2012: \$811,200) 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 securities 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.

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.

(e) Commodity price risk

The Group's exposure to commodity price risk is nil.

(f) Foreign exchange risk

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

27. Segment Information

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



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