



ANNUAL REPORT **2020**  
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 2019-20 financial year.

For more information or to provide feedback, email [reception@burswoodpark.wa.gov.au](mailto: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 2020.

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

<b>OVERVIEW</b>	<b>5</b>	<b>SIGNIFICANT ISSUES AND TRENDS</b>	<b>31</b>
President's Report	5	Economic Impacts	31
General Manager's Report	6	Park Master and Activation Plan	31
Our Vision, Our Mission, Our Values	7	Camfield Drive Traffic Management and Safety Issues	32
2019-23 Strategic Plan	8	Parking	32
Operational Structure	9	Zip-line Landing Platform	33
Our Board	10		
Performance Management Framework	11		
<b>BOARD PERFORMANCE</b>	<b>13</b>	<b>DISCLOSURES AND LEGAL COMPLIANCE</b>	<b>34</b>
Our Year at a Glance	13	Independent Auditor's Report	34
Summary of Financial Targets and Key Performance Indicators	14	Financial Statements	36
Report on Operations	18	Key Performance Indicators	60
Gardens and Surrounds	18	Ministerial Directions	63
Foreshore Preservation and Protection	20	Other Financial Disclosures	63
Events	22	Governance Disclosures	64
Partnerships	26	Board Remuneration	64
Environmental Sustainability	27	Other Legal Requirements	64
Student Education	28	Disability Access and Inclusion Plan	65
Engagement	30	Government Policy Requirements	67

## PRESIDENT'S REPORT

*I am pleased to present the Annual Report of the Burswood Park Board for the year ended 30 June 2020.*

This report outlines the Board's activities, performance indicators and audited financial statements for 2019-20.

The Board's funding is provided for in the *Casino (Burswood Island) Agreement Act 1985*. Contributions are received from the Burswood Property Trust, trading as Crown Perth. COVID-19 had an impact on Crown Perth's casino gambling operations, which had a subsequent impact on the Board's revenue this year.

2020 marked the start of the development of the Board's Park Master and Activation Plan. Through a competitive tender process, HASSELL's Perth studio was contracted to assist the Board in developing the Plan. Stakeholder and community views were considered through workshops and online surveys.

The Board will continue to progress the Plan, while also considering the financial impacts of COVID-19 on the Board's income stream.

Major landscaping and fencing projects have progressed along Camfield Drive and Bolton Avenue, making for a safer pedestrian thoroughfare, particularly during Optus Stadium event days.

Restrictions on outdoor activities during the height of COVID-19 provided opportunities for the Board to undertake much-needed maintenance on Park artworks, including the Swan Shell, a popular wedding venue.

New safety fencing around our irrigation ponds at the northern end of the Park was installed, while energy-efficient LED lighting was also introduced to replace ageing halogen lights.

Support for the Department of Biodiversity, Conservation and Attractions (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 of Better Places by providing a quality environment where ecosystems and landscape conservation matter.

After a successful 2019, events in the park took a backward step this year, subsequently impacting the Board's key performance indicator for "an attractive and accessible venue for active and passive recreation for Western Australians and visitors".

As a result of COVID-19, official visitor numbers were down by more than 150,000 on the previous year, predominantly impacted by the cancellation of Celebrate WA's WA Day event and the early closure of the very popular Telethon Community Cinemas Burswood screenings.

On behalf of the Board, I thank all of our employees for their commitment and passion for the Park.

I also 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

*As FY20 concluded, the world remained in the grip of the coronavirus pandemic, with its effects touching almost every aspect of our lives. Unfortunately, Burswood Park has not been immune to the social and economic impacts of COVID-19.*

Despite the restrictions imposed to help combat the virus – which resulted in the cancellation of a number of major events, and the closure of our barbecue and playground areas – we were pleased to attract more than 97,000 patrons to the Park this year.

Burswood Park remained open to the public and our team worked tirelessly to ensure its facilities were maintained at the highest levels of safety and cleanliness. This focus is reflected in the 99% visitor satisfaction rating we achieved for the year.

Notwithstanding the challenges we faced, our vision for the Park has not faltered and we remain focussed on ensuring Burswood Park continues to be a tremendous asset for the community.

Key to this objective was the progress made on our Park Master and Activation Plan, which will guide the transformation of Burswood Park from an historic parkland on the banks of the Swan River into an exciting, contemporary, iconic destination. International design agency HASSELL was appointed to assist the Board in developing the Plan. A series of one-on-one meetings, a workshop and an online survey captured the aspirations for the Park from a range of stakeholders and the community. We look forward to further progressing this blueprint for the Park next year.

Throughout the year we also bolstered our commitment to education and training. Our goal is to have a highly-capable and adaptable workforce – attributes that have come to the fore during these challenging times. We allocated more than 160 hours of training for our people, including Board members, this year.

In addition, 56 students gained first-hand experience in the field of horticulture through our partnership with South Metropolitan TAFE. Guided by the expertise of our Operations Manager and their TAFE lecturer, the program sees budding horticulturists develop practical skills in our outdoor classroom. Students studying turf management at Murdoch TAFE also carried out native planting activities on site. Burswood Park has an enviable natural environment and we are delighted to be contributing to the education of those who will protect and enhance landscapes like ours in the years ahead.

From the practical to the digital, this year also saw our social media presence heightened. Our Facebook page received 55% more 'likes' and our daily reach increased by 48% to more than 1.1 million people. Our website also recorded a 115% increase in traffic.

This reporting period may have brought significant challenges, but Burswood Park has proven resilient. We have big plans to further invest in one of the city's most-loved tourist attractions and capitalise on its unique features including its enviable situation – being close to the CBD and co-located with a major stadium and resort. As we work to ensure Burswood Park continues to meet the needs of the community in the years ahead, our future is certainly bright.

Finally, I would like to thank my very supportive team who without their enthusiasm for ongoing change and development, our achievements would not have been possible.

I would also like to thank the Board members for their guidance and leadership in progressing the Park Master and Activation Plan.

**Linda Kut**  
GENERAL MANAGER



# 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

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:

## STAKEHOLDERS

- Crown Perth
- Town of Victoria Park
- Department of Biodiversity, Conservation and Attractions
- Main Roads WA
- Public Transport Authority
- VenuesWest / VenuesLive
- 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.*

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.

Our achievements towards the Strategic Plan are articulated and aligned through our performance management framework and Board performance.

### Our objectives



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

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

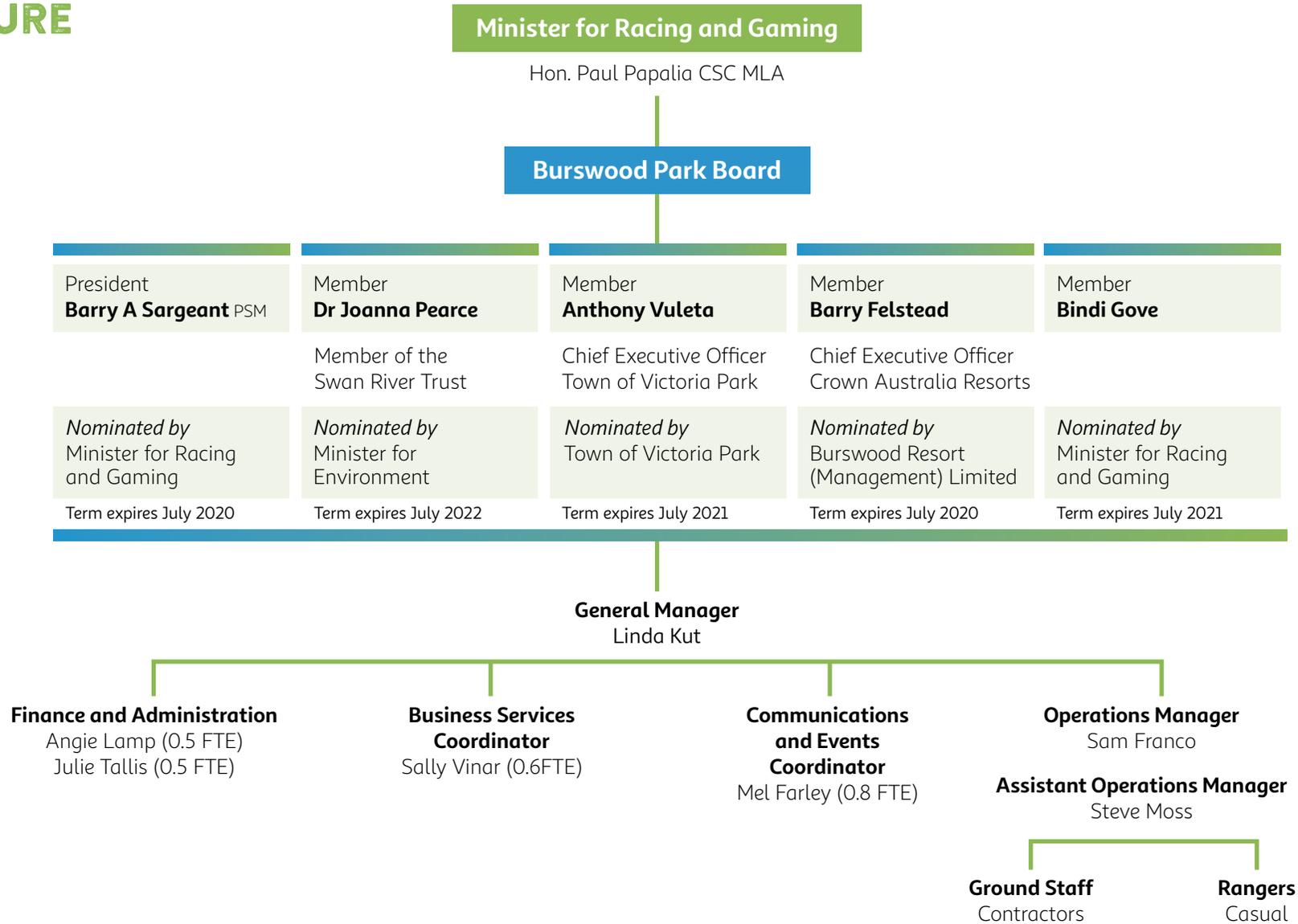


**Strengthening partnerships and collaborations.**

**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 with 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. He 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 Joanna 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.

### Bindi Gove

Bindi Gove brings extensive experience in government relations, communications and stakeholder engagement to the Burswood Park Board.

Her previous roles included Chief of Staff to the Federal Minister for Resources, Energy and Tourism; external and stakeholder relations roles at BHP Petroleum, Rio Tinto and Equinor; and most recently, Cooper Energy's Consultative Director.

Ms Gove has chaired a number of regional tourism boards and is a passionate advocate for the tourism industry.

Ms Gove was appointed to the Burswood Park Board in August 2019.

# 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><b>GOAL</b></p> <p><b>SUSTAINABLE FINANCES</b></p> <p>Responsible financial management and better service delivery.</p> 	<p><b>Strategic Objectives</b></p> <p>A business that makes strategic and sensible investment decisions.</p>	<p><b>Targeted Outcome</b></p> <p>Fixed, variable and capital expenditure commitments fixed in line with long term strategic planning.</p>	<p><b>Measures</b></p> <ul style="list-style-type: none"> <li>• Cost per hectare at or below targets set.</li> </ul>	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>✓ \$70,000 per hectare spent – below the \$74,000 per hectare target.</li> <li>✓ Savings achieved through stringent management of contractor costs.</li> </ul>
<p><b>GOAL</b></p> <p><b>FUTURE JOBS AND SKILLS</b></p> <p>Grow and diversify the economy, create jobs and support skills development.</p> 	<p><b>Strategic Objectives</b></p> <p>A workforce that is aligned, highly capable and adaptable.</p>	<p><b>Targeted Outcome</b></p> <p>Staff that are valued, supported and upskilled through training and engagement.</p>	<p><b>Measures</b></p> <ul style="list-style-type: none"> <li>• Increase in training and development hours.</li> <li>• Increase in number of students trained in our ‘outdoor classroom’.</li> <li>• Engage an office trainee.</li> </ul>	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>✓ 165.5 hours of training.</li> <li>✓ 10 of 12 employees, including Board members, undertook training during the year.</li> <li>✓ 56 students engaged.</li> </ul>

## 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

- ✓ Greenbatch plastic recycling bins introduced.
- ✓ 40 eco-friendly energy-efficient lights installed at Charles Paterson Park and Kagoshima Park.
- ✓ Exceeded target satisfaction rating by 9% (achieving 99% against the 90% 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

- ✓ 27 events held in the Park including new cultural, youth and music events – an increase of eight events on last year, despite the impact of COVID-19.
- ✓ Achieved event visitor numbers of 97,148 (down from 235,000 the previous year) in spite of the cancellation of major events due to COVID-19, including Celebrate WA's WA Day, Telethon Community Cinemas Burswood and the HBF Run for a Reason.

## OUR YEAR AT A GLANCE

<p><b>VISITOR NUMBERS</b></p>  <p><b>97,148</b></p> <p>event patrons visited the Park under a significantly reduced event program due to COVID-19 restrictions.</p>	<p><b>VISITOR SATISFACTION</b></p> <p><b>99%</b> positive feedback – up from 92% in 2018-19.</p> 	<p><b>VISION FOR THE FUTURE</b></p>  <p>embarked on a <b>Park Master and Activation Plan</b> to guide the future development of Burswood Park.</p>	<p><b>ENVIRONMENT &amp; SUSTAINABILITY</b></p>  <p>Installed <b>40 LED lights</b> and <b>2 plastic recycling bins</b>. Reduced waste to landfill by using <b>200m<sup>3</sup> of sediment</b> from lake dredging as soil improver around the Park.</p>
<p><b>SUPPORTING TOURISM</b></p> <p><b>\$5 million</b></p>  <p>to support Tourism WA's international initiatives to increase visitors to WA.</p>	<p><b>OUTDOOR CLASSROOM</b></p> <p><b>56</b> future horticulturalists and turf managers trained on-site by our Operations Manager and TAFE lecturers.</p> 	<p><b>ICON REFURBISHMENT</b></p>  <p><b>Swan Shell upgrades</b> including painting and other improvements.</p>	<p><b>SOCIAL REACH</b></p> <p><b>55%</b> more 'likes' on Facebook and reach of <b>1.1 million</b>.</p> 
<p><b>RIVER CONSERVATION</b></p> <p><b>\$3 million</b> towards river health and restoration, and behaviour change programs, for the Swan and Canning rivers.</p> 	<p><b>INFRASTRUCTURE &amp; PARK IMPROVEMENTS</b></p>  <p>New <b>lighting</b> installed, <b>paving</b> replaced, <b>car parking upgrades</b> completed and new <b>fencing</b> erected along major access roads.</p>	<p><b>WEBSITE</b></p> <p><b>115%</b> increase in website traffic.</p> 	

# SUMMARY OF FINANCIAL TARGETS AND KEY PERFORMANCE INDICATORS

## Corporate Dashboard

	Target 2019-20	Actual 2019-20
<b>ECONOMIC</b>		
<b>FINANCIAL RESULTS</b> 	<b>\$5.56</b> million deficit	<b>\$7.1</b> million deficit  <b>\$7.85</b> million contribution in grants to support other State Government agency initiatives
<b>PROPERTY, PLANT AND EQUIPMENT</b> 	<b>\$12.1</b> million	<b>\$12.4</b> million investment in fencing, retaining walls, pathway and other safety improvements throughout the Park

	Target 2019-20	Actual 2019-20
<b>CUSTOMER SATISFACTION</b>		
<b>CUSTOMER SATISFACTION</b> 	<b>90%</b> customer satisfaction	<b>99%</b> of survey respondents <b>satisfied</b>
<b>COMPLAINTS HANDLING</b> 	<b>100%</b> of <b>all complaints</b> responded to within 24 hours	<b>100%</b> of <b>all complaints</b> responded to within 24 hours
<b>VISITORS TO THE PARK</b> 	<b>200,000</b> visitors from events	<b>97,148</b> visitors from events

Target 2019-20		Actual 2019-20
<b>PARK IMPROVEMENTS</b>		
<b>SAFETY AND LIGHTING</b> 	Install new lights	<b>50</b> metres of eco-friendly energy-efficient lighting installed in Kagoshima Park  <b>40</b> <b>LED light conversions</b> in Charles Paterson Park and Kagoshima Park
<b>INFRASTRUCTURE</b> 		The first <b>major refurbishment of the Swan Shell</b> in 15 years  <b>300m<sup>2</sup></b> of <b>new paving</b> on the Heritage Trail  <b>1.35km</b> of <b>safety fencing</b> around the filtration ponds, Camfield Drive and Bolton Avenue



Target 2019-20		Actual 2019-20
<b>PARK IMPROVEMENTS</b>		
<b>CAR PARK UPGRADES</b> 		<b>New line marking and signage</b> for timed parking in a number of car parks and parking areas across the site



Target 2019-20		Actual 2019-20
<b>BEST PRACTICE</b>		
<b>SUSTAINABILITY</b>		
		<p><b>2</b> <b>Greenbatch recycling bins</b> installed at the Burswood Park Board office to collect community and household plastic waste for reprocessing in WA</p> <p><b>\$30,000</b> in <b>cartage fee savings</b> through the reuse of lake sediment for landscaping rather than sending it to landfill</p>
<b>TIME LOST TO INJURIES</b>		
	Zero lost time injuries	Zero lost time injuries
<b>TECHNOLOGY</b>		
	Investment in a new <b>Asset Management System</b> .	<b>Hardcat Asset Management System</b> developed



# REPORT ON OPERATIONS

## Gardens and Surrounds

*Burswood Park's operations team continued to maintain 56 hectares of landscaped gardens, public open space and visitor attractions to the highest of standards throughout the year.*

Working with specialist grounds maintenance contractor, Programmed Property Services, our team delivered an exceptional public parkland which was enjoyed by more than 97,000 event patrons and other visitors.

Whilst the COVID-19 pandemic had an impact on some parts of the Park – including playground and barbeque areas, which were required to close – Burswood Park remained open to the public year-round. Amenities were well maintained and the Park was able to provide open spaces for passive recreation, mental health and wellbeing, and exercise – which became increasingly important during the height of the pandemic in the last quarter of the year.

Improvements to park infrastructure were also undertaken this year.

To improve the safety of Park patrons, particularly those attending events at Optus Stadium or visiting Crown Perth, new fencing was installed along the highly traversed Camfield Drive and Bolton Avenue, and around filtration ponds. The fencing assists in keeping people to designated pathways, ultimately improving the safety and movement of people across the Peninsula.

Other maintenance and improvement works undertaken this year included:

- a \$17,400 refurbishment of the iconic Swan Shell – one of the Parks' most treasured and well used venues, particularly for weddings;
- 40 lights upgraded to LED-efficient lights in Kagoshima Park and Charles Paterson Park, to improve energy efficiency and increase safety for park patrons;
- new paving along a 300-metre section of the historic Heritage Trail; and
- landscaping works.



### BOLTON AVENUE UPGRADES

This year, we installed 140 metres of new retaining wall along Bolton Avenue, replacing 25-year-old dilapidated fencing and removing unsafe, informal pedestrian tracks up the banks.

### SWAN SHELL REFURBISHMENTS

Burswood Park's iconic Swan Shell received much-needed upgrades during the period, including interior and exterior painting, inspection of the footings for corrosion and other damage, and regrouting. The refurbishments – the first in 15 years – will mean the Swan Shell will continue to play host to local couples as one of the Perth's most popular wedding locations.



### CAMFIELD DRIVE INSTALLATIONS

We installed 942 metres of fencing along Camfield Drive, including four pedestrian gates that are closed on event days but otherwise open to pedestrians. The panels were designed to allow wildlife to easily traverse the fenced areas.



*"Lovely little park. Play equipment for the children including hopscotch built into the pathways. Well made historical sculptures. Plenty of trees for shade. Beautiful river views and a bitumen path along the river bank that suits walkers, bike riders, and apparently goes quite a distance although we didn't leave the immediate area. Just a bit of a walk to optus Stadium from the park."*

TeeCee1028, via Tripadvisor



#### LIGHTING UPGRADES

Five energy-efficient lights were installed along the dual-use path in Kagoshima Park between Resort Drive and the Swan Shell, seven LED lights installed over barbecues and 28 LED light conversions made in Charles Paterson Park. The lighting will improve safety and community amenity, particularly in the early morning and evening periods over summer.

#### PAVING IMPROVEMENTS

Approximately 300 square metres of paved pathway on the Park's Heritage Trail was completed to improve the safety of the walking trail and ensure a quality experience for trail visitors.



#### IRRIGATION POND SAFETY IMPROVEMENTS

A total of 240 metres of safety fencing erected around irrigation ponds at the northern end of Burwood Park will vastly improve the safety of the Park, particularly during high-traffic periods for pedestrians moving to the Stadium Precinct and Crown Perth.

## Foreshore Preservation and Protection

The Burswood Park Board is proud to continue supporting a number of key initiatives to enhance the ecological health, community benefit and amenity of the Swan Canning Riverpark, which includes the foreshore of the Burswood Peninsula.

### Swan and Canning Riverpark Enhancement

The Board continued to support 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 \$42 million since 2008.

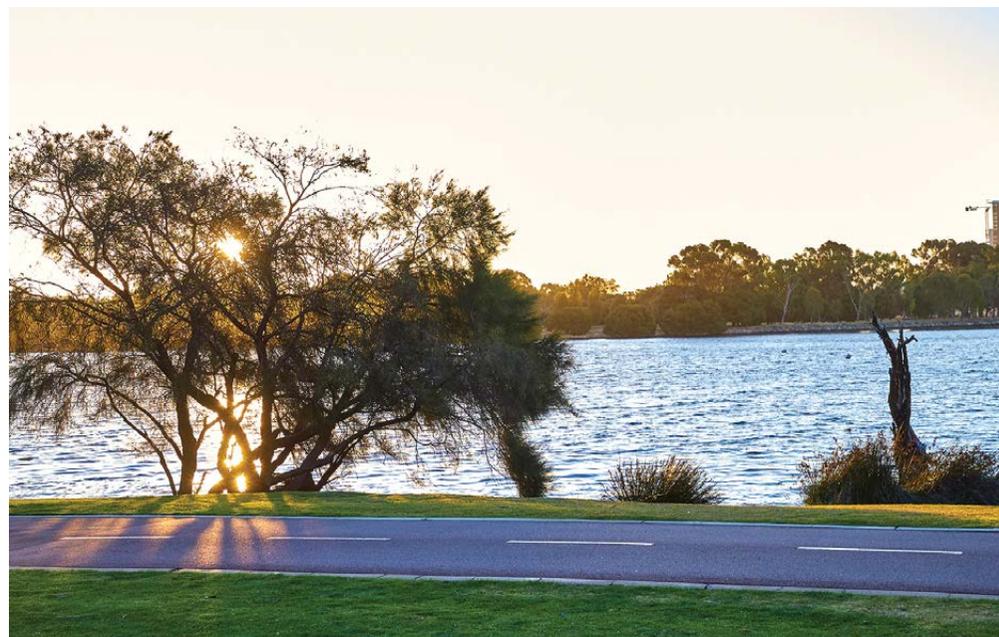
Working in partnership with the Department of Biodiversity, Conservation and Attractions (DBCA), the funding supports the implementation of the Swan Canning River Protection Strategy and provides critical resourcing to natural resource management (NRM) groups across the Swan Avon catchment.

This period, funding of \$555,000 was provided to a variety of sub-regional NRM groups to coordinate a range of community catchment restoration projects to improve the water quality entering the Swan and Canning rivers.

The Board also provided \$155,000 towards the Swan Alcoa Landcare Program to support 22 community groups to implement 59 catchment restoration projects throughout the Swan Canning catchment.

Over \$1.25 million was allocated to DBCA's Swan 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 water quality monitoring program, which assists in informing management of the rivers and critical events such as algal blooms in the Riverpark.

As part of this partnership, DBCA also continued to deliver free RiverWise gardening workshops in priority Perth suburbs, and Burswood Park Board funds also supported a RiverWise Gardens behaviour change program for 412 residents in Bull Creek. These initiatives help encourage sustainable gardening practices and responsible fertiliser use among Perth residents.



### Riverbank Program

DBCA's Riverbank program initiates and funds foreshore protection and restoration projects in the Swan Canning Riverpark.

Since Riverbank's inception in 2002, Burswood Park Board and DBCA have contributed over \$22.5 million across its projects. This funding has been matched under a 50/50 model by riverside foreshore land managers (largely local governments) across 294 projects sites, and in total, represents over \$50 million investment in the health and amenity of the Riverpark.

During 2019-20, \$900,000 of Burswood Park Board funds were distributed to

11 foreshore land managers to deliver 15 Riverbank projects.

These projects included erosion control, revegetation, weed control, river wall construction, enhancing foreshore and river access, widening vegetation corridors and creating native animal habitat.

Riverbank funding decisions are guided by river-wide condition assessments of foreshore assets and services such as built structures, natural shorelines, vegetation and the Riverpark's public amenity. This dataset helps to inform Riverbank to identify priority river-wide sites for future restoration.

## Apex Park Project

Apex Park in Mount Pleasant was one of this year's iconic Riverbank projects.

To prevent further foreshore erosion at Apex Park and to protect the Rowing Western Australia (RWA) and Swan River Rowing Club buildings, DBCA's Riverbank program entered into a project with RWA, the Department of Planning, Lands and Heritage and the Department of Local Government, Sport and Cultural Industries.

The new riverwall construction works were undertaken rapidly in March 2020, with other works including construction of a rock headland to assist in retaining renourished beaches and landscaping and planting of native species to improve useability and amenity of the site.

These works were completed in June 2020 and members of multiple rowing clubs and the general public now use the enhanced foreshore.

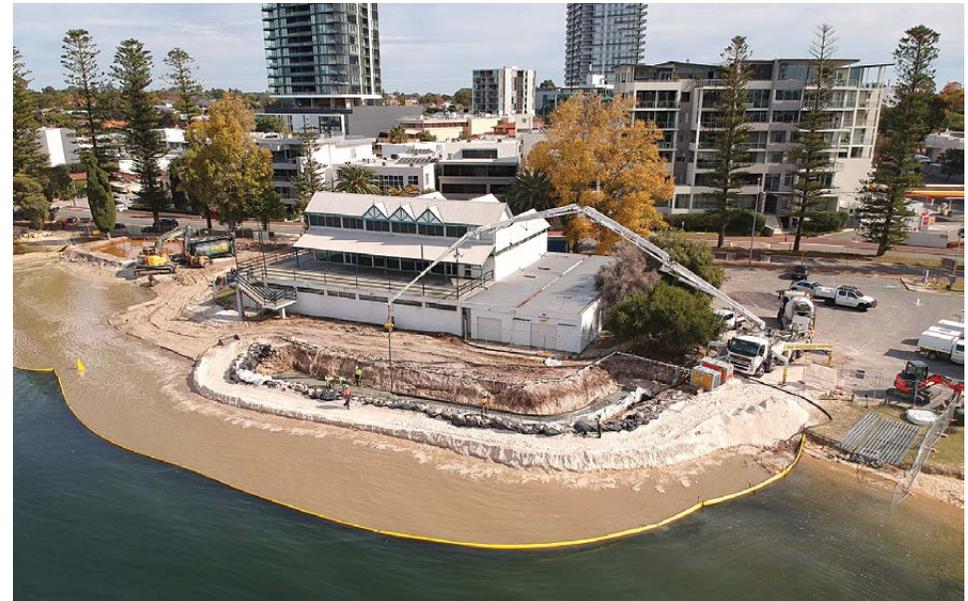


Burswood Park Board contributed funding towards the removal of the existing deteriorated timber wall, and its replacement with a new limestone block river wall to stabilise the area.

Photo courtesy Advanteeing Civil Engineers



Over recent years, the shoreline at Apex Reserve had experienced erosion and the existing wall structures had severely deteriorated. Photo courtesy Advanteeing Civil Engineers



A birds eye view of the completed Apex Park project on the Mount Pleasant foreshore. Photo courtesy Daniel Tackenberg, Rowing WA

## Events

The events space obviously took an unexpected turn in 2020. In spite of that, Burswood Park saw some very promising returns on participation and event numbers.

A number of new cultural and entertainment events were hosted at Burswood Park for the first time this year, including the multicultural Eid Carnival, the WA Beer & Beef Festival and the WA Cider & Pork Festival.

The Perth Running Festival, Have-a-Go Day and One Walk for the Juvenile Diabetes Research Foundation were also successfully staged as usual.

The Bloody Long Walk (South Perth to Cottesloe) and MACA Ride (Optus Stadium to Mandurah return) also utilised the Park's shared paths, assisting those events to raise significant funds for mitochondrial disease and cancer research, respectively.

2019-2020 also saw an increase in the number of community and charity events being hosted in the Park, including new fundraising walks for HeartKids WA, the Pancare Foundation and the Type 1 Diabetes Family Centre, plus an interactive walk for Girl Guides WA. Variety Club WA's Variety Bash, which raised \$564,000, concluded in the Park.

The Park continued to be a hive of physical activity throughout the year with numerous groups using the open spaces for exercise classes. The Qigong Association and over-55s walking and cycling groups continued offering their programs until March, while HBF Fitness classes were new additions to the calendar through spring and summer. Yoga and pilates classes also enjoyed the Park grounds.

The WA Marathon Club and Masters Athletics WA once again staged numerous running events within the Park throughout the year that were very well attended.

A number of events due to be held in the Park were cancelled due to COVID-19. These included WA Day and the State Of The Art (SOTA) Festival, Perth Chung Wah Cultural Festival, HBF Run for a Reason, Pineapple Club Season Finale and the Euroz Big Walk for the Perth Children's Hospital. In addition, the Telethon Community Cinema season was shorted considerably. As a result, while initially on track to exceed the 2018-19 figures, visitor numbers to the Park ultimately reverted to 2017-18 figures.

### SISTER CITY ANNIVERSARY

Burswood Park Board welcomed Kagoshima City Mayor, Hiroyuki Mori, and other City delegates to commemorate the 45th anniversary of the affiliation of Perth and Kagoshima as Sister Cities. A red flowering gum (*Corymbia ficifolia*) was planted in Kagoshima Park to mark the occasion. Burswood Park Board member, Bindi Gove joined Mayor Mori and City of Perth Commissioner, Andrew Hammond, at the event.



### SCHOOL TOURS

Though Burswood Park's guided tours formally ceased in 2018, Burswood Park Board was pleased to host Ursula Frayne Catholic College's Year 2 classes in mid-November as part of their history lesson, focusing on local landmarks and how monuments and statues remind us of the past. We were thrilled to secure the services of sculptors Joan and Charlie Walsh-Smith to lead the students' exploration of WA's history. The Walsh-Smiths were commissioned to create the Park's spectacular bronze artworks.



*"The Year 2 history curriculum focuses on local landmarks and also how monuments and statues remind us of the past, so [the tour] ties in beautifully and is always a lovely morning out of the classroom!"*

Gillian Merredew, teacher, Ursula Frayne Catholic College

### CAROLS IN THE PARK

Carols in the Park returned to Burswood Park in 2019. Around 3,000 people enjoyed an afternoon of family fun, including lawn games, face painting, food trucks, a petting zoo and an appearance from Santa and his reindeer, followed by a series of Australian classic performances and the Christmas story. For the first time, the event provided Auslan interpreting services (Australian sign language) for the enjoyment and engagement of people with a hearing impairment. Proceeds from the sale of candles and song books at the event were donated to Telethon.



*"Great to be there with four generations of our family. Loved the Christmas story that was told, and the amazing voice of Mel Crothers."*

Ruth Friend, Facebook

*"Awesome night! The girls sang their hearts out and danced up a storm."*

Anna Matthews, Facebook

*"A massive thank you from our team for all the hard work you all put into the lead up for our event preparation across both events. The feedback has been enormously positive."*

Aussie Event Group, event organiser



#### WA CIDER & PORK FESTIVAL

The WA Cider & Pork Festival was hosted at Burswood Park in 2020. Held over the Labour Day long weekend in March, the event offered live music, roaming entertainment, cider tastings, market stalls, delicious food, and plenty more to the 13,253 people who passed through the gates.

#### WA BEER & BEEF FESTIVAL

More than 5,000 people enjoyed the inaugural Beer and Beef Festival at Burswood Park in late November 2019. Teaming ice cold beers, with succulent local beef, the event showcased more than 100 brews and beef delicacies from some of Perth's best chefs, restaurants and food trucks. Held over two days, event-goers enjoyed live music, beer school, beef tastings, market stalls, carnival rides and more.





### EID CARNIVAL

Eid ul-Adha is a major festival that takes place at the end of the annual pilgrimage to Mecca, known as the Hajj. In Perth, the LiveLighter Multicultural Eid-Adha Carnival, organised by Australian Arab Association, was held at Burswood Park in August 2019. The event was enjoyed by people of all ages and cultural backgrounds, and offered entertainment, international foods, children's activities and stalls. An estimated 8,000 people attended.



*"It was very enjoyable. A wonderful community event."*

Charmaine Patches

## Partnerships

*New partnerships with Greenbatch, Nearer to Nature and HBF Fitness expanded the Burswood Park Board's reach into environmental sustainability, education, and health and wellbeing.*

### Greenbatch

In June 2020, Burswood Park Board commenced a trial partnership with Greenbatch, a WA company that collects household plastic waste to help reduce the amount of plastic being sent to landfill via co-mingled recycling bins. It is currently building WA's first plastic

reprocessing plant, to turn PET & HDPE plastic into items such as 3D printing filament, textiles and recycled material bottles. By doing so, Greenbatch is saving the material from being sold to overseas markets where only a fraction of the plastics are recycled. Two collection cages have been installed at Burswood Park Board's office to collect qualifying products from the wider community.

### Nearer to Nature

Nearer to Nature is a Department of Biodiversity, Conservation and Attractions program that provides opportunities for children to take part in hands-on, experiential learning in the natural environment across Perth and the South West.

For the first time, Burswood Park joined the offerings during the summer holidays, with two programs offered to 4-7 and 7-12 year olds. The programs were well received and a variety of programs will now be offered each school holidays to encourage kids of all ages to connect with our Park.



### HBF Fitness

Burswood Park approached HBF Fitness to conduct programs within the Park further strengthening our connection with the HBF Run for a Reason. As a result, 120 people participated twice a week for two eight-week programs (in spring and summer). The program was to extend through autumn to lead into the HBF Run event itself, but COVID-19 put paid to both the event and the fitness program.



## 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 period, the Board continued to embrace industry best-practice to reduce waste, optimised reuse and improved sustainability.

Specialist grounds maintenance teams are engaged at Burswood Park to ensure the parklands are preserved to a high standard and with exceptional safety management and sustainability. Our contractors operate under a 'Zero Harm' goal for staff and the natural environment in which they work and operate.

In practical terms at Burswood Park, this means that staff, park patrons and the natural environment are protected through careful risk assessment, planning and procedures before any work occurs within the park. A safety analysis is always completed, which details the tasks, hazards, controls and persons responsible, to ensure that the impact on our park patrons is always minimised.

Our teams also comply with specific regulations that apply to particular activities - for example, traffic and vehicle movements, the use of chainsaws, chemical and fuel use and other related works. Our staff and contractors operate under the requirements of all relevant Acts and Regulations including the *Health (Pesticides) Regulations 2011*, *Occupational Health Safety and Welfare Act 1984*, *Occupational Health Safety and Welfare Regulations 1996*, *Parks and Reserves Act 1895* and the *Road Traffic Act 1974*.



### SEDIMENT REUSE

As part of our commitment to sustainability, 200m<sup>3</sup> of sediment dredged from Burswood Park's lake was tested to determine its appropriateness for reuse. The results found that, if dried for a period of three months, the nutrient-rich material could be a valuable soil improver for landscaping. Ultimately the sediment was used to prepare the soil for landscaping along Roger Mackay Drive – reducing waste to landfill and saving \$30,000 in cartage fees and additional fertiliser costs.





## Student Education

*During the year, Burswood Park hosted students studying in the fields of horticulture and turf management.*

A total of 56 apprentices and students studying aspects of horticulture at university and through vocational training institutions participated in hands-on workshops and research projects at the Park this year. Students participated in a number of projects within the Burswood Park grounds, which included workshops and field trials.

Burswood Park Board staff provided machinery, equipment and site knowledge to assist with setting up and overseeing each project. Murdoch TAFE Turf students carried out native planting programs in August and March along the foreshore and the Southern 9 Parkland, and also practiced construction techniques for sport playing surfaces in Charles Paterson Park.

There were four key education projects benefiting the students and optimising outcomes for Burswood Park.

### **Project 1: Compost Trial** *(Lecturer John Forrest)*

The use of compost as a soil amendment is becoming commonplace in sports turf management in WA, for its ability to retain moisture in sandy soils and allow the slow release of nutrients. There have been few longitudinal studies into the effects of altering a sandy soil profile with organics like compost.

Certificate IV Sports Turf Management students investigated the addition of compost at different volumes in sand-based soil that was growing Kikuyu. The aim of the trial was to determine the influence of compost on water and nutrient holding capacity in sandy soils, and to better understand the effect of adding compost to a sand profile and explore the possible benefits and/or consequences of different methods.

Students designed the project and statistically analysed the results, which showed the addition of 3% compost gave the best results in the balance of water

and nutrient retention, with limited impact on soil structure under compaction.

### **Project 2: Wetting Agent Trial** *(Lecturer John Forrest)*

A local Western Australian company with a range of wetting agents set up a trial with Turf Management students to evaluate one of their products that improves turf coverage under trees where tree roots impact on the grass coverage. The aim of the project is to use less water through the irrigation season to assist parks and reserves in managing their water budgets, while also producing the grass surfaces required.

Research is ongoing, working towards developing best management practices for the turf/horticulture industry through real world studies.

### **Project 3: Soil Studies** *(Lecturers Jeff Austin and Simon Wood)*

A class of 18 Turf Management apprentices (2nd year) and seven Horticulture students undertook a project to study differing soil profiles across a number of Perth sites in August 2019 and March 2020. Burswood Park's Southern 9 Parkland was chosen because of its



uniqueness (as a former refuse/waste site which has been transformed into parkland). The aim was for students to get a better understanding of how to manage different soil profiles.

A number of soil assessment tests (compaction ratio, soil infiltration and soil texture), were carried out by the students over a seven-month period to determine and understand long-term management practices of such profiles.

#### **Project 4: Environmental Sustainability** *(Lecturer Gary Holloway)*

A class of 16, 3rd year Horticulture students from Peel TAFE attended Burswood Park to assess the different types of park

sustainability methods that have been adopted by Burswood Park Board. These methods include:

- foreshore erosion control;
- irrigation water harvesting;
- installation of LED lights in the car parks and along dual-use pathways to improve energy efficiency;
- on-site processing of all tree waste, to produce mulch for weed control, in turn reducing chemical use and costs, and minimising losses in soil moisture;
- the use of 240-litre recycle bins throughout the picnic areas; and
- the use of different types of fertilisers.



## Engagement

*Burswood Park Board extended its community and stakeholder reach with excellent results during the period.*

### Digital engagement

As an increasingly popular public park with broad appeal, the use of digital and social platforms to engage with Park visitors, event patrons and the wider community grew during the year.

Burswood Park's Facebook page likes increased by 55%, from 1,046 to 1,627 across the year, reaching 1,112,273 people in the same period. In total, 218 posts were published across a range of topics including events, the Park Master and Activation Plan, environment and sustainability, and attractions. People engaged with these posts more than 9,500 times over the period.

Limited but targeted Facebook advertising was also used to promote consultation opportunities associated with the Park Master and Activation Plan – reaching close to 49,000 people (and with only minimal spend of under \$1,000).

Total website traffic also increased by 115% in 2019-20 compared to the previous year, from 25,802 to 53,381 visitors. Pleasingly, 85% of people who visited the website in 2019-20 were new users.

### Community survey

An online survey undertaken to support the Park Master and Activation Plan development was extended to gather feedback from Park patrons about their experiences at Burswood Park. The survey highlighted that:

- the cleanliness, quality, atmosphere and accessibility of the Park are rated extremely highly;
- events, the river foreshore and city views are the key reasons people visit the Park;
- the natural environment (river foreshore, lakes, flora and fauna) are the most popular attributes of Burswood Park;
- the Park is generally considered safe, particularly during the day.



## SIGNIFICANT ISSUES AND TRENDS

### Economic Impacts

The Board's funding is provided for through the *Casino (Burswood Island) Agreement Act 1985*.

This year, COVID-19 had a significant impact on funding, due to the closure of Crown Perth.

### Park Master and Activation Plan

Significant progress was made this year on Burswood Park's Park Master and Activation Plan – a blueprint for the future of the Park that will guide its transformation from an historic suburban parkland into an exciting, contemporary and iconic destination for the enjoyment of current and future generations.

Leading international design agency, HASSELL, was appointed in October 2019 to develop the Plan, with concept planning largely completed in the period. 3D imagery and refinements will continue in the first half of the next financial year.

The Plan considered and, where possible, incorporated the feedback of site neighbours, project partners, local and state government agencies and the community. This feedback was actively sought over an intensive, three-month consultation period, which included a series of one-on-one meetings and a half-day stakeholder consultation workshop at Optus Stadium on 13 March 2020. More than 50 participants attended the workshop and provided their ideas about the future of Burswood Park.

Concurrently, community input was sought via an online survey over a seven-week period between January and March 2020. A total of 1,280 responses was received, gleaned insights that were used to inform the Plan, including:

- Burswood Park's role and what part it should play within the Western Australian community;
- the ways that the Burswood Park experience could be enhanced;
- ideal park attractions and facilities;
- the types of events that might attract people to the Park; and
- the character and design of any future development of the Park.





### Camfield Drive Traffic Management and Safety Issues

The safe and efficient movement of vehicles and pedestrians on event days continues to be an important priority for the Board.

The Board works closely with its neighbours and stakeholders to ensure sufficient traffic management is implemented on event days. We have also invested in a mixture of soft and hard landscape solutions along Camfield Drive to improve event patron safety and efficient movement across the parklands.

### Parking

On stadium event and game days, Car Park 8 is used as a 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 need to be managed carefully. The Board will continue to look at opportunities for managing event days and providing parking facilities for visitors frequenting the Park.



## Shared Paths

With the growing popularity of the Burwood Peninsula and the ever-increasing numbers of event and Park patrons, the management of Principal Shared Paths within the Park remains a key issue for the Board.

A Transport Review was completed by Flyt in September 2019 to assist with future planning in this area. The review recommended that the existing paths that carry substantial numbers of patrons for events, including the crossing of Roger MacKay Drive, should be widened to improve access by foot, improve efficiency of post-event management and become a non-event feature of the area.

Results of the 2020 Community Survey also indicated a preference for improved shared pathway safety from the community and park patrons.

## Wayfinding and Signage

Burswood Park Board worked in partnership with the Town of Victoria Park and its consultant team from Aspect Studios in their preparation of the Burswood Peninsula Wayfinding Plan.

The document, which is due for completion in July 2020, considers and integrates wayfinding and signage devices into the public realm of Burswood Peninsula for event and non-event days with a view to enhancing connectivity, walkability and legibility for those who live, work and recreate on the Peninsula.

The Plan will guide future improvements to signage across the parklands, setting out the ideal location, placement and types of signage for Burswood park to create a logical, legible, functional and easy to understand for people of all levels of ability, age and cultural backgrounds.



## Zip-line Landing Platform

On 28 June 2020, the State Government announced that construction of the Matagarup Bridge zip-line and climb infrastructure had commenced, with the attraction to stretch more than 400 metres from the peak of the bridge to a landing platform on the Burswood Park foreshore.

The bridge climb will include a 314-step trek up the bridge's main arch, ascending about 70 metres to the 'sky view' platform. WA company Byte Construct are installing the 'sky-view' platform, zip-line launch and landing platform, as well as enhanced safety systems and lighting to extend activities into the night.

Final negotiations are underway between the State Government and the preferred proponents to operate the attractions.

When negotiations have been finalised, the joint venture will enter into a 10-year contract as operator of the bridge adventure activities.

It is expected that the bridge climb and zip-line will be open to the public in late 2020.



## 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 2020, 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 2020 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 Responsibility 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 entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the 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.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website at [https://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). This description forms part of my auditor's report.

#### 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 2020.

##### **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 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 non-compliance 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 Burswood Park Board for the year ended 30 June 2020. The key performance indicators are the Under Treasurer-approved key effectiveness indicators and 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 Burswood Park Board are relevant and appropriate to assist users to assess the agency's performance and fairly represent indicated performance for the year ended 30 June 2020.

**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 entity'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 Burswood Park Board for the year ended 30 June 2020 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 contact the entity to confirm the information contained in the website version of the financial statements and key performance indicators.



DON CUNNINGHAME  
ASSISTANT AUDITOR GENERAL FINANCIAL AUDIT  
Delegate of the Auditor General for Western Australia  
Perth, Western Australia  
2 September 2020

## Financial Statements

### Certification of Financial Statements for the year ended 30 June 2020

The accompanying 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 2020 and the financial position as at 30 June 2020.

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



**Barry A Sargeant** PSM  
PRESIDENT

1 September 2020



**Linda Kut**  
GENERAL MANAGER (CFO)

1 September 2020

## Statement of Financial Position

for the year ended 30 June 2020

	Note	2020 \$	2019 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	7.1	14,924,157	20,178,823
Receivables	6.1	142,614	1,044,148
Other current assets	6.2	52,106	26,284
<b>Total Current Assets</b>		<b>15,118,877</b>	<b>21,249,255</b>
<b>Non-Current Assets</b>			
Infrastructure, property, plant and equipment	5.1	12,532,958	13,411,756
Right-of-use assets	5.3	14,978	-
<b>Total Non-Current Assets</b>		<b>12,547,936</b>	<b>13,411,756</b>
<b>TOTAL ASSETS</b>		<b>27,666,813</b>	<b>34,661,011</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	6.3	92,643	170,506
Employee related provisions	3.1(b)	81,898	99,961
Other current liabilities	6.4	25,766	19,496
Lease liabilities	7.3	7,240	-
<b>Total Current Liabilities</b>		<b>207,547</b>	<b>289,963</b>
<b>Non-Current Liabilities</b>			
Employee related provisions	3.1(b)	54,783	44,054
Lease liabilities	7.3	7,906	-
<b>Total Non-Current Liabilities</b>		<b>62,689</b>	<b>44,054</b>
<b>TOTAL LIABILITIES</b>		<b>270,236</b>	<b>334,017</b>
<b>NET ASSETS</b>		<b>27,396,577</b>	<b>34,326,994</b>
<b>EQUITY</b>			
Contributed equity	9.6	2,741,100	2,418,100
Accumulated surplus		24,655,477	31,908,894
<b>TOTAL EQUITY</b>		<b>27,396,577</b>	<b>34,326,994</b>

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

## Statement of Comprehensive Income

for the year ended 30 June 2020

	Note	2020 \$	2019 \$
<b>COST OF SERVICES</b>			
<b>Expenses</b>			
Employee benefits expense	3.1(a)	624,793	517,165
Supplies and services	3.4	343,708	273,659
Depreciation	5.2	586,568	544,016
Ground maintenance	3.3	1,416,576	1,418,692
Other expenses	3.4	2,141,673	1,107,572
Grants	3.2	7,851,967	10,041,229
Finance costs	7.4	442	-
Asset revaluation decrement	5.1	-	34,928
Loss on disposal of non-current assets	4.4	933,324	-
<b>Total cost of services</b>		<b>13,899,051</b>	<b>13,937,261</b>
<b>INCOME</b>			
<b>Revenue</b>			
Trustee payments	4.1	6,141,452	7,979,314
Interest	4.2	255,630	622,222
Other revenue	4.3	138,926	60,642
Asset revaluation increment	5.1	109,626	-
<b>Total Income</b>		<b>6,645,634</b>	<b>8,662,178</b>
<b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>		<b>(7,253,417)</b>	<b>(5,275,083)</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>		<b>(7,253,417)</b>	<b>(5,275,083)</b>

*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 2020

	Note	Contributed equity \$	Accumulated surplus \$	Total equity \$
<b>Balance at 1 July 2018</b>		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)
<b>Balance at 30 June 2019</b>	9.6	<b>2,418,100</b>	<b>31,908,894</b>	<b>34,326,994</b>
<b>Balance at 1 July 2019</b>		2,418,100	31,908,894	34,326,994
<b>Restated balance at 1 July 2019</b>		<b>2,418,100</b>	<b>31,908,894</b>	<b>34,326,994</b>
Deficit for the period		-	(7,253,417)	(7,100,417)
Transactions with owners in their capacity as owners				
Transfer of assets from other agency		323,000	-	323,000
Total comprehensive income for the period		323,000	(7,253,417)	(6,930,417)
<b>Balance at 30 June 2020</b>	9.6	<b>2,741,100</b>	<b>24,655,477</b>	<b>27,396,577</b>

*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 2020

	Note	2020 \$	2019 \$
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employee benefits		(625,134)	(518,776)
Supplies and services		(3,927,708)	(2,974,579)
Finance costs		(442)	-
Grants		(7,851,967)	(10,041,229)
GST payments on purchases		(1,416,134)	(1,111,149)
<b>Receipts</b>			
Interest received		229,808	640,973
Trustee payments		6,555,973	8,035,226
GST receipts on sales		52,369	8,406
GST receipts from taxation authority		1,828,075	976,457
Other receipts		156,580	60,642
<b>Net cash provided by operating activities</b>		<b>(4,998,580)</b>	<b>(4,924,029)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Payments</b>			
Purchase of non-current physical assets		(247,845)	(1,214,818)
<b>Net cash provided by/(used in) investing activities</b>		<b>(247,845)</b>	<b>(1,214,818)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>			
<b>Payments</b>			
Principal elements of lease payments		(8,241)	-
<b>Net cash provided by/(used in) financing activities</b>		<b>(8,241)</b>	<b>-</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(5,254,666)</b>	<b>(6,138,847)</b>
Cash and cash equivalents at the beginning of the period		20,178,823	26,317,670
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	7.1	<b>14,924,157</b>	<b>20,178,823</b>

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 2020

### 1 Basis of preparation

The Burswood Park 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 27 August 2020.

#### 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.

Significant judgements and estimates have been made to meet the requirements of the new standards AASB 16, AASB 15 and AASB 1058.

#### AASB 16:

Key judgements to be made for AASB 16 include identifying leases within contracts, determination whether there is reasonable certainty around exercising extension and termination options, identifying whether payments are variable or fixed in substance and determining the stand-alone selling prices for lease and non-lease components.

Estimation uncertainty that may arise is the estimation of the lease term, determination of the appropriate discount rate to discount the lease payments and assessing whether the right-of-use asset needs to be impaired.

#### AASB 15:

Key judgements include assessment of whether a contract exists and AASB 15 is applicable for revenue types, determining the timing of revenue from contracts with customers in terms of timing of satisfaction of performance obligations and determining the transaction price and the amounts allocated to performance obligations.

#### AASB 1058:

Key judgements include determining the timing in the satisfaction of obligations and judgements used in determining whether funds are restricted.

Refer to Note 9.2 for the impact of the initial adoption and the practical expedients applied in the initial recognition.

#### 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 Board outputs

Board objectives

### 2.1 Board 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	2020 \$	2019 \$
Employee benefits expenses	3.1(a)	624,793	517,165
Employee related provisions	3.1(b)	136,681	144,015
Grants	3.2	7,851,967	10,041,229
Ground maintenance	3.3	1,416,576	1,418,692
Other expenditure	3.4	2,485,381	1,381,231
<b>3.1(a) Employee benefits expense</b>			
Wages and salaries		566,501	470,239
Superannuation – defined contribution plans (a)		58,292	46,926
<b>Total employee benefits expense</b>		<b>624,793</b>	<b>517,165</b>
Add: AASB 16 Non-monetary benefits (b)		8,851	-
<b>Net employee benefits expense</b>		<b>8,851</b>	<b>-</b>

Note  
2.1

**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 (West State Superannuation Scheme), the GESBs (Government Employees Superannuation Board Schemes), 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.

**AASB 16 Non-monetary benefits:** Non-monetary employee benefits, that are employee benefits expenses, predominantly relate to the provision of Vehicle benefits are measured at the cost incurred by the Board.

**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.

	2020 \$	2019 \$
<b>Current</b>		
<u>Employee benefits provision</u>		
Annual leave (a)	26,123	36,778
Long service leave (b)	54,922	61,607
	<b>81,045</b>	<b>98,385</b>
<u>Other provisions</u>		
Employment on-costs (c)	853	1,576
<b>Total current employee related provisions</b>	<b>81,898</b>	<b>99,961</b>
<b>Non-Current</b>		
<u>Employee benefits provision</u>		
Long service leave (b)	53,989	43,871
	<b>53,989</b>	<b>43,871</b>
<u>Other provisions</u>		
Employment on-costs (c)	794	183
<b>Total non-current employee related provisions</b>	<b>54,783</b>	<b>44,054</b>
<b>Total employee related provisions</b>	<b>136,681</b>	<b>144,015</b>

**(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'.

	2020 \$	2019 \$
<b>Employment on-cost provision</b>		
Carrying amount at start of year	1,759	2,355
Additional provisions recognised	-	-
Payments/other sacrifices of economic benefits	(112)	(596)
<b>Carrying amount at end of the period</b>	<b>1,647</b>	<b>1,759</b>

**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
- 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.

## DISCLOSURES AND LEGAL COMPLIANCE

### 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:

	2020 \$	2019 \$
<b>Recurrent</b>		
<b>Dept of Biodiversity, Conservation and Attractions</b>		
a) Enhancements to the Swan and Canning River	3,033,967	3,000,000
<b>Tourism WA</b>		
b) Aviation Development Fund	1,960,000	1,740,000
c) International Marketing Funding	2,858,000	2,000,000
<b>VenuesWest</b>		
d) LED Outdoor Screen	-	2,376,586
<b>Dept of Local Government, Sport and Cultural Industries</b>		
e) Chung Wah Festival	-	924,643
<b>Total grants</b>	<b>7,851,967</b>	<b>10,041,229</b>

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

	2020 \$	2019 \$
Ground maintenance	1,416,576	1,418,692
<b>Total ground maintenance expenses</b>	<b>1,416,576</b>	<b>1,418,692</b>

### 3.4 Other expenditure

#### Supplies and services

Communication	21,116	8,896
Contractors	299,062	236,859
Consumables	13,463	13,944
Other administration costs	10,067	13,960
<b>Total supplies and services expenses</b>	<b>343,708</b>	<b>273,659</b>

#### Other

Advertising and promotion	45,896	28,047
Energy costs	165,122	125,263
Repairs and maintenance	138,777	101,402
Cleaning	37,999	41,710
Event costs	57,262	55,801
Foreshore remediation	8,532	627,378
Other expenses	60,590	48,495
Vehicle lease	8,650	7,539
Ground improvements – other	11,245	14,360
Camfield Drive landscaping	1,318,995	-
Bolton Avenue landscaping	173,704	-
Other staff costs	24,332	5,858
Audit fees	30,587	25,953
Insurance	59,982	25,766
<b>Total other expenses</b>	<b>2,141,673</b>	<b>1,107,572</b>
<b>Total other expenditure</b>	<b>2,485,381</b>	<b>1,381,231</b>

## DISCLOSURES AND LEGAL COMPLIANCE

**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	2020 \$	2019 \$
Trustee payments	4.1	6,141,452	7,979,314
Interest revenue	4.2	255,630	622,222
Other revenue	4.3	138,926	60,642

### 4.1 Trustee Payments

Income received	6,141,452	7,979,314
<b>Total trustee payments</b>	<b>6,141,452</b>	<b>7,979,314</b>

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*.

The application of AASB 15 and AASB 1058 from 1 July 2019 has had no impact on the treatment of Trustee revenue, with revenue recognised and measured at the initial carrying amount of consideration received or receivable.

### 4.2 Interest

	2020 \$	2019 \$
Interest revenue – Term Deposit	255,630	622,222
<b>Total interest</b>	<b>255,630</b>	<b>622,222</b>

Interest revenue is recognised as the interest accrues.

The application of AASB 15 and AASB 1058 from 1 July 2019 has had no impact on the treatment of Interest revenue, with revenue recognised as interest accrued and is calculated by applying the effective interest rate to the gross carrying amount of the financial asset.

### 4.3 Other revenue

Main Roads maintenance agreement	86,997	16,364
Recoups	29,471	30,376
Event remediation	15,931	-
Leases	2,200	-
Other revenue	4,327	13,902
<b>Total other revenue</b>	<b>138,926</b>	<b>60,642</b>

Revenue from Main Roads maintenance agreement is recorded as other revenue and is recognised in the accounting period in which the relevant performance obligations has been satisfied.

Until 30 June 2019, revenue was recognised and measured at the fair value of consideration received or receivable.

From 1 July 2019, revenue is recognised at the transaction price when the Board transfers control of the services to the customer. Revenue is recognised at a point-in-time for maintenance services. The performance obligations for this revenue are satisfied when services have been provided. Invoices are issued following provision of services.

Revenue from Event Remediation is recorded as other revenue and is recognised in the accounting period in which the relevant performance obligations has been satisfied.

The application of AASB 15 and AASB 1058 from 1 July 2019 has had no impact on the treatment of revenue from Recoups and Other revenue, with revenue recognised and measured at the initial carrying amount of consideration received or receivable.

## DISCLOSURES AND LEGAL COMPLIANCE

### 4.4 Gains/(Loss) on Disposal

	2020	2019
	\$	\$
<u>Net proceeds from disposal of non-current assets</u>		
Plant, equipment and vehicles	5,100	-
Infrastructure	-	-
<u>Carrying amount of non-current assets disposed</u>		
Plant, equipment and vehicles	(157,854)	-
Infrastructure	(780,570)	-
<b>Net gain/(loss)</b>	<b>(933,324)</b>	<b>-</b>

### 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:

	Notes	2020	2019
		\$	\$
Infrastructure, property, plant and equipment	5.1	12,532,958	13,411,756
Right-of-use assets	5.3	14,978	-
<b>Total key assets</b>		<b>12,547,936</b>	<b>13,411,756</b>

**5.1 Infrastructure, Property, Plant and Equipment**

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)
<b>Carrying amount at start of period</b>	<b>531,813</b>	<b>2,957,130</b>	<b>4,755,916</b>	<b>3,953,613</b>	<b>-</b>	<b>530,000</b>	<b>12,728,472</b>
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)
<b>Carrying amount at the end of period</b>	<b>490,567</b>	<b>2,851,107</b>	<b>5,506,407</b>	<b>3,953,613</b>	<b>80,062</b>	<b>530,000</b>	<b>13,411,756</b>
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)

Year ended 30 June 2020	Plant and Equipment	Buildings	Infrastructure	Infrastructure - new road	Infrastructure - WIP	Land	Total
	\$	\$	\$	\$	\$	\$	\$
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)
<b>Carrying amount at start of period</b>	<b>490,567</b>	<b>2,851,107</b>	<b>5,506,407</b>	<b>3,953,613</b>	<b>80,062</b>	<b>530,000</b>	<b>13,411,756</b>
Additions	137,957	-	67,202	-	-	-	205,159
Transfers/Reclassifications	-	93,419	(13,357)	-	(80,062)	323,000	323,000
Disposals	(157,854)	-	(780,570)	-	-	-	(938,424)
Depreciation	(118,247)	(76,581)	(383,331)	-	-	-	(578,159)
Revaluation increments/(decrements) (a)	-	109,626	-	-	-	-	109,626
<b>Carrying amount at the end of period</b>	<b>352,423</b>	<b>2,977,571</b>	<b>4,396,351</b>	<b>3,953,613</b>	<b>-</b>	<b>853,000</b>	<b>12,532,958</b>
Gross carrying amount	3,677,699	2,977,571	8,446,201	3,953,613	-	853,000	19,908,084
Accumulated depreciation	(3,325,276)	-	(4,049,850)	-	-	-	(7,375,126)

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 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 assets 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 2019 by the Western Australian Land Information Authority (Valuations and Property Analytics). The valuations were performed during the year ended 30 June 2020 and recognised at 30 June 2020. In undertaking the revaluation, existing use value was determined by reference to market values for land: \$853,000 (2019: \$530,000) and buildings: \$2,977,571 (2019: \$2,851,107).

**Significant assumptions and judgements:** The most significant assumptions and judgements in estimating fair value are made in assessing whether to 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.

**5.2 Depreciation and impairment**

	2020	2019
	\$	\$
<b>Charge for the period</b>		
<u>Depreciation</u>		
Plant and equipment	118,247	110,457
Buildings	76,581	73,788
Infrastructure	383,331	359,771
Right-of-use assets	8,409	-
<b>Total depreciation for the period</b>	<b>586,568</b>	<b>544,016</b>

As at 30 June 2020 there were no indications of impairment to property, plant and equipment or infrastructure.

All surplus assets at 30 June 2020 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 exception to this rule is land.

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

## DISCLOSURES AND LEGAL COMPLIANCE

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.

### 5.3 Right-of-use assets

	2020	2019
	\$	\$
Vehicles	14,978	-
	<b>14,978</b>	<b>-</b>

Additions to right-of-use assets during the 2020 financial year were \$23,387.

#### Initial recognition

Right-of-use assets are measured at cost including the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs, including dismantling and removing the underlying asset.

This includes all leased assets other than investment property ROU assets, which are measured in accordance with AASB 140 'Investment Property'.

The Board has elected not to recognise right-of-use assets and lease liabilities for short-term leases (with a lease term of 12 months or less) and low value leases (with an underlying value of \$5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

#### Subsequent measurement

The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

#### Depreciation and impairment of right-of-use assets

Right-of-use assets are generally depreciated on a straight line basis over the shorter of the asset's useful life and the lease term.

If ownership of the leased asset transfers to the Board at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing for impairment is outlined in note 5.2.

#### 5.3.1 Depreciation charge of right-of-use assets

a. The statement of comprehensive income shows the following amounts relating to leases:

	2020	2019
	\$	\$
Vehicles	8,409	-
<b>Total right-of-use asset depreciation</b>	<b>8,409</b>	<b>-</b>
Lease interest expense (included in Finance costs)	442	-
Low-value leases (included in Other expenses)	1,646	-

The total cash outflow for leases in 2020 was \$10,329

The Board's leasing activities and how these are accounted for:

The Board has leases for vehicles.

Up to 30 June 2019, the Board classified leases as either finance leases or operating leases. From 1 July 2019, at 1 July 2019, the Board recognises State-Fleet vehicle leases as right-of-use assets and associated lease liabilities in the Statement of Financial Position.

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in note 7.3.

## 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	2020 \$	2019 \$
Receivables	6.1	142,614	1,044,148
Other current assets	6.2	52,106	26,284
Payables	6.3	92,643	170,506
Other liabilities	6.4	25,766	19,496

### 6.1 Receivables

#### Current

Receivables	121,699	555,836
GST receivable	20,915	488,312

#### Total receivables

<b>142,614</b>	<b>1,044,148</b>
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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	52,106	26,284
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#### Balance at end of the period

<b>52,106</b>	<b>26,284</b>
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### 6.3 Payables

#### Current

Trade payables	91,673	166,791
Credit Card	970	3,715

#### Balance at end of the period

<b>92,643</b>	<b>170,506</b>
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**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	7,152	1,885
PAYG - Withholding Tax	18,006	17,003
Accrued Superannuation	608	608

#### Balance at end of the period

<b>25,766</b>	<b>19,496</b>
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**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.

## 7 Financing

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

	Notes
Cash and cash equivalents	7.1
Commitments	7.2
Capital commitments	7.2.2
Other expenditure commitments	7.2.1
Leases	7.3
Finance costs	7.4

### 7.1 Cash and cash equivalents

Petty Cash on Hand	74	206
Term Deposits	13,784,344	15,439,826
Cash at Bank	1,139,739	4,738,791

#### Balance at end of period

<b>14,924,157</b>	<b>20,178,823</b>
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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.

## DISCLOSURES AND LEGAL COMPLIANCE

### 7.2 Commitments

#### 7.2.1 Non-cancellable operating lease commitments

Commitments for minimum lease payments are payable as follows:

	2020	2019
	\$	\$
Within 1 year	1,463	9,477
Later than 1 year and not later than 5 years	-	17,666
	<b>1,463</b>	<b>27,143</b>

From 1 July 2019, the Board has recognised the right-of-use assets and corresponding lease liability for all non-cancellable operating lease commitments, apart from short term and low value leases. Refer to Note 7.3 Leases.

The commitments above relate to a low value printer lease, which are expensed on a straight line basis over the lease term.

#### 7.2.2 Other expenditure commitments

The Board has committed grant funding to the Department of Biodiversity, Conservation and Attractions of \$3 million for enhancements to the Swan and Canning Rivers.

Within 1 year	3,000,000	9,610,000
	<b>3,000,000</b>	<b>9,610,000</b>

The totals presented for other expenditure commitments are GST inclusive.

### 7.3 Leases

a. The statement of financial position shows the following amounts relating to lease liabilities:

<b>Lease liabilities</b>		
Current	7,240	-
Non-current	7,906	-
	<b>15,146</b>	-

The Board's recognised leases consist of State Fleet vehicle leases.

The Board measures a lease liability, at the commencement date, at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Board uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

Lease payments included by the Board as part of the present value calculation of lease liability include:

- Fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options (where these are reasonably certain to be exercised);
- Payments for penalties for terminating a lease, where the lease term reflects the Board exercising an option to terminate the lease.

The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

Periods covered by extension or termination options are only included in the lease term by the Board if the lease is reasonably certain to be extended (or not terminated).

Variable lease payments, not included in the measurement of lease liability, that are dependent on sales are recognised by the Board in profit or loss in the period in which the condition that triggers those payments occurs.

This section should be read in conjunction with note 5.3.

#### Subsequent measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.

	2020	2019
	\$	\$
Lease interest expense	442	-
<b>Finance costs expensed</b>	<b>442</b>	-

'Finance cost' includes the interest component of lease liability repayments.

## 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:

	2020	2019
	\$	\$
<u>Financial Assets</u>		
Cash and cash equivalents	14,924,157	20,178,823
Financial assets at amortised cost(i)	173,805	582,120
<b>Total financial assets</b>	<b>15,097,962</b>	<b>20,760,943</b>
<u>Financial Liabilities</u>		
Financial liabilities measured at amortised cost	118,409	190,002
<b>Total financial liabilities</b>	<b>118,409</b>	<b>190,002</b>

(i) The amount of 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

#### (a) AASB 15 Revenue from Contract with Customers and AASB 1058 Income of Not-for-Profit Entities

AASB 15 Revenue from Contracts with Customers replaces AASB 118 Revenue and AASB 111 Construction Contracts for annual reporting periods on or after 1 January 2019. Under the new model, an entity shall recognise revenue when (or as) the entity satisfies a performance obligation by transferring a promised good or service and is based upon the transfer of control rather than transfer of risks and rewards.

AASB 15 focuses on providing sufficient information to the users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from the contracts with customers. Revenue is recognised by applying the following five steps:

- Identifying contracts with customers
- Identifying separate performance obligations
- Determining the transaction price of the contract
- Allocating the transaction price to each of the performance obligations
- Recognising revenue as each performance obligation is satisfied.

Revenue is recognised either over time or at a point in time. Any distinct goods or services are separately identified and any discounts or rebates in the contract price are allocated to the separate elements.

## DISCLOSURES AND LEGAL COMPLIANCE

In addition, income other than from contracts with customers are subject to AASB 1058 Income of Not-for-Profit Entities. Income recognition under AASB 1058 depends on whether such a transaction gives rise to liabilities or a contribution by owners related to an asset (such as cash or another asset) recognised by the Board.

The Board will adopt the modified retrospective approach on transition to AASB 15 and AASB 1058. No comparative information will be restated under this approach, and the Board recognises the cumulative effect of initially applying the standard as an adjustment to the opening balance of accumulated surplus/(deficit) at the date of initial application (1 July 2019).

Under this transition method, the Board elects to apply the Standard retrospectively only to contracts and transactions that are not completed contracts at the date of initial application.

Refer to Note 4.1, 4.2 and 4.3 for the revenue and income accounting policies adopted from 1 July 2019.

There was a NIL impact on the Board in adopting AASB 15 and AASB 1058.

### **(b) AASB 16 Leases**

AASB 16 Leases supersedes AASB 117 Leases and related Interpretations. AASB 16 primarily affects lessee accounting and provides a comprehensive model for the identification of lease arrangements and their treatment in the financial statements of both lessees and lessors.

The Board applies AASB 16 Leases from 1 July 2019 using the modified retrospective approach. As permitted under the specific transition provisions, comparatives are not restated. The cumulative effect of initially applying this Standard is recognised as an adjustment to the opening balance of accumulated surplus/(deficit).

The main changes introduced by this Standard include identification of lease within a contract and a new lease accounting model for lessees that require lessees to recognise all leases (operating and finance leases) on the Statement of Financial Position as right-of-use assets and lease liabilities, except for short term leases (lease terms of 12 months or less at commencement date) and low-value assets (where the underlying asset is valued less than \$5,000). The operating lease and finance lease distinction for lessees no longer exists.

Under AASB 16, the Board takes into consideration all operating leases that were off balance sheet under AASB 117 and recognises:

- a) right of use assets and lease liabilities in the Statement of Financial Position, initially measured at the present value of future lease payments, discounted using the incremental borrowing rate (2.5%) on 1 July 2019;
- b) depreciation of right-of-use assets and interest on lease liabilities in the Statement of Comprehensive Income; and
- c) the total amount of cash paid as principal amount, which is presented in the cash flows from financing activities, and interest paid, which is presented in the cash flows from operating activities, in the Statement of Cash Flows.

In relation to leased vehicles that were previously classified as finance leases, their carrying amount before transition is used as the carrying amount of the right-of-use assets and the lease liabilities as of 1 July 2019.

The right-of-use assets are assessed for impairment at the date of transition and the Board has not identified any impairments to its right-of-use assets.

On transition, the Board has elected to apply the following practical expedients in the assessment of their leases that were previously classified as operating leases under AASB 117:

- (a) A single discount rate has been applied to a portfolio of leases with reasonably similar characteristics;
- (b) The Board has relied on its assessment of whether existing leases were onerous in applying AASB 137 Provisions, Contingent Liabilities and Contingent Assets immediately before the date of initial application as an alternative to performing an impairment review. The Board has adjusted the ROU asset at 1 July 2019 by the amount of any provisions included for onerous leases recognised in the statement of financial position at 30 June 2019;
- (c) Where the lease term at initial application ended within 12 months, the Board has accounted for these as short-term leases;
- (d) Initial direct costs have been excluded from the measurement of the right-of-use asset;
- (e) Hindsight has been used to determine if the contracts contained options to extend or terminate the lease.

The Board has not reassessed whether existing contracts are, or contained a lease at 1 July 2019. The requirements of paragraphs 9-11 of AASB 16 are applied to contracts that came into existence post 1 July 2019.

**a. Measurement of lease liabilities**

	<b>2019</b>
	\$
Operating Lease Commitments disclosed as at 30 June 2019	27,143
Discounted using incremental borrowing rate at date of initial application	(829)
Add: Finance lease liabilities recognised as at 30 June 2019	-
(Less): Short term leases not recognised as liability	-
(Less): Low value leases not recognised as liability	(2,927)
<b>Lease liability recognised at 1 January 2019</b>	<b>23,387</b>
Current lease liabilities	7,240
Non-current lease liabilities	7,906

**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 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**

	<b>2020</b>	<b>2019</b>
<b>Compensation Band (\$)</b>		
0 – 10,000	2	2
10,001 – 20,000	1	1
<b>Total compensation of members of the Accountable Authority</b>	<b>21,207</b>	<b>19,418</b>

<b>Compensation Band (\$)</b>		
160,001 – 170,000	-	1
170,001 – 180,000	1	-
<b>Total compensation of all senior officers</b>	<b>178,414</b>	<b>167,075</b>
<b>Total compensation of all key management personnel</b>	<b>199,621</b>	<b>186,493</b>

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.

**Significant transactions with other related entities**

No significant transactions were conducted with other related 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:

	<b>2020</b>	<b>2019</b>
	\$	\$
Auditing the accounts, financial statements, controls, and key performance indicators	15,428	15,428

**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.

	<b>2020</b>	<b>2019</b>
	\$	\$
<b>Contributed equity</b>		
Balance at start of period	2,418,100	2,418,100
<u>Transfer of net assets from other agencies</u>		
Transfer of land	323,000	-
<b>Total contributions by owners</b>	<b>2,741,100</b>	<b>2,418,100</b>
<b>Balance at the end of the period</b>	<b>2,741,100</b>	<b>2,418,100</b>

**9.7 Explanatory statement (Controlled Operations)**

All variances between estimates (original budget) and actual results for 2020, and between the actual results for 2020 and 2019 are shown below.

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

- 10% and \$1,000,000 for the Statements of Comprehensive Income and Cash Flows; and;
- 10% and \$1,000,000 for the Statements of Financial Position.

## 9.7.1 Statement of Comprehensive Income Variances

	Variance note	Estimate 2020	Actual 2020	Actual 2019	Variance between estimate and actual	Variance between actual results for 2020 and 2019
<b>Statement of Comprehensive Income</b>						
<b>Expenses</b>						
Employee benefits expense		532,000	624,793	517,165	92,793	107,628
Supplies and services		563,000	343,708	273,659	(219,292)	70,049
Depreciation		550,000	586,568	544,016	36,568	42,552
Ground maintenance	1	3,032,000	1,416,576	1,418,692	(1,615,424)	(2,116)
Finance costs		-	442	-	442	442
Other expenses	2, a)	3,343,000	2,141,673	1,107,572	(1,201,327)	1,034,101
Grants	3, b)	6,360,000	7,851,967	10,041,229	1,491,967	(2,189,262)
Asset revaluation decrement		-	-	34,928	-	(34,928)
Loss on disposal of non-current assets		-	933,324	-	933,324	933,324
<b>Total expenses</b>		<b>14,380,000</b>	<b>13,899,051</b>	<b>13,937,261</b>	<b>(480,949)</b>	<b>(38,210)</b>
<b>Income</b>						
Trustee payments	4, c)	8,000,000	6,141,452	7,979,314	(1,858,548)	(1,837,862)
Interest		750,000	255,630	622,222	(494,370)	(366,592)
Other revenue		70,000	138,926	60,642	(68,926)	78,284
Asset revaluation increment		-	109,626	-	109,626	262,626
<b>Total Income</b>		<b>8,820,000</b>	<b>6,798,634</b>	<b>8,662,178</b>	<b>(2,174,366)</b>	<b>(2,016,544)</b>
<b>DEFICIT FOR THE PERIOD</b>		<b>(5,560,000)</b>	<b>(7,253,417)</b>	<b>(5,275,083)</b>	<b>(1,693,417)</b>	<b>(1,978,334)</b>

**Major Estimate and Actual (2020) Variance Narratives**

- 1) Strategic reductions and savings in ground maintenance, with an under spend by \$1,615,424 (53.28%). View to redirect savings to future Park Master Planning developments.
- 2) Other expenses was under spent by \$1,201,327 (35.94%) due to the Camfield Drive and Bolton Avenue landscaping tenders coming in well under budget estimates.
- 3) Trustee payments revenue \$1,858,548 (23.23%) less than budgeted due to the impacts of the COVID-19 pandemic on the revenues of the Crown Casino.

**Major Actual (2020) and Comparative (2019) Variance Narratives**

- a) Other expenses higher by \$1,034,101 (93.37%) due to the Camfield Drive and Bolton Avenue landscaping project costs.
- b) Reduction in Grant expenditure of \$2,189,262 (21.80%) due to no grant funding issued to VenuesWest and Department of Local Government Sport and Cultural Industries (per Note 3.2) in current year, as compared to the previous year.
- c) Trustee payment revenue decreased by \$1,837,862 (23.03%) due to the impacts of the COVID-19 pandemic on the revenues of the Crown Casino.

## 9.7.2 Statement of Financial Position Variances

	Variance note	Estimate 2020	Actual 2020	Actual 2019	Variance between estimate and actual	Variance between actual results for 2020 and 2019
<b>Current Assets</b>						
Cash assets	4, d)	20,303,000	14,924,157	20,178,823	(5,378,843)	(5,254,666)
Receivables		700,000	142,614	1,044,148	(557,386)	(901,534)
Other current assets		78,000	52,106	26,284	(25,894)	25,822
<b>Total Current Assets</b>		<b>21,081,000</b>	<b>15,118,877</b>	<b>21,249,255</b>	<b>(5,962,123)</b>	<b>(6,130,378)</b>
<b>Non-Current Assets</b>						
Property, plant and equipment		12,077,000	12,532,958	13,411,756	455,958	(878,798)
Right-of-use assets		-	14,978	-	14,978	14,978
<b>Total Non-Current Assets</b>		<b>12,077,000</b>	<b>12,547,936</b>	<b>13,411,756</b>	<b>470,936</b>	<b>(863,820)</b>
<b>TOTAL ASSETS</b>		<b>33,158,000</b>	<b>27,666,813</b>	<b>34,661,011</b>	<b>(5,491,187)</b>	<b>(6,994,198)</b>
<b>Current Liabilities</b>						
Payables		231,000	92,643	170,506	(138,357)	(77,863)
Provisions		132,000	81,898	99,961	(50,102)	(18,063)
Other liabilities		26,000	25,766	19,496	(234)	6,270
Lease liabilities		-	7,240	-	7,240	7,240
<b>Total Current Liabilities</b>		<b>389,000</b>	<b>207,547</b>	<b>289,963</b>	<b>181,453</b>	<b>(82,416)</b>
<b>Non-Current Liabilities</b>						
Provisions		85,000	54,783	44,054	30,217	10,729
Lease liabilities		-	7,906	-	(7,906)	7,906
<b>Total Non-Current Liabilities</b>		<b>85,000</b>	<b>62,689</b>	<b>44,054</b>	<b>22,311</b>	<b>18,635</b>
<b>TOTAL LIABILITIES</b>		<b>474,000</b>	<b>270,236</b>	<b>334,017</b>	<b>203,764</b>	<b>(63,781)</b>
<b>NET ASSETS</b>		<b>32,684,000</b>	<b>27,396,577</b>	<b>34,326,994</b>	<b>5,457,423</b>	<b>(6,930,417)</b>
<b>EQUITY</b>						
Contributed equity		2,418,100	2,741,100	2,418,100	323,000	323,000
Accumulated surplus		30,266,000	24,655,477	31,908,894	(5,610,523)	(7,253,417)
<b>TOTAL EQUITY</b>		<b>32,684,100</b>	<b>27,396,577</b>	<b>34,326,994</b>	<b>(5,610,523)</b>	<b>(7,253,417)</b>

**Major Estimate and Actual (2020) Variance Narratives**

- 4) Cash assets lower than budgeted by \$5,378,843 (36.04%) due to a typographical error in Ministerial submissions. \$17,863,000 should have been reported per Treasury SIMS Approved budget. Subsequently, the reduced cash balance relates to reduction in trustee revenue.

**Major Actual (2020) and Comparative (2019) Variance Narratives**

- d) Cash assets lower than the preceding year by \$5,254,666 (26.04%) due to decreases in trustee payment revenue and interest revenue.

## 9.7.3 Statement of Cash Flows Variances

	Variance note	Estimate 2020	Actual 2020	Actual 2019	Variance between estimate and actual (a)	Variance between actual results for 2020 and 2019
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>						
<b>Receipts</b>						
Other receipts		-	156,580	60,642	-	95,938
Interest received		-	229,808	640,973	-	(411,165)
Trustee payments	e)	-	6,555,973	8,035,226	-	(1,479,253)
GST receipts on sales		-	52,369	8,406	-	43,963
GST receipts from taxation authority		-	1,828,075	976,457	-	851,618
<b>Payments</b>						
Employee benefits		-	(625,134)	(518,776)	-	(106,358)
Supplies and services		-	(3,927,708)	(2,974,579)	-	(953,129)
Finance costs		-	(442)	-	-	(442)
Grants	f)	-	(7,851,967)	(10,041,229)	-	2,189,262
GST payments on purchases		-	(1,416,134)	(1,111,149)	-	(304,986)
<b>Net cash provided by operating activities</b>		-	(4,998,580)	(4,924,029)	-	(74,551)
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>						
<b>Receipts</b>						
Proceeds from sale of non-current assets		-	-	-	-	-
<b>Payments</b>						
Purchase of non-current physical assets		-	(247,845)	(1,214,818)	-	966,973
<b>Net cash provided by/(used in) investing activities</b>		-	(247,845)	(1,214,818)	-	966,973
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>						
<b>Payments</b>						
Principal elements of lease payments		-	(8,241)	-	-	-
<b>Net cash provided by/(used in) financing activities</b>		-	(8,241)	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>		-	(5,254,666)	(6,138,847)	-	884,181
Cash and cash equivalents at the beginning of the period		-	20,178,823	26,317,670	-	(6,138,847)
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>		-	14,924,157	20,178,823	-	(5,254,666)

(a) The Estimates approved for the 2019-20 financial year included a Statement of Financial Position and Statement of Comprehensive Income, a Statement of Cash Flows was not provided.

**Major Actual (2020) and Comparative (2019) Variance Narratives**

- e) Trustee payment receipts are \$1,479,253 (18.41%) lower than preceding due to the impacts of the COVID-19 pandemic on the revenues of the Crown Casino.
- f) Reduction in Grant payments by \$2,189,262 (21.80%) due to no grant funding issued to VenuesWest and Department of Local Government Sport and Cultural Industries (per Note 3.2) in current year, as compared to the previous year.

**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 2020

We hereby certify that the Key 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 2020.



**Barry A Sargeant** PSM  
PRESIDENT

1 September 2020



**Linda Kut**  
GENERAL MANAGER (CFO)

1 September 2020

## 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:

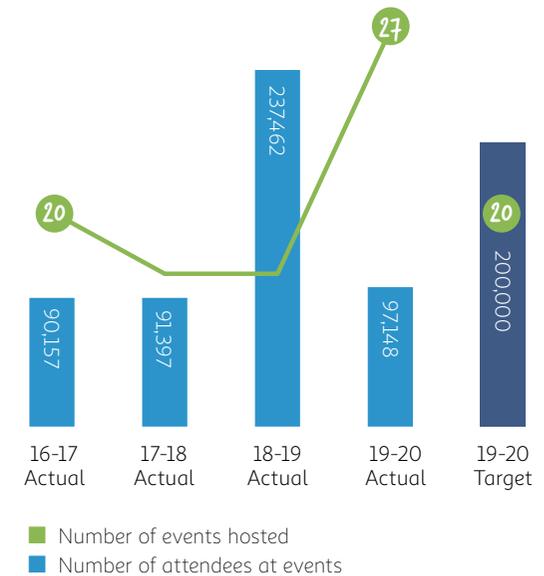
*An attractive and accessible venue for active and passive recreation for Western Australians and visitors*

#### 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 increased this year, attendee numbers dropped significantly, due mainly to the cancellation of some events affected by COVID-19. Celebrate WA's WA Day event, which was expected to attract more than 120,000 people to the Park, had the greatest impact on event attendee numbers.



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

**Visitor Satisfaction**

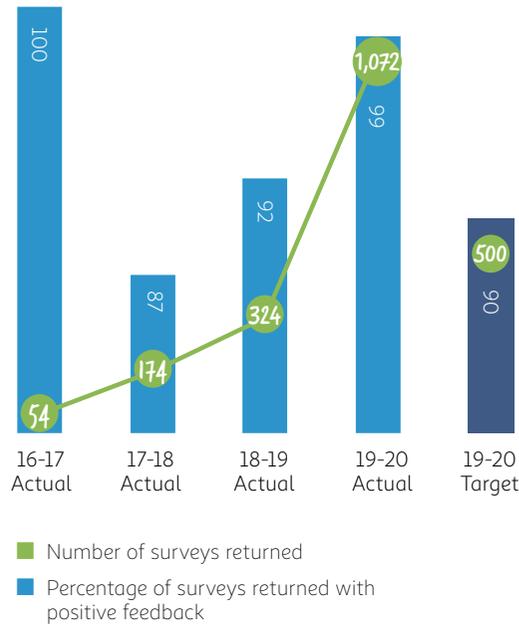
This measure quantifies the level of satisfaction of visitors to the Park, via returned visitor surveys.

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.

The Board took the opportunity to capture enjoyment and satisfaction ratings through its 'Have Your Say' online survey, prepared for the Park master planning engagement process.

This survey alone returned 1,025 responses for the satisfaction question.



**Key Efficiency Indicators**

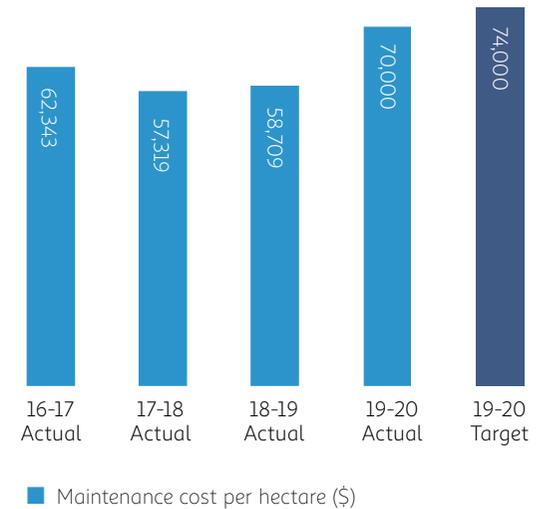
Efficiency indicators enable readers to understand the resources applied to produce the outputs, which directly relate to the desired outcome.

**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 than targeted 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 2019-20.

## Other Financial Disclosures

### 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 Board or any subsidiary body, related body or affiliated body of the Board.

No disclosures were made during 2019-20.

## 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 2020.

	2018	2019	2020
Total FTE	4	5.1	5.4
Total head count	5	6	7
Permanent head count	5	5	6
Fixed-term head count	-	2	1
Part-time head count	2	3	4

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 2019-20.

## Staff Development

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

- Government Procurement and Contracts; and
- Leadership Western Australia.

## 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.

### 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. Three (3) 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 2019-20, 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 nine (9) board meetings held during 2019-20. 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	9	9	\$10,290
Barry Felstead	9	8	Nil
Bindi Gove	9	9	\$5,220
Dr Joanna Pearce	9	8	\$5,697
Anthony Vuleta	9	7	Nil
<b>Total</b>			<b>\$21,207</b>

## 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	2019-20
<b>Advertising agencies (advertising placement)</b>	
Countrywide Publications	\$338
<b>Market research organisations</b>	\$0
<b>Polling organisations</b>	\$0
<b>Direct mail organisations</b>	\$0
<b>Media advertising organisations</b>	
Facebook, Community Newspapers	\$2,177
<b>Total Expenditure</b>	<b>\$2,515</b>

### Unauthorised Use of Credit Cards

Officers of Burswood Park Board hold corporate credit cards, where their functions warrant use of this facility. In 2019-20 there was zero instances where an employee inadvertently used their corporate credit card for personal purposes.

### Credit Card Personal Use Expenditure

Credit Card Personal Use Expenditure	2019-20
Aggregate amount of personal use expenditure in 2019-20	\$0
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	\$0
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 2020	\$0

## 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	2019-20
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 Board'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 2019-20.

### 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.

Burswood Park Board, in support of the State Government's Aboriginal Procurement Policy, appointed Codee Cleaning Services for the provision of cleaning services of Burswood Park public amenities and administration offices, commencing February 2020.

### 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 2019-20.

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	2018-19	2019-20	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	Not Achieved	Not Achieved	Greater than or equal to 80%

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*We're working for  
Western Australia.*



**BURSWOOD**  
PARK BOARD

**BURSWOOD PARK BOARD**

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