



**NORTHERN
NSW
FOOTBALL**

2019 ANNUAL REPORT



2019 ANNUAL REPORT

TABLE OF CONTENTS

MEETING

| | |
|-------------------------------------|-----|
| NOTICE 2019 Annual General Meeting | 4 |
| MINUTES 2018 Annual General Meeting | 5-7 |
| Nomination for Life Membership | 8 |

INTRODUCTION

| | |
|-----------------|----|
| Chair's Message | 9 |
| CEO's Message | 10 |

FINANCIAL REPORT - YEAR ENDING 31 DECEMBER 2019

| | |
|---|----|
| Directors Report | 3 |
| Auditors Independence Declaration | 7 |
| Independent Auditor's Report to Members | 8 |
| Director's Declaration | 10 |

FINANCIAL REPORT

| | |
|---|----|
| Statement of Profit or Loss and Other Comprehensive Income | 11 |
| Statement of Financial Position | 12 |
| Statement of Changes in Equity | 13 |
| Statement of Cash Flows | 14 |
| Notes to the Financial Statements | 15 |



2019 ANNUAL GENERAL MEETING

NOTICE is hereby given that the Annual General Meeting of the Members of Northern NSW Football Limited will be held on Sunday 24 May 2020.

The AGM will be conducted through a Zoom video conference.

Zoom Link: <https://zoom.us/j/91295039167> Dial in: 8015 6011 Meeting ID: 912 9503 9167

The AGM will commence at 10.00am

BUSINESS TO BE TRANSACTED

1. Apologies;
2. Confirmation of Minutes - 2018 AGM held on 5 May 2019;
3. To receive and consider the Report of the Chair;
4. To receive and consider the Directors' and Auditor's Reports (Annual Finance Accounts) for the period ending 31 December, 2019;
5. To consider a nomination for Life Membership for Mr Neil Jones as nominated by the Match Officials Standing Committee; and
6. To conduct any business that may be transacted at an Annual General Meeting to which due notice has been given.

Dated at the Registered Office of the Company, 13 Park Rd, Speers Point, NSW on Wednesday 14 April 2020.

By order of the Board

A handwritten signature in black ink, appearing to read "David Eland".

David Eland
Chief Executive Officer/Company Secretary



Lake Macquarie Regional Football Facility | 13 Park Road Speers Point NSW 2284 | PO Box 149 Boolaroo NSW 2284
T 02 4941 7200 | E reception@northernnswfootball.com.au | www.northernnswfootball.com.au

ACN 001 887 467 ABN 80 001 887 467

2018 ANNUAL GENERAL MEETING MINUTES



2018 ANNUAL GENERAL MEETING MINUTES

Date: Sunday 5 May 2019
Time: 9.35am
Venue: Lake Macquarie Regional Football Facility

Attendance

NNSWF Board of Directors - William Walker (Chairman), Helene O'Neill (Deputy Chairperson), Bill Moncrieff, Mansell Laidler, Steffany Sneesby and Sarah Gray.

Members – Andrew Bozinovski (NPL Standing Committee), Alistair McMaster (Northern League One Standing Committee), Dustan Hansen (MF), Phil Davis (NIF), Bruce Potter (FMNC), Michael Akrell (HVF), Steve Cucumanovski (NF), Lynette Larsen (FFNC) and Wendy Schafer (NCF).

Life Members – Bill Moncrieff, William Walker and Bill Mahony.

Observers – David Eland (NNSWF), Peter Haynes (NNSWF), Annette Hervas (NNSWF), Liam Bentley (NNSWF), Paul Ninness (NCF), Russell Henry (NF), Warren Read (MF), Sarah White (HVF), Steve Mackney (FFNC), Shaun Mahoney (DFK Crosbie), Peter Dimovski (Director Elect)

Business transacted

1. Apologies

NNSWF Director, Larry Urdarov;
NNSWF Director, Terry Psarakis;
Football Far North Coast Chairman, William Coulter (Proxy – Lynette Larsen);
Macquarie Football Chairman, Doug Ross (Proxy – Dustan Hansen);
Hunter Valley Football Chairman, Rick Allen (Proxy – Michael Akrell);
Football Mid North Coast Chairman, Mike Parsons (Proxy – Bruce Potter);
Match Officials Standing Committee Chairman, Neil Jones;
Julia Farina, (NIF)
Life Member, John Simpson; and
Life Member, The Hon. Richard Face



Community Partner



Education and Training Partner



Lake Macquarie Regional Football Facility | 13 Park Road Speers Point NSW 2284 | PO Box 149 Boolaroo NSW 2284
T 02 4941 7200 | E reception@northernnswfootball.com.au | www.northernnswfootball.com.au

ACN 001 887 467 | ARN 80 001 887 467

2018 ANNUAL GENERAL MEETING MINUTES



2. Confirmation of Minutes

The minutes of the 2017 AGM were acknowledged as being received and subsequently approved as an accurate account of proceedings on 18 March 2018.

3. To receive and consider the Report of the Chairman

The Chairman's Report for 2018 was acknowledged as being received and formally endorsed.

4. To receive and consider the Directors' and Auditor's Reports (Annual Finance Accounts) for the period ending 31 December 2018

The Company's Auditor, Shaun Mahony of DFK Crosbie provided Members with a brief summary of the company's financial performance in 2018.

The Directors' and Auditor's Reports for the period ending 31 December 2018 were approved.

5. Notification of Elected Directors

The Returning Officer informed Members that two (2) nominations were received for the position of Elected Director of Northern NSW Football Ltd. In response, the meeting was informed that Mrs Helene O'Neill and Mr Peter Dimovski had been appointed as Elected Directors for a four-year term commencing immediately after the Annual General Meeting.

Members congratulated Mrs O'Neill and Mr Dimovski on their elections.

6. Approval of nominations of Life Membership

No nominations were received.



2018 ANNUAL GENERAL MEETING MINUTES



7. To transact any business that may be transacted at an Annual General Meeting to which due notice has been given.

The Company Secretary formally acknowledged Mr Walker's and Mr Urdarov's retirement from the Board, and their significant contribution to NNSWF and the sport throughout their tenure as Directors of NNSWF Ltd.

Mr Walker's tireless representation of NNSWF throughout the negotiations relating to the revised FFA Congress and New Leagues Working Group were acknowledged.

Mr Urdarov's stewardship of NNSWF's finances in his capacity as Chairman of the Audit and Risk Committee was acknowledged. The Company Secretary noted that the Company's sound financial performance and position were reflective of Mr Urdarov's expertise and stewardship.

Mr Alan Nisbet's retirement from the role of Football Operations Manager following 27 years of sterling service to the sport throughout NNSWF was acknowledged. The Company Secretary thanked Mr Nisbet on behalf of the Membership for his significant contribution to the sport of football noting that the staff had increased from two to thirty full-time employees during Mr Nisbet's tenure.

Mrs Phyllis Avery's selfless service to Hunter Valley Football and the sport spanning more than 40 years was acknowledged with a moment of silence following her sudden passing on 17 March 2019.

The AGM closed at 9.50am.

Signed as an accurate record of proceedings

Helene O'Neill
Chair

David Eland
Company Secretary/CEO



Community Partner



Education and Training Partner



Lake Macquarie Regional Football Facility | 13 Park Road Speers Point NSW 2284 | PO Box 149 Boolaroo NSW 2284
T 02 4941 7200 | E reception@northernnswfootball.com.au | www.northernnswfootball.com.au

ACN 001 887 467 | ARN 80.001 887 467

NOMINATION FOR LIFE MEMBERSHIP



29 April 2019

**Match Official Standing Committee
Northern NSW Football Limited
PO Box 149
BOOLAROO NSW 2284**

Dear Committee Members,

I write to you today on behalf of the Northern NSW State League Football Referees Committee with regard to your Chair, Mr. Neil Jones, and ask that you consider nominating him for Life Membership of Northern NSW Football Limited.

Neil's contribution to refereeing in the Northern NSW region has spanned over 40 years, first becoming a member of Newcastle Referees in 1974 and then joining our Association in 1978. He became a Class 2 referee in 1978, and a Class 1 referee in 1981.

During his career as a match official, Neil officiated at four National Tournaments, and was appointed to the Linesman Panel on the National Soccer League (NSL) from 1982 to 1986, and again in 1988. Neil was appointed to the NSL Reserve Official panel in 1987.

Neil's refereeing career also included International appointments, having refereed at the 1985 and 1986 Ipswich Cup Competition, England, and the 1986 Ayr Boswell Boys Club Tournament, where he refereed on the U14 Years Final between Glasgow Rangers and Hibernian.

By far, his greatest contribution to officiating has been his role within our Association and his appointments to Committees within Northern NSW Football Limited. Within our Association, Neil has held the roles of Branch Trainer, Junior Vice President, Senior Vice President, and has been the President since 2000. Neil was awarded Life Membership of our Association in 1997 and also holds Life Membership with Newcastle Football Referees, recognising his enormous contribution to match official administration. In 2013, Neil was a part of the NNSW Football Match Official Review Steering Committee. Neil was instrumental in ensuring a smooth transition of roles as Northern NSW Football took on the administrative functions for match officials of Premier Competitions, previously undertaken by our Association. Following this transition, Neil was appointed as Chair to the Match Official Standing Committee. He has held this role since the Committee's inception, acting in the best interests of match officials and football in this region. Neil has overseen the implementation of a number of initiatives to improve referee development and increase the number of referees who officiate on Northern NSW Football competitions.

We believe that his contribution should be recognised by Northern NSW Football Limited by way of Life Membership. We consider him more than a worthy recipient, and ask that you make such a recommendation to the Board of Directors of Northern NSW Football Limited.

Kind regards

Cameron Burns
Secretary – Northern NSW State League Football Referees Inc.

HELENE O'NEILL
CHAIR'S MESSAGE

I'm pleased to present my report in my inaugural year in the position of Chair and my seventh year of serving on the Northern NSW Football Board of Directors

Season 2019 was another outstanding season for football throughout our region with participant numbers across our region reaching another record high of 66,477.

I cannot go past, the continued growth our women's game had on these numbers. 2019 saw a further 4.6% increase in female registrations on top of the previous year's unprecedented 4.7% increase collectively across our seven (7) Member Zones.

Female representation throughout Northern NSW Football extended further than on the field in 2019, with NNSWF leading the way by attracting two (2) female Directors to the Board allowing us to fulfill the 40:40:20 as recommended in FFAs Gender Equality Action Plan.

2019 was also a year for future planning and setting sound foundations for our sport. NNSWF worked with its seven (7) Member Zones to compile a clear direction for the sport for Seasons 2020 – 2023 and releasing the regions' Strategic Plan: Play On!

Integral to this report is importance to continue to lead the way in equality through the establishment of particularly advisory groups to ensure the sport has a clear direction on how to improve inclusivity and accessibility for all involved.

The success of the 2019 season is a reflection of the hard work, dedication and unity our Member Zones, the football community and NSW staff have shown in embracing the strategic direction and common objectives to develop and implement initiatives and programs.

I thank all our volunteers, club and match officials who play the vital role in delivering our game across the 228 clubs. without their continued dedication, our game would not be Australia's largest participation sport.

Thank you to our Major Partner in Community Football, Newcastle Permanent Building Society, for its ongoing investment in football for more than 12 years. This investment has greatly contributed to maintaining low registration fees.

Whilst 2019 has been a successful year, at the time of writing this, we are facing the COVID-19 pandemic which is challenging our 2020 season.

I am confident local football will recover, the football family is made of resilient people who dedicate themselves to this great sport for fitness, their families and their communities, and this is what will endure in these tough times.

Regardless to some of the challenges we face in 2020, I know the Board, Executive and staff of NNSWF, will continue to deliver the game, develop quality services and facilities with our football family to enable an accessible and fulfilling football experience for as many participants as possible in 2020 and the future.

On a personal note I wish to thank CEO David Eland for his dedication, loyalty and friendship which has helped me and the organisation through this current testing time.

DAVID ELAND CEO'S REPORT

The 135th season of football in northern NSW was enjoyed by more players than in any other season in the code's long and celebrated history. 66,500 registered players participated in the game's various formats throughout 2019. The number of people playing the region's largest club based sport has increased by a staggering 40% in the last decade. This incredible growth is attributed to the remarkable contribution of the army of selfless volunteers at our valued member clubs who dedicate themselves to providing their communities with opportunities to be active, connect and develop enduring friendships. I acknowledge the commitment and tireless enthusiasm of Northern NSW Football's (NNSWF) Board, executive and staff throughout 2019. The game's unprecedented popularity and stability is reflective of their dedication and focus on the sustainability, growth, development and promotion of the sport.

A host of benchmarks were established in 2019 including the record number of women and girls playing Football, which increased by 5%. The participation of females has increased by an astounding 58% since 2014. NNSWF's long-term commitment to female participation was recognised by Sport Australia through a grant of \$162,000 towards the establishment of Kick-On for Women which attracted almost 500 inaugural participants across 22 centres. I acknowledge Female Participation Officer, Holly Ayton who has tirelessly advocated in partnership with member zones and clubs to increase and improve participation opportunities for females, and in particular for young girls to enjoy our game.

The member federation's financial performance was solid in 2019. Annual turnover reached a new high of \$9.8m (excluding govt. grant) and our reliance on player registration fees dropped to an all-time low of 33% of turnover. Members Equity peaked at almost \$15m and our cash reserves returned to where they were before the Board boldly invested in the Lake Macquarie Regional Football Facility in 2014. Consistent surpluses and judicious financial management empowered the Board to invest a further \$750k in the underdeveloped turf pitch at the "Home of Football".

The investment was complemented by a grant of \$2.3m from the NSW State Government, which facilitated new lights, fencing and the construction of a substantial multipurpose amenities building which will significantly lift our capacity to host larger events and make the facility more available to clubs for training and fixtures. The commercial activities which underpin the long-term sustainability of the facility generated almost \$1.5m this financial year, up 11% on the previous year. Stakeholders should take comfort in the fact that the sport has a sustainable, income generating asset which will benefit future generations. The expertise and dedication of Finance Manager, Annette Hervas and her team are greatly valued as is the contribution of Venue Manager, Kean Marshall.

NNSWF's appreciation is extended to our valued commercial and media partners for their support in 2019. The level of support received is the envy of other member federations and enables NNSWF to invest further in programs and services which benefit stakeholders throughout northern NSW. The ongoing support of Newcastle Permanent Building Society as major sponsor of community football continues to lift our capacity to assist local clubs to better meet the needs and expectations of their members and communities through the employment of additional community football personal, which will expand in 2020 through the appointment of an Inclusion and Diversity Officer who will assist clubs to effectively engage with their changing communities. TAFE NSW's support enables NNSWF to conduct the TAFE NSW Women's State Cup and subsidise the participation of regionally based clubs. The tournament goes from strength to strength and included a "plate" competition for community clubs in 2020. TAFE NSW Summer Football was also a huge success this season attracting record participation. The ongoing support of our commercial and media partners is reflective of the expertise of the Marketing and Communications Department led by Manager, Jessie White. The department effectively services our corporate partnerships and the myriad of commercial activities which underpin the sustainability of the Lake Macquarie Regional Football Facility.

The establishment of our next strategic plan dominated the Board's collaboration with our Members this season. The Board, Members and Executive held a highly productive strategic workshop in June which focused on our stakeholders' priorities and the gaps which are impeding progress. Subsequent meetings of the Peak Steering Committee (PSC) focused on providing Member Zones with an opportunity to contribute towards the strategic priorities and subsequent activities which will underpin the governing body's strategy for the next four years. A myriad of strategic priorities across four focus areas were agreed including Women and Girls, Facilities, Inclusion and Diversity, People and Culture, Youth Football and Showcasing the Best of Local Football. NNSWF's Strategic Plan 2020 -2023 entitled Play On was launched during the annual State of The Game Address in early 2020.

The Community Football team successfully collaborated with the member zones and clubs to implement a host of programs and services which aimed to improve the experience of all participants. The record number of registered players reflects the level of co-operation which exists between the various echelons of the game. Unfortunately there was a sharp decline in the number of volunteers and coaches who registered on playfootball in 2019. This will need to be addressed in 2020 to ensure that the game can communicate more effectively with stakeholders who deliver the game at the grassroots.

NNSWF and the member zones continued to work closely with local government authorities and the jointly funded NSW Facilities Unit, which operates out of Football NSW to identify and prioritise opportunities to improve and develop football facilities. Almost \$20m was secured from the Regional Sports Infrastructure Fund towards projects in northern NSW. The inaugural distribution of grants from the NNSWF Facilities Fund facilitated a further \$800k worth of improvements at facilities utilised by a total of six clubs affiliated to Football Mid North Coast and North Coast Football. NNSWF's appreciation is extended to the local government authorities who respond to information requests and advocate for better facilities which benefit their respective communities.

The exponential growth in female participation underlined the acute need for investment in community facilities to better meet the needs and expectations of female participants. NNSWF's comprehensive audit of facilities revealed that 83% of community facilities do not have female-friendly

change rooms and 20% do not have change rooms. The ensuing State Facilities Strategy will address this and other priorities.

NNSWF's engagement with affiliated clubs through ALDI MiniRoos visits, National Club Development Program and the Newcastle Permanent Recognition Program was unprecedented in 2019. My appreciation is extended to the member zones who play an integral role linking NNSWF's staff with member clubs and facilitating a range of activities in addition to their responsibilities. The vital contribution of the Marketing and Communications Team towards the myriad of community football initiatives is acknowledged. The team effectively apply their marketing, communications and digital media expertise to develop and implement integrated campaigns which engage the football community and complement the efforts of the member zones, clubs and community football staff.

The Player Development function was realigned under the leadership of Peter Haynes who was appointed as Head of Football Development. The restructure will allow the technical team to focus on the implementation of programs and services which lift the overall technical standard of players and coaches throughout northern NSW. My appreciation is extended to former Technical Advisor, Leo Bertos who acted in the role of Technical Director throughout a protracted recruitment process.

The player development programs which underpin the Jets Academy by providing identified players from premier clubs and zones with additional training and coaching from NNSWF's team of coaches and technical advisors were very successful in 2019 with a host of players transitioning to the Jets Academy in their respective age groups. Talent Support Programs expanded into regional areas in 2019 following successful pilots in the Hunter Region. Teams representing NNSWF also made a welcome return to the National Youth Championships for Girls. NNSWF's appreciation is extended to the technical directors and youth coaches from the member zones and clubs for their co-operation. The number of players transitioning to the Jets Academy is reflective of the willingness of zones and clubs to encourage their best players to strive to play for the Jets at the expense of their club's short-term performance goals.

The scope of the talented player pathway will expand next season in response to Northern Inland Football's participation in the youth divisions of the NewFM Northern League One. My appreciation is extended to Player Development Administrator, Jackie Murnain who diligently oversees the administration of the myriad of programs and squads aligned to the talented player pathway.

The accreditation of advanced coaches is crucial to the long term success of NNSWF's player development program. Approximately eighty (80) local coaches completed advanced accreditation in 2019 including twelve (12) female coaches who were awarded a scholarship. The revamped State Coaching Conference was a sell-out with more than 100 coaches in attendance. Coaches at the grassroots continued to embrace opportunities to improve their coaching with 664 coaches completing a community coaching course.

The Football Operations Department expertly delivered an endless stream of competitions, tournaments, championships and activities aligned to the talented player pathway throughout 2019. The Champion of Champions, TAFE NSW Women's State Cup and preliminary rounds of the nationwide FFA Cup provided local clubs with the opportunity to engage and compete against clubs from other member zones.

NNSWF's three Premier Competitions comprising the National Premier Leagues (NPL) NSW, Herald Women's Premier League (WPL) and Northern League One (NLI) continued to provide aspiring players with access to leagues which are aligned to the talented player pathway. Football Operations Manager, Liam Bentley managed the application process which underpinned the renewal of NPL licenses in advance of the 2020 season and established a working group charged with the responsibility of transitioning the WPL to a division of the NPLW. The member federation's disciplinary procedures were overhauled resulting in a more prescriptive and transparent system which was chaired by an independent legally qualified disciplinary commissioner. BarTV's partnership extended to livestreaming of selected WPL fixtures in 2019 and the provision of Grover, which enabled coaches in the NPL to quickly clip key moments from streamed matches. The highlights provided by BarTV elevated premier competition digital engagement to unprecedented levels in 2019.

The increased digital engagement and audiences reflect how local fans are "consuming" the premier competitions.

The volunteers engaged at clubs competing in the premier competitions are deserving of special recognition. The reality is that there is no such thing as an off season at a premier club. Volunteers give their time willingly and selflessly to their clubs under the pressure of ever increasing expectations in order to provide their players with the opportunity to compete at the highest level in northern NSW.

NNSWF is making steady progress in relation to increasing the number of match officials and improving their experience under the expert guidance of Senior Officer Match Official Development and Administration, Brad Carlin. The number of Level 4 Referee courses conducted in 2019 doubled compared to 2018 facilitating a 6% increase in the total number of registered match officials this season. The introduction of an all-inclusive \$100 Starter Package for new referees which included apparel, accreditation and other requirements to get on the pitch significantly increased the number of aspiring referees completing the introductory course.

Strong performances from Samantha Newell and Connor Markovich at FFA National Youth Championships for Girls and Keegan Pulik, Zachary Campbell and Connor Markovich at FFA National Youth Championships for Boys prompted the formation of NNSWF Youth Referee Academy and NNSWF Referee State Talent Pool to identify and develop potential elite match officials who have the potential to follow the appointments of Ryan Gallagher, James Cleal and Stephen Laurie to Hyundai A-League Panel; Ellie Hayes to Westfield W-League Panel; and Stuart Hansen, Murray Ross and Connor Markovich to Foxtel Y-League Panel.

The outstanding performance of NNSWF's Referees Department in 2019 was reflected in the 95% satisfaction rating from local NNSWF match officials who responded to the annual survey and 100% coverage of NNSWF Premier Competition and Zone Football League Competition fixtures with match officials. NNSWF is committed to providing further administrative support to enable the Senior Officer to provide more support to member zones and local branches in the future throughout NSW who facilitate opportunities for people in their respective communities to play and enjoy our great game.

This report details a highly successful, productive and sustainable year which delivered unprecedented participation, engagement and financial performance. The report also highlights the role the member federation fulfils in relation to aligning and driving FFA's priorities, ensuring financial sustainability and effectively coordinating the collective efforts of stakeholders to achieve shared objectives.

Unity of purpose and alignment are critical to the success of our new strategic plan and the sport's continued growth, development and prosperity throughout northern NSW. We look forward to your ongoing contribution and support. It's a great time to be part of the region's largest sport. With your help, we will deliver an enduring legacy for future generations and build better and stronger communities through football. NNSWF's ongoing appreciation is extended to the thousands of selfless volunteers and resolute Match Officials throughout NNSW who facilitate opportunities for people in their respective communities to play and enjoy our great game. Play On!



DAVID ELAND
CHIEF EXECUTIVE OFFICER

Northern NSW Football would like to take this opportunity to thank the following organisations for their continuing support of the development of football throughout Northern New South Wales.



Northern NSW Football Limited
Financial report

ABN 80 001 887 467

for the year ended 31 December 2019

Northern NSW Football Limited

ABN 80 001 887 467

Financial report – 2019

Contents

| | Page |
|--|-------------|
| Directors' Report | 3 |
| Auditor's Independence Declaration | 7 |
| Independent Auditor's Report to the Members | 8 |
| Directors' Declaration | 10 |
| Financial Report | |
| Statement of Profit or Loss and Other Comprehensive Income | 11 |
| Statement of Financial Position | 12 |
| Statement of Changes in Equity | 13 |
| Statement of Cash Flows | 14 |
| Notes to the Financial Statements | 15 |

Directors Report

Your directors present their report on the company for the year ended 31 December 2019. The financial statements are for the year commencing 1 January 2019 to 31 December 2019.

Directors

The following persons were directors of the company as at the date of this report:

Ms Helene O'Neill (Chairperson)
 Mr Bill Moncrieff (Deputy Chairperson)
 Mr Terry Psarakis
 Mr Mansell Laidler
 Ms Steffany Sneesby
 Ms Sarah Gray
 Mr Peter Dimovski

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

Principal Activity

The principal activity of the entity during the financial year was the promotion and management of the game of football throughout the region of Northern NSW.

Short Term & Long Term Objectives

A summary of the short term and long term objectives are outlined as follows:

Short Term

| 2020 OPERATIONAL PLAN – KEY MEASURES OF SUCCESS | |
|--|---|
| 1. Participating: Improve the experience for all participants | |
| 68,000 Total Registered Players | |
| Female players will account for 25% of total registered players | |
| A total of 5,000 registered coaches | |
| A total of 2,500 registered volunteers | |
| A total of 1,000 registered Match Officials | |
| A total of 40 clubs will complete the FFA Club Health Check | |
| 1,200 Kick-on for Women participants | |
| 900 registered players with a disability | |
| 1,300 registered players will identify as CALD | |
| 2,700 registered players who identify as indigenous | |
| 2. Leading: Lead towards a unity of purpose | |
| A minimum of 5 Member Zones will at a minimum be Very Satisfied with NNSWF's overall performance as the peak body level of service and communication | |
| A sentiment score of +30 from Club Administrators | |
| 3. Winning: Build generations of successful National teams | |
| A minimum of 50 coaches will participate in an Advanced Coaching Course (A, B or C); | |
| A minimum of 12 players representing NNSWF at the NYC's will be identified and invited/attend a National ID Camp | |
| A minimum of 5 Newcastle Permanent Masterclass sessions will be delivered throughout NSW | |
| 80% of Jets Academy Boys 12 and Girls 13 will transition from the Emerging Jets 11's Boys and 12's Girls in 2020. | |
| A minimum of 25 players will transition from the Talent Support Program and Premier Clubs to the Jets Academy in 2020. | |
| 4. Entertaining: Transitioning participants to fans and consumers of the game at all levels | |
| NNSWF minimum social engagements of 500 per day | |
| NPL NSW minimum social engagements of 350 per day | |
| WPL minimum social engagements of 100 per day | |
| 5. Financial Stability | |
| 2020 Financial Result – Maximum deficit of \$150,000 | |
| Maintain Net Asset Position – \$14.8m | - |

Short Term continued

| 6. Commercial Activities |
|---|
| Football Five5 Revenue - \$560,000 |
| Sidelines Café Gross Profit - \$215,000 |
| Casual Pitch Hire - \$200,000 |
| LMRFF Turnover - \$1.45m |
| First Touch Football Supplies - \$1m |
| Total Sponsorship Revenue - \$780,000 |

Long Term

Strategies for achieving these objectives

In order to achieve the above-mentioned objectives, the Board of Directors in conjunction with the executive management

| 2020-2023 Strategic Plan – Strategic Goals |
|---|
| 1. Participating: Improve the experience for all participants |
| Significantly increased the presence of females throughout the sport; |
| A vibrant, satisfied and engaged volunteer network which underpin clubs which are empowered to better meet their members' needs and expectations; |
| Significantly increased the number and competency of match officials throughout NNSW; |
| Addressed the reasons within the game's control which are influencing why players are not being retained; |
| Increased the number of community football facilities that are fit for purpose, welcoming and support the growth of the game; |
| Welcoming and inclusive participation opportunities which specifically meet the needs of and reflect the diversity of local communities; and |
| Stronger, more tolerant and resilient communities through football. |
| 2. Leading: Lead towards a unity of purpose |
| Clear and agreed roles and responsibilities underpinning the effective and efficient implementation of football activities and strategic initiatives; |
| Clear and agreed communication protocols throughout the game which facilitate effective working relationships and good governance; |
| Judiciously deployed the game's valuable resources and finances according to identified priorities whilst avoiding duplication and waste; |
| Monitored and mitigated risks which have the potential to undermine the game's reputation, financial stability and status; and |
| Established and maintained consistent HR and WHS policies, procedures and programs which protect, empower and retain the game's dedicated workforce. |
| 3. Winning: Build generations of successful National teams |
| Lifted the technical standard and representation of players engaged in the Talented Player Pathway throughout Regional NNSW; |
| Enhanced and increased the opportunities for talented girls throughout the TPP; |
| Critically assessed the cost of player development programs and facilitated investment which reduces the financial burden of participants; |
| Lifted the technical standard of youth players participating in competitions and programs aligned to the Talented Player Pathway (TPP); and |
| Increased the competency and technical proficiency of Advanced Accredited Coaches. |
| 4. Transitioning participants to fans and consumers of the game at all levels |
| Developed and promoted Premier Competitions which engender interest and investment. |
| 5. Financial Stability |
| Maintain Net Asset Position |

team have outlined a range of strategies to be adopted in a Strategic Plan. A copy of this plan is available on our website.

Information on Directors

| Name | Position Held | Qualifications | Experience |
|---------------------|----------------------|---------------------------------|---|
| Ms Helene O'Neill | Chairperson | Parish – Family Liaison Officer | - 7 cumulative years as a director of Northern NSW Football |
| Mr Bill Moncrieff | Deputy Chairperson | CEO | - 3 cumulative years as a director of Northern NSW Football |
| Mr Terry Psarakis | Director | Accountant | - 3 cumulative years as a director of Northern NSW Football |
| Mr Mansell Laidler | Director | Lawyer | - 3 cumulative year as a director of Northern NSW Football. |
| Ms Steffany Sneesby | Director | Solicitor | - Appointed 13 February 2019 |
| Ms Sarah Gray | Director | Executive Officer | - Appointed 13 March 2019 |
| Mr Peter Dimovski | Director | Training Co-ordinator | - Appointed 5 May 2019 |

Directors' Meetings

The number of directors' meetings held and number of meetings attended by each of the directors of the company, whilst in office, during the year are:

2019 Directors' Meetings

| Director | No. of Meetings attended | No. of Meetings held |
|--|---------------------------------|-----------------------------|
| Mr Bill Walker (Resigned – term completed 05/05/2019) | 3 | 3 |
| Mrs Helen O'Neill | 6 | 6 |
| Mr Larry Urdarov (Resigned – term completed 05/05/2019) | 3 | 3 |
| Mr Terry Psarakis | 4 | 6 |
| Mr Mansell Laidler | 5 | 6 |
| Mr Bill Moncrieff | 6 | 6 |
| Ms Sarah Gray (Appointed 13/03/2019) | 4 | 5 |
| Ms Steffany Sneesby (Appointed 13/02/2019) | 6 | 6 |
| Mr Peter Dimovski (Appointed 05/05/2019) | 3 | 3 |

Limited by Guarantee

The entity is incorporated under the *Corporations Act 2001* and is an entity limited by guarantee. If the entity is wound up, the constitution states that each member is required to contribute a maximum of \$20 each towards meeting any outstanding obligations of the entity. As at 31 December 2019 the collective liability of members was \$200 (Dec 2018: \$200).

Financial Report Authorisation

The financial report was authorised for issue on 11 March 2020. The company has the power to amend and re-issue the financial report.

Auditor's Independence Declaration

The auditor's independence declaration for the year ended 31 December 2019 has been received and can be found at page 7 of this report.

Signed in accordance with a resolution of the Board of Directors.



Helene O'Neill
Chair



Mr Bill Moncrieff
Director

Dated this 11th day of March, 2020.

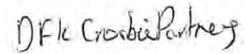
AUDITOR'S INDEPENDENCE DECLARATION
UNDER SECTION 307C OF THE CORPORATIONS ACT 2001
TO THE DIRECTORS OF
NORTHERN NSW FOOTBALL LIMITED

In accordance with the requirements of section 307C of the Corporations Act 2001, as lead auditor for the audit of Northern NSW Football Limited for the year ended 31 December 2019, I declare that, to the best of my knowledge and belief, there have been:

- (i) no contraventions of the auditor independence requirements as set out in 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.



Shaun Mahony - Partner



DFK Crosbie Partners
Chartered Accountants

Dated: 11 March 2020
Newcastle West, NSW

NORTHERN NSW FOOTBALL LIMITED
ACN 001 887 467
INDEPENDENT AUDIT REPORT TO MEMBERS

To the Members of Northern NSW Football Limited

Report on the Financial Report

Opinion

We have audited the financial report of Northern NSW Football Limited (the Company), which comprises the statement of financial position as at 31 December 2019 and the statement of profit or loss and other 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.

In our opinion, the accompanying financial report of Northern NSW Football Limited, is in accordance with the Corporations Act 2001, including:

- i) giving a true and fair view of the company's financial position as at 31 December 2019 and of its financial performance for the year then ended; and
- ii) 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 Company in accordance with the auditor independence requirements of the Corporations Act 2001 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Responsibilities of the Directors for the Financial Report

The Directors of the Company are responsible for the preparation of the financial report that gives a true and fair view 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 Company'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 Company or to cease operations, or have no realistic alternative but to do so.

Matters relating to the electronic presentation of the audited financial report

The auditor's report relates to the financial report of the Company for the year ended 31 December 2019 included on the Company's web site. The Company's Directors are responsible for the integrity of the "Company's web site. We have not been engaged to report on the integrity of this web site. The auditor's report refers only to the statements named above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of this report are concerned with the inherent risks arising from electronic data communications, they are advised to refer to the hard copy of the audited financial report to confirm the information included in the audited financial report presented on this web site.

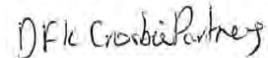
Auditor's Responsibilities for the Audit of the Financial Report

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

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



Shaun Mahony - Partner



DFK Crosbie Partners
Chartered Accountants

Dated: 11 March 2020
Newcastle West, NSW

Directors Declaration

In the directors' opinion:

- (a) The financial statements and notes set out on pages 11 to 27 are in accordance with the *Corporations Act 2001*, including:
 - (i) complying with Australian Accounting Standards – Reduced Disclosure Requirements, the *Corporations Regulations 2001* and other mandatory professional reporting requirements; and
 - (ii) giving a true and fair view of the company's financial position as at 31 December 2019 and of its performance for the financial year ended on that date; and

- (b) At the date of this declaration there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors and signed for on behalf of the Directors.



Helene O'Neill
Chair



Bill Moncrieff
Director

Speers Point, NSW
11 March 2020

Northern NSW Football Limited
Statement of Profit or Loss and Other Comprehensive Income
for the year ended 31 December 2019

| | Note | Dec 2019 \$ | Dec 2018 \$ |
|---|------|----------------------|----------------|
| Revenue from Ordinary Activities | | | |
| Revenue from Ordinary activities | 4 | 9,325,149 | 8,822,519 |
| Cost of Goods Sold | | (941,088) | (780,081) |
| Player Registration Expenses | | (574,360) | (1,283,158) |
| High Performance Football Expenses | | (771,319) | (689,663) |
| Competition and Operating Expenses | | (1,634,805) | (1,345,281) |
| Marketing and Communication Expense | | (1,019,053) | (983,644) |
| Community Football Expenses | | (1,167,142) | (700,198) |
| Finance Expenses | | (5,482) | (7,833) |
| Other Operating Expenses | | (2,420,009) | (2,357,001) |
| Profit/(Loss) before Income Tax | | 791,891 | 675,660 |
| Income Tax Expense | 1 | - | - |
| Profit/(Loss) after Income Tax | | 791,891 | 675,660 |
| Total comprehensive income | | 791,891 | 675,660 |

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

Northern NSW Football Limited
Statement of Financial Position
as at 31 December 2019

| | Notes | Dec 2019 \$ | Dec 2018 \$ |
|--------------------------------------|-------|-------------------|-------------------|
| Assets | | | |
| Current Assets | | | |
| Cash and Cash Equivalents | 6 | 5,489,708 | 4,588,397 |
| Trade Receivables | 7 | 185,971 | 131,455 |
| Other Assets | 8 | 144,338 | 148,989 |
| Financial Assets | 9 | 66,577 | 95,378 |
| Total Current Assets | | 5,886,594 | 4,964,219 |
| Non-Current Assets | | | |
| Property, Plant and Equipment | 10 | 10,244,496 | 10,061,486 |
| Total Non-Current Assets | | 10,244,496 | 10,061,486 |
| Total Assets | | 16,131,090 | 15,025,705 |
| Liabilities | | | |
| Current Liabilities | | | |
| Trade and Other Payables | 11 | 505,086 | 240,323 |
| Financial Liabilities | 12 | - | 59,475 |
| Lease Liabilities | 13 | 15,238 | - |
| Other Liabilities | 15 | 327,329 | 364,816 |
| Provisions | 14 | 209,527 | 213,221 |
| Total Current Liabilities | | 1,057,180 | 877,835 |
| Non-Current Liabilities | | | |
| Financial Liabilities | 12 | - | 49,331 |
| Lease Liabilities | 13 | 219,758 | - |
| Provisions | 14 | 34,806 | 54,304 |
| Total Non-Current Liabilities | | 254,564 | 103,635 |
| Total Liabilities | | 1,311,744 | 981,470 |
| Net Assets | | 14,819,346 | 14,044,235 |
| Equity | | | |
| Reserves | 16 | 884,513 | 637,678 |
| Retained Profits | 16 | 13,934,833 | 13,406,557 |
| Total Equity | | 14,819,346 | 14,044,235 |

The above statement of financial position should be read in conjunction with the accompanying notes.

Northern NSW Football Limited
Statement of Changes in Equity
for the year ended 31 December 2019

| | Retained Earnings | General Reserve | Reserves Funds from Incorporated Body | Facilities Fund | Sinking Fund | Total |
|---|----------------------|--------------------|--|--------------------|-----------------|------------|
| | \$ | \$ | \$ | \$ | \$ | \$ |
| Balance as at 1 January 2018 | 13,306,382 | 11,147 | 51,046 | - | - | 13,368,575 |
| Total comprehensive income for the year | | | | | | |
| Profit attributable to members | 675,660 | - | - | - | - | 675,660 |
| Total comprehensive income for the year | 675,660 | - | - | - | - | 675,660 |
| Transfer to sinking fund reserve | (250,000) | - | - | - | 250,000 | - |
| Transfer to facilities fund reserve | (325,485) | - | - | 325,485 | - | - |
| Balance as at 31 December 2018 | 13,406,557 | 11,147 | 51,046 | 325,485 | 250,000 | 14,044,235 |
| Profit attributable to members | 791,891 | - | - | - | - | 791,891 |
| Adjustment to retained earnings due to introduction of AASB16 | (16,780) | - | - | - | - | (16,780) |
| Transfer from facilities fund | 332,288 | - | - | (332,288) | - | - |
| Transfer to facilities fund reserve | (329,123) | - | - | 329,123 | - | - |
| Transfer to sinking fund reserve | (250,000) | - | - | - | 250,000 | - |
| Balance as at 31 December 2019 | 13,934,833 | 11,147 | 51,046 | 322,320 | 500,000 | 14,819,346 |

The accompanying notes form part of these financial statement.

Northern NSW Football Limited
Statement of Cash Flows
for the year ended 31 December 2019

| | Notes | Dec 2019 \$ | Dec 2018 \$ |
|--|-------|------------------|------------------|
| Cash flows from operating activities | | | |
| Receipts from Members/Players and Customers | | 10,187,043 | 9,467,643 |
| Payments to Suppliers and Employees | | (8,802,328) | (8,972,099) |
| Interest Received (net of accrual movement) | | 76,852 | 65,935 |
| Interest paid (lease) | | (8,719) | (7,833) |
| Interest paid (other) | | (5,235) | - |
| Net Cash Flow from Operating Activities | | 1,447,613 | 553,646 |
| Cash flows from investing activities | | | |
| Proceeds from Sale of Assets | | 12,272 | 44,571 |
| Payments for property, plant and equipment | | (497,007) | (297,895) |
| Decrease/(increase) in short term deposits | | (1,148) | 1,638,954 |
| Net cash inflow (outflow) from investing activities | | (485,883) | 1,385,630 |
| Cash flows from financing activities | | | |
| Net lease payments | | (60,420) | (2,260) |
| Net cash inflow (outflow) from financing activities | | (60,420) | (2,260) |
| Net increase/(decrease) in cash and cash equivalents | | 901,310 | 1,937,016 |
| Cash and cash equivalents at the beginning of the financial year | | 4,588,398 | 2,651,382 |
| Cash and cash equivalents at end of year | 6 | 5,489,708 | 4,588,398 |

The above statement of cash flows should be read in conjunction with the accompanying notes.

Contents of the notes to the financial statements

| Note | | Page |
|-------------|--|-------------|
| 1. | Summary of significant accounting policies | 16 |
| 2. | Significant Accounting Judgements | 20 |
| 3. | Change in Accounting Policy | 20 |
| 4. | Operating Revenue | 22 |
| 5. | Operating Profit | 23 |
| 6. | Cash and Cash Equivalents | 23 |
| 7. | Trade Receivables | 24 |
| 8. | Other Assets | 24 |
| 9. | Financial Assets | 24 |
| 10. | Property, Plant and Equipment | 24 |
| 11. | Trade and other payables | 25 |
| 12. | Financial Liabilities | 25 |
| 13. | Lease Liabilities | 25 |
| 14. | Provisions | 26 |
| 15. | Other Liabilities | 26 |
| 16. | Reserves | 26 |
| 17. | Commitments | 27 |
| 18. | Related Party Transactions | 27 |
| 19. | Security Deposit | 27 |
| 20. | Post Balance Date Events | 27 |

1. Summary of Significant Accounting Policies

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

(a) Basis of preparation

These general purpose financial statements have been prepared in accordance with applicable Australian Accounting Standards - Reduced Disclosure Requirements, other authoritative pronouncements of the Australian Accounting Standards Board and the Corporations Act 2001. Northern NSW Football Limited is a not for profit entity for financial reporting purposes under Australian Accounting Standards.

Historical cost convention

These financial statements have been prepared on the basis of historical cost and on an accruals basis. The financial report is presented in Australian Dollars.

Going concern

The financial statements have been prepared under the going concern basis.

The financial report complies with Australian Accounting Standards – Reduced Disclosure Standards as issued by the Australian Accounting Standards Board (AASB) being AASB 1053 – Application of Ties of Australian Accounting Standards and AASB 2010-2 Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements.

i) Revenue recognition

Revenue mainly arises from player registration, Merchandise sales, Football Five5 and Sidelines Café.

To determine whether to recognise revenue, the company follows a 5 step process:

1. Identify contract with the customer
2. Identify the performance obligations in the contract
3. Determine the transaction price
4. Allocate the transaction price to each performance obligation
5. Recognise revenue when (or as) performance obligations are satisfied

The company enters into transactions involving a range of services and products. In all cases the total transaction price for the contract is allocated amongst the various performance obligations based on their relative prices. The transaction price excludes any amounts collected on behalf of third parties.

Revenue is recognised either at a point in time or overtime, when (or as) the company satisfies performance obligations by transferring the promised goods or services to its customers.

The company recognises contract liabilities for consideration received in respect of unsatisfied performance obligations and reports these amounts as current liabilities in the statement of financial position. Similarly, if the company satisfies a performance obligation before it receives the consideration, the company recognises either a contract asset or a receivable in its statement of financial position, depending on whether something other than the passage of time is required before the consideration is due.

Player Registration Income

Revenue from player registration fees received is recognised over the term of the playing season, with any unearned portion being deferred and included in liabilities.

Registration Fees are collected by the member zones from players and paid to the Company. The Company also receives registration on behalf of Football Federation Australia (FFA) and these fees are not recognised as revenue as Company is acting as an agent.

Sidelines café

Revenue from the sale of food and beverages is recognised at a point in time when the physical control of the goods passes to the customer.

1. Summary of Significant Accounting Policies (cont)

(b) Revenue recognition cont

Merchandise

First Touch Football Supplies

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

Football Five5

Revenue from match fees is recognised at a point in time when the relevant match has been played. Any unearned portion is deferred and included in current liabilities.

Revenue from casual field hire is recognised at a point in time when the field hire time has been fulfilled.

Revenue from contracted field hire is recognised as performance obligations of the contract are met. Any unearned portion is deferred and included in current liabilities. Similarly, any obligations that have been performed for which payment has not been received are recognised as a current asset in the company's statement of financial position.

Sponsorship

Revenue from sponsorship is recognised as performance obligations of the contract are met. Any unearned portion is deferred and included in current liabilities. Similarly, any obligations that have been performed for which payment has not been received are recognised as a current asset in the company's statement of financial position.

Grant Funding

Revenue from grant funding is recognised as performance obligations of the contract are met. Any unearned portion is deferred and included in current liabilities. Similarly, any obligations that have been performed for which payment has not been received are recognised as a current asset in the company's statement of financial position.

Other Income

Includes income from interest, other football activities and events income recognised as performance obligations of the contract are met. Any unearned portion is deferred and included in current liabilities. Similarly, any obligations that have been performed for which payment has not been received are recognised as a current asset in the company's statement of financial position.

(c) Income tax

The company is currently exempt from income tax under Section 50-45 of the Income Tax Assessment Act 1997.

(d) Property, Plant and Equipment

All property, plant and equipment is stated at historical cost less depreciation and any impairment in value. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the company and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the statement of profit or loss and other comprehensive income during the financial period in which they are incurred.

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

- | | |
|--------------------------|----------------|
| • Lease Assets | 12.5% |
| • Plant & Equipment | 5.0% to 33.3% |
| • Motor Vehicles | 15.0% to 33.3% |
| • Leasehold Improvements | 2.5% to 33.3% |

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.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Statement of profit or loss and other comprehensive income.

1. Summary of Significant Accounting Policies (cont)

(e) Leases and Right of Use Assets

A lease is a contract, or part of a contract, that conveys the right to use an asset for a period of time in exchange for consideration. If the terms and conditions of a contract are changed, it is reassessed to once again determine if the contract is still, or now contains, a lease. The term of a lease is determined as the non-cancellable period of the lease, together with the periods covered by an option to extend the lease where there is reasonable certainty that the option will be exercised, and periods covered by an option to terminate the lease if there is reasonable certainty that the option will not be exercised. At inception, a right-of-use asset and a lease liability is recognised. Right-of-use assets are included in the Statement of Financial Position and grouped in classes of similar underlying assets.

Right-of-use assets are initially measured at cost, comprising the following:

- the amount of the initial measurement of the lease liability;
- any lease payments made at or before the commencement date, less any lease incentives received;
- an estimate of costs to be incurred in dismantling and removing the underlying asset;
- any initial direct costs incurred;

At the commencement date of the lease, the lease liability is initially recognised for the present value of non-cancellable lease payments discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. The weighted average incremental borrowing rate is 5.71%.

The lease payment used in the calculation of the lease liabilities includes variable payments when they relate to an index or rate. Where leases contain variable lease payments based on an index or rate at a future point in time, the Company has only included the known CPI increases to date and not estimated future CPI-related increases.

The Company does not recognise leases that have a lease term of 12 months or less or are of low value as a right of use asset or lease liability. The lease payments associated with these leases are recognised as an expense in the Statement of Profit or Loss and Other Comprehensive Income on a straight-line basis over the lease term.

(f) Impairment of assets

Property, plant and equipment is assessed annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. 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 value in use. The company has adopted Accounting Standard AASB 136, Impairment of Assets, and being a not-for-profit organisation, has estimated value in use by calculating the depreciated replacement cost of assets.

(g) Cash and cash equivalents

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

(h) Trade receivables

Trade receivables are recognised initially at the amount of the consideration that is unconditional unless they contain significant financing components, when they are recognised at fair value. The Company holds the trade receivables with the objective to collect the contractual cashflows and therefore measures them subsequently at amortised cost. Trade receivables are generally due within 30 days from the date of recognition. The recoverability of trade receivables is reviewed regularly, with any uncollectable debts written off.

(i) Inventory

Inventories are measured at the lower of cost and current replacement value.

(j) Financial Assets at Amortised Cost

Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in interest income using the effective interest rate method.

1. Summary of Significant Accounting Policies (cont)

(k) Other Liabilities

The liability for deferred income is the unutilised amounts of grants received on the condition that specified services are delivered or conditions are fulfilled.

(l) Trade and other payables

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

(m) Employee benefits

(i) Wages, salaries and annual leave

Liabilities for wages, salaries and annual leave expected to be settled within 12 months of the reporting date are recognised in other payables and the provision for employee benefits in respect of employees' services up to the reporting date and are measured at the amounts expected to be paid when the liabilities are settled. Liabilities expected to be settled after 12 months of the reporting date are measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

(ii) Long service leave

The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

(n) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case, it is recognised as part of the cost of acquisition of the asset or as part of the expense.

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

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

(o) Company

The Company is an incorporated body being a Company Limited by Guarantee, not having share capital. The liability of Members is limited by guarantee, with the liability per Member being limited to twenty dollars (\$20.00).

The Company was incorporated on the 7th May 1980 to take over the Members funds and other assets and liabilities and to effectuate and carry into execution the rights and obligations of the Unincorporated Association known as "The Northern NSW Soccer Federation". Its registered principal place of business is situated at 13 Park Rd, Speers Point New South Wales, 2284.

(p) Establishment of Facilities Fund

The Board and Management of NNSWF have sought to establish a facilities fund as part of the prudent financial management practices for the purpose of providing funding assistance to Football Clubs within NNSWF region to partner with local stakeholders to improve the quality, availability and safety of their facilities.

(q) Establishment of Sinking Fund

The Board and Management of NNSWF have sought to establish a Sinking Fund as part of the prudent financial management practices for the cost of maintaining the working assets of Lake Macquarie Regional Football Facility. This sinking fund identifies funds required for routine resurfacing of the artificial fields once they near the end of their estimated useful life and in future years will include amounts for any significant capital upgrades or refurbishments.

(r) Establishment of General Reserve

The Board and management of NNSWF establish a General Reserve as part of the prudent financial management practices.

2. Significant Accounting Judgements, Estimates and Assumptions

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Significant accounting estimates and assumptions

The key estimates 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:

Useful lives of non-current assets

The useful life of Property, Plant and Equipment is initially assessed at the date the asset is ready for use and reassessed at each reporting date based on the use of the assets and the period over which economic benefits will be derived from the asset. There is uncertainty in relation to the assessment of the life of the asset including factors such as the rate of wear and tear and technical obsolescence. The estimates and judgements involved may impact the carrying value of the non-current assets and the depreciation and amortisation charges recorded in the Statement of Profit or loss and other comprehensive income should they change.

3. Change In Accounting Policy

AASB 16 Leases

The company has adopted AASB 16 'Leases' from 1 January 2019. AASB 16 Leases ('AASB 16') removes the current operating and finance lease distinction for lessees and requires entities to recognise all material leases on the Statement of Financial Position. AASB 16 requires the recognition of a right-of-use asset and a corresponding lease liability at the commencement of all leases, except for short-term leases and leases of low value assets. The standard permits either a full retrospective or a modified retrospective approach for adoption. The Company has elected to apply the modified retrospective method of adoption from the date of initial application, which allows the Company to not restate comparative financial statement information.

The adoption has impacted the accounts as follows:

As a result of the adoption of AASB 16, the Company has recognised right-of-use assets and lease liabilities with the following effects on the Statement of Financial Position:

- The recognition of right-of-use assets of \$135,909 in property plant and equipment, after a reduction of \$16,780 to the opening balance of retained earnings;
- The recognition of lease liabilities of \$152,689;
- The separate identification of right of use assets in property, plant and equipment \$108,806.

| Reconciliation of lease liabilities at 31 December 2019 | Facility Lease | Motor Vehicles | Total |
|---|----------------|----------------|----------------|
| | \$ | \$ | \$ |
| Financial liabilities as at 31 December 2018 | - | 108,806 | 108,806 |
| Future lease commitments now in scope | 370,000 | - | 370,000 |
| Discounting | (217,311) | - | (217,311) |
| Lease liabilities as a result of the initial application of AASB 16 as at 31 December 2018 | 152,689 | 108,806 | 261,495 |

3.Change In Accounting Policy (cont)

AASB 15 Revenue from Contracts with Customers

The company has adopted AASB 15 'Revenue from Contracts with Customers' and AASB 2014-5 'Amendments to Australian Accounting Standards arising from AASB 15' from 1 January 2019. AASB 15 establishes a comprehensive five-step framework for recognising revenue. AASB 15 applies to all revenue arising from contracts with customers, unless those contracts are in the scope of other standards. AASB 15 has replaced past revenue recognition guidance including AASB 18 Revenue, AASB 11 Construction Contracts and the related Interpretations.

Under AASB 15, revenue is recognised when a performance obligation has been satisfied at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer/member. The standard requires entities to exercise judgment, taking into consideration all the relevant facts and circumstances when applying each step of the model to contracts with their customers/members.

AASB 15 has been applied by the Company in accounting for and recognising revenue. The new standard is based on the principle that revenue is recognised when control of a good or service transfers to a customer. The new policies are set out in note 1.

The standard permits either a full retrospective or a modified retrospective approach for adoption. The Company employed the modified retrospective approach for adoption as at 1 January 2019.

The adoption has impacted the accounts as follows:

The Company concluded that AASB 15 required no change in the method of accounting for the sale of goods and the provision of services, other than recognition of player registration income for which it was identified that there were both principal and agency elements. The impact of not recognising revenue in an agency agreement has resulted in a decrease in player registration fees income in the current year of \$890,663 with a corresponding decrease to registration fees expense. If this was not adopted player registration revenue for the year ended 31 December 2019 would have been \$3,799,018.

The application of AASB 15 has not had a significant impact on the financial position and/or financial performance of the company.

4. Operating Revenue

(b) Revenue

i) The companies revenue is disaggregated by pattern of revenue recognition as follows:

| For the Year Ended 31 December 2019 | | | | | | | | |
|--|----------------------------|----------------|----------------|----------------|------------------|----------------|------------------|------------------|
| <i>Timing of revenue recognition</i> | Player Registration Income | Merchandise | Football Five5 | Sidelines Café | Grants & Funding | Sponsorship | Other | Total |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| At a point in time | 2,895,189 | 896,558 | 662,518 | 499,201 | - | - | 2,209,233 | 7,162,699 |
| Over time | 13,866 | - | 142,605 | - | 1,271,180 | 734,799 | - | 2,162,450 |
| | <u>2,909,055</u> | <u>896,558</u> | <u>805,123</u> | <u>499,201</u> | <u>1,271,180</u> | <u>734,799</u> | <u>2,209,233</u> | <u>9,325,149</u> |

| For the Year Ended 31 December 2018 | | | | | | | | |
|--|----------------------------|----------------|----------------|----------------|------------------|----------------|------------------|------------------|
| <i>Timing of revenue recognition</i> | Player Registration Income | Merchandise | Football Five5 | Sidelines Café | Grants & Funding | Sponsorship | Other | Total |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| At a point in time | 3,584,671 | 737,555 | 575,174 | 457,312 | - | - | 1,757,490 | 7,112,202 |
| Over time | 23,445 | - | 190,140 | - | 868,432 | 627,940 | - | 1,709,957 |
| | <u>3,608,116</u> | <u>737,555</u> | <u>765,314</u> | <u>457,312</u> | <u>868,432</u> | <u>627,940</u> | <u>1,757,490</u> | <u>8,822,159</u> |

ii) Assets and liabilities related to contracts with customers

The company has recognised the following assets and liabilities related to income:

| | Dec 2019 | Dec 2018 |
|--|---------------|----------------|
| | \$ | \$ |
| Contract liabilities (Registration Fees) | 13,866 | 23,445 |
| Contract Liability - Other | 62,468 | 90,074 |
| Contract liabilities (Match Fees) | <u>13,225</u> | <u>9,304</u> |
| Total Contract liabilities | <u>89,559</u> | <u>122,823</u> |

Northern NSW Football Limited
Notes to the Financial Statements
for the year ended 31 December 2019

5. Operating Profit

Credits

Interest Received/Receivable

Charges

Depreciation

Profit/(Loss) on Sale of Assets

Facility Leasing expense

Variable Lease payment

Employee Benefits

Leave Entitlements

Wages and Salaries

Superannuation

Fringe Benefits Tax

| | Dec 2019 | Dec 2018 |
|--|-------------------|------------------|
| | \$ | \$ |
| | | |
| | 74,414 | 65,935 |
| | | |
| | 559,813 | 570,721 |
| | 193 | (5,089) |
| | - | 11,136 |
| | 1,851 | - |
| | | |
| | (23,192) | 47,241 |
| | 2,524,847 | 2,307,697 |
| | 215,953 | 206,325 |
| | 21,660 | 20,427 |
| | 2,739,268 | 2,581,690 |
| | | |
| | | |
| | 365,841 | 136,636 |
| | 4,236 | 4,935 |
| | 2,405,796 | 1,789,056 |
| | 2,713,835 | 2,657,770 |
| | 5,489,708 | 4,588,397 |

6. Cash and Cash Equivalents

Cash at Bank

Cash on Hand

Cash Management Accounts

Term Deposits

The above figures are reconciled to cash at the end of the financial year as shown in the statement of cash flows.

Northern NSW Football Limited
Notes to the Financial Statements
for the year ended 31 December 2019

7. Trade Receivables

Current

Debtors - Other
Less: Provision for doubtful debts

Debtors – Sundry

| | Dec 2019 | Dec 2018 |
|--|-------------------|----------------|
| | \$ | \$ |
| | 197,491 | 127,587 |
| | (12,185) | - |
| | <u>185,306</u> | <u>127,587</u> |
| | 665 | 3,868 |
| | <u>185,971</u> | <u>131,455</u> |

8. Other Assets

Current

Prepayments
Inventory

| | | |
|--|----------------|----------------|
| | 64,476 | 80,395 |
| | 79,862 | 68,594 |
| | <u>144,338</u> | <u>148,989</u> |

9. Financial Assets

Current

Financial Assets at amortised cost

Term Deposit
Income Accrued
GST

| | | |
|--|---------------|---------------|
| | 45,946 | 44,798 |
| | 5,997 | 13,957 |
| | 14,634 | 36,623 |
| | <u>66,577</u> | <u>95,378</u> |

10. Property, Plant and Equipment

| | Capital Works | Motor Vehicles | Plant & Equipment | L/Hold Improvements | Right of use Motor Vehicles | Right of use asset - Land | Total |
|--|----------------|----------------|-------------------|---------------------|-----------------------------|---------------------------|-------------------|
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Year Ended 31st December 2019 | | | | | | | |
| As at 1st January 2019 | | | | | | | |
| Net of Accumulated Depreciation | 17,434 | 22,981 | 275,029 | 9,637,236 | 108,806 | - | 10,061,486 |
| Impact of adoption of AASB16 | - | - | - | - | - | 135,909 | 135,909 |
| Additions | 546,520 | - | 37,635 | - | 34,939 | - | 619,094 |
| Disposals @ WDV | - | 12,180 | - | - | - | - | 12,180 |
| Transfers | - | 36,573 | - | - | (36,573) | - | - |
| Depreciation / Amortisation | - | 10,135 | 97,908 | 424,353 | 23,744 | 3,673 | 559,813 |
| As at 31st December 2019 | - | - | - | - | - | - | - |
| Net of Accumulated Depreciation | 563,954 | 37,239 | 214,756 | 9,212,883 | 83,428 | 132,236 | 10,244,496 |
| At 1st January 2019 | | | | | | | |
| Cost | 17,434 | 58,930 | 592,643 | 11,436,205 | 139,963 | - | 12,467,002 |
| Accumulated Depreciation | - | 35,949 | 317,614 | 1,798,969 | 31,157 | - | 2,405,516 |
| Net Carrying Amount | 17,434 | 22,981 | 275,029 | 9,637,236 | 108,806 | - | 10,061,486 |
| At 31st December 2019 | | | | | | | |
| Cost | 563,954 | 83,311 | 630,206 | 10,908,918 | 97,000 | 146,928 | 12,430,317 |
| Accumulated Depreciation | - | 46,072 | 415,450 | 1,696,035 | 13,572 | 14,692 | 2,185,821 |
| Net Carrying Amount | 563,954 | 37,239 | 214,756 | 9,212,883 | 83,428 | 132,236 | 10,244,496 |

Dec 2019 Dec 2018
\$ \$

11. Trade and Other Payables

Current

| | | |
|----------------|---------|---------|
| Trade Payables | 505,086 | 240,323 |
| | 505,086 | 240,323 |

12. Financial Liabilities

The Company leases several assets including the Land lease and motor vehicles:

Current

| | | |
|------------------------|---|--------|
| Leases – Motor Vehicle | - | 59,475 |
| | - | 59,475 |

Non-Current

| | | |
|------------------------|---|--------|
| Leases – Motor Vehicle | - | 49,331 |
| | - | 49,331 |

13. Lease Liabilities

The Company leases several assets including the Land lease and motor vehicles:

Current

| | | |
|------------------------|--------|---|
| Leases – Motor Vehicle | 13,883 | - |
| Lease – Land | 1,355 | - |
| | 15,238 | - |

Non-Current

| | | |
|------------------------|---------|---|
| Leases – Motor Vehicle | 69,705 | - |
| Lease – Land | 150,053 | - |
| | 219,758 | - |

Reconciliation of lease liabilities

| | Land Lease | Motor Vehicles | | |
|--------------------------|------------|----------------|------------|---|
| At January 1 | 152,689 | 108,806 | 261,495 | - |
| Additions | - | 33,921 | 33,921 | - |
| Leases paid out | - | (36,573) | (36,573) | - |
| Interest expense | 8,719 | 6,153 | 14,872 | - |
| Lease payments | (10,000) | (28,719) | (38,719) | - |
| Net movement during year | 151,408 | 83,588 | 234,996 | - |

The company has leases for the land, 13 Park Road, some vehicles and minor equipment. With the exception of short term leases and leases of low value, each lease is reflected on the statement of financial position as a right of use asset within Property, Plant and Equipment and a lease liability. Variable lease payments are excluded from the initial measurement of the lease liability and right of use asset. The company classifies its right of use assets in a consistent manner within its property, plant and equipment (see note 10)

Leases of vehicles are generally limited to a lease term of 3 to 5 years with a residual payment. This amount is reflected in the related right of use asset and liability. The property, 13 Park Road is a 40 year lease with Lake Macquarie City Council as trustees of the Speers Point Recreation (570014) Reserve Trust. This Lease agreement will conclude on 19 February 2055.

The vehicle lease liabilities are secured by the related underlying assets.

Variable Lease payments are not recognised in the related lease liability and are expensed as incurred.

14. Provisions

Current

Provision for Employee Benefits

| | Dec 2019 | Dec 2018 |
|--|----------------|----------|
| | \$ | \$ |
| | 209,527 | 213,221 |
| | 209,527 | 213,221 |

Non-Current

Provision for Employee Benefits

| | | |
|--|---------------|--------|
| | 34,806 | 54,304 |
| | 34,806 | 54,304 |

15. Other Liabilities

Current

Contract Liabilities (refer note 4)

Other

| | | |
|--|----------------|---------|
| | 89,559 | 122,823 |
| | 237,770 | 241,993 |
| | 327,329 | 364,816 |

16. Reserves

(a) Reserves

Funds Unincorporated Body

General Reserve

Facilities Fund Reserve

Sinking Fund Reserve

| | | |
|--|----------------|---------|
| | 51,046 | 51,046 |
| | 11,147 | 11,147 |
| | 322,320 | 325,485 |
| | 500,000 | 250,000 |
| | 884,513 | 637,678 |

(b) Retained profits

Movements in retained profits were as follows

Balance 1 January 2019

Adjustment to retained earnings due to introduction of AASB16

Transfer from Facilities Fund reserve

Transfer to Facilities Fund reserve

Transfer to Sinking Funds reserve

Net Profit/(Loss) for the year

Balance 31 December 2019

| | | |
|--|--------------------|-------------|
| | 13,406,557 | 13,306,382 |
| | (16,780) | - |
| | 332,288 | - |
| | (329,123) | (325,485) |
| | (250,000) | (250,000) |
| | 791,891 | 675,660 |
| | 13,934,833 | 13,406,557 |

17. Commitments

(a) Capital Commitments

The company has committed to a building contract with Kingston Building Australia Pty Limited for a stage 2 building totalling \$2.45 million. This has been funded through State government grants from the Office of Sports and capital contribution from NNSWF.

At 31 December 2019 the company has committed to a vehicle lease which had not commenced. The total future cash flow for this lease is \$33,922.

18. Related Party Transactions

- (a) Key Management personnel compensation for the years ended 31 December 2019 and 31 December 2018 is set out below. The key management personnel of Northern NSW Football Limited include the Directors, Chief Executive Officer and those executives that report directly to the Chief Executive Officer.

| | Dec 2019 | Dec 2018 |
|---|----------------|----------------|
| | \$ | \$ |
| Total Key Management Personnel Benefits | <u>756,565</u> | <u>796,968</u> |

- (b) The company has entered into commercial transactions totalling \$20,812.00 (2018 \$0) with Monfab Pty Limited. Bill Moncrieff, a director of NNSWF, is associated with this company.

19. Security Deposit

The company has a term deposit with the Newcastle Permanent Building Society which is used as security for the Company's credit card facility. NPBS holds a charge of \$39,500 over the term deposit of \$45,946.