



Annual Report 2020-2021

VENUES WEST



We acknowledge the Whadjuk Noongar people as the Traditional Owners of the land upon which our venues stand and recognise their continuing connection to land, waters and culture.

We pay our respects to Elders past and present.

Artwork by J.D. Penangke

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01 | OVERVIEW

Chair's overview



VenuesWest's vision to be Australia's leading provider of world class sport and entertainment venues and precincts has been a focus and key driver throughout 2020-21. We have done considerable work on some important long term building blocks essential for us to achieve that vision.

The direct support VenuesWest provides to high performance sport is at the core of who we are; we pride ourselves on delivering high performance training and competition facilities while also facilitating pathways to success for all Western Australians. The financial support provided by the State Government to our tenants and hirers in the way of subsidies to help them manage their business operations throughout the COVID-19 disruptions was very warmly received. We have seen this through improved stakeholder satisfaction results, at 83%, up 5% on the prior year, and also in high performance user satisfaction, at 92%, up 2% on the prior year. I acknowledge and thank the State Government for its investment in VenuesWest facilities through substantial additional capital funds and ongoing support with events and projects such as the FIFA Women's World Cup Australia & New Zealand 2023 and the exciting rooftop attraction due to commence operation at Optus Stadium in early 2022.

While the COVID-19 pandemic has continued to present major challenges across the nation and around the world, the impact on the sport and entertainment industries has been substantial. The delivery of world class sport and entertainment experiences to Western Australians has been more challenging than ever before. New levels of complexity required flexibility and careful management as many major sporting events and fixtures were rescheduled, cancelled, or delivered in a new format altogether. Many sold out sporting events were played without spectators. The circumstances did however present new opportunities for Western Australians to attend events they normally wouldn't have been able to. Over 55,000 Western Australians attended the spine-tingling AFL Dreamtime sell-out game between Essendon and Richmond at Optus Stadium, an annual match usually held at the Melbourne Cricket Ground but relocated to Perth due to COVID-19 restrictions in Victoria. Over 10,000 people also took part in the AFL Long Walk, an event founded by Essendon legend Michael Long 17 years ago and traditionally held in Melbourne as a curtain raiser to the Dreamtime game.

The financial performance was better than forecast across the VenuesWest business, with favourable budget revenues and below budget expenses. However, the impact of COVID-19 restrictions and cancellations has offset previous gains across major sporting events and made budget forecasting challenging.

VenuesWest delivered considerable support to high performance sport through substantial subsidisation of competition and training in our venues; through priority of use to enable training to continue throughout venue closures; and through investment in venue upgrades. Western Australian athletes have shown amazing courage, resilience and triumph of spirit as they continued to train in extraordinary circumstances and throughout ongoing disruption and uncertainty, first with the Tokyo 2020 Olympic Games being postponed by 12 months and then with the ongoing threat of a cancellation.

Thankfully a cancellation did not eventuate and despite these challenges, the equal largest representation of WA athletes in the Games' history went to Tokyo, and it was done during a global pandemic. A fantastic achievement, and one that we are so proud of. Of the 78 Western Australian athletes selected for the Australian Olympic and Paralympic team, six are our former VenuesWest Brand Ambassadors: Amber Merritt (wheelchair basketball), Nina Kennedy (athletics pole vault), Nikita Hains (diving), Brianna Throssell (swimming), Zoe Arancini (water polo), and Sarah Edmiston (athletics F44 discus).

VenuesWest is very excited about the future of high performance sport in this state and believes that through the High Performance Sport Strategy we can realise our vision to influence the performance of current and future Western Australian athletes by facilitating their ability to train and compete at home. The strategy looks to extend our commitment to high performance sport in Western Australia. We have always taken immense pride in hosting major sporting competitions, not only attracting tens of thousands of visitors to WA but also promoting the value of sport and harnessing the potential of high performance sport for social pride and a sense of community. With a home Summer Olympics Games in Brisbane in 2032, the High Performance Sport Strategy is perfectly timed to leverage the opportunities presented to our State.

We have commenced phase one of the VenuesWest Master Planning Project which will deliver a framework to define the long-term future delivery of world class venues and precincts within the portfolio of venues owned, operated and managed by VenuesWest. It will consider existing and future venues and assess their fit across the portfolio and precinct based on the identified needs of high performance sport and entertainment experiences. This exciting project will ensure that VenuesWest is optimising its portfolio of assets, while also aligning to the strategic intent of each venue through long-term master plans that will shape the future of the portfolio, precincts and venues. Our future capital investment priorities will be strongly guided by these master plans.

We continue to recognise our First Nations people through our Reconciliation Action Plan (RAP). I am particularly proud of the progress made on our 'Reflect' RAP and I look forward to the continuation of our reconciliation journey through the development of our 'Innovate' RAP.

In what has been a challenging year, it is disappointing that VenuesWest has received a qualified audit. Our focus in 2021-22 will be on compliance and change control measures to ensure the concerns identified are comprehensively addressed in a timely manner.

I extend my thanks to our CEO, David Etherton, and acknowledge the Executive Team and staff for their ongoing resilience, drive and commitment in challenging times. It is an honour and privilege to work with them all.

I also thank the members of the Board for their commitment and diligence, and acknowledge in particular outgoing Board member Ms Linda Wayman, who made a significant contribution on our Board for the four years commencing in July 2017.

On behalf of the Board, I also take this opportunity to thank our previous Minister, the Honourable Mick Murray and his office for their support, and warmly welcome new Minister for Sport and Recreation the Honourable Dr Tony Buti MLA. We look forward to working with the Minister and his office for shared success in the years ahead.

We now commence development of our next five-year Strategic Plan which, along with our Master Planning and High Performance Sport Strategy, will serve as a roadmap for the long-term direction of VenuesWest and the future growth and sustainability of our portfolio of venues.



Graham Goerke

Chair

Chief Executive's report



At the commencement of the 2020-21 year, and just four months into the global COVID-19 pandemic, the VenuesWest team focused their efforts on achieving the deliverables in the 12-month Recover, Reset, Rebuild Action Plan and supporting the recovery of the sport and entertainment industries. We set our expectations high and on 18 July 2020, VenuesWest delivered WA Unlocked at HBF Stadium, Western Australia's first concert event in the four months since the start of the pandemic.

The sport and entertainment industries continued to be negatively impacted by the fall out of COVID-19. Major international and national concert tours and sporting events were rescheduled to future dates in the hope that things would return to normal but most were ultimately unable to go ahead, requiring some to be rescheduled a second time and others to be cancelled. When planning their season fixtures, franchise sports had to consider scenario planning for a multitude of possibilities previously unheard of. These mitigation strategies included considerations in the event of border closures, operational restrictions, quarantine hubs, and playing games in silent stadiums and arenas without the roar of loyal fans.

Across our venues, patrons continued to participate, cheer and train with 4.2 million people attending our venues during the year. While this is our third best year ever and a lot better than our forecast, it is not quite the same as recovering to pre-pandemic performance levels. In comparison to our national and global peers, this result is exceptional and testimony to the relative freedoms enjoyed in WA. We still have some way to go before we surpass the record levels of attendance achieved in 2018-19, nearly 6.1 million customers. We have started to plan our path towards seven million patrons and while that is still a long way away, it has never been more important to be forward focused.

The attendance result reflects the impacts of international border closures preventing international artists from touring as well as three separate lockdowns in February, April and June. COVID response plans were delivered seamlessly as our people swiftly responded to the changing requirements that were applicable to our business across the lockdowns - each with their own rules and impacts, including: venue closures, social distancing rules (ranging from 2sqm to 4sqm), mandatory masks, QR scan-in codes, hygiene stations, capacity restrictions - anywhere from no fans to 75% capacity - or event cancellations. Throughout these disruptions, our focus has steadfastly remained on keeping our customers and staff safe and providing exceptional customer experiences. As testament to that focus, I am immensely proud that despite the interruptions to venue services and operations, our customers remain highly satisfied, with 92% overall customer satisfaction achieved across all venues, up 3% on the prior year's result (89%). In addition, satisfaction with the quality of facilities (92%) and staff (92%) were each up on the prior year's results. One of the most impactful measures was around safety and how safe our customers feel at our venues, an astonishing 96%, up 2% on last year.

Throughout the disruptions, sporting events continued for AFL, AFLW and cricket at 'the world's most beautiful stadium', Optus Stadium. In quarter two, the AFL bubble at Optus Stadium resulted in 15 games being held in a six-week period plus the epic Elimination Final showdown between the West Coast Eagles and Collingwood Football Club. It was great to see the round six AFL women's fixture between Fremantle and West Coast as a double-header with the AFL men's pre-season game. The diverse utilisation of Optus Stadium and the Stadium Park was on show with go-kart racing available to the public on the 730-metre purpose-built pop-up track throughout December and January. In late February, Optus Stadium's rooftop walk opened giving the public the opportunity to walk around the roof on a guided tour and view their favourite events while seated on an overhanging viewing platform, while adventurous fans could choose to lean out at 42 metres above the ground.

RAC Arena delivered two major events to delighted Perth audiences in May, the well-attended Tina Arena concert and five Wiggles shows. Another very successful season saw passionate Wildcats fans on the edge of their seats over the 14 Perth Wildcats games, two semi finals and two finals matches held at RAC Arena. Unfortunately, in October Tennis Australia advised the ATP Cup would not proceed in January 2021 and the tournament would be played in Melbourne prior to the Australian Open. RAC Arena's first Reconciliation Action Plan was proudly launched in December. Long-time community partner, The Salvation Army, received food donated from a Perth Wildcats game as the State headed into a snap lockdown.

Our high performance user satisfaction rating of 92% had an astounding 98% of respondents agreeing that VenuesWest had successfully assured their safety while undertaking training and/or competition at our venues. Stakeholder satisfaction was rated at 83%, and pleasingly 72% of respondents believe VenuesWest is successfully fulfilling its purpose to deliver world class experiences to support high performance sport - in the midst of a global pandemic.

We are only too aware of the hardship and difficulty faced by our partners and stakeholders and thank the State Government for the support provided by way of subsidised rents and the 20% additional venue hire subsidy for sport. This important support provided at-risk stakeholders the breathing space to continue to operate and meet the needs of their clubs, athletes and members.

Safety has remained our highest priority, and when surveyed, our patrons rated safety within our venues highly, with an overall average rating of 96% across all venues (up 2% on last year). We are also delighted to have been awarded platinum status for safety in quarter one, the highest level of award.

VenuesWest spent \$22 million in projects against a budget of \$33.5 million, which included \$2.7 million of accelerated works from the 2021-22 SAM Plan program. This is a significant volume of work to be committed and spent, again demonstrating our team's commitment and their ability to keep pace with the rapid increase in the program. Highlights of the investment program include the Optus Stadium rooftop walk, security civil works to mitigate hostile vehicles and remediation of the broader precinct footprint. At RAC Arena the works included a resurfaced back of house and interior bowl as well as upgraded lighting, furniture and carpet in the corporate boxes. Additionally, works to improve disability access and seating were completed. The WA Government committed an additional \$10 million for State Recovery Projects, including the Dry Diving Centre at HBF Stadium.

I am proud of the continued progress made in the delivery of our 'Reflect' Reconciliation Action Plan, through our ongoing partnership in the Royal Life Saving WA Talent Pool Program and the establishment of an Aboriginal school-based traineeship program. I am particularly proud that VenuesWest is one of the first Western Australian State Government agencies to achieve our target of 3% of procurement outcomes being awarded to Aboriginal businesses.

Overall, it has been a successful year in challenging circumstances. I am proud to have witnessed the character of the VenuesWest team shine through, along with their commitment to our vision and purpose - to deliver world class experiences and to support high performance sport - as they navigated and actioned venue closures, event cancellations and met the changing requirements in the delivery of our COVID response plans.

I would like to thank the Board for its continued guidance, and the Executive team and our people for their ongoing high levels of commitment, resilience and support, and look forward to the year ahead with confidence that together we will meet future challenges and opportunities with the same level of expertise and passion demonstrated throughout 2020-21. We will address the concerns identified as a result of receiving a qualified audit and ensure our compliance and change control measures are strengthened as required.

We have much to look forward to in 2021-22, with the first quarter set to see the Bledisloe Cup held at Optus Stadium and potentially AFL final events if the MCG is unavailable as a result of the challenging health crisis. The NRL and Tourism WA have announced the 2022 State of Origin match will be held at Optus Stadium, and Cricket Australia have announced the fifth Ashes Test will also be held at Optus Stadium in January 2022. Looking further ahead, HBF Park will host the prestigious FIFA Women's World Cup Australia & New Zealand 2023 and we will start planning to leverage training opportunities for teams and athletes ahead of the 2032 Brisbane Olympics.



David Etherton

Chief Executive Officer

VenuesWest highlights 2020-21

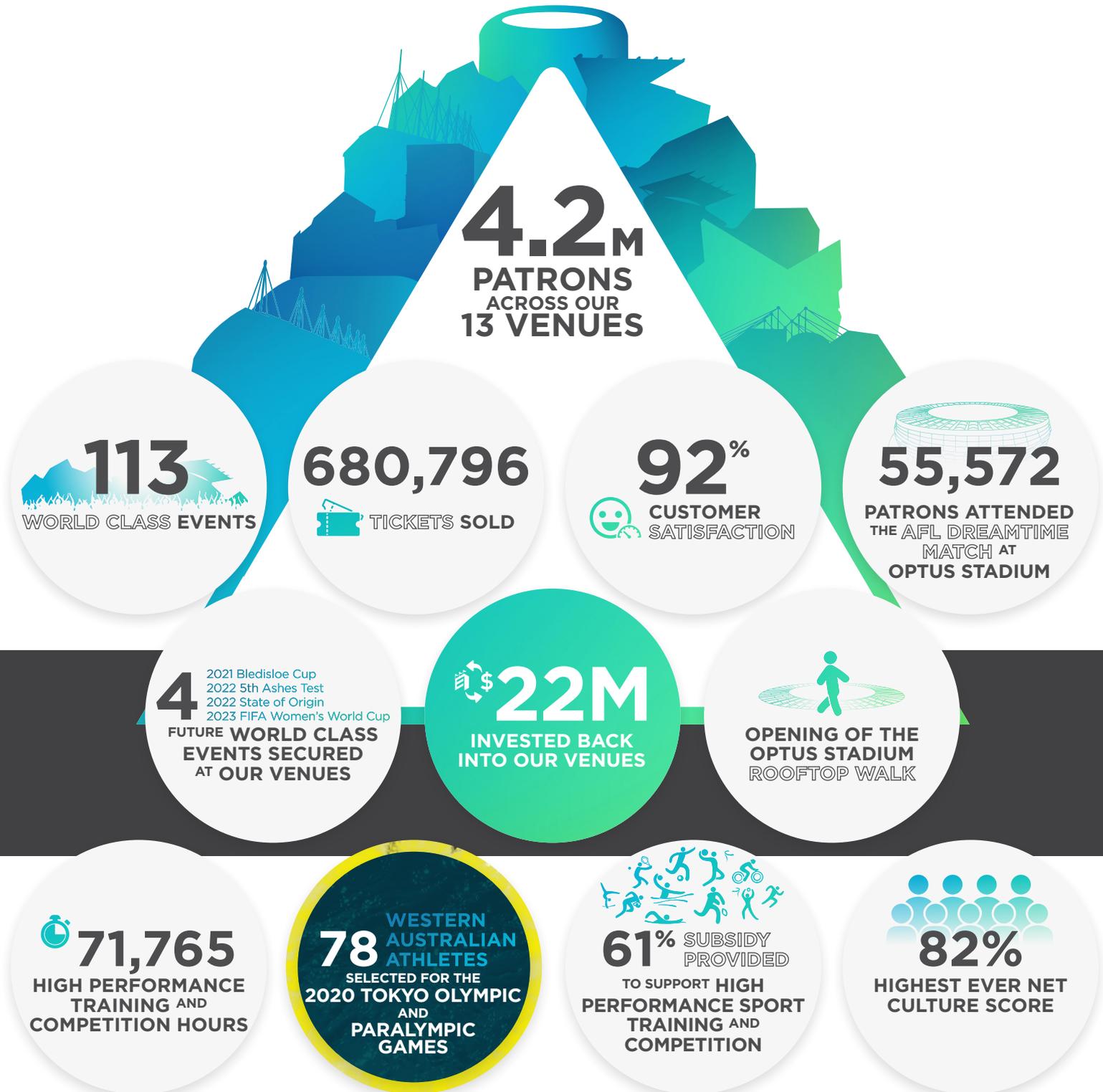


Figure 1 - VenuesWest highlights 2020-21

Our venues

BENDAT BASKETBALL CENTRE
Mount Claremont



Asset value	\$38.0M
Capacity	2,500 pax
Patronage	430,591
Satisfaction	86%

Primary activity/sports: Basketball
High Performance training and competition: Yes

GOLD NETBALL CENTRE
Jolimont



Asset value	\$20.9M
Capacity	1,050 pax
Patronage	89,452
Satisfaction	88%

Primary activity/sports: Netball
High Performance training and competition: Yes

HBF PARK
Perth



Asset value	\$75.5M
Capacity	35,000 pax
Patronage	106,491
Satisfaction	92%

Primary activity/sports: Football, Cricket
High Performance training and competition: Yes

OPTUS STADIUM
Burswood



Asset value	\$930.4M
Capacity	60,000 pax
Patronage	982,569
Satisfaction	95%

Primary activity/sports: Football, Cricket
High Performance training and competition: Yes

RAC ARENA
Perth



Asset value	\$413.4M
Capacity	16,500 pax
Patronage	287,315
Satisfaction	89%

Primary activity/sports: Basketball, Netball
High Performance training and competition: Yes

WA ATHLETICS STADIUM
Mount Claremont



Asset value	\$18.9M
Capacity	12,000 pax
Patronage	99,135
Satisfaction	88%

Primary activity/sports: Athletics
High Performance training and competition: Yes

WAIS HIGH PERFORMANCE SERVICE CENTRE
Mount Claremont



Asset value	\$26.1M
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High Performance training and competition: Yes

CHAMPION LAKES REGATTA CENTRE
Armadale



Asset value	\$28.3M
Capacity	10,000 pax
Patronage	67,558
Satisfaction	79%

Primary activity/sports: Regatta
High Performance training and competition: Yes

HBF ARENA
Joondalup



Asset value	\$59.8M
Capacity	42,000 pax
Patronage	1,311,945
Satisfaction	92%

Primary activity/sports: Basketball, Netball
High Performance training and competition: Yes

HBF STADIUM
Mount Claremont



Asset value	\$42.9M
Capacity	5,000 pax
Patronage	672,249
Satisfaction	94%

Primary activity/sports: Football, Cricket
High Performance training and competition: Yes

PERTH MOTORPLEX
Kwinana



Asset value	\$26.0M
Capacity	15,000 pax
Patronage	119,926
Satisfaction	94%

Primary activity/sports: Motor racing
High Performance training and competition: Yes

SPEEDDOME
Midvale



Asset value	\$6.9M
Capacity	3,500 pax
Patronage	22,957
Satisfaction	75%

Primary activity/sports: Cycling
High Performance training and competition: Yes

WA RUGBY CENTRE
Mount Claremont



Asset value	\$11.3M
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Primary activity/sports: Rugby
High Performance training and competition: Yes

- Asset value
- Capacity
- Patronage
- Satisfaction
- Primary activity/sports
- High Performance training and competition

Figure 2 - Our venues



02 | GOVERNANCE

Organisational structure

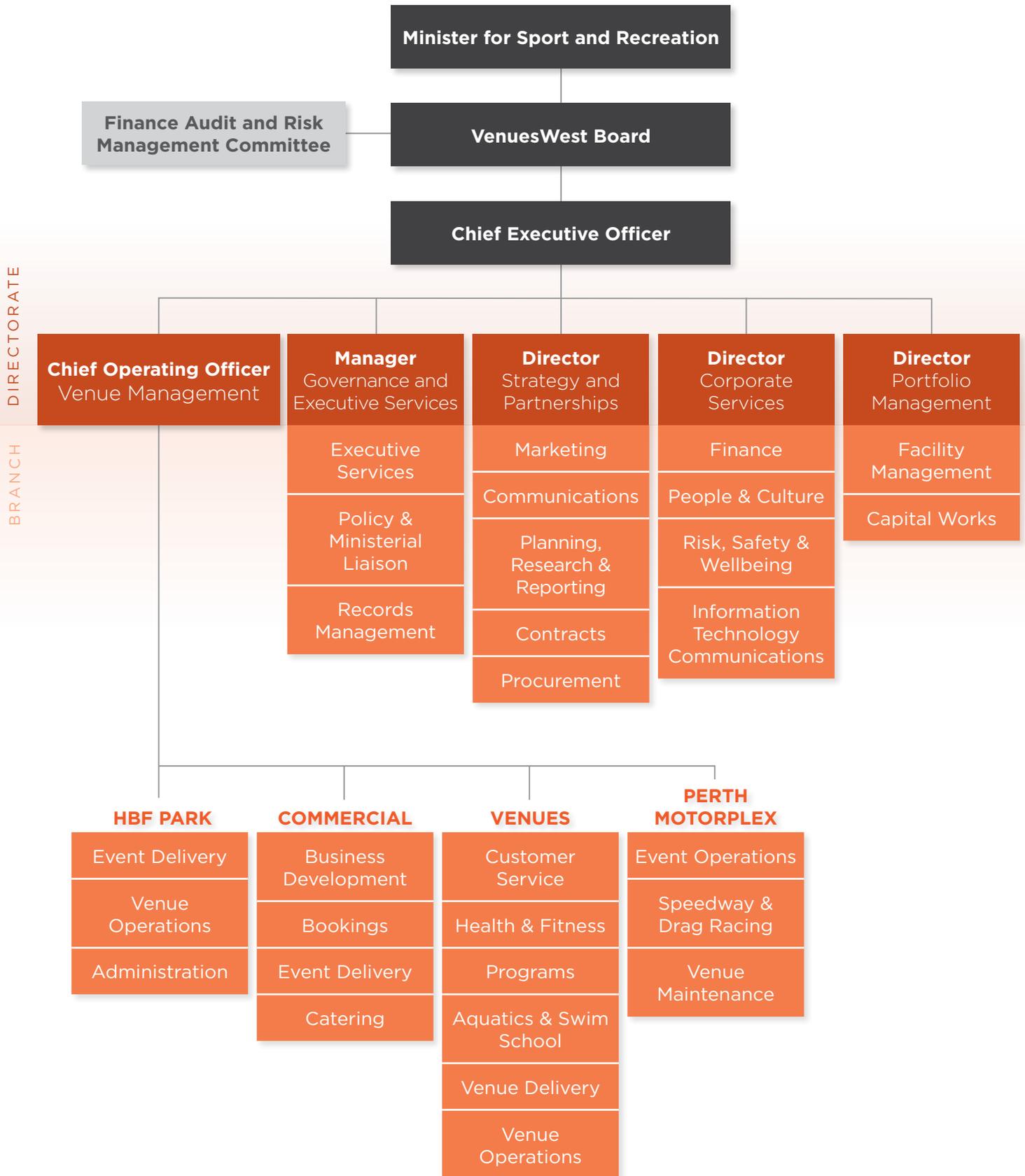


Figure 3 - Organisational structure

Board

Established under the *Western Australian Sports Centre Trust Act 1986*, VenuesWest is governed by a Board appointed by and responsible to the Minister for Sport and Recreation. VenuesWest would like to thank the Hon Mick Murray, MLA for his tenure as the Minister for Sport Recreation between March 2017 and March 2021 and welcomes the Hon Dr Tony Buti MLA as current Minister for Sport and Recreation.

The Board focuses on strategic matters and works closely with the Executive for strategic decision making and monitoring of performance and compliance. In 2020-21 a total of nine Board meetings were held. To assist the Board in achieving the highest standards of corporate governance, the Finance, Audit and Risk Management Committee acts as a sub-committee in reviewing the critical areas of VenuesWest's activities. Ms. Linda Wayman completed her term at the end of June 2021.



Mr Graham Goerke

Board Chair

Term: 12 March 2007 – 30 June 2022 (appointed Chair on 1 July 2018)

Mr Goerke was a senior partner at law firm Jackson McDonald, and has over 30 years' experience, specialising in commercial and industrial property law with relevant experience in environmental law and property/facilities management. He is a Councillor on the National Trust (WA) and President of the Council of Edmund Rice Education Australia.



Mrs Mary Anne Stephens

Board member

Term: 29 October 2015 – 30 October 2024

Mary Anne is a recently retired senior executive with more than 25 years' experience leading teams within the financial services, IT, aged care and not-for-profit sectors. She has extensive experience in strategy, finance, risk management, audit and corporate governance.

Mary Anne is Chair of Diabetes WA, Deputy Chair of Council on the Ageing (COTA) WA, a Board Member of the WA Country Health Service (WACHS) and an external member of the Football West Finance and Audit Sub-committee.

With a Master of Accounting degree, Mary Anne is a Fellow of CPA Australia, a Graduate of the Australian Institute of Company Directors and a Fellow of the Australian Institute of Management WA.

Committee membership: Finance, Audit and Risk Management Committee (Chair)



Professor Paul Johnson

Board member

Term: 1 July 2015 – 30 June 2023

Professor Johnson is currently Warden of the Forrest Research Foundation and previously served as Vice-Chancellor of the University of Western Australia and La Trobe University and Deputy Director of the London School of Economics. He has served on a number of professional councils, learned societies and professional bodies in the UK and Australia, including the Economic and Social

Research Council's Research Grants Board, the Council of the Economic History Society, the Governing Board of the Pensions Policy Institute, the Advisory Committee of the Australian Research Council and the Economic Policy Committee of the Committee for Economic Development of Australia.

Committee membership: Finance, Audit, and Risk Management Committee



Ms Linda Wayman

Board member

Term: 1 July 2017 – 30 June 2021

Ms Wayman brings significant experience in major sporting events, media exposure and marketing and communication strategies. A former Telstra Businesswoman of the Year, she headed Southern Cross Austereo's radio stations in Perth for 15 years. She is currently serving as a Commissioner for Tourism WA and is a Board member for the Committee for Perth.



Mr Scott Henderson

Board member

Term: 1 July 2017 – 30 June 2023

Mr Henderson brings a broad range of strategic and management experience to the Board. He is currently Vice President Corporate Services of Edith Cowan University where he is leading the new City Campus Project, was formerly CEO of Netball WA and has held Executive and Board positions in tourism and industrial organisations. Mr Henderson was a commissioned officer in the Royal Australian Navy for more than a decade before pursuing a corporate career.



Ms Donna Oxenham

Board member

Term: 1 September 2017– 31 December 2022

Ms Oxenham is a researcher at the University of Western Australia and a former two-time national champion in the sport of judo, as well as the winner of 35 state championships. Donna has worked with Indigenous peoples, groups, and organisations throughout Western Australia and beyond, particularly within the fields of the arts, history, cultural heritage and native title.

Committee membership: Finance, Audit and Risk Management Committee



Mrs Susan Hunt

Board member

Term: 1 September 2016 – 31 August 2021

Mrs Hunt is the Chief Executive Officer of Lotterywest and Healthway and was previously Chief Executive Officer of Perth Zoo for 13 years. She brings a wealth of commercial and facilities management expertise to the Board. She has been president of the World Association of Zoos and Aquaria, is a Trustee of the International Species Information System, has received the WA Institute of Public Administration's 'Patrons Award' for Public Sector Leadership and is currently on the Board of Perth Festival.



Mrs Priya Cooper OAM

Board member

Term: 1 July 2018 – 31 December 2023

A Paralympic champion swimmer, Mrs Cooper won the most medals of any Australian athlete at the Barcelona Paralympic games in 1992 and was honoured with carrying the flag at the closing ceremony. She was appointed female captain of the Australian Team at the 10th Paralympic games in Atlanta Georgia in 1996, where she won five gold, one silver and one bronze medal. Again selected Captain of the Australian Team at the Sydney Paralympic Games, she won one gold and three bronze medals. A well-known and highly regarded public speaker she brings significant business, communication and public speaking skills to the Board. Priya is the Deputy Chair of the Disability Services Commission Board, and Board Director on Ability WA Board and President of WA Disabled Sports Association.

Committee membership: Finance, Audit and Risk Management Committee



Ms Kaylene Gulich

Board member

Term: 1 February 2020 – 31 December 2022

Ms Gulich is currently CEO of the WA Treasury Corporation. She was previously CEO of the Gold Corporation (Perth Mint) and has over 19 years' central Government agency experience in fiscal management, economic advice, asset management and policy development. In 2013 she won the WA Institute of Public Administration's 'Patrons Award'.

Executive team

The operations of VenuesWest are delegated by the Board to the Chief Executive Officer and Executive Team. VenuesWest has four directorates which work together to deliver world class sport and entertainment experiences and support high performance sport through the optimisation of our venues.



David Etherton

Chief Executive Officer
Joined February 2008

David is an Economist with nearly 30 years' experience in tourism, events and venue management, with most of that time spent in senior leadership roles. David has overseen significant growth and changes to VenuesWest in his time as CEO with the expansion from four to 13 venues. This includes the successful opening of six brand new venues, the upgrading, transition and integration of two existing venues and launch of Optus Stadium, which opened in 2018. David serves as a Director on the Lifeline Board, Chair of the GovNext-ICT Program Governance Board, a Director on the National ANZAC Centre Advisory Group and is an Executive Member and WA representative on LEIF, the Live Entertainment Industry Forum.

Peter Bauchop

Chief Operating Officer
Joined September 2014

Peter is a Certified Venue Executive from the International Association of Venue Mangers, an Accredited Venue Manager from the Venue Management Association (Asia and Pacific) and has over 20 years' experience in executive management for public venues across 23 facilities and over 500 major events. Peter brings extensive industry networks to VenuesWest and has played a pivotal role in establishing and chairing national and international working groups such as the Australia Rectangular Stadia Group and the Australia and New Zealand Venue Agency COVID-19 Response Group. As COO, Peter is responsible for the organisation's seven self-managed venues, and has delivered record financial performance, customer satisfaction and visitation results during this time. Peter has also led the VenuesWest Incident Response Team through the COVID-19 pandemic.

Janis Carren

Director, Strategy and Partnerships
Joined June 2008

Janis holds a Master of Business Administration and brings extensive public sector experience gained over a 25-plus year career. Her strengths as a strategic thinker and influencer have enabled her to advise and support Boards in the delivery of strategic planning, communications, marketing, policy, research and organisational change projects that have been part of the organisation's growth and success over the past decade. Janis also manages VenuesWest's critical partnerships across the industry via the Contracts and Procurement function and is an Institute of Public Administration WA Council member. Prior to joining VenuesWest, Janis led Strategic and Corporate Planning at Tourism WA.

Steve Paul

Director, Corporate Services

Joined January 2017

Steve has experience across state and national level roles in Human Resources and Organisational Development in both private and public sector environments including KPMG, ASX listed mining contracting services and government trading enterprises. Steve holds a degree in Arts and Management and several postgraduate qualifications and industry accreditations.

Gary Conyard

Director, Portfolio Management

Joined January 2005

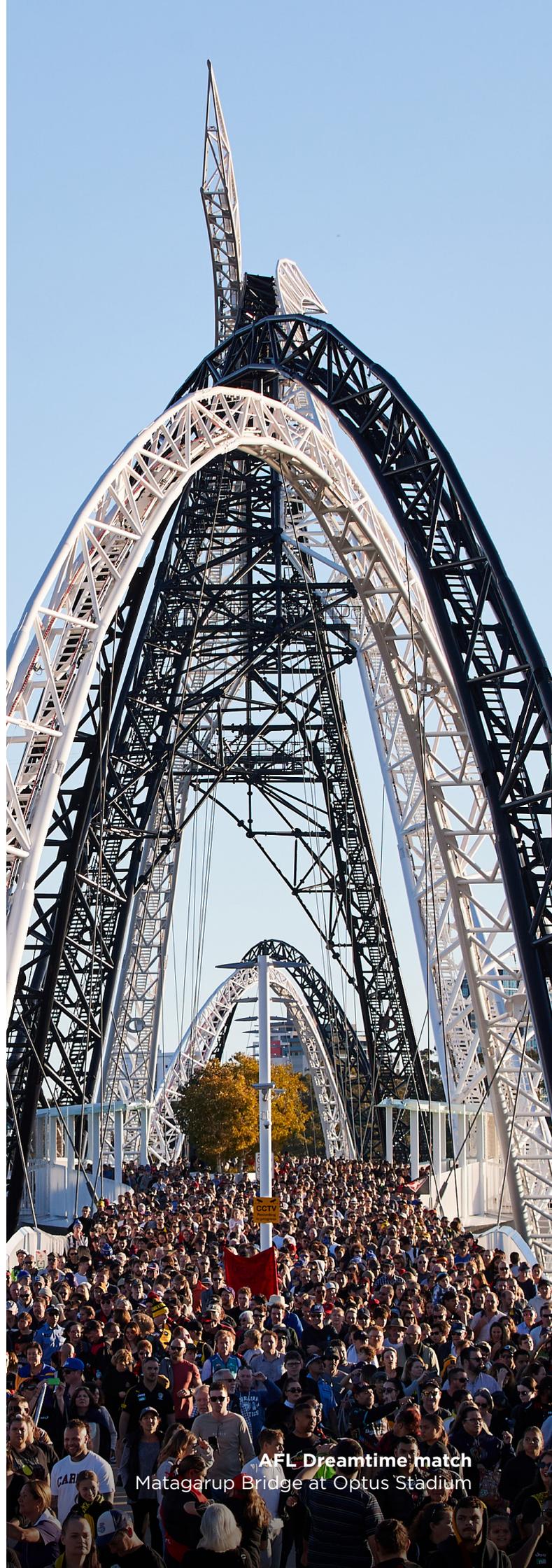
Gary has over 30 years' experience operating local government and private recreation facilities in the United Kingdom and Perth. Gary joined VenuesWest as HBF Stadium Aquatics Manager, before his appointment as Operations Manager, where he went on to manage major capital development projects including athletics, basketball and rugby facilities in the Mount Claremont precinct, the Gold Netball Centre and the WAIS High Performance Service Centre. Gary was appointed Director Portfolio Management in 2017.

Helen Hill

Manager, Governance and Executive Services

Joined October 2012

Helen holds an Advanced Diploma in Business Management and has over 25 years' experience in executive support roles in the banking and property industries both in Australia and overseas. Prior to joining VenuesWest, Helen spent 14 years in an executive role in one of WA's largest local governments, providing research, advisory and support services.



AFL Dreamtime match
Matagarup Bridge at Optus Stadium

Performance Management Framework

Outcome Based Management (OBM) Framework

The OBM framework is a formal mechanism that ensures the accountability and transparency of State Government agencies and achievement of the government’s goals and desired outcomes. VenuesWest contributes to the State Government goal of providing Western Australians with a quality environment with liveable and affordable communities and vibrant regions through the management of state-owned sport and entertainment venues. VenuesWest supports the development of a thriving arts, culture, and sporting scene by delivering world class sport and entertainment experiences to Western Australians.



Figure 4 - OBM framework

Changes to our OBM Framework

There were no changes to the OBM Framework in 2020-21.

Shared responsibilities with other agencies

VenuesWest did not share any service-related responsibilities with other government agencies in 2020-21. We do however partner with private enterprise to service and operate major venues, as well as working closely with other public sector entities.

Partnerships

To service the broader Western Australian community, and welcome interstate and overseas visitors to our venues, we rely on our diverse range of stakeholders and partners including State and Local Government, high performance sport athletes and teams, sport associations, event organisers, customers, venue operators, service providers, tenants and community users.

We partner with Tourism WA, venue operators and franchise sports to secure world class sport and entertainment events for the state. In 2020-21 we announced a number of high profile major events including; the Bledisloe Cup to be held in quarter one of 2021-22, match five of the Ashes Test to be held in January 2022 and the State of Origin to be held in July 2022. We work closely with the Department of Local Government Sport and Cultural Industries to update the State Sporting Facilities Plan, undertake major facilities projects and develop business cases for venues. VenuesWest also works with several partners who operate our venues or provide key services:

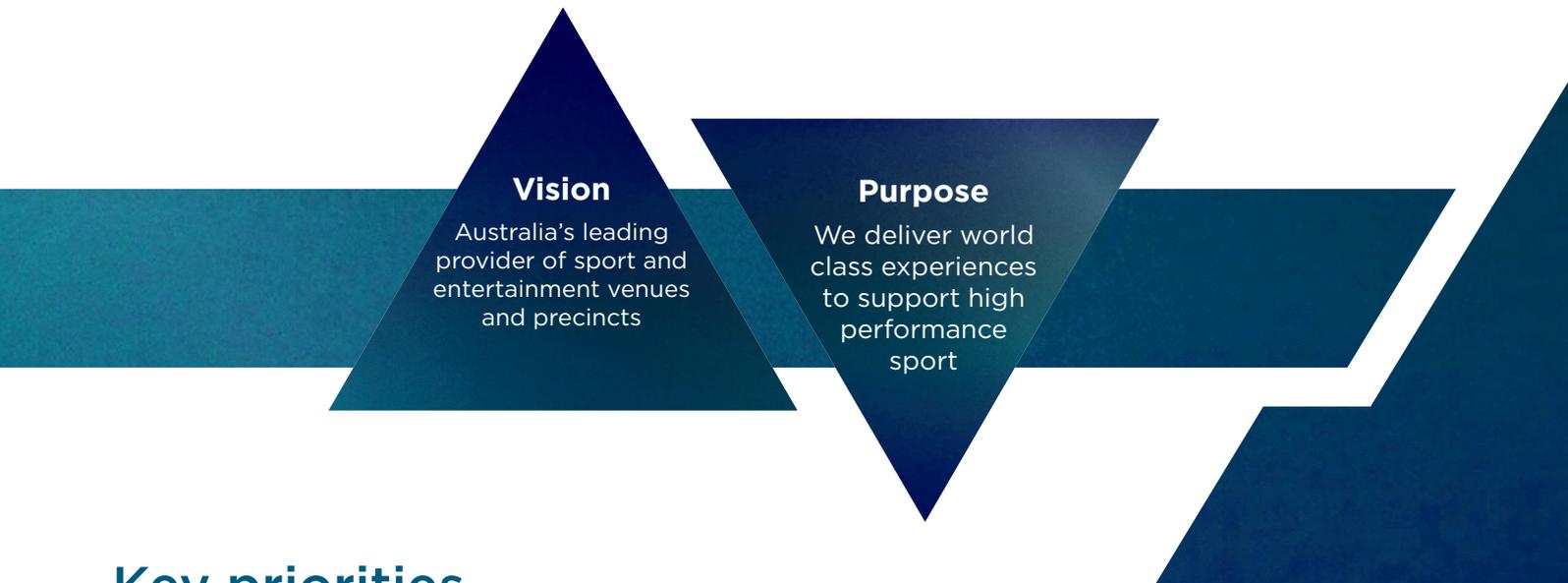
Bendat Basketball Centre	Venue manager		
Gold Netball Centre	Venue manager		
HBF Park	Catering operator		
Optus Stadium	VENUESLIVE Venue operator	WESTADIUM Maintenance	
RAC Arena	Venue operator		



03 | PERFORMANCE REPORT

Our Vision, Purpose and Strategic Objectives

In response to COVID-19, the development of a new five-year Strategic Plan to replace the 2016-21 Plan was put on hold for a further year and replaced with the 2020-21 Action Plan 'Recover, Reset, Rebuild'. The one-year Action Plan enabled an agile response in the COVID-19 environment, and guided us to deliver our Vision, Purpose, and Values through the achievement of Strategic Objectives and supporting initiatives. Due to ongoing disruptions caused by COVID-19, VenuesWest will operate under the 2021-22 Action Plan 'Recover, Reset, Rebuild' next year.



Key priorities

The below five key priorities were the major organisational focus areas throughout 2020-21:

- Agile response to the 2020 pandemic: Recover, Reset, Rebuild our business
- Digital transformation delivers automated and personalised customer experiences and increased capacity for growth
- High Performance Sport Strategy
- Five-year capital expenditure plan in place
- Evolution of the culture program to include adaptability

VenuesWest Way

The VenuesWest Way guides the way we work. The signature behaviours are modelled by our leaders and direct employees on the way things are done at VenuesWest. Our five signature behaviours ensure that as an organisation we are focused on achieving our objectives collectively.

- We champion dreams
- We deliver safely
- We act like owners
- Together we win
- We celebrate success

Our three-year culture program finished in October 2020 with an exceptional participation rate of 97% and our highest ever net culture score of 82%. In early 2021, a culture working group was formed to establish an in-house culture program. The VenuesWest Way signature behaviours remain the same, and the new program incorporates an organisation-wide approach to sustain our intentional culture.

How our performance is measured

Performance measurement enables us to evaluate the effectiveness and efficiency of the services we provide to the community and allows us to make informed business decisions. The Outcome Based Management Framework and annual State Budget maintains our accountability for the achievement of government goals and desired outcomes and financial sustainability. Further to this, progress of our internal Performance Scorecard and Strategic Objectives drives the achievement of government goals and fulfilment of our Vision and Purpose.



Ben Popham
Para-athlete - swimming
Tokyo 2020

Photo supplied by Wade Brennan @wadesphotos



Financial performance

VenuesWest's result for 2020-21 shows an operating net deficit of \$8.3 million. The cash-based operating surplus was \$13.7 million after eliminating the impact of non-cash gains and losses (i.e. depreciation).

The impact of COVID-19 has been highly disruptive to the operating activities of VenuesWest. Venues were impacted by significantly reduced patronage in periods of lockdown during the year. Restrictions to both interstate and international travel significantly impacted the ability of partner-managed venues to host entertainment concerts and events with consequential adverse financial outcomes.

Supplementary funding of \$24.4 million was received from the State Government during the period to cover the reductions in net revenue as a result of COVID-19. Savings of \$7.7 million achieved from re-financing the loan liability associated with the Optus Stadium Design, Build, Finance and Maintain Contract partially offset the supplementary funding cost.

VenuesWest committed \$24 million in capital works expenditure and completed \$22 million worth of works throughout the year, with a strong emphasis on venue enhancement, maintenance, safety and security upgrades, and digital transformation initiatives. The COVID-19 disrupted environment created challenges in completing the capital works program in accordance with estimated timing. Despite this, satisfying progress has been achieved on completing one of the higher profile capital investment initiatives, the rooftop viewing platform at Optus Stadium, which is scheduled to open to the public in 2022.

Financial Targets	Target 2020-21 (\$000)	Actual 2020-21 (\$000)	Variance (\$000)	Comments
Total cost of services	212,108	218,052	(5,944)	Additional venue management expenditure and higher depreciation costs
Self-earned revenue	94,915	97,321	2,406	Impact of COVID-19 not as severe as estimated
Net cost of services	117,193	120,731	(3,538)	Higher total cost of services offset by increased revenues
Total equity	1,785,528	1,801,651	16,123	Impact of depreciation and revaluation
Net increase/ (decrease) in cash held	(3,188)	13,653	16,841	Partner-managed cash holdings for future events
Salary expense limit	40,801	41,030	(229)	In line with target
Working cash targets				
Agreed working cash limit (at budget)	7,108	11,538	4,430	Largely attributable to cash flow timings of receipts and payables
Agreed working cash limit (at actuals)	6,681	11,538	4,857	Largely attributable to cash flow timings of receipts and payables

Figure 5 - Financial performance



Key Performance Indicators

Summary of VenuesWest's performance against Key Performance Indicators 2020-21. A detailed breakdown of VenuesWest KPIs can be found under 'Financial and Key Performance Indicators' on page 34.

Effectiveness Indicators	Target 2020-21	Actual 2020-21	Variance	Achieved
KPI 1				
Percentage of targeted sports where venues meet international competition standards	89%	89%	0%	Y
KPI 2				
High performance sport user satisfaction	90%	92%	2%	Y
KPI 3				
Level of patronage	3.2 million	4.2 million	1 million	Y
KPI 4				
Customer satisfaction	90%	92%	2%	Y
Efficiency Indicators				
KPI 5¹				
The subsidy that VenuesWest provides to high performance sport training and competition	75% ²	61% ³	-14%	N
KPI 6				
Commercial expense ratio	68%	68%	0%	Y

Notes:

¹ The subsidy that VenuesWest provides to high performance sport is derived from the consideration of user fees/charges and State Government appropriation for high performance sport against the total cost of delivering high performance training and competition facilities.

² The revised target following the exclusion of depreciation would be 62%.

³ The 2020-21 Actual calculation of the subsidy VenuesWest provides to high performance sport and training competition excludes depreciation costs from the Total Cost of Service to align with the basis on which cash appropriation funding is provided.

Figure 6 – Key Performance Indicators



Performance scorecard

	2020-21 Target	2020-21 Actual	Variance	Achieved
1. Exceptional customer experiences				
Patron numbers	3,185,566	4,190,188	1,004,622	Y
Customer satisfaction (%)				
High performance sport	90%	92%	2%	Y
Commercial / Community	90%	92%	2%	Y
Digital adoption	Baseline	75%	-	-
2. Support high performance sport				
High performance training and competition hours	32,009 ¹	71,765	39,756	Y
Subsidy delivered to high performance sport (%) ²	75% ³	61% ⁴	-14%	N
Stakeholder advocacy	70%	83%	13%	Y
High performance competitions hosted				
National	41 ¹	83	42	Y
International	0 ¹	0	0	Y
3. World class portfolio of venues				
World class training and competition venues (%)	89%	89%	0	Y
Capital replacement ratio (%)	>2%	1.26%	-0.74%	N
Unscheduled downtime	0	2,109 hours	2,109 hours	N
4. Rebuild to achieve financial sustainability				
Revenue (\$)	\$83,308,000 ¹	\$97,321,000	\$14,013,000	Y
Event days / bookings	63 ¹	113	50	Y
EBITDA (\$)	(\$29,979,357) ¹	(\$28,209,376)	\$1,769,981	Y
Commercial expense ratio (%)	68%	68%	0%	Y
5. An agile organisation				
Culture score (%)	75%	82%	7%	Y
Spend on training (%)	100%	92%	-8%	N
Safety measures				
Lost time injury and disease incidence rate	1.58	0.8	0.78	Y
OSH Training (%)	>80%	98%	18%	Y
Water and energy usage per patron	Baseline	Water: 30L per patron	-	-
		Electricity: 3.51 kW/h per patron		
		Gas: 3.18 kW/h per patron		

Notes:

¹ Targets have been revised to targets updated mid-year.

² The subsidy that VenuesWest provides to high performance sport is derived from the consideration of user fees/charges and State Government appropriation for high performance sport against the total cost of delivering high performance training and competition facilities.

³ The revised target following the exclusion of depreciation would be 62%.

⁴ The 2020-21 Actual calculation of the subsidy VenuesWest provides to high performance sport and training competition excludes depreciation costs from the Total Cost of Service to align with the basis on which cash appropriation funding is provided.

Figure 7 - Performance scorecard



Performance against our Strategic Objectives

Strategic Objective 1: Exceptional customer experiences

Customer Satisfaction

Overall satisfaction was very strong at 92% in 2020-21 compared to 89% in 2019-20. Customer satisfaction was equal to or greater than 90% at five of our 11 venues surveyed. Feedback on cleaning (96%), safety (96%), maintenance (95%), facilities (92%), staff (92%), and management (91%) were key areas of high performance. The COVID-19 pandemic and subsequent restrictions impacted the survey reach resulting in lower response rates than previous years.



Figure 8 - Customer satisfaction

Customer satisfaction by category

Customers rated the venues across a number of categories which helps us to understand how our venues are servicing patrons across different areas. A summary of responses for all venues by category is below:

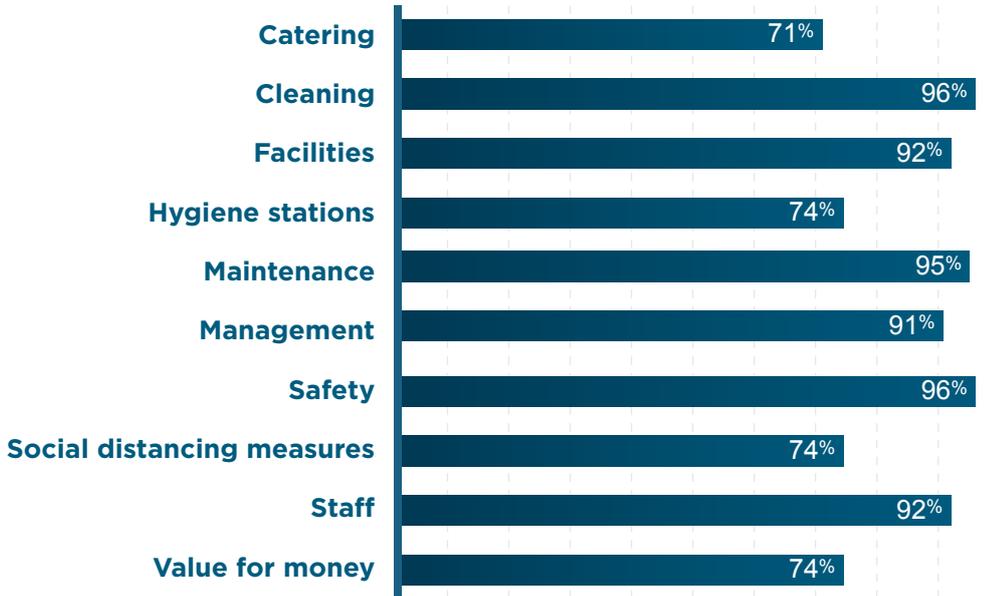


Figure 9 - Customer satisfaction by category

High performance user satisfaction

We are committed to delivering high quality facilities and support to all high performance sporting teams and organisations that use our venues. In pursuit of continued sporting success for Western Australian athletes, we surveyed our high performance users (athletes, coaches, and administrators) to gain feedback on our customer service and to guide future investment in our facilities. Satisfaction was very high amongst respondents, improving 2019-20 results by 2% to 92%. The feedback from this survey has helped guide the direction of the High Performance Sport Strategy which is due to be launched in 2021-22.

Stakeholder satisfaction

In the last few years, we have implemented various business systems, such as Sales Cloud and Perfect Gym, to better communicate with our stakeholders on various platforms. Further to these new systems, in 2020-21 we successfully delivered two stakeholder functions, distributed quarterly newsletters containing detailed business updates and directly engaged with each stakeholder on upcoming and relevant projects focused on high performance sport. The ongoing effort and relationship building resulted in strong stakeholder satisfaction at 83% overall, an improvement on the prior year's 78%. Stakeholder engagement and satisfaction will continue to be a priority for VenuesWest.

Marketing and communications

The impact of COVID-19 and the required response to the changing safety measures and operating restrictions across our venues had major disruptions on patrons, hirers, stakeholders and staff. Both the marketing and communications teams played key roles in ensuring all communication was both timely and informative, with messaging that clearly established compliance and safety as priorities. Changes in consumer behaviour because of the restrictions resulted in an increase in online activity and new strategies were adopted to retain members and reach new customers, including live streaming home workouts for our members. 'Welcome back' campaigns reengaged customers and assisted in building confidence with membership numbers returning back to normal sooner than anticipated and even exceeding targets.

There was significant digital growth with a 23% increase in traffic for HBF Stadium and HBF Arena websites, and an average of 13% growth across all social media pages. The Dream Bigger campaign, which focused on aligning the VenuesWest brand with high performance sport, saw 17 stakeholders represented with strong themes of inclusivity and diversity. This campaign was nominated as a finalist in the Social Media Marketing Awards 2021.

The development of the VenuesWest media library was significant over 2020-21, supporting both commercial and corporate brand development. As well as providing updated imagery for website, social media and sales collateral, there was a notable shift towards purpose-shot creative content. Several video projects were delivered, including function room walk-throughs, event highlight reels and the Our Culture video which supported the launch of VenuesWest's new culture program.

Digital Transformation projects saw the completion of the VenuesWest Connect project, which transitioned the intranet channel to Sharepoint, enabling cost savings and efficiencies in internal management. Other projects that made significant progress include the new websites project, customer experience project, Marketing Cloud Journey Project and Sales Cloud enhancement project which are due for completion in 2021-22.

Community Partners Program

VenuesWest's Community Partners Program entered its fifth year, allowing us to continue delivering a program that provides benefits to the community. Due to the impacts of COVID-19 on the events industry and the anticipated knock-on effect on the benefits that could be delivered in the period, agreements with all of the existing community partners were extended by 12 months to June 2021. We continued to assist Mentally Healthy WA, Indigo Junction, Glass Jar Australia and Fair Game by providing more than \$5,000 in donations, sponsorship and event tickets.

The benefits of these partnerships go far beyond the parties involved. As an example, Fair Game's sports equipment bins continued from its 2019 success in its collection of thousands of items of pre-loved sports equipment, donated by VenuesWest staff and customers. This equipment gets distributed to communities across the state, encouraging participation in sport and physical activity.

Support provided by VenuesWest to the program participants included:

- Staff donations from free dress days
- Workplace giving - staff donations as a percentage of salary
- Donation of tickets to the value of more than \$2,700 to a range of events for fundraising activities
- Sponsorship of functions in the way of venue hire for fundraising activities and networking opportunities

Strategic Objective 2: Support high performance sport

Brand ambassadors representing Australia

The Brand Ambassador Program did not run in 2020-21 due to the impacts of COVID-19, however, the program will relaunch in August 2021 after the Tokyo Games to assist high performance athletes with their goals to compete at the Birmingham Commonwealth Games. Six former brand ambassadors travelled to the Tokyo Olympics and Paralympics across six different sports: Brianna Throssell (swimming), Nina Kennedy (athletics pole vault), Zoe Arancini (water polo), Nikita Hains (diving), Amber Merritt (wheelchair basketball), and Sarah Edmiston (athletics F44 discus).

High Performance Sport Strategy

The High Performance Sport Strategy was developed through consultation with key internal and external stakeholders throughout 2020-21. Sporting stakeholders in Western Australia were invited to contribute to the direction of the Strategy and its overall objectives through one-on-one interviews, surveys and workshops. The draft Strategy was created and will be released for public consultation in the first quarter of 2021-22, before being officially launched at the end of the calendar year.

Securing high performance events

Despite the lack of major high performance national and international events at our venues in 2020-21, VenuesWest, with the support of the Western Australian State Government and Tourism WA, has been able to secure several major events in the next couple of years at its venues. These events include the 2021 Bledisloe Cup at Optus Stadium, a 2022 State of Origin match at Optus Stadium, the 2022 fifth Ashes Test match at Optus Stadium, and the FIFA Women's World Cup Australia and New Zealand 2023 at HBF Park.

High performance hours by venue

Venue	Target	Total	Variance
Bendat Basketball Centre	1,092	1,435	343
Champion Lakes Regatta Centre	107	134	27
Gold Netball Centre	660	336	(324)
HBF Arena	2,944	27	(2,917)
HBF Park	168	317	149
HBF Stadium	16,259	10,124	(6,135)
Optus Stadium	252	450	198
Perth Motorplex	0	0	0
RAC Arena	48	256	208
SpeedDome	519	62	(457)
WA Athletics Stadium	1,948	422	(1,526)
WAIS High Performance Service Centre	8,012	58,202	50,190
VenuesWest Total	32,009	71,765	39,756

Figure 10 - High performance hours at our venues

Ratio of funding per high performance training and competition hour

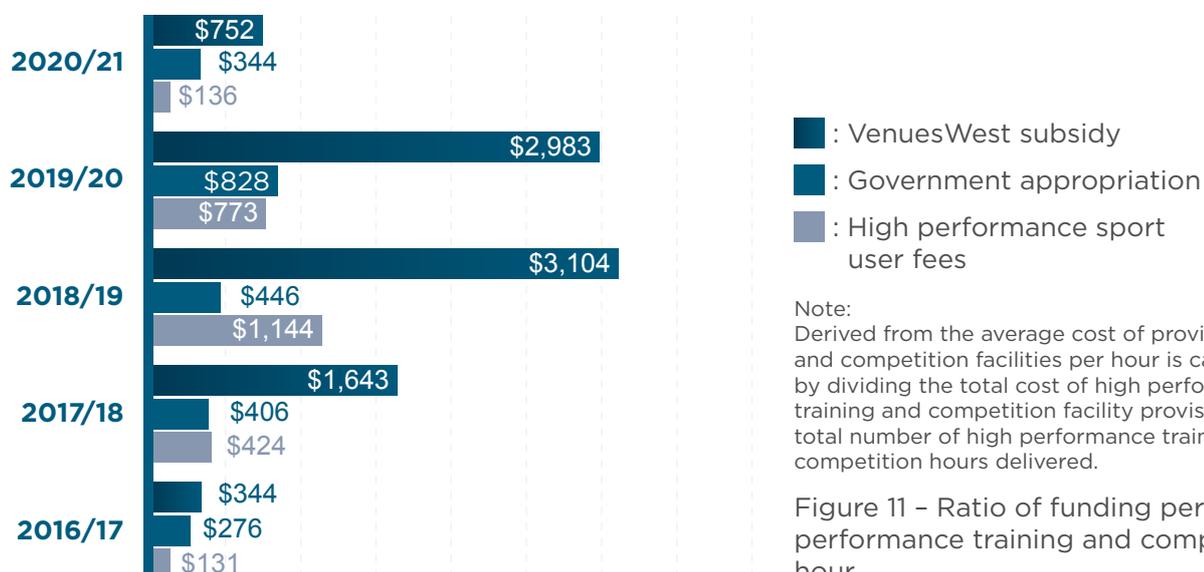


Figure 11 - Ratio of funding per high performance training and competition hour

Strategic Objective 3: World class portfolio of venues

Strategic Asset Management (SAM) Plan

Our portfolio of venues includes relatively new venues such as Optus Stadium, now in its third year of successful operation, and older facilities like HBF Stadium which require a variety of upgrades each year. All venues need to be monitored and maintained to ensure they are fit for purpose, meet the expectations of our customers and stakeholders, are commercially viable, and meet regulatory and sporting compliance standards. We continue to utilise building condition audits to target plant and equipment upgrades throughout the year.

This year we commenced works to create the exciting new rooftop walk experience at Optus Stadium, and worked to improve precinct security through a variety of significant civil works in the precinct.

With less entertainment events due to ongoing COVID-19 impacts, we have made the most of the unique opportunity to upgrade various plant and equipment at RAC Arena which, at over seven years in operation, requires upgrades to maintain its status as Perth's premier indoor sports and entertainment venue. These projects include:

- Improving disability access throughout the venue;
- Resurfacing the bowl and back of house areas;
- Repainting the interior bowl;
- Upgrading the CCTV system in the car park;
- Upgrading parking hardware and software;
- Replacing the point-of-sale system;
- Upgrading the function room interior including carpet and lighting replacements;
- Replacing and refurbishing the refrigeration rooms and freezers in kitchen areas; and
- Upgrading the audio visual equipment.

In addition to the above projects at RAC Arena, we continued to make necessary improvements to ensure our venues continue to meet requirements by funding over \$40 million in maintenance and capital improvements including:

- Significant grounds civil works to improve precinct security at Optus Stadium;
- Upgrades to achieve ongoing HACCP accreditation in our cafes at HBF Arena, Bendat Basketball Centre and HBF Stadium;
- New camera platforms to improve safety and performance for live game footage at HBF Park;
- New security fencing for the HBF Park perimeter;
- A fully refurbished lift at HBF Park;
- Replacement windows and asbestos removal at HBF Park;
- Roof replacement to the Gareth Naven function room at HBF Park;
- Renovations to the spin room, including new spin bikes, at HBF Arena;
- Major structural repairs to the indoor 50m pool at HBF Arena;
- Switchboard upgrades at HBF Stadium;
- In-pool camera system installation for the WAIS athletes at the outdoor eight lane pool at HBF Stadium;
- Bitumen surface renewal of the south access road to McGillivray Road at HBF Stadium;
- Sporting equipment upgrades to HBF Stadium including electronic judging pads for diving, and upgrades and safety improvements to judging chairs for diving;
- Upgrades to event lighting at Motorplex; and
- Flag poles for the entrance to the WAIS High Performance Service Centre.

There were also information technology and communication upgrades including:

- Replacement of copper networks and upgrades to fibre;
- Meeting room upgrades to meet the needs of a distributed workforce; and
- Wi-Fi expansion to improve patron experience and enable staff to be more mobile in our venues.

Master planning

The Master Planning Project commenced in 2020-21 and will develop long-term master plans that shape the future of the land footprint, venues and precincts within the portfolio. This project will consider a range of factors and interrelationships for the adoption of agreed visions for each venue within the portfolio to ensure that future reinvestment is aligned with the strategic intent.

The Master Planning Framework will define the future delivery of world class venues and precincts associated with the portfolio of venues owned, operated and managed by VenuesWest over the long term, and will consider existing and future venues assessing their fit across the portfolio and precinct and venues.

Targeted sport venues that meet international competition standards

VenuesWest supports targeted sports through venues that meet their training and state, national and international competition needs. This table indicates the venues that are compliant at International competition standard.

 Athletics ✓ WA Athletics Stadium ✓ Optus Stadium	 Australian Football ✓ Optus Stadium	 Basketball ✓ RAC Arena ✓ HBF Stadium
 Canoeing ✓ Champion Lakes Regatta Centre	 Cricket ✓ Optus Stadium	 Cycling Indoor ✓ SpeedDome
 Diving ✗ HBF Stadium	 Football/Soccer ✓ Optus Stadium ✓ HBF Park	 Gymnastics ✓ RAC Arena ✓ HBF Stadium
 Netball ✓ RAC Arena ✓ HBF Stadium	 Rowing ✓ Champion Lakes Regatta Centre	 Rugby League ✓ Optus Stadium ✓ HBF Park
 Rugby Union ✓ Optus Stadium ✓ HBF Park	 Swimming ✗ HBF Stadium	 Tennis ✓ RAC Arena
 Triathlon ✓ Champion Lakes Regatta Centre	 Volleyball ✓ Bendat Basketball Centre ✓ RAC Arena ✓ HBF Stadium	 Water polo ✓ HBF Stadium

All venues meet the compliance standards for training however some require additional infrastructure to host national or international competition.

Figure 12 - Competition standards across venues

Strategic Objective 4: Rebuild to achieve financial sustainability

The focus for 2020-21 was to return world class commercial events and optimise the use of our venues in a post COVID-19 setting. Throughout the year, we hosted 113 events, including the sold-out AFL Dreamtime match at Optus Stadium. All of these events contribute to VenuesWest's financial performance and allow reinvestment in our venues to enable us to continue to host world class events in support of the Western Australia community.

	 Bar Pop New Year's Eve 2020	
	 <ul style="list-style-type: none"> Geelong Cats v Collingwood Fremantle Dockers v West Coast Eagles West Coast Eagles v Collingwood Fremantle Dockers v Geelong Cats Carlton v Hawthorn West Coast Eagles v Geelong Cats Fremantle Dockers v Collingwood West Coast Eagles v Carlton Fremantle Dockers v Hawthorn Sydney Swans v GWS Giants Fremantle Dockers v Carlton West Coast Eagles v Hawthorn Fremantle Dockers v Sydney Swans West Coast Eagles v GWS Giants Fremantle Dockers v GWS Giants Preliminary Final: Collingwood v West Coast Eagles 	<ul style="list-style-type: none"> Preseason: West Coast Eagles v Fremantle Dockers West Coast Eagles v Gold Coast Suns Fremantle Dockers v GWS Giants West Coast Eagles v Port Adelaide Fremantle Dockers v Hawthorn West Coast Eagles v Collingwood Fremantle Dockers v North Melbourne West Coast Eagles v Fremantle Dockers West Coast Eagles v Adelaide Crows Fremantle Dockers v Sydney Swans West Coast Eagles v Essendon Fremantle Dockers v Western Bulldogs Fremantle Dockers v Gold Coast Suns West Coast Eagles v Richmond West Coast Eagles v Western Bulldogs Dreamtime Match: Essendon v Richmond
	 West Coast Eagles v Fremantle Dockers	
	 <ul style="list-style-type: none"> Perth Scorchers v Melbourne Renegades Perth Scorchers v Sydney Sixers Hobart Hurricanes v Sydney Thunder 	<ul style="list-style-type: none"> Perth Scorchers v Sydney Thunder Perth Scorchers v Hobart Hurricanes
	 Tina Arena The Wiggles PAW Patrol Live - Race to the Rescue	
	 <ul style="list-style-type: none"> Perth Wildcats v South East Melbourne Phoenix (two games) Perth Wildcats v Cairns Taipans (two games) Perth Wildcats v Adelaide 36ers Perth Wildcats v Illawarra Hawks (two games) Perth Wildcats v Sydney Kings (two games) 	<ul style="list-style-type: none"> Perth Wildcats v New Zealand Breakers (two games) Perth Wildcats v Brisbane Bullets Perth Wildcats v Melbourne United (two games) Semi-finals: Perth Wildcats v Illawarra Hawks (two games) Finals: Perth Wildcats v Melbourne United (two games)
	 <ul style="list-style-type: none"> West Coast Fever v All Stars West Coast Fever v NSW Swifts West Coast Fever v Giants 	



Figure 13 - World class events

Strategic Objective 5: An agile organisation

Culture

Our three-year culture program finished in October 2020 with an exceptional participation rate of 97% and our highest ever net culture score of 82%. In quarter one, a Culture Working Group was formed to establish a new in-house culture program. The new program incorporates an organisation-wide approach to sustain our valued culture: the VenuesWest Way.

The program emphasises the importance of the VenuesWest Way Signature Behaviours and the achievement of our business objectives outlined in the 2020-21 Action Plan, 'Recover, Reset, Rebuild'. Further integration of our culture program into organisational processes such as the Professional Development Programs and our reward and recognition program, will ensure that our organisation develops a widespread understanding of how culture and working collectively together supports organisational and individual achievement.

The updated program established our Senior Management Team as the organisation's culture leaders, and was launched to the organisation in quarter four 2020-21. The updated program will support the 2021-22 Action Plan, 'Recover, Reset, Rebuild' and key priority 'our culture inspires us to achieve exceptional outcomes', as well as ongoing business and strategic planning.

Digital transformation

Quarters one and two saw the culmination of digital transformation from the previous year, with delivery of several core systems. The focus in quarters three and four of 2020-21 was to review delivery of those systems and identify the top six applications that required remediation and enhancements to further improve efficiency and support business capability. These applications included Oracle Fusion, Adaptive Insights, Salesforce, the integration of SharePoint and Content Manager and the Point of Sale system. Work has progressed steadily with several projects near completion at year end. In parallel to upgrades of applications, the need to improve business adoption of these applications to maximise benefit realisation was recognised and became a focus.

Establishing an ITC Project Management Office and putting in place structure and governance around project delivery has seen the roll out of a project framework, development of a template library, a project initiative request process and a dedicated SharePoint site for improved communication. This has provided a strong platform to deliver our 2021-22 Digital Transformation program of work.

Perfect Gym was delivered in quarter three and was rolled out to our customers. It is a cloud-based health and fitness, swim school, programs and crèche booking system which allows our customers the flexibility to self-serve and manage their bookings, enrolment and payments. There have been some challenges regarding the backend integration with Oracle Fusion, however, strong collaboration across business units and the vendor has helped overcome and largely resolve these challenges.

Learning and development

Learning and development through our Learning Management System was a significant focus throughout the year. Courses and online learning pathways were developed to enable the promotion and management of compliance and instructor-led training across contracts and procurement, wellbeing, safety, digital finance and customer relationship systems and records management.

VenuesWest provided ongoing leadership development across all levels including the Executive and Senior Management teams and mid-level people managers. The training focused on change management, culture, people management and leadership coaching. The organisation recognised the importance of building capability to ensure coverage for 19 essential roles, encouraging identified employees to participate in self-assessment, professional development and take up acting opportunities.

Overall employees spent 5,808 hours undertaking training for essential qualifications, professional development and to build digital capability across the year.

Health and wellbeing

The continuation of our commitment to staff wellness is evidenced by our Health and Wellbeing Program, which offers a range of benefits including lunchtime fitness classes, subsidised health related resources and access to the Employee Assistance Program for staff and immediate family members.

Reconciliation Action Plan (RAP)

VenuesWest is committed to strengthening the relationships between Aboriginal and Torres Strait Islander and Non-Indigenous Australians to ensure all people benefit from their interactions with WA's sporting and entertainment venues and precincts. Our first formal reconciliation efforts were introduced in our 'Reflect' Reconciliation Action Plan in 2019. In 2020-21, we achieved important reconciliation outcomes including partnering with the Royal Life Saving WA Talent Pool Program to provide employment opportunities to Aboriginal people; establishing an Aboriginal school based traineeship program; delivering cultural awareness training to all employees; and meeting our target of 3% of procurement outcomes from Aboriginal businesses.

Our reconciliation journey will continue in 2021-22 with the development of our 'Innovate' Reconciliation Action Plan and the introduction of an Aboriginal Employment Program.

WA Multicultural Policy Framework

The Multicultural Policy Framework is yet to be submitted to the Minister's office as we are awaiting the Equity and Diversity Policy resources to be reviewed, approved and then embedded into the framework. This is expected to be completed and the framework submitted early in the 2021-22 year.

VenuesWest is committed to the principles set out in the Multicultural Policy Framework to ensure that through our policies, programs and services, all Western Australians who utilise our venues and services can participate and wholeheartedly contribute in all aspects of life to achieve their goals. In 2021, our signature behaviour 'Together We Win' was updated to include the defining statement: 'We demonstrate this by building positive relationships, working collaboratively, and striving for diversity, equity and accessibility'.

VenuesWest collects workforce data relating to cultural and linguistic diversity. People of culturally and linguistically diverse backgrounds comprise 35% of our workforce. This representation exceeds the community representation of 32% and the aspirational target set by the Public Sector Commission of 15.5%.

As part of our commitment to diversity at VenuesWest, the Equity and Diversity Policy suite was updated and approved in 2020-21. This policy suite includes information on prevention of harassment and discrimination, unlawful discrimination and the provision of language services including the engagement of interpreters and translators.

Disability Access and Inclusion Plan outcomes

We are committed to ensuring that people with disability have the same opportunities to fully access our venues, facilities, and services. This year, we conducted numerous projects to improve disability access at four of our venues, including installing ACROD compliant parking bays and toilets, and fitting lifts and accessible stairs with safety handrails to ensure all areas of the venues are accessible.

A new draft Disability Access and Inclusion Plan was developed and put out for consultation to both internal and external stakeholders in late June. Once consultation is complete, the new Plan will be launched and will provide strategies for VenuesWest to continue to support increased independence, opportunities and inclusion for people with disability.

Significant issues impacting the agency

The COVID-19 pandemic continues to present major challenges globally and is expected to substantially impact the sport and entertainment industries in Western Australia throughout 2021-22. Continued flexibility and careful management will be required to implement the changing requirements applicable to the business, including venue closures, social distancing rules, mandatory masks, QR scan-in codes, hygiene stations, capacity restrictions and, at times, event cancellations and rescheduling at short notice. These circumstances combine to negatively impact on VenuesWest's capacity to generate revenue and the operating environment is forecast to see venues not fully optimised or capable of delivering event calendars that consist of world class entertainment akin to that of prior years. The financial impact of the pandemic on VenuesWest's key hirers in sport and entertainment will need to be closely monitored, as will the decline in customer confidence as plans for live events continue to be disrupted and ticket purchasing patterns compress to shorter lead times than seen previously.

The Federal Government's four-phase road map out of COVID indicates a reliance on vaccination targets being met in order for restrictions to be eased or no longer considered necessary. It is expected that market conditions will subsequently change and be more conducive to rebuilding event calendars for the portfolio of venues once this occurs. In the interim, major international tours and sporting events are likely to continue to be deferred, played without crowds when necessary, and in some cases cancelled. When planning season fixtures, franchise sports will continue to develop mitigation strategies in the event of border closures, operational restrictions, quarantine hubs, and playing games without crowds. The sporting event business is reliant on national and/or international competition and the health crisis continues to provide serious challenges to clubs and franchises. Consumer confidence is also being affected by the risks associated with COVID disrupting plans for live events, with ticket purchasing patterns compressing to shorter lead times than seen previously.

The low unemployment rate in Western Australia, combined with the volatility of the live event industry, has impacted on the supply chain with casual shift acceptance rates down to 40% at times, as reliable and regular casual work has been hard to achieve. It will remain a challenge to scale the casual workforces up and down through the financial year and for the industry to then rebuild and acquire skills lost to alternative employers such as sound, lighting and video technicians, transport, logistics, rigging, and venue support services including catering and security.

The integration of the physical and digital customer experiences continues, with technology demands by customers extending to on-demand technology consumption, fan engagement and interactions using augmented reality, social media and interactive digital installations as well as delivery of services that ease pain points and enhance the live event experience. The capacity for venues to generate new revenue streams as a result of improved technologies must be balanced with the need to manage cyber security threats.

The State Government's significant investment in economic infrastructure projects as part of the State's COVID-19 Response has delivered additional funds for the VenuesWest's capital works program. Venue upgrades and works over the next two financial years will deliver multiple projects including further investment into HBF Park for upgrades and temporary overlay to meet FIFA requirements to be a host venue of the FIFA Women's World Cup, and a new dry diving training centre at HBF Stadium as well as upgrades to amenities at several venues including shared toilet facilities and air conditioning.

Construction of the rooftop attraction at Optus Stadium will deliver on the State's vision of a safe and accessible rooftop experience for all ages and abilities. This new and unique attraction will provide exhilarating experiences, and visitors and residents of Perth are expected to attend and take in the amazing views of our city and Swan River through to the hills.

Security remains a key aspect of delivering great venue experiences in an ever-changing environment and in addition to continually working with the Western Australian Police Force and other essential service providers, VenuesWest has commenced a program of infrastructure upgrades across its higher profile venues to mitigate security threats. The organisational capacity and capability to prepare, react and recover from any public safety incident continues to be prominent. Regular monitoring of national threat levels and strong relationships with relevant security agencies will continue to be essential.

The findings from a full asset condition assessment audit of the portfolio are being utilised to prioritise VenuesWest's capital investment planning over the short, medium and longer term. This work, in conjunction with master planning, will guide VenuesWest's decisions across its large portfolio of State assets at various stages in their lifecycle. The condition of assets is critical to enable the generation of commercial revenues, whilst meeting world class training and competition standards, and planning for asset maintenance and renewal.

The integration of the physical and digital customer experiences continues with technology demands as customer embrace on-demand technology consumption, fan engagement and interactions using augmented reality, social media and interactive digital installations as well as delivery of services that seamlessly enhance the live event experience. The capacity for venues to generate new revenue streams as a result of improved technologies must be balanced with the need to manage cyber security threats.

VenuesWest is administered under the *Western Australian Sports Centre Trust Act 1986* which has had no major amendments since it was enacted. A review is expected to occur in the next financial year.

Consumer concerns relating to the ticket resale market are expected to be addressed through the passing of new legislation and consumer education regarding the practices of scalpers which includes utilisation of sophisticated software to bypass computer security systems and purchase large numbers of tickets. This practice has been the bane of the industry and it has necessarily driven the cost of greater monitoring efforts to minimise the detrimental impact on genuine fans who may miss out or pay hugely inflated prices for events.





04 | FINANCIAL & KEY PERFORMANCE INDICATORS



FINANCIAL AND KEY PERFORMANCE INDICATORS

WA Sports Centre Trust Certification of Key Performance Indicators for the year ended 30 June 2021

We hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Western Australian Sports Centre Trusts's (trading as VenuesWest) performance and fairly represents the performance of the Western Australian Sports Centre Trust for the financial year ended 30 June 2021.



Graham Goerke
Chair
28 September 2021



Mary Anne Stephens
Board Member
28 September 2021



David Etherton
Chief Executive Officer
28 September 2021

Key Performance Indicators

VenuesWest's Key Performance Indicators (KPIs) ensure the delivery of efficient and effective sport and community services to the people of Western Australia.

This is the third-year reporting against this Outcome Based Management Framework, following an amendment in 2018-19. The effectiveness indicators report on the Agency's performance in the delivery of its two key services whilst the efficiency indicators monitor the relationship between the services delivered and the resources used to produce the services.

KPI 1: Percentage of targeted sports where venues meet international competition standards

This KPI demonstrates the effectiveness of the recurrent appropriation and ongoing capital investment program and its ability to sustain the compliance standards required for specific sports at the high performance competition level. Venues considered for inclusion into the portfolio have been designed to achieve compliance or have the capacity to host national and international events if appropriate overlay is provided.

Each year, as part of the Strategic Asset Management (SAM) Plan, VenuesWest invests significant capital funds into the improvement of its venues to enable Western Australian high performance athletes to continue training and competing in their home State. VenuesWest continues to meet international competition standards for 16 of its 18 targeted sports and meets international competition standards for 89% of our targeted sports.

2016-17	2017-18	2018-19	2019-20	2020-21		
Actual	Actual	Actual	Actual	Target	Actual	Variation
81%	83%	83%	89%	89%	89%	0%

Notes:

1. State, national and international sport competition compliance requirements for our 18 targeted sports. The identification of targeted sports and the most appropriate venue is done in conjunction with WAIS, the Department of Local Government, Sport and Cultural Industries, and the State Sporting Associations.
2. An annual assessment of venue facilities and services compared to State, national and international sport competition compliance requirements is undertaken against the 18 targeted sports using compliance standards that are specified by the official governing body for each sport.

Figure 14 - KPI 1

KPI 2: High performance sport user satisfaction

VenuesWest strives to deliver facilities that meet the expectations of its high performance users to assist them in the pursuit of sporting success. This indicator measures the overall satisfaction of high performance athletes, coaches, and administrators within VenuesWest's facilities, including co-managed and partner-managed venues.

VenuesWest continues to focus on supporting high performance sport users through the delivery of outstanding services and ensuring our venues are fit for purpose. Survey responses from 95 high performance users indicated very strong satisfaction overall with 92% satisfied with the main VenuesWest venue they use. Over the next 12 months, a review of the High Performance Sport Strategy will increase engagement with the high performance community and aim to further strengthen our delivery of high-quality customer service and enhancement of our sport facilities.

2016-17	2017-18	2018-19	2019-20	2020-21		
Actual	Actual	Actual	Actual	Target	Actual	Variation
94%	93%	89%	90%	90%	92%	2%

Notes:

1. High performance user satisfaction survey conducted by VenuesWest, which was distributed to high performance sport users from the WA Institute of Sport, Athletics West, Basketball WA, Diving WA, Hockey WA, Netball WA, Paddle WA, Rowing WA, Swimming WA, Water Polo WA, Fremantle Dockers, NRL WA, Perth Glory, Perth Lynx, Perth Wildcats, Western Force, West Coast Fever, West Coast Eagles, and West Australian Cricket Association. Survey responses were received from 95 patrons.

Figure 15 - KPI 2

KPI 3: Level of patronage

VenuesWest’s vision is to deliver world class sport and entertainment experiences and measuring the level of patronage serves as a key performance indicator for our venues, events, and programs against our vision.

With the unknown circumstances of COVID-19 restrictions and closures ongoing from the previous year, there was no expected patronage at VenuesWest venues in the first quarter of the year. However, the return to normal was better than expected and patronage was up over 100,000 on last year and up approximately one million on target with ten of 11 venues exceeding their patronage targets.

Patronage at Optus Stadium ended the year with strong results in part due to the return of AFL which saw the Dreamtime match held in Perth for the first time ever after lockdowns in Melbourne caused the last-minute move. As such, the venue saw patronage up nearly 50% on target. Although there were no international events, national events, such as The Wiggles concerts and the NBL semi-finals and grand-final matches, helped RAC Arena to more than double its patronage target. HBF Arena saw the most patrons through the door, with over 1.3 million patrons attending the venue to use the aquatic and gym facilities, and to also attend various sporting competitions. HBF Arena was used by multiple AFL teams as a training hub throughout the year due to its high level facilities and ideal location.

2016-17	2017-18	2018-19	2019-20	2020-21		
Actual	Actual	Actual	Actual	Target	Actual	Variation
3,670,000	4,700,000	6,096,000	4,068,498	3,185,566	4,190,188	1,004,622

Notes:

1. Level of patronage is collated monthly for each venue, with data sourced from bookings, ticketing, and internal business systems.
2. The 2020-21 target was disclosed in the Budget Papers for 2020-21.

Figure 16 – KPI 3

KPI 4: Customer satisfaction

Delivering outstanding customer experiences is the first of our five Strategic Objectives. This KPI measures our effectiveness in providing venues and precincts that deliver quality sport and entertainment experiences to our customers.

In 2020-21 we achieved an outstanding overall customer satisfaction rate of 92%, a 3% increase on last year, based on feedback from 6,445 patrons. Five of the 11 venues surveyed achieved overall customer satisfaction rates of 90% or greater. Satisfaction has recovered to high levels seen in previous years after a slight dip expected to be due to the impact of COVID-19 last year. The return to high levels of satisfaction is reflective of VenuesWest’s continued emphasis on delivering outstanding customer experiences and demonstrates the organisation’s effectiveness in meeting the expectations of its customers.

2016-17	2017-18	2018-19	2019-20	2020-21		
Actual	Actual	Actual	Actual	Target	Actual	Variation
91%	92%	92%	89%	90%	92%	2%

Notes:

1. Customer satisfaction was derived through 19 satisfaction surveys conducted by VenuesWest across our venues during 2020-21. Survey responses were received from 6,445 patrons.
2. Customers were asked to rate their level of satisfaction with the venue on a scale of 1 (very dissatisfied) to 7 (very satisfied).

Figure 17 – KPI 4

KPI 5: The subsidy that VenuesWest provides to high performance sport training and competition

This efficiency measure demonstrates the level of financial support that VenuesWest delivers to high performance sport across our 13 venues. This usage includes high performance athletes and teams training to perform at the highest levels, national sporting events and competitions. The total cost of delivering high performance sport across the venues (excluding depreciation) decreased from \$110 million in 2019-20 to \$88 million in 2020-21 primarily due to variable cost savings from reduced operational activity and finance cost savings as a result of the Optus Stadium loan arrangement being re-financed in March 2020.

High performance teams and organisations contributed 11% towards the cost via user fees and charges, 6% lower than the previous reporting period. State Government appropriation covered a further 28%, a \$7.7 million decrease on target but a \$4.8 million increase on 2019-20, driven by the requirement to seek additional funds from the State to cover operating costs in a COVID-19 environment.

Despite COVID-19, VenuesWest subsidised 61% of the cost of delivering high performance sport at our venues. For 2020-21, the original target of 75% is based on a total cost of service which includes depreciation and is not therefore directly comparable to the 2020-21 actual measure of 61% which excludes depreciation from the total cost of service.

2016-17	2017-18	2018-19	2019-20	2020-21		
Actual ³	Actual ³	Actual ³	Actual ³	Target ⁴	Actual ²	Variation
46%	66%	66%	65%	75%	61%	-14%

Notes:

1. The subsidy that VenuesWest provides to high performance sport is derived from the consideration of user fees/charges and State Government appropriation for high performance sport against the total cost of delivering high performance training and competition facilities.
2. The 2020-21 Actual calculation of the subsidy VenuesWest provides to high performance sport and training competition excludes depreciation costs from the Total Cost of Service to align with the basis on which cash appropriation funding is provided.
3. Prior year comparatives have been restated for consistency to the current year calculation of the KPI.
4. The revised target following the exclusion of depreciation would be 62%.
5. Sourced from the internal business systems and 2020-21 Financial Statements.

Figure 18 – KPI 5

KPI 6: Commercial expense ratio

VenuesWest aims to minimise its reliance on direct Government funding by ensuring our programs and services yield profitable returns for the organisation and provide maximum benefit to the State. This efficiency indicator measures the ratio of VenuesWest's commercial revenue to the total operating expenses of managing and maintaining our facilities, and success ensures the sustainable delivery of services to high performance sport.

VenuesWest's total cost of services decreased from \$165 million in 2019-20 to \$144 million in 2020-21 due to reduced operations at our venues from COVID-19 and cost saving measures. The restrictions on national and international borders resulted in no international and less national sporting and entertainment events at our major commercial venues this year. The limitations within the event industry contributed to the commercial expense ratio of 68% for 2020-21, equal to the KPI target.

2016-17	2017-18	2018-19	2019-20	2020-21		
Actual	Actual	Actual	Actual	Target	Actual	Variation
80%	82%	92%	80%	68%	68%	0%

Notes:

1. Sourced from the 2020-21 Financial Statements.
2. The commercial revenue achieved as a percentage of total operating expenses for the year (across all services and venues).

Figure 19 – KPI 6

Independent Auditor's Report



Auditor General

INDEPENDENT AUDITOR'S OPINION 2021 Western Australian Sports Centre Trust

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of the Western Australian Sports Centre Trust (Trust) which comprise:

- the Statement of Financial Position at 30 June 2021, and the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows, and Summary of Consolidated Account Appropriations for the year then ended
- 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 Western Australian Sports Centre Trust for the year ended 30 June 2021 and the financial position at the end of that period
- in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report.

I am independent of the Trust in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (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.

Responsibilities of the Board for the financial statements

The Board is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as it 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
- using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Trust.

Auditor's responsibilities 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. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

Report on the audit of controls

Basis for Qualified Opinion

I identified significant weaknesses in the general computer controls implemented by the Western Australian Sports Centre Trust. These weaknesses could result in inappropriate or unauthorised access to the Trust's financial system and sensitive information and increase the risk of information loss. This access could also be used to override management controls preventing fictitious or fraudulent transactions that could undermine the integrity of the data.

Qualified Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Western Australian Sports Centre Trust (Trust). The controls exercised by the Trust 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, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the controls exercised by the Western Australian Sports Centre Trust 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 2021.

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 involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including an 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 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 audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Western Australian Sports Centre Trust for the year ended 30 June 2021. 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 Western Australian Sports Centre Trust are relevant and appropriate to assist users to assess the Trust's performance and fairly represent indicated performance for the year ended 30 June 2021.

The Board's responsibilities 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 it 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 responsibilities

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.

Other information

The Board responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2021, but not the financial statements, key performance indicators and my auditor's report.

My opinions do not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor's report relates to the financial statements, controls and key performance indicators of the Western Australian Sports Centre Trust for the year ended 30 June 2021 included on the Trust's website. The Trust's management is responsible for the integrity of the Trust's website. This audit does not provide assurance on the integrity of the Trust's website. The auditor's report refers only to the financial statements, controls 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, controls or key performance indicators. If users of the financial statements, controls 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, controls and key performance indicators.



Grant Robinson
Acting Deputy Auditor General
Delegate of the Auditor General for Western Australia
Perth, Western Australia
29 September 2021



FINANCIAL STATEMENTS

Certification of financial statements for the reporting period ended 30 June 2021

The accompanying financial statements of the Western Australian Sports Centre Trust (VenuesWest) 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 reporting period ended 30 June 2021 and the financial position as at 30 June 2021.

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

Graham Goerke
Chair
28 September 2021

Mary Anne Stephens
Board Member
28 September 2021

Nigel Lucas
Chief Financial Officer
28 September 2021



Statement of Comprehensive Income

For the year ended 30 June 2021

	Notes	2021 (\$'000)	2020 (\$'000)
COST OF SERVICES			
Expenses			
Employee benefits expense	3.1(a)	48,151	50,779
Supplies and services	3.2	47,873	55,394
Depreciation and amortisation expense	5.1.1	74,471	73,735
Finance costs	7.2	18,051	27,299
Accommodation expenses	3.3	13,083	12,885
Losses on disposal of non-current assets	4.5	95	8
Cost of sales	4.3	14,541	16,633
Other expenses	3.4	1,787	2,126
Total cost of services		218,052	238,859
INCOME			
Revenue			
User charges and fees	4.2	26,083	44,848
Sales	4.3	49,479	60,372
Interest revenue		60	263
Other revenue	4.4	21,696	26,664
Total Revenue		97,318	132,147
Gains			
Gain on disposal of non-current assets	4.5	3	-
Other gains	4.5	-	18,764
Total Gains		3	18,764
Total income other than income from State Government		97,321	150,911
NET COST OF SERVICES		120,731	87,948
Income from State Government			
Service appropriation	4.1	112,453	116,649
Total income from State Government		112,453	116,649
SURPLUS / (DEFICIT) FOR THE PERIOD		(8,278)	28,701
OTHER COMPREHENSIVE INCOME			
Items not reclassified subsequently to profit or loss			
Changes in asset revaluation surplus	9.8	15,912	1,940
Total other comprehensive income		15,912	1,940
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		7,634	30,641

See also the note 2.2 'Schedule of Income and Expenses by Service'.

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

Statement of Financial Position

For the year ended 30 June 2021

	Notes	2021 (\$'000)	2020 (\$'000)
ASSETS			
Current Assets			
Cash and cash equivalents	7.3	72,375	58,964
Restricted cash and cash equivalents	7.3	1,136	894
Inventories	4.3	1,706	1,075
Receivables	6.1	12,373	10,592
Amounts receivable for services	6.2	4,700	4,700
Other current assets	6.3	12,093	2,241
Total Current Assets		104,383	78,466
Non-Current Assets			
Amounts receivable for services	6.2	346,100	278,930
Infrastructure, property, plant and equipment	5.1	1,763,048	1,809,393
Right-of-use assets	5.3	520	554
Intangible assets	5.4	2,260	1,566
Total Non-Current Assets		2,111,928	2,090,443
Total Assets		2,216,311	2,168,909
LIABILITIES			
Current Liabilities			
Payables	6.4	11,923	5,277
Loan Liabilities	7.1	7,932	7,703
Employee related provisions	3.1(b)	5,257	4,096
Other current liabilities	6.5	41,900	27,541
Total Current Liabilities		67,012	44,617
Non-Current Liabilities			
Employee related Provisions	3.1(b)	1,270	1,685
Loan Liabilities	7.1	346,378	354,343
Total Non-Current Liabilities		347,648	356,028
Total Liabilities		414,660	400,645
NET ASSETS		1,801,651	1,768,264
EQUITY			
Contributed equity	9.8	1,623,103	1,597,350
Reserves	9.8	89,566	73,654
Accumulated surplus	9.8	88,982	97,260
TOTAL EQUITY		1,801,651	1,768,264

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

Statement of Changes in Equity

For the year ended 30 June 2021

	Notes	Contributed Equity (\$000)	Reserves (\$000)	Accumulated Surplus (\$000)	Total Equity (\$000)
Balance at 1 July 2019		1,583,565	71,714	69,071	1,724,350
Surplus		-	-	28,701	28,701
Initial application of AASB 1058 ⁽¹⁾				(512)	(512)
Other comprehensive income	9.8	-	1,940	-	1,940
Total comprehensive income for the period		-	1,940	28,189	30,129
Transactions with owners in their capacity as owners:	9.8				
Capital appropriations		13,520	-	-	13,520
Other contributions by owners:					
Transfer from the Department of Local Government, Sport and Cultural Industries for the Nicki Winmar Statue at Optus Stadium		265	-	-	265
Total		13,785	-	-	13,785
Balance at 30 June 2020		1,597,350	73,654	97,260	1,768,264
Balance at 1 July 2020		1,597,350	73,654	97,260	1,768,264
Surplus/(Deficit)		-	-	(8,278)	(8,278)
Other comprehensive income	9.8	-	15,912	-	15,912
Total comprehensive income/ (loss) for the period		-	15,912	(8,278)	7,634
Transactions with owners in their capacity as owners:	9.8				
Capital appropriations		25,753	-	-	25,753
Total		25,753	-	-	25,753
Balance at 30 June 2021		1,623,103	89,566	88,982	1,801,651

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

⁽¹⁾ Amounts recognised as revenue in 2019 that were reversed on 1 July 2019 for revenue received for which there was no service delivery, to comply with AASB 1058 Income of Not-for-Profit Entities, effective 1 July 2019.

Statement of Cash Flows

For the year ended 30 June 2021

	Notes	2021 (\$000)	2020 (\$000)
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		40,583	49,750
Capital appropriation		25,753	13,520
Holding account drawdowns		4,700	4,700
Net cash provided by State Government		71,036	67,970
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(46,664)	(52,254)
Supplies and services		(45,227)	(70,886)
Finance Costs		(17,284)	(27,299)
Accommodation		(13,083)	(12,885)
GST payments to taxation authority		(1,544)	(7,860)
GST payments on purchases		(16,725)	(11,492)
Other payments		(16,549)	(18,225)
Receipts			
Sale of goods and services		56,347	41,246
User charges and fees		29,704	30,639
Interest received		60	263
GST receipts on sales		9,940	13,525
GST receipts from taxation authority		8,546	3,788
Other receipts		24,707	17,947
Net cash (used in)/provided by operating activities	7.3.2	(27,772)	(93,493)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current assets		(22,008)	(15,738)
Receipts			
Other grants and subsidies		-	270
Proceeds from sale of non-current assets		-	-
Net cash used in investing activities		(22,008)	(15,468)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Repayment of loan liabilities		(7,603)	(7,663)
Net cash used in financing activities		(7,603)	(7,663)
Net increase/(decrease) in cash and cash equivalents		13,653	(48,654)
Cash and cash equivalents at the beginning of the period		59,858	108,512
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	7.3.1	73,511	59,858

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

Summary of Consolidated Account Appropriations

For the year ended 30 June 2021

	2021 Budget Estimate (\$'000)	2021 Supplementary Funding (\$'000)	2021 Revised Budget (\$'000)	2021 Actual (\$'000)	2021 Variance (\$'000)
Delivery of Services					
Item 80 Net amount appropriated to deliver services ⁽¹⁾	120,183	(7,730)	112,453	112,453	-
Capital					
Item 139 Capital appropriations ⁽²⁾	17,924	7,829	25,753	25,753	-
Payments					
GRAND TOTAL	138,107	99	138,206	138,206	-

(1) The decrease in appropriation reflects finance cost savings due to refinancing the Optus Stadium DBFM Contract loan in March 2020.

(2) The increase in capital appropriation is a combination of an adjustment to the capital component of the Optus Stadium DBFM Contract loan (\$4.798 million) following the refinancing initiative and capital works associated with the Optus Stadium precinct (\$3.031 million).

1. Basis of preparation

The Trust is a WA Government entity, controlled by the State of Western Australia, which is the ultimate parent. The Trust 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 Trust on 28 September 2021.

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 TIs**)
3. Australian Accounting Standards (**AASs**) including applicable interpretations
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 take precedence over AASs. Several AASs 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 thousand dollars (\$'000).

Judgements and estimates

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

Contributed equity

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

Comparatives

These financials provide comparative information in respect of the previous period of which certain comparatives have been re-classed in order to maintain the comparability across periods. Specifically note 7.4.2 Other expenditure commitments comparatives has been updated to include more relevant information on future commitments, which resulted in an increase in total commitments from \$405,170,000 to \$631,156,000 at 30 June 2020.

2. Agency outputs

The Western Australian Sports Centre Trust, trading as VenuesWest, is a Statutory Authority operating under Section 4 of the *Western Australian Sports Centre Trust Act 1986*. It was established to manage Western Australia's major state-owned sporting and entertainment facilities, and is governed by a Board appointed by and responsible to the Minister for Sport and Recreation.

	Notes
Agency objectives	2.1
Schedule of Income and Expenses by Service	2.2

2.1 Agency objectives

Mission

Under the Western Australian Government's Outcome Based Management Framework, VenuesWest contributes to the government's goal of 'Better places - a quality environment with liveable and affordable communities and vibrant regions' for the benefit of all Western Australians.

Services

The Agency provides the following services:

Service 1: Deliver Training and Competition Facilities for High Performance Sport

Manage and maintain facilities of an international level for elite sports programs.

Service 2: Provision of Venues and Precincts Delivering Quality Sport and Entertainment Experiences.

Manage and maintain facilities to provide for community, sporting and entertainment services, programs and events.

2.2 Schedule of income and expenses by service

For the year ended 30 June 2021

	Deliver Training and Competition Facilities for High Performance Sport		Provision of Venues and Precincts Delivering Quality Sport and Entertainment Experiences		Total	
	2021 (\$000)	2020 (\$000)	2021 (\$000)	2020 (\$000)	2021 (\$000)	2020 (\$000)
COST OF SERVICES						
Expenses						
Employee benefits expense	26,533	27,987	21,618	22,792	48,151	50,779
Supplies and services	26,304	37,656	21,569	17,738	47,873	55,394
Depreciation expense	48,406	47,928	26,065	25,807	74,471	73,735
Finance costs	16,246	24,569	1,805	2,730	18,051	27,299
Accommodation expenses	6,859	6,990	6,224	5,895	13,083	12,885
Losses on disposal of non-current assets	38	3	57	5	95	8
Cost of sales	11,637	12,150	2,904	4,483	14,541	16,633
Other expenses	854	784	933	1,342	1,787	2,126
Total cost of services	136,877	158,067	81,175	80,792	218,052	238,859
Income						
User charges and fees	10,144	18,567	15,939	26,281	26,083	44,848
Sales	38,115	45,181	11,364	15,191	49,479	60,372
Interest revenue	20	71	40	192	60	263
Other revenue	15,041	19,245	6,655	7,419	21,696	26,664
Total income	63,320	83,064	33,998	49,083	97,318	132,147
Gains						
Gain on disposal of non-current assets	-	-	3	-	3	-
Other gains	-	16,888	-	1,876	-	18,764
Total gains	-	16,888	3	1,876	3	18,764
Total income other than income from State Government	63,320	99,952	34,001	50,959	97,321	150,911
NET COST OF SERVICES	73,557	58,115	47,174	29,833	120,731	87,948
INCOME FROM STATE GOVERNMENT						
Service appropriation	68,512	46,660	43,941	69,989	112,453	116,649
Total income from State Government	68,512	46,660	43,941	69,989	112,453	116,649
SURPLUS/(DEFICIT) FOR THE PERIOD	(5,045)	(11,455)	(3,233)	40,156	(8,278)	28,701

The Schedule of Income and Expenses by Service should be read in conjunction with the accompanying notes.

3. Use of our funding

Expenses incurred in the delivery of services

This section provides additional information about how the Trust'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 Trust in achieving its objectives and the relevant notes are:

	Notes	2021 (\$000)	2020 (\$000)
Employee benefits expenses	3.1	48,151	50,779
Supplies and services	3.2	47,873	55,394
Accommodation expenses	3.3	13,083	12,885
Other expenditure	3.4	1,787	2,126

3.1 (a) Employee benefits expense

	2021 (\$000)	2020 (\$000)
Wages and salaries	42,359	45,289
Termination benefits	-	16
Superannuation - defined contribution plans (a)	3,077	3,124
Long service leave	907	813
Annual leave	1,808	1,537
	48,151	50,779

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

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

Superannuation: The amount recognised in profit or loss of the Statement of Comprehensive Income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, the GESBs, or other superannuation funds.

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 Trust purposes because the concurrent contributions (defined contributions) made by the Trust to GESB extinguishes the Trust's obligations to the related superannuation liability.

The Trust 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 Trust to the GESB.

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

3.1 (b) Employee related provisions

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

	2021 (\$000)	2020 (\$000)
Current		
Employee benefits provision		
Annual leave (a)	2,806	2,620
Long service leave (b)	2,193	1,298
Other provisions		
Employment on-costs (c)	258	178
Total current employee related provisions	5,257	4,096
Non-current		
Employee benefits provisions		
Long service leave (b)	1,222	1,608
Other provisions		
Employment on-costs (c)	48	77
Total non-current employee related provisions	1,270	1,685
Total employee related provisions	6,527	5,781

(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. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	2021 (\$000)	2020 (\$000)
Within 12 months of the end of the reporting period	2,095	1,956
More than 12 months after the end of the reporting period	711	664
	2,806	2,620

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 Trust 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 Trust has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	2021 (\$000)	2020 (\$000)
Within 12 months of the end of the reporting period	585	498
More than 12 months after the end of the reporting period	2,830	2,408
	3,415	2,906

A liability for long service leave is recognised after an employee has completed two years of service based on remuneration rates current as at the end of the reporting period.

An actuarial assessment of long service leave undertaken by PriceWaterhouseCoopers at 30 June 2021 determined that the liability measured using the short-hand measurement technique above was not materially different from the liability determined using the present value of expected future payments. This calculation is consistent with the Trust's experience of employee retention and leave taken.

	2021 (\$000)	2020 (\$000)
Employment on-costs provision		
Carrying amount at the start of the year	255	235
Additional provisions recognised	51	20
Carrying amount at the end of year	306	255

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 Trust's long service leave provision. These include:

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

Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision.

Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.

3.2 Supplies and services

	2021 (\$000)	2020 (\$000)
Lease, rental and hire costs	627	698
Event specific costs	5,798	14,678
Consumables	1,379	1,568
Repairs and maintenance	1,652	2,149
Minor equipment	523	411
Contracts for security for events	776	936
Licences, fees and registration	2,373	1,792
Professional services	2,384	3,176
Insurance	2,540	2,207
Campaign, promotions and publications	1,273	1,564
Contracts	18,633	17,349
Labour hire	910	939
Communications	2,156	2,232
Food supplies	-	127
Other expenses	6,849	5,568
Total supplies and services expenses	47,873	55,394

3.3 Accommodation expenses

	2021 (\$000)	2020 (\$000)
Repairs and maintenance	4,529	4,486
Utilities and rates	5,587	5,771
Cleaning	2,967	2,628
Total accommodation expenses	13,083	12,885

3.4 Other

	2021 (\$000)	2020 (\$000)
Expected credit losses expense	321	171
Workers compensation	210	121
Professional services - external audit fees	89	91
Other expenses	1,167	1,743
Total other expenses	1,787	2,126

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.

Accommodation expenses: Operating lease payments are recognised on a straight line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. Repairs, maintenance and cleaning costs are recognised as expenses as incurred.

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

Expected credit losses is an allowance of trade receivables, measured at the lifetime expected credit losses at each reporting date. The Trust has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Refer to Note 6.1.1 Movement in the expected credit loss of trade receivables.

3.5. Services provided free of charge

During the period the following resources were provided to other agencies free of charge for functions outside the normal operations of the Trust.

	2021 (\$000)	2020 (\$000)
Western Australian Institute of Sport – venue usage	626	2,086
	626	2,086

4. Our funding sources

How we obtain our funding

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

	Notes	2021 (\$000)	2020 (\$000)
Income from State Government	4.1	112,453	116,649
User charges and fees	4.2	26,083	44,848
Trading profit	4.3	34,938	43,739
Other revenue	4.4	21,696	26,664
Gains/(loss)	4.5	(92)	18,756

As a result of COVID-19 restrictions placed on venues, the trust approved discounts to be applied to a number of users during the financial period.

4.1. Income from State Government

	2021 (\$000)	2020 (\$000)
Appropriation received during the period:		
Service appropriation (a)	112,453	116,649
	112,453	116,649

(a) **Service Appropriation** is recognised as revenues at fair value in the period in which the Trust gains control of the appropriated funds. The Trust gains control of appropriated funds at the time those funds are deposited in the bank account or credited to the 'Amounts receivable for services' (holding account) held at Treasury.

4.2. User charges and fees

	2021 (\$000)	2020 (\$000)
User charges	24,746	42,715
Fees	1,337	2,133
	26,083	44,848

Revenue is recognised at the transaction price when the Trust transfers control of the services to customers. Certain venues recognises revenue when the amount of revenue can be reliably measured, it is probable that the future economic benefits will flow to the venue and specific criteria have been met for each of the venue's activities. The amount of revenue is not considered to be reliably measured until all contingencies relating to the sale have been resolved. The venues base its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

User charges and fees revenue arise from the use of our venues by hirers and customers. Revenue is recognised when customers and hirers consume our services. The time of consumption of services is deemed to be the point when any service obligation is met.

4.3 Sale of goods

Revenue is recognised at the transaction price when the Trust transfers control of the goods to customers.

	2021 (\$000)	2020 (\$000)
Trading profit		
Sales	49,479	60,372
Cost of sales:		
Opening inventory	1,075	1,438
Purchases	15,172	16,270
	16,247	17,708
Closing inventory	(1,706)	(1,075)
Cost of Goods Sold	14,541	16,633
Trading profit	34,938	43,739

Inventories

Inventories are measured at the lower of cost and net realisable value. Costs are assigned by the method most appropriate for each particular class of inventory, with the majority being measured on a first in first out basis. Inventories not held for resale are measured at cost unless they are no longer required, in which case they are measured at net realisable value.

4.4 Other Revenue

Revenue is recognised at the transaction price when the Trust transfers control of the goods to customers.

	2021 (\$000)	2020 (\$000)
Other event charges	2,619	4,313
Ticket royalties and commission	1,207	1,720
Aquatic recovery - schools	276	136
Grants and contributions	2,017	270
Sponsorship	8,058	12,817
Supplier Rights	6,434	6,819
Other revenue	1,085	589
	21,696	26,664

4.5 Gains / (Losses)

	2021 (\$000)	2020 (\$000)
Gains on disposal of non current assets		
Plant, equipment and vehicles	3	-
Losses on disposal of non-current assets		
Plant, equipment and vehicles	(95)	(8)
Other gains		
Gain on the re-financing of Loan Liabilities	-	18,764
Total gain/(loss)	(92)	18,756

Gains and losses on the disposal of non-current assets are presented by deducting from the proceeds on disposal the carrying amount of the asset and related selling expenses. Gains and losses are recognised in profit or loss in the statement of comprehensive income (from the proceeds of sale).

4.6 Services received free of charge

During the period no resources were received from other agencies free of charge for functions outside the normal operations of the Trust.

	2021 (\$000)	2020 (\$000)
Main Roads WA - provision of traffic modeling services	-	230
	-	230

5. Key assets

Assets the Trust utilises for economic benefit or service potential

This section includes information regarding the key assets the Trust 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	2021 (\$000)	2020 (\$000)
Infrastructure, property, plant & equipment (owned and operated)	5.1	1,735,652	1,809,393
Infrastructure, property, plant & equipment (subject to an operating lease)	5.2	27,396	-
Infrastructure, property, plant & equipment (total)	5.1	1,763,048	1,809,393
Right-of-use assets	5.3	520	554
Intangibles	5.4	2,260	1,566
Total key assets		1,765,828	1,811,513

5.1 Infrastructure, property, plant and equipment

	Land (\$'000)	Buildings (\$'000)	Buildings under construction (\$'000)	Plant & equipment (\$'000)	Office equipment (\$'000)	Boating (\$'000)	Infrastructure (\$'000)	Leased office equipment (\$'000)	Works of art (\$'000)	Total (\$'000)
Year ended 30 June 2020										
Total										
1 July 2019										
Gross carrying amount	32,854	1,833,681	5,648	66,096	65,977	102	122,500	170	5,755	2,132,783
Accumulated depreciation	-	(197,275)	-	(24,153)	(31,870)	(83)	(13,418)	(170)	-	(266,969)
Carrying amount at start of period	32,854	1,636,406	5,648	41,943	34,107	19	109,082	-	5,755	1,865,814
Additions	59	1,813	-	4,090	7,179	-	419	-	264	13,824
Transfers	-	538	(538)	-	-	-	-	-	-	-
Disposals	-	-	-	(7)	(1)	-	-	-	-	(8)
Revaluation increments	16	4,256	-	-	-	-	(2,332)	-	-	1,940
Depreciation	-	(47,508)	-	(9,325)	(11,556)	(2)	(3,786)	-	-	(72,177)
Carrying amount at 30 June 2020	32,929	1,595,505	5,110	36,701	29,729	17	103,383	-	6,019	1,809,393

	Land (\$'000)	Buildings (\$'000)	Buildings under construction (\$'000)	Plant & equipment (\$'000)	Office equipment (\$'000)	Boating (\$'000)	Infrastructure (\$'000)	Leased office equipment (\$'000)	Works of art (\$'000)	Total (\$'000)
Year ended 30 June 2021										
Owned assets held and used by the entity										
1 July 2020										
Gross carrying amount	32,929	1,840,288	5,110	70,179	73,155	102	120,587	170	6,019	2,148,539
Accumulated depreciation	-	(244,783)	-	(33,478)	(43,426)	(85)	(17,204)	(170)	-	(339,146)
Carrying amount at start of period	32,929	1,595,505	5,110	36,701	29,729	17	103,383	-	6,019	1,809,393
Additions	-	3,151	2,138	2,692	2,351	-	49	-	76	10,457
Transfers	-	542	(256)	-	-	-	(286)	-	-	-
Disposals	-	-	-	-	(95)	-	-	-	-	(95)
Reclassifications between asset classes	(6,417)	(1,630)	-	(810)	2,127	(17)	6,747	-	-	-
Transfer out assets subject to operating lease ^(a)	(10,786)	(15,514)	-	(797)	(391)	-	(38)	-	-	(27,526)
Revaluation increments	(2)	13,191	-	-	-	-	2,709	-	-	15,898
Depreciation	-	(47,493)	-	(8,816)	(12,196)	-	(3,970)	-	-	(72,475)
Carrying amount at 30 June 2021	15,724	1,547,752	6,992	28,970	21,525	-	108,594	-	6,095	1,735,652

Transfer of assets subject to operating lease^(a) Refer the note 5.2 for details.

5.1 Infrastructure, property, plant and equipment (continued)

Year ended 30 June 2021	Land (\$'000)	Buildings (\$'000)	Buildings under construction (\$'000)	Plant & equipment (\$'000)	Office equipment (\$'000)	Boating (\$'000)	Infrastructure (\$'000)	Leased office equipment (\$'000)	Works of art (\$'000)	Total (\$'000)
Owned assets held subject to an operating lease										
1 July 2020	10,786	15,514	-	797	391	-	38	-	-	27,526
Transfer in assets subject to operating lease(a)	-	5	-	174	21	-	2	-	-	202
Additions	(86)	-	-	86	-	-	-	-	-	-
Reclassifications between asset classes	-	14	-	-	-	-	-	-	-	14
Revaluation increments	-	(224)	-	(69)	(52)	-	(1)	-	-	(346)
Depreciation	10,700	15,309	-	988	360	-	39	-	-	27,396
Carrying amount at 30 June 2021										

Transfer in assets subject to operating lease(a) Refer the note 5.2 for details.

Year ended 30 June 2021	Land (\$'000)	Buildings (\$'000)	Buildings under construction (\$'000)	Plant & equipment (\$'000)	Office equipment (\$'000)	Boating (\$'000)	Infrastructure (\$'000)	Leased office equipment (\$'000)	Works of art (\$'000)	Total (\$'000)
Total										
1 July 2020	32,929	1,840,288	5,110	70,179	73,155	102	120,587	170	6,019	2,148,539
Gross carrying amount	-	(244,783)	-	(33,478)	(43,426)	(85)	(17,204)	(170)	-	(339,146)
Accumulated depreciation	32,929	1,595,505	5,110	36,701	29,729	17	103,383	-	6,019	1,809,393
Carrying amount at start of period										
Additions	-	3,156	2,138	2,866	2,372	-	51	-	76	10,659
Transfers	-	542	(256)	-	-	-	(286)	-	-	-
Disposals	-	-	-	-	(95)	-	-	-	-	(95)
Reclassifications between asset classes	(6,503)	(1,630)	-	(724)	2,127	(17)	6,747	-	-	-
Revaluation increments	(2)	13,205	-	-	-	-	2,709	-	-	15,912
Depreciation	-	(47,717)	-	(8,885)	(12,248)	-	(3,971)	-	-	(72,821)
Carrying amount at 30 June 2021	26,424	1,563,061	6,992	29,958	21,885	-	108,633	-	6,095	1,763,048

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 and 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).

The cost of a leasehold improvement is capitalised and depreciated over the shorter of the remaining term of the lease or the estimated useful life of the leasehold improvement.

The initial cost for a non-financial physical asset under a finance lease is measured at amounts equal to the fair value of the leased asset or, if lower, the present value of the minimum lease payments, each determined at the inception of the lease.

Subsequent measurement

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

- land;
- buildings; and
- infrastructure.

Land is carried at fair value.

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

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

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

Most land, buildings and infrastructure were revalued as at 1 July 2020 by the Landgate. The valuations were performed during the year ended 30 June 2021 and recognised at 30 June 2021. Refer to Note 8.3 'Fair value measurements' for more information on the fair value determination.

Revaluation model:

(a) Fair Value where market-based evidence is available:

The fair value of land and buildings is determined on the basis of current market values determined by reference to recent market transactions. When buildings are revalued by reference to recent market transactions, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount.

(b) Fair value in the absence of market-based evidence:

Buildings and infrastructure that are specialised or where land is restricted: Fair value of land, buildings and infrastructure is determined on the basis of existing use.

Existing use buildings and infrastructure

Fair value is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the current replacement cost. Where the fair value of buildings and infrastructure is determined on the current replacement cost basis, the gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset and the accumulated depreciation is adjusted to equal the difference between the gross carrying amount and the carrying amount of the asset.

Restricted use land

Fair value is determined by comparison with market evidence for land with similar approximate utility (high restricted use land) or market value of comparable unrestricted land (low restricted use land).

Significant assumptions and judgements:

Depreciated replacement cost

In the absence of market-based evidence, fair value of land and buildings is determined on the basis of existing use. Fair value for existing use assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the depreciated replacement cost. In determining the depreciated replacement cost, estimation uncertainty relates to the determination of a suitable inflationary index.

5.1.1 Depreciation and amortisation charge for the period

	2021 (\$'000)	2020 (\$'000)
Depreciation		
Buildings	47,717	47,508
Plant, equipment and vehicles	21,133	20,881
Infrastructure	3,971	3,786
Boating	-	2
Right of use assets	54	68
	72,875	72,245
Amortisation		
Licences	1,596	1,490
	1,596	1,490
Total depreciation and amortisation for the period	74,471	73,735

Finite useful lives

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

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

Asset	Useful life: years
Building	20 to 50 years
Plant and equipment	3 to 15 years
Office equipment	2 to 10 years
Leased office equipment	4 years
Boating	5 years
Infrastructure	
Bridges	100 years
Roads, pathways and pavements	40 to 50 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.

Leasehold improvements are depreciated over the shorter of the lease term and their useful lives.

Land and works of art, which are considered to have an indefinite life, are 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

Non-financial assets, including items of plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired. 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 its recoverable amount, an impairment loss is recognised through profit or loss.

Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income.

As the Trust is a not-for-profit agency, the recoverable amount of regularly revalued specialised assets is anticipated to be materially the same as fair value.

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 declining replacement costs.

5.2 Assets subject to an operating lease

	2021 (\$000)	2020 (\$000)
Land	10,700	-
Buildings	15,309	-
Plant & equipment	988	-
Office equipment	360	-
Infrastructure	39	-
Carrying amount at 30 June 2021	27,396	-

VenuesWest has entered into a lease arrangement with Evolve Facility Management Pty Limited (Evolve), a subsidiary of the Australian Drag Racing Association Limited (ANDRA), to lease to Evolve the premises comprising the Perth Motorplex facility. The initial term of the arrangement is from 1 February 2021 to 31 January 2026 and is extendable for a further term expiring on 31 January 2031.

VenuesWest continues to own assets associated with the Perth Motorplex facility. There are various provisions in the contract to protect and maintain the agency's rights it retains in the underlying assets including default and termination clauses in the event of breach, insurance obligations imposed on the lessee, prescribed legislative compliance and a requirement to repair and maintain assets.

5.3 Right of use assets

	Land (\$000)	Vehicles (\$000)	Total (\$000)
Year ended 30 June 2020			
At 1 July 2019			
Carrying amount at start of period	443	145	588
Additions	-	39	39
Disposals	-	(7)	(7)
Depreciation	-	(66)	(66)
Carrying amount at 30 June 2020	443	111	554
Gross carrying amount	443	177	620
Accumulated depreciation	-	(66)	(66)
Accumulated impairment loss	-	-	-
	443	111	554
Year ended 30 June 2021			
At 1 July 2020			
Gross carrying amount	443	177	620
Accumulated depreciation	-	(66)	(66)
Accumulated impairment loss	-	-	-
Carrying amount at start of period	443	111	554
Additions	-	20	20
Disposals	-	-	-
Depreciation	-	(54)	(54)
Carrying amount at 30 June 2021	443	77	520
Gross carrying amount	443	181	624
Accumulated depreciation	-	(104)	(104)
Accumulated impairment loss	-	-	-
	443	77	520

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

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

The Trust 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.

Leasing activities and how these are accounted for

The Trust has leases for vehicles and land on which three venues are located.

5.3.1 Depreciation and impairment of right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets. Right-of-use assets are tested for impairment when an indication of impairment is identified.

If ownership of the leased asset transfers to the Agency 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.

The following amounts relating to leases have been recognised in the statement of comprehensive income.

	2021 (\$000)	2020 (\$000)
Depreciation expense of right-of-use assets	54	66
Lease interest expense	3	4
Total amount recognised in the statement of comprehensive income	57	70

The total cash outflow for leases in 2020-21 was \$84,511

5.4 Intangible assets

	Licences (\$000)	Total (\$000)
Year ended 30 June 2020		
1 July 2019		
Gross carrying amount	4,017	4,017
Accumulated amortisation	(2,518)	(2,518)
Carrying amount at 30 June 2020	1,499	1,499
Additions	1,557	1,557
Amortisation expense	(1,490)	(1,490)
Carrying amount at 30 June 2020	1,566	1,566
Year ended 30 June 2021		
1 July 2020		
Gross carrying amount	5,574	5,574
Accumulated amortisation	(4,008)	(4,008)
Carrying amount at start of period	1,566	1,566
Additions	2,290	2,290
Amortisation expense	(1,596)	(1,596)
Carrying amount at 30 June 2021	2,260	2,260

Initial recognition

Acquisitions of intangible assets costing \$5,000 or more are capitalised and costs incurred below these thresholds are immediately expensed directly to the Statement of Comprehensive Income.

Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

Subsequent measurement

The cost model is applied for subsequent measurement of intangible assets, requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

5.4.1 Amortisation and impairment

	2021 (\$000)	2020 (\$000)
Charge for the period		
Licences	1,596	1,490
Total amortisation for the period	1,596	1,490

As at 30 June 2021 there were no indications of impairment to intangible assets.

The Trust held no goodwill or intangible assets with an indefinite useful life during the reporting period. At the end of the reporting period there were no intangible assets not yet available for use.

Amortisation of finite life intangible assets is calculated on a straight line basis at rates that allocate the asset's value over its estimated useful life. All intangible assets controlled by the Trust have a finite useful life and zero residual value. Estimated useful lives are reviewed annually.

The estimated useful lives for each class of intangible asset are:

Licences	3 to 10 years	
Software (a)	3 to 5 years	(a) Software that is not integral to the operation of any related hardware.
Website Costs	3 to 5 years	

Impairment of intangible assets

Intangible assets with finite useful lives are tested for impairment annually or when an indication of impairment is identified.

The policy in connection with testing for impairment is outlined in **Note 5.1.1 Depreciation and Amortisation**.

6. Other assets and liabilities

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

	Notes	2021 (\$000)	2020 (\$000)
Receivables	6.1	12,373	10,592
Amounts receivable for services	6.2	350,800	283,630
Other current assets	6.3	12,093	2,241
Payables	6.4	11,923	5,277
Other liabilities	6.5	41,900	27,541

6.1 Receivables

	2021 (\$000)	2020 (\$000)
Current		
Trade Receivables	10,133	9,369
Expected credit loss allowance	(412)	(97)
GST receivable	2,652	1,320
Total current	12,373	10,592

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

6.1.1 Movement in the expected credit loss of trade receivables

	2021 (\$000)	2020 (\$000)
Reconciliation of changes in the expected credit loss of trade receivables:		
Balance at start of period	97	21
Expected credit losses expense	321	171
Amounts from opening balance received during the year	(2)	(21)
Amounts written off during the period	(4)	(74)
Balance at end of period	412	97

The maximum exposure to credit risk at the end of the reporting period for trade receivables is the carrying amount of the asset inclusive of any allowance for impairment as shown in the table at **Note 8.1(c) Credit risk exposure**.

The Trust does not hold any collateral as security or other credit enhancements for trade receivables.

6.2 Amounts receivable for services (Holding account)

	2021 (\$000)	2020 (\$000)
Current	4,700	4,700
Non-current	346,100	278,930
Balance at end of period	350,800	283,630

Amounts receivable for services represents the non-cash component of service appropriation. It is restricted in that it can only be used for asset replacement or payment of leave liability.

Amounts receivable for services are not considered to be impaired (i.e. there is no expected credit loss of the holding accounts).

6.3 Other assets

	2021 (\$000)	2020 (\$000)
Current		
Prepayments	12,066	2,230
Other	27	11
Balance at end of period	12,093	2,241

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

6.4 Payables

	2021 (\$000)	2020 (\$000)
Current		
Trade payables	5,777	582
Other payables	1,553	1,020
Accrued expenses	1,619	2,991
Accrued salaries	1,401	607
GST payable	1,573	77
Balance at end of period	11,923	5,277

Payables are recognised at the amounts payable when the Trust 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.

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 Trust considers the carrying amount of accrued salaries to be equivalent to its fair value.

6.5 Other liabilities

	2021 (\$000)	2020 (\$000)
Current		
Contract liabilities and event settlements	37,173	23,480
Other	4,727	4,061
Total	41,900	27,541

Contract liabilities are mainly money received in advance for venue related activities in future years. Amounts are recorded as current liabilities until venue activities take place.

Event settlements relates to liabilities to be paid to participants.

7. Financing

This section sets out the material balances and disclosures associated with the financing and cashflows of the Trust.

	Notes
Loan Liabilities	7.1
Finance costs	7.2
Cash and cash equivalents	7.3
Reconciliation of cash	7.3.1
Reconciliation of operating activities	7.3.2
Commitments	7.4
Capital commitments	7.4.1
Other expenditure commitments	7.4.2

7.1 Loan Liabilities

	2021 (\$000)	2020 (\$000)
Current	7,932	7,703
Total current	7,932	7,703
Non-current	346,378	354,343
Total non-current	346,378	354,343
Balance at end of period	354,310	362,046

The loan liability mainly relates to financing of Optus Stadium, effective from January 2018 until December 2043.

7.1 (a) Loan Liabilities commitments

	Notes	2021 (\$000)	2020 (\$000)
Minimum payment commitments in relation to loan liabilities are payable as follows:			
Within 1 year		26,631	26,946
Later than 1 year and not later than 5 years		111,282	136,551
Later than 5 years		457,955	486,650
Minimum loan liabilities payments		595,868	650,147
Less future finance charges		(241,558)	(288,101)
Present value of loan liabilities		354,310	362,046
The present value of loan liabilities payable is as follows:			
Within 1 year		7,932	7,774
Later than 1 year and not later than 5 years		41,216	37,394
Later than 5 years		305,162	316,878
Present value of loan liabilities		354,310	362,046
Included in the financial statements as:			
Current	7.1	7,932	7,703
Non-current	7.1	346,378	354,343
TOTAL		354,310	362,046

The value of the loan liability has reduced in 2020 as a result of a favourable change in the Optus Stadium DBFM Contract loan, with an Interest Rate Service Payment Adjustment being effective from March 2020.

Judgement has been used in determining when to derecognise the original financial liability and recognise the new financial liability due to new financing terms. Additionally, judgement has been used in the estimation of the value of the loan as a component of the loan has a variable component. Market analysis has been undertaken of existing rates and forecast future rates to estimate the effective interest rate.

Initial measurement

Loan rights and obligations are initially recognised, at the commencement of the loan term, as assets and liabilities equal in amount to the fair value of the loaned item or, if lower, the present value of the minimum loan payments, determined at the inception of the loan.

The assets are disclosed as 'Buildings' and 'Infrastructure', and are depreciated over the period during which the Trust is expected to benefit from their use. Loan payments are apportioned between the finance charge and the reduction of the outstanding loan liability, according to the interest rate implicit in the loan.

The current and non-current liability reflected in the financial statements for the first time in 2017-18 is a result of the Trust being appointed the governance agency for Optus Stadium on 1 January 2018. The liability recognises the loan for 40% of the construction cost of the Stadium, funded under a public private partnership entered into by the State for its design, construction, financing and maintenance.

The loan commitment is effective from January 2018 until December 2043 when the design, build, construct and maintain contract is completed. The monthly service payments, which are subject to a Consumer Price Index (CPI) increase, consist of an operating expense and a repayment of the financial liability. The operating expense is charged to the profit or loss on an accruals basis. The CPI element does not impact the original effective interest rate on the financial liability or the carrying amount of the liability. Any increase in payments compared to the original loan amortisation table is included in the Statement of Comprehensive Income as an additional finance cost.

7.2 Finance costs

	2021 (\$000)	2020 (\$000)
Finance costs		
Loan charges	18,051	27,299
Finance costs expended	18,051	27,299

'Finance costs' includes the interest and other charges associated with the Design, Build, Maintain and Finance contract (DBMF) for Optus Stadium.

The reduction in expense is substantially attributable to a change in the repayment terms of the loan during the year.

7.3 Cash and cash equivalents

7.3.1 Reconciliation of cash

	2021 (\$000)	2020 (\$000)
Cash and cash equivalents	72,375	58,964
Restricted Cash and Cash Equivalents ^(a)	1,136	894
Balance at end of period	73,511	59,858

^(a) Funds held for the Naming rights agreement maintenance fund account.

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 cash at bank.

7.3.2 Reconciliation of net cost of services to net cash flows provided by/(used in) operating activities

	Notes	2021 (\$000)	2020 (\$000)
Net cost of services		(120,731)	(87,948)
Non-cash items			
Depreciation and amortisation expense	5.1.1	74,471	73,735
Gain on re-financing	4.5	-	(18,764)
Expected credit losses expense	6.1.1	321	171
Net (gain)/loss on sale of property, plant and equipment	4.5	92	8
(Increase)/decrease in assets			
Current receivables ^(a)		(859)	3,361
Current inventories		(631)	363
Other current assets		(810)	427
Increase/(decrease) in liabilities			
Current payables ^(a)		5,150	(17,721)
Current provisions		1,161	(192)
Other current liabilities		14,359	(45,143)
Non-current provisions		(415)	301
Change in GST in receivables/payables ^(b)		120	(2,091)
Net cash provided by/(used in) operating activities		(27,772)	(93,493)

^(a) Note that the Australian Taxation Office (ATO) receivable/payable in respect of GST and the receivable/payable in respect of the sale/purchase of non-current assets are not included in these items as they do not form part of the reconciling items.

^(b) This reverses out the GST in receivables and payables.

7.4. Commitments

7.4.1. Capital commitments

	2021 (\$000)	2020 (\$000)
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:		
Within 1 year	4,102	3,127
	4,102	3,127

7.4.2 Other expenditure commitments

	2021 (\$000)	2020 (\$000)
Other expenditure commitments contracted for at the end of the period but not recognised as liabilities are payable as follows:		
Within 1 year	14,353	13,112
Later than 1 year and not later than 5 years	82,889	67,713
Later than 5 years	523,302	550,331
	620,544	631,156

The totals presented for other expenditure commitments are GST inclusive. The commitment relates to the maintenance of Optus Stadium under the Design, Build, Finance and Maintain contract with the facility manager for 25 years. Also included contractual capital funding commitments for Motorplex.

8. Risks and Contingencies

This note sets out the key risk management policies and measurement techniques of the Trust.

	Notes
Financial risk management	8.1
Contingent assets	8.2
Contingent liabilities	8.2
Fair value measurements	8.3

8.1 Financial risk management

Financial instruments held by the Trust are cash and cash equivalents, restricted cash and cash equivalents, receivables, payables and finance leases. The Trust has concentrated exposure to financial risks. The Trust's overall risk management program focuses on managing the risks identified below.

(a) Summary of risks and risk management

Credit risk

Credit risk arises when there is the possibility of the Trust's receivables defaulting on their contractual obligations resulting in financial loss to the Trust.

Credit risk associated with the Trust's financial assets is minimal because the main receivable is the amounts receivable for services (holding account). For receivables other than government, the Trust trades only with recognised, creditworthy third parties. The Trust has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Trust's exposure to bad debts is minimal. Debt will be written-off against the allowance account when it is improbable or uneconomical to recover the debt. At the end of the reporting period there were no other significant concentrations of credit risk.

Liquidity risk

Liquidity risk arises when the Trust is unable to meet its financial obligations as they fall due.

The Trust is exposed to liquidity risk through its trading in the normal course of business.

The Trust has appropriate procedures to manage cash flows including drawdowns of appropriations by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

Market risk

Market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect the Trust's income or the value of its holdings of financial instruments. The Trust does not trade in foreign currency and is not materially exposed to other price risks.

Other than as detailed in the interest rate sensitivity analysis table at **Note 8.1(e) 'Interest rate sensitivity analysis'**, the Trust is not exposed to interest rate risk because the majority of cash and cash equivalents and restricted cash are non-interest bearing.

(b) Categories of 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 as follows:

	2021 (\$000)	2020 (\$000)
Financial Assets		
Cash and cash equivalents	72,375	58,964
Restricted cash and cash equivalents	1,136	894
Loans and receivables ^(a)	9,721	9,272
Financial assets at amortised cost ^(a)	350,800	283,630
Total financial assets	434,032	352,760
Financial Liabilities		
Financial liabilities at amortised cost ^(a)	10,350	5,200
Loan Liabilities	354,310	362,046
Total financial liability	364,660	367,246

(a) The amount of Loans and receivables/Financial assets & liabilities at amortised cost excludes GST recoverable/payable from the ATO (statutory receivable/payable).

(c) Credit risk exposure

The following table details the credit risk exposure on the Trust's trade receivables using a provision matrix.

	Total (\$000)	Days past due			
		Current (\$000)	31-60 days (\$000)	61-90 days (\$000)	>91 days (\$000)
30 June 2021					
Expected credit loss rate		4.3%	2.7%	10.5%	1.2%
Estimated total gross carrying amount at default	10,133	8,097	1,202	181	653
Expected credit losses	412	352	33	19	8
30 June 2020					
Expected credit loss rate		1.1%	0.8%	1.1%	0.0%
Estimated total gross carrying amount at default	9,369	8,508	753	94	14
Expected credit losses	97	90	6	1	0

(d) Liquidity risk and interest rate exposure

The following table details the Trust's interest rate exposure and the contractual maturity analysis of financial assets and financial liabilities. The maturity analysis section includes interest and principal cash flows. The interest rate exposure section analyses only the carrying amounts of each item.

Interest rate exposure and maturity analysis of financial assets and financial liabilities																				
	Weighted Average Effective Interest Rate %	Carrying Amount (\$'000)	Interest rate exposure			Nominal Amount (\$'000)	Maturity dates													
			Fixed interest rate (\$'000)	Variable interest rate (\$'000)	Non-interest bearing (\$'000)		Up to 1 month (\$'000)	1-3 months (\$'000)	3 months to 1 year (\$'000)	1-5 years (\$'000)	More than 5 years (\$'000)									
2021																				
Financial Assets																				
Cash and cash equivalents	-	72,375	-	-	72,375	72,375	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Restricted cash and cash equivalents	0.5	1,136	-	1,136	-	1,136	-	-	-	-	-	-	-	-	-	-	-	-	-	1,136
Receivables (a)	-	9,721	-	-	9,721	9,721	-	-	-	-	248	-	-	-	-	-	-	-	-	-
Amounts receivable for services	-	350,800	-	-	350,800	350,800	-	-	-	-	-	-	-	-	-	346,100	-	-	-	-
		434,032	-	1,136	432,896	434,032	-	-	-	-	248	-	-	-	-	346,100	-	-	-	1,136
Financial Liabilities																				
Payables (a)	-	10,350	-	-	10,350	10,350	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loan liabilities	5.375	354,310	-	354,310	-	354,310	-	-	-	1,983	5,288	41,216	305,162	-	-	-	-	-	-	-
		364,660	-	354,310	10,350	364,660	-	-	-	1,983	5,288	41,216	305,162	-	-	-	-	-	-	-
2020																				
Financial Assets																				
Cash and cash equivalents	-	58,964	-	-	58,964	58,964	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Restricted cash and cash equivalents	0.5	894	-	894	-	894	-	-	-	-	-	-	-	-	-	-	-	-	-	894
Receivables (a)	-	9,272	-	-	9,272	9,272	-	-	-	847	14	-	-	-	-	-	-	-	-	-
Amounts receivable for services	-	283,630	-	-	283,630	283,630	-	-	-	-	-	-	-	-	-	278,930	-	-	-	-
		352,760	-	894	351,866	352,760	-	-	-	847	14	-	-	-	-	278,930	-	-	-	894
Financial Liabilities																				
Payables (a)	-	5,200	-	-	5,200	5,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loan liabilities	5.375	362,046	-	362,046	-	362,046	-	-	-	1,943	5,182	37,394	316,878	-	-	-	-	-	-	-
		367,246	-	362,046	5,200	367,246	-	-	-	1,943	5,182	37,394	316,878	-	-	-	-	-	-	-

(a) The amount of receivables/payables excludes the GST recoverable/payable from/to the ATO (statutory receivable & payable).

(e) Interest rate sensitivity analysis

The following table represents a summary of the interest rate sensitivity of the Trust's financial assets and liabilities at the end of the reporting period on the surplus for the period and equity for a 1% change in interest rates. It is assumed that the change in interest rates is held constant throughout the reporting period.

		-100 basis points		+100 basis points	
	Carrying Amount (\$0)	Surplus (\$000)	Equity (\$000)	Surplus (\$000)	Equity (\$000)
2021					
Financial Assets					
Restricted cash and cash equivalents	1,136	(10)	(10)	10	10
Financial liabilities					
Loan liabilities	354,310	3,543	3,543	(3,543)	(3,543)
Total increase/(decrease)		3,533	3,533	(3,533)	(3,533)
2020					
Financial Assets					
Restricted cash and cash equivalents	894	(10)	(10)	10	10
Financial liabilities					
Loan liabilities	362,046	3,620	3,620	(3,620)	(3,620)
Total increase/(decrease)		3,610	3,610	(3,610)	(3,610)

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 the best estimate.

Contingent Assets

There are no contingent assets as at 30 June 2021.

Contingent Liabilities

Under the current guidelines for addressing cladding remediation requirements from the state-wide Cladding Audit Stakeholders Group, VenuesWest has met its obligations to address cladding safety concerns in its venues. Unless the assessment criteria changes in the future, VenuesWest is considered to have mitigated its risk.

8.3 Fair value measurements

	Level 1 (\$000)	Level 2 (\$000)	Level 3 (\$000)	Fair value at the end of the period (\$000)
Assets measured at fair value:				
2021				
Land (Note 5.1)	-	-	15,724	15,724
Land subject to an operating lease (Note 5.2)	-	-	10,700	10,700
Buildings (Note 5.1)	-	-	1,554,744	1,554,744
Building subject to an operating lease (Note 5.2)	-	-	15,309	15,309
Infrastructure (Note 5.1)	-	-	108,594	108,594
Infrastructure subject to an operating lease (Note 5.2)	-	-	39	39
	-	-	1,705,110	1,705,110

Assets measured at fair value:				
2020				
Land (Note 5.1)	-	-	32,929	32,929
Buildings (Note 5.1)	-	-	1,600,615	1,600,615
Infrastructure (Note 5.1)	-	-	103,383	103,383
	-	-	1,736,927	1,736,927

There were no transfers between Levels 1, 2 or 3 during the period.

	Land (\$000)	Buildings (\$000)	Infrastructure (\$000)
Fair value measurements using significant unobservable inputs (Level 3)			
2021			
Fair value at start of period	32,929	1,600,615	103,383
Additions	-	5,289	49
Revaluation increments/(decrements) recognised in Other Comprehensive Income	(2)	13,191	2,709
Disposals	-	-	-
Transfers	-	286	(286)
Reclassifications between asset classes during the period	(6,417)	(1,630)	6,747
Depreciation expense	-	(47,493)	(3,970)
Fair value at end of period	26,510	1,570,258	108,632
Total gains or losses for the period included in profit or loss, under 'Other Gains'	-	-	-
Total gains or losses for the period included in profit or loss, under 'Other Gains'			
2020			
Fair value at start of period	32,854	1,642,054	109,082
Additions	59	1,813	419
Revaluation increments/(decrements) recognised in Other Comprehensive Income	16	4,256	(2,332)
Disposals	-	-	-
Transfers	-	-	-
Reclassifications between asset classes during the period	-	-	-
Depreciation expense	-	(47,508)	(3,786)
Fair value at end of period	32,929	1,600,615	103,383
Total gains or losses for the period included in profit or loss, under 'Other Gains'	-	-	-

Valuation processes

There were no changes in valuation techniques during the period.

Transfers in and out of a fair value level are recognised on the date of the event or change in circumstances that caused the transfer. Transfers are generally limited to assets newly classified as non-current assets held for sale as Treasurer's instructions require valuations of land, buildings and infrastructure to be categorised within Level 3 where the valuations will utilise significant Level 3 inputs on a recurring basis.

Fair value for existing use specialised buildings and infrastructure assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the depreciated replacement cost. Depreciated replacement cost is the current replacement cost of an asset less accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired economic benefit, or obsolescence, and optimisation (where applicable) of the asset. Professional judgement is used in the assessment of fair value for these assets as the assets are specialized and no market-based evidence of value is available.

Land (Level 3 fair values)

Fair value for restricted use land is based on comparison with market evidence for land with low level utility (high restricted use land). The relevant comparators of land with low level utility is selected by the Western Australian Land Information Authority (Valuations and Property Analytics) and represents the application of a significant Level 3 input in this valuation methodology. The fair value measurement is sensitive to values of comparator land, with higher values of comparator land correlating with higher estimated fair values of land.

Buildings and Infrastructure (Level 3 fair values)

Fair value for existing use specialised buildings and infrastructure assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the current replacement cost. Current replacement cost is generally determined by reference to the market observable replacement cost of a substitute asset of comparable utility and the gross project size specifications, adjusted for obsolescence. Obsolescence encompasses physical deterioration, functional (technological) obsolescence and economic (external) obsolescence.

Valuation using current replacement cost utilises the significant Level 3 input, consumed economic benefit/obsolescence of asset which is estimated by the Western Australian Land Information Authority (Valuations and Property Analytics). The fair value measurement is sensitive to the estimate of consumption/obsolescence, with higher values of the estimate correlating with lower estimated fair values of buildings and infrastructure.

Basis of valuation

In the absence of market-based evidence, due to the specialised nature of some non-financial assets, these assets are valued at Level 3 of the fair value hierarchy on an existing use basis. The existing use basis recognises that restrictions or limitations have been placed on their use and disposal when they are not determined to be surplus to requirements. These restrictions are imposed by virtue of the assets being held to deliver a specific community service.

Information about significant unobservable inputs (Level 3) in fair value measurements

Description	Fair value 2021 \$000	Fair value 2020 \$000	Valuation technique(s)	Unobservable inputs	Range of unobservable inputs (weighted average)		Relationship of unobservable inputs to fair value
					2021	2020	
Land & Land subject to an operating lease	26,424	32,929	Market approach	Selection of land with similar approximate utility Application of a cost of construction index to historical cost	\$1.19 to \$43.16 per m2 (\$10.57 per m2)	\$1.19 to \$43.16 per m2 (\$10.57 per m2)	Higher value of similar land increases estimated fair value. Increases/(decreases) in the costs of construction changes the estimated fair value
Buildings & Building subject to an operating lease	1,563,061	1,595,505	Depreciated Replacement Cost	Consumed economic benefit/ obsolescence of asset Application of a cost of construction index to historical cost	-13.9% to 2.3% per year (0.85% per year)	-6.0% to 32.6% per year (0.26% per year)	Greater consumption of economic benefit or increased obsolescence lowers fair value. Increases/(decreases) in the costs of construction changes the estimated fair value
Infrastructure & Infrastructure subject to an operating lease	108,633	103,383	Depreciated Replacement Cost	Consumed economic benefit/ obsolescence of asset Application of a cost of construction index to historical cost	-12.8% to 11.4% per year (3.72% per year)	-11.4% to 25.3% per year (-2.3% per year)	Greater consumption of economic benefit or increased obsolescence lowers fair value. Increases/(decreases) in the costs of construction changes the estimated fair value

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
Future impact of Australian Accounting Standards issued not yet operative	9.2
Key management personnel	9.3
Related party transactions	9.4
Related bodies	9.5
Affiliated bodies	9.6
Remuneration of auditors	9.7
Equity	9.8
Supplementary financial information	9.9
Explanatory statement	9.10

9.1 Events occurring after the end of the reporting period

The Trust has no subsequent events to report.

9.2 Future impact of Australian Accounting Standards not yet operative

VenuesWest cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements' or by an exemption from TI 1101. Where applicable, the Agency plans to apply the following Australian Accounting Standards from their application date.

		Operative for reporting periods beginning on/after
AASB 2020-1	<p><i>Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current</i></p> <p>This Standard amends AASB 101 to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. There is no financial impact.</p>	1-Jan-23
AASB 2020-3	<p><i>Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments</i></p> <p>This Standard amends: (a) AASB 1 to simplify the application of AASB 1; (b) AASB 3 to update a reference to the Conceptual Framework for Financial Reporting; (c) AASB 9 to clarify the fees an entity includes when assessing whether the terms of a new or modified financial liability are substantially different from the terms of the original financial liability; (d) AASB 116 to require an entity to recognise the sales proceeds from selling items produced while preparing property, plant and equipment for its intended use and the related cost in profit or loss, instead of deducting the amounts received from the cost of the asset; (e) AASB 137 to specify the costs that an entity includes when assessing whether a contract will be loss-making; and (f) AASB 141 to remove the requirement to exclude cash flows from taxation when measuring fair value. There is no financial impact.</p>	1-Jan-22
AASB 2020-6	<p><i>Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date</i></p> <p>This Standard amends AASB 101 to defer requirements for the presentation of liabilities in the statement of financial position as current or non-current that were added to AASB 101 in AASB 2020-1. There is no financial impact.</p>	1-Jan-22
AASB 2021-2	<p><i>Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates</i></p> <p>This Standard amends: (a) AASB 7, to clarify that information about measurement bases for financial instruments is expected to be material to an entity's financial statements; (b) AASB 101, to require entities to disclose their material accounting policy information rather than their significant accounting policies; (c) AASB 108, to clarify how entities should distinguish changes in accounting policies and changes in accounting estimates; (d) AASB 134, to identify material accounting policy information as a component of a complete set of financial statements; and (e) AASB Practice Statement 2, to provide guidance on how to apply the concept of materiality to accounting policy disclosures. There is no financial impact.</p>	1-Jan-23
AASB 2021-3	<p><i>Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions beyond 30 June 2021</i></p> <p>This Standard amends AASB 16 to extend by one year the application period of the practical expedient added to AASB 16 by AASB 2020-4.</p>	1-Apr-21

9.3 Key management personnel

The Trust has determined that key management personnel includes Ministers, board members and senior officers of the Trust. However, the Trust is not obligated to compensate Ministers and therefore disclosures in relation to Ministers' compensation may be found in the *Annual Report on State Finances*.

The number of members of the Trust, whose total of fees, salaries, superannuation, non monetary benefits and other benefits for the financial year, fall within the following bands detailed on the following page.

Remuneration of members of the Trust (\$)	2021	2020
30,001 - 40,000	4	4
40,001 - 50,000	1	1
	2021	2020
	(\$000)	(\$000)
Short term employee benefits	153	153
Post employment benefits	14	14
Other long term benefits	-	-
The total remuneration of members of the Trust	167	167

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

Compensation band	2021	2020
130,001 - 140,000	-	1
140,001 - 150,000	-	1
150,001 - 160,000	2	-
190,001 - 200,000	-	1
200,001 - 210,000	1	1
210,001 - 220,000	1	-
220,001 - 230,000	-	1
230,001 - 240,000	1	-
390,001 - 410,000	1	-
410,001 - 420,000	-	1
	2021	2020
	(\$000)	(\$000)
Short term employee benefits	1,267	1,207
Post employment benefits	107	106
The total remuneration of senior officers	1,374	1,313

Total compensation includes the superannuation expense incurred by the Trust in respect of senior officers.

9.4 Related Party Transactions

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

Related parties of the Trust include:

- all cabinet ministers and their 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 public sector entities, including related bodies included in the whole of government consolidated financial statements;
- associates and joint ventures, that are included in the whole of government consolidated financial statements; and
- the Government Employees Superannuation Board (GESB).

Significant transactions with Government related entities

Significant transactions include:

- Service appropriations (Note 4.1);
- Capital appropriations (Note 9.8);
- Fleet leasing to the Department of Finance (Note 5.3);
- Facility hire to the Western Australian Institute of Sport (Note 3.5);
- Insurance payments to RiskCover (Note 3.2 & 3.4);
- Remuneration for services provided to the Auditor General (Note 9.7);
- Remuneration for services provided to the State Solicitors Office (Note 3.2);
- Superannuation payments to GESB (Note 3.1);

Material transactions with other related parties

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

9.5 Related bodies

The Trust had no related bodies during the financial year as defined by TI 951.

9.6 Affiliated bodies

The Trust had no affiliated bodies during the financial year as defined by TI 951.

9.7 Remuneration of auditors

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

	2021 (\$000)	2020 (\$000)
Auditing the accounts, financial statements, controls, and key performance indicators	89	91

9.8 Equity

	2021 (\$000)	2020 (\$000)
Contributed equity		
Balance at the start of the period	1,597,350	1,583,565
Contribution by owners		
Capital appropriation	25,753	13,520
Transfer of net assets from other agencies		
Transfer from the Department of Local Government, Sport and Cultural Industries for the Nicki Winmar Statue at Optus Stadium	-	265
Balance at the end of the period	1,623,103	1,597,350

	2021 (\$000)	2020 (\$000)
Asset revaluation surplus		
Balance at start of period	73,654	71,714
Net revaluation increments/(decrements):		
Land	(2)	16
Buildings	13,205	4,256
Infrastructure	2,709	(2,332)
	15,912	1,940
Balance at the end of the period	89,566	73,654

Accumulated surplus		
Balance at start of year	97,260	69,071
Initial application of AASB 1058 (a)	-	(512)
Result for the period	(8,278)	28,701
Balance at end of period	88,982	97,260

Initial application of AASB 1058 (a) Amounts recognised as revenue in 2019 that were reversed on 1 July 2019 for revenue received for which there was no service delivery, to comply with AASB 1058 Income of Not-for-Profit Entities, effective 1 July 2019.

9.9 Supplementary information

	2021 (\$000)	2020 (\$000)
(a) Write-offs		
Public property written off by the Board during the financial year	42	-
Bad debts written off by the Board during the financial year	5	74
	47	74

(b) Losses through theft, default and other causes

There were no losses through theft, default or other causes during the year.

(c) Gifts of public property

There were no gifts of public property given during the year.

9.10 Explanatory statement (Controlled Operations)

All variances between annual estimates (original budget) and actual results for 2021, and between the actual results for 2021 and 2020 are shown below. Narratives are provided for key major variances, which are greater than 10% and 1% of Total Cost of Services for the Statements of Comprehensive Income and Cash Flows, and are greater than 10% and 1% of Total Assets for the Statement of Financial Position.

9.10.1 Statement of Comprehensive Income Variances

	Variance Note	Estimate 2021 (\$'000)	Actual 2021 (\$'000)	Actual 2020 (\$'000)	Variance between estimate and actual (\$'000)	Variance between actual results for 2021 and 2020 (\$'000)	Variances between estimate and actual
Expenses							
Employee benefits expense		44,916	48,151	50,779	(3,235)	(2,628)	1) Reclassification of costs combined with additional venue management expenditure.
Supplies and services	1A	43,266	47,873	55,394	(4,607)	(7,521)	2) The re-financing of the loan liability resulted in significant reduction to Finance costs in 'Actual 2021' which was not included in the 'Estimate 2021'.
Depreciation and amortisation expense		71,933	74,471	73,735	(2,538)	736	
Finance costs	2B	26,910	18,051	27,299	8,859	(9,248)	3) Accommodation costs include higher than expected Repairs & Maintenance, Cleaning and Utilities costs than in the 'Estimate 2021'.
Accommodation expenses	3	9,094	13,083	12,885	(3,989)	198	
Losses on disposal of non-current assets		-	95	8	(89)	87	
Cost of sales		13,643	14,541	16,633	(898)	(2,092)	
Other expenses	1	2,346	1,787	2,126	559	(339)	4) Some Optus Stadium revenue recognised as actual sales revenue was budgeted for in user fees. Additionally, lower hirer fees revenues were offset by additional catering revenues.
Total cost of services		212,108	218,052	238,859	(5,944)	(20,807)	5) Other revenue includes grant incomes relating to capital expenditure projects that was not in the 'Estimate 2021'.
Income							
Revenue							
User charges and fees	4A	35,855	26,083	44,848	(9,772)	(18,765)	
Sales	4A	39,376	49,479	60,372	10,103	(10,893)	
Interest revenue		288	60	263	(228)	(203)	
Other revenue	5A	19,396	21,696	26,664	2,300	(4,968)	6) Service appropriations for 'Actual 2021' reflect a reduction to the 'Estimate 2021' following re-financing savings for the loan liability.
Total Revenue		94,915	97,318	132,147	2,403	(34,829)	Variances between actual results for 2021 and 2020
Gains							
Gain on disposal of non-current assets		-	3	-	3	3	A) The impact of COVID-19 has resulted in reduced revenues and expenses in 2021 compared with 2020. Venues were closed for business from late March to May 2020. In 2021 venues have sustained multiple smaller lock downs and operated with other COVID-19 related restrictions during the year resulting in significant impacts on revenues and expenses.
Other gains	C	-	-	18,764	-	(18,764)	B) The re-financing of the loan liability resulted in a significant reduction to Finance costs in 2021 compared to 2020.
Total Gains		-	3	18,764	-	(18,761)	C) Unrealised gain in 2020 as a result of a favourable change in the Optus Stadium DBFM Contract loan following a re-financing exercise effective from March 2020.
Total income other than income from State Government		94,915	97,321	150,911	2,406	(53,590)	
NET COST OF SERVICES		117,193	120,731	87,948	(8,350)	32,783	
Income from State Government							
Service appropriation	6	120,183	112,453	116,649	(7,730)	(4,196)	
Total income from State Government		120,183	112,453	116,649	(7,730)	(4,196)	
SURPLUS FOR THE PERIOD		2,990	(8,278)	28,701	620	(36,979)	
OTHER COMPREHENSIVE INCOME							
Items not reclassified subsequently to profit or loss							
Changes in asset revaluation surplus	7	-	15,912	1,940	15,912	13,972	
Total other comprehensive income		-	15,912	1,940	15,912	13,972	
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		2,990	7,634	30,641	16,532	(23,007)	

9.10.2 Statement of Financial Position Variances

Variances between actual results for 2021 and 2020

A) The increase in 'Amounts receivable for services' reflects the impact of depreciation appropriation for 2021.

	Variance Note	Estimate 2021 (\$'000)	Actual 2021 (\$'000)	Actual 2020 (\$'000)	Variance between estimate and actual (\$'000)	Variance between actual results for 2021 and 2020 (\$'000)
ASSETS						
Current Assets						
Cash and cash equivalents		55,426	72,375	58,964	16,949	13,411
Restricted cash and cash equivalents		894	1,136	894	242	242
Inventories		1,075	1,706	1,075	631	631
Receivables		7,121	12,373	10,592	5,252	1,781
Amounts receivable for services		4,700	4,700	4,700	-	-
Other current assets		10,108	12,093	2,241	1,985	9,852
Total Current Assets		79,324	104,383	78,466	25,059	25,917
Non-Current Assets						
Amounts receivable for services	A	346,100	346,100	278,930	-	67,170
Infrastructure, property, plant and equipment and right-of-use assets		1,760,505	1,763,568	1,809,947	3,063	(46,379)
Intangible assets		1,566	2,260	1,566	694	694
Total Non-Current Assets		2,108,171	2,111,928	2,090,443	3,757	21,485
Total Assets		2,187,495	2,216,311	2,168,909	28,816	47,402
LIABILITIES						
Current Liabilities						
Payables		4,999	11,923	5,277	(6,924)	(6,646)
Loan Liabilities		8,372	7,932	7,703	440	(229)
Employee related provisions		4,697	5,257	4,096	(560)	(1,161)
Other current liabilities		30,538	41,900	27,541	(11,362)	(14,359)
Total Current Liabilities		48,606	67,012	44,617	(18,406)	(22,395)
Non-Current Liabilities						
Employee related Provisions		1,685	1,270	1,685	415	415
Loan Liabilities		351,676	346,378	354,343	5,298	7,965
Total Non-Current Liabilities		353,361	347,648	356,028	5,713	8,380
Total Liabilities		401,967	414,660	400,645	(12,693)	(14,015)
NET ASSETS		1,785,528	1,801,651	1,768,264	16,123	33,387
EQUITY						
Contributed equity		1,615,362	1,623,103	1,597,350	7,741	25,753
Reserves		101,488	89,566	73,654	(11,922)	15,912
Accumulated surplus		68,678	88,982	97,260	20,304	(8,278)
TOTAL EQUITY		1,785,528	1,801,651	1,768,264	16,123	33,387

9.10.3 Statement of Cash Flows Variances

	Variance Note	Estimate 2021 (\$'000)	Actual 2021 (\$'000)	Actual 2020 (\$'000)	Variance between estimate and actual (\$'000)	Variance between actual results for 2021 and 2020 (\$'000)
CASH FLOWS FROM STATE GOVERNMENT						
Service appropriation		48,313	40,583	49,750	(7,730)	(9,167)
Capital appropriation		17,924	25,753	13,520	7,829	12,233
Holding account drawdowns		4,700	4,700	4,700	-	-
Net cash provided by State Government		70,937	71,036	67,970	99	3,066
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee benefits	A	(44,916)	(46,664)	(52,254)	(1,748)	5,590
Supplies and services	A	(42,635)	(45,227)	(70,886)	(2,592)	25,659
Finance Costs	1 B	(26,909)	(17,284)	(27,299)	9,625	10,015
Accommodation	2	(9,122)	(13,083)	(12,885)	(3,961)	(198)
GST payments to taxation authority	3	(1,040)	(1,544)	(7,860)	(504)	6,316
GST payments on purchases	3 C	(420)	(16,725)	(11,492)	(16,305)	(5,233)
Other payments		(16,593)	(16,549)	(18,225)	44	1,676
Receipts						
Sale of goods and services	4 E	63,171	86,051	71,885	22,880	14,166
Interest received		288	60	263	(228)	(203)
GST receipts on sales	3 C	1,460	9,940	13,525	8,480	(3,585)
GST receipts from taxation authority	3 C	-	8,546	3,788	8,546	4,758
Other receipts	4 D	31,456	24,707	17,947	(6,749)	6,760
Net cash (used in)/provided by operating activities		(45,260)	(27,772)	(93,493)	17,488	65,721
CASH FLOWS FROM INVESTING ACTIVITIES						
Payments						
Purchase of non-current assets		(26,897)	(22,008)	(15,738)	4,889	(6,270)
Receipts						
Other grants and subsidies		-	-	270	-	(270)
Proceeds from sale of non-current assets		-	-	-	-	-
Net cash used in investing activities		(26,897)	(22,008)	(15,468)	4,889	(6,540)
CASH FLOWS FROM FINANCING ACTIVITIES						
Payments						
Repayment of loan liabilities		(1,968)	(7,603)	(7,663)	(5,635)	60
Net cash used in financing activities		(1,968)	(7,603)	(7,663)	(5,635)	60
Net increase/(decrease) in cash and cash equivalents		(3,188)	13,653	(48,654)	16,841	62,307
Cash and cash equivalents at the beginning of the period		59,508	59,858	108,512	350	(48,654)
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD		56,320	73,511	59,858	17,191	13,653

Variances between estimate and actual

1) The re-financing of the loan liability resulted in a significant reduction to Finance costs in 'Actual 2021' which was not included in the 'Estimate 2021'.

2) Accommodation payments include higher than expected Repairs & Maintenance, Cleaning and Utilities costs compared to 'Estimate 2021'.

3) Movements in GST transactions reflect the netting of GST in 'Estimate 2021' and the consolidation of GST movements with partner managed venues in the 'Actual 2021'.

4) A number of revenues that were budgeted against 'Other receipts' were allocated to 'Sale of goods and services' in the 'Actual 2021'. Revenues received in advance increased during 2021 but will not be accounted in revenue until 2022.

Variances between actual results for 2021 and 2020

A) The impact of COVID-19 has resulted in reduced receipts and payments in 2021 compared with 2020. Venues were closed for business from late March to May 2020. In 2021 venues have sustained multiple smaller lock downs and operated with other COVID-19 related restrictions during the year resulting in significant impacts on receipts and payments.

B) The re-financing of the loan liability resulted in a significant reduction to Finance costs in 2021 compared to 2020.

C) Additional GST payments and receipts relating to partner venues recognised that were previously netted against each other.

D) Other receipts includes grant incomes relating to capital expenditure projects that were not received in 2020.



05 | DISCLOSURES AND COMPLIANCE

Ministerial directives

There were no new ministerial directives during this reporting period.

The Western Australian Government's ongoing declaration of a State of Emergency from March 2020 did, however, result in a series of directions relating to the closing of facilities and modified capacity of venues that resulted in modified operations during the 2020-21 financial year.

Other financial disclosures

Capital Works

The 2020-21 Capital Works program was valued at \$38.2 million which included our annual Strategic Asset Management (SAM) Plan provision of \$11 million, \$6.7 million for State Recovery Projects, \$3 million for State Government approved additional upgrades and maintenance, an extra \$3.3 million funding for the Optus Stadium rooftop walk program of works, \$6.7 million of carry-forward commitments from the previous year and various other upgrades at our venues.

Some of the completed works include:

- The remainder of works to replace the pool hall roof and insulation at HBF Arena;
- New hot water boilers to service the indoor pools at HBF Arena;
- Completion of an office extension at the Gold Netball Centre;
- Upgrades to audio in the theatrette at HBF Stadium;
- Installation of pool circulation pumps at HBF Stadium;
- State Government funded lighting upgrades, new ticketing turnstiles and audio upgrades at the Motorplex;
- State Government funded security upgrades at Optus Stadium;
- State Government funded perimeter fence security upgrades at HBF Park;
- Emergency lighting upgrades at HBF Arena; and
- A painting refresh and new chair shells at the indoor pool at HBF Stadium.

As at 30 June 2021:

- \$24 million was committed against the full year budget which includes \$2.7m accelerated works from the 2021-22 SAM Plan Program and \$22 million worth of work completed and spent. This year is the first time this volume of work has been committed and spent and demonstrates the ability of the team to pivot and flex with the fast pace change in the size of the program. In comparison, we committed \$15.4 million and spent \$12.2 million in 2019-20;
- \$10.1 million was committed at Optus Stadium for the new rooftop walk, security civil works to mitigate hostile vehicle attacks and remediation of the broader precinct footprint;
- \$1 million of the \$6.7 million allocated to state recovery projects was committed, noting that some work has been put on hold pending the outcomes from the 2023 FIFA Women's World Cup preparation, with the remainder expected to be committed in the 2021-22 financial year;
- 119 projects were completed;
- 46 projects are in progress; and
- 47 projects are in scoping, design and planning phases, ready to be commenced as carryover projects.

Pricing policies and services provided

VenuesWest charges for goods and services rendered on a full or partial cost recovery basis. These fees and charges were determined in accordance with Costing and Pricing Government Services: Guidelines for Use by Agencies in the Western Australian Public Sector published by Treasury. The current fees and charges were introduced and payable from 1 July 2019 and VenuesWest maintained those fees and charges throughout the year ending 30 June 2021 in response to COVID-19 impacts on the broader community. Details are available on each venue's website which can be accessed from www.venueswest.wa.gov.au.

Employment profile

Workforce Profile	2020-21	2019-20
Total FTE (12-month average)	254	252
Full-time	51%	55%
Part-time	27%	24%
Diversity		
Aboriginal and Torres Strait Islander Peoples	0.7%	0.2%
People with disability	1.5%	1.6%
Women in management	42%	44%
Average age (years)	36.8 years	37.2 years

Figure 20 – Employment profile

Compliance with public sector standards and ethical codes

VenuesWest is committed to complying with public sector standards in human resource management and the Western Australian Public Sector Code of Ethics. Our Code of Conduct reflects the requirements of the Public Sector Code of Ethics and defines the expected standards of behaviour, promotes professionalism and excellence, provides guidance in ethically ambiguous situations, and supports the demonstration of the VenuesWest Way signature behaviours.

Employees are required to complete Code of Conduct, and Accountable and Ethical Decision-Making Training as part of our onboarding process. In 2020-21, 170 employees were assigned these courses with an overall completion rate of 98%.

Recruitment, selection and appointment

VenuesWest is committed to upholding the requirements of the Commissioner's Instructions in relation to employment. In 2020-21, there were 57 recruitment processes completed with no breach claims lodged against VenuesWest. Additionally, VenuesWest converted three casual and six fixed term employees to permanent positions under the Commissioner's Instructions.

Our Recruitment, Selection and Appointment Policy sets the standard for recruitment, selection, appointment, secondment, transfer and temporary deployment for permanent, fixed term and casual employees. This policy suite was updated in 2020-21 to include new requirements for employment screening and the recruitment and selection of upper management positions.

Industrial relations

There are 151 administrative employees at VenuesWest engaged under the Public Sector CSA Agreement 2019. The remaining 459 operational employees are employed under the VenuesWest General Agreement. Negotiations for a replacement VenuesWest General Agreement commenced in June 2021 with expected completion in December 2021.

Governance disclosures

Board remuneration and meeting attendance for 2020-21

	Remuneration	JUL	AUG	SEP	OCT	NOV	FEB	MAR	APR	MAY	JUN
Graham Goerke	\$46,373	✓	✓	✓	—	✓	✓	✓	✓	✓	✓
Prof Paul Johnson	\$0	✓	✗	✓	—	✓	✓	✓	✓	✓	✗
Mary Anne Stephens	\$30,167	✓	✓	✓	—	✗	✓	✓	✓	✓	✓
Susan Hunt	\$0	✓	✗	✓	—	✓	✓	✓	✓	✓	✓
Linda Wayman	\$30,167	✓	✓	✓	—	✓	✓	✓	✓	✓	✓
Scott Henderson	\$0	✓	✓	✗	—	✓	✓	✗	✓	✓	✗
Priya Cooper	\$30,167	✓	✓	✓	—	✓	✓	✓	✓	✓	✓
Donna Oxenham	\$30,167	✓	✓	✓	—	✓	✓	✓	✓	✓	✓
Kaylene Gulich	\$0	✓	✓	✓	—	✓	✓	✓	✓	✓	✗
Total	\$167,041										

✓ : Attended

✗ : Apology

— : Meeting cancelled

✗ : Approved Leave of Absence

Note: No Board meetings were held in December and January.

Figure 21 – Board remuneration and meeting attendance

Declaration of interest

There were three new conflicts of interest disclosed during 2020-21.

Independent advice

There were no instances where independent advice was sought in 2020-21.

Directors and Officers Liability Insurance

Marsh Pty Ltd provided VenuesWest with directors and officers liability insurance in 2020-21 at a premium of \$13,912.69.

Complaints management

Feedback from our customers and stakeholders is viewed as a valuable vehicle to drive continuous improvement across all areas of the organisation. The process by which complaints and feedback are managed has been highlighted as a key focus area in the business plan for 2021-22. This includes the development of a digital solution to manage the process effectively and improve transparency.

VenuesWest manages the customer feedback process at self-managed venues. Venue management partners ASM Global and VenuesLive are responsible for customer feedback at RAC Arena and Optus Stadium respectively.

Complaints received

We received 271 negative feedback forms at our self-managed venues. The key themes identified were: lack of available swimming space for the public, lack of car parking during busy periods, and issues with face masks during COVID-safe restrictions.

Social media sentiment

We received approximately 6,300 inbound messages across our social channels. These include comments and direct messages. The overall sentiment behind the public interactions was deemed either neutral or positive with a number of direct messages deemed as negative due to COVID-19 related closures or restrictions.

Other legal requirements

Unauthorised use of credit cards

Officers of VenuesWest hold corporate credit cards where their functions warrant such use. Despite each cardholder being reminded of their obligations annually under the Agency's credit card policy, there have been several inadvertent uses of corporate credit cards for minor personal expenditure. No disciplinary action was deemed appropriate as the Chief Financial Officer noted prompt advice and settlement of the personal use amount and that the nature of the expenditure was immaterial and characteristic of an honest mistake in each instance.

	2021
Number of instances the Western Australian Government Purchasing Cards have been used for personal purposes	10
Aggregate amount of personal use expenditure for the reporting period	\$1,000
Aggregate amount of personal use expenditure settled by the due date (within five working days)	\$1,000
Aggregate amount of personal use expenditure settled after the period (after five working days)	0
Aggregate amount of personal use expenditure remaining unpaid at the end of the reporting period	0
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	0

Figure 22 - Unauthorised use of credit cards

Advertising expenditure

In accordance with section 175ZE of the *Electoral Act 1907*, the agency incurred the following expenditure from the use of advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisations.

The total expenditure for 2020-21 was \$728,827 and was incurred in the following areas:

Expenditure	Organisation	Amount (\$)	Total (\$)
Advertising agencies	-	-	-
Market research	Nielsen Sport	45,250	49,360
	Thinkfield	3,000	
	Survey Monkey	1,110	
Polling	-	-	-
Direct mail	-	-	-
Advertising (VenuesWest)	Facebook	77,181	286,217
	Google Ads	58,183	
	Initiative	57,675	
	Ooh! Media	16,886	
	LinkedIn	2,178	
	Digital Loop	20,240	
	Perth is OK	34,212	
	Made In the Pile	9,500	
	Ticketmaster	3,563	
	Seven Network	6,599	
Advertising (Motorplex)	Initiative Media Australia	317,111	393,250
	All Flags Signs and Banners	4,903	
	Sprint Car Entrants Group	61,240	
	Mail Chimp	2,061	
	Luke Nieuwhof	2,400	
	Khojo Enterprises	5,535	
Total Spend			\$728,827

Figure 23 - Advertising expenditure

Freedom of information

There were two new applications received during the year. One application was withdrawn. The second application was received in late June 2021 and will be addressed in the 2021-22 financial year.

Record Keeping Plan

VenuesWest is committed to improving its record keeping practices and compliance with the *State Records Act 2000*.

Significant steps were made towards increased compliance during the year and key actions included:

- Approval of the new Retention and Disposal Authority by the State Records Commission.
- Bi-annual reviews of vital organisational records and updates of the Vital Records Register.
- Ongoing review and assessment of hardcopy records held and relocated to a compliant off-site storage facility.
- Annual identification, review and authorisation of records for disposal in accordance with the Records Disposal Policy and Procedure.

An assessment of nine of VenuesWest business systems against recordkeeping requirements has been completed. Results and the status of each system will be included in the 2022 Record Keeping Plan review.

Efficiency and effectiveness of recordkeeping systems is evaluated and reviewed

Use of the Electronic Document and Records Management System (EDRMS) is consistent across the organisation with 210 of the available 222 licences allocated to staff. In the last year more than 41,400 documents and 863 file containers were created.

As a result of the implementation of Office 365 (O365), and the ongoing periodic COVID-19 requirements for staff to work remotely from home, the need to increase compliance of O365 applications to meet recordkeeping requirements is being addressed. Testing is currently underway of a third-party tool to integrate SharePoint to Content Manager and allow the mapping of identified official records to our approved document management system.

Recordkeeping training and induction programs evaluation and review

Training in the use of Content Manager has been delivered in both group and one-on-one sessions this year, with 38 staff members receiving initial and/or refresher training in the use of Content Manager. Our Learning Management System (LMS) contains two mandatory recordkeeping modules, *Records Management Awareness* and *Privacy and Information Release*. Both modules have been completed by all staff and are a part of the induction process for new employees.

Occupational Safety and Health (OSH)

Statement of Commitment

VenuesWest is committed to ensuring safe and healthy workplaces across our venues. The Executive team, Risk, Safety and Health team, Safety and Health Representatives and employees are engaged in continuously improving our safety and health performance while adhering to the following codes of practice and legislative requirements:

- *Occupational Safety and Health Act 1984*.
- Public Sector Commissioner's Circular 2018-03: Code of Practice: Occupational Safety and Health in the Western Australian Public Sector.
- The Code of Practice - Occupational Safety and Health in the Western Australian Public Sector 2007.
- *Workers' Compensation and Injury Management Act 1981*.
- Workers Compensation Code of Practice (Injury Management) 2005.

Formal mechanism for consultation

Consultation on safety and health matters is formalised through a Consultation and Communication Procedure which is made available to all employees via the intranet and communicated with the aid of the Safety and Health Committee. The committee consists of elected and appointed safety and health representatives from across the organisation who, together with senior management, oversee the hazards-management system and measures to improve safety performance. The committee meets regularly at six-to-eight-week intervals.

Statement of compliance with Workers Compensation and Injury Management Act

Through the VenuesWest Injury Management (IM) Framework, a robust injury management practice has been implemented to support employees in their recovery and return to work. There were a total of four workers' compensation claims this year with three resulting in lost time injuries. This is a reduction of five claims on the previous year.

Assessment of Occupational Safety and Health Management System

A formal external audit of the OSH management system is undertaken at five-year intervals. The last audit was conducted in 2019-20 by Franklin Work Safety based on the Worksafe Plan format. VenuesWest was awarded the Worksafe WA 'Platinum' award having achieved an overall rating of 90% and a maximum element rating of 96% (management commitment).

Occupational Safety and Health Performance Measures

Expenditure	Results 2018-19	Results 2019-20	Results 2020-21	Targets	Comments
Number of fatalities	0	0	0	0	Target achieved
Lost time injury and disease incidence rate (LTI/D)	2.4	1.2	0.8	0 or 10% reduction in incidence rate	Target achieved
Lost time injury and disease severity rate	17%	33%	0%	0 or 10% reduction in severity rate	Target achieved
Percentage of injured workers returned to work within 13 weeks	50%	75%	67%	N/A	
Percentage of injured workers returned to work within 26 weeks	67%	100%	67%	Greater than or equal to 80%	Target not achieved
Percentage of managers and supervisors trained in OSH and IM responsibilities	90%	84%	98%	Greater than or equal to 80%	Target achieved

Figure 24 – OSH performance measures

LTI/D Incidence Rate

The incidence rate has decreased and the target rate was achieved for the third consecutive year.

LTI/D Severity Rate

The severity rate has reduced by 33% on the previous year and the target rate of zero was achieved.

Percentage of Managers and Supervisors trained in OSH and Injury Management responsibilities

Management training for OSH and IM obligations is delivered via induction programs that are systematically scheduled at the commencement of employment and 12-monthly intervals thereafter. People managers receive additional IM training via the Insurance Commission of Western Australia approved internal learning modules.



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