

Working together to deliver quality experiences

WESTERN AUSTRALIAN SPORTS CENTRE TRUST 2011-12

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STATEMENT OF COMPLIANCE

For the year ended 30 June 2012

To the Honourable Terry K Waldron MLA

Minister for Sport and Recreation; Racing and Gaming; Minister assisting the Minister for Health.

In accordance with the requirements of section 64 of the Financial Management Act 2006, it is my pleasure to submit for your information and presentation to Parliament, the Annual Report of the Western Australian Sports Centre Trust trading as VenuesWest for the year ended 30 June 2012.

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



Graham Partridge
CHAIRMAN

OVERVIEW

Overview of Venueswest

The Western Australian Sports Centre Trust trading as [VenuesWest](#) is responsible for managing, operating and promoting the use of State facilities for elite sport and competition, recreational programmes and entertainment events.

VenuesWest employs on an average 254 full-time equivalent staff physically located in the following venues:

Challenge Stadium

In 1986, VenuesWest's first venue, Perth Superdome, was built with its primary focus being a commitment to help develop elite sport and athletes in their pursuit of excellence. Now known as Challenge Stadium, the facility is currently home to a myriad of activities — including: elite sport training and competition, public and competition aquatic facilities, concerts, childcare, functions, events plus health and fitness facilities.

Midvale SpeedDome

The Midvale SpeedDome provides training and competition facilities for cycling and rollersports in Western Australia. The SpeedDome opened in 1989 and is Perth's only combined indoor velodrome and rollersports complex.

Arena Joondalup

Built in Perth's northern suburbs in 1992, Arena Joondalup provides multi-purpose sport, recreation and aquatic facilities for the local community. Home to in excess of 30 sporting clubs, 2,000 Health & Fitness members, 1000 Learn to Swim members and the West Perth Football Club, Arena Joondalup caters for a variety of sports including football, hockey, netball, rugby, athletics, tennis, volleyball, badminton and soccer.

Perth Motorplex

The Motorplex opened in 2000 and is Western Australia's world class motorsports complex and was the first motor sport venue in Australia to combine both drag racing and speedway at one site. The complex comprises an oval speedway track and a quarter mile drag strip. The Motorplex was built by the Government of Western Australia with management responsibility vested in VenuesWest. The day-to-day operation of motor sport activity is carried out by Kwinana Motorplex Pty Ltd via a non-exclusive license agreement with VenuesWest.

WA Athletics Stadium

The WA Athletics Stadium opened in May 2009 and is the premier facility for athletics in Western Australia. The venue has a nine lane 400 metre Mondo athletics track and has been designed to give athletes maximum assistance to achieve great performances. It seats 2,000 people in the grandstand and more than 8000 on the grass banks. It already hosts a myriad of Athletics events and has successfully hosted entertainment events.

WA Basketball Centre

Opened in January 2010, this new facility has been designed to cater for community, state and national level basketball competition with eight courts, including two show courts and seating for up to 2,000 spectators, providing an enormous boost to the game. It is a multi-purpose sports complex and, while basketball is its primary use, sports such as netball, volleyball, badminton and other indoor games are also being hosted.

Rugby

Opened in July 2011 this facility is located in the Mt Claremont sporting precinct and provides a multi-purpose facility with administration space for Rugby WA, high performance indoor training facilities, gymnasium space and change rooms plus a small training space.

Champion Lakes Regatta Centre

VenuesWest was assigned ownership and management of The Champion Lakes Regatta Centre in 2011/12. This facility is Western Australia's only purpose-built rowing facility and comprises a 55 hectare lake, 2000 metre international standard rowing course, warm up lake, boat shed storage area and clubhouse, the centre is home to a number of sporting groups and hosts national and international competitions.

nib Stadium

As part of the West Australian Government's decision to redevelop Perth's Rectangular Stadium – nib Stadium, VenuesWest was assigned custodianship of this venue which serves as the home of high performance rectangular sporting codes – Rugby League, Rugby Union and Soccer. The \$95.14 million Stage 1 redevelopment which will commence on 2 July 2012 will include a new permanent eastern stand; new food and beverage concessions; new east stand toilets and entrance gates; a new concourse; roof coverage to 80% of the east stand seats; a new pitch; new pitch lighting; video replay boards; a BBQ terrace; operational maintenance works to the existing west stand and open corporate reserves to east stand bowl with awning to front of east tier for shade protection. A new uncovered permanent southern stand, a whole of stadium PA system and new seating in the southern bowl area will also be delivered by this project.

FUTURE VENUES:

Perth Arena

Work is nearing completion for Perth's new, state-of-the-art multipurpose indoor entertainment and sports venue. The Perth Arena will be the jewel in the crown of the City's premier entertainment precinct and the opening date and act was announced during the course of this year. Both VenuesWest and AEG Ogden who will manage the venue look forward to the 10th of November 2012 opening.

Netball

In May 2009, the State Government announced the plan and funding to deliver a new \$26million State Netball Centre. This latest addition to the VenuesWest portfolio of assets will include four world-standard indoor netball courts and office space for Netball WA at the Matthews Netball Centre in Floreat.

VENUESWEST AT A GLANCE: 2011-12

As Western Australia's provider of premier sports, recreation and entertainment venues, our facilities are significant sites for individuals, families and elite athletes.

VenuesWest's services reach beyond immediate catchment areas through the hosting of State and National sporting and entertainment events that bring Western Australians from all over the State.

VenuesWest's products and services are structured to increase patronage by Western Australians with a choice of activities to meet individual needs and circumstances to encourage:-

- » Active lifestyle choices (community users)
- » Retention of high performance athletes in WA (elite and commercial event users)
- » Vibrant lifestyles (commercial users)
- » Access by people with physical disabilities (all users)

In 2011-12 total patronage across the venues was as follows:-

Venue	2011-12
Arena Joondalup	1,255,671
Challenge Stadium	872,199
SpeedDome	23,518
Perth Motorplex	261,955
WA Athletics Stadium	106,836
WA Basketball Centre	360,551
Champion Lakes Regatta Centre	37,867
Total Patronage	2,918,597

Elite Sport – Training and Competition Hours

Working in partnership with WAIS and sports to provide high performance training, VenuesWest seeks to deliver facilities that meet both the training and competition compliance requirements of targeted sports to ensure that Western Australia is a suitable home-base for athletes.

In 2011-12 VenuesWest expanded the number of sports supported at the elite level and had the following usage by high performance athletes:

High Performance Training & Competition Hours	
Arena Joondalup	7,718.00
Challenge Stadium	10,834.35
SpeedDome	777.80
WA Athletics Stadium	1,651.50
WA Basketball Centre	1,160.50
Champion Lakes Regatta Centre	195.00
Total Elite Hours	22,337.15

VENUESWEST AT A GLANCE: 2011-12 (CONTINUED)

Events

The multi-purpose nature of the facilities owned and managed by VenuesWest enabled the delivery of a diverse range of events in 2011-12, servicing our elite, community and commercial customers.

Venue	TYPES OF EVENTS					TOTAL
	ELITE	COMMERCIAL	BANQUETS	FUNCTIONS	COMMUNITY	
Challenge Stadium	66	55	10	296	55	482
Arena Joondalup	45	6	1	837	79	968
WAAS	495	9	0	73	110	687
WABC	99	3	0	91	518	711
SpeedDome	3	1	0	0	13	17
Motorplex	0	80	0	0	0	80
Totals	708	154	11	1297	775	2945



Cycling events at Speeddome

Event Highlights included:

302 major events delivered across 5 venues in the 2011/12 year including:

- » 13 West Perth Football Games at Arena Joondalup
- » 17 Wildcats basketball games at Challenge Stadium
- » 11 West Coast Waves basketball games at the WA Basketball Centre
- » 7 Rollerderbys at Midvale SpeedDome & Arena Joondalup
- » 42 Athletics Carnivals at the WA Athletics Stadium
- » 7 West Coast Fever Netball Games at Challenge Stadium
- » 21 SBL Hawks Basketball Games at WA Basketball Centre
- » 3 Expo's, Group Newsagency Expo, Wesbuilders Trade Expo & Toyota National Roadshow at Challenge Stadium
- » 1 Danny Green Boxing event at Challenge Stadium
- » The first concert at the WA Athletics Stadium; Stevie Nicks
- » 3 Youi Games Boomers vs China at Challenge Stadium
- » 3 Cycling events at Speeddome
- » 2 Music festivals; Future Music Festival & Supafest at Arena Joondalup
- » 13 Entertainment events including Tim Minchin, Roxette, The Wombats & Bear Grylls
- » 3 Religious events; Forward in Faith, Youth Alive & Commonwealth Prayer Initiative
- » 2 Relay for Life Fundraising Events at WA Athletics & Arena Joondalup
- » 20 Banquets
- » National Women's Gymnastics
- » SSWA Country Week (Sporting Event)
- » Circus Joseph Ashton
- » National Under 18 Basketball Championships WA Basketball Centre
- » RAC bStreetSmart Event at Challenge Stadium
- » Canoeing WA State Marathon Championships at Champion Lakes Regatta Centre
- » Cheer Unlimited Cheerleading Competition at Arena Joondalup
- » Rowing WA Pennant Regatta at Champion Lakes Regatta Centre



VENUESWEST AT A GLANCE – 2011/2012

Message from the Chairman

A significant milestone was reached in 2011-12 with VenuesWest celebrating the 25th Anniversary of Challenge Stadium. It was with great pride that we paused on the 24th of April to reflect on the venues history and some of the memorable events that have occurred at this facility. As our Minister for Sport stated, Challenge Stadium is one of the most versatile venues in Australia.

“Where else can there be a Wildcats game one day, a banquet the next and a concert on the third, all while there is a national swimming championship in progress?”

It is from this one premier sporting, recreation and entertainment facility that the VenuesWest asset portfolio has grown. This year, we welcomed a record of over 2.9 million patrons to our venues providing high performance athlete support, health and participation opportunities for individuals and families and entertainment experiences for Western Australians across nine operational venues.

VenuesWest took on the ownership of two new facilities this year – the Champion Lakes Regatta Centre and the Perth Rectangular (nib) Stadium. With the integration of these new venues to the portfolio, VenuesWest is now managing an asset portfolio worth just under \$1 billion on behalf of the State Government. Furthermore, the Board’s deliberate decision to operate with differing management models for each of its venues means that new opportunities to work in partnership with the private sector are not only emerging but ensuring continued delivery of sustainable multipurpose iconic venues.

We are extremely proud to support high performance sport within this State and it certainly was a very busy year in the lead up to the London Olympic Games. Over \$550k in Community Service Obligations (CSO) for the purposes of training, venue hire and storage space and in excess of 22,000 training and competition hours for targeted sports was provided to our strategic partners – the WA Institute of Sport. This represented a 3% increase compared to 2010-11. In 2012-2013 we will expand again from supporting 9 to 16 targeted high performance sports for training and competition. A further \$2.1m in CSO was provided to the sports of Rugby (Rugby WA), Basketball (Basketball WA and the Wildcats), Joondalup Sporting Association, Athletics WA, Cycling (BMX Sports, Midland Cycling Club, Perth Mountain Bike Club, Track Cycling WA, Rollersports WA, Canoeing WA and Champion Lakes Boating Club.

Of the 302 major events hosted across our venues this year, 42% of those were for high performance sports, including WAFL, Danny Green Boxing event, basketball (international, national and state level), rollerderbys, athletics, netball, track cycling, gymnastics, and canoeing. It was with some sadness that the after a solid decade of the Wildcats calling Challenge Stadium “The Jungle” home, the end of an era came as they played their last game at this venue. After hosting three NBL Grand Final series at Challenge Stadium during this time we wish the team all the best as they prepare to shift to our newest venue – Perth Arena for their next season.

The inclusion of the Champion Lakes Regatta Centre to our portfolio has brought a new association with the sports of rowing, canoeing and tri-athlon in particular. It was terrific to see this purpose-built facility host the likes of the Canoeing WA State Marathon and the Rowing WA Pennant Regatta and we look forward to further developing our relationship with these sports in the future.

Critical to our continued support of high performance sport and community activity is the profitable delivery of successful commercial events. Some of our event highlights this year included the first ever concert at the WA Athletics Stadium by Stevie Nicks and the two of the most successful music festivals of the year – Future Music and Supafest at our Arena Joondalup venue.

Encouraging and delivering opportunities for individuals to be healthy and active, acquire new skills, compete and find social interaction and entertainment is incredibly important to us and our role in the preventative health agenda. During the course of the year we welcomed over 2.3 million community patrons to our venues for this purpose. These are the people who make our venues vibrant and diverse places. Highlights this year include the SSWA Country Week where kids from all over regional Western Australia come together to play and compete in a variety of sports, 40 swimming carnivals and 29 school carnivals, over 6000 children undertaking ‘Learn to Swim’ programs and in excess of 150 community events.

It was encouraging that The Living Longer Living Stronger Program at Challenge Stadium received a 2011 Gold Excellence Award from COTA (Council of The Ageing) for providing outstanding service to the community. Other significant successes include the growth of the Active Life Rehabilitation (Vietnam Vets Program) and the LIFE program for people with various disabilities which was a finalist for a number of State and National Awards.

Our proven capacity to manage multiple sporting codes and optimise the use of venues positions VenuesWest favourably with respect to further growth. I would like to acknowledge the State Government’s continued investment in new facilities. We are currently in the final phases of the Perth Arena Project and eagerly anticipate a successful opening of this iconic facility in November 2012. Another two venues currently in the planning stages include the new WAIS High Performance Facility which will be located at the Challenge Stadium precinct and the State Netball Centre. Our ability to work in partnership with the Department of Sport and Recreation is ensuring that highly functional facilities are being delivered for the community. We also watch with considerable interest the project to deliver the Perth Major Stadium.

Of course, not all our facilities are new and there is always a need for increased capital investment in ageing infrastructure. I would like to thank the Minister for Sport, the Hon Terry Waldron for his continued support and most recently for approving the development of a business case for the Challenge Stadium Upgrade and hope that we can deliver a refreshed facility that continues to meet the needs of Western Australians well into the future with the progression of this project.

I would like to take this opportunity to thank my Board colleagues for their strategic input and commitment over the last year. In particular I acknowledge the valuable contribution made by outgoing member – Suzi Taylor and we wish her well in her new endeavours overseas. As a result of Suzi's resignation, the VenuesWest Board welcomed Narelle Finch in April of this year.

Lastly, despite the many successes and continued growth experienced in 2011-12, it has been an extremely challenging year and I commend the efforts of the VenuesWest staff, led by Chief Executive David Etherton and the management team.



GRAHAM PARTRIDGE
CHAIRMAN

EXECUTIVE SUMMARY

CEO Foreword

2011-12 can be characterised as a year of balancing the tensions of organisational growth and a focus on containing costs. At times, these objectives are competing and represent the inherent challenge for the workforce at VenuesWest to ensure customers have quality experiences when interacting with us.

The government has charged VenuesWest with responsibility for delivering sustainable, accessible and [profitable](#) state assets.

With our considerable organisational growth continuing in 2011-12, we have delivered on making our venues [accessible](#). Our venues serviced over 2.9 million patrons during the course of the year. To give this some context, this number is equivalent to 47,350 bus loads of Western Australians travelling to our venues a year. We have serviced between 7,300 and 9,300 people per day. This level of patronage is higher than the overall visitation to the State by international and national tourists, higher than the number of people currently in WA prisons and more than double the number of people who attend emergency departments in metropolitan WA hospitals.

We delivered an incredibly diverse calendar of events throughout the year – from high performance sports to community based competitions, banquets, concerts, family events, corporate functions and the like. This range of events and programmed activities ensures that the catchment area is wide and not purely limited to immediate locations.

During the year, we implemented a new suite of corporate values known as 'The VenuesWest Way'. These values guide the organisation's decision making and behaviour and it was gratifying to see improved community customer satisfaction levels at our two most patronised venues of Arena Joondalup at 84% (up 2% from the previous year) and Challenge Stadium at 81% (up by 4% from 2010-11).

With respect to [sustainability](#), a number of initiatives and targets associated with energy management were continued this year. Unfortunately, in spite of improved building design at our newer facilities and the use of energy saving technologies, containing costs was not possible due to multiple failings of the geo-thermal heating system in place at Challenge Stadium requiring additional gas use to heat aquatic facilities and the significant increases in utility costs overall.

Commercially it was a tough year and events generally were lower yielding and membership numbers were decreased – directly reflecting the conservative economic climate we are operating in. Performing Artists and Promoters also struggled with this issue as ticket sales were not achieved and four significant events that were cancelled included Counter Revolution, Lenny Kravitz, The Heatwave concert and Avenged Sevenfold. Whilst commercial events delivered profitable outcomes, the slightly lower revenue combined with increased utility expenses meant that internally our focus was necessarily on cutting costs and finding efficiencies this year.

It is critical for our continued success to work with the private sector and deliver high quality commercial events in order for the organisation to sustain the subsidies it delivers

to high performance sport. Despite the lower spend per patron this year, commercial users satisfaction results were 2% better than the previous year at 80%, reflecting the focus we have placed on working in partnership for mutual benefit. The forward bookings for 2012-2013 also reflect well upon the experiences delivered at VenuesWest.

The venues that we have responsibility for are primarily built to accommodate high performance training and competition needs. In 2011-12 we delivered competition compliance in 9 targeted sports at the State Level, 7 targeted sports at the National level and 6 targeted sports at the international level. This year we were proud to host the International Grand Prix Cycling, National Under Water Hockey Championships, National Under 18 Water Polo Championships, Synchronised Swimming Championships (State and National), six days of State Diving Competitions and 36 days of Swimming WA State Qualifying/ Championship events at Challenge Stadium.

VenuesWest was chosen for a number of important aquatic events, including the Australian Short Course competition in September 2012, Australian Diving Championships to be held in April 2013 and the BHP Billiton Aquatic Super Series, comprising of swimming and water polo events in January 2013. Next year with the inclusion of new venues, we will be targeting 16 high performance sports as follows:

Current Sports	New Sports for 2012-13 onwards	
Athletics	Tennis	Perth Arena
Basketball	Rowing	Champion Lakes
Cycling	Canoeing	Champion Lakes
Diving	Triathlon	Champion Lakes
Gymnastics	Rugby League	Nib Stadium
Netball	Rugby Union	Nib Stadium
Swimming	Football – Soccer	Nib Stadium
Volleyball		
Water Polo		

It was also gratifying to see the external recognition of some of our very dedicated and professional staff. Sincere congratulations to Ingrid Hawkins who was awarded the Finance Practitioner of the Year Award by IPAA and Peta Marsh who was a Young Leader of the Year Award finalist. Steve Harper, Director Venue Operations was elected as member and chair of the VMA Council of the Venue Managers Association Congress Committee also.

I would like to sincerely thank the Board for their ongoing leadership and the VenuesWest team for their contribution to the many excellent results highlighted throughout this annual report – including the hundreds of casual staff who are so often the face of our organisation. I look forward to the challenges ahead and the further development of our incredibly diverse asset portfolio.



DAVID ETHERTON
CHIEF EXECUTIVE OFFICER

FINANCIAL OVERVIEW

VenuesWest has experienced a very challenging year in 2011-12, with significantly reduced revenues and increased fixed costs impacting its ability to meet budget targets.

2011-12 has seen reduced discretionary spend by visitors and customers to our venues. This resulted in a significant focus on reduction of bottom line costs where possible in order to absorb the reduction in revenue.

The transfer of the Champion Lakes Regatta Centre in January 2012 contributed to the increased expenses, with VenuesWest receiving additional appropriation of \$1.069million to cover the operating costs of the Centre.

The statement of cash flows reflects a significant carry forward into 2012/13 of the cash to pay for the completion of the Perth Arena Project.

Improved Leave management occurred with a reduction in the percentage of the workforce whose leave balances were deemed excessive. Excessive leave for this purpose was defined as Annual Leave balances over 6 weeks and accrued Long Service Leave held for over 3 years. The percentage of dollar value reduction for the year was 42%.

VenuesWest’s balance sheet remains strong with Net Assets increasing by \$200.1million in 2011-12. The Perth Arena is the most significant contributor to this growth. The overall asset base increased by \$164.8million, with \$129.1million related to Perth Arena.



Arena Joondalup leisure water at full capacity

OPERATIONAL STRUCTURE

Enabling Legislation

The WA Sports Centre Trust was established as a statutory authority under Section 4 of the Western Australian Sports Centre Trust Act on the 12th December 1986.

Under the provisions available within the above act, the new trading name, VenuesWest was gazetted on 8 May 2009.

Responsible Minister

The Hon. Terry Waldron, Minister for Sport and Recreation for the 2011-2012 reporting period.

Relationship to Government strategic goals

VenuesWest contributes directly to the State Government goal of:

Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services.

By delivering on Government's Desired Outcome: Sustainable, accessible and profitable state assets delivering sport, recreation and entertainment opportunities for Western Australians.

These outcomes are achieved through the delivery of three key services:

- » Provision of high performance sport facilities and support
- » Management of community sport, entertainment and recreation facilities
- » Provision of competitive and cost effective state owned assets

OUR PURPOSE – WHY WE EXIST

Western Australia's provider of premier sports, recreation and entertainment venues

This simple purpose statement is one that relates to all of our facilities and the activities within them.

We will become recognised as Australia's best provider of venues for

- » High performance athlete support
- » Health and participation for individuals and families
- » Entertainment experiences for Western Australians

Our focus is on sustainable delivery of sporting, recreational and entertainment activities by maintaining an appropriate balance between services delivered and community and financial benefit.

HOW WE OPERATE

We are a single organisation that owns and/or manages a diverse set of sporting, recreational and entertainment venues. We:

- » Are proud of each of our venues and their differences.
- » Provide services to meet customer needs.
- » Work in partnership for mutual success.
- » Are accountable for our resources, actions and results.
- » Are Committed to investing in the development of our people

Our Values

The following values guide our decision making and behaviour every day

- » **We act like owners** We are proud of who we are and what we do and believe that every customer contact is a chance to shine.
- » **We are passionate about customer service** and strive to continuously improve our services and products – we are never complacent.
- » **We act with awareness** of our impact on the environment and make every effort to use our resources efficiently.
- » **We keep it simple and act with integrity** we will do what we say and deliver on our promises.
- » **We work as a team** mutual respect, cooperation and consideration fosters the best work environment.
- » We believe that **shared knowledge** is the best knowledge.
- » We benefit from our employees' diverse talents, initiative and leadership and empower our staff to act appropriately.
- » We celebrate our successes and learn from our mistakes.

OUR BUSINESS MIX

To fulfill VenuesWest purpose it is critical that clarity regarding the business mix we manage exists. Venues West, through design and necessity has both commercial and non-commercial objectives. The three broad user groups are defined as follows:

High Performance Sport user: - Is an individual who represents or is likely to represent Western Australia or Australia at age or open national/international competition and whose use of VenuesWest facilities is partially subsidised by the state government.

A community customer/user: – Is a person who is accessing VenuesWest facilities to participate in sport and recreational activity to gain health and social benefits and may be partially subsidised by the state government.

A commercial customer/user: – Is a person or group who is choosing to utilize our facilities and is paying a commercial rate.

Our venues are adaptive and responsive to individual capacity and stakeholder needs. The addition of new facilities has a direct impact on the business mix balancing act.

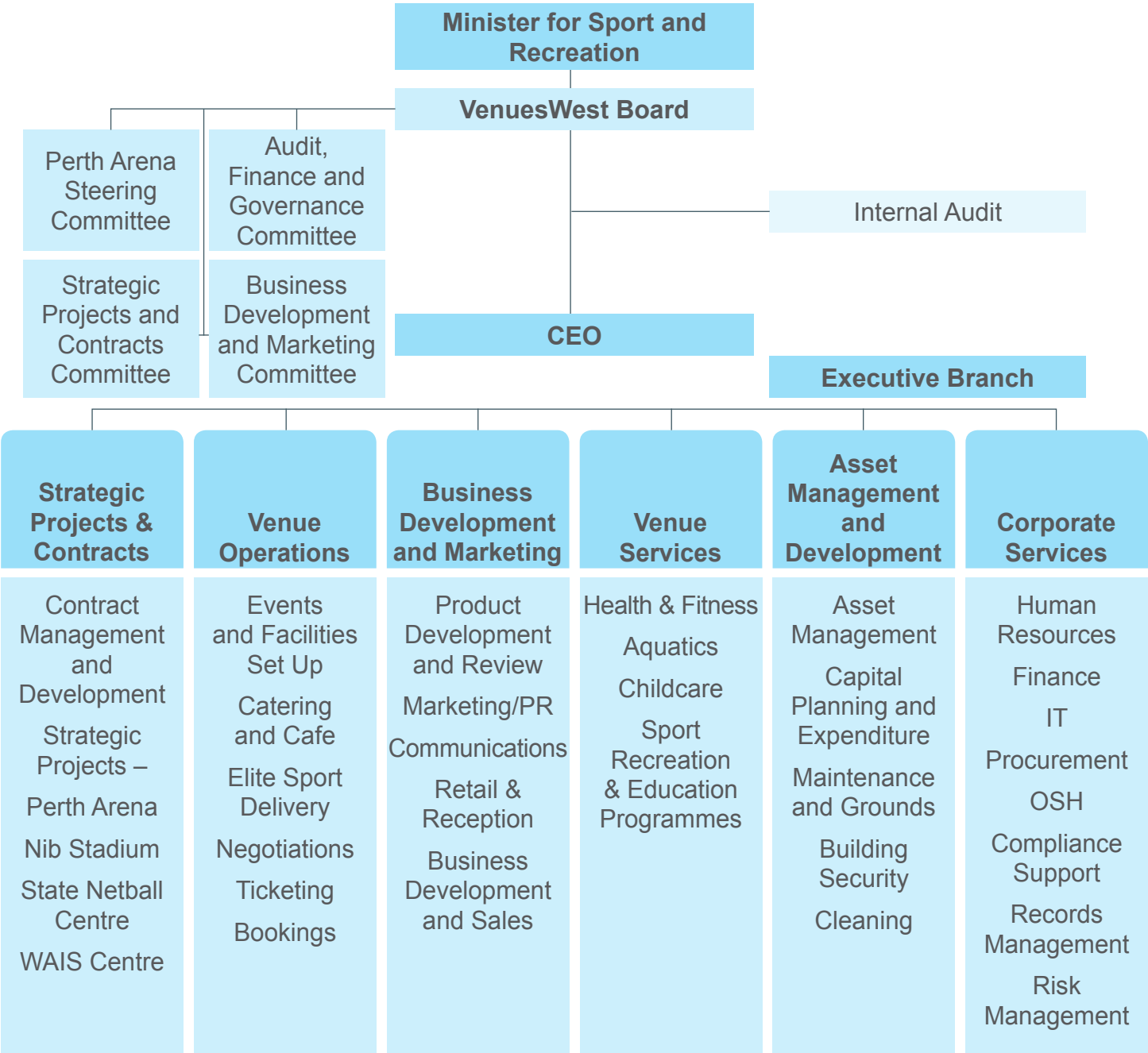
Establishing a priority of use schedule and tracking the actual utilisation of differing user groups with this business mix model enables decisions relating to competing demands and booking conflicts to be guided by real data relating to how much VenuesWest resources have already been committed/ acquitted to each of the competing user groups for that financial year.

In 2011-12 the Business Mix of our total patronage was:

Patron type	2011-12	
	Actual	% of Actual
High Performance Sport	305,327	10.47%
Community	2,106,825	72.18%
Commercial	506,445	17.35%
Total	2,918,597	

Whilst High Performance Sport patronage represents just over 10% of total patronage – considerable effort and cost is associated with supporting the high performance user and event as opposed to the other patronage types.

VENUESWEST ORGANISATIONAL CHART – 2011-2012



VENUESWEST MANAGEMENT TEAM

VenuesWest Management Team (VMT) comprises the Chief Executive Officer, Director Venue Operations, Director Venue Services, Director Business Development and Marketing, Director Asset Management and Development, Director Corporate Services, Director of Strategic Projects and Contracts, Manager Business Planning and Improvement and the Executive Officer.

VENUESWEST BOARD

VenuesWest provides for the establishment of a Board of Management to administer the legislation. The Board is appointed by and is responsible to the Minister for Sport and Recreation.

During 2011/12 the Board met monthly and carried out its responsibilities in line with an approved Code of Conduct for Government Boards and Committees. The Board met on 12 occasions (11 normal meetings and 1 special Board meeting) within the reporting period. The number of meetings attended by each member is shown in the table below:

Board Meetings and Attendances

Board Members	Regular Meetings		Special Board Meetings	
	Actual Attendance	Possible Attendance	Actual Attendance	Possible Attendance
Mr Graham Partridge, Chairman	9	11	1	1
Ms Pam Glossop	10	11	1	1
Mr Ken McAullay*	6	10	1	1
Mr Graham Goerke	8	11	0	1
Mr Darren Beazley	8	11	1	1
Mr Wayne Cox	10	11	1	1
Ms Rowan Maclean	8	11	0	1
Mr Ronnie Hurst	7	11	0	1
Ms Suzanne Taylor	6	7	0	0
Ms Narelle Finch	2	2	0	0

* Board member on approved period of leave for 1 month during 2011/12.

It should be noted that the Special Board meeting was scheduled post Suzanne Taylor's resignation from the Board and prior to Narelle Finch's commencement.

BOARD MEMBERS

Mr Graham Partridge, Chairman

Mr Partridge was appointed Chairman of VenuesWest on 12 March 2007 with his current term expiring on the 30 June 2015. Graham is well placed for his role as Chairman of VenuesWest's Board having considerable experience in the role of Chairman and leading organisations as well as long associations with sporting organisations and facilities both as a manager and participant.

Graham is the Executive Director of the Australia Day Council of Western Australia and a Director of the POWA Institute, a not for profit organisation working in alliance with the de Bono Institute of Australia to grow thinking power of all Western Australians to deliberately create better futures.

Graham is a past National and State President of Local Government Managers Australia (LGMA) and has been awarded a Certificate of Merit and Local Government Medal, LGMA's highest honour.

Graham has 30 years experience as a Chief Executive Officer in local government and during that time gained a strong international and national perspective and respect as a local government professional. He has a vast understanding of the interrelations between government, business, sporting and community sectors.

Graham brings to the Board a strong strategic analysis, commercial acumen and facility management skills as well as a deep understanding of change management, consultation and governance and is the co-Chair of the Perth Arena Steering Committee of the Board.

Ms Pam Glossop

Ms Glossop was appointed to the Board of VenuesWest on 18 June 2007 with her current term expiring on 30 June 2013. Pam was previously the Chief Executive Officer of Touch WA, Women's Golf WA and Bowls WA and has had extensive experience in the sport and recreation industry.

She has had a distinguished sporting career representing Australia in hockey for 10 years from 1975 to 1984 including selection for the 1980 and 1984 Olympic Games. Pam was coach at the Australian Institute of Sport Hockey Unit from 1984 to 1993. She was named the Queensland Sportswoman of the year in 1979 and 1983 and was an inaugural inductee into the Queensland Hockey Hall of Fame in 2002. In 2011 Pam was inducted into the Queensland Sporting Hall of Fame and the Australian Hockey Hall of Fame.

Mr Ken McAullay

Mr McAullay was first appointed to the Board of VenuesWest on 1 March 2010 and his current term expires on 30 June 2015. He is a representative of the Public Sector on the VenuesWest Board. Ken has worked in various Public Sector organisations for over 45 years, and as a senior executive for the past 29 years. Ken is currently the General Manager of Corporate Services with the Insurance Commission of Western Australia.

Mr McAullay has been directly involved in Local Government of Western Australia having served as a Councillor for the Town of Cambridge in 2001 – 2005. He has had significant involvement in the sporting industry and was previously a Board member of the West Australian Football Development Trust, between 1997 – 2002.

Ken has also had a distinguished sporting career having represented the State in football and cricket. He is a member of the WA Football Hall of Fame.

Ken is Chairman of the VenuesWest Audit, Finance and Governance Committee of the Board.

Mr Wayne Cox

Mr Cox joined the Board in January 2009 and his current term expires 30 June 2013. Wayne worked as a financial controller for a large intellectual property law firm for ten years before going into public practice as a tax accountant. He has been a partner at Pascoe Partners for eleven years and has over 20 years experience in taxation, superannuation and commercial accounting roles.

Pascoe Partners is one of the largest CPA firms in WA and administers about 750 self managed super funds employing about 70 staff. His principal responsibility is to business consultancy in areas of taxation, structural, superannuation and succession planning.

Wayne has a Bachelor of Business in Accounting, his CPA and a Masters in Taxation. Apart from his financial skills Wayne has a good understanding of the sports portfolio having been part of the WAIS rowing program and a former rugby player.

Mr Graham Goerke

Mr Goerke was appointed to the Board of VenuesWest on 12 March 2007 with his current term expiring on 30 June 2013. Graham is a senior Partner of the law firm Jackson McDonald and has over 30 years experience in commercial law. He is particularly involved in the buying and selling of commercial and industrial property; property development, subdivision and leasing; with relevant experience in contaminated sites, environmental law and property/facilities management.

Graham is Chairman of the VenuesWest Strategic Projects and Contracts Committee.

Mr Ronnie Hurst

Mr Hurst was appointed to the Board of VenuesWest in October 2003 with his current term expiring on 30 June 2013 and acts as a representative of the public sector on the VenuesWest Board. Ronnie is currently employed with the Department of Sport and Recreation in the position of Project Director for the new Perth Major Stadium. Prior to his employment with the Department, he was employed with the City of Melville in the position of Manager Community Development.

He has a distinguished sporting career, having competed in the 1978 Commonwealth Games in springboard and high board diving representing Scotland. He also played rugby union for Edinburgh and Western Australia and is a martial arts practitioner.

Ms Suzanne Taylor

Ms Taylor was appointed to the Board of VenuesWest on 12 March 2007 and resigned from the Board in February 2012 due to relocation overseas.

Suzi has held executive and director positions in the private healthcare industry in Australia since 1996. Before moving to Australia Suzi worked for eight years on the high seas as a senior manager with Princess Cruises prior to this she spent five years with Clinique in California while completing her Bachelor of Arts. In 2003 Suzi completed her Masters degree of Business Administration (MBA) and in 2011 achieved Graduate status of the Australian Institute of Company Directors (GAICD)

During her appointment to the VenuesWest Board, Suzi was Chair of the VenuesWest Business Development and Marketing Committee of the Board.

Mr Darren Beazley

Mr Beazley joined the VenuesWest Board on 8 June 2009 and his current term expires on 30 June 2015. Darren is a dynamic professional with a significant senior executive experience working in the competitive world of sports administration and within the commercial sector. Over the past nineteen years, he has followed a career path that has allowed him to shape the direction of a variety of organisations in Australia and overseas.

Darren has developed an enviable reputation in sport nationally working in the competitive world of AFL football and Western Australian Cricket. He was Chief Operating Officer for the Perth 2011 ISAF Sailing World Championships leading a number of key areas within the Olympic qualifying event which was held in December 2011.

He is committed to professional development holding four degrees, including a Masters of Business Administration (MBA). Darren is an Associate Fellow of AMI and a member of the Australian Institute of Company Directors.

He was recently recruited as the National Sales Director for Enerji Limited, a company that uses waste heat recovery technology to recover emissions generating electricity throughout Australia.

Darren is also a committed member of the community, moving into his fourth year with VenuesWest and serving on the Board of Celebrate WA.

Ms Rowan Maclean

Ms Maclean joined the Board of VenuesWest in July 2008 as the nominated member of the University of Western Australia. Her current term expires on 30 of June 2015. Rowan is the Director Campus Development, University of Western Australia. Rowan has had extensive experience in the management of property and assets in the Department of Culture and the Arts and the Department of Training and Employment.

Prior to this Rowan worked internationally in strategic and corporate asset management having completed her Bachelor Degree in Architecture at UWA in 1988.

Miss Narelle Finch

Miss Finch joined the VenuesWest Board in April 2012 after the resignation of Suzi Taylor and her current term expires on 30 June, 2013.

Narelle is a passionate, professional marketing executive, having worked in high profile roles in marketing and management around Australia for over twenty years.

Narelle spent five years managing all aspects of marketing and revenue generation for the Australian Cricket Team. Upon returning to Perth a decade ago, Narelle was appointed as Commercial Operations Manager for the Fremantle (Dockers) Football Club and lead the revitalisation of the club's brand and commercial sustainability.

Now a self-employed Strategic Marketing and Management Consultant, Narelle works with clients throughout Australia. Narelle is also a Board member of the WA Cricket Association, Pilbara Real Estate and the Brightwater Care Group; plus a committee member of the fundraising entity Lord's Taverners WA which support disadvantaged youth.

Narelle brings to the Board strong commercial acumen backed by the proven ability to think strategically and creatively, identifying opportunities and overcoming obstacles to growth.

Narelle is Chair of the VenuesWest Business Development & Marketing Committee of the Board.

FORMAL COMMITTEES OF THE BOARD

The Board appoints committees to assist in the performance of its functions. The terms of reference and performance of the committees is reviewed by the Board on an ongoing basis. The formal committees of the Board, their terms of reference and membership are listed below:

Title: **Audit, Finance and Governance Committee**

Role: The purpose of the Audit, Finance and Governance Committee (AFG) is to assist the Board in fulfilling its oversight responsibilities for the financial reporting and accountability process, risk management, the system of internal control, the audit process, good governance and best practice and VenuesWest’s processes for monitoring compliance with laws and regulations and the code of conduct.

Members: Ken McAullay – Chair (Board member VenuesWest), Graham Partridge (Chair of VenuesWest), Ronnie Hurst (Board member VenuesWest), Wayne Cox (Board member VenuesWest), David Etherton (VenuesWest CEO), Peter Stewart (Corporate Services Director, VenuesWest), Ingrid Hawkins (Chief Financial Officer) and Vince Turco (Representative of the Office of the Auditor General).

Title: **Business Development and Marketing Committee**

Role: Utilise its expertise and networks to create and capitalise on business development and marketing opportunities to grow VenuesWest business and brand. Streamline the consideration by the Board of business development policies, strategies and results. Review key business strategies such as pricing, the business mix and major product development. Review and approve annual Business Development and Marketing Plans prepared by the Business Development provided they are consistent with the VenuesWest Strategic Plan and Budget. Promote open lines of communications amongst members of the Board, the management team and key external stakeholders in relation to business development and marketing.

Members: Narelle Finch – Chair (Board member VenuesWest), Graham Partridge (Chair of VenuesWest), Rowan Maclean (Board member VenuesWest), David Etherton (VenuesWest CEO), John Lynch, (Business Development and Marketing Director, VenuesWest), Steve Harper (Director of Venue Operations, VenuesWest).

Title: **Perth Arena Steering Committee**

Role: Recognise the need to ensure the objectives of VenuesWest as owner/ client are being met in regard to the construction, fit out and set up of the Perth Arena. Provide strategic advice to the Board and Minister for Sport and Recreation. Oversight of the contractual, commercial, legal and political risks and opportunities to be considered in the delivery of the Perth Arena project. Communication between the Perth Arena Project Office, VenuesWest, Strategic Projects (Department of Treasury and Finance) and relevant government agencies with input to the project.

Members: Graham Partridge – Co Chairman (Chair of VenuesWest), Richard Mann – Co Chairman (Executive Director Strategic Projects, DTF), Nick Sloan (Policy Advisor to Minister for Sport and Recreation), Darren Beazley - (Board member VenuesWest), David Etherton (VenuesWest CEO), Nicolas Egan (State Solicitors’ Office), Guy Mander (Project Director- Strategic Projects DTF), Alex Rimkus (Assistant Director Infrastructure and Finance, Department of Treasury), Michael Lenanton (Strategic Projects, Department of Treasury), Patrick Pierce (Perth Arena Project Manager, VenuesWest), Janis Carren (A/Director Strategic Projects and Contracts, VenuesWest)

Title: **Strategic Projects and Contracts Committee**

Role: Utilise its expertise and networks to ensure that facility design, construction and project management plus contract development and management are appropriately undertaken to maximise the benefit and minimise the risk for VenuesWest. Streamline the consideration by the Board on all Strategic Project and Contract matters. Lead the development and enhancement of state owned sporting and entertainment facilities utilising facilities management expertise and knowledge. Promote open lines of communications amongst members of the Board and key external stakeholders in relation to projects assigned to VenuesWest.

Members: Graham Partridge (Chair of VenuesWest), Darren Beazley (Board member VenuesWest), Pam Glossop (Board member, VenuesWest), Graham Goerke (Board member VenuesWest), David Etherton (VenuesWest CEO), Patrick Pierce (Perth Arena Project Manager), Janis Carren (A/Director Strategic Projects, VenuesWest)

DECLARATION OF INTEREST

The Board has a standing declaration of interest process where Board agenda papers are not distributed to those members who have declared an actual or perceived interest in relation to any matter. In addition to this process, Board members declare other interests from time to time as matters arise. Three declarations and two previous declarations were stated during the course of the financial year for the following matters involving;

Board Members:

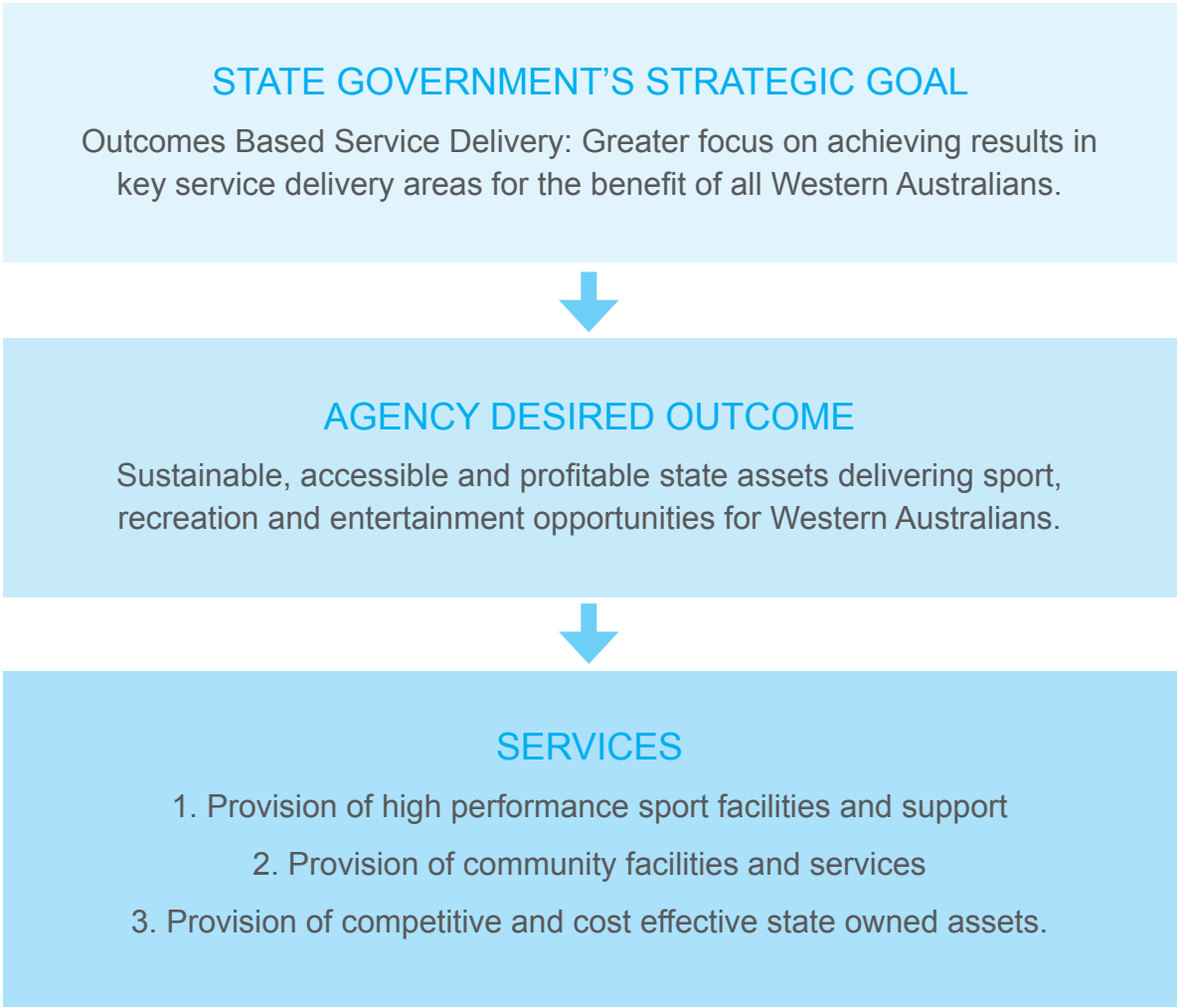
Ronnie Hurst	New Perth Stadium
Graham Partridge	Compass Group
Graham Goerke	member of Council of Edmund Rice Education Australia
Ex-officio:	
David Etherton	Wanneroo Wolves Basketball Association (previously declared)
Ross Peters	Royal Life Saving Society (previously declared)

INDEPENDENT EXTERNAL ADVICE

Individual Board members have the right to seek independent professional advice on particular matters before the Board, subject to approval from the Chairman, at VenuesWest’s expense.

PERFORMANCE MANAGEMENT FRAMEWORK

VenuesWest’s challenge is to balance industry, government and community requirements in achieving its strategic directions. VenuesWest’s major contribution to the Government’s strategic objectives is to the goal – Outcomes Based Service Delivery.



MAJOR ACHIEVEMENTS IN 2011-12

Service 1: Provision of high performance sport facilities and support

TARGETED SPORTS (Current)	HIGHLIGHTS
Athletics	<ul style="list-style-type: none"> » Over 1,364 hours of training and competition hours were delivered for the purposes of track and field, including pole vaulting by high performance athletes.
Basketball	<ul style="list-style-type: none"> » 17 Wildcats basketball games were hosted at the Challenge Stadium facility and over 1,160.5 hours of training and competition at the WA Basketball Centre. » 3 Youi Games hosted at Challenge Stadium (Boomers vs China). » Significant capital investment also made at Perth Arena to ensure that the transition of the National Basketball League competition from Challenge Stadium to the new Perth Arena occurs smoothly in 2012-13.
Cycling Indoors	<ul style="list-style-type: none"> » 4,734.5 hours of high performance athlete training and competition was delivered at the SpeedDome during the year. » Successfully hosted the International Grand Prix cycling event. » Completion of major repairs to the track, track lighting and swiss Timing equipment as well as other works carried out in preparation to host the Internal Grand Prix event and 3 other significant events.
Aquatics	<ul style="list-style-type: none"> » In Aquatics an increase in overall attendance figures of 6% for Arena Joondalup and 3% for Challenge Stadium was achieved in 2011-12. » At Challenge Stadium exploratory and remediation works on the Geo-Thermal system that heats the pools within the facility were undertaken to enable continued operations. » Renovations were planned for the Aquatic Centre at Arena Joondalup which will result in the closure of the aquatic facility from July to September 2012.
Diving	<ul style="list-style-type: none"> » 1,282.75 hours of training and competition delivered to high performance athletes at Challenge Stadium. » Six days of State Diving Competitions was held. » Won the bid to host the Australian Diving Championships in April 2013.

Swimming	<ul style="list-style-type: none"> » 5,544.25 hours of high performance training and competition delivered at VenuesWest's aquatic facilities for swimming. » A total of 36 days of Swimming WA State Qualifying/ Championship events at Challenge Stadium. » Won the bid to host the BHP Billiton Aquatic Super Series, comprising of swimming and water polo events in January 2013. » Capital investment program delivered at Challenge Stadium in preparation for the 2012 Australian Short Course Championships to deliver major timing and scoreboard replacement. » Arena Swim Club achieved "A" Grade premier club status for the third year in a row. The swimmers have also achieved several medal wins at the National Age competition and multiple records broken during State level swim meets. Coaching staff have been recognised with VenuesWest coaches, Michael Shaw receiving the Junior Excellence Coach of the Year Award and Rod Bonsack receiving the Club Coach of the Year Award. » The high performance coaching program also had some significant results from Olympic Trials with the team finishing 17th on the National Club Point score and several swimmers making finals and two swimmers medaling. Results also included one swimmer being selected on the Australian Junior Pan Pac Team.
Waterpolo	<ul style="list-style-type: none"> » 636.25 hours delivered in total for both the mens and womens high performance water polo training and competition program. » VenuesWest aquatic facilities hosted a range of high quality competitions throughout the year including the National Under Water Hockey Championships, National Under 18 Water Polo Championships, Synchronised Swimming Championships (State and National). » Selected at host venue for FINA World Junior Mens and Womens Water Polo Championships.
Gymnastics	<ul style="list-style-type: none"> » 2,596 hours of training and competition hours delivered to the WAIS Gymnastics high performance program. » New equipment procured and installed in the Gymnastics Training Centre for WAIS. » Hosted the National Women's Gymnastics Competition at Challenge Stadium.

PLANNING FOR TARGETED SPORTS (FUTURE)

HIGHLIGHTS

Rugby League Rugby Union Soccer	Perth Rectangular (nib) Stadium The 50 year Lease with City of Vincent and Heads of Agreement with Allia Venue Management were both signed on 13 March by the Minister, on behalf of the WA Government. The project has continued on schedule and within approved budget and includes a new South Stand and new seats for North Stand Bowl. The Minister announced the successful main contractor, BGC in June 2012 and building works are scheduled to commence early July 2012.
Rowing Canoeing Triathlon	Integration of the Champion Lakes Regatta Centre in 2011/12 and further refinement of the high performance user needs for training and competition will occur in 2012-2013.
Aquatics and Gymnastics at Challenge Stadium	During 2011-12 the Challenge Stadium venue celebrated its 25th year of servicing the high performance athletes and community of Western Australia. A Challenge Stadium Upgrade/Refurbishment Review was commissioned and an application for concept approval submitted to the Minister to reinvest in this facility to enable it to once again meet the training and competition requirements of targeted high performance sports.
Netball	7 West Coast Fever games hosted at Challenge Stadium. 136.5 hours of training and competition hours delivered to high performance athletes. State Netball Centre – Agreement reached with the Town of Cambridge regarding the location, funding and site works for the new venue. The Schematic Design was endorsed in April 2012 and the design Development stage is nearing completion.

WAIS Hub

The announcement that the business case was approved for the development of a new WAIS facility was received very positively. Post the endorsement of the Project Definition Plan by the Board in March 2012, funding was confirmed and the appointment of a Lead Architect made. The project will commence with earnest in July 2012 and the expected completion date is the latter quarter of 2014.

SERVICE 2: MANAGEMENT OF COMMUNITY SPORT, ENTERTAINMENT AND RECREATIONAL FACILITIES

Marketing and Promotion

There were excellent campaign results throughout the year, especially for Sports, Recreation and Education and Programmes, and the Fitness Centres. A new creative design for displaying the VenuesWest Brand was introduced in all media and there were 23 instances of self generated media coverage for the year which was by far the best coverage ever received by VenuesWest.

The highlight of the year was the 25th anniversary of Challenge Stadium which led to a packed day in the Stadium and an excellent VIP presentation by the Minister for Sport including a panel made up of sporting greats Graham Moss, Danny Green, Mike Ellis and Alanna Slater.

2.3 million community based patrons visited our venues, an increase of 6.5% at Arena Joondalup and 3.8% at Challenge Stadium.

Fitness sales remained buoyant especially over the spring-summer periods with nearly 1,000 new members signed over one 3 month period in the year.

Customer Focus

Improvements implemented to the overall event management and customer experience at the Mt Claremont precinct included the resurfacing of Carpark 5A, installation of additional lighting and improved signage. Aquatic and Gym members were also issued with member parking stickers from September 1st entitling them to be exempt from the \$9 parking fee imposed at Challenge Stadium during events.

Strong service delivery and proactive use of customer feedback mechanisms has seen a significant fall of negative customer comments in the course of the year by 28% which is an excellent reflection on the whole organisation.

Service Delivery

In Health and Fitness the group fitness classes at Arena Joondalup have performed extremely well, given the current economic climate, with a 12% increase on last year

The Living Longer Living Stronger Program at Challenge Stadium received a 2011 Gold Excellence Award from COTA (Council of The Ageing) for providing outstanding service to the community.

The Active Life Rehabilitation (Vietnam Vets Program) was successfully launched at Arena Joondalup and has grown to over 80 members. The LIFE program for people with various disabilities continued successfully throughout the year and was a finalist for a number of State and National Awards.

Learn to Swim at Challenge Stadium has attracted record numbers of over 6,000 swimmers, up by 4% on last year.

The school swimming carnival season delivered 40 events in 30 days at Challenge Stadium and 16 carnivals in 30 days at Arena Joondalup. Education department and

vacation swimming also took place throughout the year at Arena Joondalup with a 141% increase on the previous year.

There was continued growth of sporting competitions including an increase in the number of teams competing at Arena Joondalup; this included a significant increase in Ladies Netball competition and the introduction of Friday morning competitions.

Successful launch of the AFL9's program in September 2011 saw 12 teams competing on astro turf at Arena Joondalup. At Challenge Stadium junior soccer and break-dancing classes for children were also successfully launched, together with a Kidz Triathlon program in partnership with Tri Events.

The continued success of the childcare program run by VenuesWest at the Arena Joondalup venue in 2011-12 has seen an 18% increase in demand for Out of School Hours Care, with over 12,000 children attending throughout the year and Pupil Free Day Care has also increased significantly with the number of attendances more than doubling throughout the year. Almost 5,000 children attended the Vacation Care program, which was a 30% increase on the previous year.

A new Fun House program was successfully launched at Arena Joondalup in 2011/12 to cater for 6-12 year olds. This provides short term childcare to allow parents to continue their health and fitness programs throughout the school holidays. Attendances of 15 children per session have proved to be a popular service for patrons.

Asset management

During the course of the year significant works carried out at the Arena Joondalup facility included:

- » West Perth Football Club improvements - additions to the West Perth Gymnasium, installation of VIP boxes in the football oval grandstand, installation of a new transportable ticket box on site and replacement fencing at the oval entrance.
- » Improvements to the security system onsite including the installation of new security cameras and monitors.
- » Completion of the ACSRA Club rooms including installation of terraced seating on the western side of the club house.

At Challenge Stadium significant works included:

- » Exploratory and remediation works on the Geo-Thermal system that heats the pools within the facility.
- » Refurbishment of changerooms completed.
- » Re-painting program to refresh the wet corridor, outside pool areas and the Fitness Centre.

SERVICE 3: PROVISION OF COMPETITIVE AND COST EFFECTIVE STATE OWNED ASSETS

Commercial Events

Two of the year's most successful music festivals were held at Arena Joondalup – Future Music and Supafest with great success.

VenuesWest was extremely proud to have produced the first show at the WA Athletics Stadium (WAAS). Stevie Nicks performed on 26 November 2011, christening the WAAS as Perth's newest concert venue. The event was crowned a success and received numerous positive reviews.

Other entertainment event highlights included the Tim Minchin concert, Roxette, the Wombats, Bear Grylls being an example of the 13 commercial bookings at Challenge Stadium.

Banquet sales surpassed \$1.1 million and other areas of corporate sales were more than 40% above forecast.

Marketing and communication

Strategies to increase the exposure of major events hosted by VenuesWest were implemented with great success and include regular email blasts, community catalogue distribution and posters.

Improved stakeholder management was achieved through the implementation of Special Event Communication and Broadcasts to help inform stakeholders of upcoming events and include details such as parking guides and filters to assist with ease of use.

In addition to the improved parking facilities and management at the Mt Claremont precinct, VenuesWest successfully negotiated with the Town of Cambridge for permission to provide overflow parking at the Garden Week site of the Perry Lakes Reserve. This additional site will be utilised a few times a year when multiple large events are scheduled to take place on the Challenge Stadium Precinct at the same time.

Retail Sales

In contrast to the success of business to business sales, despite a number of strategies and new product lines in place, retail sales started poorly, had a summer well in excess of 2010/2011 and then slumped severely by autumn.

After close scrutiny of the operations and the changing retail environment indicating meteoric growth in internet sales on core product lines, the decision to outsource this function was taken and an expression of interest will be advertised in the new financial year.

Looking forward to 2012-2013

The Perth Arena Management Agreement was signed in early 2011-12 and significant effort directed towards the development of a good working relationship with AEG Ogden to ensure successful commissioning of the venue.

The fixed fit-out of the venue is nearing completion and the procurement relating to the loose fit-out of the venue progressed significantly utilising our venue management expertise to ensure maximum efficiencies are realised. The 10th November 2012,

opening is keenly anticipated and a fantastic response by the public to this iconic venue is expected. The Perth Arena will attract more world class entertainment to Perth and deliver an experience to attendees unparalleled in Australia.

CORPORATE GOVERNANCE ACHIEVEMENTS

- » VenuesWest's Code of Conduct document was revised and launched in December 2011. This significant document provides a one stop shop approach to information about expected behaviours and guidelines for staff. The Code of Conduct included publication of the VenuesWest Way, which is a set of core corporate values and attitudes developed by staff that all of VenuesWest will apply and follow in all of its functions, activities and programs. The VenuesWest Way has also been incorporated in various management tools such as JDFs, PDPs, induction and customer service training and reward and recognition programs.
- » Significant progress towards the adoption of a diligent risk management ethos internally and the development of an Organisational Risk Management Plan has been made. A new Risk Management Policy was endorsed in June 2012 and almost all Directorates have completed Risk Assessment Workshops. It is expected that the Organisational Risk Management Plan will be finalised in September 2012 and the RiskBase Management System will be fully operational at that time.
- » A comprehensive budget submission to enable implementation of the ICT plan was developed and submitted for consideration as part of the State Budget process for 2012-13. Funding was confirmed in May 2012 for this initiative commencing in 2012-13 and a new Chief Information Officer will be recruited to develop and deliver a prioritisation and implementation plan.
- » Improved Leave management was achieved with a reduction in the percentage of the workforce whose leave balances are deemed excessive. Excessive leave for this purpose was defined as Annual Leave balances over 6 weeks and accrued Long Service Leave held for over 3 years. The percentage **hours** reduction achieved for the year was 58% and the percentage of **dollar value** reduction was 42%.
- » Work to deliver more automated processes has been successful, with the HR team implementing E-forms for leave and other payroll-related documents and some timesheets. This has put in place an electronic work-flow and authorisation process that tracks forms via email and submits this directly into the Payroll Coordinator's workflows.
- » VenuesWest's Record Keeping Plan and the self evaluation checklist relating to records management was completed and submitted to the State Records Office. This Plan details several improvement initiatives that VenuesWest will undertake in the coming three to four years, and also identifies that financial resources are required to achieve the targets, as part of delivering initiatives outlined in the ICT Strategic Plan.
- » Significant effort was directed towards developing, negotiating and managing the full range of VenuesWest's leases, licences and agreements with the adoption of different management models for different venues, this is an area of growth for the organisation.

- » A program to increase both staff and patron awareness regarding the importance of water and energy conservation was also commenced and compliments VenuesWest's commitment to environmental sustainability.
- » Customer research projects undertaken during the year including conduct of Mystery Shopper exercises, Surveys to ascertain high performance athlete, community and commercial user satisfaction levels, User Health Concern survey and Patron comment research.

SIGNIFICANT ISSUES IMPACTING VENUESWEST

Managing the significant growth of the asset portfolio on behalf of the State and ensuring the best management solutions are in place on a venue by venue basis remains a focus for VenuesWest. New venue integration and stakeholder management will continue in 2012-13 with the recently acquired Champion Lakes Regatta Centre, commissioning and opening of the new Perth Arena in late 2012, preliminary development works starting for a new State Netball Centre and the completion of the redevelopment at the Perth Rectangular Stadium (nib).

It is an ongoing challenge to ensure that State-owned sporting, recreation and entertainment venues are utilised to the best of their capacity while also ensuring a balance across the mix of high performance sport, community activity and commercial clients. The original design of venues and the need to generate revenue to keep net costs down has the potential for increased conflicts for limited availability.

The rapidly growing number and complexity of venues managed and/or governed by VenuesWest, and the increased demand for access to the facilities has placed increasing pressure on traditional information, communication and business systems to deliver efficient and reliable services to customers and meet business needs. VenuesWest continues to develop strategies to meet these technology challenges.

The State has made considerable investment in sports facilities in recent years; however a large component of the State's infrastructure is ageing, resulting in an increasing need for refurbishment or replacement. VenuesWest's capital investment program will target maintenance and enhancement to the older venues to maintain them at a fit-for purpose level. Whilst "down-time" of facilities may be necessary to undertake remedial works, it will be scheduled so that there is minimal disruption.

The strong Australian dollar will tend to increase the volume of international acts touring Australia. The WA public however only has the capacity to see so many acts and as such second tier acts may struggle to get viable crowds.

Despite internal energy efficiency initiatives, significantly increased utility costs for a growing portfolio of assets is having a considerable impact on the cost of services delivered to elite, community and commercial users. Utility costs are a comparatively large proportion of VenuesWest's expenses and with these costs growing significantly faster than CPI, it is challenging to keep fee increases down to CPI levels.

The increased number and complexity of venues managed or governed by VenuesWest, combined with the increased demand for access to the facilities places increasing pressure on traditional information, communication and technology systems to deliver an efficient and reliable booking and information service. VenuesWest has developed an ICT Strategic Plan to meet these challenges.

An inherent component of the combined sport, recreation and entertainment industries is a high employee turnover rate and the need to constantly re-skill staff. Workforce planning to cater for the increased scope of responsibilities in the face of high employment levels particularly in Western Australia is essential to ensure scalability and consistency in service delivery.

The expansion in the portfolio of assets managed on behalf of the State has lead to increased instances of contract management and negotiation of terms and conditions to ensure the best outcome in terms of services delivered and community and financial benefit. The strategic projects and contract management and monitoring functions of VenuesWest have necessarily expanded.

The awareness of the social, physical and health benefits of participation in sport and recreation is continuing to build momentum as evidenced by popular TV and other media programmes and segments. In an economic climate where the family budget is under increasing demands, sport and recreation is however sometimes viewed as an optional extra and is subject to reduction/deletion.

DISCLOSURES AND LEGAL COMPLIANCE

2011-2012 Audit Opinion



Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

WESTERN AUSTRALIAN SPORTS CENTRE TRUST

Report on the Financial Statements

I have audited the accounts and financial statements of the Western Australian Sports Centre Trust.

The financial statements comprise the Statement of Financial Position as at 30 June 2012, the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

Board's Responsibility for the Financial Statements

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

Auditor's Responsibility

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements based on my audit. The audit was conducted in accordance with Australian Auditing Standards. Those Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Trust's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the financial position of the Western Australian Sports Centre Trust at 30 June 2012 and its financial performance and cash flows for the year then ended. They are in accordance with Australian Accounting Standards and the Treasurer's Instructions.

Report on Controls

I have audited the controls exercised by the Western Australian Sports Centre Trust during the year ended 30 June 2012.

Controls exercised by the Western Australian Sports Centre 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.

Board's Responsibility for Controls

The Board is responsible for maintaining an adequate system of internal control to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of public and other property, and the incurring of liabilities are in accordance with the Financial Management Act 2006 and the Treasurer's Instructions, and other relevant written law.

Auditor's Responsibility

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the controls exercised by the Western Australian Sports Centre Trust based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the adequacy of controls to ensure that the Trust complies with the legislative provisions. The procedures selected depend on the auditor's judgement and include an evaluation of the design and implementation of relevant controls.

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

Opinion

In my opinion, 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 2012.

Report on the Key Performance Indicators

I have audited the key performance indicators of the Western Australian Sports Centre Trust for the year ended 30 June 2012.

The key performance indicators are the key effectiveness indicators and, the key efficiency indicators that provide information on outcome achievement and service provision.

Board's Responsibility for the Key Performance Indicators

The Board is responsible for the preparation and fair presentation of the key performance indicators in accordance with the Financial Management Act 2006 and the Treasurer's Instructions and for such controls as the Board determines necessary to ensure that the key performance indicators fairly represent indicated performance.

Auditor's Responsibility

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the key performance indicators based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the key performance indicators. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments the auditor considers internal control relevant to the Board's preparation and fair presentation of the key performance indicators in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the relevance and appropriateness of the key performance indicators for measuring the extent of outcome achievement and service provision.

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

Opinion

In my opinion, 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 2012.

Independence

In conducting this audit, I have complied with the independence requirements of the Auditor General Act 2006 and Australian Auditing and Assurance Standards, and other relevant ethical requirements.

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

This auditor's report relates to the financial statements and key performance indicators of the Western Australian Sports Centre Trust for the year ended 30 June 2012 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 and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements or key performance indicators. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial statements and key performance indicators to confirm the information contained in this website version of the financial statements and key performance indicators.

DON CUNNINGHAME
ASSISTANT AUDITOR GENERAL ASSURANCE SERVICES
Delegate of the Auditor General for Western Australia
Perth, Western Australia
20 September 2012

OTHER FINANCIAL DISCLOSURES

FINANCIAL STATEMENTS

Certification of Financial Statements for the year ended 30 June 2012.

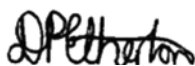
The accompanying financial statements of the Western Australian Sports Centre Trust (VenuesWest) have been prepared in compliance with the provisions of the Financial Management Act 2006 from proper accounts and records to present fairly the financial transactions for the financial year ending 30 June 2012 and the financial position as at 30 June 2012.

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



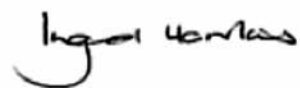
Mr Graham Partridge
CHAIRMAN

Date: 19 September 2012



Mr David Etherton
CHIEF EXECUTIVE OFFICER

Date: 19 September 2012



Miss Ingrid Hawkins
CHIEF FINANCIAL OFFICER

Date: 19 September 2012

Western Australian Sports Centre Trust Statement of Comprehensive Income for the year ended 30 June 2012

	Note	2012 \$000	2011 \$000
COST OF SERVICES			
Expenses			
Employee benefits expense	6	17,199	16,949
Supplies and services	7	8,086	6,370
Depreciation	8	8,003	6,930
Finance costs	9	-	1
Accommodation expenses	10	4,096	3,267
Grants and subsidies	12	-	1
Cost of sales	15	2,165	2,529
Loss on disposal of non-current assets	11	21	29
Other expenses	13	1,294	625
Total cost of services		40,864	36,701
INCOME			
Revenue			
User charges and fees	14	11,059	11,744
Sales	15	6,079	6,229
Other revenue	16	3,393	3,164
Total Revenue		20,531	21,137
Gains			
Gains on disposal of non-current assets	17	4	-
Total Gains		4	-
Total income other than income from State Government		20,535	21,137
NET COST OF SERVICES		20,329	15,564
Income from State Government			
Service appropriation	18	22,742	15,577
Resources received free of charge	18	-	6
Total income from State Government		22,742	15,583
SURPLUS FOR THE PERIOD		2,413	19
OTHER COMPREHENSIVE INCOME			
Changes in asset revaluation surplus		(7,918)	15,661
Total other comprehensive (expense)/income		(7,918)	15,661
TOTAL COMPREHENSIVE (EXPENSE)/		(5,505)	15,680
INCOME FOR THE PERIOD			

See also note 42 'Schedule of Income and Expenses by Service'

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

Western Australian Sports Centre Trust
Statement of Financial Position
As at 30 June 2012

	Note	2012 \$000	2011 \$000
ASSETS			
Current Assets			
Cash and cash equivalents	30	59,278	30,842
Inventories	19	288	285
Receivables	20	4,242	3,664
Amounts receivable for services	21	4,700	3,445
Other current assets	22	1,741	35
Total Current Assets		70,249	38,271
Non-Current Assets			
Amounts receivable for services	21	21,281	17,360
Property, plant and equipment	23	752,447	582,729
Total Non-Current Assets		773,728	600,089
Total Assets		843,977	638,360
LIABILITIES			
Current Liabilities			
Payables	25	2,756	1,953
Borrowings	26	-	30
Provisions	27	1,636	1,762
Other current liabilities	28	1,633	1,688
Total Current Liabilities		6,025	5,433
Non-Current Liabilities			
Provisions	27	704	699
Total Non-Current Liabilities		704	699
Total Liabilities		6,729	6,132
NET ASSETS		837,248	632,228
EQUITY			
Contributed Equity	29	717,996	507,471
Reserves	29	72,829	80,747
Accumulated surplus	29	46,423	44,010
TOTAL EQUITY		837,248	632,228

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

Western Australian Sports Centre Trust
Statement of Changes in Equity
For the year ended 30 June 2012

	Note	Contributed Equity \$000	Reserves \$000	Accumulated Surplus/ (deficit) \$000	Total Equity \$000
Balance at 1 July 2010		440,459	65,086	43,991	549,536
Changes in accounting policy or correction of prior period errors		-	-	-	-
Restated balance at 1 July 2010		440,459	65,086	43,991	549,536
Surplus		-	15,661	19	15,680
Total comprehensive income for the period		-	15,661	19	15,680
Transactions with owners in their capacity as owners:					
Capital appropriations		67,012	-	-	67,012
Other contributions by owners		-	-	-	-
Total		67,012	-	-	67,012
Balance at 30 June 2011	29	507,471	80,747	44,010	632,228
Balance at 1 July 2011		507,471	80,747	44,010	632,228
Surplus/(deficit)		-	(7,918)	2,413	(5,505)
Total comprehensive income for the period		-	(7,918)	2,413	(5,505)
Transactions with owners in their capacity as owners:					
Capital appropriations		156,401	-	-	156,401
Other contributions by owners		54,124	-	-	54,124
Total		210,525	-	-	210,525
Balance at 30 June 2012	29	717,996	72,829	46,423	837,248

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

Western Australian Sports Centre Trust
Statement of Cash Flows
For the year ended 30 June 2012

	Note	2012 \$000	2011 \$000
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		14,421	8,479
Capital appropriation		156,401	67,012
Holding account drawdowns		3,145	3,354
Net cash provided by State Government		173,967	78,845
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(17,319)	(16,549)
Supplies and services		(10,994)	(9,514)
Finance costs		-	(1)
Accommodation		(4,096)	(3,267)
Grants and subsidies		-	(1)
GST payments on purchases		(16,688)	(10,837)
Other payments		(1,194)	(513)
Receipts			
Sale of goods and services		6,079	6,229
User charges and fees		11,494	12,266
GST receipts on sales		2,025	2,137
GST receipts from taxation authority		13,432	9,703
Other receipts		3,294	2,998
Net cash used in operating activities	30	(13,967)	(7,349)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of non-current physical asset		(131,534)	(76,716)
Net cash used in investing activities		(131,534)	(76,716)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings		(30)	(93)
Net cash (used in) financing activities		(30)	(93)
Net increase/(decrease) in cash and cash equivalents		28,436	(5,313)
Cash and cash equivalents at the beginning of the period		30,842	36,155
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	30	59,278	30,842

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

AASB 1054	Australian Additional Disclosures This Standard, in conjunction with AASB 2011-1 Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project, removes disclosure requirements from other Standards and incorporates them in a single Standard to achieve convergence between Australian and New Zealand Accounting Standards. There is no financial impact.
AASB 2009-12	Amendments to Australian Accounting Standards [AASB 5, 8, 108, 110, 112, 119, 133, 137, 139, 1023 & 1031 and Int 2, 4, 16, 1039 & 1052] This Standard makes editorial amendments to a range of Australian Accounting Standards and Interpretations. There is no financial impact.
AASB 2010-4	Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 1, 7, 101 & 134 and Int 13] The amendments to AASB 7 clarify financial instrument disclosures in relation to credit risk. The carrying amount of financial assets that would otherwise be past due or impaired whose terms have been renegotiated is no longer required to be disclosed. There is no financial impact. The amendments to AASB 101 clarify the presentation of the statement of changes in equity. The disaggregation of other comprehensive income reconciling the carrying amount at the beginning and the end of the period for each component of equity can be presented in either the Statement of Changes in Equity or the Notes. There is no financial impact.
AASB 2010-5	Amendments to Australian Accounting Standards [AASB 1, 3, 4, 5, 101, 107, 112, 118, 119, 121, 132, 133, 134, 137, 139, 140, 1023 & 1038 and Int 112, 115, 127, 132 & 1042] This Standard makes editorial amendments to a range of Australian Accounting Standards and Interpretations. There is no financial impact.
AASB 2010-6	Amendments to Australian Accounting Standards – Disclosures on Transfers of Financial Assets [AASB 1 & 7] This Standard introduces additional disclosures relating to transfers of financial assets in AASB 7. An entity shall disclose all transferred financial assets that are not derecognised and any continuing involvement in a transferred asset, existing at the reporting date, irrespective of when the related transfer transaction occurred. There is no financial impact.
AASB 2011-1	Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project [AASB 1, 5, 101, 107, 108, 121, 128, 132 & 134 and Int 2, 112 & 113] This Standard, in conjunction with AASB 1054, removes disclosure requirements from other Standards and incorporates them in a single Standard to achieve convergence between Australian and New Zealand Accounting Standards. There is no financial impact.

1. Australian Accounting Standards

General

The Western Australian Sports Centre Trust's (the Trust's) financial statements for the year ended 30 June 2012 have been prepared in accordance with Australian Accounting Standards. The term 'Australian Accounting Standards' includes Standards and Interpretations issued by the Australian Accounting Standard Board (AASB).

The Trust has adopted any applicable, new and revised Australian Accounting Standards from their operative dates.

Early adoption of standards

The Trust cannot early adopt an Australian Accounting Standard unless specifically permitted by TI1101 [Application of Australian Accounting Standards and Other Pronouncements](#). There has been no early adoption of Australian Accounting Standards that have been issued or amended (but not operative) by the Trust for the annual reporting period ended 30 June 2012. The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

2. Summary of significant accounting policies

(a) General statement

The Trust is a not-for-profit reporting entity that prepares general purpose financial statements in accordance with Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB as applied by the Treasurer's instructions. Several of these are modified by the Treasurer's instructions to vary application, disclosure, format and wording.

The [Financial Management Act](#) and the Treasurer's instructions impose legislative provisions that govern the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB.

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.

(b) Basis of preparation

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention, except for land and buildings which have been measured at fair value.

The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

The financial statements are presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000).

Note 3 'Judgements made by management in applying accounting policies' discloses judgements that have been made in the process of applying the Trust's accounting policies resulting in the most significant effect on amounts recognised in the financial statements.

Note 4 'Key sources of estimation uncertainty' discloses key assumptions made concerning the future, and other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

(c) Reporting entity

The reporting entity comprises the Western Australian Sports Centre Trust, trading as VenuesWest.

(d) Contributed equity

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

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

(e) Income

Revenue recognition

Revenue is measured at the fair value of consideration received or receivable. The following specific recognition criteria must also be met before revenue is recognised for the major business activities as follows:

Sale of goods

Revenue is recognised from the sale of goods and disposal of other assets when the significant risks and rewards of ownership transfer to the purchaser and can be measured reliably.

Provision of services

Revenue is recognised by reference to the stage of completion of the transaction.

Interest

Revenue is recognised as the interest accrues.

Service appropriations

Service Appropriations are 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 to the bank account or credited to the 'Amounts receivable for services' (holding account) held at Treasury.

Grants, donations, gifts and other non-reciprocal contributions

Revenue is recognised at fair value when the Trust obtains control over the assets comprising the contributions, usually when cash is received.

Other non-reciprocal contributions that are not contributions by owners are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Gains

Realised and unrealised gains are usually recognised on a net basis. These include gains arising on the disposal of non-current assets and some revaluations of non-current assets.

(f) Borrowing costs

Borrowing costs for qualifying assets are capitalised net of any investment income earned on the unexpended portion of the borrowings. Other borrowing costs are expensed when incurred.

(g) Property, plant and equipment

Capitalisation/expensing of assets

Items of property, plant and equipment costing \$5,000 or more are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment 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).

Initial recognition and measurement

Property, plant and equipment are initially recognised at cost.

For items of property, plant and equipment acquired at no cost or for nominal cost, cost is their fair value at the date of acquisition.

Subsequent measurement

Subsequent to initial recognition as an asset, the revaluation model is used for the measurement of land and buildings and historical cost for all other property, plant and equipment. Land and buildings are carried at fair value less accumulated depreciation (buildings only) and accumulated impairment losses. All other items of property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Where market-based evidence is available, the fair value of land and buildings is determined on the basis of current market buying 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.

In the absence of market-based evidence, fair value of land and buildings is determined on the basis of existing use. This normally applies where buildings are specialised or where land use is restricted. 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. Where the fair value of buildings is determined on the depreciated replacement cost basis, the gross carrying amount and the accumulated depreciation are restated proportionately.

Land and buildings are independently valued annually by the Western Australian Land Information Authority (Valuation Services) 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.

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

Derecognition

Upon disposal or derecognition of an item of property, plant and equipment, any revaluation surplus relating to that asset is retained in the asset revaluation surplus.

Asset revaluation reserve

The asset revaluation surplus is used to record increments and decrements on the revaluation of non-current assets as described in note 23 'Property, plant and equipment'.

Depreciation

All non-current assets 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.

Depreciation is calculated using the straight line method, using rates which are reviewed annually. Estimated useful lives for each class of depreciable asset are:

Buildings	40 to 50 years
Plant and equipment	3 to 15 years
Office equipment	5 years
Leased office equipment	4 years
Boating	10 years
Infrastructure	
Bridges	100 years
Roads, Pathways and Pavements	40 to 50 years

Land is not depreciated.

(h) Impairment of assets

Property, plant and equipment assets are tested for any indication of impairment at the end of each reporting period. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised. As the Trust is a not-for-profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

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 reflects the level of consumption or expiration of asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market-based evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at the end of each reporting period.

(i) Leases

Finance lease rights and obligations are initially recognised, at the commencement of the lease term as assets and liabilities equal in amount to the fair value of the leased item or, if lower, the present value of the minimum lease payments, determined at the inception of the lease. The assets are disclosed as plant and equipment under lease and are depreciated over the period during which the Trust is expected to benefit from their use. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability, according to the interest rate implicit in the lease.

The Trust holds operating leases for its motor vehicles and some plant and equipment. Lease payments are expensed on a straight line basis over the lease term as this represents the pattern of benefits derived from the lease.

(j) Financial instruments

In addition to cash, the Trust has two categories of financial instruments:

- » Loans and receivables; and
- » Financial liabilities measured at amortised cost.

Financial Instruments have been disaggregated into the following classes:

Financial Assets

- » Cash and cash equivalents
- » Receivables
- » Amounts receivable for services

Financial Liabilities

- » Payables
- » Finance lease liabilities

Initial recognition and measurement of financial instruments is at fair value which normally equates to the transaction cost or the face value. Subsequent measurement is at amortised cost using the effective interest method.

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest rate applicable and subsequent measurement is not required as the effect of discounting is not material.

(k) Cash and cash equivalents

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

(l) Accrued salaries

Accrued salaries (see note 28 Other liabilities) represent the amount due to staff but unpaid at the end of the financial year. Accrued salaries are settled within a fortnight of the financial year end. The Trust considers the carrying amount of accrued salaries to be equivalent to its fair value.

(m) Amounts receivable for services (holding account)

The Trust receives income from the State Government partly in cash and partly as an asset (holding account receivable). The accrued amount appropriated is accessible on the emergence of the cash funding requirement to cover leave entitlements and asset replacement.

(n) Inventories

Inventories are measured at the lower of cost and net realisable value. Costs are assigned by the method most appropriate to each particular class of inventory, with the majority being valued on a first in first out basis.

Inventories not held for resale are valued at cost unless they are no longer required, in which case they are valued at net realisable value.

(o) Receivables

Receivables are recognised and carried at original invoice amount less an allowance for any uncollectible amounts (i.e. impairment). The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written-off against the allowance account. The allowance for uncollectible amounts (doubtful debts) is raised when there is objective evidence that the Trust will not be able to collect its debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days.

(p) Payables

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 they are generally settled within 30 days.

(q) Borrowings

All loans payable are initially recognised at fair value being the net proceeds received. Subsequent measurement is at amortised cost using the effective interest method.

(r) Provisions

Provisions are liabilities of uncertain timing and amount and are recognised where there is a present legal or constructive obligation as a result of a past event and when the outflow of resources embodying economic benefits is probable and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at the end of each reporting period.

Provisions – employee benefits

All annual leave and long service leave provisions are in respect of employees' services up to the end of the reporting period.

Annual leave

The liability for annual leave that is expected to be settled within 12 months after the end of the reporting period is recognised and measured at the undiscounted amounts expected to be paid when the liability is settled.

Annual leave that is not expected to be settled within 12 months after the end of the reporting period is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels including non salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service.

The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

The provision for annual leave is classified as a current liability 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.

Long service leave

The liability for long service leave that is expected to be settled within 12 months after the end of the reporting period is recognised and measured at the undiscounted amounts expected to be paid when the liability is settled.

Long service leave that is not expected to be settled within 12 months after the end of the reporting period is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels including non salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service.

The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

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.

Superannuation

The Government Employees Superannuation Board (GESB) and other funds administer public sector superannuation arrangements in Western Australia in accordance with legislative requirements. Eligibility criteria for membership in particular schemes for public sector employees varies according to commencement and implementation dates.

Eligible employees contribute to the Pension Scheme, a defined benefit pension scheme closed to new members since 1987, or the Gold State Superannuation Scheme (GSS), a defined benefit lump sum scheme closed to new members since 1995.

The GSS is a defined benefit scheme for the purposes of employees and whole-of-government reporting. However, it is 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 has no liabilities under the Pension or the GSS Schemes. The liabilities for the unfunded Pension Scheme and the unfunded GSS Scheme transfer benefits attributable to members who transferred from the Pension Scheme, are assumed by the Treasurer. All other GSS Scheme obligations are funded by concurrent contributions made by the Trust to the GESB.

Employees commencing employment prior to 16 April 2007 who were not members of either the Pension or the GSS Schemes became non-contributory members of the West State Superannuation Scheme (WSS). Employees commencing employment on or after 16 April 2007 became members of the GESB Super Scheme (GESBS). From 30 March 2012, existing members of the WSS or GESBS and new employees became able to choose their preferred superannuation fund. The Trust makes concurrent contributions to GESB or other funds on behalf of employees in compliance with the [Commonwealth Government's Superannuation Guarantee \(Administration\) Act 1992](#). Contributions to these accumulation schemes extinguish the Trust's liability for superannuation charges in respect of employees who are not members of the Pension Scheme or GSS.

The GESB makes all benefit payments in respect of the Pension and GSS Schemes, and is recouped from the Treasurer for the employer's share.

Provisions – other

Employment on-costs

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other Expenses' and are not included as part of the Trust's 'Employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

(s) Superannuation expense

The superannuation expense in the Statement of Comprehensive Income comprises employer contributions paid to the GSS (concurrent contributions), the West State Superannuation Scheme (WSS), the GESB Super Scheme (GESBS) or other superannuation fund.

(t) Resources received free of charge or for nominal cost

Resources received free of charge or for nominal cost that can be reliably measured are recognised as income at fair value. Where the resource received represents a service that the Trust would otherwise pay for, a corresponding expense is recognised. Receipts of assets are recognised in the Statement of Financial Position.

Assets or services received from other State Government agencies are separately disclosed under Income from State Government in the Statement of Comprehensive Income.

(u) Comparative figures

Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial year.

3. Judgements made by management in applying accounting policies

The preparation of financial statements requires management to make judgements about the application of accounting policies that have a significant effect on the amounts recognised in the financial statements. The Trust evaluates these judgements regularly.

4. Key sources of estimation uncertainty

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

Long Service Leave

Several estimations and assumptions used in calculating the Trust’s long service leave provision include expected future salary rates, discount rates, employee retention rates and expected future payments. Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision.

5. Disclosure of changes in accounting policy and estimates

Initial application of an Australian Accounting Standard

The Trust has applied the following Australian Accounting Standards effective for annual reporting periods beginning on or after 1 July 2011 that impacted on the Trust.

AASB 1054	Australian Additional Disclosures This Standard, in conjunction with AASB 2011-1 Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project, removes disclosure requirements from other Standards and incorporates them in a single Standard to achieve convergence between Australian and New Zealand Accounting Standards. There is no financial impact.
AASB 2009-12	Amendments to Australian Accounting Standards [AASB 5, 8, 108, 110, 112, 119, 133, 137, 139, 1023 & 1031 and Int 2, 4, 16, 1039 & 1052] This Standard makes editorial amendments to a range of Australian Accounting Standards and Interpretations. There is no financial impact.
AASB 2010-4	Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 1, 7, 101 & 134 and Int 13] The amendments to AASB 7 clarify financial instrument disclosures in relation to credit risk. The carrying amount of financial assets that would otherwise be past due or impaired whose terms have been renegotiated is no longer required to be disclosed. There is no financial impact. The amendments to AASB 101 clarify the presentation of the statement of changes in equity. The disaggregation of other comprehensive income reconciling the carrying amount at the beginning and the end of the period for each component of equity can be presented in either the Statement of Changes in Equity or the Notes. There is no financial impact.
AASB 2010-5	Amendments to Australian Accounting Standards [AASB 1, 3, 4, 5, 101, 107, 112, 118, 119, 121, 132, 133, 134, 137, 139, 140, 1023 & 1038 and Int 112, 115, 127, 132 & 1042] This Standard makes editorial amendments to a range of Australian Accounting Standards and Interpretations. There is no financial impact.
AASB 2010-6	Amendments to Australian Accounting Standards – Disclosures on Transfers of Financial Assets [AASB 1 & 7] This Standard introduces additional disclosures relating to transfers of financial assets in AASB 7. An entity shall disclose all transferred financial assets that are not derecognised and any continuing involvement in a transferred asset, existing at the reporting date, irrespective of when the related transfer transaction occurred. There is no financial impact.
AASB 2011-1	Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project [AASB 1, 5, 101, 107, 108, 121, 128, 132 & 134 and Int 2, 112 & 113] This Standard, in conjunction with AASB 1054, removes disclosure requirements from other Standards and incorporates them in a single Standard to achieve convergence between Australian and New Zealand Accounting Standards. There is no financial impact.

AASB 2011-5	<p>Amendments to Australian Accounting Standards – Extending Relief from Consolidation, the Equity Method and Proportionate Consolidation [AASB 127, 128 & 131]</p> <p>This Standard extends the relief from consolidation, the equity method and proportionate consolidation by removing the requirement for the consolidated financial statements prepared by the ultimate or any intermediate parent entity to be IFRS compliant, provided that the parent entity, investor or venturer and the ultimate or intermediate parent entity are not-for-profit non-reporting entities that comply with Australian Accounting Standards. There is no financial impact.</p>	
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Future impact of Australian Accounting Standards not yet operative

The Trust cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 Application of Australian Accounting Standards and Other Pronouncements. Consequently, the Trust has not applied early any of the following Australian Accounting Standards that have been issued that may impact the Trust. Where applicable, the Trust plans to apply these Australian Accounting Standards from their application date:

Operative for reporting periods beginning on/after

AASB 9	<p>Financial Instruments</p> <p>This Standard supersedes AASB 139 Financial Instruments: Recognition and Measurement, introducing a number of changes to accounting treatments.</p> <p>The Standard was reissued in December 2010. The Trust has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2013
AASB 10	<p>Consolidated Financial Statements</p> <p>This Standard supersedes requirements under AASB 127 Consolidated and Separate Financial Statements and Int 112 Consolidation – Special Purpose Entities, introducing a number of changes to accounting treatments.</p> <p>The Standard was issued in August 2011. The Trust has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2013
AASB 11	<p>Joint Arrangements</p> <p>This Standard supersedes AASB 131 Interests in Joint Ventures, introducing a number of changes to accounting treatments.</p> <p>The Standard was issued in August 2011. The Trust has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2013
AASB 12	<p>Disclosure of Interests in Other Entities</p> <p>This Standard supersedes disclosure requirements under AASB 127 Consolidated and Separate Financial Statements, AASB 128 Investments in Associates and AASB 131 Interests in Joint Ventures.</p> <p>The Standard was issued in August 2011. The Trust has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2013

AASB 13	<p>Fair Value Measurement</p> <p>This Standard defines fair value, sets out a framework for measuring fair value and requires disclosures about fair value measurements. There is no financial impact.</p>	1 Jan 2013
AASB 119	<p>Employee Benefits</p> <p>This Standard supersedes AASB 119 (October 2010). As the Trust does not operate a defined benefit plan, the impact of the change is limited to measuring annual leave as a long-term employee benefit. The resultant discounting of the annual leave benefit has an immaterial impact.</p>	1 Jan 2013
AASB 127	<p>Separate Financial Statements</p> <p>This Standard supersedes requirements under AASB 127 Consolidated and Separate Financial Statements, introducing a number of changes to accounting treatments.</p> <p>The Standard was issued in August 2011. The Trust has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2013
AASB 128	<p>Investments in Associates and Joint Ventures</p> <p>This Standard supersedes AASB 128 Investments in Associates, introducing a number of changes to accounting treatments.</p> <p>The Standard was issued in August 2011. The Trust has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2013

Operative for reporting periods beginning on/after

AASB 1053	<p>Application of Tiers of Australian Accounting Standards</p> <p>This Standard establishes a differential financial reporting framework consisting of two tiers of reporting requirements for preparing general purpose financial statements. There is no financial impact.</p>	1 Jul 2013
AASB 2009-11	<p>Amendments to Australian Accounting Standards arising from AASB 9 [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 121, 127, 128, 131, 132, 136, 139, 1023 & 1038 and Int 10 & 12]</p> <p>[Modified by AASB 2010-7]</p>	1 Jul 2013
AASB 2010-2	<p>Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements [AASB 1, 2, 3, 5, 7, 8, 101, 102, 107, 108, 110, 111, 112, 116, 117, 119, 121, 123, 124, 127, 128, 131, 133, 134, 136, 137, 138, 140, 141, 1050 & 1052 and Int 2, 4, 5, 15, 17, 127, 129 & 1052]</p> <p>This Standard makes amendments to Australian Accounting Standards and Interpretations to introduce reduced disclosure requirements for certain types of entities. There is no financial impact.</p>	1 Jul 2013

AASB 2010-7	Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Int 2, 5, 10, 12, 19 & 127] This Standard makes consequential amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 9 in December 2010. The Trust has not yet determined the application or the potential impact of the Standard.	1 Jan 2013
AASB 2011-2	Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project – Reduced Disclosure Requirements [AASB 101 & 1054] This Standard removes disclosure requirements from other Standards and incorporates them in a single Standard to achieve convergence between Australian and New Zealand Accounting Standards for reduced disclosure reporting. There is no financial impact.	1 Jul 2013
AASB 2011-6	Amendments to Australian Accounting Standards – Extending Relief from Consolidation, the Equity Method and Proportionate Consolidation – Reduced Disclosure Requirements [AASB 127, 128 & 131] This Standard extends the relief from consolidation, the equity method and proportionate consolidation by removing the requirement for the consolidated financial statements prepared by the ultimate or any intermediate parent entity to be IFRS compliant, provided that the parent entity, investor or venturer and the ultimate or intermediate parent entity comply with Australian Accounting Standards or Australian Accounting Standards – Reduced Disclosure Requirements. There is no financial impact.	1 Jul 2013
Operative for reporting periods beginning on/after		
AASB 2011-7	Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards [AASB 1, 2, 3, 5, 7, 9, 2009-11, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 & 1038 and Int 5, 9, 16 & 17] This Standard gives effect to consequential changes arising from the issuance of AASB 10, AASB 11, AASB 127 Separate Financial Statements and AASB 128 Investments in Associates and Joint Ventures. The Trust has not yet determined the application or the potential impact of the Standard.	1 Jan 2013

AASB 2011-8	Amendments to Australian Accounting Standards arising from AASB 13 [AASB 1, 2, 3, 4, 5, 7, 9, 2009-11, 2010-7, 101, 102, 108, 110, 116, 117, 118, 119, 120, 121, 128, 131, 132, 133, 134, 136, 138, 139, 140, 141, 1004, 1023 & 1038 and Int 2, 4, 12, 13, 14, 17, 19, 131 & 132] This Standard replaces the existing definition and fair value guidance in other Australian Accounting Standards and Interpretations as the result of issuing AASB 13 in September 2011. There is no financial impact.	1 Jan 2013
AASB 2011-9	Amendments to Australian Accounting Standards – Presentation of Items of Other Comprehensive Income [AASB 1, 5, 7, 101, 112, 120, 121, 132, 133, 134, 1039 & 1049] This Standard requires to group items presented in other comprehensive income on the basis of whether they are potentially reclassifiable to profit or loss subsequently (reclassification adjustments). The Trust has not yet determined the application or the potential impact of the Standard.	1 Jul 2012
AASB 2011-10	Amendments to Australian Accounting Standards arising from AASB 119 (September 2011) [AASB 1, 8, 101, 124, 134, 1049 & 2011-8 and Int 14] This Standard makes amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 119 in September 2011. There is no financial impact.	1 Jan 2013
AASB 2011-11	Amendments to AASB 119 (September 2011) arising from Reduced Disclosure Requirements This Standard gives effect to Australian Accounting Standards – Reduced Disclosure Requirements for AASB 119 (September 2011). There is no financial impact.	1 Jul 2013
AASB 2012-1	Amendments to Australian Accounting Standards – Fair Value Measurement – Reduced Disclosure Requirements (AASB 3, 7, 13, 140 & 141) This Standard establishes and amends reduced disclosure requirements for additional and amended disclosures arising from AASB 13 and the consequential amendments implemented through AASB 2011-8. There is no financial impact.	1 Jul 2013

6. Employee benefits expense

	2012 \$000	2011 \$000
Wages and salaries (a)	14,927	14,468
Superannuation – defined contribution plans (b)	1,337	1,244
Long service leave (c)	75	436
Annual leave (c)	860	801
	17,199	16,949

(a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component, leave entitlements including superannuation contribution component.

(b) Defined contribution plans include West State, Gold State and GESB Super Scheme (contributions paid).

(c) Includes a superannuation contribution component.

The Long Service Leave provision has been adjusted based on new information developed from the Payroll system.

Employment on-costs such as workers' compensation insurance are included at note 13 'Other Expenses'.

The employment on-costs liability is included at note 27 'Provisions'.

7. Supplies and Services

	2012 \$000	2011 \$000
Lease, rental and hire costs	1,199	1,253
Event specific costs	251	754
Consumables	698	536
Repairs and maintenance	548	512
Minor equipment	148	216
Other expenses	449	433
Contracts for security for events	262	383
Licences, fees and registration	266	325
Professional services	432	308
Insurance	263	286
Campaign, promotions and publications	250	252
Contracts	2,480	207
Labour hire	340	273
Professional services – finance	264	260
Communications	198	201
Food supplies	38	171
	8,086	6,370

8. Depreciation expense

	2012 \$000	2011 \$000
Plant, equipment and vehicles	763	689
Leased office equipment	-	150
Boating	4	-
Buildings	7,236	6,091
Total depreciation	8,003	6,930

9. Finance Costs

	2012 \$000	2011 \$000
Finance lease charges	-	1
Finance costs expensed	-	1

10. Accommodation expenses

	2012 \$000	2011 \$000
Repairs and maintenance	1,077	1,029
Utilities and rates	2,279	1,525
Cleaning	740	713
	4,096	3,267

11. Loss on disposal of non-current assets

	2012 \$000	2011 \$000
Cost of Disposal of Non-Current Assets		
Plant and equipment	21	29
Net loss	21	29

12. Grants and subsidies

	2012 \$000	2011 \$000
After school sessions for Childcare	-	1
	-	1

13. Other expenses

	2012 \$000	2011 \$000
Other expenses	391	283
Pre-opening costs of Perth Arena	650	-
Bad debt write off	-	154
Workers compensation	190	124
Professional services – external audit fees	63	64
	1,294	625

14. User charges and fees

	2012 \$000	2011 \$000
User charges	9,129	8,802
Fees	1,930	2,942
	11,059	11,744

15. Trading profit

	2012 \$000	2011 \$000
Sales	6,079	6,229
Cost of sales:		
Opening inventory	(285)	(327)
Purchases	(2,168)	(2,487)
	(2,453)	(2,814)
Closing inventory	288	285
Cost of Goods Sold	(2,165)	(2,529)
Trading profit	3,914	3,700

16. Other revenue

	2012 \$000	2011 \$000
Recoups	2,460	2,061
Ticket royalties and commission	450	573
Aquatic recovery – schools	98	216
Other revenue	385	314
	3,393	3,164

17. Net gain on disposal of non-current assets

	2012 \$000	2011 \$000
Proceeds from disposal of non-current assets		
Plant, equipment and vehicles	4	-
Net gain	4	-

18. Income from State Government

	2012 \$000	2011 \$000
Appropriation received during the period:		
Service appropriation (a)	22,742	15,577
Resources received free of charge (b)		
Determined on the basis of the following estimates provided by agencies:		
Department of Treasury and Finance	-	6
	22,742	15,583

(a) Service appropriations fund the net cost of services delivered. Appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the depreciation expense for the year and any agreed increase in leave liability during the year.

(b) Assets or services received free of charge or for a nominal cost are recognised as revenue at fair value of the assets and/or services that can be reliably measured and which would have been purchased if they were not donated. Contributions of assets or services in the nature of contributions by owners are recognised directly to equity.

19. Inventories

	2012 \$000	2011 \$000
Current		
Inventories held for re-sale:		
Finished goods (at cost)	288	285
Total	288	285

20. Receivables

	2012 \$000	2011 \$000
Current		
Receivables	1,622	1,979
GST receivable	2,740	1,727
Allowance for impairment of receivables	(120)	(42)
Total	4,242	3,664

Reconciliation of changes in the allowance for impairment of receivables:

Balance at start of period	42	30
Doubtful debts expense recognised in the statement of comprehensive income	78	12
Balance at end of period	120	42

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

21. Amounts receivable for services

	2012 \$000	2011 \$000
Current	4,700	3,445
Non-current	21,281	17,360
	25,981	20,805

Represents the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.

22. Other assets

	2012 \$000	2011 \$000
Current		
Prepayments	1,741	35
Total	1,741	35

23. Property, plant and equipment

	2012 \$000	2011 \$000
Land		
At fair value (a)	23,423	22,497
	23,423	22,497
Buildings		
At fair value (a)	207,076	201,781
Accumulated depreciation	(4)	(1)
	207,072	201,780
Buildings under construction		
Construction costs	484,085	354,967
	484,085	354,967
Plant and equipment		
At cost	7,116	8,762
Accumulated depreciation	(3,135)	(5,763)
	3,981	2,999
Office equipment		
At cost	1,666	1,569
Accumulated depreciation	(1,129)	(1,083)
	537	486
Boating		
At cost	81	-
Accumulated depreciation	(4)	-
	77	-
Infrastructure		
At cost	33,704	-
Accumulated depreciation	(432)	-
	33,272	-
Leased office equipment		
At capitalised cost	446	1,131
Accumulated depreciation	(446)	(1,131)
	-	-
	752,447	582,729

(a) Land and buildings were revalued as at 1 July 2011 by the Western Australian Land Information Authority (Valuation Services). The valuations were performed during the year ended 30 June 2012 and recognised at 30 June 2012. In undertaking the revaluation, fair value was determined by reference to market values for land: \$23,423,000 (2011: \$22,497,000) and buildings: \$207,072,000 (2011: \$201,780,000). For the remaining balance, fair value of land and buildings was determined on the basis of depreciated replacement cost.

Reconciliations of the carrying amounts of property, plant and equipment at the beginning and end of the reporting period are set out in the table below.

	2012	Land \$000	Buildings \$000	Buildings under construction \$000	Plant & equipment \$000	Office equipment \$000	Boating \$'000	Infrastructure \$'000	Leased office equipment \$000	Total \$000
Carrying amount at start of year		22,497	201,780	354,967	2,999	486	-	-	-	582,729
Additions		726	20,215	129,118	1,585	231	81	33,704	-	185,660
Disposals		-	-	-	(7)	(14)	-	-	-	(21)
Revaluation increments		200	(8,118)	-	-	-	-	-	-	(7,918)
Depreciation		0	(6,805)	-	(596)	(166)	(4)	(432)	-	(8,003)
Carrying amount at end of year		23,423	207,072	484,085	3,981	537	77	33,272	-	752,447

	2011	Land \$000	Buildings \$000	Buildings under construction \$000	Plant & equipment \$000	Office equipment \$000	Boating \$'000	Infrastructure \$'000	Leased office equipment \$000	Total \$000
Carrying amount at start of year		21,868	191,874	280,272	2,630	458	-	-	150	497,252
Additions		31	934	74,695	903	212	-	-	-	76,775
Disposals		-	-	-	(16)	(13)	-	-	-	(29)
Revaluation Increments		598	15,063	-	-	-	-	-	-	15,661
Depreciation		-	(6,091)	-	(518)	(171)	-	-	(150)	(6,930)
Carrying amount at end of year		22,497	201,780	354,967	2,999	486	-	-	-	582,729

24. Impairment of assets

There were no indications of impairment to property, plant and equipment at 30 June 2012.

The Trust held no goodwill or surplus assets during the reporting period.

25. Payables

	2012 \$000	2011 \$000
Current		
Accrued expenses	1,659	883
Trade payables	574	359
GST payable	487	705
Other payables	36	6
Total	2,756	1,953

26. Borrowings

	2012 \$000	2011 \$000
Current		
Office of Energy loan	-	30
Total current	-	30

27. Provisions

	2012 \$000	2011 \$000
Current		
Employee benefits provision		
Annual leave (a)	844	816
Long service leave (b)	678	830
Other provisions		
Employment on-costs (c)	114	116
	1,636	1,762
Non-current		
Employee benefits provision		
Long service leave (b)		
	656	653
Other provisions		
Employment on-costs (c)	48	46
	704	699

(a) Annual leave liabilities have been 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:

	2012 \$000	2011 \$000
Within 12 months of the end of the reporting period	613	533
More than 12 months after the end of the reporting period	231	283
	844	816

(b) Long service leave liabilities have been classified as current where there is no unconditional right to defer 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:

	2012 \$000	2011 \$000
Within 12 months of the end of the reporting period	255	628
More than 12 months after the end of the reporting period	1,079	855
	1,334	1,483

(c) The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments. The associated expense, apart from the unwinding of the discount (finance cost), is disclosed in note 13 'Other expenses'.

Movements in other provisions

	2012 \$000	2011 \$000
Movements in the employment on-cost provision during the financial year are set out below.		
Carrying amount at the start of the year	162	182
Additional/(reversals of) provisions recognised	-	(20)
Carrying amount at the end of year	162	162

28. Other liabilities

	2012 \$000	2011 \$000
Current		
Accrued Purchases	452	554
Unearned revenue	522	610
Accrued salaries	373	327
Unsettled events funds	247	157
Other	39	40
Total	1,633	1,688

29. Equity

The Government holds the equity interest in the Trust on behalf of the community. Equity represents the residual interest in the net assets of the Trust. The asset revaluation surplus represents that portion of equity resulting from the revaluation of non-current assets.

Contributed equity

	2012 \$000	2011 \$000
Balance at the start of the period	507,471	440,459
Contribution by owners		
Capital appropriation	156,401	67,012
Other contributions by owners	54,124	-
Balance at the end of the period	717,996	507,471

Reserves

	2012 \$000	2011 \$000
Asset revaluation surplus		
Balance at start of year	80,747	65,086
Net revaluation increments/(decrements):		
Land	200	598
Buildings	(8,118)	15,063
Balance at end of year	72,829	80,747

Accumulated surplus

	2012 \$000	2011 \$000
Balance at start of year	44,010	43,991
Result for the period	2,413	19
Balance at end of year	46,423	44,010

30. Notes to the Statement of Cash Flows

Reconciliation of Cash

Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

	2012 \$000	2011 \$000
Cash and cash equivalents	59,278	30,842

Reconciliation of net cost of services to net cash flows used in operating activities

	2012 \$000	2011 \$000
Net cost of services	(20,329)	(15,564)
Non-cash items:		
Depreciation expense (note 8)	8,003	6,930
Doubtful debts expense	89	12
Resources received free of charge (note 18)	-	6
Finance costs	-	1
Bad debt expense (note 13)	-	154
Adjustment for other non-cash items	1	-
Net loss on sale of property, plant and equipment (note 11) & (note 17)	17	29
(Increase)/decrease in assets:		
Current receivables (a)	436	357
Current inventories	(3)	42
Other current assets	(1,706)	(35)
Increase/(decrease) in liabilities:		
Current payables (a)	962	62
Current provisions	(126)	150
Other current liabilities	(85)	(693)
Non-current provisions	5	199
Change in GST in receivables/payables (b)	(1,231)	1,001
Net cash used in operating activities	(13,967)	(7,349)

Note that the Australian Taxation Officer (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.

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

At the end of the reporting period, the Trust had fully drawn on all financing facilities, details of which are disclosed in the financial statements.

31. Resources provided free of charge

	2012 \$000	2011 \$000
During the period the following resources were provided to other agencies free of charge for functions outside the normal operations of the Trust.		
Western Australian Institute of Sport	895	573
	895	573

32. Commitments

The commitments below are inclusive of GST where relevant.

Capital expenditure commitments

	2012 \$000	2011 \$000
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:		
Within 1 year	55,499	93,903
	55,499	93,903
The capital commitments include amounts for:		
Buildings	55,499	93,903
	55,499	93,903

Lease commitments

	2012 \$000	2011 \$000
Commitments in relation to leases contracted for at the end of the reporting period but not recognised in the financial statements are payable as follows:		
Within 1 year	137	150
Later than 1 year and not later than 5 years	134	111
	271	261
Representing:		
Non-cancellable operating leases	271	261
	271	261

Non cancellable operating lease commitments

	2012 \$000	2011 \$000
Commitments for minimum lease payments are payable as follows:		
Within 1 year	137	150
Later than 1 year and not later than 5 years	134	111
	271	261

The motor vehicle leases are non-cancellable leases with terms up to three years, with lease payments monthly. New vehicle leases are negotiated at the end of this period, the number of vehicle leases being subject to the Trust's operational needs.

VenuesWest was appointed as the responsible Authority for nib Stadium in March 2012. VenuesWest currently has an operating lease with the City of Vincent for the stadium with Title to transfer to VenuesWest at a date and value still to be confirmed.

33. Contingent liabilities and contingent assets

The Trust has no contingent liabilities or contingent assets.

34. Events occurring after the end of the reporting period

The Trust has no subsequent events to report.

35. Explanatory statement

Significant variations between estimates and actual results for 2012 and between the actual results for 2011 and 2012 are shown below. Significant variations are considered to be those greater than 10% or \$5 million.

Significant variances between estimated and actual result for 2012

	2012 Estimate \$000	2012 Actual \$000	Variation \$000
Expenses			
Supplies and Services	10,944	8,086	2,858
Cost of Goods Sold	2,725	2,165	560

Supplies and Services and Cost of Goods Sold

The variance in these areas is due to a reduction in the number of events held compared to those budgeted and a reduction in retail sales.

Significant variances between actual results for 2011 and 2012

	2012 \$000	2011 \$000	Variance \$000
Expenses			
Supplies & Services	8,086	6,370	1,716
Accommodation Expenses	4,096	3,267	829
Cost of Goods Sold	2,165	2,529	(364)
Other Expenses	1,294	625	669

Supplies and Services

The variance is mainly due to the additional pre-operating costs of the Perth Arena as the venue nears completion.

Accommodation Expenses

The variance is due to VenuesWest taking ownership of the WA Rugby Centre and Champion Lakes Regatta Centre during 2011-12, along with general increases in utility costs across all venues from utility provider increases.

Cost of Goods Sold

The variance within these areas is due to a reduction in the number of events held compared to those budgeted.

Other Expenses

The additional expenditure relates to pre-operating costs of Perth Arena with the operator coming on board in 2011-12.

36. Financial instruments

(a) Financial risk management objectives and policies

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

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.

The maximum exposure to credit risk at the end of the reporting period in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any allowance for impairment as shown in the table at note 36(c) 'Financial instrument disclosures' and note 21 'Receivables'.

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. At the end of the reporting period there were no significant concentrations of credit risk.

Allowance for impairment of financial assets is calculated based on objective evidence such as observable data indicating change in client credit ratings. For financial assets that are either past due or impaired, refer to 36(c) 'Financial Instrument Disclosures'.

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. The Trust's borrowings were obtained through a loan from the Office of Energy.

(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:

	2012 \$000	2011 \$000
Financial Assets		
Cash and cash equivalents	59,278	30,842
Loans and receivables (a)	27,603	22,777
Financial Liabilities		
Financial liabilities measured at amortised cost	2,269	1,278

(a) The amount of loans and receivables excludes GST recoverable from the ATO (statutory receivable).

(c) Financial instrument disclosures

Credit risk

The following table discloses the Trust's maximum exposure to credit risk and the ageing analysis of financial assets. The Trust's maximum exposure to credit risk at the end of the reporting period is the carrying amount of financial assets as shown below. The table discloses the ageing of financial assets that are past due but not impaired and impaired financial assets. The table is based on information provided to senior management of the Trust.

The Trust does not hold any collateral as security or other credit enhancement relating to the financial assets it holds.

Aged analysis of financial assets

	Carrying Amount \$000	Not past due and not impaired \$000	Past due but not impaired					Impaired financial assets \$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	
2012								
Cash and cash equivalents	59,278	59,278	-	-	-	-	-	-
Receivables (a)	1,502	-	1,215	142	145	-	-	-
Amounts receivable for services	25,981	25,981	-	-	-	-	-	-
	86,761	85,259	1,215	142	145	-	-	-
2011								
Cash and cash equivalents	30,842	30,842	-	-	-	-	-	-
Receivables (a)	1,937	-	-	1,771	100	66	-	-
Amounts receivable for services	20,805	20,805	-	-	-	-	-	-
	53,584	51,647	-	1,771	100	66	-	-

(a) The amount of receivables excludes GST recoverable from the ATO (statutory receivable).

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.

	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
2012											
Financial Assets											
Cash and cash equivalents		59,278	-	-	59,278	59,278	59,278	-	-	-	-
Receivables (a)		1,502	-	-	1,502	1,502	1,502	-	-	-	-
Amounts receivable for services		25,981	-	-	25,981	25,981	392	784	3,524	21,281	-
		86,761	-	-	86,761	86,761	61,172	784	3,524	21,281	-
Financial Liabilities											
Payables		2,269	-	-	2,269	2,269	2,269	-	-	-	-
		2,269	-	-	2,269	2,269	2,269	-	-	-	-

(a) The amount of receivables excludes the GST recoverable from the ATO (statutory receivable)

	Weighted Average Effective Interest Rate %	Carrying Amount \$000	Interest Rate Exposure				Maturity Dates				
			Fixed Interest Rate \$000	Variable Interest Rate \$000	Non-interest bearing \$000	Nominal Amount \$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
2011											
Financial Assets											
Cash and cash equivalents		30,842	-	-	30,842	30,842	30,842	-	-	-	-
Receivables (a)		1,937	-	-	1,937	1,937	1,937	-	-	-	-
Amounts receivable for services		20,805	-	-	20,805	20,805	1,161	-	2,284	17,360	-
		53,584	-	-	53,584	53,584	33,940	-	2,284	17,360	-
Financial Liabilities											
Payables		1,248	-	-	1,248	1,248	1,248	-	-	-	-
Office of energy loan	7.00	30	30	-	-	30	-	30	-	-	-
		1,278	30	-	1,248	1,278	1,248	30	-	-	-

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.

	Carrying Amount \$000	-100 basis points Surplus \$000	Equity \$000	+100 basis points Surplus \$000	Equity \$000
2012					
Financial Assets					
Financial Liabilities	2,269	23	23	(23)	(23)
Total Increase/(Decrease)		23	23	(23)	(23)
2011					
Financial Assets					
Financial Liabilities	1,278	13	13	(13)	(13)
Total Increase/(Decrease)		13	13	(13)	(13)

Fair values

All financial assets and liabilities recognised in the statement of financial position, whether they are carried at cost or fair value, are recognised at amounts that represent a reasonable approximation of fair value unless otherwise stated in the applicable notes.

37. Remuneration of members of the Trust and senior officers

Remuneration of members of the Trust

The number of members of the Trust, whose total of fees, salaries, superannuation, nonmonetary benefits and other benefits for the financial year, fall within the following bands are:

\$	2012 \$000	2011 \$000
0 – 10,000	4	3
10,001 – 20,000	-	-
20,001 – 30,000	1	5
30,001 – 40,000	4	1
40,001 – 50,000	1	-
The total remuneration of members of the Trust	186	150

The total remuneration includes the superannuation expense incurred by the Trust in respect of members of the Trust.

Remuneration of senior officers

The number of senior officers, other than senior officers reported as members of the Trust, whose total fees, salaries, superannuation, nonmonetary benefits and other benefits for the financial year fall within the following bands are:

\$	2012 \$000	2011 \$000
0 – 10,000	1	-
20,000 – 30,000	-	1
50,001 – 60,000	-	1
80,001 – 90,000	1	-
100,001 – 110,000	-	1
110,001 – 120,000	-	3
120,001 – 130,000	-	-
130,001 – 140,000	2	1
150,001 – 160,000	1	-
170,001 – 180,000	1	-
200,001 – 210,000	1	-
270,001 – 280,000	-	1
290,001 – 300,000	1	-
The total remuneration of senior officers	1,182	946

The total remuneration includes the superannuation expense incurred by the Trust in respect of senior officers other than senior officers reported as members of the Trust. The total remuneration includes \$21,685 related to cashed out leave.

38. Remuneration of the auditor

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

	2012 \$000	2011 \$000
Auditing the accounts, financial statements and performance indicators	63	64

The expense is included at note 13 'Other expenses'

39. Related bodies

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

40. Affiliated bodies

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

41. Supplementary financial information

(a) Write-offs

	2012 \$000	2011 \$000
Public property written off by the Board during the financial year	21	29
Bad debt written off by the Board during the financial year	-	154
	21	183

42. Schedule of income and expenses by service

	Provision of elite sport facilities and support		Provision of community facilities and services		Provision of competitive and cost effective state owned assets		Total	
	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000
COST OF SERVICES								
Expenses								
Employee benefits expense	6,880	6,780	5,160	5,084	5,159	5,085	17,199	16,949
Supplies and services	3,234	2,548	2,426	1,911	2,426	1,911	8,086	6,370
Depreciation expense	5,203	4,221	2,188	2,020	612	689	8,003	6,930
Finance cost	-	-	-	-	-	1	-	1
Accommodation expenses	1,639	1,307	1,228	980	1,229	980	4,096	3,267
Cost of sales	-	-	1,082	1,265	1,083	1,264	2,165	2,529
Loss on disposal of non-current assets	-	-	11	14	10	15	21	29
Other expenses	517	189	388	219	389	218	1,294	626
Total cost of services	17,473	15,045	12,483	11,493	10,908	10,163	40,864	36,701
Income								
User charges and fees	1,327	1,409	4,867	5,168	4,865	5,167	11,059	11,744
Sales	-	-	1,337	1,370	4,742	4,859	6,079	6,229
Other revenue	-	-	747	696	2,650	2,468	3,397	3,164
Total income other than income from State Government	1,327	1,409	6,951	7,234	12,257	12,494	20,535	21,137
NET COST OF SERVICES	(16,146)	(13,636)	(5,532)	(4,259)	1,349	2,331	(20,329)	(15,564)
INCOME FROM STATE GOVERNMENT								
Service appropriation	9,097	6,233	13,645	9,344	-	-	22,742	15,577
Resources received free of charge	-	-	-	6	-	-	-	6
Total income from State Government	9,097	6,233	13,645	9,350	-	-	22,742	15,583
Surplus/(deficit) for the period	(7,049)	(7,403)	8,113	5,091	1,349	2,331	2,413	19

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

KEY PERFORMANCE INDICATORS

WA Sports Centre Trust Certification of Performance Indicators For the Year Ended 30 June 2012

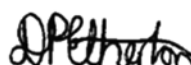
We hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Western Australian Sports Centre Trust's (trading as VenuesWest) performance and fairly represents the performance of the Western Australian Sports Centre Trust for the financial year ended 30 June 2012.



Mr Graham Partridge
CHAIRMAN
Date: 19 September 2012



Ken McAullay
BOARD MEMBER
Date: 19 September 2012



Mr David Etherton
CHIEF EXECUTIVE OFFICER
Date: 19 September 2012

KEY PERFORMANCE INDICATOR INFORMATION

Efficiency and Effectiveness Indicators

Outcome 1: Sustainable, accessible and profitable state assets delivering sport, recreation and entertainment opportunities for Western Australians.

Service 1. Provision of elite sport facilities and support

1.1 Percentage of targeted sports where venues meet international competition standards

Targeted Sports Compliance result 2011-12 – 66.6%. (Target 77.7%)

Sport	Competition standards met?		
	State	National	International
Athletics	Y	Y	Y
Basketball	Y	Y	Y
Cycling Indoor	Y	Y	N (Y in interim)
Diving	Y	N	N
Gymnastics	Y	Y	Y
Netball	Y	Y	Y
Swimming	Y	N	N
Volleyball	Y	Y	Y
Water Polo	Y	Y	Y

Source: An annual assessment of venue facilities and services compared to State, national and international sport competition compliance requirements is undertaken against the nine targeted sports. International competition compliance standards are specified by the different official governing bodies:

- » FINA for swimming, water polo and diving.
- » Federational International of Gymnastics (FIG).
- » International Amateur Athletics Federation (IAAF)
- » International Federation of Netball Standards (IFNA)
- » International Basketball Federation (FIBA)
- » Federation International of Volleyball (FIVB)
- » Union Cycling International (UCI)

The identification of targeted sports and the most appropriate venue is done in conjunction with WAIS, the Department of Sport and Recreation and the State Sporting Associations.

Derivation: As at 2011-12 the percentage of targeted sports where venues meet international competition standards is 66.6% which is below the stretch target set for 2011-12 of 7/9 sports or 77.7%.

Comment: This indicator demonstrates the effectiveness by which the recurrent appropriation and ongoing capital investment program is able to sustain the compliance standards required of specific sports at the elite competition level.

It should be noted that during the course of 2011-12 significant capital repairs and maintenance works were undertaken at the SpeedDome that then enabled the hosting of the Perth International Winter Track Cycling Grand Prix Event. The venue is not considered however to meet the optimal competition standards in the longer term.

Venues considered for inclusion in the VenuesWest portfolio have been designed to achieve the compliance requirements of the day – or have the capacity to host national/ international competition if appropriately resourced.

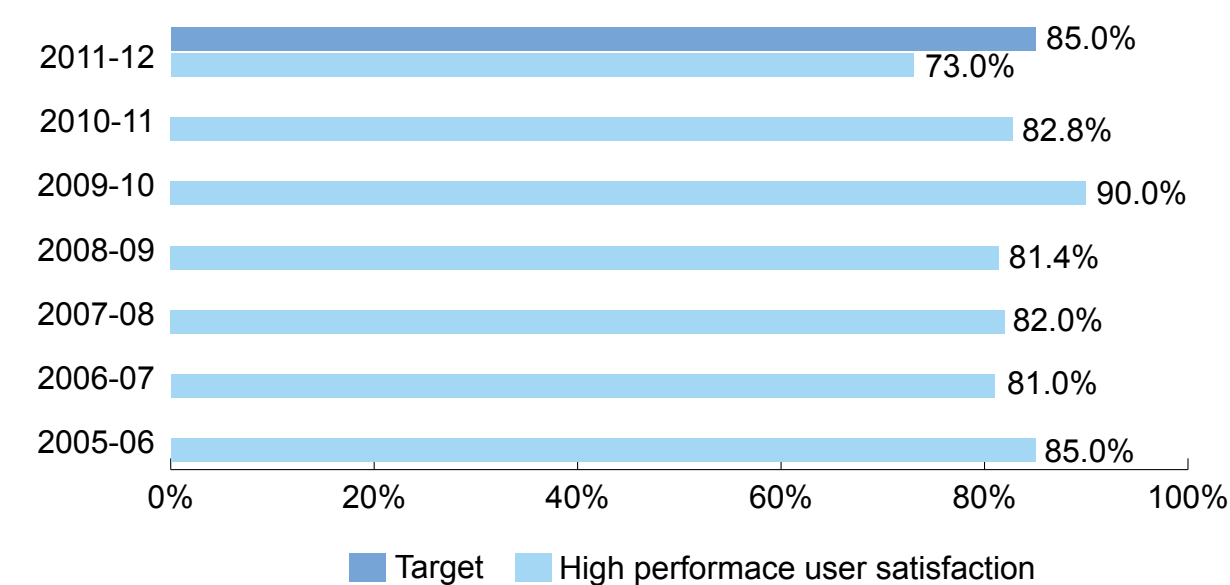
VenuesWest must work in partnership with its key stakeholders to deliver programs, services and support that meet community needs in facilities that are safe, functional and fit for purpose.

By striking a baseline of agreed high performance sports that VenuesWest will target for venue compliance against competition standards, a new level of transparency is delivered for the state government and taxpayers alike of the capacity by which our venues can deliver major sporting events.

It is necessary for success that high performance athletes focus on the availability of competition and suitability of high-quality training facilities. Working in partnership with WAIS, Department of Sport and Recreation and the relevant State Sporting Associations, VenuesWest seeks to deliver facilities that meet both the training and competition compliance requirements of targeted sports to ensure that Western Australia is a suitable home-base for athletes. A lack of competition at home leads to significant and regular travel and frequently relocation of young athletes and top coaches to the east-coast.

It is not however intended that compliance be pursued to international standards in all sports at all costs. Competition cycles, changing compliance standards by international sporting bodies, alternative Australian venues and budgetary considerations will impact directly on performance and be taken into account in setting targets.

Indicator 1.2 High Performance Sport User Satisfaction



Source: Customer Service Survey conducted by the Centre for Environmental Management, in association with the University of South Australia in June 2012. The CERM Performance Indicator Research Project focuses on benchmarking for sports and leisure services and facilities with approximately 165 organisations Australia-wide participating.

Derivation: The survey measured overall satisfaction with facilities by elite sport customers across VenuesWest’s facilities. High Performance Sport Customers were asked to rate the quality of services and facilities on a scale of 1 (very poor) to 7 (very good). 85 survey responses were completed and received. The standard error rate for the survey is +/-5%, with a confidence interval of 95%.

Comment:

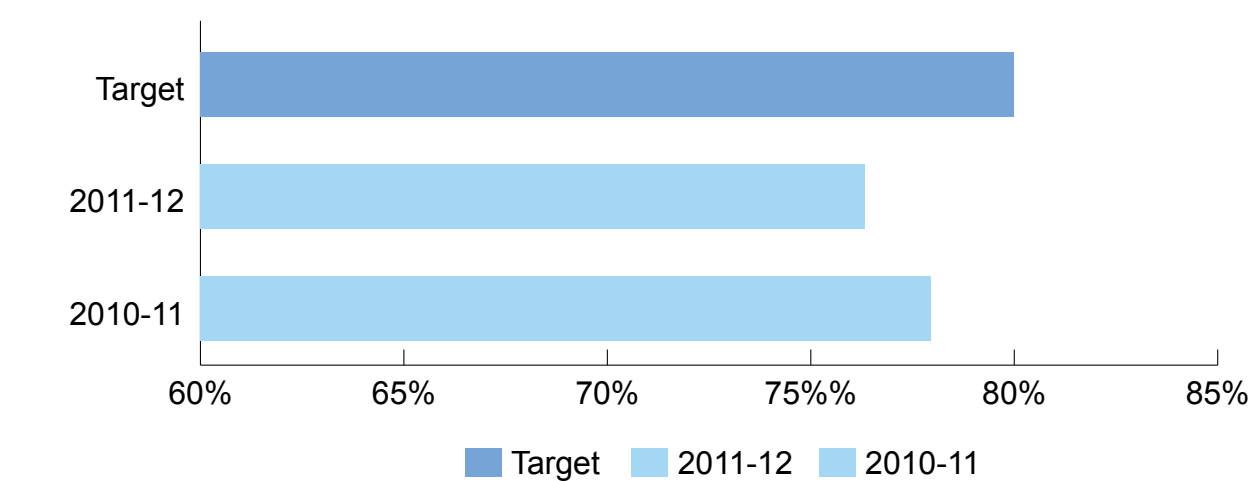
VenuesWest continues to manage its resources effectively to deliver elite sport facilities. The survey results for 2011-12 indicate an overall satisfaction level of 73%. The target for 2011-12 was held at 85% based on concerns regarding the level of capital reinvestment in ageing facilities and the capacity to meet international training and competition compliance standards.

The result for 2011-12 was below target and issues identified by customers included facility maintenance, equipment quality and maintenance and pool water temperature issues. It should be noted that the geo-thermal system utilised to heat the pools at the Challenge Stadium facility failed several times during the year and backup use of gas heating was required.

The activity profile of the elite athletes that completed the survey included – squad swimming, gymnastics, water polo, skating, cycling, and hockey. These user groups are all predominantly using the older facilities within the portfolio ie. Challenge Stadium, Arena Joondalup and the SpeedDome.

Service 2. Management of community sport, entertainment and recreational facilities

Indicator 2.1 Percentage of visitors whose expectations were met or exceeded by VenuesWest services.



Source: Customer Service Survey conducted by the Centre for Environmental Management in association with the University of South Australia in June 2012. The CERM Performance Indicator Research Project focuses on benchmarking for sports and leisure services and facilities with approximately 165 organisations Australia-wide participating.

Derivation: The survey measured overall satisfaction by patrons at each of the VenuesWest facilities that VenuesWest both owns and manages. Customers were asked to rate the quality of services and facilities on a scale of 1 (very dissatisfied) to 7 (very satisfied). 1023 individual responses were completed and received. This is above the recommended sample size by the CERM Benchmarking project of 200 – 300 respondents per venue. The standard error rate for the survey is +/-5%, with a confidence interval of 95%.

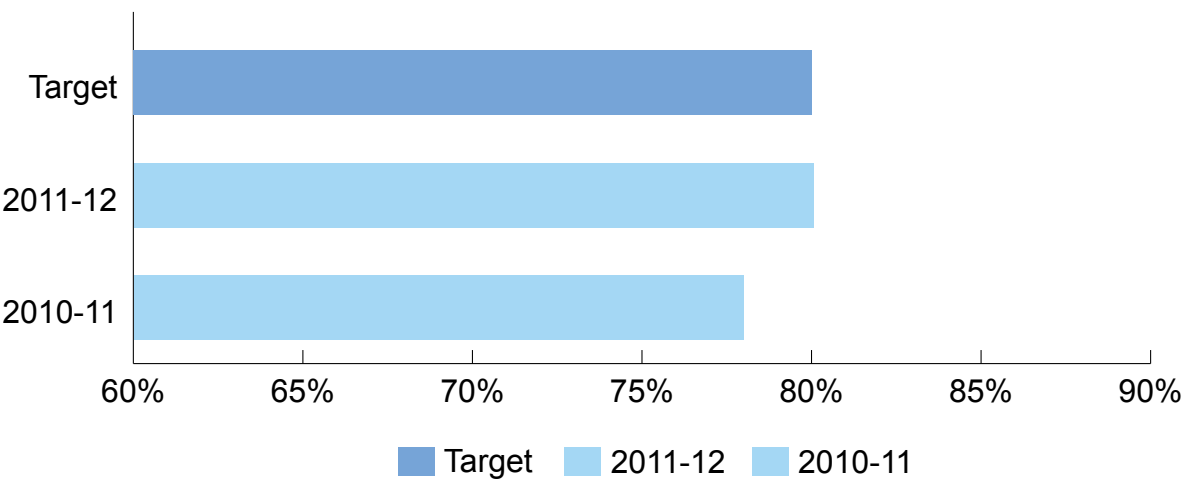
Comment: This indicator provides a measure of effectiveness of the provision of facilities and services for community sport, entertainment and recreation customers. The 2011-12 result of 76.4% was lower than the projected target of 80% and lower than the previous year result of 78% in 2010-11. The lower than expected result is also reflective of lower user satisfaction levels at the newest venue to the portfolio: Champion Lakes Regatta Centre (63%) and one of our older facilities SpeedDome (72%). Patron satisfaction levels were significantly improved at the WA Basketball Centre (82% as compared to a result of 68% in the previous year).

Patrons indicated improved levels of satisfaction at Arena Joondalup 84% (up by 2% from previous year) and Challenge Stadium 81% (up by 4% from 2010-11). Due to the seasonal nature of operations at the WA Athletics Stadium and the timing of the survey, satisfaction levels have not been captured for this venue. A variation to the survey period will be implemented in 2012-13 to incorporate this venue in the future.

Please note that due to changes in survey methodology, prior year comparisons beyond 2010-11 are not possible.

Service 3. Provision of competitive and cost effective state owned assets

Indicator 3.1 Commercial user satisfaction



Source: Commercial User Survey was conducted by VenuesWest in June 2012. This indicator will provide a measure of effectiveness of the provision of facilities and services for commercial customers. The relationship between customer satisfaction and repeat business is essential for the long term sustainability of VenuesWest. The subsidy provided to high performance sport is reliant upon the organisation’s continued success in Service 3 delivery.

Derivation: The survey measured overall satisfaction by commercial users/clients at all of the VenuesWest facilities. Clients were asked to rate the quality of services and facilities on a scale of 1 (very dissatisfied) to 7 (very satisfied). 50 individual responses were completed and received of a total population of 199 identified clients. The standard error rate for the survey is +/-5%, with a confidence interval of 95%.

Comment: The 2011-12 result of 80% was an improvement of 2% over the baseline results captured in 2010-11 and equal to the target set of 80%. Commercial Customers have differing levels of engagement with VenuesWest as these customers will utilise the venues to host their events or to deliver their own business objectives. In 2011-12 commercial clients utilised our venues for concerts, functions/banquets, commercial lease of office/business space, events and rental of facilities ie rooms, lanes, ovals, courts and tracks.

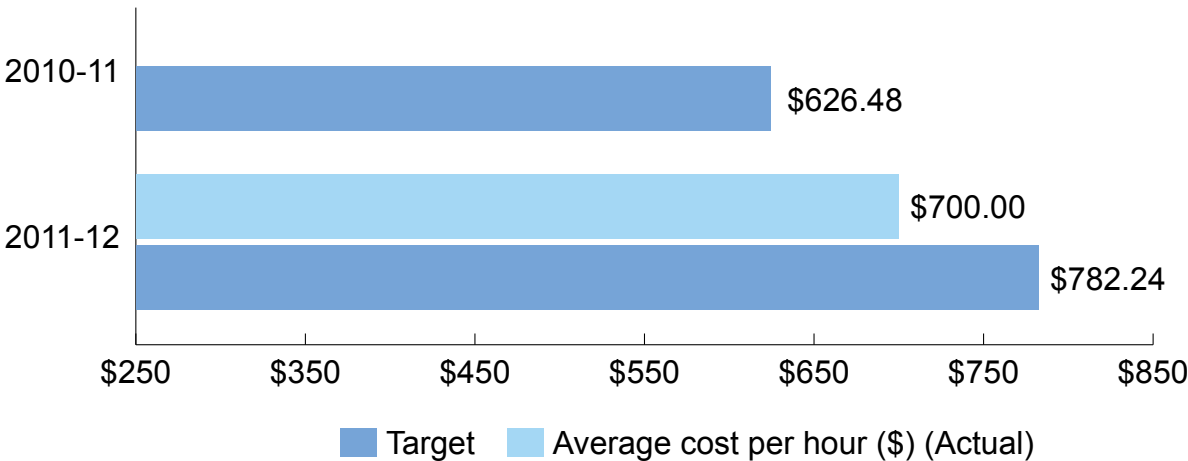
KEY EFFICIENCY INDICATORS

Desired Outcome 1: Sustainable, accessible and profitable state assets delivering sport, recreation and entertainment opportunities for Western Australians.

Service 1 Provision of elite sport facilities and support

Indicator 1. Ratio of direct government funding compared to provision of elite sport facilities

VenuesWest provides facilities and services for WAIS and other high performance training programmes at Challenge Stadium, Arena Joondalup, SpeedDome, WA Athletics Stadium and the WA Basketball Centre, the cost of providing these facilities is a measure of efficiency of achieving this outcome.



*NB – A more stringent definition of “high performance” customers has been used since 2010-11 reducing significantly the number of hours categorised as high performance sport.

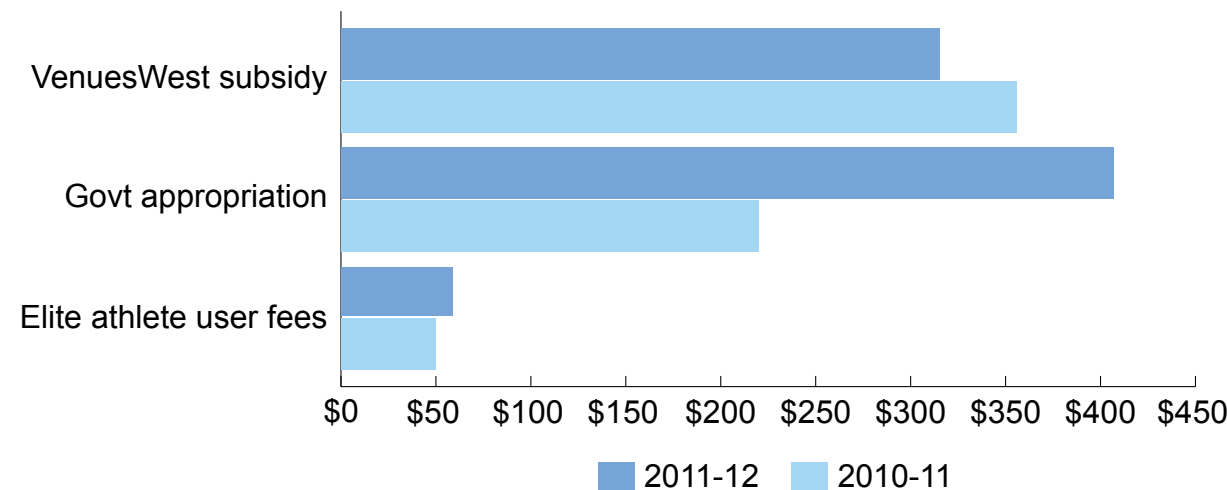
Source: CLASS Management System and Financial Statements.

Derivation: The average cost of providing high performance training and competition facilities per hour is calculated by dividing the total cost of high performance training and competition facility provision by the total number of high performance training and competition hours delivered.

Comment: The average cost per hour of elite training and competition for 2011-12 is \$782.24 which was above the projected target of \$700 and an increase of \$155.76 per hour since 2010-11. The significant variance between years is due to a number of changing factors. Whilst the total number of high performance training and competition hours delivered in 2011-12 of 22,371.15 was remarkably similar to that delivered in 2010-11 22,255.35 hours the mix of venues utilised and the activity profile differed with the inclusion of the Champion Lakes Regatta Centre in the portfolio.

Similarly, the costs associated with directly servicing high performance sport have also increased significantly with the inclusion of this asset and its associated depreciation expenses.

The 2010-11 and 2011-12 results vary significantly to prior years due to a change applied to the definition of what constitutes high performance training and competition and the distribution of depreciation expenses across venues and services. Caution should be exercised when making comparisons. This KPI result is a conservative reflection of the number of hours high performance athletes train and compete within the VenuesWest facilities as high performance athletes will regularly participate in club level activities and not be identified.



Government funding per high performance training and competition hour was \$407.26 compared to the subsidy provided by VenuesWest of \$315.57 per hour as a result of profitable activities delivered in service two and three. Therefore for every \$1 invested by the government in VenuesWest it is able to generate nearly half the required subsidy for high performance athletes.

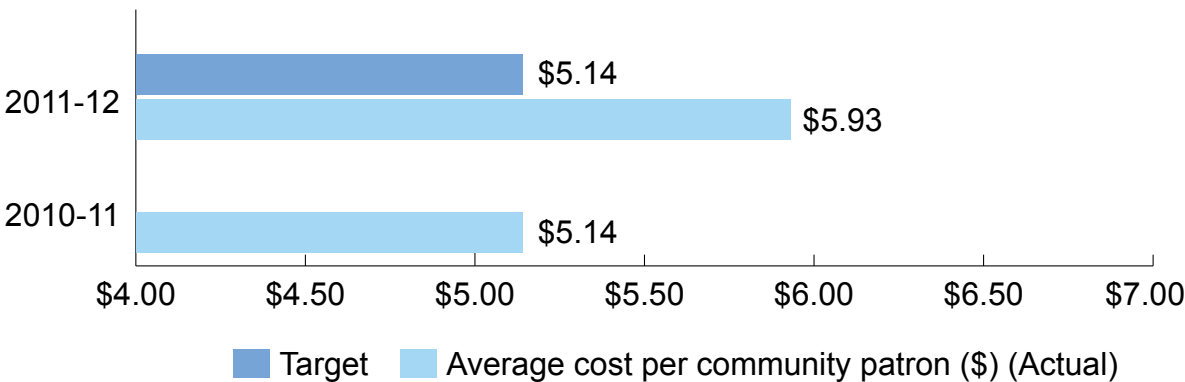
The results can be directly attributed to the following factors:

- » High performance training and competition hours captured in 2010-11 and 2011-12 have been significantly less than previously reported years due to the use of a more stringent definition for high performance sporting customers. Club events are no longer counted for this indicator even though elite athletes generally compete in them.
- » The addition of new venues has increased the depreciation expenses by \$3.015m and accommodation costs by \$411k associated with the delivery of Service One.

Service 2: Provision of community facilities and services

Indicator 2.1 Average cost per patron visit

This indicator provides a measure of how the service of management and maintenance of the facilities achieves the desired outcomes by measuring the cost of providing the facilities and services to the community of Western Australia.



Source: CLASS Management System and Financial Statements.

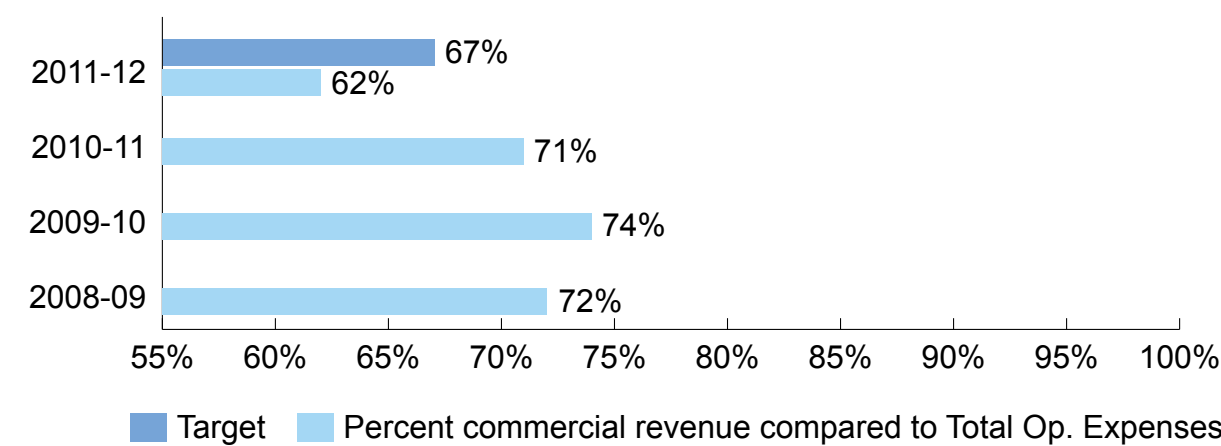
Derivation: The average cost of providing venue services and facilities to the West Australian community per hour is calculated by dividing the total cost of community service and facility provision by the total number of community hours delivered.

Comment: The average cost per patron visit to VenuesWest was \$5.93 compared to a target of \$5.14. Despite an increase of 262,158 community patrons being serviced across the portfolio of venues, the inclusion of new assets has impacted on the total expenses associated with providing community facilities and services. An additional \$2.188m in depreciation expenses is attributed to Service 2 this year. The revenue results for community activity were below target and reflective of the conservative spend per patron experienced this year due to low consumer confidence and spending.

Please note that comparisons are not available prior to 2010-11 as total community patronage was not captured across all venues and past results were skewed by commercial and sport events.

Service 3: Provision of competitive and cost effective state owned assets

Indicator 3.1 Ratio of commercial revenue compared to total operating expenses



Source: 2011-12 Financial Statements and State Budget.

Derivation: Commercial revenue achieved as a percentage of total operating expenses for the year (across all Services and Venues).

Comment: The 2011-12 result indicates that 62% of VenuesWest’s total operating expenses were offset by income derived from other sources. This is 9% lower than in 2010-11 and 5% lower than the projected target of 67% for this indicator. This result reflects the conservative economic climate where event patronage was lower than in previous years, events were generally lower yielding and membership numbers were decreased. Additionally significantly increased utility costs have impacted on profitability of services.

VenuesWest will continue to work to ensure that its programs and services appeal to potential visitors and yield profitable return for VenuesWest and/or maximum benefit to the State.

VenuesWest aims to minimise its reliance on direct government funding and ensure that State Government Asset utilisation is optimal. Success in this service delivery will ensure sustainable delivery of Service 1 and 2 for the community. The increased revenue from commercial events has allowed VenuesWest’s activities to effectively subsidise high performance sport at a level nearing half the total cost associated with high performance sporting activities.

Ministerial Directives

No Ministerial directives were received during 2011-12.

OTHER FINANCIAL DISCLOSURES

Pricing Policies

VenuesWest’s admission prices are reviewed annually as part of the state budget process. Any increases recommended by VenuesWest require the approval of the Minister. Some increases in VenuesWest’s admission prices were approved as part of the 2011-12 budget. Admission prices are advertised on VenuesWest’s website.

Major Capital Projects

A wide range of capital works projects were undertaken at VenuesWest’s facilities in order to maintain or improve the presentation and operational capabilities of the various sites. These works included:

Challenge Stadium

- » Replacement floor covering in the Champions Club kitchen
- » Refurbishment of the Champions Club toilets
- » Champions Club air conditioning replacement
- » Refurbishment of change rooms 6 and 8

Arena Joondalup

- » Upgrading of the emergency lighting
- » Carpet replacement to the first floor public area
- » Painting of the Sports Bar and Winners Room
- » Replacement of fridges and cake display in the café
- » Replacement of the sand media to the pool filters
- » Upgrade of the West Perth Football Club facilities

Perth Motorplex

- » Stage 1 pit paddock expansion

SpeedDome

- » Roof repairs.

GOVERNANCE DISCLOSURES

Key Legislation

In the performance of its functions, VenuesWest is subject to the following key legislation:

- » A New Tax System (Goods and Services Tax) Act 1999
- » Accounting Standards
- » Anti-Corruption Act 1988
- » Anti-Discrimination Act 1938
- » Archives Act 1983, Commonwealth
- » Censorship Act 1996
- » Childcare Services Act 2007
- » Civil Liability Act 2002
- » Classification (Publications Films and Computer Games) Enforcement Act 1996
- » Commercial Tenancy (Retail Shops) Agreements Act 1985
- » Copyright Act 1993
- » Corruption and Crime Commission Act 2003
- » Corruption and Crime Commission Act 2003
- » Criminal Code
- » Crowns Suits Act 1947
- » Electoral Act 1907
- » Environmental Protection Act 1986
- » Equal Opportunity Act 1984
- » Evidence Act 1906
- » Fair Trading Act 1987
- » Financial Management Act 2006 and Treasurer's Instructions
- » Freedom of Information Act 1992
- » Government Employees Superannuation Act 1987
- » Government Financial Responsibility Act 2000
- » Health (Aquatic Facility) Regulation 2007
- » Income Tax Assessment Act 1936
- » Industrial Relations Act 1979
- » Industrial Relations Act 1990, Commonwealth
- » Library Board of Western Australia Act 1951
- » Liquor Licensing Control Act 1988

- » Minimum Conditions of Employment Act 1993
- » Occupational Health, Safety and Welfare Act 1984
- » Occupiers Liability Act 1985
- » Perth Parking Management Act 1999
- » Poisons Act 1964, Poisons Regulations 1965
- » Privacy Act 1988 (Commonwealth)
- » Public Sector Management Act 1994
- » Salaries and Allowances Act 1975
- » State Records Act 2000
- » State Supply Commission Act 1991
- » State Trading Concerns Act 1916
- » Treasury Regulations and Treasurer's Instructions
- » Western Australian Sports Centre Trust Act 1986

OTHER LEGAL REQUIREMENTS

Expenditure on advertising, market research, poling and direct mail:
(Electoral Act 1907, s175ZE)

In accordance with s175ZE of the Electoral Act 1907, the agency incurred the following expenditure in advertising, market research, polling direct mail and media advertising:

Total expenditure for 2011-12 was \$ 117,720.04

Expenditure was incurred in the following areas:

		\$
	Advertising agencies	0
	Media advertising organisations TOTAL	\$
		82,531.04
OMD (Community Newspapers/The POST)	\$42,430.06	
oOh!media (Lakeside & Floreat Shopping Centre)	\$14,157.00	
Yellow Pages	\$11,478.52	
Safety House Assoc.	\$ 150.00	
Student Edge	\$ 3,300.00	
The West Australian	\$ 2,147.60	
What's On 4	\$ 1,086.36	
Academy Publishing	\$ 374.00	
Buggy Buddies	\$ 350.00	
Dharma Media	\$ 2,200.00	
Function Rooms Perth	\$ 646.80	
Joondalup Business Assoc.	\$ 385.00	
Kidspot	\$ 1,107.70	
KidzaBuzz	\$ 925.00	
Lets Go Kids	\$ 1,793.00	
		\$
	Market research organisations	35,189.00
		\$
	Polling organisations	0
		\$
	Direct mail organisations	0

Compliance with Public Sector Standards and Ethical Codes

Public Sector Management Act 1994, s31(1))

Compliance issues	Significant action taken to monitor and ensure compliance
Public Sector Standards	<ul style="list-style-type: none"> » VenuesWest is committed to applying merit and equity principles when appointing staff and received no breach of Human Resources Standards (Recruitment) during the 2011-12 financial year. » A Human Resources staff member coordinates and participates in all permanent recruitment processes for VenuesWest to ensure compliance with the Public Sector Standards. » An external training provider was engaged to facilitate Panel Member and Panel Chair training for Tier 2&3 employees in March 2012 to ensure knowledge and understanding of the selection process.
WA Code of Ethics	<ul style="list-style-type: none"> » Code of Ethics is included and promoted in induction materials and presented to all new employees at Corporate Induction. » Accountable and Ethical Decision Making training is included in Corporate Induction.
Agency Code of Conduct	<ul style="list-style-type: none"> » A Code of Conduct booklet was developed and distributed to all employees, with acknowledgement sign-off required. » VenuesWest’s core values, the VenuesWest Way, feature in the booklet with a presentation launch delivered to all staff in February 2012. » The Code of Conduct is featured and emphasized in the Corporate Induction for all new employees. » Performance Development Plans specifically incorporate obligations for adhering to VenuesWest’s Code of Conduct.

Employment and Industrial Relations
Staff Profile

VenuesWest engaged an average of 243.78 FTE (Permanent & Casual) across the year to June 30 2012. Employee Profile indicators as of 30 June 2012 representing permanent workforce are outlined in the table below. .

Classification Level		Males	Females
GOSAC and VWGA Equivalent	FTE	(%)	(%)
Level 9 and Above	2	100	0
Level 8	4	75	25
Level 7	4	75	25
Level 6	8.93	78	22
Level 5	12.5	64	36
Level 4	13	46	54
Level 3	20.83	41	59
Level 2	35.1	22	78
Level 1	30.12	54	46
TOTAL	130.48	47.85	52.15

Notes:

Excludes: casuals, employees seconded-out, employees on parental leave and leave without pay, Indigenous cadets and trainees, and seconded-in personnel not paid by VenuesWest.

Includes: seconded-in personnel paid by VenuesWest.

Staff Development and Recruitment

Professional development for supervisory staff was identified as a focus for 2011/12. Other Training highlights for 2011/2012 included:

- » Ongoing quarterly Corporate Inductions for all new permanent employees as well as a selection of existing employees. This five-hour session focuses on introducing new permanent employees to each of VenuesWest’s directorates and their core purposes and activities as well as human resources functions and responsibilities, including EEO and harassment and Occupational Safety and Health. The Corporate Induction in Quarter 3 introduced a Customer Service focus with a one hour interactive training seminar developed and hosted by in-house staff members.
- » There were sessions presented to all staff dealing with the Code of Conduct and Accountable and Ethical Decision Making. These sessions focussed on introducing all permanent staff to the revised Code of Conduct and the ethical principles involved in making decisions in the public sector. 121 employees attended these sessions in the 2011/12 financial year.
- » Attendance by three staff members at the Venue Management School in Queensland.
- » Training was held for Supervisors and Managers on Professional Conduct and Acceptable Workplace Behaviour.

- » A full day training course was delivered covering Selection Skills for Panel Members/ Panel Chairs for staff who may be required to participate on recruitment panels.
- » A free certificated online training course, called Service with a Smile, was made available to selected permanent and casual staff.
- » Establishment of internal Customer Service Training.
- » A Manual Handling training course was arranged and delivered in-house through the Risk Management and Occupational Health and Safety Coordinator.
- » Three permanent staff members who were appointed as Grievance Officers for VenuesWest attended Contact Officer Role and EEO
- » The Human Resources Support Officer has attended the Public Sector Commission’s pilot programme – Foundations of Government Human Resources.

Following are the key figures for training in VenuesWest:

	2010/11	2011/12
Total hours of training provided to staff	2953	4362
Average hours per permanent FTE	18	26.47
Total training costs (excl. travel)	\$75,710	\$119,136
Average training investment per permanent FTE	\$468	\$778.31
Number of staff receiving study assistance	1	1

VenuesWest actively pursues diversity in its workforce with a view to better meeting the wide variety of cultural needs of our customers and to improve equal opportunity outcomes for employees. In 2011/12 VenuesWest undertook to advertise all vacancies on the Indigenous Jobs Australia Jobs Board, encouraging Indigenous Australian’s to apply and, in March 2012 appointed an Indigenous Trainee in the Corporate Services Directorate.

The Human Resources team developed and distributed a recruitment brochure inviting potential applicants to ‘Take up the Challenge’ with VenuesWest. The team implemented innovative recruitment strategies including advertising in new and different places, undertaking group interviews where this was appropriate and practical and conducting interviews with practical demonstration components.

In 2011/12 VenuesWest received and processed 1,409 applications for its 62 vacancies. On average 23 applications were received for each vacancy, with an average turnaround time of 36 days to fill each vacancy, This figure is down from 41 days in 2010/11.. All applications were assessed and evaluated fairly on a merit basis, and each process was conducted in compliance with the Public Sector Commissioner’s Instructions introduced in February 2011.

Industrial Framework

VenuesWest operates under two separate industrial agreements.

The Government Officers' Salaries, Allowances and Conditions Award 1989 and Public Service and Government Officers' General Agreement (PSGOGA) 2011 covers our administrative employees. The PSGOGA is in its second year and a salary rate increase of 4.00% applied from April 2012.

The VenuesWest General Agreement 2010 covers our operational employees and is in its third and final year. A salary rate increase of 3.25% applied from January 2012. Work has commenced in the development and negotiation of the 2013 Agreement. Consultative workshops will be held in the early part of 2012/13 to ensure appropriate employee input and consideration of revised work conditions and remuneration in the development of the new Agreement.

Insurance Premiums paid to indemnify the Board

VenuesWest takes out Directors and Officers Liability Insurance, covering members of the VenuesWest Board and senior management. The Limit of liability is \$10m.

Recordkeeping Plans

(State Records Act 2000 and State Records Commission Standard 2, Principle 6)

VenuesWest's Record Keeping Plan details the record keeping program for the agency including which records are to be created and how those records are to be kept. Measures to ensure compliance with the State Records Commission - Standard 2 Record Keeping Plans: Principle 6, include:

- » External consultancy assistance was engaged in the first half of 2010-11 to help establish and implement common records management processes and consolidate recordkeeping systems across all VenuesWest sites and a position specifically to manage records has been established in the VenuesWest structure.
- » Updating record keeping systems as necessary and evaluating their efficiency and effectiveness not less than once every five years.
- » VenuesWest's Record Keeping Plan was fully reviewed during 2010-11 and was submitted to, and approved by, the State Records Office in July 2011.
- » A complete review of VenuesWest retention and Disposal Schedule was conducted during 2010-11 and was submitted to, and approved by, the State Records Office in July 2011.
- » Providing information sessions on record keeping for existing and new staff. One-on-one information sessions were undertaken with relevant employees and recordkeeping obligations are included in induction materials.
- » Conducting an annual review of the record keeping training program to ensure efficiency and effectiveness.

Government Policy Requirements

Occupational Safety, Health and Injury Management

(Public Sector Commissioner's Circular 2009-11: Code of Practice: Occupational Safety and Health in the Western Australian Public Sector. Premier's Circular 2007/12)

Item 1

Statement of the agency's executive commitment to OSH and injury management

VenuesWest is committed to providing workplaces that are free from work related injury and disease through the combined efforts of employees and management, and through its safety management system. However, should an employee suffer a work related injury, illness or disability, VenuesWest has a process in place to manage and rehabilitate such employees to enable them to remain at work, or return to work at the earliest appropriate time. This process is clearly documented and is available to all staff for reference.

Venues West's commitment in this regard is expressly stated in both its Occupational Safety and Health Policy and its Injury Management Policy, both of which are available for the reference of all staff on the organisation's intranet site. Supplementing these policies is the VenuesWest safety management system (SMS), which is also available to all staff on the intranet site. VenuesWest policies and procedures are covered with all employees during the induction process, which also provides instruction on how to access these documents on the intranet. All employees receive training with regard to their duties and responsibilities for occupational safety, health and injury management.

Risk Management and Occupational Safety and Health were considered by the VenuesWest Management Team (VMT) to be crucial to the organisation achieving safety compliance, resulting in the appointment of a full-time Risk Management and Occupational Safety and Health Coordinator in 2012. In addition VMT endorsed the implementation of the RiskBase Risk Management System to assist in the development of an organisation-wide risk register. Training in the operation of RiskBase will be delivered to all managers and directors by RiskCover. Monitoring, reporting and administration of RiskBase will be undertaken by the Risk Management and Occupational Safety and Health Coordinator.

The strategic goals and targets for 2011/12 for occupational safety, health and injury management are detailed in item 5 below.

Item 2

Description of the formal mechanism for consultation with employees on OSH matters.

The Occupational Safety and Health Committee, which includes the Risk Management and Occupational Safety and Health Coordinator and employee representatives, forms the key to occupational safety and health consultation within VenuesWest. Committee member appointments, including venue location and contact details are communicated to all employees as part of the induction process. This information is also made available on VenuesWest's intranet site.

The Occupational Safety and Health Committee meets monthly to discuss and resolve occupational safety and health issues, review incident and hazard reports, review procedures and review progress against the occupational safety and health plan.. Minutes from these meetings are made available to all staff on the intranet and hard copies are posted on staff safety and health notice boards at each venue.

There are elected safety and health representatives from each work location who form part of the Occupational Safety and Health Committee. Safety and health representative information is communicated to all employees as part of the induction process. This information is also made available on VenuesWest’s intranet site.

VenuesWest has a documented issue resolution procedure that is communicated to all employees at induction, and which is also available on the VenuesWest intranet site.

Item 3

Statement of compliance with injury management requirements of the Workers’ Compensation & Injury Management Act 1981

VenuesWest has an Injury Management Policy and associated procedures, which states its commitment to compliance with the Workers’ Compensation and Injury Management Act 1981.

This Policy and the procedures is communicated to all employees during the induction process and is made available to them should they suffer a worker related injury by the Human Resources Support Officer. The Policy and procedures are also available on the VenuesWest intranet site for all staff to access and refer. In accordance with VenuesWest’s Injury Management Policy and procedures, return to work programs will be developed in compliance with the Act.

Item 4

Statement confirming that an assessment of the OSH management system has been completed (within the past five years or sooner depending on the risk profile of the agency) using a recognised assessment tool and reporting the percentage of agreed actions completed.

An external WorkSafe-accredited assessor was employed to audit the VenuesWest Safety Management System in June 2011 against the elements in the WorkSafe Plan.

Results of the audit were presented to the VenuesWest Management Team (VMT) as well as the Occupational Safety and Health Committee and used in development of the Occupational Safety and Health Plan following analysis of the recommendations from the audit.

Executive Summary of Audit Results

Due to a change in the indicators within each element of the WorkSafe Plan (as a result of a review), a direct comparison with previous results could not be made. However, the elements of the Plan remained essentially the same and therefore a general trend in relation to overall performance within an element was able to be established.

Results from the audit indicate deterioration in the level of performance across all elements of the WorkSafe Plan. This can be attributed to VenuesWest having no full time Occupational Safety and Health person appointed until March, 2012.

Each element of the Plan had several indicators with scores of 5 or less which is deemed ‘inadequate’. Scores for the elements *Management Commitment, Planning, Hazard Management, Consultation and Reporting and Training and Supervision* were all less than 50%.

Commencing in March 2012, in consultation with the Occupational Safety and Health Committee, the Risk Management and Occupational Safety and Health Coordinator has remedied or implemented 65 (representing 48%) of the initial 127 recommendations detailed in the Worksafe audit report. The remainder of the recommendations (52%) are earmarked for completion by the end of 2012.

An internal audit review of Occupational Health and safety and Risk Management policy and procedure was undertaken in June 2012. Results from this internal audit review will be available in 2012/13.

There are additional initiatives proposed which will address some of the issues identified from the audit results. These are identified at “item 6”.

Item 5

Record of performance against the following targets for 2011/12:

Indicator	Target	Actual
Number of fatalities	Zero (0)	0
Lost time injury/disease (LTI/D) incidence rate (Zero or 10% reduction on previous year)	1.74	3.27
Lost time injury severity rate (>60 days) (Zero or 10% reduction on previous year) The rate for 2009/10 was 33.333	30.0	20
% of workers returned to work within 28weeks (full duties/full hours pre injury)	-	20
% of managers trained in OSH and injury management responsibilities (see below)	> = 50%	57.5

LTI/D Incidence Rate.

Number of LTI’s

Number of employees (FTE)

x 100

The target rate for 2011/12 remained at 1.74%. The actual rate for 2011/12 was 3.27 which is a 3.5% increase on the previous year. This is attributed to additional venues having been added to the VenuesWest portfolio.

There were 5 LTI’s in 2011/12 (compared to 8 in the previous year). This represents a 37.5% decrease in LTI’s across all venues. 1 LTI was classified as severe (60 days or more).

Analysis of the LTI's, from information gathered through the newly implemented electronic incident report database, indicated that all LTI's (100%) were caused by slips, trips and falls in the workplace. To address this, specific training relating to slips, trips and falls will be undertaken by all employees during 2012/13.

LTI Severity Rate	<div>Number of severe injuries</div> <div>Number of LTI's</div>	x 100
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A severe injury is one with estimated 60 days or more lost from work.

There were 2 severe injuries in 2009/10, 3 in 2010/11 and 1 in 2011/12. With such relatively small numbers it is difficult to identify a trend in the data. It is expected that the capture of more information through the electronic incident report database will provide more data with which to undertake trend analysis in the future.

Percentage of managers trained in OSH responsibilities (past 3 years).

The 2011/12 target for training was 50%. This includes Executive, Directors, Managers and Coordinators. The following training was attended for the 2011/12 financial year:

Public Venue Management School (OHS and Risk Management Component)

- » Attended by 2 Directors and 1 Coordinator

In House Training on Incident Reporting and Investigation

- » Attended by 1 Director, 1 Manager and 3 Coordinators

In House Training in Manual Handling

- » Attended by 3 Coordinators and 3 Managers

Public Sector Safety and Injury Management Session

- » Attended by 1 Coordinator

Injury Management for Line Managers

- » Attended by 1 Coordinator

Fundamentals of Risk Management

- » Attended by 1 Manager

OHS Representatives Course

- » Attended by 1 Coordinator

Government Risk Management Conference

- » Attended by 1 Coordinator

Injury management networking session

- » Attended by 1 Coordinator

Crisis management and business continuity

- » Attended by 2 Directors and 1 Manager

Item 6

Optional requirements

- » New initiatives for the year:
- » Flu vaccinations for staff in May 2012 were offered again this year.
- » Implementation of electronic incident report database (INFOLINK).
- » Implementation of Risk Cover's RiskBase risk management system.
- » Training for staff in how to operate Riskbase.

Percentage of elected Safety & Health representatives trained:

- » 64% trained between July 2011 and June 2012 (7/11). The remaining 4 are booked in for training in July and August 2012. Some representative positions became vacant due to staff movements within VenuesWest.
- » 45% (6/11) attended the WorkSafe Forum in October 2011.

PUBLICATIONS

VenuesWest produced a range of publications. Copies of publications are available by contacting VenuesWest directly or by visiting www.venueswest.wa.gov.au

VenuesWest Strategic Plan

Arena Joondalup – Community Enrolments and Offers Catalogue

Arena Joondalup Swim School/Famous for Kids (SREP wet/dry programmes)

Arena Joondalup Fitness

Arena Joondalup Childcare

Arena Joondalup Functions (catering pack)

Challenge Stadium – Community Enrolments and Offers Catalogue

Challenge Stadium Banquets

Challenge Stadium Birthday Parties

Challenge Stadium Gym-fit

Challenge Stadium Challenge Sports Experience

Challenge Stadium Swim School/ Kids (SREP wet/dry programmes)

Challenge Stadium Adult Swim

Challenge Stadium Fitness

Challenge Stadium Childcare

Challenge Stadium Functions (catering pack)

SpeedDome Bike Education Experience

WA Athletics Stadium Famous for Athletics (venue information)

HOW TO CONTACT VENUESWEST

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(+61 8) 9441 8222 - Human Resources
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VenuesWest – WA Basketball Centre

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VenuesWest - Perth Motorplex

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VenuesWest – WA Rugby Centre

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VenuesWest - Champion Lakes Regatta Centre

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