



2019 ANNUAL REPORT

BURSWOOD PARK BOARD





ACKNOWLEDGEMENT OF COUNTRY

Burswood Park Board acknowledges the Whadjuk Noongar people as the traditional custodians of this land and their continuing connection to land, waters and culture. We pay our respects to all Aboriginal peoples; Elders past, present and emerging.

This report informs key stakeholders and the community about the Burswood Park Board, its priorities, challenges and performance for the 2018-19 financial year.

For more information or to provide feedback on the report, please email reception@burswoodpark.wa.gov.au

Statement of Compliance



To the Hon. Paul Papalia CSC MLA

Minister for Tourism; Racing and Gaming; Small Business; Defence Issues; Citizenship and Multicultural Interests

In accordance with Section 63 of the *Financial Management Act 2006*, we submit for your information, and presentation to Parliament, the Annual Report of the Burswood Park Board for the financial year ended 30 June 2019.

The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.

Barry A Sargeant PSM
PRESIDENT

Linda Kut
GENERAL MANAGER (CFO)

CONTENTS

OVERVIEW 5

President's Report	5
General Manager's Report	6
Our Vision, Our Mission, Our Values	7
2019-23 Strategic Plan	8
Operational Structure	9
Our Board	10
Performance Management Framework	11

AGENCY PERFORMANCE 13

Our Year at a Glance	13
Summary of Financial Targets and Key Performance Indicators	14
Report on Operations	18
Gardens and Surrounds	18
Events	20
Partnerships	26
Environmental Sustainability	29
Education and Students	30

SIGNIFICANT ISSUES AND TRENDS 31

Economic Impacts	31
Park Master and Activation Plan	31
Camfield Drive Traffic Management and Safety Issues	31
Parking	32
Zip-line Landing Platform	32
Foreshore Stabilisation Program	33

DISCLOSURES AND LEGAL COMPLIANCE 34

Independent Auditor's Report	34
Financial Statements	36
Key Performance Indicators	55
Ministerial Directions	58
Other Financial Disclosures	58
Governance Disclosures	59
Board Remuneration	59
Other Legal Requirements	59
Disability Access and Inclusion Plan	60
Government Policy Requirements	62

PRESIDENT'S REPORT

I am pleased to present the Annual Report of the Burswood Park Board for the year ended 30 June 2019.

The Annual Report outlines the Board's activities, performance indicators and audited financial statements.

The Board's funding is provided for in the *Casino (Burswood Island) Agreement Act 1985*. As detailed in the Agreement Schedule, contributions are received from the Burswood Property Trust, trading as Crown Perth. In 2018-2019, nearly \$8 million in funding was received.

Over the 2018-19 financial year, the Board forged ahead with its newly-developed five-year Strategic Plan. The plan has created a long-term vision for the greater Burswood Peninsula, supported by the progress of a Park Master and Activation Plan.

The Board continues to collaborate with its peninsula neighbours in managing the increased flow of foot traffic through Burswood Park (the Park). To this end, dual-pathways have been upgraded, environmentally-friendly foreshore and pedestrian lighting has been installed and Stage 1 of the 1.2 kilometre foreshore restoration project has been completed in partnership with the Department of Biodiversity Conservation and Attractions (DBCA).

The support of DBCA continued this year, with \$3 million in funding provided to finance a range of projects to protect and promote the health of the Swan

and Canning river systems. The strong partnership with DBCA demonstrates the Board's commitment to conservation and sustainability programs, and supports the Government Goal for Better Places by providing a quality environment where ecosystem and landscape conservation matter.

A highlight at the Park this year was the hosting of the WA Day Festival. While this was the first time the festival had been held on-site, it brought full circle Burswood Park's long-standing relationship with the WA Citizen of the Year Awards – since 1973, plaques honoring recipients of the award have taken pride of place around Citizen Lake. Record attendance for this event, together with other events, resulted in a total of 237,462 visitors to the Park for official events in 2018-19.

We were pleased to support the Government in delivering a successful tourism and cultural initiative by hosting the Perth Chung Wah Festival at the Park for the first time. The event combined the best of Chinese culture with arts, film, performances and activities for the whole family. The riverfront location provided the perfect backdrop for dragon boating, kite flying and lantern releasing. The Park continues to be a strong supporter and popular venue for major fundraising events, which

support Western Australian charities and community initiatives.

In delivering the objective to promote Burswood Park to local, national and international visitors, the Board this year contributed \$3.74 million in grant funding to Tourism WA. The grants, totalling \$19 million over five financial years will be used towards an International Marketing boost program and an Aviation Development Fund. In addition, the Board also contributed a \$2.38 million grant to VenuesWest for an open-air screen, at the northern end of the peninsula, aimed at further activating the Burswood Peninsula. This is in addition to a \$5 million grant to the Public Transport Authority, last year, for the build of the Burswood Jetty.

On behalf of the Board, I thank all of our employees and volunteers for their commitment and passion for the Park. I acknowledge and thank my fellow Board members for their continued guidance and support in ensuring Burswood Park is attractive and accessible to all Western Australians and visitors to the State.



Barry A Sargeant PSM
PRESIDENT

GENERAL MANAGER'S REPORT



What an amazing year it's been. After a number of years of hiatus, due to construction work in and around the site, Burswood Park is having a renaissance.

The revitalisation is encapsulated in the Park's strategic and operating plans. With the backing, leadership and support of the Board, Burswood Park now has a clear vision articulated through its Strategic Plan 2019-23. This vision is flowing through the Park Master and Activation Plan developed to activate the Park and the broader peninsula. We are working closely with a number of key stakeholders, including local and state government, to progress the plan which is designed to ensure the needs of all our customers and patrons are met.

Earlier this year we launched a fresh, clean and user-friendly website. Since its launch in mid-December 2018, there have been more than 27,000 hits on the site. We've also improved our social media presence, which has resulted in an 89% increase in Facebook page 'likes' and a 9% increase in TripAdvisor reviews.

The year saw an increase in the number of major events hosted at the Park, with Celebrate WA on the WA Day long weekend, the Perth Chung Wah Festival and the very popular Pineapple Club Season Finale. These three events alone brought over 150,000 visitors to our grounds – many for the first time, others making a return after many years. Our high visitor satisfaction and enjoyment rating is a testament to the presentation and accessibility of our grounds.

Our team is passionate about providing quality service and constantly strive to present a Park that is safe, secure and clean for all our patrons. This means ensuring our barbecues are spotless, toilets are regularly cleaned, and the playground, shelters and statues are maintained. As part of our environmental sustainability objectives, we have introduced recycling bins throughout the Park and upgraded many of our lights to eco-friendly energy-efficient LED bulbs.

Speaking of our employees, our achievements would not be possible without their dedication and commitment. And this commitment is reciprocated. We've supported the ongoing personal and career development of our people, with 100% of our employees undertaking training throughout the year. We also allocated more hours to training than in previous years to ensure our employees can take advantage of the opportunities. To create a more modern, efficient and effective workforce, technology was upgraded across our finance, human resources and telecommunications services.

The State Government's initiative to increase employment opportunities for trainees was put into action with the engagement of a student from North Metropolitan TAFE. Studying for a Graduate Diploma in Graphic Design,

Amy-Lee Wong has welcomed the support from our employees and from our professional consultants. Her efforts are on display on the cover of this Annual Report.

Finally, I'd like to thank my very supportive team who without their enthusiasm for change our achievements would not have been possible. I'd also like to thank the Board members for their guidance and leadership in helping to deliver the Strategic Plan.

A handwritten signature in blue ink, appearing to read 'Linda Kut'.

Linda Kut
GENERAL MANAGER

OVERVIEW

OUR VISION, OUR MISSION, OUR VALUES

To be the family
park of choice in
Perth.

VISION

To deliver a sustainable,
clean, fun and safe space for
all Western Australians, and
national and international
visitors, to value and enjoy.

MISSION

We are *Passionate*.
We are *Community-focused*.
We value *Quality*.

VALUES

STAKEHOLDERS

To enhance opportunities for community
development, the Board has entered into a number of
successful and diverse partnerships, and worked with
a range of stakeholders including:

Crown Perth

Town of Victoria Park

Department of Biodiversity, Conservation and Attractions

Main Roads WA

Public Transport Authority

VenuesWest

Department of Planning, Lands and Heritage
(including the office of the Government Architect)

WA Recreational Water Sports Association

Schools and tertiary education institutions.

2019-23 STRATEGIC PLAN

Our Strategic Plan, along with our Vision, Mission and Values, was developed through a series of workshops with all employees in September 2018. It demonstrates our desire to deliver a fun, clean and safe Park for our patrons. Our objectives will inform our operational planning and guide the development of the Park Master and Activation Plan.

Some of the achievements during the first year of the Strategic Plan are articulated and aligned through our performance management framework and agency performance.

OUR OBJECTIVES



Planning for and activating a Park site that meets the needs of the community.



Strengthening partnerships and collaborations.

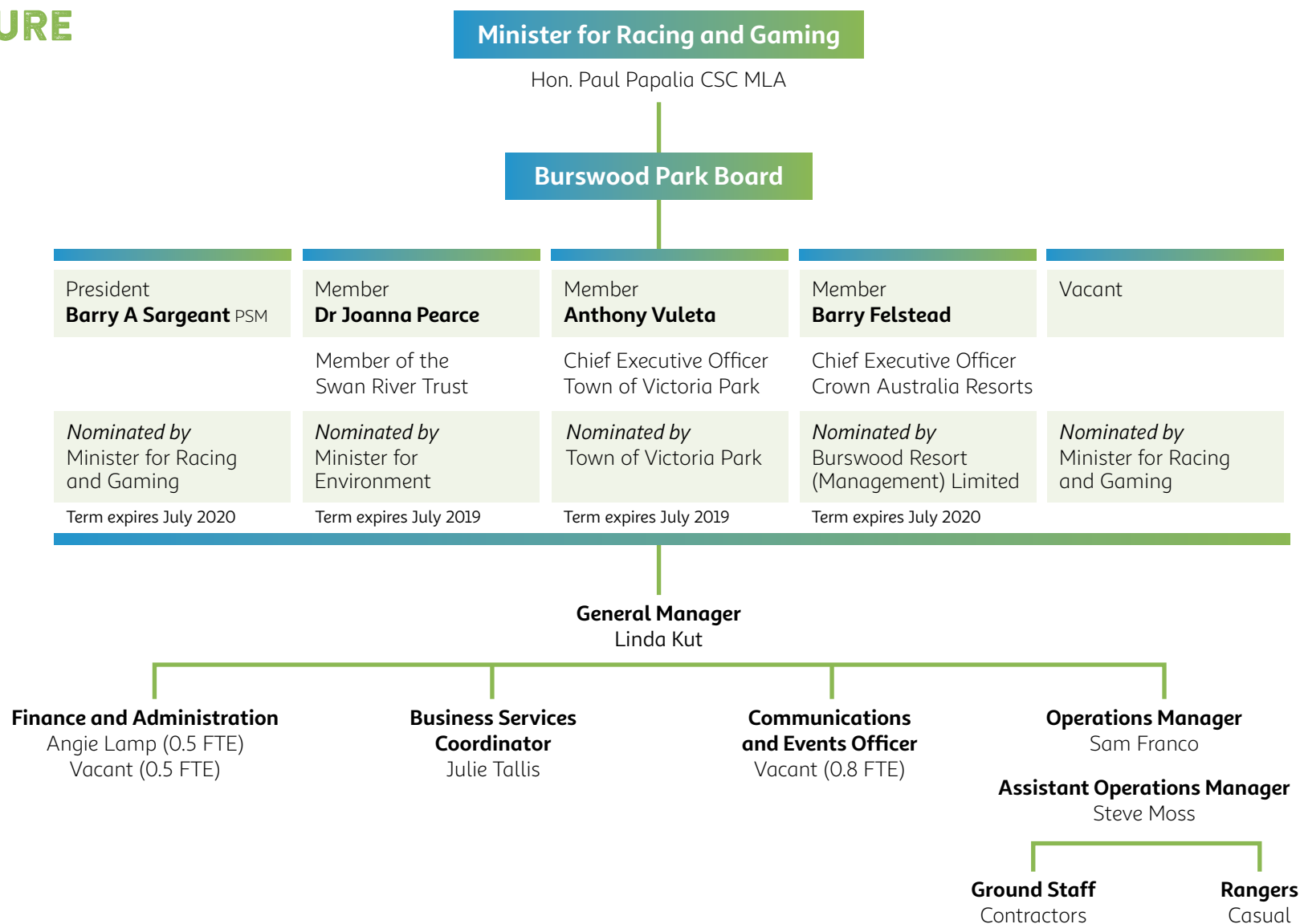


Providing a safe, secure and clean environment for all our patrons.



Engaging a workforce that is aligned, highly-capable and adaptable.

OPERATIONAL STRUCTURE



OUR BOARD

Barry A Sargeant ^{PSM}

Barry Sargeant held the position of Director General of the Department of Racing Gaming and Liquor from 1992 until his retirement in 2017.

In 2011, he was recognised for an 'outstanding public service' award as part of the Australia Day Honours List.

Mr Sargeant is a current member of the Gaming and Wagering Commission of Western Australia.

Mr Sargeant was appointed to the Burswood Park Board and Chair position in January 1993.

Barry Felstead

Barry Felstead has been Chief Executive Officer of Australian Resorts since August 2013. Mr Felstead sits on the Crown Melbourne Limited and Burswood Limited boards.

Between March 2007 and August 2013, Mr Felstead was Chief Executive Officer of Crown Perth (formerly Burswood Entertainment Complex). For two years prior to that appointment, Mr Felstead occupied the role of Chief Operating Officer – Gaming. Mr Felstead has also held multiple management positions at Crown Melbourne.

Mr Felstead is Chairman of FutureNow, Alumni of Celebrate WA and a Board Member of Australasian Gaming Council (AGC).

Mr Felstead was appointed to the Burswood Park Board in August 2007.

Anthony Vuleta

Anthony Vuleta is the Chief Executive Officer of the Town of Victoria Park. Born and raised in Perth, he began his career in a private civil design consultancy before moving into local government in 1988. He is a past president of the Institute of Public Works Engineering Australasia WA and a trustee of the Public Works Foundation.

Mr Vuleta's key focus is on developing strategies to help improve and reshape the business of local government in order to meet the current and future needs of the community.

Mr Vuleta was appointed to the Burswood Park Board in August 2017.

Dr Joanna Pearce

Dr Pearce is currently a lecturer in Tourism and Hospitality Management at Edith Cowan University. Her experience and skills include social research with a focus on nature-based tourism, providing policy guidance for the National Parks Advisory Committee in Victoria and preparing technical reports for government departments and industry on natural resource management issues.



She has held various teaching roles at Murdoch and Notre Dame universities and has a Bachelor of Science in Conservation Biology, a Bachelor of Science in Environmental Science (Hons) and a Doctorate of Philosophy.

Dr Pearce was appointed to the Burswood Park Board in August 2018.

PERFORMANCE MANAGEMENT FRAMEWORK

Government Goals

The State Government's broad, high-level goals are supported at an agency level by specific outcomes. The following table shows the alignment between relevant Government Goals, Burswood Park Board's strategic objectives, targeted outcomes, measures and results.

<p>GOAL</p> <p>SUSTAINABLE FINANCES</p> <p>Responsible financial management and better service delivery.</p> 	<p>Strategic Objectives</p> <p>A business that makes strategic and sensible investment decisions.</p>	<p>Targeted Outcome</p> <p>Fixed, variable and capital expenditure commitments fixed in line with long term strategic planning.</p>	<p>Measures</p> <ul style="list-style-type: none"> • Cost per hectare at or below targets set. 	<p>Results</p> <ul style="list-style-type: none"> ✓ \$58,000 per hectare spent – below the \$72,000 per hectare target. ✓ Savings achieved through stringent management of contractor costs.
<p>GOAL</p> <p>FUTURE JOBS AND SKILLS</p> <p>Grow and diversify the economy, create jobs and support skills development.</p> 	<p>Strategic Objectives</p> <p>A workforce that is aligned, highly capable and adaptable.</p>	<p>Targeted Outcome</p> <p>Staff that are valued, supported and upskilled through training and engagement.</p>	<p>Measures</p> <ul style="list-style-type: none"> • Increase in training and development hours. • Increase number of staff undertaking training. • Increase number of students trained in our 'outdoor classroom'. • Engage an office trainee. 	<p>Results</p> <ul style="list-style-type: none"> ✓ 82 additional hours of training across all employees compared to the same time last year. ✓ 100% of employees undertook training during the year. ✓ 169% increase in developing WA's future horticulturalists – with 76 students engaged, up from 45 last year. ✓ 3rd year TAFE student provided with in-house and agency-based work experience.

GOAL STRONG COMMUNITIES

Safe communities and supported families.



Strategic Objectives

A safe, secure and clean environment for all patrons.

Targeted Outcome

A park that provides quality infrastructure and amenities that are well maintained to ensure a welcoming, safe environment for park visitors.

Measures

- Install recycling bins throughout the park.
- Upgrade and improve lighting along the foreshore.
- Meet targets for maximum visitor satisfaction and enjoyment.

Results

- ✓ 13 new recycling bins installed at all barbeque locations and the playground.
- ✓ 85 eco-friendly energy-efficient lights installed throughout the park, as well as new lights installed along a 300-metre section of the foreshore.
- ✓ Exceeded target satisfaction rating by 7% (achieving 92% against the 85% target).

GOAL BETTER PLACES

A quality environment with liveable and affordable communities and vibrant regions.



Strategic Objectives

An activated park site that meets the needs of the community.

Targeted Outcome

A park that provides a broad range of events to attract diverse audiences, and maximise patron and visitor numbers.

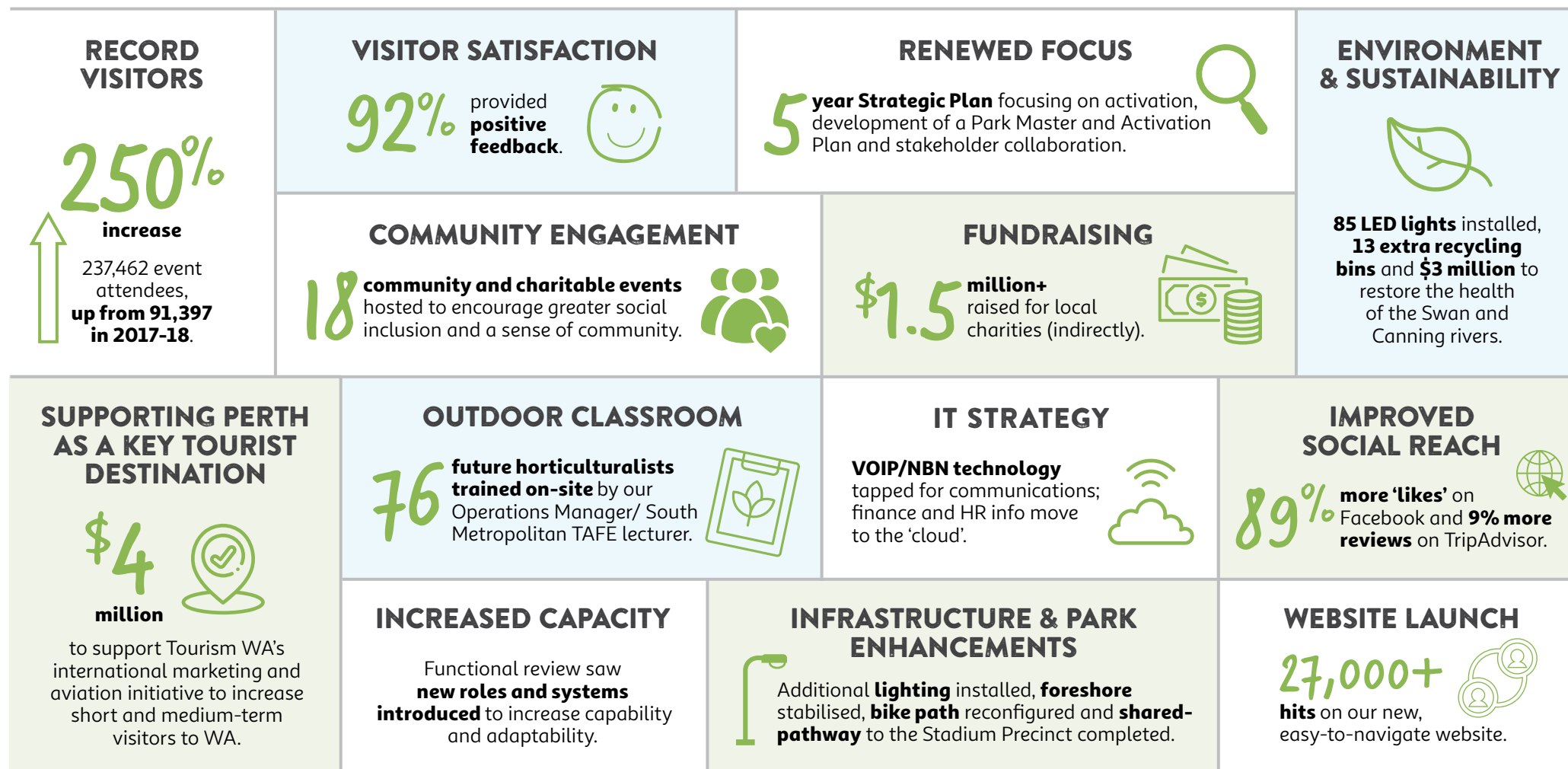
Measures

- Improve the diversity and number of community events in the park.

Results

- ✓ 18 events held in the park including new cultural, youth and music events.
- ✓ Increased the number of visitors during events – up 250% from 91,397 to more than 235,000.

OUR YEAR AT A GLANCE





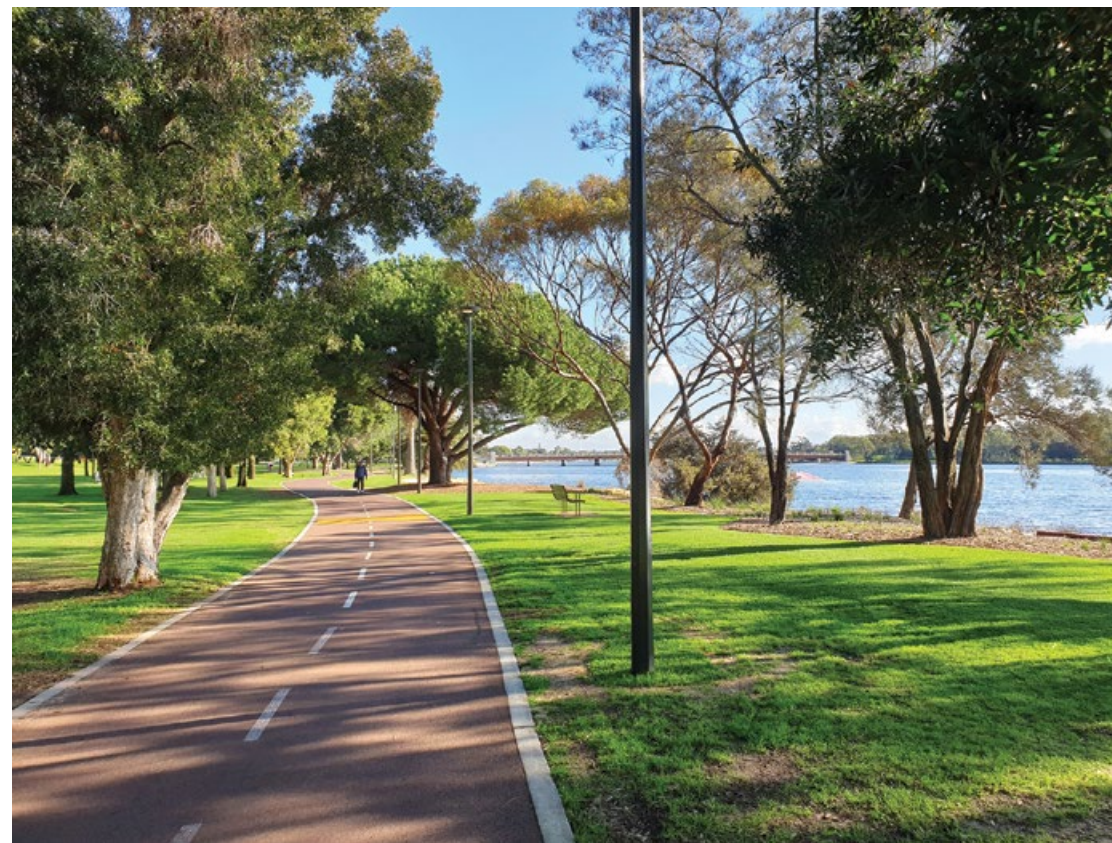
SUMMARY OF FINANCIAL TARGETS AND KEY PERFORMANCE INDICATORS

Corporate Dashboard






	Target 2018-19	Actual Results 2018-19
ECONOMIC		
FINANCIAL RESULTS 	\$1.14 million profit	\$5.19 million deficit \$7 million increase in grants to support other State Government agency initiatives
PROPERTY, PLANT AND EQUIPMENT 	\$9.24 million	\$13.4 million included investment in dual-pathways and eco-friendly energy-efficient lighting throughout the Park

	Target 2018-19	Actual Results 2018-19
CUSTOMER SATISFACTION		
CUSTOMER SATISFACTION 	85% customer satisfaction	92% of survey respondents satisfied
COMPLAINTS HANDLING 	100% of all complaints responded to within 24 hours	100% of all complaints responded to within 24 hours
VISITORS TO THE PARK 	95,000 visitors from events	237,462 visitors from events

Target 2018-19		Actual Results 2018-19
PARK IMPROVEMENTS		
SAFETY AND LIGHTING 	Install new lights	300 metres of eco-friendly energy-efficient lighting installed along the foreshore between Causeway Bridge and Shelter No. 2 in Patterson Park
WASTE MANAGEMENT 	Install recycling bins	13 new recycling bins installed throughout the Park





	Target 2018-19	Actual Results 2018-19
BEST PRACTICE		
TIME LOST TO INJURIES 	Zero lost time injuries	Zero lost time injuries
TECHNOLOGY    	Install NBN and VOIP technology	NBN and VOIP technology installed
	Improve or redesign the Park's website	New website launched
	Upgrade the desktop finance system to a cloud-based system	Cloud-based system deployed for finance operations
	Advance from a manual human resource system to an electronic platform	Human resources system moved to electronic platform



REPORT ON OPERATIONS

Gardens and Surrounds

A record number of visitors enjoyed the Park and its facilities this financial year. Celebrate WA's popular WA Day Festival was held at Burswood Park for the first time and was such a success, it will return in 2020.

Burswood Park is a tranquil green space set along the Swan River, only minutes from the city of Perth. Encompassing over 56 hectares of public open space, with playgrounds, barbecue facilities, landscaped gardens, floral displays, sculptures, bike trails, heritage trail and picnic spots, the Park boasts spectacular views along the river pathway and offers visitors a range of attractions and relaxing spaces to enjoy.

The flow of visitors to Burswood Park has increased in recent years with the opening of Optus Stadium (a 60,000 seat, world-class stadium that hosts sport and entertainment events) and the completion of a third hotel at Crown Perth (which now boasts over 1,000 guest rooms). Major improvements to the Park's internal dual-path and road network this year assisted with the movement of people across the peninsula. Further improvements are planned for the coming years.

Throughout the year, the grounds maintenance contractor, Programmed Property Services, delivered a well-presented Park, with works completed at minimal inconvenience for patrons. Barbecue and amenities were well-maintained and employees took great pride in ensuring the Park's facilities remained at a high standard.

A number of major maintenance and improvement works were undertaken during the year including:

FORESHORE LIGHTING

Installation of new dual-use path lighting (300 metres), along a formerly dark section of the foreshore between Causeway Bridge and Shelter No. 2 in Charles Patterson Park was completed. This has provided a safer and more user-friendly path during the evenings and early mornings.



"Great for walking, running and cycling. Burswood Park is a perfect destination for people of all ages and abilities. The playgrounds are excellent for younger children and the wildlife is abundant due to the sensitive water and landscape design."

Park Visitor – Copenhagen, Denmark



SEDIMENT REMOVAL

Dredging to remove the build-up of nutrient-rich sediment in the lake was completed. The organic layer had caused large algae outbreaks which impacted the aesthetics of the lake and water quality.

"Always a delight to wonder through. The bird life is amazing."

Charmaine Patches, Park Visitor

FORESHORE STABILISATION

The foreshore between Causeway Bridge and the Park Heritage Trail (approximately 500 metres) underwent stabilisation works to minimise the impact of continual erosion on the embankment and loss of valuable parkland to the river. To improve the aesthetics and longevity of this section of foreshore for future users, a combination of rock revetment installation and soft landscaping of the embankments was completed. In addition, a beach viewing area was installed.



ENERGY EFFICIENCY

In partnership with Crown Perth, a program to replace all car park and pathway lightening with energy-efficient LED lights was completed.

Events

The series of cultural and community events hosted at the Park this year connected the Western Australian community with the Burswood Peninsula and foreshore.

A number of key cultural and entertainment events were hosted at Burswood Park for the first time this year. Impressive attendance at the WA Day Festival, State Of The Art (SOTA) Festival, Perth Chung Wah Cultural Festival and the Pineapple Club Season Finale resulted in the number of visitors to the Park more than doubling in 2018-19, with more than 235,000 people attending events within the Park.

The Perth Chung Wah Cultural Festival was held at the Park for the first time in May. A Minister for Tourism initiative, the week of activities showcased Western Australia and celebrated the local Chinese community's cultural and sporting heritage.

The Park also played host to the Pineapple Club Season Finale music event in April. More than 9,000 young adults enjoyed the party atmosphere while enjoying the safety and security of the Park setting.

More than 30,000 people headed to the Telethon Community Cinema at Burswood Park this year. In addition to this and other major events, Burswood Park hosted a number of smaller community and charity events including Have-a-Go Day and HBF Run for a Reason.

The Park continued to be a hive of physical activity throughout the year with numerous groups using the open spaces for exercise classes, among these were the Qi Gong Association, Over 55s Walking and Cycling Associations, and Masters Athletics. Large fundraising events were also supported with the Park playing host to the Euroz Big Walk for the Perth Children's Hospital and One Walk for the Juvenile Diabetes Research Foundation.





"Total package site with the best of both worlds; luxury and comfort within Crown and Optus Stadium combining natural parkland."

"Great place to entertain, have fun and enjoy a family outing with spectacular views and plenty of open space."

WA Day Festival patrons



WA DAY CELEBRATIONS

Over the June long weekend, the WA Day Festival was packed with families and children of all ages enjoying an array of child-friendly activities such as huge inflatables, animal farm, arts and crafts, and a 'pan for gold' station.



SOTA FESTIVAL

Home-grown musicians, including John Butler, Katy Steele, Drapht, Slumberjack and Jebediah performed during the SOTA Festival and closed out the WA Day celebrations.



PINEAPPLE CLUB

An over-18 playground featuring the Big Pineapple, the Fruit Bowl, Downtown Silent Disco, Nitro Swing and Sideshow alley were drawcards for the Pineapple Club Season Finale.



"Will 100% be attending Pineapple again and any events at Burswood Park such as SoTA coming up! Loved it and had the best time."

Pineapple Club attendee



Minister for Tourism; Racing and Gaming; Small Business; Defence Issues; Citizenship and Multicultural Interests, Hon. Paul Papalia CSC MLA (front left) and Hon. Pierre Yang MLC celebrate the Chung Wah Cultural Festival with the dragon boat racers.

PERTH CHUNG WAH CULTURAL FESTIVAL

Opening with a regatta of dragon boat racing that saw some of Western Australia's top competitors in action, the festivities continued with performances from renowned Chinese dancers, musicians and artists, lion dancers, giant kite flying displays, Chinese lantern making demonstrations, storytelling, calligraphy and live mural painting.



An Australian Chinese History Exhibition and WA Oriental Culture & Art Exhibition, together with Chinese cooking demonstrations, Chinese film festival and a small business conference topped off the festival. A finale including a lotus flower ceremony and fireworks closed out the week's festivities.

"Burswood Park is a fantastic venue with adaptable spaces for small and large outdoor events. The grounds and operational teams were easy to work with, provided knowledgeable and responsive feedback and were welcoming to new ideas and event opportunities. New events can be challenging in the development stages and the supportive working relationship with the Burswood Park Board team was very much appreciated."

Chung Wah Event Organiser

Partnerships

The Burswood Park Board is proud to provide grants supporting a number of key initiatives to improve the Burswood Peninsula and Park visitation.

Swan and Canning Riverpark Enhancement

The Board continued to support the river health, restoration and behaviour change programs for the Swan and Canning rivers. Funding of \$3 million was provided this financial year, bringing the total contribution to \$36 million since the project's inception in 2009.

Working in partnership with the Department of Biodiversity, Conservation and Attractions (DBCA) the funding supports the implementation of the Swan Canning River Protection Strategy. The program builds capacity for natural resource management groups across the Swan Avon catchment. Groups help coordinate key community environmental restoration projects that improve the water quality entering the Swan and Canning rivers.

This year's contribution helped to fund 15 priority riverbank projects in the Swan Canning Riverpark. DBCA's Riverbank Funding aims to improve the condition of shorelines and enhance biodiversity, infrastructure protection and the social

amenity values of the Riverpark. Projects include riverwall repair/construction, foreshore erosion control, enhancing river access, creating native animal habitat and preparation of foreshore management planning.

Over \$1 million was allocated to DBCA's Swan and Canning oxygenation program which funds oxygen relief and monitoring activities in the upper reaches of the Swan and Canning rivers. This funding also helped resource DBCA's incident response to critical events such as algal blooms in the Riverpark.

As part of this partnership, DBCA delivers free RiverWise gardening workshops in priority Perth suburbs to help encourage sustainable gardening practices and responsible fertiliser use among residents.

Board funding supports community engagement projects such as the Dolphin Watch citizen science research project and the Reel It In fishing line bin project that has been expanded throughout the Riverpark and now collects over 28 kilometres of fishing line per year.



Swan Alcoa Landcare Program



Transforming degraded bushland into healthy habitat, drains into living streams and tiny seedlings into adult trees, the Swan Alcoa Landcare Program (SALP) celebrated 21 years of environmental achievements in 2019.

SALP works with public volunteers, corporates, primary school and college students (*including those pictured left*) to conduct tree planting, weeding, fencing and conservation initiatives.

The program provides employment for university graduates with environmental or landscaping backgrounds and plenty of jobs for earthmoving, weeding and fencing contractors. SALP also provides a great social network for volunteers who help achieve environmental outcomes in their local bushland areas.

The projects help develop green corridors and recreational areas in metropolitan suburbs, improve water quality entering the Swan and Canning rivers, control invasive weed species and feral animals, and create native animal habitat.

This year, the Burswood Park Board provided \$155,000 in funding to SALP, which contributed \$332,756 to 21 community environmental groups to implement 59 environmental restoration projects throughout the Swan Canning catchment.

A partnership between the Burswood Park Board, DBCA, Alcoa and Perth NRM, SALP has delivered 1,410 projects and 200,500 volunteer hours (worth \$4.1 million) over the past 21 years.

International Tourism Marketing Boost and Aviation Development Fund

The Board committed nearly \$4 million in grants to expand Tourism Western Australia's overseas promotion of the State and of Burswood Peninsula. The program is designed to attract holiday-makers from key Asian markets and long-haul destinations such as the United Kingdom and the United States of America to WA.

Key partnerships and campaigns showcasing the experiences available in WA, including visiting the Burswood Peninsula, have been developed for the program, which has the potential to attract thousands more overseas visitors to WA.

End of an Era – Burswood Park Tours

From 1993 to 2018, a loyal group of volunteer Tour Hosts dedicated their time to sharing their knowledge about Western Australia's European settlement and gold-rush history with visitors during guided walking tours of the Park Heritage Trail.



With a decline in requests and reduced number of volunteers, the last Heritage Trail Tour took place in October 2018. The following month, the Board President presented the Tour Hosts (pictured above) with personalised awards to thank them for their dedication and years of service to the Park.

The Board is grateful to all the volunteers who took part in the Heritage Trail Tours during those 25 years.



Environmental Sustainability

The Board maintains an ongoing commitment to the protection and preservation of our environment. Biological diversity is preserved, habitats protected and resources used sustainably.

Once an environmental wasteland, Burswood Park is now a Class C Reserve with 56 hectares of parks, gardens and heritage trails on the Swan River foreshore. Before its transformation, the Park provided no sustainable wildlife habitats. It is now home to more than 40 varieties of birds and the natural parklands support an array of native fauna and flora.

During the financial year, the Board continued to embrace industry best-practice to reduce waste and costs by focusing on waste management and water management initiatives.

Waste Management

- The Park's manicured grassed areas are regularly mowed and the clippings returned to the surface to replace soil nutrients and reduce the need to use granular fertilisers. (pics of mulch)
- The majority of green waste derived from trees and shrubs is processed on-site and the by-product (mulch) is used to top up garden beds on site, reducing weed growth, promoting and sustaining better plant growth, minimising moisture loss and providing warmth for plant root systems.
- Nutrient levels in soils and plant material are regularly tested to ensure that chemicals, fertilisers and applications are applied at the right time of the year to reduce the chance of run-off.
- Recycling waste bins are located throughout the Park. An additional 13 bins were installed in 2018-19.



Water Management

- Regular dredging and removal of organic build-up in the bottom of the lakes ensure the water quality of the irrigation lakes is maintained. Strategies to harvest surface run-off and storm water collection in the Parks' lake system have been implemented, helping to reduce the amount of water taken from below-ground water reserves.
- Regular testing of water quality and nutrient monitoring minimises environmental impacts.
- Improvements to the automatic irrigation system are made to minimise water wastage and power usage.
- A weather station that communicates with the automatic computerised irrigation system was installed, enabling immediate changes to be made to watering requirements.



This year, Burswood Park also provided work experience for a third year Graduate Diploma in Graphic Design student from North Metropolitan TAFE, Amy-Lee Wong (pictured below). Amy-Lee's design work on business cards, the annual report and tourism publications has augmented her professional portfolio.

Burswood Park's contribution to industry development and promotion of work experience programs has been acknowledged by students and lecturers alike.

Education and Students

During the year, Burswood Park hosted students studying in the fields of horticulture and irrigation.

A total of 76 apprentices and students studying aspects of horticulture at university and through vocational training institutions participated in hands-on workshops at the Park this year. Activities spanned a range of disciplines and included grass establishment and maintenance, machinery operation and maintenance, irrigation installation and maintenance, tree/shrub planting and care, as well as environmental

sustainability (water harvesting), correct use of chemicals, fertilisers, mulches, and efficient water use.

Specific areas within the Park have been set aside for research purposes, enabling students to identify the impact that the use of organic composted products has on the soil profile and how this affects the grass establishment and the long-term maintenance of the grasses.



SIGNIFICANT ISSUES AND TRENDS

SIGNIFICANT ISSUES AND TRENDS

Economic Impacts

The Board's funding is provided for through the *Casino (Burswood Island) Agreement Act 1985*. In recent years, funding has reduced due to a downturn in Burswood Property Trust revenues. The Board anticipates revenue will remain at or under \$8 million per financial year for the foreseeable future.

Recent construction works in and around the Burswood Peninsula have delayed investment in the asset management program. As a result, the Board has developed an asset renewal program, which looks to the replacement of assets in a sensible, cost-efficient and effective manner.

Park Master and Activation Plan

The Burswood Peninsula District Structure Plan provides a strategic framework for the planning, assessment, coordination and implementation of major development initiatives across the Burswood Peninsula. The vision is to create an attractive, vibrant and sustainable urban setting, with a diverse mix of recreation, entertainment, tourism and employment opportunities.

The district structure plan will guide the Master and Activation Plan for Burswood Park. The Board is working collaboratively with its neighbouring stakeholders and key government agencies to ensure the Master and Activation Plan will deliver benefits to the Park and its community.

Camfield Drive Traffic Management and Safety Issues

Since the opening of the 60,000-seat Optus Stadium, there has been an increase in the number of people traversing the peninsula, using the network of paths and

roads. The safe and efficient movement of vehicles and pedestrians on event days can be challenging and remains an important issue that will be managed through the design of soft and hard landscape solutions throughout the peninsula. These will result in additional grounds costs for the Board.





Parking

On stadium event and game days, Car Park 8 is used as bus transfer for the Public Transport Authority. As this car park was not built to withstand the weight and pressure of heavy load vehicles this will ultimately reduce the useful life of this asset. The Board will continue to look at opportunities for managing event days and providing parking facilities for visitors frequenting the Park.

Zip-line Landing Platform

Opened in July 2018, the Matagarup Bridge provides pedestrian access between Burswood and East Perth. The recent announcement of a Matagarup Bridge Climb and zip-line operations has resulted in collaborative efforts between the Board and Main Roads WA to ensure a suitable area in the Park is allocated for a landing platform.

The zip-line will travel 300 metres via cables from the halfway point of the bridge to a landing platform in the Park. Access paths and increased amenities for the northern end of the Park may be required to serve additional visitors.





Foreshore Stabilisation Program

Addressing the rate of erosion of the Park's foreshore along the Swan River continues to be an important issue for the Board. The Board has completed stage one of the remediation works. A 500-metre stretch of the foreshore has been rehabilitated, through a cost-share agreement with DBCA. Stage two of the foreshore stabilisation program will cover an additional 700 metres and is yet to be funded.



Burswood Park's inviting new foreshore area for park visitors – the result of successful remediation of a degraded section of the embankment during the year (pictured above left).



Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

THE BURSWOOD PARK BOARD

Report on the Financial Statements

Opinion

I have audited the financial statements of The Burswood Park Board which comprise the Statement of Financial Position as at 30 June 2019, the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the operating results and cash flows of The Burswood Park Board for the year ended 30 June 2019 and the financial position at the end of that period. They are in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for Opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Board in accordance with the *Auditor General Act 2006* and the relevant 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 my audit of the financial statements. I have also fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibility of the Board for the Financial Statements

The Board is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the agency'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 Western Australian Government has made policy or funding decisions affecting the continued existence of the Board.

Auditor's Responsibility for the Audit of the Financial Statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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 the financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, 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 my 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 agency's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- Conclude on the appropriateness of the Board's 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 agency's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on Controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by The Burswood Park Board. The controls exercised by the Board are those policies and procedures established by the Board to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions (the overall control objectives).

My opinion has been formed on the basis of the matters outlined in this report.

In my opinion, in all material respects, the controls exercised by The Burswood Park Board are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with legislative provisions during the year ended 30 June 2019.

The Board's Responsibilities

The Board is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, the Treasurer's Instructions and other relevant written law.

Auditor General's Responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and the controls, necessary to achieve the overall control objectives, were implemented as designed.

An assurance engagement to report on the design and implementation of controls involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including the assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Limitations of Controls

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and implemented as designed, once the controls are in operation, the overall control objectives may not be achieved so that fraud, error, or noncompliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the Key Performance Indicators**Opinion**

I have undertaken a reasonable assurance engagement on the key performance indicators of the The Burswood Park Board for the year ended 30 June 2019. The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of the The Burswood Park Board are relevant and appropriate to assist users to assess the Board's performance and fairly represent indicated performance for the year ended 30 June 2019.

The Board's Responsibility for the Key Performance Indicators

The Board is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal control as the Board determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Board is responsible for identifying key performance indicators that are relevant and appropriate having regard to their purpose in accordance with Treasurer's Instruction 904 *Key Performance Indicators*.

Auditor General's Responsibility

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the agency's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 904 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My Independence and Quality Control Relating to the Reports on Controls and Key Performance Indicators

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements*, the Office of the Auditor General maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Matters Relating to the Electronic Publication of the Audited Financial Statements and Key Performance Indicators

This auditor's report relates to the financial statements and key performance indicators of the The Burswood Park Board for the year ended 30 June 2019 included on the Board's website. The Board's management is responsible for the integrity of the Board's website. This audit does not provide assurance on the integrity of the Board's website. The auditor's report refers only to the financial statements and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements or key performance indicators. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial statements and key performance indicators to confirm the information contained in this website version of the financial statements and key performance indicators.



JORDAN LANGFORD
ACTING ASSISTANT AUDITOR GENERAL FINANCIAL AUDIT
Delegate of the Auditor General for Western Australia
Perth, Western Australia
19 August 2019

Financial Statements

Certification of Financial Statements for the year ended 30 June 2019

The financial statements of the Burswood Park Board have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2019 and the financial position as at 30 June 2019.

At the date of signing we are not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.



Barry A Sargeant PSM
PRESIDENT

13 August 2019



Linda Kut
GENERAL MANAGER (CFO)

13 August 2019

Statement of Financial Position

for the year ended 30 June 2019

	Note	2019 \$	2018 \$
ASSETS			
Current Assets			
Cash and cash equivalents	7.1	20,178,823	26,317,670
Receivables	6.1	1,044,148	969,694
Other current assets	6.2	26,284	45,035
Total Current Assets		21,249,255	27,332,399
Non-Current Assets			
Infrastructure, property, plant and equipment	5.1	13,411,756	12,728,472
Total Non-Current Assets		13,411,756	12,728,472
TOTAL ASSETS		34,661,011	40,060,871
LIABILITIES			
Current Liabilities			
Payables	6.3	170,506	292,893
Employee related provisions	3.1(b)	99,961	113,921
Other current liabilities	6.4	19,496	21,803
Total Current Liabilities		289,963	428,617
Non-Current Liabilities			
Employee related provisions	3.1(b)	44,054	30,177
Total Non-Current Liabilities		44,054	30,177
TOTAL LIABILITIES		334,017	458,794
NET ASSETS		34,326,994	39,602,077
EQUITY			
Contributed equity	9.6	2,418,100	2,418,100
Accumulated surplus		31,908,894	37,183,977
TOTAL EQUITY		34,326,994	39,602,077

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

Statement of Comprehensive Income

for the year ended 30 June 2019

	Note	2019 \$	2018 \$
COST OF SERVICES			
Expenses			
Employee benefits expense	3.1(a)	517,165	414,482
Supplies and services	3.4	273,659	136,065
Depreciation	5.1.1	544,016	591,273
Ground maintenance	3.3	1,418,692	2,145,765
Other expenses	3.4	1,107,572	542,201
Grants	3.2	10,041,229	7,690,468
Asset revaluation decrement	5.1	34,928	19,259
Total cost of services		13,937,261	11,539,513
INCOME			
Revenue			
Trustee payments	4.1	7,979,314	8,269,265
Grants	4.2	-	689,021
Interest	4.3	622,222	695,425
Other revenue	4.4	60,642	99,188
Total Income		8,662,178	9,752,899
SURPLUS/(DEFICIT) FOR THE PERIOD		(5,275,083)	(1,786,614)
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		(5,275,083)	(1,786,614)

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

Statement of Changes in Equity

for the year ended 30 June 2019

	Note	Contributed equity \$	Accumulated surplus \$	Total equity \$
Balance at 1 July 2017		-	38,970,591	38,970,591
Deficit for the period		-	(1,786,614)	(1,786,614)
Total comprehensive income for the period		-	(1,786,614)	(1,786,614)
Transactions with owners in their capacity as owners:				
Transfer of assets from other agency	9.6	2,418,100	-	2,418,100
Balance at 30 June 2018		2,418,100	37,183,977	39,602,077
Balance at 1 July 2018		2,418,100	37,183,977	39,602,077
Deficit for the period		-	(5,275,083)	(5,275,083)
Total comprehensive income for the period		-	(5,275,083)	(5,275,083)
Balance at 30 June 2019	9.6	2,418,100	31,908,894	34,326,994

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

Statement of Cash Flows

for the year ended 30 June 2019

	Note	2019 \$	2018 \$
CASHFLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(518,776)	(435,618)
Supplies and services		(2,974,579)	(2,781,536)
Grants		(10,041,229)	(7,690,468)
GST payments on purchases		(1,111,149)	(846,632)
Receipts			
Grants		-	689,021
Interest received		640,973	747,066
Trustee payments		8,035,226	8,437,592
GST receipts on sales		8,406	78,578
GST receipts from taxation authority		976,457	775,960
Other receipts		60,642	103,389
Net cash provided by operating activities		(4,924,029)	(922,648)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current physical assets		(1,214,818)	(786,438)
Net cash provided by/(used in) investing activities		(1,214,818)	(786,438)
Net increase/(decrease) in cash and cash equivalents		(6,138,847)	(1,709,086)
Cash and cash equivalents at the beginning of the period		26,317,670	28,026,756
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	7.1	20,178,823	26,317,670

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

Notes to the Financial Statements

for the year ended 30 June 2019

1 Basis of preparation

The Board is a WA Government entity and is controlled by a Board. The Board is a not-for-profit entity (as profit is not its principal objective).

A description of the nature of its operations and its principal activities have been included in the 'Overview' which does not form part of these financial statements.

These annual financial statements were authorised for issue by the Board on 13 August 2019.

Statement of compliance

These general purpose financial statements are prepared in accordance with:

- 1) The *Financial Management Act 2006* (FMA)
- 2) The Treasurer's Instructions (the Instructions or TI)
- 3) Australian Accounting Standards (AAS) - Reduced Disclosure Requirements
- 4) Where appropriate, those AAS paragraphs applicable for not-for-profit entities have been applied.

The *Financial Management Act 2006* and the Treasurer's Instructions (the TIs) take precedence over AAS. Several AAS are modified by the TIs to vary application, disclosure format and wording. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. Certain balances will apply a different measurement basis (such as the fair value basis). Where this is the case the different measurement basis is disclosed in the associated note.

All values are rounded to the nearest dollar.

Judgements and estimates

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

Contributed equity

AASB Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to, transfer) before such transfers can be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 955 *Contributions by Owners made to Wholly Owned Public Sector Entities* and have been credited directly to Contributed Equity.

The transfers of net assets to/from other agencies, other than as a result of a restructure of administrative arrangements, are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal.

2 Agency outputs

Agency objectives

Note
2.1

2.1 Agency objectives

Mission Statement

To be the family park of choice in Perth.

- Planning for and activating a park site that meets the needs of the community.
- Provision of a safe, secure and clean environment for all our patrons.
- Strengthened partnerships and collaborations.
- Engage a workforce that is aligned, highly capable and adaptable.

3 Use of our funding

Expenses incurred in the delivery of services

This section provides additional information about how the Board's funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by the Board in achieving its objectives and the relevant notes are:

	Notes	2,019 \$	2,018 \$
Employee benefits expenses	3.1(a)	517,165	414,482
Employee related provisions	3.1(b)	144,015	144,098
Grants	3.2	10,041,229	7,690,468
Ground Maintenance	3.3	1,418,692	2,145,765
Other expenditure	3.4	1,381,231	678,266

3.1(a) Employee benefits expense

Wages and salaries	470,239	373,704
Superannuation – defined contribution plans (a)	46,926	40,778

Total employee benefits expense

	517,165	414,482
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(a) Defined contribution plans include West State Superannuation Scheme (WSS), Gold State Superannuation Scheme (GSS), Government Employees Superannuation Board Schemes (GESBs) and other eligible funds.

Wages and salaries: Employee expenses include all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements.

Termination benefits: Payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Board is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

Superannuation: The amount recognised in profit or loss of the Statement of Comprehensive Income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, the GESBs, or other superannuation funds. The employer contribution paid to the Government Employees Superannuation Board (GESB) in respect of the GSS is paid back into the Consolidated Account by the GESB.

GSS (concurrent contributions) is a defined benefit scheme for the purposes of employees and whole-of-government reporting. It is however a defined contribution plan for Board purposes because the concurrent contributions (defined contributions) made by the Board to GESB extinguishes the Board's obligations to the related superannuation liability.

The Board does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. The Liabilities for the unfunded Pension Scheme and the unfunded GSS transfer benefits attributable to members who transferred from the Pension Scheme, are assumed by the Treasurer. All other GSS obligations are funded by concurrent contributions made by the Board to the GESB.

The GESB and other fund providers administer public sector superannuation arrangements in Western Australia in accordance with legislative requirements. Eligibility criteria for membership in particular schemes for public sector employees vary according to commencement and implementation dates.

3.1(b) Employee related provisions

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

	2,019 \$	2,018 \$
Current		
<u>Employee benefits provision</u>		
Annual leave (a)	36,778	38,345
Long service leave (b)	61,607	73,221
	<u>98,385</u>	<u>111,566</u>
<u>Other Provisions</u>		
Employment On-Costs (c)	1,576	2,355
	1,576	2,355
Total current employee related provisions	99,961	113,921
Non-Current		
<u>Employee benefits provision</u>		
Long service leave (b)	43,871	30,177
	43,871	30,177
<u>Other Provisions</u>		
Employment on-costs (c)	183	-
	<u>183</u>	<u>-</u>
Total non-current employee related provisions	44,054	30,177
Total employee related provisions	144,015	144,098

DISCLOSURES AND LEGAL COMPLIANCE

(a) **Annual leave liabilities:** Classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period.

The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

(b) **Long service leave liabilities:** Unconditional long service leave provisions are classified as current liabilities as the Board does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Board has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

The provision for long service leave is calculated at present value as the Board does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement, and discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

(c) **Employment on-costs:** The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses, Note 3.4 (apart from the unwinding of the discount (finance cost) and are not included as part of the Board's 'employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

	2,019 \$	2,018 \$
<u>Employment on-cost provision</u>		
Carrying amount at start of year	2,355	1,883
Additional provisions recognised	-	526
Payments/other sacrifices of economic benefits	(596)	(54)
Carrying amount at end of the period	1,759	2,355

Key sources of estimation uncertainty – long service leave

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

Several estimates and assumptions are used in calculating the Board's long service leave provision. These include:

- Expected future salary rates
- Discount rates
- Employee retention rates; and
- Expected future payments

Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision. Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.

3.2 Grants

Pursuant to paragraphs (c) and (e) of the State Agreement scheduled to the *Casino (Burswood Island) Agreement Act 1985* (WA), the Board made grants for the following projects:

	2,019 \$	2,018 \$
Public Transport Authority		
a) Construction of the Burswood Jetty (near Matagarup Bridge)	-	3,990,468
Department of Biodiversity Conservation and Attractions		
b) Enhancements to the Swan and Canning River	3,000,000	3,000,000
Tourism WA		
c) Perth Fashion Festival	-	700,000
d) Aviation Development Fund	1,740,000	-
e) International Marketing Funding	2,000,000	-
VenuesWest		
f) LED Outdoor Screen	2,376,586	-
Department of Local Government and Cultural Industries		
g) Chung Wah Festival	924,643	-
Total grants	10,041,229	7,690,468

DISCLOSURES AND LEGAL COMPLIANCE

Transactions in which the Board provides goods, services, assets (or extinguishes a liability) or labour to another party without receiving approximately equal value in return are categorised as 'Grant expenses'. Grants can either be operating or capital in nature.

Grants can be paid as general purpose grants which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use.

Grants and other transfers to third parties (other than contribution to owners) are recognised as an expense in the reporting period in which they are paid or payable. They include transactions such as: grants, subsidies, personal benefit payments made in cash to individuals, other transfer payments made to public sector agencies, local government, non-government schools, and community groups.

3.3 Ground Maintenance

	2,019 \$	2,018 \$
Ground Maintenance	1,418,692	2,145,765
Total ground maintenance expenses	1,418,692	2,145,765

3.4 Other expenditure

	2,019 \$	2,018 \$
Supplies and services		
Communication	8,896	6,872
Contractors	236,859	94,325
Consumables	13,944	31,122
Other administration costs	13,960	3,746
Total supplies and services expenses	273,659	136,065
Other		
Advertising and Promotion	28,047	27,338
Energy Costs	125,263	140,183
Repairs and Maintenance	101,402	159,229
Cleaning	41,710	50,862
Hire of Plant & Equipment	-	64,563
Event Costs	55,801	-
Foreshore Remediation	627,378	-
Other expenses	74,261	63,381
Vehicle Lease	7,539	6,470
Ground improvements - other	14,360	14,503
Other staff costs	5,858	472
Audit fees	25,953	15,200
Total other expenses	1,107,572	542,201
Total other expenditure	1,381,231	678,266

Supplies and services: Supplies and services are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.

Repairs and Maintenance: Repairs and maintenance costs are recognised as expenses as incurred, except where they relate to the replacement of a significant component of an asset. In that case, the costs are capitalised and depreciated

Other: Other operating expenses generally represent the day-to-day running costs incurred in normal operations.

Employee on-cost includes workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liabilities is included at Note 3.1(b) Employee related provisions. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

4 Our funding sources

How we obtain our funding

This section provides additional information about how the Board obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary income received by the Board and the relevant notes are:

	Notes	2,019 \$	2,018 \$
Trustee Payments	4.1	7,979,314	8,269,265
Grants and contributions	4.2	-	689,021
Interest revenue	4.3	622,222	695,425
Other revenue	4.4	60,642	99,188

4.1 Trustee Payments

Income received	7,979,314	8,269,265
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Total ground maintenance expenses

7,979,314	8,269,265
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Trustee payments are in accordance with clause 23(1)(c) of the Casino (Burswood Island) Agreement scheduled to the *Casino (Burswood Island) Agreement Act 1985*.

4.2 Grants

Crown Perth (a)	-	689,021
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Total ground maintenance expenses

0	689,021
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(a) Infrastructure funding from Crown Perth.

4.3 Interest

Interest revenue - Term Deposit	622,222	695,425
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Total ground maintenance expenses

622,222	695,425
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Interest revenue is recognised as the interest accrues.

4.4 Other revenue

Other Revenue	60,642	99,188
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Total other revenue

60,642	99,188
---------------	---------------

5 Key assets

Assets the Board utilises for economic benefit or service potential

This section includes information regarding the key assets the Board utilises to gain economic benefits or provide service potential. The section sets out both the key accounting policies and financial information about the performance of these assets:

	2,019 \$	2,018 \$
Infrastructure, property, plant and equipment	13,411,756	12,728,472
Total key assets	13,411,756	12,728,472

5.1 Infrastructure, Property, Plant and Equipment

Year ended 30 June 2018	Plant and Equipment	Buildings	Infrastructure	Infrastructure - new road	Infrastructure - WIP	Land	Total
	\$	\$	\$	\$	\$	\$	\$
Gross carrying amount	4,246,737	567,300	8,372,009	3,264,592	-	530,000	16,980,638
Accumulated depreciation	(3,618,661)	-	(3,147,048)	-	-	-	(6,765,709)
Carrying amount at start of period	628,076	567,300	5,224,961	3,264,592	-	530,000	10,214,929
Additions	11,820	5,134	-	689,021	-	-	705,975
Transfer of assets (note 9.6)	-	2,418,100	-	-	-	-	2,418,100
Depreciation	(108,083)	(14,145)	(469,045)	-	-	-	(591,273)
Revaluation increments/(decrements) (a)	-	(19,259)	-	-	-	-	(19,259)
Carrying amount at the end of period	531,813	2,957,130	4,755,916	3,953,613	0	530,000	12,728,472
Gross carrying amount	4,258,557	2,957,130	8,372,006	3,953,613	-	530,000	20,071,306
Accumulated depreciation	(3,726,744)	-	(3,616,090)	-	-	-	(7,342,834)

Year ended 30 June 2019	Plant and Equipment	Buildings	Infrastructure	Infrastructure - new road	Infrastructure - WIP	Land	Total
	\$	\$	\$	\$	\$	\$	\$
Gross carrying amount	4,258,557	2,957,130	8,372,006	3,953,613	-	530,000	20,071,306
Accumulated depreciation	(3,726,744)	-	(3,616,090)	-	-	-	(7,342,834)
Carrying amount at start of period	531,813	2,957,130	4,755,916	3,953,613	-	530,000	12,728,472
Additions	69,211	2,693	1,110,262	-	80,062	-	1,262,228
Disposals	-	-	-	-	-	-	-
Depreciation	(110,457)	(73,788)	(359,771)	-	-	-	(544,016)
Revaluation increments/(decrements) (a)	-	(34,928)	-	-	-	-	(34,928)
Carrying amount at the end of period	490,567	2,851,107	5,506,407	3,953,613	80,062	530,000	13,411,756
Gross carrying amount	4,327,768	2,851,107	9,482,267	3,953,613	80,062	530,000	21,224,817
Accumulated depreciation	(3,837,201)	-	(3,975,860)	-	-	-	(7,813,061)

a) Any revaluation increment is credited directly to the asset revaluation reserve, except to the extent that any increment reverses a revaluation decrement of the same class of assets previously recognised as an expense. Any revaluation decrement is recognised as an expense, except to the extent of any balance existing in the asset revaluation reserve in respect of that class of assets.

Initial recognition

Items of property, plant and equipment and infrastructure, costing \$5,000 or more are measured initially at cost. Where an asset is acquired for no or nominal cost, the cost is valued at its fair value at the date of acquisition. Items of property, plant equipment and infrastructure costing less than \$5,000 are immediately expensed direct to the Statement of Comprehensive Income (other than where they form part of a group of similar items which are significant in total).

Assets transferred as part of a machinery of government change are transferred at their fair value.

Subsequent measurement

Subsequent to initial recognition of an asset, the revaluation model is used for the measurement of:

- land; and
- buildings.

Land is carried at fair value.

Buildings are carried at fair value less accumulated depreciation and accumulated impairment losses.

All other property, plant and equipment and infrastructure are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Land and buildings are independently valued annually by the Western Australian Land Information Authority (Valuations and Property Analytics) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the reporting period.

Land and buildings were revalued as at 1 July 2018 by the Western Australian Land Information Authority (Valuations and Property Analytics). The valuations were performed during the year ended 30 June 2019 and recognised at 30 June 2019. In undertaking the revaluation, existing use value was determined by reference to market values for land: \$530,000 (2018: \$530,000) and buildings: \$2,851,107 (2018: \$2,957,130). For the remaining balance, existing use value of buildings was determined on the basis of current replacement cost and fair value of land was determined on the basis of comparison with market evidence for land with low level utility (high restricted use land).

Significant assumptions and judgements: The most significant assumptions and judgements in estimating fair value are made in assessing whetherto apply the existing use basis to assets and in determining estimated economic life. Professional judgement by the valuer is required where the evidence does not provide a clear distinction between market type assets and existing use assets.

5.1.1 Depreciation and impairment**Charge for the period**Depreciation

Plant and equipment

Buildings

Infrastructure

Total depreciation for the period

2,019
\$

2,018
\$

110,457

108,083

73,788

14,145

359,771

469,045

544,016

591,273

As at 30 June 2019 there were no indications of impairment to property, plant and equipment or infrastructure.

All surplus assets at 30 June 2019 have either been classified as assets held for sale or have been written-off.

Finite useful lives

All infrastructure, property, plant and equipment having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. The exceptions to this rule include assets held for sale, land and investment properties.

Depreciation is generally calculated on a straight line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years included in the table below:

Buildings	20 to 40 years
Plant and equipment	10 to 15 years
Office equipment and furniture	5 to 15 years
Infrastructure	50 to 80 years

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments should be made where appropriate.

Land, which is considered to have an indefinite life, is not depreciated. Depreciation is not recognised in respect of these assets because their service potential has not, in any material sense, been consumed during the reporting period.

Impairment

Property, plant and equipment and infrastructure are tested for any indication of impairment at the end of each reporting period. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised. Where an asset measured at cost is written down to recoverable amount the loss is recognised in profit or loss. Where a previously revalued asset is written down to recoverable amount, the loss is recognised as a revaluation decrement in other comprehensive income. As the Board is a not-for-profit entity, unless a specialised asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.

6 Other assets and liabilities

This section sets out those assets and liabilities that arose from the Board's controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:

	Notes	2,019 \$	2,018 \$
Receivables	6.1	1,044,148	969,694
Other current assets	6.2	26,284	45,035
Payables	6.3	170,506	292,893
Other liabilities	6.4	19,496	21,803

6.1 Receivables

Current

Receivables	555,836	611,748
GST receivable	488,312	357,946
Total receivables	1,044,148	969,694

The Board does not hold any collateral as security or other credit enhancements relating to receivables.

Receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

6.2 Other assets

Current

Accrued interest	26,284	45,035
Balance at end of the period	26,284	45,035

6.3 Payables

Current

Trade payables	166,791	292,057
Credit Card	3,715	836
Balance at end of the period	170,506	292,893

Payables are recognised at the amounts payable when the Board becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement is generally within 30 days.

6.4 Other liabilities

Current

Accrued Salaries	1,885	1,431
PAYG - Withholding Tax	17,003	17,477
Accrued Superannuation	608	2,895
Balance at end of the period	19,496	21,803

Accrued salaries represent the amount due to staff but unpaid at the end of the reporting period. Accrued salaries are settled within a fortnight after the reporting period. The Board considers the carrying amount of accrued salaries to be equivalent to its fair value.

DISCLOSURES AND LEGAL COMPLIANCE

7 Financing

This section sets out the material balances and disclosures associated with the financing and cash flows of the Board.

	Notes	2,019	2,018
		\$	\$
Cash and cash equivalents	7.1		
Commitments	7.2		
Capital commitments	7.2.2		
Other expenditure commitments	7.2.1		

7.1 Cash and cash equivalents

Petty Cash on Hand	206	126
Term Deposits	15,439,826	22,867,367
Cash at Bank	4,738,791	3,450,177
Balance at end of period	20,178,823	26,317,670

For the purpose of the statement of cash flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

7.2 Commitments

7.2.1 Non-cancellable operating lease commitments

Commitments for minimum lease payments are payable as follows:

Within 1 year	9,477	4,612
Later than 1 year and not later than 5 years	17,666	6,099
	27,143	10,711

Operating lease are expensed on a straight line basis over the lease term as this represents the pattern of benefits derived from the leased vehicles and leased printer.

Judgements made by management in applying accounting policies – operating lease commitments

The Board has entered into a lease for vehicles and an office printer. It has been determined that the lessor retains substantially all the risks and rewards incidental to ownership. Accordingly, these leases have been classified as operating leases.

2,019
\$

2,018
\$

7.2.2 Other expenditure commitments

The Board has committed grant funding to Tourism WA for the International Marketing Fund \$7m and a additional \$2.61m to the Aviation Development Fund.

Within 1 year	9,610,000	2,700,000
	9,610,000	2,700,000

The totals presented for other expenditure commitments are GST inclusive.

8 Financial Instruments and Contingencies

	Notes
Financial Instruments	8.1
Contingent assets	8.2
Contingent liabilities	8.2

8.1 Financial Instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the reporting period are:

<u>Financial Assets</u>		
Cash and cash equivalents	20,178,823	26,317,670
Receivables and other current assets	-	656,783
Financial assets at amortised cost (i)	582,120	-
Total financial assets	20,760,943	26,974,453

Financial Liabilities

Financial liabilities measured at amortised cost	190,002	314,696
Total financial liabilities	190,002	314,696

(i) The amount of Receivables/Financial assets at amortised cost excludes GST recoverable from the ATO (statutory receivable).

8.2 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the statement of financial position but are disclosed and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively

There were no known contingent assets or liabilities at reporting date.

9 Other disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

	Notes
Events occurring after the end of the reporting period	9.1
Initial application of Australian Accounting Standards	9.2
Key management personnel	9.3
Related party transactions	9.4
Remuneration of auditors	9.5
Equity	9.6
Explanatory statement (Controlled Operations)	9.7
Related Bodies	9.8
Affiliated Bodies	9.9

9.1 Events occurring after the end of the reporting period

No events have occurred after the balance date that require disclosure in the financial statements.

9.2 Initial application of Australian Accounting Standards

AASB 9 Financial Instruments

AASB 9 Financial Instruments replaces AASB 139 Financial instruments: Recognition and Measurements for annual reporting periods beginning on or after 1 January 2018, bringing together all three aspects of the accounting for financial instruments: classification and measurement; impairment; and hedge accounting.

The Board applied AASB 9 prospectively, with an initial application date of 1 July 2018. The adoption of AASB 9 has resulted in changes in accounting policies but no adjustments to the amounts recognised in the financial statements. In accordance with AASB 9.7.2.15, the Board has not restated the comparative information which continues to be reported under AASB 139.

The effect of adopting AASB 9 was assessed as not material, and therefore no adjustment was required to be recognised directly in accumulated surplus.

The nature of change is described below:

(a) Classification and measurement

Under AASB 9, financial assets are subsequently measured at amortised cost, fair value through other comprehensive income (fair value through OCI) or fair value through profit or loss (fair value through P/L). The classification is based on two criteria: the Board's business model for managing the assets; and whether the assets' contractual cash flows represent 'solely payments of principal and interest' on the principal amount outstanding.

The assessment of the Board's business model was made as of the date of initial application, 1 July 2018. The assessment of whether contractual cash flows on financial assets are solely comprised of principal and interest was made based on the facts and circumstances as at the initial recognition of the assets. The classification and measurement requirements of AASB 9 did not have a significant impact to the Board. The following are the changes in the classification of the Board's financial assets:

- Receivables, classified as loans and receivables, as at 30 June 2018 are held to collect contractual cash flows and give rise to cash flows representing solely payments of principal. These are classified and measured as Financial assets at amortised cost beginning 1 July 2018.
- The Board did not designate any financial assets as at fair value through P/L.

In summary, upon the adoption of AASB 9, the Board had the following required (or elected) reclassifications as at 1 July 2018:

	AASB 9 category		
	Amortised cost \$	Fair value through OCI \$	Fair value through P/L \$
AASB 139 category			
Loans and Receivables	582,120	-	-

- (b) Impairment The adoption of AASB 9 has fundamentally changed the Board's accounting for impairment losses for financial assets by replacing AASB 139's incurred loss approach with a forward-looking expected credit loss (ECL) approach. AASB 9 requires the Board to recognise an allowance for ECLs for all financial assets not held at fair value through P/L.

Upon adoption of AASB 9, the effect was assessed as not material, and therefore no remeasurement was made at 1 July 2018.

9.3 Key management personnel

The Board has determined key management personnel to include cabinet ministers and senior officers of the Board. The Board does not incur expenditures to compensate Ministers and those disclosures may be found in the Annual Report on State Finances.

The total fees, salaries, superannuation, non-monetary benefits and other benefits for senior officers of the Board for the reporting period are presented within the following bands:

Compensation of members of the Accountable Authority

	2,019	2,018
Compensation Band (\$)		
0 - 10,000	2	4
10,001 - 20,000	1	-
	\$	\$
Total compensation of members of the Accountable Authority	19,418	10,074

	2,019	2,018
Compensation Band (\$)		
0 - 10,000	-	1
30,001 - 40,000	-	1
120,001 - 130,000	-	1
140,001 - 150,000	1	-
160,001 - 170,000	1	-
Total compensation of all senior officers	309,636	182,533
Total compensation of all key management personnel	329,054	192,607

Total compensation includes the superannuation expense incurred by the Board in respect of Senior Officers

9.4 Related party transactions

The Board is a wholly owned and controlled entity of the State of Western Australia.

Related parties of the Board include:

- all Cabinet Ministers and close family members, and their controlled or jointly controlled entities;
- all senior officers and their close family members, and their controlled or jointly controlled entities;
- other departments and statutory authorities, including their related bodies, that are included in the whole of government consolidated financial statements (i.e. wholly-owned public sector entities);
- associates and joint ventures of a wholly-owned public sector entity; and
- the Government Employees Superannuation Board (GESB).

All related party transactions have been entered into on an arm's length basis.

Material transactions with related parties

Outside of normal citizen type transactions with the Board, there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

9.5 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:

	2,019	2,018
	\$	\$
Auditing the accounts, financial statements, controls, and key performance indicators	15,428	15,200

9.6 Equity

The Western Australian Government holds the equity interest in the Board on behalf of the community.

Equity represents the residual interest in the net assets of the Board.

Contributed equity

Balance at start of period	2,418,100	-
<u>Transfer of net assets from other agencies</u>		
Transfer of newly constructed administration and maintenance building	-	2,418,100
Total contributions by owners	2,418,100	2,418,100
Balance at the end of the period	2,418,100	2,418,100

9.7 Explanatory statement (Controlled Operations)

All variances between estimates (original budget) and actual results for 2019, and between the actual results for 2019 and 2018 are shown below.

Narratives are provided for key variations selected from observed major variances, which are generally greater than:

- 5% and \$153,580 for the Statements of Comprehensive Income and Cash Flows; and
- 5% and \$696,580 for the Statement of Financial Position

9.7.1 Statement of Comprehensive Income Variances

	Variance note	Estimate 2019	Actual 2019	Actual 2018	Variance between estimate and actual	Variance between actual results for 2019 and 2018
Statement of Comprehensive Income						
Expenses						
Employee benefits expense		457,000	517,165	414,482	60,165	102,683
Supplies and services		148,500	273,659	136,065	125,159	137,594
Depreciation		550,000	544,016	591,273	(5,984)	(47,257)
Ground maintenance	a	1,508,000	1,418,692	2,145,765	(89,308)	(727,073)
Other expenses	1,b	2,015,500	1,107,572	542,201	(907,928)	565,371
Grants	2,c	3,000,000	10,041,229	7,690,468	7,041,229	2,350,761
Asset Revaluation Decrement		-	34,928	19,259	34,928	15,669
Total expenses		7,679,000	13,937,261	11,539,513	(6,258,261)	2,397,748
Income						
Trustee payments		8,000,000	7,979,314	8,269,265	20,686	(289,951)
Grants	d	-	-	689,021	-	(689,021)
Interest		750,000	622,222	695,425	127,778	(73,203)
Other revenue		70,000	60,642	99,188	9,358	(38,546)
Total Income		8,820,000	8,662,178	9,752,899	157,822	(1,090,721)
DEFICIT FOR THE PERIOD		1,141,000	(5,275,083)	(1,786,614)	6,416,083	(3,488,469)

Major Estimate and Actual (2019) Variance Narratives

- 1) Other expenses under spent by \$907,928 (81.97%) due to budgeted expenses including stage 1 and stage 2 of the foreshore remediation project. Stage 1 was completed under budget and stage 2 was deferred. In addition, engagement of the Master Plan contractor was delayed to 2019/2020.
- 2) Grants over spent by \$7,041,229 (70.12%) due to increase in volume and magnitude of grants. see Note 3.2.

Major Actual (2019) and Comparative (2018) Variance Narratives

- a) Ground maintenance lower by \$727,073 (33.88%) due to first full year of Programmed Property Services contract, which has lower contract costs compared to the previous incumbent contract completed in December 2017.
- b) Other expenses higher by \$565,371 (104.27%) due to foreshore stabilisation project costs.
- c) Grant expenditure higher than preceeding year by \$2,350,761 (30.57%) increase in volume and magnitude of grants. see Note 3.2.
- d) Grant revenue decreased by \$689,021 (100%) due to no revenue being received in 2018-19.

9.7.2 Statement of Financial Position Variances

	Variance note	Estimate 2019	Actual 2019	Actual 2018	Variance between estimate and actual	Variance between actual results for 2019 and 2018
Current Assets						
Cash assets	3,e	24,555,000	20,178,823	26,317,670	4,376,177	(6,138,847)
Receivables		850,000	1,044,148	969,694	(194,148)	74,454
Other current assets		100,000	26,284	45,035	73,716	(18,751)
Total Current Assets		25,505,000	21,249,255	27,332,399	4,255,745	(6,083,144)
Non-Current Assets						
Property, plant and equipment	4,f	9,324,000	13,411,756	12,728,472	(4,087,756)	683,284
Total Non-Current Assets		9,324,000	13,411,756	12,728,472	(4,087,756)	683,284
TOTAL ASSETS		34,829,000	34,661,011	40,060,871	167,989	(5,399,860)
Current Liabilities						
Payables		300,000	170,506	292,893	129,494	(122,387)
Provisions		168,000	99,961	113,921	68,039	(13,960)
Other liabilities		23,000	19,496	21,803	3,504	(2,307)
Total Current Liabilities		491,000	289,963	428,617	201,037	(138,654)
Non-Current Liabilities						
Provisions		-	44,054	30,177	(44,054)	13,877
Total Non-Current Liabilities		-	44,054	30,177	(44,054)	13,877
TOTAL LIABILITIES		491,000	334,017	458,794	156,983	(124,777)
NET ASSETS		34,338,000	34,326,994	39,602,077	11,006	(5,275,083)
EQUITY						
Contributed equity	5	-	2,418,100	2,418,100	(2,418,100)	-
Accumulated surplus		34,338,000	31,908,894	37,183,977	2,429,106	(5,275,083)
TOTAL EQUITY		34,338,000	34,326,994	39,602,077	2,429,106	(5,275,083)

Major Estimate and Actual (2019) Variance Narratives

- 3) Cash assets lower than budgeted by \$4,376,177 (21.69%) due to additional grant expenditure.
 4) Property, plant and equipment higher than budgeted by \$4,087,756 (30.48%) due to budget estimates not reflecting previously revised asset useful lives.
 5) No additional contributed equity was included in the 2019 financial year budget.

Major Actual (2019) and Comparative (2018) Variance Narratives

- e) Cash assets lower than the preceding year by \$6,138,847 (23.33%) due to increase in grant expenditure.
 f) Property, plant and equipment higher than preceding year by \$683,284 (5.37%) due to new additions, including the Southern 9 Pathway and Lighting assets. See note 5.1.

9.7.3 Statement of Cash Flows Variances

	Variance note	Estimate 2019	Actual 2019	Actual 2018	Variance between estimate and actual	Variance between actual results for 2019 and 2018
CASHFLOWS FROM OPERATING ACTIVITIES						
Receipts						
Grants receipts	g	-	-	689,021	-	(689,021)
Other receipts		-	60,642	103,389	-	(42,747)
Interest received		-	640,973	747,066	-	(106,093)
Trustee payments		-	8,035,226	8,437,592	-	(402,366)
GST receipts on sales		-	8,406	78,578	-	(70,172)
GST receipts from taxation authority	h	-	976,457	775,960	-	200,497
Payments						
Employee benefits		-	(518,776)	(435,618)	-	(83,158)
Supplies and services		-	(2,974,579)	(2,781,536)	-	(193,043)
Grants	i	-	(10,041,229)	(7,690,468)	-	(2,350,761)
GST payments on purchases	j	-	(1,111,149)	(846,632)	-	(264,517)
Net cash provided by operating activities		-	(4,924,029)	(922,648)	-	(4,001,381)
CASHFLOWS FROM INVESTING ACTIVITIES						
Receipts						
Proceeds from sale of non-current assets		-	-	-	-	-
Payments						
Purchase of non-current physical assets	k	-	(1,214,818)	(786,439)	-	(428,379)
Net cash provided by/(used in) investing activities		-	(1,214,818)	(786,439)	-	(428,379)
Net increase/(decrease) in cash and cash equivalents		-	(6,138,847)	(1,709,086)	-	(4,429,761)
Cash and cash equivalents at the beginning of the period		-	26,317,670	28,026,756	-	(1,709,086)
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD		-	20,178,823	26,317,670	-	(6,138,847)

(a) The Estimates approved for the 2018-19 financial year included a Statement of Financial Position and Statement of Comprehensive Income, a Statement of Cash Flows was not provided.

Major Actual (2019) and Comparative (2018) Variance Narratives

- g) Grant receipts decreased by \$689,021 (100%) due to no receipts being received in 2018-19.
- h) GST receipts from taxation authority higher than preceeding year due to increase in payments, mainly due to grant payments.
- i) Grant payments higher than the preceeding year by \$2,350,761 (30.57%) due to additional grant payments and Outdoor Community Screen grant payment delayed from the 2018 financial year.
- j) GST payments on purchases higher than preceeding year by \$264,517 (31.24%) due to increase in payments, mainly due to grant payments.
- k) Purchase of non-current physical asset higher than preceeding year by \$428,379 (54.47%) due to payment of new pathway and pathway lighting infrastructure.

9.8 Related bodies

The Board has no related bodies.

9.9 Affiliated bodies

The Board has no affiliated bodies.

Key Performance Indicators

Certification of Key Performance Indicators for the year ended 30 June 2019

We hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the performance of The Burswood Park Board and fairly represent the performance of the Burswood Park Board for the financial year ended 30 June 2019.



Barry A Sargeant PSM
PRESIDENT

13 August 2019



Linda Kut
GENERAL MANAGER (CFO)

13 August 2019

Key Performance Indicators

In accordance with the *Financial Management Act 2006*, within their annual reports, statutory authorities are required to provide information which will enable readers to assess the authority's performance in achieving outcomes.

The Burswood Park Board (the Board) has developed key performance indicators to enable the Board and interested parties to assess and monitor the achievement of stated outcomes. Performance indicators are required to be relevant and appropriate, have regard to their purpose and fairly represent the indicated performance.

Key Effectiveness Indicators

Effectiveness indicators enable users to independently assess the extent to which the Board achieved its desired outcome.

OUTCOME 1:

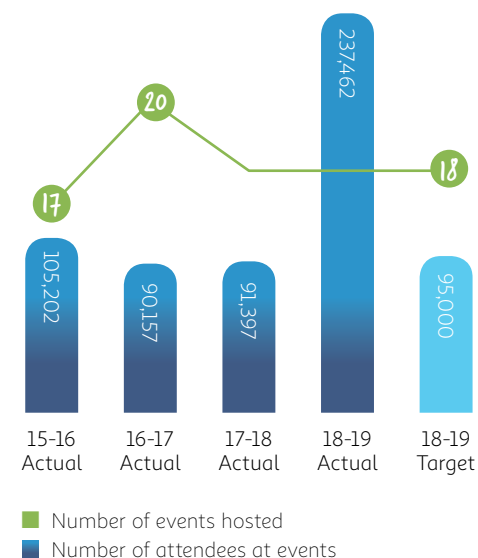
An attractive and accessible venue for active and passive recreation for Western Australians and visitors.

Park Usage

This measure quantifies the number of events hosted each year at Burswood Park and, where possible, the number of people attending these events. However, because of the difficulty in estimating the number of visitors using the Park itself – due to the co-location of Crown Perth and Optus Stadium, and as there are multiple access points to the Park, particularly pedestrian access and three kilometres of foreshore shared-paths – there are challenges in collecting accurate visitation data.

All event organisers are required to contact the Burswood Park Board for permission to use the site for events. Information on attendee numbers is collected, via email, following the conclusion of the event.

Whilst the number of events was sustained at 18 this year, attendee numbers rose significantly, due mainly to the WA Day Festival which ran over two days and attracted over 120,000 people. Another two new major events, the Chung Wah Cultural Festival and Pineapple Club Season Finale, also contributed to the significant increase in visitor numbers.



OUTCOME 2:**Maximum visitor enjoyment and satisfaction****Visitor Satisfaction**

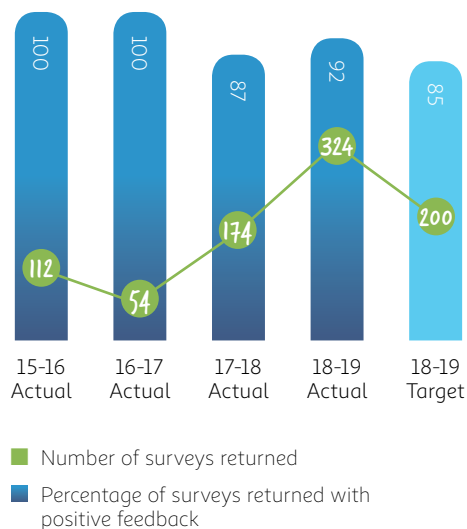
This measure quantifies the level of satisfaction of visitors to the Park, via returned visitor surveys.

An online survey tool is used to obtain Park visitor feedback. To improve visitor reach, where possible, an email was sent to event attendees requesting they provide feedback on the Park. The Burswood Park Facebook page also sought feedback from visitors to the Park. This is a change from last financial year, when only the website and Facebook provided access to the survey.

Anecdotal feedback is received from Park visitors via email, web form submission, post or face-to-face interaction with employees and Board members; however, these types of feedback are not captured as part of the KPI.

As a result of the change using event organisers to email visitors for feedback, the number of responses increased significantly from the previous financial year. An increase in satisfaction can be partly attributed to the change in methodology for collecting survey results whereby responses were obtained predominantly from patrons attending specific events, whereas in previous years the respondents were visitors accessing the Park facilities as a whole.

Overall, this indicator shows the successful year Burswood Park had in relation to events in the Park.

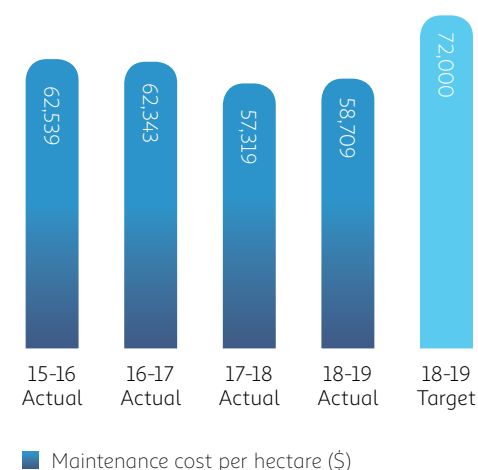
**Key Efficiency Indicators**

Efficiency indicators enable readers to understand the resources applied to produce the outputs, which directly relate to the desired outcome.

OUTCOME 3:**Achieve highest standards of Park maintenance and management****Maintenance Costs**

This measure details the cost of maintaining and managing the Park. It is calculated using an average total cost of maintenance per hectare of Park.

Maintenance costs per hectare were lower this financial year. This cost saving can largely be attributed to a reduction in the grounds maintenance, machinery and waste management contract costs.



Ministerial Directions

Treasurer's Instruction 903 (12) requires statutory authorities to disclose, in their annual reports, information about Ministerial directives relevant to the setting of desired outcomes or operational objectives, the achievement of desired outcomes or operational objectives, investment activities and financial activities.

Burswood Park Board did not receive any Ministerial directives related to this requirement during 2018-19.

Other Financial Disclosures

Unauthorised Use of Credit Cards

Officers of Burswood Park Board hold corporate credit cards, where their functions warrant use of this facility. In 2018-19 there was one instance where an employee inadvertently used their corporate credit card for personal purposes. The nature of the expenditure was immaterial and characteristic of an honest mistake.

Credit Card Personal Use Expenditure

Credit Card Personal Use Expenditure	2018-19
Aggregate amount of personal use expenditure in 2018-19	\$7
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	\$7
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	\$0
Aggregate amount of personal use expenditure outstanding at 30 June 2019	\$0

Contracts with Senior Officers

Treasurer's Instruction 903 requires senior officers to disclose particulars, other than normal contracts of employment of service, any shares or interest in any existing or proposed contract which a senior officer, or a firm of which a senior officer is a member, or an entity in which a senior officer has a substantial financial interest, has made with the agency or any subsidiary body, related body or affiliated body of the agency.

No disclosures were made during 2018-19.

Our People

The Board's conditions of employment are governed by the *Public Service Award 1992* and *Public Service and General Officers' General Agreement 2014*.

The following table discloses the Board's employee profile as at 30 June 2019.

	2017	2018	2019
Total FTE	4	4	5.1
Total head count	5	5	6
Permanent head count	5	5	5
Fixed-term head count	-	-	2
Part-time head count	2	2	3

There were no industrial issues during the year between employees and the Board.

Burswood Park employees enjoy flexible working arrangements to allow for a work/life balance. These arrangements include flexible start and finish times, flexi days, job share and part-time positions in a family-friendly workplace.

The Board complies with the *Occupational Safety and Health Act 1984*. There were no workers' compensation claims recorded during 2018-19.

Staff Development

Burswood Park Board's continued investment in professional development saw all employees undergo training during the financial year. Training subjects included:

- Senior First Aid
- Fire Equipment Handling
- Leadership for Senior Executives
- Social Media for Business
- Policy Writing
- Records Management
- Event Risk Management
- Cert IV Bookkeeping/Accounting.

Governance Disclosures

Enabling Legislation

The Burswood Park Board was established in accordance with clause 6(1)(c) of the Agreement Schedule detailed in the *Casino (Burswood Island) Agreement Act 1985*. Under the provisions of the *Parks and Reserves Act 1895*, the Board is responsible for the control and management of Burswood Park – a Class ‘C’ reserve for parks and recreation.

The *Public Sector Management Act 1994* is the enabling legislation for the Burswood Park Board.

Complaints Handling

The Burswood Park Board values its stakeholder and customer feedback. Verbal and written complaints are acknowledged and responded to by the Board's General Manager within two (2) working days. Ten (10) complaints were received and resolved during the financial year.

Freedom of Information

The Board's General Manager is the designated Freedom of Information (FOI) Co-ordinator and is responsible for assisting with public access to documents. During 2018-19, no FOI applications were received.

Board Remuneration

The Board is required to report on the individual and aggregate costs of remunerating all positions on all boards and committees, as defined in the *Premier's Circular 2010/02 – State Government Boards and Committees*.

There were a total of ten (10) board meetings and one (1) special meeting held during 2018-19. The following table shows the rate of attendance in relation to the number of meetings members were eligible to attend.

Name	Eligibility to attend	Meetings attended	Gross/actual remuneration
Barry Sargeant	11	10	\$12,533
Philip Anning <i>Term Expired 31 July 2018</i>	1	1	\$433
Barry Felstead	11	6	Nil
Karen Rogers <i>Term Expired 31 July 2018</i>	1	1	Nil
Dr Joanna Pearce	11	8	\$4,767
Anthony Vuleta	11	7	Nil
Total			\$17,733

Other Legal Requirements

Expenditure on Advertising, Market Research, Polling and Direct Mail

In accordance with section 175ZE of the *Electoral Act 1907*, the Burswood Park Board incurred the following expenditure during the financial year in relation to advertising agencies, market research, direct mail and media advertising organisations (inclusive of GST).

Description	2018-19
Advertising agencies (advertising placement)	
Countrywide Publications	\$2,028
Market research organisations	\$0
Polling organisations	\$0
Direct mail organisations	\$0
Media advertising organisations	
Facebook, Community Newspaper	\$2,120
Total Expenditure	\$4,148

Disability Access and Inclusion Plan

The Board ensures that people with disabilities, their families and carers are able to fully access the Park, its information, services and facilities, providing them with the same opportunities, rights and responsibilities that other people in the community enjoy.

Burswood Park's 2018-23 Disability Access and Inclusion Plan (DAIP) outlines the strategies to improve access to Park services and facilities and is available to the public through the Burswood Park website.

Burswood Park Board Access and Inclusion Plan and Outcomes 2018 to 2023.

OUTCOME 1: Access to Services

People with disability have the same opportunities as other people to access the services of, and any events organised by, Burswood Park Board.

Strategies	Timeframe
1.1 The objectives of the DAIP are incorporated into Burswood Park Board's strategic planning.	Ongoing
1.2 Promote the DAIP to employees and stakeholders via meetings and through other publication and communication channels such as the Burswood Park website.	Ongoing
1.3 All public events leased by Burswood Park Board are organised so that they are accessible for people with disability.	Ongoing

OUTCOME 2: Access to Buildings and Facilities

People with disability have the same opportunities as other people to *access buildings and other facilities* of Burswood Park Board.

Strategies	Timeframe
2.1 Ensure that all Burswood Park Board offices and facilities are physically accessible to people with disabilities and their carers.	Completed
2.2 Provide adequate ACROD parking to meet the needs of people with disabilities in terms of quantity and location.	Completed
2.3 Continue to ensure that directional signage to facilities located throughout the Park is clear, with appropriate colour contrasts, and font styles and size.	Ongoing
2.4 Where possible, install tactile ground surface indicators on pram ramps and edges of raised crosswalks and transit platforms to indicate to people with visual impairments a transition between levels and roadways.	Ongoing
2.5 Have quick access to loan wheelchairs for emergency use.	Ongoing

OUTCOME 3: Access to Information

People with disability receive information from Burswood Park Board in a format that will enable them to *access the information* as readily as other people are able to access it.

Strategies	Timeframe
3.1 Continued upgrades of the Burswood Park website and electronic application forms to ensure usability and user experience meet accessibility standards for customers with disability.	Ongoing
3.2 Ensure disability awareness is included in new employee inductions.	Ongoing
3.3 Ensure the DAIP is made available to people with disability, and the public generally, by publication in the prescribed manner	Ongoing
3.4 Publish the Board-approved DAIP on the Burswood Park website.	Ongoing

OUTCOME 4: Level and Quality of Service

People with disability receive the *same level and quality of service* as other people from Burswood Park Board employees.

Strategies	Timeframe
4.1 Ensure all employees, agents and contractors are aware of their responsibilities under the DAIP.	Ongoing
4.2 Conduct relevant training for public-facing employees and volunteers on diversity, including disability access and inclusion.	Ongoing

OUTCOME 5: Complaints

People with disability have the same opportunities as other people *to make complaints* to Burswood Park Board.

Strategies	Timeframe
5.1 Review and update the complaints information and accessibility on the Burswood Park website.	Ongoing
5.2 Ensure current grievance and customer complaint processes, and information about the processes, are accessible to people with disability.	Ongoing

OUTCOME 6: Public Consultation

People with disability have the same opportunities as other people *to participate in any public consultation* conducted by Burswood Park Board.

Strategies	Timeframe
6.1 Ensure consultation with the public and disability groups and other key stakeholders on access and inclusion issues.	Ongoing
6.2 Ensure that venues where public events are held are easily accessible for people with disabilities	Ongoing

OUTCOME 7: Employment

People with disability have the same opportunities as other people *to obtain and maintain employment* with the Burswood Park Board.

Strategies	Timeframe
7.1 Ensure recruitment and selection practices are equitable, inclusive and accessible to people with disability.	Ongoing
7.2 Audit Burswood Park Board workplaces to identify any access barriers, including parking arrangements.	Ongoing

Public Sector Standards and Ethical Codes

In accordance with Section 31 (1) of the *Public Sector Management Act 1994*, Burswood Park Board is required to report on compliance with the public sector standards and ethical codes.

The Board complied with the Public Sector Standards in Human Resource Management, the Western Australian Public Sector Code of Ethics and the Board's Code of Conduct during the financial year. The Board has procedures designed to ensure such compliance and conducted appropriate internal assessments. The Board has a Code of Conduct for Board members based on the Public Sector Commission's *Conduct Guide for Public Sector Boards and Committees*.

Compliance Requirement	2018-19
Compliance issues regarding Public Sector Standards	Nil
Compliance issues regarding Code of Ethics	Nil
Compliance issues regarding Code of Conduct	Nil

Public Interest Disclosure (PID)

As required by the provisions of the *Public Interest Disclosure Act 2003*, the Board's General Manager has complied with the obligations imposed pursuant to section 23(1). In this respect, the General Manager has been appointed as the Board's PID Officer and internal procedures relating to the agency's obligations have been published and made available for access by all employees and members of the public. The Board has also adopted internal procedures that meet its obligation to provide protection for people who make a public interest disclosure and the outcome of the assessment of the disclosure.

No public interest disclosures were made during 2018-19.

Record-Keeping

The Board is committed to improving its record-keeping practices and complying with the *State Records Act 2000*.

A review of the Record-keeping Plan was conducted this year, with the State Records Office approving the amended plan until March 2024. During this period, the Board will implement strategies that were endorsed in the plan and continue to ensure that records are kept according to required Standards and Principles.

Efficiency and effectiveness of record-keeping systems

During the record-keeping review, the Board identified that its payroll and leave management system could be more efficient and effective. As a result, in May, the Board began using the Western Australian Industrial Relations Commission's Ascender Pay cluster database, which is shared by other State Government agencies, to implement a payroll solution that achieves legislative and compliance obligations while ensuring that employees receive timely remuneration in accordance with their contractual entitlements.

Nature and extent of record-keeping training programs

Comprehensive external record-keeping training in records classification, management and disposal was undertaken by the Finance and Administration Officer during the financial year. Presentations on various aspects of record-keeping are delivered as required to employees, and form part of the induction provided for new employees and Board members.

Government Policy Requirements

Substantive Equality

The Board remains cognisant of its responsibility as an equal opportunity employer and continues to apply just and equitable treatment across all employment issues.

The Board's current Workforce and Diversity Plan covers the requirements of Section 145 of the *Equal Opportunity Act 1984* and is consistent with the intent of the Public Sector Commissioner's *Circular 2011/2012: Workforce Planning and Diversity in the Public Sector*. The detail and scope of the Board's plan reflect the size, needs and complexities of the Board's workforce.

Occupational Safety and Health and Injury Management

The Board is committed to providing and maintaining a safe and healthy workplace for all employees, contractors, volunteers, visitors and others associated with the Park.

In accordance with the *Workers' Compensation and Injury Management Act 1981 (WA)*, *Workers' Compensation and Injury Management Regulations 1982 (WA)* and *Workers' Compensation Code of Practice (Injury Management) 2005*, the Board maintains a strong focus on management and rehabilitation.

There were no Workers' Compensation claims made in 2018-19.

The Board has prioritised development of the Health and Safety Management System, which is aligned with:

- AS/NZS 4804:2001 Occupational Health and Safety Management Systems
- *Occupational Safety and Health Act 1984 (WA)*
- *Occupational Safety and Health Regulations 1995 (WA)*
- Code of Practice: Occupational Safety and Health in the Western Australian Public Sector (2007).

Measures	2017-18	2018-19	Target
Number of fatalities	0	0	0
Lost time injury severity rate	0	0	0 or 10% reduction
Percentage of injured workers returned to work (i) within 13 weeks (ii) within 26 weeks	Nil injured workers	Nil injured workers	Greater than or equal to 80%
Percentage of managers trained in occupational safety, health and injury management responsibilities	Achieved	Not Achieved	Greater than or equal to 80%





*We're working for
Western Australia.*



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