



2021 ANNUAL REPORT





NORTH WEST SYDNEY FOOTBALL LTD

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OFFICE BEARERS AND STAFF

Board

Helen Armson – Chairperson
Malcolm Arnold
Jodie Camden
Lindsay Donald
Tracey Williams

Football Management Committee

Karen Waud – Association Chairperson
David Cooper
Steve Crawford
Buck Findlay
Rohan Primrose
Peter Quessy
Nate Rushton

GPT Chair

Kath Odgers

GPT Hearing Chairs:

Geoff Knowles (THL), Anthony Scarcella,
Peter Nimmo (BEE), Bianca Karle (RAV)

Appeals Committee Secretary

Austin Carwardine (BEE)

GPT Panel:

Ian Kendal (LM), Martin Bridgewood (THL), Chris Bullock (MEL),
Peter Goodwin (LM), Kathy Tracey (MDF), Mark Marriot (NMH),
Declan Ormaechea (PEN), Geoff Schembri (BEE), Amanda
Primrose (LEA)

Disciplinary Committee:

Kath Odgers, Chris Salmon, Meaghan Simeti

Grading Committee:

David Cooper (FMC - Chair), Steve Crawford (FMC), Rohan
Primrose (FMC), Chris Salmon (EEW), Bruce Thomson (PEN),
Richard Rasker (EPP), Craig Denyer (NER), Mark Hickson (HWK)
and Nathan Keys (WPH).

Strip Committee:

Steve Crawford, Peter Quessy

NWSF Staff:

CEO - Mark Lockie
Women's Manager – Denise Robinson
Administration Coordinator – Jo Ryan
Competitions Coordinator – Nikki Riddle
Finance and Accounts Coordinator – Fiona Richards
Social Media and Marketing Coordinator – Isabella Nimmo
Head of Football – Tim Thorne

LIFE MEMBERS

1958	A Foster	G
1959	Ron Bartholomew	G
1960	Lester Waud	G
1961	Keith Gilmour	G
1962	Arthur Sandell	G
1963	A Downham	G
1964	F Ridge	G
1965	T Cooper	G
1966	K Foster	G
1967	C Follington	G
1968	W Williams	G
1969	J Woods	G
1970	L Hill	G
1971	John Ellerby	G
1972	G Lee	G
1973	Frank Wilson	G
1974	Les Fairclough	G
1975	B Adams	G
1976	Richard Bates	G
1977	Adrian Dunn	G
1978	G Butler	G
1979	Max Lawler	G
1980	Laurie Lynagh	G
1981	William Cullinan	G
1983	George Hodgekiss	G
1984	Ross Iredale	G
1985	Stuart Harris	G
1986	Jim Forrest Beryl Ackroyd	G N
1987	Stuart Grant Lal Byers	G N
1988	Brian Thompson	G

1990	Alan Brawn	G
1993	Steven Jupp	G
1995	Sebastian Trovato Norma Geribo	G N
1996	William Plaskett Jeff Saul	G N
1997	Ken Walker Lee Owens	G N
1998	Graeme Sayer Annette Ussher	G N
1999	Kay Iredale Colin Munn	G N
2000	Gordon Buttrey George Calvi	G N
2001	John McConnell	G
2002	Phil Street	G
2003	Gayle Hannan	N
2005	Ken Gower Paul Woolford	G N
2006	Adrian Jones Jeanette Jones	N N
2007	Geoff Driscoll Buckley Findlay	G N
2008	Jack Hanna Chrissie Smith (nee James)	G N
2009	Tony Gerrard	G
2010	Bruce Macfadyen	G
2011	Steve Colquhoun	G
2012	Ian Kendal	G
2012	Jock Cunningham	G
2012	Karen Waud	G
2013	Kim Schaefer	N
2014	Graham Streeter	G
2015	Peter Quessy	G
2016	Keith Everard Leigh Wardell	G N
2017	Peter Goodwin Karen Waud	G N
2018	Buck Findlay	G
2019	Grahame Bateman	G
2020	Helen Armson	

G = Awarded by GHFA
 N = Awarded by NWSWF
 From 2020 - awarded by NWSF

NWSF BOARD MEMBERS - 2020-2021

2020	H Armson (Chair)	M Arnold	J Camden	L Donald	T Williams
2021	H Armson (Chair)	M Arnold	J Camden	L Donald	T Williams

NWSF FOOTBALL MANAGEMENT COMMITTEE - 2020-2021

	Association Chair	Grading	Minis	Facilities	Regulations	Competitions	Member
2020	K Waud	D Cooper	S Crawford	B Findlay	M Masulans	N Rushton	P Quesy
	Association Chair	Grading	Minis	Facilities	Regulations	Competitions	Women's
2021	K Waud	D Cooper	S Crawford	B Findlay	P Quesy	N Rushton	R Primrose

NWSF ASSOCIATION MEDALS

2020: Lisa Rudd (WPH), Gary Wardley (NMH), Jodie McGill (LEA)

CHAIR'S REPORT

We all thought 2020 was a year like no other and hoped it would never be repeated. In some ways 2021 was an even bigger challenge with the pandemic continuing to disrupt our routine with extended lock-down pressures leading to our inability to complete the football season.

Stressful events can sometimes bring camaraderie and the football community showed that spirit with registration numbers increasing from 2020 and a confident start to the season in April. Whilst we were unable to complete the competition through to finals, we are buoyed by the strong registration numbers for the summer competition which will commence early November and are confident numbers will again grow in 2022.

'**Connecting Our Community Through Football**' is the purpose of our Association. As a Board we finalised the 2021-2025 Strategic Plan through consultation with members and presented it in May to Club Presidents at our only social event this year. Supported by our six SPIRIT values we will focus on five pillars of growth.

S.P.I.R.I.T – Safety, Passion, Inclusion, Respect, Integrity and Togetherness

COMPETITIONS "Football 365"	FACILITIES Partner with stakeholders to improve infrastructure	GOVERNANCE Best practice Governance and management	COMMUNITY Connect our Community through Football	REPRESENTATIVE Support 'pathways to excellence' for NWSF players
Continuously review competition formats and structures to improve the participation experience for players	Develop and maintain relationships with stakeholders to enhance the playing experience for participants	Continue to ensure governance structure is fit for purpose	Share the social, health & family benefits of Football	Support teams in FNSW NPL1, Youth and SAP competitions

We encourage you to view the full plan on our website.

An unbudgeted surplus in 2020 from pandemic relief enabled us to waive registration fees for U6s, Walk Football and Master's Football at the beginning of 2021. We also committed additional spending in the coach development area. This was unable to be utilised due to the short season and will be re-invested for 2022. NWSF also purchased mini goals for clubs to replenish their stock in 2021.

From an operational perspective we sadly are losing two extremely valuable employees. Our Competitions Co-ordinator Nikki Riddle, who was with us for 3.5 years and was instrumental in the growth of Walk and Master's Football secured a role with Ryde Council in September. Nikki has left a valuable legacy through her passion and enthusiasm for the continued development of our competitions. We will have the benefit of ongoing connection and are thrilled Nikki is advancing her sports administration career and in particular will still be liaising with our Ryde Clubs.

Mark Lockie our CEO is leaving us in November after an amazing 6 years. Mark joined GHFA in November 2015 during a difficult transition period of new office staff and new board members. His calm, pragmatic and practical application of sports administration principles has seen two successful mergers undertaken. The first being the two associations joining and then in the latter half of this year a merger between our representative clubs of Koalas and Spirit. Our ongoing success delivering competitions and modernising our governance is a testament to Mark's experience, leadership and direction. Mark hands over the mantle of an Association that is in strong financial shape and a positive customer focussed team that deliver quality services to our members. We wish Mark and his family the best of luck in whatever comes next.

We are absolutely delighted, with the appointment of Jeremy Toivonen as CEO. Jeremy commenced his hand-over with Mark on 27 September. Jeremy has comprehensive knowledge and experience in engaging with national, state

and local sporting organisations, most recently as Member Services Manager with Football Australia and prior to that as GM of Manly Warringah Football Association. Jeremy has also completed some project work for Taekwondo Australia before joining us.

Isabella Nimmo also joined us in July as part time Social Media Co-ordinator to strengthen our relationship on connecting our community through football. David Cooper will shortly commence as our Competition Manager for 2022. Both Bella and David have extensive local knowledge and personal experience with grassroots football in our area so will be key assets to our operational team.

Our Football Management Committee, deftly led by Karen Waud has completed another year of ZOOM meetings to ensure the success of our competitions and regular updates to clubs. I thank each and every FMC member for dedicating their valuable time to ensure football comes first in their decision-making process. This commitment to improving play and coaching experience is enhanced by Tim Thorne as Head of Football. Tim's work directing both the representative programme coaching staff and club volunteers has delivered positive outcomes.

Our relationship with NWSFRA continues to reinforce the positive benefits delivered to our members allowing us to work together for high percentage game coverage and improved conduct across all competitions.

We also called for expressions of interest and commenced the Women's World Cup 2023 and Beyond Working Group during the year. WWC2023 chaired by Directors Jodie Camden and Dr Tracey Williams has drawn together a wonderful mix of enthusiastic members looking to capitalise on female football development ahead of the Women's World Cup in 2023 and produce initiatives that will carry on as a sustainable legacy to build and improve female participation opportunities well after the event. We look forward to implementing their developing initiatives over the next two years and beyond.

Finally in the volunteer space, we are also losing two experienced people. Kath Odgers, our GPT Chair is stepping down after 2 years in this very busy and challenging role. Kath has always acted with the ultimate professionalism combining compassion, integrity and procedural fairness. We cannot thank Kath enough for the endless hours she has contributed writing determinations and leading and developing a dedicated GPT team. Liz Lawrence has been the MPIO for GHFA, NWSWFA and NWSF for 13 years and has decided to also step down. In what can be a challenging role, Liz has brought her extensive knowledge and professional experience to any matters that have arisen and ultimately ensured the Association can provide a safe environment for all participants and we thank her for her unwavering dedication and commitment

Our representative pathways of Academy, Association Youth League and Koalas and Spirit continue to intersect with our grassroots players, coaches and clubs to ensure the participation experience at all levels delivers enjoyment, challenge and connection to community. This will be strengthened with the merged North West Sydney Spirit representative club from 2022.

As a Board we acknowledge that each member club and its tireless and dedicated volunteers make this association as good as it is. We collectively thank all club executive and grass roots volunteers who continue to develop and deliver a better football experience for our community. We wish you a very restful break. Stay safe! We look forward to collaborating with you in 2022.

Helen Armson
NWSF Chair

CEO'S REPORT

If the last two years has demonstrated something, it's the valuable role that sport plays in building and maintaining healthy communities. This is something that is not fully appreciated by the media or our politicians but was highlighted when both years were severely disrupted.

It also has made me more aware of the valuable resource we have in our club volunteers who have shown remarkable resilience in maintaining a positive environment and going to great lengths to get players on the park. As an Association, we work hard to provide attractive and enjoyable competitions, but in the end it's the clubs and their volunteers that ultimately get the players on the park every weekend and attend to the multitude of tasks required to achieve this.

Over the last five years, this devotion shown by our volunteers has made the biggest impression on me, and I know the Association will continue to prosper because of them. As always, Registrars deserve special mention given the challenges they have faced in the last couple of years.

Player registrations rebounded this year, probably as expected since the 2020 season was shortened, and it was a shame that we couldn't complete the season. Total player registrations grew to nearly 16,700 compared to 14,800 in 2020.

Thank you to the NWSF Board for their support over the last 2 years and prior to that the GHFA Board. Both Boards have given freely of their time and worked harmoniously to develop effective strategies for the Association which makes the day-to-day operations of the organisation so much easier. In particular I would like to thank Helen who, as Chair for the entire period I was GM/CEO, provided great support to me and all of the staff and whose passion for the game and the Association was second to none.

I also want to thank Jo, Nikki, Denise, Fiona and Tim for their enthusiasm and positive attitudes which has made working at NWSF so enjoyable. When I started, I was the sole employee of GHFA but was lucky enough to have Jo come on board soon after. Its fair to say we both learnt on the run and the first couple of years were challenging, but Jo's support for me and the clubs got us through. Jo had a simple philosophy that we all came to adopt – *"will this help get another player on the park?"*

Her support of the representative program has also been outstanding, and has always made a great impression on the players, coaches and parents.

I was relieved when Nikki took on the competitions role and she will be a great loss to the Association but has made a great career progression at Ryde Council. Denise and Fiona have also been great additions to our team since the merger and have fitted in seamlessly. Tim has taken me on his holistic, inclusive journey and he has done great work on supporting clubs, growing the game and developing our representative program.

I wish Jeremy and the team and all clubs the best for the future and look forward to following the continued progress of the Association.

Financial result

The financial result for the year was a \$268k surplus. The main factors contributing to the result were:

- An increase in player registration fees of \$118k
- The refund of ground hire fees by Ryde and Hornsby Councils. This resulted in a saving of approximately \$164k.
- The reduction in capitation and insurance fees by FNSW by \$107k
- Referee fees were reduced by \$85k

Mark Lockie
CEO

FOOTBALL MANAGEMENT COMMITTEE REPORT

Well just when we thought we might get a full year in this year, sadly it ended.

The past 2 years on the FMC have been ever changing and interesting with many hard decisions being made by the FMC and the Board.

I would like to thank the FMC for hanging in there and working together to get our season off to a great start – it was not the best ending but I am looking forward to 2022 and getting a full season in.

Thank you to everyone in the office for working tirelessly and accommodating so many changes during this season. We saw a sad farewell to Nikki in September; we wish her all the best in her new career.

Also on behalf of the FMC I would like to thank Mark Lockie for all his help and support over the past 2yrs I wish you all the best for your retirement - see you on the Golf Course.

Welcome to Jeremy and I look forward to working with you.

To all the Club Delegates thank you for all your comments, discussions and support over the year - you have been a wonderful group of people to work with.

I wish everyone a safe and healthy end to the 2021 year and look forward to seeing you all for the 2022 Season

Karen Waud
Association Chair



COMPETITIONS

The 2021 season began optimistically. NSW had been living a relatively COVID-free life since February. Registrations went well with many players returning after the disrupted 2020 season. 641 competitive teams (10,500 players) and 686 Mini-Roos teams (6,066 players) registered. Up on the previous year's 574 (9,327 Players) and 620 (5,530 players) respectively. It was good to see people get back on the park.

The Gilmour Cup was held pre-season and congratulations to St Patricks FC for taking out the title for the first time. Premier league and Super league kicked off on 10 April with the rest of the competition starting 16/17 April.

New grading guidelines went well with fewer changes to competitions after the 5th round.

Unfortunately, on Wednesday 16 June 2021 the COVID-19 Delta was transmitted in the community. We were able to play games on 18, 19 and 20 June. Players who lived or worked in the eastern suburbs and Sydney CBD went into lockdown and the FMC took the hard decision to cancel the games on 25/26/27 June. Sydney progressed to a hard lockdown and didn't come out of it and NWSF officially cancelled the season on 2 August 2021.

The cancellation also meant that the State Cup was discontinued and the Champion of Champions competition did not proceed.

It was decided to declare premiers for 2021 based on a points per match calculation. Promotion and Relegation was suspended for Premier League and Super League Competitions. Perpetual shields were not issued, though Premier's medals were.

Congratulations to 2021 Premiers and commiserations to those who were in the running when the season was cut short. A full list of premiers is provided later in this report.

I would like to thank all players and officials for their understanding in this difficult time.

I'd like to thank Mark, Nikki, Denise, Jo and Fiona for their hard work getting the competition up and running and adjusting weekly as we hoped to get back on the park whilst working under lockdown. The FMC cannot function without their advice and assistance. It is sad to see Mark and Nikki moving on. I look forward to working Jeremy Toivonen and our new Competitions Manager.

Thank you to my fellow FMC members and the NWSF Board for their support.

It is my hope that, whilst we will be living in a "COVID normal" world, next year any disruptions will be minimised. Here's to a better 2022.

Nate Rushton
FMC Competitions Coordinator



GRADING

After getting through 2020, it was with great expectation that the 2021 NWSF Grading Committee met to organise the make-up of the competitions for the season ahead.

Having reviewed the Grading processes from the 2020 season, the clubs agreed to a proposal that saw a more streamlined approach that saw a maximum of nine people on the 2021 Grading Committee, with three from the Football Management Committee and six elected club delegates.

Grading was split into three areas: Miniroos, Youth and Seniors. Each area consisted of one FMC Member and two club delegates to go through the club nominations using the 2020 results and tables and evaluating strengths and weaknesses of new teams formed. Clubs were also asked to fill out a standard Grading Form if they wished to make comments about any of their particular teams, which made it easier for the Grading Committee.

We trialled a ranking system for each age group, which was done in advance by the FMC Grading Coordinator, based on tables and results from the 2020 season and was a good guide with which to start. This was well received by all and at this stage will be used again for 2022. Another key area the Grading Committee agreed on was getting uniformity across the divisions of each age group and getting our Division 1 competitions back to a minimum of 8 teams. Byes were kept to one in each age group, other than Mixed All Age.

Of particular concern to the Grading Committee, was the continued lack of team nominations into our Division 1 competitions. Our first priority will be always to make an 8-team Division 1 competition and then work out the other divisions from there. That will obviously cause concern for some teams, but we have to make it as fair as we can for all teams and strongly urge clubs to encourage their players and coaches to embrace playing at a higher level when the opportunity arises.

We had 28 requests for re-grading amongst our competitive age groups and quite a few more for our minis. From those 28 requests in the competitive age groups, roughly half were approved as these requests could be accommodated and would not have any impact on competitions. Most of our mini requests were accommodated.

Unfortunately, with NSW going into lockdown due to COVID-19, we had to abandon our competitions with a little over half the games played.

Moving forward, it was felt that the process changes implemented for 2021 were a step in the right direction and will continue to fine-tune those for 2022 and beyond.

Finally, I would like to thank my fellow Grading Committee members for their hard work and dedication in what is a very challenging and difficult process – Steve Crawford (FMC), Rohan Primrose (FMC), Chris Salmon (EEW), Bruce Thomson (PEN), Richard Rasker (EPP), Craig Denyer (NER), Mark Hickson (HWK) and Nathan Keys (WPH).

David Cooper
FMC Grading Committee Coordinator

MINIROOS

After the disruption of the 2020 season, the 2021 Miniroos season kicked off which saw an increase of players from last season.

This year we introduced the North and South divisions for the Girls 6's and 7's bringing them in line with the Boys. This reduced the traveling to and from games and saw an increase in the participation of girls especially with the upcoming Women's World Cup in 2023. The plan is to split the older age groups into these regions in the coming years.

Again, this year Tim Thorne and I held a Club Age Coordinators Forum via Zoom to provide information for training and game days, we saw the attendance rise from last year.

Working with Tim Thorne, we had Spirit and Koalas' Youth League players become Game Leaders for the

Under 6's and 7's mixed and Girls games which was received well by the players and families. We will look to continue with this moving forward.

I would like to thank all the Miniroos coaches and Managers for entering scores. Although not published these will assist at the start of next season to try and make all competitions as fair as possible.

I would like to thank all Coaches, Managers, Age Coordinators, NWSF Spirit and Koalas's Youth League players and Tim Thorne for your efforts this season, with you we won't be able to get games on the field each week.

Steve Crawford
FMC MiniRoos Coordinator

FACILITIES

I congratulate all our wonderful clubs who were superb in meeting the challenges of providing a safe environment for our members and their families yet again this year. Of course, it was most disappointing when the Public Health Orders enforced a premature end to the season.

Thank you to all our club volunteers who worked so hard this year to ensure that our fields and amenities were safe. I was impressed by the way clubs organised their canteens, set up their modified fields, and provided good directions to members and families with their COVID safe plans.

Many of our fields and amenities have been upgraded and were the result of continued collaboration and consultation with our local councils. Positive engagement with your local council is the most effective way to get our facilities improved, encourage your members, their families and friends to provide feedback to masterplans that are put on public display for community feedback. Also support applications for improvements by opposition clubs and be aware of concerns and needs of other members of the community. We are generally the largest participant local

community group so being a good community member group, is important to our reputation and valuable when gathering support for projects.

With the shortened season this year we have also had an abundance of rain, so the fields are having the opportunity to recover far more robustly than usual, more rain is forecast so hopefully the fields will be in very good condition for next season.

There are many projects underway to improve facilities and grounds across most of the councils in our area, of note is Stage 2 of the Christie Park project which is due to commence in November.

Thank you and farewell to Mark Lockie who has also been very helpful and proactive when dealing with councils, and welcome to Jeremy Toivonen who is very keen to continue with the commitment to improve facilities and implement strategies to help achieve positive outcomes.

Buck Findlay
FMC Facilities Coordinator



HEAD OF FOOTBALL REPORT

This year has once again had its Covid challenges both on and off the park. However, all clubs, players and coaches, both local and representative, should be commended on how they handled these challenges, which shows we are all at our best when we work together.

Community Football

This year we moved to Compulsory Coach Education for Miniroos (U6 to U8) and Super League/Premier League.

- This was a resounding success with an increase compared to a pre-covid season of:
- 5 times more female coaches and 3 times male coaches gained Miniroos Certificates.
- 3 times more female and double the male coaches gained a certification (Miniroos, Skill Training, Game Training and Senior Certificate)
- Our percentage of certified female coaches to male coaches increased from 8% to 16%.

The aim is to now introduce compulsory coach education to U9-U12 (Skill Training) and U13-U16 Div 1 & 2 (Game Training) in 2022.

We also took our coach education to another level incorporating a Zoom Essentials Series targeted at beginner to advanced groups, with our NWS Spirit FC and NWS Koalas FC coaching staff delivering the programs.

In addition to the free Skill Training and Games Training courses, we once again offered our local coaches, through our local clubs, a free C License Course, so as to grow their understanding of modern coaching. We have now qualified 42 coaches through this program over the past few years. We will continue this again in November with another 10 female and 5 male free positions available.

In 2021, the following number of coaches completed courses:

- Miniroos Certificate - 249
- Skill Training Certificate- 33
- Goalkeeper Certificate - 16
- C Licence - 19
- Senior Coaching Certificate - 21
- Senior Performance - 16

During lockdown we continued to provide value to our local clubs and players with the free Kickstart Training App, free Zoom weekly and holiday clinics through Kickstart and our NWSF Academy Coaches and a sold out FIFA console competition.

We also trialled some new support programs to 3 clubs, supporting their female coaching, strength/conditioning and coach apprenticeship programs. They were all great successes and congratulations to the clubs for taking up this opportunity.

We moved forward our NWSF As One female football initiative with:

- NWSF One Academy (220 female players)
- Coaching Female and Female Coaches Only in-services and Zoom sessions
- Female Coach Mentoring Program and WhatsApp Group
- Inclusivity Cup
- PINK Program

The NWSF Academy Program, delivered by our NWS Spirit FC and NWS Koalas FC staff continues to develop over 550 players to support them developing to another level.

We are very much looking forward to the great work coming out of the WWC23 Legacy Group working towards developing female football towards the Women's World Cup in 2023 in Australia.

NWS Spirit FC, Koalas FC and AYL

This year our inclusive representative program was taken to another level where male, female and players with disability train together to grow, not only their footballing abilities, but also who they are as a person. Our players know that it is not just about them and they need to give back to the community that built them. Our athletes are built to succeed by developing a strong mentality with a solid emotional foundation to spring from. This is key to creating professional athletes of the future and also great people.

NWS Koalas FC are proud to say that we had seven of our female players, in the new combined program, selected for the FNSW Institute. The research is clear that an inclusive training environment increases female player development and this is shown with such a large number of players chosen to go to the state program. In 2022 we will also have two female players in our Spirit (male) youth teams on top of our integrated mixed training program.

The Spirit FC first grade team did us proud this year leading the competition for a large part of the competition and were one of the favourites to get promoted to NPL1. Unfortunately, Covid did not allow

us to finish the season and they will have to go after promotion again next year.

We once again had all of our youth league male and female players qualified as coaches and referees. They refereed SAP games and went out to support local club teams on a gameday. We also had over 50 of them become coach apprentices.

While NWS Spirit FC and NWS Koalas FC have operated as one club for the past 2 seasons we will now officially combine to one club for 2022. This will only enhance how we can develop our players, coaches and the ways in which we can support our local clubs. We can also continue to lead the way in how inclusivity can enhance both high performance and our communities.

We look forward to supporting all of our grassroots to elite players and help them go to another level in 2022.

Tim Thorne,
Head of Football



2021 NWSF ASSOCIATION YOUTH LEAGUE

Team	Coach	Asst Coach	Manager
u13	Matt Mesiti	Marko Matek	Andrew Loadsman
u14	Rick Lazzaro	George Graziani	Bianca Hayes
u15	Steve Hainsworth	Alex Blasonato	Emma & Rick Willmott
u16	Paul Henry	Peter Taing	Angela Blasonato

2021 NWS KOALAS FC

Team	Coach	Asst Coach	Manager
U10	Isabelle Corcoran	Charlie Stark	Elizabeth Shelley
U11	Jacinta Bell	Madeleine Nolan	Luke Van Hooft
U12	Aaron Hogan	Viktorija Calusic	Kelly Chaseling
U13	Joshua Jacka	Kayla Osborn	Michelle Weatherburn
U14	Victoria Martin	Olivia Riddel	Rebecca Leggatt
U15	Ryan Fletcher	Erin Pridmore	Michelle Andrianakos
U17	Alice Kriesler	Scarlet Thomas	Cindy Hastings
Res	Tiana Gauci	Ashishee Isaac	
1st	Adam Keramea	Dimitrios Tomaras	Nikki Pridmore
Head of DNA		Leigh Wardell	
HP Snr		Rhiannon Minett	
HP Youth		Maja Subotic	

NWS KOALAS COMMITTEE MEMBERS

Club President	Tim Martin
Vice President	Paul Woolford
Treasurer	Geoff Yallop
Technical Advisor	Leigh Wardell
Sponsorship	John Hezlett
Development Manager	Peter Vousden
Admin Manager	Denise Robinson
Accounts Coordinator	Fiona Richards

2021 NWS SPIRIT FC

Team	Coach	Asst Coach	Manager
U9	Adam Field	Adam El-Ekiabi	Bianca Hayes
U10	Christian Blasonato	Chris Marchi	Melissa Rutter
U11	Taj Lynch	Jasmine Chaseling	Wendy Pezzutti
U12	Jacob Robertson	Connor Lovely	Daniel Calicetto
Other assist coaches:		Aaron Hogan, Juliet Harris, Georgia Vassallo	
SAP Coordinator		Jack Currie	
TD & Striker coach:		Travis Cooper	
u13	Ibrahim Sweedan	Jack Urgan	Tony Hogan
u14	Hugh Brown	Luke Currie	Alf Cirino
u15	Tim Palmer	Charlie Thorne	Kim Richards
u16	Ahmed Sweeden	Kyle Devine	Emma Dyer
Other assist coaches:		Will Armstrong	
GK coaches		Hugh Brown, Ken Greenhead	
Striker coach:		Travis Cooper	
Head of Tactical:		Dimitru Tomaras	
Head of HP:		Brendan Hoyer	
HP Coordinators:		Antoinette Tipple, Caleb Handley, Marshall Luke, Alf Costa, Chris Okonkwo	
U18	Kym Cheeseman	Sean Dowdall	Darren Oates
U20	Tony Candy	Mike Luzar	Bruce Macfadyen
First Grade	David Perkovic	Luca Falcone	Bruce Macfadyen
Senior Technical Director		David Perkovic	
Conditioning		Hugo da Silva	
Goalkeeping TD		Ken Greenhead	
Head of Physiotherapy		Caitlin Hort	

NWS SPIRIT COMMITTEE

Chair	Frank Marchi
Treasurer	Lina Candy
Committee members	Alf Cirino, Nick Tedesco, Darren Oates

GPT CHAIR REPORT

The season started with such hope, and it was incredibly disappointing when it was cut short. GPT started well but as the season progressed the seriousness of the cases grew. 144 Red cards were reviewed and sanctioned by the Disciplinary Committee and 28 incidents were referred to a GPT. Unfortunately, towards the end of the season, one weekend alone saw 9 cases referred to GPT. By comparison the 2020 14-week season, 36 cases were referred to Tribunal hearing.

Violence on the football pitch was one of the major issues we faced during the 2020 season. I am delighted to report that the number of cards and hearings relating to violence substantially reduced this year. Five events required a GPT hearing. Thank you to all the clubs for their tireless efforts conveying the message that violence has no place in football.

However, as one issue fades another one appears. The 2021 season saw an alarming pattern of poor spectator behaviour. The Spectator Code of Conduct was enforced with individuals facing sanctions for breaches such as running on to the field of play, abusing children and referees, and spitting. Those who have been involved in the judicial roles at NWSF will tell you that our referees are often the target for abuse and this season has been no different. At the end of a game, it is very easy to forget the impact words and behaviour have on our referees. It frequently comes up at GPT. GPT works closely with the Referee's Association, in particular Grant Reid, as we endeavour to keep our referees safe and enjoying the game. It is for our benefit that we ensure the game is respectful and safe. It is an ongoing battle to educate the impact this has, and I hope one that will improve in the future.

The principal function of DC and GPT is to apply the Grievance and Disciplinary Regulations. These are your Grievance and Disciplinary Regulations. It is not an easy job and I encourage Clubs to support and respect those who volunteer. The 2021 team have been very committed and are passionate believers in the positive role football plays in our lives.

All the members of GPT work hard at protecting the game, keeping people safe and ensuring we continue to enjoy it. I am very grateful for the dedication each of the members of the judiciary team has. In particular, Meaghan Simeti and Chris Salmon for their commitment every Tuesday night with the DC. Thank you to GPT hearing Chairs, Anthony Scarcella, Peter Nimmo, Bianca Karle and Geoff Knowles. I also thank my Panel members, Ian Kendal, Peter Goodwin, Kathy Tracey, Martin Bridgewood, Mark Marriott, Chris Bullock, Amanda Primrose, Declan Ormaechea and Geoff Schembri. All these individuals work hard and take their responsibilities very seriously. Thank you also to Grant Reid. It has been a pleasure working alongside the you.

Finally, I would like to say a very big thank you to Mark Lockie. Mark has been phenomenal support over the last two years. I wish Mark all the best for the future.

Kathryn Odgers
GPT Chair

NWSF REFEREES ASSOCIATION REPORT

On behalf of NWSFRA's 448 current members, I thank NWSF for another season of well-organised park football. Referees share the disappointment of the season being shortened, but it is a credit to the NWSF Board, Football Management Committee and the many club volunteers across our district that we got as much football in as we did and we can already see the strong foundations in place for a full 2022 season.

Some season statistics:

- NWSFRA covered just over 3800 NWSF games in the 11 rounds played
- 89% of games from U10 and up had an official centre referee
- Sunday senior womens games continue to enjoy the highest coverage – 99% this year
- The main cause of uncovered games on Saturdays remains the lack of referees, particularly seniors, and particularly in some parts of the district
- West Epping Oval saw the home teams win 66% of the time
- Normanhurst Oval was the most likely spot for a draw – 26% of the time. Overall, draws were only recorded in 14% of NWSF games where scores were kept
- Of the full sized fields, games at Mac Uni had the highest average number of goals scored: 6.3
- Of the U10/11 fields, Marsfield Park saw an average of 8.4 goals per game, while Pennant Hills #1 saw just 3

Unfortunately, some players and officials brought their COVID frustrations to the game on Saturday, as the GPT were again busy dealing with poor behaviour. Thank you to Kath Odgers and the GPT team for your professionalism and support for NWSFRA, particularly our junior referees.

We are sad to see Mark Lockie and Nikki Riddle leaving NWSF. All of our team have enjoyed working with you and appreciate that you've considered referees as an integral part of the local game, collaborating with us in everything from scheduling to facilities. Thank you also to the broader NWSF office team and welcome to Jeremy and Dave.

Please continue to promote refereeing as another way to enjoy our game to your members, particularly those who are 13/14 and want to give it a go, and adult players who may have more capacity through reducing their playing or coaching commitments. We can juggle appointments to match any existing restrictions – most of our referees also play/coach/manage or help out with their club's committee.

Our 2022 courses will run in February/March and details will be on our website by the end of the year. Have a safe and relaxing summer and we look forward to working with you in the new year.

Tom Emeleus
President NWSFRA



2021 STATUS REPORT

Teams per Club

CLUBS	6		7		8		9		10		11		12		13		14		15		16		18		21	AA		30	35	40	45	PL	SL	Masters		TOTAL	
	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	W	W	W			M	W				
Ararat FC	1				1			1	1							1										1	1		2	1					10		
All Saints Hunters Hill	6		7	2	6	1	5	2	3	1	3	2	2		2	1	1	1				1		1	1	7			3	1	4					63	
Beecroft	5	1	7	2	2	2	3		3	1	3		1	1	1		2	1	1		1		1	1		6	1	1	2		5			1	1	56	
Eastwood St Andrews	3		3		2		2		2	1	2		2		1	1	1	1	1	1			2	2		3	7		2	3	1		2			44	
Epping Eastwood	4		3	1	1		1		1	1	3				1		2		1		1		2		2	6			2		2	2				36	
Epping FC	10	3	7	1	8	1	6	2	4	1	3	1	3		2	2	2		4		1	1	1	2		4	5	2	3		4		4	1	1	89	
Flying Bats																										3	2								5		
Gladesville Ravens	5	3	4	3	4	2	3	2	2	2	1			1		1		1	2				2	1	2		2	3	1	2	1		2			52	
Gladesville Sharks	2	1	1	2	1	1	2	3		2	1	1		2		2		2				1	2		1		8	1		2	1	2				41	
Hills Hawks	6		3		4		4		2		2		3		1				1		1		1			2					1	2				33	
Holy Cross College			1		1		1		1		1		2		1		1					2		1		2			1		1					16	
Macquarie University																										8	3									11	
Macquarie Dragons	6	1	5	1	3	1	2		2	1	1		1		2		2	1	2		1		2	1	2	8	1		1	2	1	2		1	1	54	
Melrose Park																										1										1	
Mercy College																							1		1											2	
Mount St Benedict																	1						1													2	
Normanhurst	12	1	8	2	6	2	5	2	3	3	4	2	3	1	2	2	1		1		1		2	1		5	2	2	3	1	2	2				81	
North Epping Rangers	3	1	5	1	4	1	6	1	3		3		2		2	1		1	1		1	1	1	1	2	8	2	2	3	1	3	2				62	
North Ryde	5	1	8	2	3	1	4	1	3	1	2	1	2		1	1	2		1		2		2			5	2		3		3		2			58	
Northern HFC	3		1		1		1		1				1		1					1				1	1		1		1				2			16	
Old Ignatians																										3										3	
Pennant Hills	4		4	1	2		2	1	2		3		1		1		1		1		1		4		1	7		1	2		2	2			1	44	
Putney Rangers	7	2	8	1	4	2	5	2	3	2	5		2		1	1		1				1	1	1		7	3	2	2		2		2	1		68	
Redbacks	4	1	4		3	1	4		2	1	2		1		2	1					2	1				5			3		1		2			40	
Redfield Lions	3		3		2		2		2		2		2																							16	
Roselea	6	2	5	3	5	1	6	2	2	1	3	2	2		2	1	2	2	1		1	2		2	1	7	1	2	3	1			2			70	
Ryde Panthers	9	1	10	2	10	1	5	2	3	1	4	1	2	1	4	2	2	1	1		1		2	1		6	2	2	2							78	
Ryde Saints Utd	3	1	3		2		1		1		1	1	1		1		1		1		1		1	1		2	1				1	2				26	
St Barnabas																										3										3	
St Patricks																									1	2	1		1				2				7
Thornleigh	4		6		3		3		3		2		2		1		2		1						1	1			3							32	
West Pennant Hills Cherrybrook	12	1	12	2	9	1	8	2	5	1	6	1	5		3		3	2	3		4	2	2		1	10	4		4	1	3	2				109	
West Ryde Eagles																																1				1	
West Ryde Rovers	7	3	12	2	7	1	5	2	3	2	3		1		3	1	3	1	2		2	1	4		4	15	4	2	2	2	2	2				98	
TOTAL	130	23	130	28	94	19	86	25	57	22	60	12	41	6	35	17	29	16	26	0	23	19	31	16	20	145	44	21	53	12	41	20	18	4	4	1,327	

2021 RESULTS

Age Group	Premiers
12 / 1	Eastwood St Andrews
12 / 2	Normanhurst
12 / 3	Ryde Cross FC
12 / 4	Roselea FC
12 / 5	Thornleigh FC
12W / 1	Gladesville Sharks FC Red
13 / 1	Roselea FC
13 / 2	Ryde Panthers FC
13 / 3	Hills Hawks FC
13 / 4	Ryde Panthers FC
13 / 5	West Ryde Rovers FC
13W / 1	Putney Rangers FC
13W / 2	North Epping Rangers SC
14 / 1	Epping FC
14 / 2	Ryde Panthers FC
14 / 3	Ararat FC
14 / 4	Beecroft FC
14W / 1	Gladesville Sharks FC Red
14W / 2	North Epping Rangers SC
15 / 1	Epping FC
15 / 2	North Epping Rangers SC
15 / 3	Epping FC Blue
16 / 1	West Pennant Hills Cherrybrook
16 / 2	Ryde Cross FC
16 / 3	Gladesville Sharks FC
16W / 1	Gladesville Sharks FC Blue
16W / 2	Roselea FC
18 / 1	Macquarie Dragons FC
18 / 2	Putney Rangers FC
18 / 3	West Ryde Rovers FC
18 / 4	Ryde Cross FC
18W / 1	Epping FC Red
18W / 2	Macquarie Dragons FC
21 / 1	Macquarie Dragons FC
21 / 2	Eastwood St Andrews Blue
AAW / 1	Epping FC
AAW / 2	West Pennant Hills Cherrybrook
AAW / 3	Gladesville Ravens SC
AAW / 4	West Pennant Hills Cherrybrook

AAW / 5	Gladesville Ravens SC
AAW / 6	Macquarie Uni SC
All Age / 1	All Saints Hunters Hill
All Age / 2	Ryde Panthers FC Blue
All Age / 3	Beecroft FC
All Age / 4	Normanhurst FC
All Age / 5	West Ryde Rovers FC Blue
All Age / 6	Gladesville Sharks FC
All Age / 7	Epping Eastwood FC
All Age / 8	North Epping Rangers SC
All Age / 9	Pennant Hills FC
All Age / 10	Normanhurst FC
All Age / 11	Ryde Cross FC
All Age / 12	Redbacks FC
All Age / 13	North Ryde SC
All Age / 14	West Pennant Hills Cherrybrook
All Age / 15	North Ryde SC
O30W / 1	Epping FC
O30W / 2	Epping FC
O30W / 3	Pennant Hills FC
O35 / 1	Gladesville Ravens SC
O35 / 2	All Saints Hunters Hill
O35 / 3	West Ryde Rovers FC
O35 / 4	North Ryde SC
O35 / 5	Epping Eastwood FC
O35 / 6	Redbacks FC
O40W / 1	Macquarie Dragons FC Blue
O45 / 1	Pennant Hills FC
O45 / 2	All Saints Hunters Hill
O45 / 3	Epping FC
O45 / 4	North Ryde SC
O45 / 5	Roselea FC
PL / 1	Macquarie Dragons FC
PL / 2	Hills Hawks FC
SL / 1	St Patricks FC
SL / 2	St Patricks FC
MASTERS	North Epping Rangers SC
MASTERS W	Beecroft FC
WF / Black	Roselea FC a
WF / Gold	NWSF - Telopea Tragics
Gilmour Cup	St Patricks FC

**CLUB ATTENDANCE AT DELEGATES MEETINGS
10/2/21 – 8/9/21 - 8 MEETINGS**

ARA	8
ASH	8
BEE	8
EPP	8
EEW	8
FBT	8
GLS	5
HCC	6
HWK	8
LEA	5
MAC	6
MDF	8

MEL	5
MER	4
MSB	5
NER	8
NHF	4
NMH	8
NRS	5
OIS	7
PEN	6
PUT	8
RAV	8
RDP	8

RED	4
RFL	3
SBN	7
STA	7
STP	5
STU	5
THL	6
WPH	7
WRE	7
WRR	8



MINUTES OF THE 1ST ANNUAL GENERAL MEETING

**MINUTES OF THE 1ST ANNUAL GENERAL MEETING OF
NORTH WEST SYDNEY FOOTBALL LTD
ABN: 28 635 227 897**

**HELD AT THE GOVERNOR HOTEL
ON MONDAY 23RD NOVEMBER 2020 AT 7.30PM**

- 1/20/01** The Chair, Helen Armson opened the meeting at 7.34pm
MA welcomed the Life Members present
- 1/20/02** **Attendance:**
Board – H Armson (HA – Chair), M Arnold (MA), J Camden, L Donald (LD), T Williams (TW)
FMC – D Cooper, B Findlay, S Crawford
ARA, ASH, BEE, EEW, EPP, FBT, GLS, HCC, HWK, LEA, MCS, MEL, NER, NHF, NMH, NRS, PEN, PUT, RAV, RDP, RED, SBN, STA, STP, STU, WPH, WRR
Others: M Lockie, N Riddle, D Robinson, K Odgers
Life Members: Ian Kendall, Keith Everard, Phil Street, John McConnell, Graham Streeter, Peter Goodwin, Paul Woolford, Bruce Macfadyen.
Apologies:
Michael Masulans, Karen Waud, Steve Colquhoun, Brian Thompson, Peter Quessy, Nate Rushton, THL
- 1/20/03** **Minutes of Special General Meetings in 2020**
a) It was moved the minutes of the SGM held 9 October 2019 be accepted as an accurate record of the meeting
Moved HA Seconded ARA Carried
Business arising - nil
b) It was moved the minutes of the SGM held 1 April 2020 be accepted as an accurate record of the meeting
Moved HA Seconded HWK Carried
Business arising - nil
- 1/20/04** **Receipt of the 2020 Annual Reports**
Helen Armson reported on highlights from 2020 as detailed in the annual reports.
It was moved by Helen Armson, seconded HWK
That the reports from the Chair, CEO, FMC, Head of Football and GPT Chair be accepted.
Carried

1/20/05 Receipt and Adoption of the 2020 Financial Report and Financial Statements

It was moved by Helen Armson, seconded MCS

That the 2020 Financial Statements be accepted.

Carried

The meeting was advised that 2021 fees would remain as per 2020

1/20/06 Nomination for Life Membership

The following was moved as a Special Resolution by the NWSF Board

THAT Helen Armson be awarded a Life Membership

Seconded PEN Carried

1/20/07 Elections to 2021 positions

- a) GPT Chairperson – HA advised that one nomination had been received for Kath Odgers and as per clause 23.4 (a) of the Constitution, she was declared elected.
- b) Association Chairperson - HA advised that one nomination had been received for Karen Waud and as per clause 25.4 (a) of the Constitution, she was declared elected.
- c) FMC members (6) – HA advised that nominations had been received from David Cooper, Steve Crawford, Buck Findlay, Rohan Primrose, Peter Quessy and Nate Rushton. As the number of nominations equalled the number of positions available, they were declared elected as per clause 24.4 (a) of the Constitution.

1/20/08 General Business –

- a) Address by President of NWSFRA – Tom Emeleus addressed the meeting

The Chair closed the meeting at 7.55pm

HELEN ARMSON
CHAIRPERSON

NORTH WEST SYDNEY FOOTBALL LTD

ABN: 28 635 227 897

(A Company Limited by Guarantee)

**FINANCIAL STATEMENTS
FOR THE YEAR ENDED
30TH SEPTEMBER 2021**

**HARLEY, RUSSELL & DAY
Chartered Accountants**

**Suite 16,
2 Catherine Street
ROCKDALE NSW 2216**

Phone: (02) 9567 0044

NORTH WEST SYDNEY FOOTBALL LTD
ABN: 28 635 227 897
(A Company Limited by Guarantee)

FINANCIAL STATEMENTS 30TH SEPTEMBER 2021

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NORTH WEST SYDNEY FOOTBALL LTD

ABN: 28 635 227 897

*(A Company Limited by Guarantee)***DIRECTORS REPORT**

Your Directors submit the financial report of the North West Sydney Football Ltd for the financial year ended 30 September 2021.

DIRECTORS

The names of the Directors throughout the year and at the date of the report are:

Helen Armson	Malcolm Arnold	Jodie Camden
Lindsay Donald	Tracey Williams	

COMPANY SECRETARY

The person who held the position of the Company Secretary during the year and to the date of this Report is Mr. Mark Lockie.

OBJECTS OF THE ASSOCIATION

The Objects of the Association shall be to:

- recognise FNSW as the state body for Football in New South Wales;
- act as a representative to FNSW for the Clubs in the Region;
- conduct, encourage, promote, advance, control and manage all levels of Football in the Region interdependently with Members and others;
- conduct Football competitions;
- adopt, formulate, issue, interpret and amend by-laws, rules and regulations for the control and conduct of Football in the Region in keeping with the terms of this Constitution and the FNSW Constitution, as amended from time to time;
- encourage the provision and development of appropriate facilities for participation in Football;
- maintain and enhance standards, quality and reputation of Football for the collective and mutual benefit and interests of Members and Football;
- use and promote the Intellectual Property;
- promote Football for commercial, government and public recognition and benefits;
- select, prepare, administer, operate and enter representative and elite teams in competitions from time to time;
- promote, control, manage and conduct Football events, leagues, competitions and championships;
- undertake other actions or activities necessary, incidental or conducive to advance these Objects;
- have regard to the public interest in its operations; and
- encourage and promote widespread participation in Football to enhance opportunities for every participant to reach levels appropriate to their ability and aspiration.

SIGNIFICANT CHANGES

No significant change in the nature of these activities occurred during the year or to the date of the report.

OPERATING RESULTS

The Surplus (Loss) for the 2021 year amounted to a Profit of \$268,465 (2020 Profit of \$480,311).

KEY PERFORMANCE MEASURES

	2021	2020	Increase/ (Decrease)	Percentage %
Player Registration Fees	2,314,534	2,196,911	117,623	5.35
Summer Walk Soccer	101,001	96,087	4,914	5.11
Grants	12,800	61,535	(48,735)	(79.19)
Coaching Course Fees	2,811	19,486	(16,675)	(85.57)

NORTH WEST SYDNEY FOOTBALL LTD

ABN: 28 635 227 897

(A Company Limited by Guarantee)

DIRECTORS REPORT (CONTINUED)

INFORMATION ON DIRECTORS

<i>Name</i>	<i>Qualifications and Experience</i>
1) Helen Armson	Associate Diploma in Social Studies (Child Care). Chair of NWSF Board since 2019, Chair of GHFA and Chair of Spirit Board from 2017 to 2019. Registrar of North Epping Rangers; Vice President in 2010, President 2011-2015, Committee Member since 2005.
2) Malcolm Arnold	Board Member and Director of NWSF; previously Board Member of GHFA and Spirit Board. Club President and Registrar at NWSF member club. Qualified C License Coach, over 20 years coaching experience. 2020 Coach of NWSF Super League squad and NWSF referee. 40 years involvement as player in GHFA association.
3) Jodie Camden	Director of NWSF, previously Director of North West Sydney Womens Football Association Inc. from 2013 to date of merger with GHFA. Involvement as player in NWSF member club since 2018. Chair of Women's Soccer Council at NSW Soccer Federation from 1993 to 2004. Ex-officio Director of NWSF. Director of Womens Soccer Australia from 1999 to 2003. Team Liaison Officer for Swedish Women's Football Team for Sydney 2000 Olympics. Volunteer Chair of General Purposes Tribunal and Appeal Tribunal for Football NSW from 2006 to 2013.
4) Lindsay Donald	Director of NWSF. Served on GHFA Board in 2018 and 2019. Previously Committee Member of West Ryde Rovers FC.
5) Tracey Williams	Bachelor of Psychology (Hons) and combined PhD/Master of Clinical Neuropsychology. Director of NWSF. Previously held positions of Club Secretary, Referee Coordinator, Women's Delegate/Registrar, and President of NWSWF. Board member of NWSWF prior to merger.

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

DIRECTORS' MEETINGS

Director	Meetings Eligible to Attend *	Meetings Attended
Helen Armson	9	8
Malcolm Arnold	9	8
Jodie Camden	9	9
Lindsay Donald	9	9
Tracey Williams	9	8

* Number of meetings held during the time the Director held office during the year.

NORTH WEST SYDNEY FOOTBALL LTD

ABN: 28 635 227 897

*(A Company Limited by Guarantee)***DIRECTORS REPORT (CONTINUED)****OBJECTIVES****Short term**

- To connect our Community through Football
- To provide football competitions for players of all ages in the North West region of Sydney
- To increase participation numbers – players, coaches, volunteers and referees
- To develop football coaches, volunteer and referees' skills
- To support 'pathways to excellence' for NWSF players to representative and higher level football

Long term

- To develop and maintain relationships with stakeholders such as Local Councils and FNSW to enhance the playing experience for participants
- To create and promote new playing opportunities and formats to enable "Football 365"
- To create and maintain best practice Governance structures and processes
- To support teams playing in the respective NPL1, Youth and SAP competitions and assist the representative clubs to become financially self-sustaining

The entity's strategies for achieving the objectives were

To achieve its stated objectives, the entity will adopt the following strategies:

- Continuously review competition formats and structures to improve the experience for players
- Provide financial support for the upgrade of current facilities and provision of new facilities
- Capitalise on the opportunities presented by the 2023 Women's World Cup to develop the sport and women's football in particular
- Benchmark participation data with other Associations and football codes
- Determine the maximum capacity of clubs and facilities to ensure increased participation can be accommodated
- Progress discussions to merge NWS Spirit and NWS Koalas entities

MEMBERS

The number of Members of the Company registered in the Register of Members at the date of this report is 34, and 57 Life Members.

AUDITOR'S INDEPENDENT DECLARATION

The Auditor's Independent Declaration for the year ended 30 September 2021 has been received and can be found on page 4 of this report.

**DATED AT MACQUARIE PARK THIS
5TH DAY OF NOVEMBER 2021
IN ACCORDANCE WITH A
RESOLUTION OF THE DIRECTORS**



.....
**HELEN ARMSON
CHAIRPERSON**



.....
**MALCOLM ARNOLD
DIRECTOR**

NORTH WEST SYDNEY FOOTBALL LTD

ABN: 28 635 227 897

(A Company Limited by Guarantee)

AUDITOR'S INDEPENDENT DECLARATION
UNDER SECTION 307C OF THE CORPORATIONS ACT 2001
TO THE DIRECTORS OF NORTH WEST SYDNEY FOOTBALL LTD

I declare to the best of my knowledge and belief that during the year ended 30th September 2021:

- (i) no contraventions of the auditor independence requirements as set out under Section 307D of the Corporations Act 2001 in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

DATED AT ROCKDALE
THIS 29TH DAY OF
OCTOBER 2021


.....
HARLEY, RUSSELL & DAY
Chartered Accountants

GARRY WILLIAM DAY
Registered Company Auditor

NORTH WEST SYDNEY FOOTBALL LTD

ABN: 28 635 227 897

*(A Company Limited by Guarantee)***PROFIT & LOSS ACCOUNT AND OTHER COMPREHENSIVE INCOME**
FOR THE YEAR ENDED 30TH SEPTEMBER 2021

	2021	2020
<u>INCOME</u>	\$	\$
Assessable Gov. Industry Payment JobKeeper	15,000	82,500
Association Youth League Dinner	3,952	3,881
AYL	94,869	88,374
Canteen - Morrison Bay	8,303	10,905
Cash Flow Boost	-	60,004
Club Ground Rebates etc.	65,385	13,847
Coaching Course Fees	2,811	19,486
GPS Sales	14,182	-
Grants	12,800	61,535
GPT Levies	4,875	-
Hire CP Income	-	4,991
Interest Received	-	6,236
Player/Club Fines	14,626	5,156
Player Registration and Insurance Fees	2,314,534	2,196,911
Refund - Ground Hire Fees	164,553	-
Refund - Other	-	(20,781)
Refund - Youthsafe	-	78
School Holiday Camp	13,044	1,339
Shirt Presentation	-	2,460
Sponsorship	2,727	-
Summer/Walk Soccer CP	101,001	96,087
Sundry - Other	1,534	-
Technical Director Fee Recoveries	31,818	-
	<u>2,866,014</u>	<u>2,633,008</u>
<u>EXPENDITURE</u>		
Advertising & Promotion	4,255	21,565
Alarm Monitoring	420	210
Arm Bands	2,550	2,550
Audit/Accountant Fees	4,500	7,800
Annual Return Fee	-	811
Bank Fees and Charges	1,281	1,366
Capitation Fees and Insurance	848,265	683,921
Champion of Champions Subsidy	-	191
Canteen Purchases	-	7,430
Fees- Director of Football	86,136	65,977
Christie Park - Temp Change Rooms	13,931	10,915
Christie Park - Improvements/repairs etc.	8,221	7,602
Christie Park Lease/Licence Fee	3,449	29,915
Cleaning/Rubbish Removal	7,390	4,408
Coaching & Development	23,803	11,023
Computer Software/Accessories	30,796	34,143
Contribution - Snr/Yth League Spirit	50,000	50,000
Contribution - Snr/Yth League Koalas	60,000	60,000
Depreciation - plant	24,991	20,175
Directors & Officers Insurance	-	182
Donations	-	2,500
Total Carried Forward	<u>1,169,988</u>	<u>1,022,681</u>

The attached notes numbered 1 to 12 form part of these accounts and should be read in conjunction with these accounts.

NORTH WEST SYDNEY FOOTBALL LTD

ABN: 28 635 227 897

*(A Company Limited by Guarantee)***PROFIT & LOSS ACCOUNT AND OTHER COMPREHENSIVE INCOME**
FOR THE YEAR ENDED 30TH SEPTEMBER 2021 (CONT.)

<u>EXPENDITURE (CONT.)</u>	2021 \$	2020 \$
Total Carried Forward	1,169,988	1,022,681
Electricity	11,340	11,045
Expenses - Coaching AYL	32,850	21,250
Expenses - Referees AYL	3,832	783
Expenses - Gear etc. AYL	38,326	34,645
Expenses - Ins/Reg AYL	2,273	5,924
Expenses - Tournament Costs AYL	7,305	8,884
Expenses - Presentation AYL	1,113	959
Expenses - Physio AYL	8,233	4,636
Expenses - COVID sanitisers etc.	-	1,814
Equipment Purchases - Member Clubs	43,273	
Filing Fees	1,613	1,267
Executive/Delegate Dinner/AGM	11,058	9,892
Function - NWSWF Epping Club	-	5,734
GPT Reimbursements	22,010	-
NWSF Cup	6,010	-
Ground Rental	532,088	222,059
Ground Rental Club Rebates	-	86,368
Gear - Summer Football	4,332	-
Honorarium - GHFA	-	16,000
Honorarium - NWSWF	-	3,750
Honorarium Canteen	-	1,200
Insurance/Rego - Summer Soccer	17,515	12,523
Legal Fees	18,062	1,278
Pest Control	-	433
Photos	-	1,469
Printing, Stationary and Postage	5,408	9,747
Referee Fees	295,066	284,450
Referees - Summer Soccer	22,120	19,278
Salaries - Ordinary	287,304	279,611
Staff Amenities	827	1,487
Special Needs Football	7,308	6,182
Subscriptions	443	-
Superannuation	27,032	20,767
Sundry Expenses	912	-
Telephone and internet	3,916	4,376
Trophies	14,677	35,013
Video Analysis System	-	14,165
Workers Compensation	1,315	3,027
Total Expenses	<u>2,597,549</u>	<u>2,152,698</u>
Profit/(Loss) From Ordinary Activities Before Income Tax	268,465	480,311
Income Tax	-	-
Net Profit/(Loss) Attributable to the Association		
Total Changes in Equity of the Association	<u>268,465</u>	<u>480,311</u>

The attached notes numbered 1 to 12 form part of these accounts and should be read in conjunction with these accounts.

NORTH WEST SYDNEY FOOTBALL LTD

ABN: 28 635 227 897

*(A Company Limited by Guarantee)***STATEMENT OF FINANCIAL POSITION
AS AT 30TH SEPTEMBER 2021**

	Notes	2021 \$	2020 \$
Current assets			
Cash Assets	3	1,868,730	1,646,730
Receivables	4	182,507	144,643
Deposits	5	576	576
Total current assets		<u>2,051,813</u>	<u>1,791,949</u>
Non-current assets			
Property Plant & Equipment	6	138,320	127,741
		<u>138,320</u>	<u>127,741</u>
Total assets		<u>2,190,133</u>	<u>1,919,690</u>
Current liabilities			
Payables	7	37,690	32,295
Bonds	8	3,750	1,950
Tax Liabilities	9	59,081	64,299
Total Liabilities		<u>100,521</u>	<u>98,544</u>
NET ASSETS		<u>2,089,612</u>	<u>1,821,147</u>

**STATEMENT OF CHANGES IN EQUITY
AS AT 30TH SEPTEMBER 2021**

	2021 \$	2020 \$
Retained Earnings		
Opening Balance	1,821,147	1,340,836
(Loss)/Surplus for the year	268,465	480,311
	<u>2,089,612</u>	<u>1,821,147</u>
Members' Funds		
Accumulated surplus (deficit)	2,089,612	1,821,147
	<u>2,089,612</u>	<u>1,821,147</u>

The attached notes numbered 1 to 12 form part of these accounts and should be read in conjunction with these accounts.

NORTH WEST SYDNEY FOOTBALL LTD

ABN: 28 635 227 897

*(A Company Limited by Guarantee)***CASH FLOW STATEMENT**
AS AT 30TH SEPTEMBER 2021

	Notes	2021 \$	2020 \$
NOTE 1.			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from members		3,151,115	2,887,558
Payments to suppliers and employees		(2,893,545)	(1,775,768)
Interest Received		-	6,235
NET CASH INFLOW FROM OPERATING ACTIVITIES		<u>257,570</u>	<u>1,118,025</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		<u>(35,570)</u>	<u>(37,007)</u>
NET CASH OUTFLOW FROM INVESTING ACTIVITIES		<u>(35,570)</u>	<u>(37,007)</u>
CASH FLOW FROM FINANCING ACTIVITIES			
NET CASH FLOW FROM FINANCING ACTIVITIES		<u>-</u>	<u>-</u>
Net increase/(decrease) in cash held		222,000	1,081,018
Cash at the beginning of the financial year		1,646,730	565,712
Cash at the end of the financial year	3	<u>1,868,730</u>	<u>1,646,730</u>
Reconciliation of Cash			
Cash at Bank - CommBank		1,867,955	1,644,873
Cash at Bank - CommBank		775	952
Canteen Float		-	905
		<u>1,868,730</u>	<u>1,646,730</u>
RECONCILIATION OF CASH FLOWS			
Profit from Operations		268,465	480,311
<u>Add Depreciation</u>		<u>24,991</u>	<u>20,175</u>
		293,456	500,486
(Increase)/Decrease - Receivables		(37,864)	(124,041)
(Increase)/Decrease - Tax Assets		-	18,969
(Increase)/Decrease - Deposits		-	500,000
Increase/(Decrease) - Payables		5,396	23,453
Increase/(Decrease) - Bond		1,800	(800)
Increase/(Decrease) - Financial Liabilities		(5,218)	(4,225)
Increase/(Decrease) - Tax Liabilities		-	55,000
Increase/(Decrease) - Other		-	149,185
		<u>257,570</u>	<u>1,118,027</u>

The attached notes numbered 1 to 12 form part of these accounts and should be read in conjunction with these accounts.

NORTH WEST SYDNEY FOOTBALL LTD

ABN: 28 635 227 897

*(A Company Limited by Guarantee)***NOTES TO AND FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 30TH SEPTEMBER, 2021****NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES****BASIS OF PREPARATION**

North West Sydney Football Ltd applies Australian Accounting Standards – Reduced Disclosure Requirements as set out in AASB 1053: *Application of Tiers of Australian Accounting Standards*.

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements of the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001*. The entity is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise.

The financial statements, except for the cash flow information, have been prepared on an accrual basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. The amounts presented in the financial statements have been rounded to the nearest dollar.

ACCOUNTING POLICIES**a) Revenue Recognition***Sales Revenue*

Sales Revenue comprises revenue earned from the players' registrations, canteen sales, and grants. Sales revenue is recognised when the goods and services are provided.

Rental Revenue

Rental income from investments properties is accounted for on a straight-line basis over the lease term.

Revenue Received In Advance

Players' fees received prior to season commencement date is deferred until season commences.

Asset Sales

The gross proceeds of asset sales are included as revenue of the entity. The profit or loss on disposal of assets is brought to account at the date an unconditional contract of sale is signed.

Interest Income

Interest income is recognised as it accrues.

b) Principal Activities

The company operates as a Football Association.

c) Property, Plant & Equipment

Property, plant and equipment are included at cost or at an independent valuation. All fixed assets, including buildings and capitalised leases, but excluding freehold land, are depreciated over their estimated useful lives commencing from the time the asset is held ready for use.

NORTH WEST SYDNEY FOOTBALL LTD

ABN: 28 635 227 897

(A Company Limited by Guarantee)

**NOTES TO AND FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 30TH SEPTEMBER, 2021**

NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

d) Leases

Leases of property, plant and equipment, where substantially all the risks and benefits incidental to the ownership of these assets, but not legal ownership are transferred to the lessee, are classified as **finance leases**. Finance leases are capitalised recording an asset and liability equal to the present value of the minimum lease payments, including any guaranteed residual value. Lease assets are amortised over their estimated useful lives. Lease payments are allocated between the reduction of the lease liability and the lease charges taken to expense for the period in accordance with AASB 117: Leases.

Other leases are classified as **operating leases**. Minimum lease payments made under operating leases are charged as an expense in equal instalments over the accounting periods covered by the lease term.

Commencing 1st January 2019, a new lease standard (AASB 16: Leases) was introduced. In the past **operating leases**, where substantially all the risks and benefits remained with the lessor, were treated as off-balance sheet transactions, where lease payments are charged as expense in the period in which they occurred, but under the new standard are required to be reported on-balance sheet. The lease cost which is the initial amount of the lease liability at present value plus any direct costs, if applicable, is recognised in the financial accounts as a “right-of-use” asset with an off-setting lease liability. The right-of-use asset is subsequently depreciated over the term of the lease or useful life on a straight-line basis. The lease liability at present value is reduced by the period lease payments made to the lessor, and the interest component of these payments charged to the P&L. Right-of-use assets are reported in property, plant and equipment and lease liabilities in financial liabilities.

North West Sydney Football Ltd has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets or short-term leases. Lease payments associated with these leases are expensed on a straight-line basis over the lease term.

e) Depreciation of property, plant and equipment

Depreciation is calculated on a straight line basis to write off the net cost or revalued amount of each item of property, plant and equipment (excluding land) over its expected useful life. The exception is glassware, crockery and cutlery, which is expensed in the year of purchase. Estimates of remaining useful lives are made on a regular basis for all assets, with annual reassessments for major items.

Depreciation of assets is calculated using the straight line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives, as follows:

	<u>2021</u>	<u>2020</u>
Leasehold Improvements	10%	10%
Furniture, fittings and equipment	7.5%	7.5%

The assets’ residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

An asset’s carrying amount is written down immediately to its recoverable amount if the asset’s carrying amount is greater than its estimated recoverable amount (Note 7).

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the income statement. When revalued assets are sold, it is company policy to transfer the amounts included in other reserves with respect to those assets to retained earnings.

f) Impairment of Non- Current Assets

Non-current assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash generating units).

NORTH WEST SYDNEY FOOTBALL LTD

ABN: 28 635 227 897

*(A Company Limited by Guarantee)***NOTES TO AND FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 30TH SEPTEMBER, 2021****NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**g) Trade and other payables

These amounts represent liabilities for goods and services provided to the club prior to the end of the financial year and which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

h) Maintenance and repairs

The costs of maintenance, repairs and minor renewals are charged as expenses as they are incurred.

i) Employee Entitlements*(i) Wages and salaries, annual leave and sick leave*

Liabilities for wages and salaries, annual leave and sick leave are recognised and are measured as the amount unpaid at the reporting date at current pay rates in respect of employees' services up to that date.

(ii) Long service leave

A liability for long service leave is recognised for all employees of the club with five years or more service. No adjustment is made for inflation of wage rates or discounting of expected future payments.

j) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are included in the Cash Flow Statement on a gross basis and the GST component of the cash flows arising from investing and financing activities, which is recoverable from or payable to the Australian Taxation Office, are classified as operating cash flows.

k) Cash and Cash Equivalents

Cash and cash equivalents in the balance sheet comprise of cash on hand in banks. These amounts are stated at the lower cost and net realizable value.

For the purpose of Statement of Cash flows, cash is defined as cash and cash equivalents as defined above.

l) Significant Accounting Judgments, Estimates and Assumptions

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the amounts recognized in the financial statements. Actual results may differ from these estimates under different assumptions and conditions and may materially affect the financial results or financial position reported in future years.

Estimation of useful lives of assets

The estimation of the useful lives of assets has been based on historical experience as well as on manufacturers' warranties. In addition, the condition of the assets is assessed at least once per year and considered against the remaining useful life. Adjustments to useful lives are made when considered necessary.

It is noted that current liabilities exceed current assets. However, the directors are confident the Club can meet its liabilities as and when they fall due. The Club has a strong daily cash flow from operating activities.

NORTH WEST SYDNEY FOOTBALL LTD

ABN: 28 635 227 897

*(A Company Limited by Guarantee)***NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2021**

	2021	2020
<u>NOTE 3. Cash Assets</u>		
Association Savings Account	1,867,955	1,644,873
Cash at Bank Com 11546271	775	952
Canteen Float - NWSWF	-	905
	<u>1,868,730</u>	<u>1,646,730</u>
<u>NOTE 4. Receivables</u>		
Prepayments	182,507	137,143
Cash Flow Boost	-	7,501
	<u>182,507</u>	<u>144,643</u>
<u>NOTE 5. Current Assets - Other</u>		
Bonds - Council	576	576
	<u>576</u>	<u>576</u>
<u>NOTE 6. Property Plant & Equipment</u>		
Office Machines at Cost	105,250	95,368
Accumulated Amortisation	(97,026)	(93,190)
	<u>8,224</u>	<u>2,178</u>
Furniture & Fittings at Cost	65,038	65,038
Accumulated Depreciation	(53,779)	(52,866)
	<u>11,259</u>	<u>12,172</u>
Leasehold Improvements at Cost	204,621	204,621
Accumulated Amortisation	(204,621)	(204,621)
	<u>-</u>	<u>-</u>
Christie Park	235,597	209,910
Accumulated Depreciation	(116,760)	(96,518)
	<u>118,837</u>	<u>113,392</u>
Total of Property Plant & Equipment	<u>138,320</u>	<u>127,742</u>

Reconciliation of Property Plant & Equipment

	Office Machines	Furniture & Fitting	Christie Park	Total
Opening Balance	2,178	12,172	113,392	127,742
Additions	9,882	-	25,687	35,569
Depreciation	(3,836)	(913)	(20,242)	(24,991)
	<u>8,224</u>	<u>11,259</u>	<u>118,837</u>	<u>138,320</u>

NORTH WEST SYDNEY FOOTBALL LTD
 ABN: 28 635 227 897
 (A Company Limited by Guarantee)

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2021

	2021	2020
	\$	\$
<u>NOTE 7. Payables</u>		
Prepaid 2022 Fees	34,702	29,671
Superannuation	2,988	-
Credit Card	-	2,624
	37,690	32,295
<u>NOTE 8. Bonds</u>		
Club Bonds	3,750	1,950
	3,750	1,950
<u>NOTE 9. Current Tax Liabilities</u>		
GST & Group Tax	59,081	-
	59,081	-

NOTE 10. Incorporation

The Company is Limited by Guarantee and was incorporated on 31st day of July 2019. It is classified as a Tier 3 Company due to its revenue exceeding \$1 million.

NOTE 11. Key Performance Measures

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

NOTE 12. COMPANY LIMITED BY GUARANTEE

The Company Constitution provides the liability of members is limited.

The Company has the legal capacity and powers of a company limited by guarantee as set out under the *Corporations Act 2001* (Cth).

In the event of the Company being wound up the liability of each member (both during the time they are a member and within one year afterwards) is limited to one dollar (\$1.00)

NORTH WEST SYDNEY FOOTBALL LTD

ABN: 28 635 227 897

(A Company Limited by Guarantee)

STATEMENT OF DIRECTORS
FOR THE YEAR ENDED 30 SEPTEMBER 2021

The committee has determined that the association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 2 to the financial statements.

In the opinion of the committee the financial report as set out in this report:

1. Presents a true and fair view of the financial position of the North West Sydney Football Ltd as at 30 September 2021 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that North West Sydney Football Ltd will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Directors and is signed for and on behalf of the Directors by:

Dated at Macquarie Park this 2nd day of November 2021



.....
HELEN ARMSON
CHAIRPERSON



.....
MALCOLM ARNOLD
DIRECTOR

NORTH WEST SYDNEY FOOTBALL LTD

ABN: 28 635 227 897

*(A Company Limited by Guarantee)***TO THE MEMBERS OF
NORTH WEST SYDNEY FOOTBALL LTD****Report on the Audit of the Financial Report****Opinion**

We have audited the financial report of North West Sydney Football Ltd (the Registered entity), which comprises the statement of financial position as at 30 September 2021, the statement of profit and loss, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and the directors' declaration.

Qualification

As is common for an organisation of this type, it is not practicable for North West Sydney Football Ltd to maintain an effective system of internal control over donations, subscription and other fundraising activities until their initial entry in the accounting records. Accordingly, our audit in relation to funds received was limited to the amounts recorded. While we agree with the total income and total expenses shown we do not form an opinion on the break up of the expenses and income shown in the detailed accounts. We have not audited the previous year's financial statements and cannot warrant that the comparative figures are correct.

Audit Opinion

Subject to the above, in our opinion the accompanying financial report of North West Sydney Football Ltd is in accordance with the *Corporations Act 2001*, including:

- (a) Giving a true and fair view of the entity's financial position as at 30 September 2021, and of its financial performance for the year then ended; and
- (b) Complying with Australian Accounting Standards – Reduced Disclosure Requirements and the *Corporations Regulations 2001*.

Basis for Opinion

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

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

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

Information Other than the Financial Report and Auditor's Report Thereon

The directors are responsible for the other information. The other information comprises the information included in the entity's annual report for the year ended 30 September 2021, but does not include the financial report and our auditor's report thereon. Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon. In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Report

The directors of the registered entity are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and the *Corporations Act 2001*, and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

NORTH WEST SYDNEY FOOTBALL LTD

ABN: 28 635 227 897

(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF
NORTH WEST SYDNEY FOOTBALL LTD
(CONTINUED)

Auditor's Responsibilities for the Audit of the Financial Report

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

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

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

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

DATED AT SYDNEY
THIS 5TH DAY OF
NOVEMBER 2021


HARLEY, RUSSELL & DAY
Chartered Accountants

GARRY WILLIAM DAY
Registered entity Auditor

NWSF, SPIRIT FC & KOALAS FC SINCERELY THANK ITS SPONSORS FOR THEIR SUPPORT IN THE 2020 SEASON.



