




VENUESWEST ANNUAL REPORT 2018/19



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

We pay our respects to Elders past,
present and emerging.

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About this report

The aim of this report is to inform VenuesWest's customers, community and stakeholders about our organisation, its strategic priorities, performance and governance for the 2018-19 financial year.

The report was developed in accordance with the Western Australian Government's Annual Reporting Framework 2018-19. The report is published on our website venueswest.wa.gov.au.

For customer enquiries or to provide feedback on the report please email: contactus@venueswest.wa.gov.au.

Location and contact details for our venues can be found on the final page of this report.



**To the Honourable Mick Murray MLA
Minister for Sport and Recreation**

In accordance with the requirements of the Western Australian Sports Centre Trust Act 1986 and Section 63 of the Financial Management Act 2006, it is our 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 2019.

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

A handwritten signature in black ink, appearing to read 'G. Goerke'.

Graham Goerke
Chair
VenuesWest Board

A handwritten signature in black ink, appearing to read 'D. Etherton'.

David Etherton
Chief Executive Officer



01 OVERVIEW

VenuesWest Highlights 2018-19



156
WORLD CLASS SPORT & ENTERTAINMENT EVENTS

2.4⁺M PATRONS PARTICIPATED IN
30⁺ TYPES OF SPORT AND FITNESS ACTIVITIES

ACHIEVED WESTERN AUSTRALIA ATTENDANCE RECORDS IN
SPORT



\$40⁺k CONTRIBUTED TO OUR COMMUNITY PARTNERS

2 NAMING RIGHTS AGREEMENTS SECURED

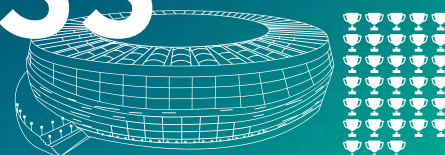


92%
CUSTOMER SATISFACTION ACROSS ALL VENUES

COMMENCED OUR RECONCILIATION ACTION PLAN JOURNEY

1 REFLECT 2 INNOVATE 3 STRETCH 4 ELEVATE

33 AWARDS WON FOR OPTUS STADIUM



\$11.5M
INVESTED BACK INTO OUR VENUES

Chair's Overview



VenuesWest has delivered a strong financial and operational result in 2018-19 and performed exceptionally well against our strategic objectives.

It is our vision to provide world class sport and entertainment experiences for Western Australia, whilst fulfilling our purpose of directly supporting high performance sport and optimising the use of our venues. I am delighted to report that 2018-19 has been a successful year on both fronts. We welcomed more than six million patrons into our venues and consistently provided outstanding experiences with 92% overall satisfaction among customers. We delivered considerable support to high performance sport through substantial subsidisation of high performance competition and training in our venues, investment in venue upgrades, and through our Brand Ambassador Program.

The Brand Ambassador Program has enabled us to directly support elite athletes in their pursuit of sporting excellence. Our four outgoing ambassadors represented VenuesWest admirably this year and served as exceptional role models for young Western Australians. I am delighted to welcome four new Ambassadors to the program in 2019-20, three of whom will be striving to qualify for the upcoming Summer Olympic Games in Tokyo, 2020.

Optus Stadium has been a key driver of our commercial success this year. The venue hosted almost two million patrons and won an astonishing 33 awards to-date, including Project of the Year for 2018 at the TheStadiumBusiness Awards in London. A recent Economic Impact Assessment of Optus Stadium by Deloitte Access Economics found that the venue is delivering significant economic benefits to the Western Australian economy. More than 8,600 people were employed during the construction of the venue and related transport infrastructure, with 3,300 people employed in operations at the venue each year. Optus Stadium is also supporting local businesses, with more than \$42.5 million of supplier spend in 2018 going to 278 Western Australian businesses. The calendar of high-profile events at the Stadium positively impacted the number of visitors to Western Australia, generating \$105 million in visitor spend in its first 12 months, and estimated to generate \$3.8 billion in visitor spend over the next 29 years. It is clear that Optus Stadium's success is a good news story for both VenuesWest and Western Australia.

Ensuring our venues are safe, secure, and well-maintained is our highest priority. This year we commissioned a Security Infrastructure Review of our 13 venues and more than \$10 million was committed to enhance security infrastructure across our portfolio over the next five years. Next year we will undertake a comprehensive assessment to better understand the life cycle

of our venues to inform our long-term asset maintenance and capital improvement planning.

We have refreshed our five 'VenuesWest Way' signature behaviours to include 'We Deliver Safely'. This places safety at the core of everything we do and over the next 12 months we will undertake several initiatives to further embed a culture of safety within the fabric of VenuesWest. Employee participation in the Culture Pulse Survey reached an exceptional 99% and our Net Culture Score of 79% indicated consistent demonstration of our signature behaviours in the workplace.

From a commercial standpoint, we were pleased to secure naming rights agreements for two venues, partnering with iconic Western Australian brands RAC and HBF. Perth's world class indoor arena became known as RAC Arena from September 2018, and we extended our partnership with HBF to a third venue, with Perth's premier rectangular stadium becoming HBF Park in January 2019.

I am particularly proud that the inaugural VenuesWest Reconciliation Action Plan (RAP) was launched this year after receiving full endorsement from Reconciliation Australia for our 'Reflect' level RAP. Our RAP represents the first step in VenuesWest's reconciliation journey. It demonstrates our commitment to building meaningful relationships, enhancing respect and promoting sustainable opportunities for Aboriginal and Torres Strait Islander peoples.

In closing, I express my thanks to the Honourable Mick Murray, Minister for Sport and Recreation, for his continued support of VenuesWest, and my fellow Board members for their contribution towards another productive year. I particularly wish to acknowledge Chief Executive Officer David Etherton and all the staff for their tireless efforts, commitment and contribution to our achievements in 2018-19. As we now enter the final year of our existing Strategic Plan, a key focus for the VenuesWest Board and Executive will be the development of our next five-year Strategic Plan, which will serve as a roadmap for the long-term direction and sustainability of our venues.

A handwritten signature in dark ink, appearing to read 'G. Goerke'.

Graham Goerke
Chair

Chief Executive's Report



VenuesWest welcomed more than six million patrons to our 13 venues in 2018-19 and hosted some of the biggest events in Western Australia's history.

It has been an amazing year for sport and entertainment in Western Australia and our venues have been at the heart of the action. Our newest venue, Optus Stadium hosted a rugby league State of Origin for the first time in Western Australia, plus the A-League Grand Final, AFL Qualifying and Preliminary Finals, and welcomed English Premier League giants Chelsea Football Club for an exhibition match against Perth Glory. Along the way, the venue set Western Australian attendance records for AFL, rugby league, and soccer.

The construction of Optus Stadium has provided Western Australia with a truly world class stadium. The 60,000-seat capacity has enabled more Western Australians than ever to attend events, with a recent economic impact assessment of Optus Stadium estimating that construction of the Stadium resulted in an additional 805,000 event attendees in its first 12 months of operation. The venue has also positioned the State to attract events of the highest calibre, such as the Bledisloe Cup, Manchester United v Leeds United, U2, Queen and Adam Lambert, and a host of fixtures in the 2020 ICC T20 World Cup. Events of this magnitude attract thousands of visitors from interstate and overseas, and the flow-on impacts are widespread throughout the broader Western Australian economy.

RAC Arena had one of its most successful years to-date and finished an impressive seventh globally in Billboard's 2018 year-end charts in the venue's category, ahead of the likes of MGM Grand Arena in Las Vegas. Carl Barron's 'Drinking With A Fork' show in November marked the 500th event held at the venue. Other highlights for the year included the National Basketball League Grand Final, a record attendance for the Super Netball Grand Final, and the penultimate Hopman Cup event, which saw tennis greats Roger Federer and Serena

Williams face-off on court for the first time in their remarkable careers.

Some of the biggest names in music and entertainment also graced our venues in 2018-19, with Taylor Swift and Eminem delivering incredible performances at Optus Stadium, Red Hot Chili Peppers wowing a record crowd at HBF Park, and Post Malone, Disney on Ice, and Kevin Hart attracting huge audiences at RAC Arena.

The ongoing commercial success of our venues enables us to directly support high performance sport, both through the optimisation of our venues and via provision of sporting subsidies to high performance athletes and organisations. This year it has been particularly rewarding to witness the great success of Western Australian sporting teams that call our venues home and gratifying to receive very positive feedback from elite athletes and teams through our annual research.

It has been another big year of capital works, with more than \$11.5 million invested across the VenuesWest portfolio for venue upgrades and improvements, safety and security enhancements, and ICT infrastructure development. In 2019-20, we will again invest heavily in venue improvements, as well as upgrades to further reinforce our already robust security in response to the evolving threat of terrorism related activities.

We are in the midst of a significant digital transformation at VenuesWest as we enhance key business systems to better meet the evolving needs of our customers and operating environment. Six new business systems were implemented this year and two more are scheduled to 'go live' in 2019-20. Collectively these systems will contribute towards an improved experience for our customers and stakeholders whilst making our staff more efficient. Major business improvement projects of this scale require

significant financial and human capital, staff training and ongoing support, and I look forward to realising the many benefits they will provide for our customers and our organisation.

Our Community Partners Program is now in its third year and is enabling us to support four exceptional charity organisations that contribute significantly to the Western Australian community. We deliver a range of tailored opportunities and benefits through the program and this year provided over \$40,000 in sponsorship, donations and tickets for sport and entertainment events. It is a real privilege to support the worthy efforts of these outstanding charities.

Overall, it has been a fantastic year for VenuesWest and I would like to thank the Executive Team and staff for their commitment and support. Our venues hosted an additional 1.39 million patrons in 2018-19 and despite this significant growth we maintained our commitment to providing world class customer experiences. This is a true testament to the character of people that we have working for VenuesWest and shows strong alignment with our Signature Behaviours. I must also acknowledge the staff at our co-managed and partner-managed venues who have again demonstrated amazing commitment to our Vision to deliver World Class sport and entertainment experiences.

Finally, I would like to thank Chair Graham Goerke and the VenuesWest Board for its continued guidance and support, and I look forward going back to back with another exceptional year in 2019-20.

David Etherton
Chief Executive Officer

The VenuesWest Strategic Plan 2016-21: Bigger than our Buildings, Further than the Finish Line guides us to deliver on our Vision, Purpose, and Values through the achievement of Strategic Objectives and supporting initiatives.

Vision

To deliver world class sport and entertainment experiences

Purpose

To directly support high performance sport and optimise use of our venues

VenuesWest Way Values

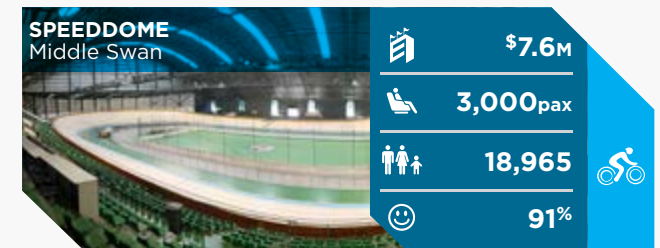
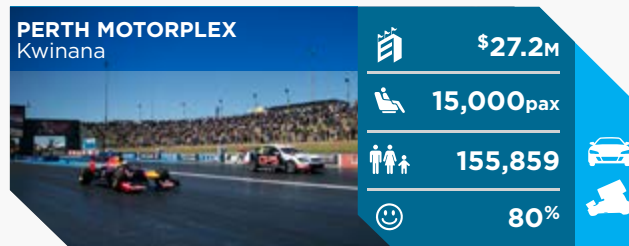
The VenuesWest Way guides the way we work, the signature behaviours are modelled by our leaders and direct employees on the way things are done at VenuesWest. Our five signature behaviours ensure that as an organisation we are focused on achieving our objectives collectively:

- We champion dreams
- We deliver safely
- We act like owners
- Together we win
- We celebrate success – big and small

Strategic Objectives

1. Deliver outstanding customer experiences
2. Ensure our portfolio of sport and entertainment venues is fit for purpose
3. Engage a workforce that is aligned, highly capable and adaptable
4. Realise commercial success to subsidise high performance sport and enable reinvestment into our venues
5. Secure world class events

Our Venues



Assets

Capacity

Patronage

Satisfaction

Primary activity/sports

High Performance Sports

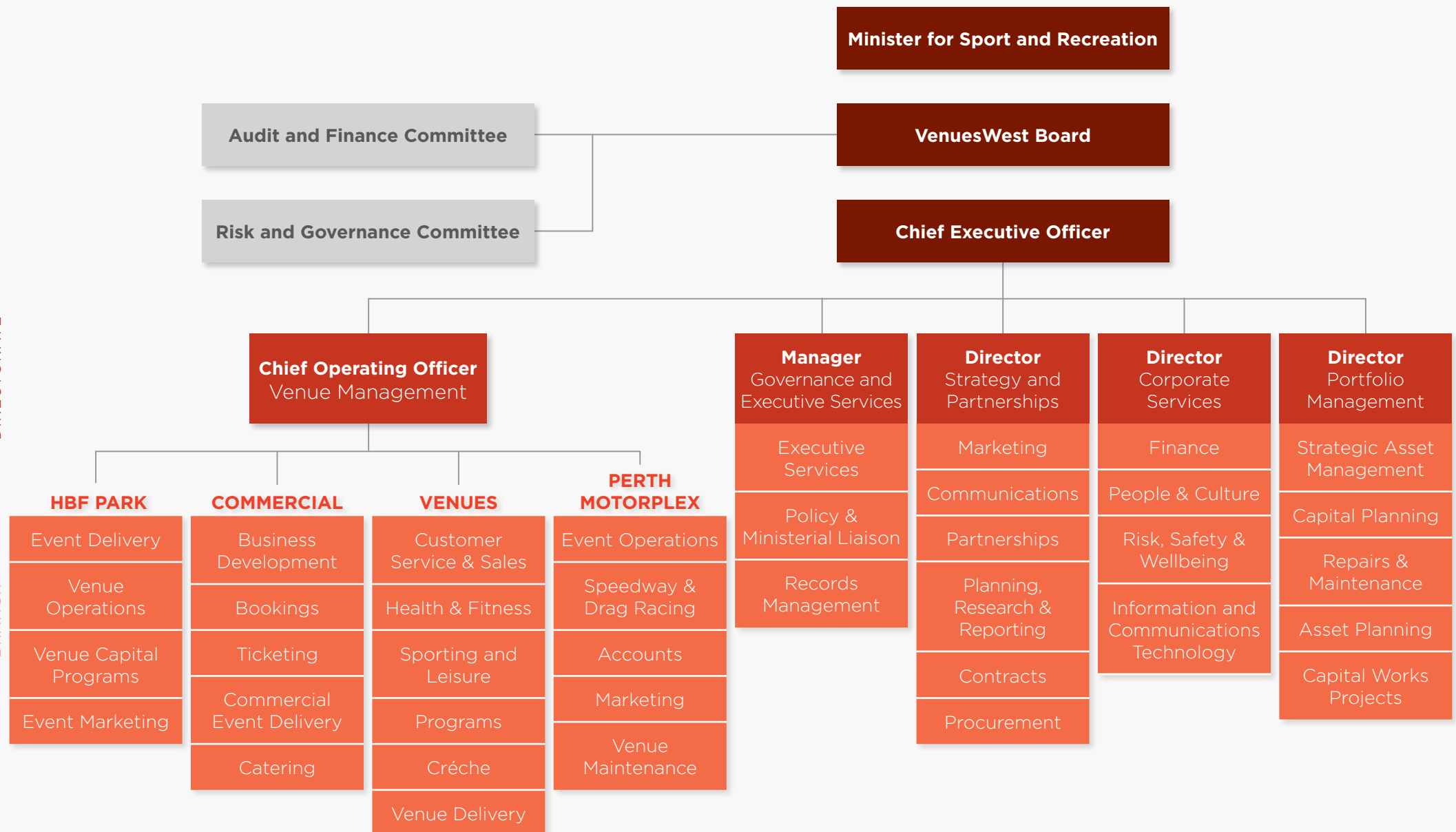


02 GOVERNANCE

Organisational Structure

DIRECTORATE

BRANCH



VenuesWest Board

Established under the *Western Australian Sports Centre Trust Act 1986*, VenuesWest is governed by a Board appointed by and responsible to the Minister for Sport and Recreation, the Hon. Mick Murray, MLA. The Board focuses on strategic matters and works closely with the Executive for strategic decision making and monitoring of performance and compliance. In 2018-19, a total of 10 Board meetings were held. Former World Champion swimmer Priya Cooper joined the Board from July 1 2018, with no changes to the Board composition throughout the year.

To assist the Board in achieving the highest standards of corporate governance, the review of critical areas of VenuesWest's activities is undertaken by two Board Committees; the Audit and Finance Committee and the Risk and Governance Committee.



Mr Graham Goerke

Board Chair

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

Mr Goerke was a senior Partner at law firm Jackson McDonald and has over 30 years' experience in commercial law. At Jackson McDonald, Graham was particularly involved in the purchase and sale of commercial and industrial property; property development, subdivision and leasing; with relevant experience in contaminated sites, environmental law and property/facilities management.



Mrs Mary Anne Stephens

Board member

Term: 29 October 2015 - 31 October 2021

Mrs Stephens brings over 25 years' experience in finance and operational roles both in the commercial and not-for-profit sectors, and key strengths in finance, risk and governance. Mary Anne has spent the last 13 years of her career in roles focusing on strategy, finance, risk, governance and business intelligence.

Committee membership:

Audit and Finance Committee (Chair)



Professor Paul Johnson

Board member

Term: 1 July 2015 - 30 June 2020

Professor Johnson is currently Warden of the Forrest Research Foundation and previously served as Vice-Chancellor of the University of Western Australia and La Trobe University, and Deputy Director of the London School of Economics. Paul has held the position of Director of UniSuper, and member of the Fund's Investment Committee. He is also a Member of the Advisory Council of the Australian Research Council.

Committee membership:

Audit and Finance Committee



Ms Linda Wayman

Board member

Term: 1 July 2017 - 30 June 2021

Ms Wayman brings significant experience in major sporting events, media exposure and tourism, and marketing and communication strategies. For almost 15 years, Linda was General Manager of Southern Cross Austereo Perth, overseeing radio stations mix94.5 and hit92.9. She is also a former Telstra Business Woman of the Year, and an inductee into the WA Women's Hall of Fame.

Committee membership:

Risk and Governance Committee



Mr Scott Henderson

Board member

Term: 1 July 2017 - 30 June 2020

Mr Henderson brings over 20 years' strategic and management expertise in ASX listed and major corporations, as well as a significant involvement in sport having spent four years as CEO of Netball WA. His experience across a diverse range of Boards brings further breadth of knowledge to our organisation.

Committee membership:

Risk and Governance Committee (Chair)



Ms Donna Oxenham

Board member

Term: 1 September 2017 - 31 August 2020

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

Committee membership:

Risk and Governance Committee



Mr Robert Kennedy

Board member

Term: 1 July 2015 - 31 December 2019

Mr Kennedy has held senior roles within the Department of the Premier and Cabinet since 2003 and is currently the Executive Director. Robert has also held research and policy roles in both Commonwealth and State Government.

Committee membership:

Audit and Finance Committee



Mrs Susan Hunt

Board member

Term: 1 September 2016 - 31 August 2021

Mrs Hunt is the Chief Executive Officer of LotteryWest and Healthway, having previously been the Chief Executive Officer of Perth Zoo since 2004, and brings a wealth of commercial and facilities management expertise to the Board. Susan has also been President of the World Association of Zoos and Aquaria since 2015 and was awarded a Public Service Medal in 2010 for her outstanding contribution to conservation and public service.



Mrs Priya Cooper

Board member

Term: 1 July 2018 - 30 June 2020

As a world champion swimmer, Mrs Cooper won the most medals of any Australian athlete at the Barcelona Paralympic games in 1992 - which saw her honoured with an Order of Australia Medal for her service to sport and becoming an Australia Day Ambassador. Priya was appointed Female Captain of the Australian Swimming team at the 10th Paralympic games in Atlanta Georgia in 1996, where she led the charge with five gold, one silver and one bronze medal. Priya also brings significant business, communication and public speaking skills to the Board.

Committee membership:

Risk and Governance Committee

Executive Team

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



David Etherton

Chief Executive Officer

Joined in February 2008

David is an Economist with more than 20 years' experience in tourism, events and venue management industries, with much of that time spent in senior leadership roles. David has overseen significant growth and changes to VenuesWest in his time as CEO with the expansion from four to 13 venues. This includes the successful opening of six brand new venues, the upgrading, transition and integration of two existing venues and launch of Optus Stadium which opened in 2018. David serves as a Director on the Lifeline Board and Chair of the GovNext-ICT Program Governance Board.

Peter Bauchop

Chief Operating Officer

Joined in September 2014

Peter is a Certified Venue Executive from the International Association of Venue Managers and has over 20 years' experience of senior management in public venue and events across 23 facilities and over 400 major events. Peter has a proven track record of delivering outstanding financial and customer satisfaction performance for facilities that he manages. In Peter's former role as General Manager of HBF Park he procured and delivered iconic world class events such as the Socceroos and Ed Sheeran.

Janis Carren

Director, Strategy and Partnerships

Joined in June 2008

Janis brings extensive public sector experience gained over a 20-plus year career and her strengths as a strategic thinker and influencer have enabled her to advise and support Boards in the delivery of planning, communications, marketing, policy, and research. Janis has led major change initiatives at VenuesWest that have contributed to the organisation's growth and success over the past decade. Prior to joining VenuesWest, Janis led Strategic and Corporate Planning at Tourism WA.

Steve Paul

Director, Corporate Services

Joined in January 2017

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

Gary Conyard

Director, Portfolio Management

Joined in January 2005

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

Helen Hill

Manager, Governance and Executive Services

Joined in October 2012

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



Shared Responsibilities with Other Agencies

VenuesWest did not share any service-related responsibilities with other government agencies in 2018-19. We do however partner with private enterprise to service and operate major venues, as well as working closely with other public sector entities.

Partnerships

VenuesWest has a diverse range of stakeholders, including State and Local Government agencies, high performance sport athletes and teams, sport associations, event organisers, customers, venue operators, service providers, tenants, and community users. We service the broader Western Australian community, and welcome interstate and overseas visitors to our venues.

VenuesWest works closely with the Division of Sport and Recreation within the Department of Local Government Sport and Cultural Industries to update the State Sporting Facilities Plan and Business Cases for venues. We partner with Tourism WA and venue operators to secure world class sport and entertainment events for Western Australia.

VenuesWest works with several partners who operate our venues or provide key services.



Optus Stadium



Venue operator

WESTADIUM

Maintenance



RAC Arena



Venue operator



HBF Park



Catering



Bendat Basketball
Centre



Venue manager



Gold Netball Centre



Venue manager

Performance Management Framework

Outcome Based Management (OBM) Framework

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



Government Goal

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

Agency Desired Outcome

Sustainable, accessible and profitable State assets delivering sport, recreation and entertainment opportunities for Western Australians.

VenuesWest Services to achieve desired outcome

Service 1: Deliver training and competition facilities for high performance sport

Effectiveness Indicators

KPI 1

Percentage of targeted sports where venues meet international competition standards

KPI 2

High Performance Sport User Satisfaction

Efficiency Indicator

KPI 5

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

Service 2: Provision of venues and precincts delivering quality sport and entertainment experiences

Effectiveness Indicators

KPI 3

Level of patronage

KPI 4

Customer satisfaction

Efficiency Indicator

KPI 6

Commercial expense ratio

KPI : Key Performance Indicator (Chapter 4)

Changes to our OBM Framework

Due to the changing dynamics of our business, we conducted a comprehensive review of our Outcome Based Management Framework in 2018. The revised Framework was approved by Department of Treasury and reporting against the amended Outcome Based Management Framework commenced from 2018-19. All changes are provided here:

Previous (2017-18 and prior)	Current (2018-19 onwards)	Amendments
Service 1: Provision of high-performance sport facilities and support	Service 1: Deliver training and competition facilities for high performance sport	Service 1 was amended to more clearly reflect the services that VenuesWest provides for high performance sport.
Service 2: Management of community sport, entertainment and recreation facilities	Service 2: Provision of venues and precincts delivering quality sport and entertainment experiences	Previous Service 2 (Community) and Service 3 (Commercial) were consolidated to align with our strategic direction of world class sport and entertainment experiences to all customers.
Service 3: Provision of competitive and cost-effective state-owned assets		
-	KPI 3 Level of patronage	Added as a new indicator
KPI 3 Community Satisfaction	KPI 4 Customer satisfaction	The two previous customer satisfaction efficiency indicators were consolidated to align with the revised Service 2 structure.
KPI 4 Commercial User satisfaction		
KPI 5 Ratio of direct government funding in the provision of elite sport facilities measured by the cost per hour of high-performance sport training and competition	KPI 5 The subsidy that VenuesWest provides to high performance sport training and competition	The previous measure did not assess the level of investment that VenuesWest contributes to high performance training and competition. The revised efficiency indicator clearly shows this level of investment.
KPI 6 Average cost per community patron	-	KPI discontinued
-	KPI 6 Commercial expense ratio	Added as a new indicator



03 PERFORMANCE REPORT

How our performance is measured

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



Financial Performance

Performance against 2018-19 State Budget



Key Performance Indicators

Performance against Outcome Based Management Framework Key Performance Indicators



Performance Scorecard

Performance against VenuesWest internal scorecard



Strategic Objectives

Performance against objectives and initiatives outlined in our Business Plan 2018-19



Financial Performance

VenuesWest's result for 2018-19 shows an operating surplus of \$1.4 million. The cash-based operating surplus is \$15.0 million after eliminating the impact of non-cash gains and losses (i.e. depreciation). Optus Stadium was a key contributor to this surplus, contributing \$5.8 million more than anticipated. The venue had a stellar year securing high-profile events, attracting record crowds and hosting additional AFL and A-League finals content. RAC Arena also contributed to our positive financial position, with a 22% increase in patronage and \$1.8 million financial improvement compared to 2017-18. We managed to increase revenues for all other venues collectively by \$1.4 million, whilst reducing costs (excluding depreciation) and overheads by \$1 million.

We successfully re-negotiated the Optus Stadium Design, Build, Finance and Maintain contract loan this year, and through favourable market conditions we realised a \$5.5 million gain which has been included in revenue. This realisation gain will reduce the amount of loan repayments over the next four years.

Additional depreciation costs in 2018-19 primarily reflect the first full year of depreciation of Optus Stadium compared with a half year in 2018.

We committed \$15.3 million of capital expenditure and completed \$11.5 million worth of works throughout the year, with a strong emphasis on venue enhancement, maintenance, safety and security upgrades, and digital transformation initiatives.

	Target 2018-19 (\$000)	Actual 2018-19 (\$000)	Variance (\$000)	Comments
Financial Targets				
Total Cost of Services	205,070	265,818	60,748	Increase relates to additional depreciation, Optus Stadium costs, RAC Arena costs and unbudgeted costs associated with the operation of Perth Motorplex
Self-earned revenue	130,162	184,205	54,043	Increase relates to Optus Stadium, RAC Arena and unbudgeted revenues associated with the operation of Perth Motorplex
Net Cost of Services	74,908	81,613	6,705	
Total Equity	1,785,831	1,724,350	(61,481)	Impact of depreciation and revaluation
Net Increase/ (decrease) in Cash Held	586	28,405	27,819	Partner-managed cash holdings for future events
Salary Expense Limit	34,673	58,167	23,494	Additional partner-managed expenses, offset by additional revenue
Working Cash Targets				
Agreed Working Cash Limit (at Budget)	6,006	6,006	-	
Agreed Working Cash Limit (at Actuals)	6,006	10,155	4,149	Additional outgoings at partner-managed venues



Key Performance Indicators

Summary of VenuesWest performance against Key Performance Indicators 2018-19

		2018-19 Target	2018-19 Actual	Variance	Achieved
Effectiveness Indicators	KPI 1 Percentage of targeted sports where venues meet international competition standards	89%	83%	-6%	✗
	KPI 2 High Performance Sport User Satisfaction	90%	89%	-1%	✗
	KPI 3 Level of patronage	5.090 million	6.096 million	+1.006 million	✓
	KPI 4 Customer satisfaction	88%	92%	+4%	✓
Efficiency Indicators	KPI 5 The subsidy that VenuesWest provide to high performance sport training and competition	45%	76%	31%	✓
	KPI 6 Commercial expense ratio	79%	92%	13%	✓

✓ Achieved ✗ Not achieved but within 10% ✖ Not achieved



Performance Scorecard

		Target	Result	Variance	Achieved
Customers					
Patronage (KPI 3)		5,090,000	6,096,335	1,006,335	✓
Elite training and competition hours		24,580	27,195	2,615	✓
High performance sport customer satisfaction (KPI 2)		90%	89%	-1%	✗
Overall customer satisfaction (KPI 4)		88%	92%	4%	✓
Stakeholder satisfaction		75%	78%	3%	✓
World class sporting facilities (KPI 1)		89%	83%	-6%	✗
Financial					
Tickets Sold	· Self and Co-managed venues	388,700	442,292	53,592	✓
	· Partner managed venues	2,197,013	2,559,930	362,917	✓
Subsidies to high performance sport (KPI 5)		45%	76%	31%	✓
Average spend per patron		>\$8.71	\$7.96	-\$0.75	✗
Average cost per patron		<\$10.28	\$9.11	-\$1.17	✓
Total revenue to operating expense for self- and co-managed venues		75%	79%	4%	✓
Total revenue to operating expenses (all venues) (KPI 6)		79%	92%	13%	✓
Internal Business Processes					
Lost time injuries	· Primary	0	0	0	✓
	· Secondary	1.37	2.35	0.98	✗
Employee expense ratio		<34%	33%	-1%	✓
Capital expenditure	· Committed	93%	82%	-11%	✗
	· Expended	82%	70%	-12%	✗
Learning and Growth					
World Class Events	· Sport	75	99	24	✓
	· Entertainment	48	57	9	✓
Net culture score		>75%	79%	4%	✓
Spend on Training	· % per FTE	100%	49%	-51%	✗
	· Hours per FTE	>14.33	22.1	7.8	✓
New innovations		4	9	5	✓

✓ Achieved ✗ Not achieved but within 10% ✖ Not achieved



Performance Against our Strategic Objectives

Strategic Objective

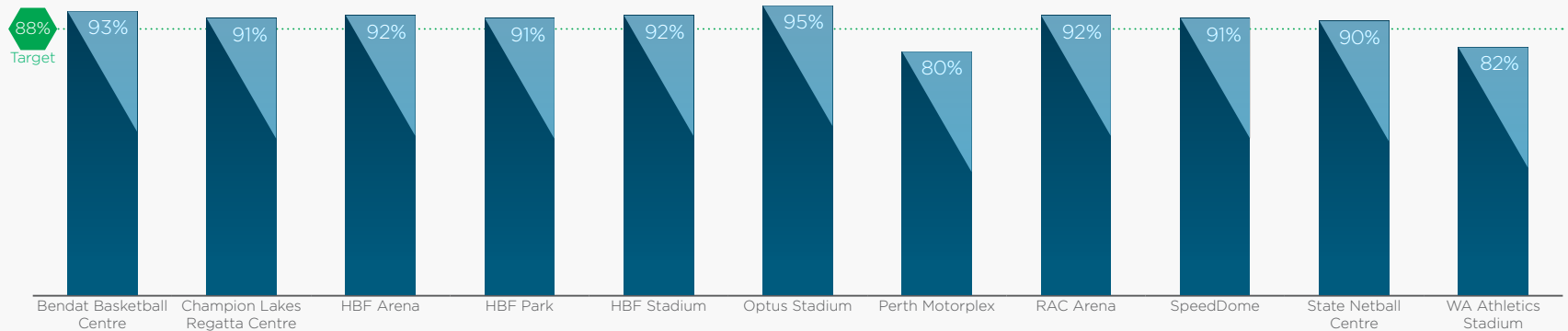
1.

Deliver
Outstanding
Customer
Experiences

Customer Satisfaction

Our Customer Service Framework guides the way in which we interact with our customers, enabling the consistent delivery of exceptional customer service. We work closely with operators at our co-managed and partner-managed venues to ensure our commitment to the customer experience is applied throughout all VenuesWest venues.

This year we welcomed more than six million customers to our venues for the first time, hosting 156 world class sport and entertainment events and more than 2,250 local sport, entertainment and commercial events. Despite hosting more than one million additional patrons in 2018-19, we achieved 92% overall customer satisfaction, our third consecutive year above 90%. Customer satisfaction was equal to or greater than 90% at nine of 11 venues surveyed, indicating a consistently positive customer experience across our venues. Feedback on our staff (93%), facilities (92%), cleanliness (95%), and safety (96%) were key areas of high performance.



High Performance User Satisfaction

We deliver optimised facilities and support to high performance teams and organisations to assist them in their pursuit of sporting success. Satisfaction among elite (or high performance) sport users was very positive at 89% overall, just shy of 90% last year. We will continue to work closely with high performance users through delivery of outstanding customer service and further invest in the enhancement of our sport facilities.

Stakeholder Satisfaction

VenuesWest has a diverse range of stakeholders, including state and local government agencies, sport associations, event organisers, venue operators, service providers, and tenants. We identified that our management of stakeholder relationships was an area for improvement and placed an even greater emphasis on service and responsiveness to stakeholders. The effort shown across the business resulted in a stakeholder satisfaction rate of 78%, increasing from 52% last year, and we aim to further build on this result in 2019-20. We are hopeful that new business systems implemented via our ongoing digital transformation will enable us to better serve and connect with customers and stakeholders.

VenuesWest In-Focus Supporting the Community

VenuesWest's Community Partners Program entered its third year, allowing us to give directly to respected charity organisations within our community.

This year we assisted five partners by providing more than \$40,000 in donations, sponsorship, and sport and entertainment event tickets. We sponsored Autism West's Team Sprint Cup event, supported Mentally Healthy WA's trip to the Pilbara to deliver their Youth Connections program, provided venue space for our partners to host events, and provided bespoke event experiences.



Our staff relished the opportunity to contribute to the community, working in teams to produce more than 1,100 blankets for the homeless, donating goods to produce 31 back-to-school packs for underprivileged children, and raising funds for St Vincent de Paul's Annual Street Appeal through our Free Dress Day.

In 2019-20 we welcome three new local charities to the program for a three-year period: Indigo Junction, Glass Jar Australia, and Fair Game. They will be joining Mentally Healthy WA who continue on for another year in our Community Partners Program.

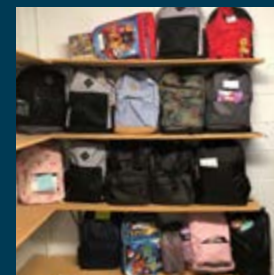
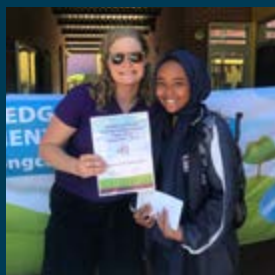
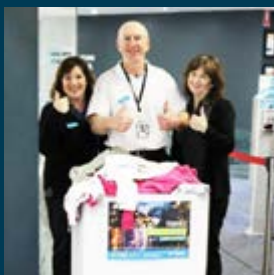


Autism West Team Sprint Cup

- We supported Autism West to deliver the Team Sprint Cup at HBF Stadium during Autism Awareness Month
- This fun-filled community swimming event features relay swimming for children and adults, and raises funds to create opportunities for teenagers and young adults with autism
- VenuesWest's sponsorship of the event included provision of two swimming pools, audio and timing equipment, staff, and free pool entry for participants and spectators
- More than 400 swimmers participated on the day, including our own VenuesWest team and the event raised more than \$15,000 for Autism West

Providing access to world class events

- Throughout the year we donated tickets to world sport and entertainment events to help further the charitable efforts of our partners
- Mentally Healthy WA demonstrated how even a small donation can have a significant impact
- They used two tickets that we provided for Taylor Swift's performance at Optus Stadium to run a Mentally Healthy Schools Competition as part of their Act-Belong-Commit program
- Students entered the competition which asked them: how their role model had helped them to overcome a challenge in their life and why they would like to share the experience of seeing Taylor Swift with their role model
- This great initiative encouraged students to reflect on difficulties that they have faced and overcome, and resulted in countless inspiring written, visual, film, and audio submissions



Ensure our portfolio of sport and entertainment venues is fit for purpose

Strategic Asset Management

Our venues host more than 30 types of sport, fitness, and entertainment activities and range from brand new through to ageing facilities. We maintain and invest in our venues to ensure the safety of staff and patrons, positive customer experiences, and to meet national and international accreditation standards for high performance sport.

We completed 85 capital improvement projects this year with a total spend of \$11.5 million. This included venue enhancement, maintenance, safety and security upgrades, and digital transformation initiatives.












































Project highlights include:

- Joondalup Sports Club Clubrooms extension, group fitness room expansion, Premier's Suite upgrades, and solar installation at HBF Arena.
- New water polo lights and score board, main arena seating and audio-visual system upgrades, and pool works at HBF Stadium.
- New start gates and sheltered outdoor area at Champion Lakes.
- Corporate suite upgrades at Perth Motorplex.
- Lighting upgrades at SpeedDome (completed in July 2019), which will enable the venue to host international track cycling competitions.

World Class Standards

VenuesWest has 18 targeted sports for which we aim to achieve compliance or have the capacity to host national and international events if appropriate event overlay is provided. The percentage of targeted sports where venues meet international competition standards was 83 percent in 2018-19. A major lighting upgrade was scheduled for SpeedDome to enable the venue to meet national and international accreditation standards for track cycling. This upgrade was completed in July shortly after the 2018-19 financial year and we are now seeking Category 2 Certification from Union Cycliste International (UCI) to permit international competitions at SpeedDome. Determining the long-term future of our venues and precincts will be a strategic priority in the coming year.

Targeted sport Venues that meet international competition standards

 Athletics  Optus Stadium	 Australian Football  Optus Stadium	 Basketball  RAC Arena  HBF Stadium	 Canoeing  Champion Lakes Regatta Centre	 Cricket  Optus Stadium	 Football/Soccer  Optus Stadium  HBF Park
 Gymnastics  RAC Arena  HBF Stadium	 Netball  RAC Arena  HBF Stadium	 Rugby League  Optus Stadium  HBF Park	 Rugby Union  Optus Stadium  HBF Park	 Rowing  Champion Lakes Regatta Centre	 Tennis  RAC Arena
 Triathlon  Champion Lakes Regatta Centre	 Volleyball  RAC Arena  HBF Stadium	 Waterpolo  HBF Stadium	 Cycling Indoor  SpeedDome (seeking compliance)	 Diving  HBF Stadium*	 Swimming  HBF Stadium*

* Venue meets compliance standards for training. Additional infrastructure is required to host national or international events.

VenuesWest In-Focus HBF Arena development

HBF Arena in Joondalup is the hub for sport, fitness and entertainment in Perth's northern suburbs. The multi-purpose facility includes a 50-metre pool, leisure pool, fitness centre, creche, café and function spaces. Outside you will find a dedicated basketball centre, football arena, tennis courts, hockey pitches, rugby fields, and netball courts surrounded by community open space. Over the last few years considerable investment has enhanced the venue's facilities to support health and fitness in the community and provide grassroots sports with the opportunity to grow membership and participation.

Joondalup Sports Club expansion

This State Government funded a \$750,000 upgrade of the Joondalup Sports Club building to cater for the demands of an increasing membership base. The Joondalup Sports Club is home to several local sporting groups, including the Joondalup Netball Association, Joondalup Brothers Rugby Union Football Club, Joondalup Lakers Hockey Club, Joondalup Athletics Association and Joondalup XTR (triathlon). Sporting clubs were consulted in the design of the upgrades which included two new multi-use change rooms, extended office space, fencing, additional storage, and installation of additional water fountains.

Fitness Centre expansion

Modifications were made to the gym and group fitness room to provide additional space for members. An extension of the Group Fitness room was completed in May, providing space for up to 10 additional patrons per class. This upgrade included a new stereo and speaker system, carpet, lighting and air conditioning. Gym modifications completed in January provided 20 square metres of additional training space.

Additional upgrades

Other recent works included an upgrade of the Premier's Suite function space, new scoreboard for swimming carnivals and additional car parking facilities. These works follow a \$24 million investment last year in new basketball and football facilities for Wanneroo Basketball Association and West Perth Football Club. The state-of-the-art building provided Wanneroo Basketball Association with a new home containing four basketball courts, and delivered function areas, player amenities, football development services and administration facilities for West Perth Football Club.



Strategic Objective 3.

Engage
a workforce
that is
aligned,
highly capable
and adaptable

Culture

VenuesWest's ability to deliver world class sport and entertainment experiences is reliant on the performance of our people. The VenuesWest Way represents our cultural values, it embodies the signature behaviours that enable us to deliver on our vision and we invest heavily in fostering a culture of collective achievement that consistently models our values. Our Culture Pulse Program has helped build an intentional culture that works in synchrony and enables us to deliver an exceptional customer experience. The alignment of our culture is measured through Pulse surveys, which are held three times per year.

Employee participation in Pulse reached 99% and our Net Culture Score of 79% indicated consistent demonstration of positive behaviours in the workplace. The outstanding customer satisfaction and financial results achieved this year demonstrate the strong connection between an aligned culture and high performance. This year we refreshed our five 'VenuesWest Way' signature behaviours to include 'We Deliver Safely', placing safety at the heart of everything we do. Over the next 12 months we will undertake several initiatives to further embed safety within the fabric of the organisation and continue to build our strong culture.



99%
Participation



79%
Net Culture Score



Digital Transformation

A review of business systems and processes in 2017 identified that system enhancements were needed to improve the way we operate and better meet the evolving needs of our customers. We commenced this digital transformation in 2017-18 by implementing a new Electronic Document and Records Management System. This year we implemented new Event and Booking Management, Customer Relationship Management, Marketing Automation, Data Management, and Hazard and Incident Management systems, and in 2019-20 will be introducing a new Business-to-Customer system, which will enable online self-service as well as a new Financial Management System. Collectively these systems are contributing to an improved and more flexible customer experience. Other key initiatives this year included broad adoption of cloud services such as Office 365 and implementation of multifactor authentication in support of the Whole of Government Digital Security Policy. Our transition to GovNext services commenced throughout the year and will be completed in 2019-20.

Learning and Development

We are committed to building the capacity of our people to enable high performance, continuous improvement and achievement of organisational objectives. The Learning and Development Policy and Procedure provides the framework that guides our learning and development, study assistance, and work experience initiatives. Our employees completed a total of 4,427 hours of training in 2018-19. With the implementation of five new business systems this year and launch of a new Records Management System in April 2018, training initiatives primarily centred on improving business system capability, records management, data governance, and safety and security awareness.

Health and Wellbeing

VenuesWest takes the health and wellbeing of our staff seriously and we are committed to building a workplace environment and culture that supports healthy work-life balance and lifestyle choices. Our wellness program contains a range of benefits for employees including Fitness Centre access, lunchtime fitness classes, health-related resources, an employee assistance program, and a variety of monthly initiatives. In recognition of the program's success, Healthier Workplaces WA recognised VenuesWest as a Healthy Workplace (Gold standard) for the third consecutive year.



VenuesWest In-Focus Reconciliation Action Plan

VenuesWest took the first step in our reconciliation journey this year with the development of our inaugural Reconciliation Action Plan (RAP). Our 'Reflect' level RAP represents the first of four stages in the RAP Framework and will lay strong foundations for reconciliation that we can further develop over years to come. We are committed to creating a more inclusive and culturally aware organisation, and through our RAP we aim to build meaningful relationships, enhance respect and promote sustainable opportunities for Aboriginal and Torres Strait Islander peoples.

Our RAP was developed with the guidance and support of Kim and Sharna Collard from Kooya Consultancy, Balladong/Wilmen people of the Noongar Nation, and Donna Oxenham, a VenuesWest Board member and Yamatji woman. It features artwork from Jade (JD) Penangke, a Whadjuk/Balladong Nyoongar (Mother's side), Eastern Arrernte (Father's side) woman from Perth.

Key actions completed:



Relationship

- Gained Reconciliation Australia RAP endorsement
- Held National Reconciliation Week event with more than 80 staff and stakeholders in attendance
- Staff participated in the annual 'Walk for Reconciliation'



Respect

- Introduced 'Acknowledgment of Country' as a standard practice at VenuesWest
- We proudly display Aboriginal and Torres Strait Islands flags at our venues



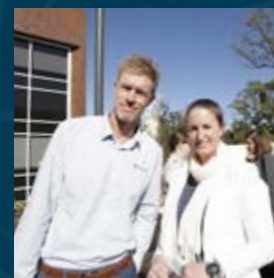
Tracking and Progress

- Published, communicated and shared our RAP with customers and stakeholders



Opportunities

- Awarded supplier contracts to two Aboriginal businesses



Doorndjil Yoordaniny *art by Jade Penangke*

The concept of 'bringing people together' is the main focus of this design. Centred is a large gathering place with a number of smaller gatherings around it representing the community and their journeys to attend events from all over Western Australia. Gathering places are painted blue to represent VenuesWest.

The green background represents the rich flora and fauna, with emu tracks, kangaroo tracks and footprints providing a grounding connection to Noongar country. The white elements of the design are the land formations and waterways that we have all throughout this land. Red and orange lines symbolise the ripple effect of bringing people together to create an infectious atmosphere.

This artwork has been named 'Doorndjil Yoordaniny' by a representative of the Balladong/Wilmen clans in Mr Kim Collard. In the dialect of Balladong it translates into 'coming together' through the making of a spear (kitj).

Realise
commercial
success to
subsidise high
performance
sport and
enable
reinvestment
into our
venues

The provision of venues for high performance sport is at the core of VenuesWest's existence. Sustainable commercial success enables us to reinvest in high performance training and competition facilities and provide pathways to high performance sport for all Western Australians.

Commercial performance was outstanding in 2018-19, driven by the high achievement of Western Australian sporting teams competing in national competitions, such as AFL, A-League, Super Netball, and NBL. Additional 'Finals' content and high-profile events like the State of Origin and Chelsea v Perth Glory increased venue utilisation and commercial return. The naming rights agreements secured for RAC Arena and HBF Park generated revenue to offset the cost of delivering high performance and community sport facilities across the portfolio. Western Force's return to rugby at HBF Park with the seven match World Series Rugby was well received and ensured the longer-term viability of the venue.

High-performance training and competition hours for elite athletes reduced by 18% overall throughout the period. This decrease resulted from a reclassification of aquatic usage at HBF Arena from high performance to community, reflecting that club activities are primarily within-state rather than national or international-level. If we exclude this reclassification, the total number of high performance hours actually increased by six percent this year with strong uplift at HBF Stadium, Optus Stadium, WA Athletics Stadium, and SpeedDome.

Elite hours by Venue	Target	Result	Variance
Bendat Basketball Centre	1,144	1,110	-34
Champion Lakes Regatta Centre	98	58	-40
HBF Arena	10,212	2,420	-7,792
HBF Park	333	390	57
HBF Stadium	11,874	12,909	1,035
Optus Stadium	238	704	466
RAC Arena	158	191	33
SpeedDome	218	457	239
Gold Netball Centre	736	518	-218
WA Athletics Stadium	935	1,292	357
WAIS High Performance Service Centre	7,210	7,149	-61
Total	33,155	27,195	-5,960

Note. Figures rounded to the nearest whole hour.

2018-19 High Performance Sport Highlights



Athletics

- Perth Track Classic held at WA Athletics Stadium (WAAS) on 16 March
- 1,292 hours of elite training at the WAAS and 106 hours in the Gymnastics Training Centre at HBF Stadium for pole vault athletes



Australian Football

- Twenty-three AFL fixtures held at Optus Stadium for Fremantle Dockers and West Coast Eagles
- Optus Stadium hosted two games as part of the Sir Doug Nicholls Indigenous Round, with Fremantle defeating the Brisbane Lions and West Coast Eagles taking the win against the Western Bulldogs
- West Coast Eagles defeated Collingwood in the Qualifying Final and Melbourne in the Preliminary Final at Optus Stadium
- HBF Arena hosted Fremantle v Collingwood in the JLT Community Series



Basketball

- Perth Wildcats won the NBL Championship, playing 14 regular season home games and three finals matches at RAC Arena
- Perth Lynx played 11 home games at Bendat Basketball Centre
- Bendat Basketball Centre hosted Perth Wildcats v Adelaide 36ers in a pre-season match
- Ninety-four hours of elite training for wheelchair basketball at HBF Stadium



Cricket

- Australia played South Africa in a One-Day International at Optus Stadium
- Optus Stadium hosted the second Domain test match between Australia and India in December 2018
- Seven Perth Scorchers matches held at Optus Stadium as part of the Big Bash league



Cycling Indoor

- USA cycling team training camp in January and February at SpeedDome
- Over 455 hours of WAIS training
- Elite and Under-19 Para Cycling Riders Competition held over three days in November



Diving

HBF Stadium

- School Sport WA Diving Nationals Competition
- Australian Age Championships held over six days in April
- 900 hours of elite training



Gymnastics

- Gymnastics Australia High Performance Program completed 2,473 training hours at HBF Stadium



Netball

- West Coast Fever took on the Sunshine Coast Lightning in the Suncorp Super Netball League Grand Final at RAC Arena in front of a record crowd of 13,722
- RAC Arena hosted two West Coast Fever fixtures in the 2018 season and four in the 2019 season
- HBF Stadium hosted one West Coast Fever Super Netball fixture in July 2018

Rowing/Canoeing/Kayaking

Champion Lakes Regatta Centre

- Australian Masters Championships held in May with close to 800 competitors
- Nine WAIS rowing competitions
- Paddle Australia National Championships in March
- WAIS kayaking training from December to February with selection trials in March

Rugby League/Rugby Union

- State of Origin held in Perth for the first time with NSW Blues defeating QLD Maroons in game two at Optus Stadium
- HBF Park hosted eight invitational matches between the Western Force and a range of domestic and international teams

Soccer/Football

- Perth Glory took on Sydney FC in the A-League grand final in front of 56,371 fans at Optus Stadium
- HBF Park hosted 15 Perth Glory fixtures during the 2018-19 season, including the semi-final against Adelaide United
- Chelsea Football Club played an exhibition match against Perth Glory at Optus Stadium

Swimming

HBF Stadium

- 7,075 hours of WAIS swimming training
- 1,994 hours of WAIS artistic swimming training
- Artistic swimming training camps held in July, November and December
- Artistic swimming national team camps held July, November, December and May

HBF Arena

- 1,724 hours of elite swimming training

Tennis

- RAC Arena hosted the penultimate Hopman Cup event with 110,364 patrons across 13 total sessions
- The Hopman Cup Final saw Roger Federer take on Serena Williams for the first time in a competitive event, the match welcomed 14,064 tennis fans – the highest in history for a tennis match held in WA

Waterpolo

HBF Stadium

- FINA Water Polo World League Inter-Continental Cup held in March, with 1,778 athletes and 2,672 spectators
- Eight UWA Torpedoes National League fixtures played in March and April
- 1,092 hours of WAIS water polo training, including female training camps in October, December, March and June
- 766 hours of UWA Water Polo Club training

VenuesWest In-Focus Brand Ambassador Program

Our Brand Ambassador Program supports elite Western Australian athletes in their pursuit of sporting success and serves to inspire young athletes to follow in their footsteps. This year we supported four athletes who are competing, or striving to compete, at the highest levels for Australia. These athletes have all grown up training and competing in VenuesWest venues. Each athlete received \$5,000 to assist with their training and competition expenses, and Ambassadors in turn delivered sporting clinics, spoke at staff and stakeholder functions, and provided 'day in the life' insights via takeovers of our Perth Sports Life Instagram channel.

This year we welcome four new athletes as Ambassadors, three of whom are aiming for Tokyo 2020 and another set to run out for the West Coast Eagles in their inaugural AFLW season. The direct funding provided to Ambassadors through our program ensures these four champions have more support as they seek to compete on behalf of their State and Country. As Ambassadors, these outstanding athletes will provide younger visitors to our venues with an understanding of the power of hard work and determination in pursuing sporting goals.

2018-19

Courtney Bruce

Netball



RAC Arena, HBF Stadium, Gold Netball Centre



West Coast Fever (Captain), Australian Diamonds



- Super Netball 2018 - Runner-up
- Commonwealth Games 2018 - Silver medal

Nina Kennedy

Athletics, Pole-Vault



WA Athletics Stadium, WAIS High Performance Service Centre



Australia, WAIS



- Nina claimed a bronze medal at the 2018 Commonwealth Games

Sarah Edmiston

Athletics, F44 Discus & Shot Put



WA Athletics Stadium, WAIS High Performance Service Centre



Australia, WAIS



- 2017 World Para Athletics Championships Bronze in F44 Discus
- Aiming for 2020 Tokyo Olympic Games

Conor Leahy

Track Cycling



SpeedDome



Australia, WAIS



- 2019 UCI Track World Cup Bronze in Team Pursuit
- Selected for Cycling Australia's Podium Potential Academy for future Olympic success

2019-20

Zoe Arancini

Waterpolo



HBF Stadium, WAIS High Performance Service Centre



Australian Stingers, WAIS, Fremantle Marlins



- 2016 Rio Olympic Games
- 2019 FINA World Championships Bronze
- Aiming for 2020 Tokyo Olympic Games

Sally Pilbeam

Para Triathlon



HBF Arena, HBF Stadium, WA Athletics Stadium, WAIS High Performance Service Centre



Australia, WAIS



- Two-time Para Triathlon World Champion
- Aiming for Tokyo 2020 Paralympic Games team

Nicholas Brown

Swimming



HBF Stadium, WAIS High Performance Service Centre



Australia, WAIS



- 2019 FINA World Cup Series Silver & Bronze in 200-metre butterfly
- Aiming for 2020 Tokyo Olympic Games

Alicia Janz

AFLW



Optus Stadium



West Coast Eagles



- Joins the Eagles after three years at Fremantle Football Club
- Proud Torres Strait Islander woman who mentors Aboriginal and Torres Strait Islander girls in her role at Wirrpanda Foundation

Secure world class events

Our venues provide an opportunity for Western Australians and visitors to our State to experience world class sport and entertainment events. Working with our key partners, including Tourism WA, VenuesLive and AEG Ogden we showcased a diverse and vibrant calendar of events across our venues. Ticket sales for the year were very strong and exceeded our target by 16%. Optus Stadium had a standout year with exceptional attendance throughout the AFL season, two West Coast Eagles finals, Chelsea Football Club versus Perth Glory, Eminem, and Taylor Swift. The venue's capacity has enabled more patrons to attend AFL games throughout the season, with two West Coast Eagles finals attracting crowds in excess of 59,000. State of Origin II in June 2019 broke the record for the highest attendance at a sporting event in Western Australia with 59,721 in attendance, whilst 56,371 attendees for the A-League Grand Final was a Western Australian attendance record for soccer.

RAC Arena had one of its best years yet with a stream of national and international artists and a 22% increase in patronage over the past 12 months. The venue achieved outstanding attendance throughout the NBL season and achieved Western Australian attendance records for tennis and netball through the Hopman Cup Final and Super Netball Final. The venue was named Best Indoor Arena in Australia in the inaugural Austadiums Awards 2018. HBF Park hosted its largest event ever with 32,920 fans experiencing the Red Hot Chili Peppers live in concert, with the venue achieving strong attendance throughout the A-League season and a significant increase in patrons for the annual RnB Fridays Live event.

A strong calendar of world class events has already been secured for the coming year, including the Bledisloe Cup, U2 World Tour, Queen + Adam Lambert, Shawn Mendes, the Federation Cup Final, inaugural ATP Cup, and Western Australia's first international Day-Night Test Match. HBF Park has secured additional rugby league content, RnB Fridays Live and two Elton John performances.

World Class events

OPTUS STADIUM



Eminem Rapture Tour
Taylor Swift Reputation Stadium Tour



One Day Cricket International:
v South Africa
Domain Test Match Cricket:
v India



State of Origin Game 2



v Adelaide Strikers
v Brisbane Heat
v Hobart Hurricanes
v Melbourne Renegades
v Melbourne Stars
v Sydney Sixers
v Sydney Thunder



v Chelsea Football Club Exhibition Match
v Sydney FC (final)



v Collingwood (qualifying final)
v Fremantle Dockers
v GWS Giants (2 games)
v Melbourne
v Melbourne (preliminary final)
v Port Adelaide
v Gold Coast Suns
v Western Bulldogs



v Brisbane Lions
v Carlton
v Collingwood
v GWS Giants
v Hawthorn
v North Melbourne
v Port Adelaide
v Richmond
v St Kilda
v West Coast Eagles
v Western Bulldogs



Andre Rieu	Kevin Hart
Arctic Monkeys	Michael McIntyre (two shows)
Bob Dylan	Mumford & Sons
Carl Barron	P!nk (four shows)
Celine Dion	Phil Collins (two shows)
Cher	Post Malone
Def Leppard	The Prodigy
Disney on Ice (seven shows)	Queens of the Stone Age
Florence + The Machine	Rudimental
Grease - The Arena Experience	Sam Smith
Human Nature	Shania Twain
Il Divo	Slash featuring Myles Kennedy & The Conspirators
Jeff Dunham	Trevor Noah
Jim Jefferies	Twenty One Pilots
Kendrick Lamar	The Wiggles (five shows)



v Adelaide 36ers (2 games)	v NZL Breakers
v Brisbane Bullets	v Sydney Kings (2 games)
v Cairns Taipans (2 games)	v Brisbane Bullets (semi-final)
v Illawarra Hawks (2 games)	v Melbourne United (final)
v Melbourne United (2 games)	



v Adelaide Thunderbirds	v Queensland Firebirds
v Giants Netball	v Sunshine Coast Lightning
v Melbourne Vixens (2 games)	v Sunshine Coast Lightning (final)



Hopman Cup (13 sessions)



Red Hot Chili Peppers
RnB Fridays



v Adelaide United	v Newcastle Jets
v Adelaide United (semi-final)	v Sydney FC (2 games)
v Brisbane Roar	v Wellington Phoenix
v Central Coast Mariners	v Western Sydney Wanderers (2 games)



v Asia Pacific Dragons	v Kagifa Samoa
v Fijian Latui	v Samoa
v Hong Kong	v South China Tigers
v Japan	v World XV



Boyzone	Parkway Drive
Dean Lewis	Sticky Fingers
Lauryn Hill	5 Seconds of Summer



FINA Water Polo World League Intercontinental Cup
(six sessions)



v Adelaide Lightning (2 games)	v Sydney Uni Flames
v Bendigo Spirit (2 games)	v Townsville Fire
v Dandenong Rangers	v University of Canberra Capitals (2 games)
v Melbourne Boomers (2 games)	v University of Canberra Capitals (semi-final)

VenuesWest In-Focus Optus Stadium Economic Impact Assessment

In January 2018, VenuesWest's thirteenth venue Optus Stadium officially opened. Following a successful first year of operations, Deloitte Access Economics were engaged to conduct an Economic Impact Assessment (EIA) of the construction and operation of this new 60,000 seat Stadium on the Western Australian economy and forecast expected impacts over the next 29 years.

The EIA of Optus Stadium shows the venue has already delivered significant benefits to Western Australia through construction and the first 12 months of operations, and it will continue to do so for decades to come.

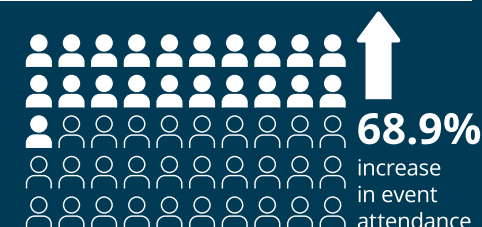
The construction of Optus Stadium has provided the State with a venue capable of securing sport and entertainment events of the highest calibre such as State of Origin, Bledisloe Cup, and Manchester United on Tour, events of which attract thousands of out-of-state visitors and generate growth of the Western Australian economy.

More Western Australians experiencing world-class events

1.97 million

event attendees in the first 12 months

including **805,000** people who would not have attended an event if Optus Stadium had not been built



25.6 million

additional attendees expected over the next 29 years

Attracting more visitors to Western Australia

First 12 months

23,700
additional visitors

\$47.1 million
additional visitor spend

Expected over the next 29 years

38,000
additional visitors each year

\$75.4 million
additional visitor spend each year

Supporting Western Australian businesses

In 2018

85.8%
of all supplier spend went to Western Australian businesses

\$42.5 million
to 278 local businesses

Creating jobs in Western Australia

8,600

people employed during the construction of Optus Stadium and related transport infrastructure

3,300

people employed in operations at Optus Stadium each year

367.8
additional FTE jobs each year to date

231.3
additional FTE jobs each year over the next 29 years

Optus Stadium also generates additional jobs in the broader Western Australian economy

Economic impact for Western Australia

\$129.7 million

increase in the economic output of Western Australia to date

\$653.6 million

expected increase in economic output over the next 29 years

\$19.8 million

average annual increase in economic output over the next 29 years

Note: Additional attendees and visitors refer to people who would not have attended an event or who would not have visited Western Australia if Optus Stadium had not been built.

Future Considerations

Current and emerging issues and trends



Safety and Security

Safety and security are a key focus of delivering venue experiences in an ever-changing environment. The organisational capacity and capability to prepare and react to any security incident is critical. In addition to continually working with the Western Australia Police Force and other essential service providers, VenuesWest is undertaking a program of infrastructure upgrades across its higher profile venues to mitigate the risk of terror-related incidents.



Perth Motorplex

The loss of the private operator of Perth Motorplex has resulted in VenuesWest managing drag racing, speedway, and other motor sports events at the Government owned venue. Our interim management of the venue will continue whilst the long-term future of the asset is determined. The venue's improved operating performance supports the sale or lease to a private sector operator and the management of a transition of business is expected over the next year.

Asset Lifecycle Management



Our portfolio of assets vary by lifecycle stage, ranging from the newly constructed Optus Stadium through to 30-plus year old HBF Stadium and SpeedDome. The ability to understand the condition of our assets is critical to managing the competing demands of generating commercial revenues, meeting world class standards for sports training and competition, and planning for asset maintenance and renewal. Over the coming year we will commence a comprehensive asset condition audit across our portfolio to better understand the state of our assets, inform our maintenance strategy and long-term planning for our venues.



Technology

The need to enhance patron experiences through technology is greater than ever as sport and entertainment venues face increasing competition from improved home-viewing options, powered by better camera angles, insightful commentary, and multiplatform, multimedia experiences. The challenge for sport and entertainment venues to meet customer expectations for on-demand technology and a more immersive live experience is essential to maintain event patronage in the future.



Ticket Resale

Consumer concerns relating to the ticket resale market have grown significantly with the advances in technology and the sophistication of the reselling marketplace. Scalpers are utilising sophisticated software to bypass online security systems to purchase large numbers of tickets and the industry has necessarily absorbed the cost of greater monitoring efforts to minimise the detrimental impact on genuine fans who may miss out or pay inflated prices to attend events. In collaboration with Consumer Protection, we are seeking legislative amendments in Western Australia to protect the public, event holders, and promoters.



Legislation

VenuesWest is reviewing the Western Australian Sports Centre Trust Act 1986 to recognise changes in the organisation from one to 13 venues; modernise the legislation and incorporate good governance practices.



04 FINANCIAL AND KEY PERFORMANCE INDICATORS

KPI Key Performance Indicators

VenuesWest's Key Performance Indicators (KPIs) ensure the delivery of efficient and effective sport and community services to the people of Western Australia. The effectiveness indicators report on the Agency's performance in the delivery of its two key services while the efficiency indicators monitor the relationship between the services delivered and the resources used to produce the services. Due to the changing dynamics of our business, we conducted a comprehensive review of the VenuesWest Outcome Based Management (OBM) Framework in 2017-18. The Agency submitted a proposal for a revised OBM Structure to the Department of Treasury, and subsequently received approval to commence reporting against the amended OBM Structure from 2018-19.



WA Sports Centre Trust Certification of Key Performance Indicators for the year ended 30 June 2019

We hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the 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 2019.

Graham Goerke
Chair
13 September 2019

Mary Anne Stephens
Board Member
13 September 2019

David Etherton
Chief Executive Officer
13 September 2019

KPI 1



Percentage of Targeted Sports Where Venues Meet International Competition Standards

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

VenuesWest invests significantly in the improvement of our venues each year to enable Western Australian elite athletes to continue training and competing in their home state.

This year a major lighting upgrade was scheduled for SpeedDome to enable the venue to meet national and international accreditation standards for track cycling, however due to a manufacturer delay in the supply of materials and technical delays in the integration of new lighting technology with the venue's existing circuitry, the upgrade was not completed within the financial year. As such, VenuesWest met international competition standards for 15 of our 18 targeted sports, equating to an 83% result against a target of 89% (16 out of 18). The SpeedDome lighting upgrade was completed in July 2019, positioning us to achieve the target in 2019-20.

2014-15	2015-16	2016-17	2017-18	2018-19		
Actual	Actual	Actual	Actual	Target	Actual	Variation
81%	81%	81%	81%	89%	83%	-6%

Notes:

1. State, national and international sport competition compliance requirements for our eighteen targeted sports. The identification of targeted sports and the most appropriate venue is done in conjunction with WAIS, the Department of Local Government, Sport and Cultural Industries, and the State Sporting Associations.

2. An annual assessment of venue facilities and services compared to state, national and international sport competition compliance requirements is undertaken against the eighteen targeted sports using compliance standards that are specified by the official governing body for each sport.

KPI 2



High Performance Sport User Satisfaction

VenuesWest aims to deliver sport facilities that meet the expectations of our high performance sport users. This indicator measures the overall satisfaction of elite athletes, coaches and administrators with VenuesWest facilities, including co-managed and partner-managed venues.

VenuesWest continues to focus on supporting high performance sport users through the delivery of outstanding service and assistance and ensuring all venues are fit for purpose.

This year high performance user satisfaction was marginally down on target at 89% overall, though still demonstrates a very high degree of satisfaction among elite users. Survey responses more than doubled from 45 last year to 102 in 2018-19, indicating strong engagement with high performance users of our venues. Over the next 12 months we will continue to support elite users through delivery of high-quality customer service and support, and further invest in the enhancement of our sport facilities.

2014-15	2015-16	2016-17	2017-18	2018-19		
Actual	Actual	Actual	Actual	Target	Actual	Variation
82%	89%	94%	93%	90%	89%	-1%

Notes:

1. High performance user satisfaction survey conducted by VenuesWest, which was distributed to elite users from WA Institute of Sport, Cricket WA, Fremantle Dockers, NRL WA, Perth Glory, Perth Lynx, Perth Wildcats, Western Force, West Coast Fever, West Coast Eagles, Western Warriors / Perth Scorchers. Survey responses were received from 102 patrons.

KPI 3



Level of Patronage

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

Our venues welcomed more than 6 million patrons for the first time in 2018-19, ending the year 19.8% above target and increasing patronage by 29.7% over the past 12 months. Optus Stadium hosted nearly 2 million patrons in its first full financial year of operations, with the venue delivering some of the biggest sport and entertainment events in the State's history, and along

the way setting Western Australia attendance records for rugby league, AFL, and soccer. RAC Arena had one of its most successful years to-date, with the Hopman Cup, Perth Wildcats, Pink, Disney on Ice, and West Coast Fever events all attracting huge audiences. The Red Hot Chili Peppers concert at HBF Park in March set a new attendance record for the venue, and patronage for A-League fixtures grew throughout the year. Significant growth in patronage at HBF Arena, HBF Stadium, Champion Lakes Regatta Centre, and WA Athletics Stadium was also evident this year.

2014-15	2015-16	2016-17	2017-18	2018-19		
Actual	Actual	Actual	Actual	Target	Actual	Variation
3,750,000	3,730,000	3,670,000	4,700,000	5,090,000	6,096,335	1,006,335

Notes:

1. Level of patronage is collated monthly for each venue, with data sourced from bookings, ticketing, and internal business systems.

KPI 4



Customer Satisfaction

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

In 2018-19 we achieved an outstanding overall customer satisfaction rate of 92%, based on feedback from

8,455 patrons. Nine of the 11 venues surveyed achieved overall customer satisfaction rates of 90% or greater. The consistently high levels of satisfaction that we have achieved over the past three years is reflective of VenuesWest's continued emphasis on delivering outstanding customer experiences and demonstrates the organisation's effectiveness in meeting the expectations of its customers.

2014-15	2015-16	2016-17	2017-18	2018-19		
Actual	Actual	Actual	Actual	Target	Actual	Variation
91%	86%	91%	92%	88%	92%	4%

Notes:

1. Customer satisfaction was derived through 21 satisfaction surveys conducted by VenuesWest across our venues during 2018-19. Survey responses were received from 8,455 patrons.

2. Customers were asked to rate their level of satisfaction with the venue on a scale of 1 (Very dissatisfied) to 7 (Very satisfied).

KPI 5



The Subsidy that Venueswest Provides to High Performance Sport Training and Competition

VenuesWest provides facilities and services for the Western Australian Institute of Sport (WAIS) and other high performance training programs and teams at Optus Stadium, RAC Arena, HBF Stadium, HBF Arena, SpeedDome, WA Athletics Stadium, Champion Lakes Regatta Centre, Gold Netball Centre, Bendat Basketball Centre, WA Rugby Centre and the WAIS High Performance Service Centre. This efficiency measure demonstrates the level of financial support that VenuesWest deliver to high performance sport across these venues.

In 2018-19 our venues hosted more than 27,100 hours of high performance training and competition and welcomed over 2.3 million patrons to view or participate in elite sport. This usage includes high performance athletes and teams training to perform at the highest levels, national sporting events and competitions such as State of Origin, AFL and Super Netball, and international events like the Hopman Cup and test match cricket.

The total cost of delivering high performance sport across our venues increased from \$113.8 million in 2017-18 to \$177.6 million in 2018-19 due in large part to Optus Stadium's first full financial year in operation. High performance teams and organisations contributed 18% towards this total cost via user fees and charges, State

Government appropriation covered a further seven percent, with VenuesWest subsidising 76% of the total cost of delivering high performance sport at our venues. VenuesWest's contribution significantly exceeds the 45% target set for the indicator.

As noted, Optus Stadium's first full financial year in operation was a primary reason for the significant increase in the cost of delivering high performance sport in 2018-19, with the 60,000-seat venue hosting 38 major high performance sporting events throughout the year. The astounding success of Western Australian high performance sporting teams also brought additional 'finals' content to our venues that was not forecasted for 2018-19. Optus Stadium hosted Perth Glory's A-League grand final, and AFL qualifying and preliminary finals for the West Coast Eagles. RAC Arena hosted three National Basketball League finals for the Perth Wildcats and the Super Netball grand final for West Coast Fever, with HBF Park hosting Perth Glory's A-League semi-final. Whilst an increase in the number of high performance sporting events held at Optus Stadium, RAC Arena, and HBF Park result in greater expense due to their size and capacity, events at these venues yield higher returns, and have contributed towards a positive commercial result in 2018-19 (see KPI 6).

2014-15	2015-16	2016-17	2017-18	2018-19		
Actual	Actual	Actual	Actual	Target	Actual	Variation
56%	70%	66%	76%	45%	76%	31%

Notes:

1. Sourced from the internal business systems and 2018-19 Financial Statements.

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

KPI 6



Commercial Expense Ratio

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

VenuesWest's total cost of services (excluding depreciation) rose from \$133.8 million in 2017-18 to \$193.9 million in 2018-19 (45% increase) due to the first full financial year of operations at Optus Stadium after the venue opened partway through 2017-18. Whilst

the operational costs for the 60,000-seat venue are considerably higher than our other venues, it has also enabled us to attract more patrons and deliver higher yielding events, leading to growth in self-earned revenue from \$109.6 million in 2017-18 to \$178.7 million in 2018-19 (63% increase). The success of Western Australian sporting teams in national competitions this year brought additional 'Finals' content for AFL and soccer at Optus Stadium, basketball and netball at RAC Arena, and soccer at HBF Park. The addition of these major sporting events, plus the outstanding commercial success of scheduled sport and entertainment events positioned VenuesWest to achieve a commercial expense ratio of 92% for 2018-19, which represents an 10% improvement on 2017-18 and a 13% improvement on the KPI target.

2014-15	2015-16	2016-17	2017-18	2018-19		
Actual	Actual	Actual	Actual	Target	Actual	Variation
84%	82%	80%	82%	79%	92%	13%

Notes:

1. Sourced from the 2018-19 Financial Statements.

2. The commercial revenue achieved as percentage of total operating expenses for the year (across all services and venues).

Independent Auditor's Report



Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

WESTERN AUSTRALIAN SPORTS CENTRE TRUST

Report on the Financial Statements

Opinion

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

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

Basis for Opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Trust in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial statements. I have also fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibility of the Board for the Financial Statements

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

In preparing the financial statements, the Board is responsible for assessing the agency's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Trust.

Auditor's Responsibility for the Audit of the Financial Statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the agency's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- Conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the agency's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Report on Controls

Opinion

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

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

In my opinion, in all material respects, 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 2019.

The Board's Responsibilities

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

Auditor General's Responsibilities

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

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

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

Limitations of Controls

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

Report on the Key Performance Indicators

Opinion

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

In my opinion, in all material respects, the key performance indicators of the 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 2019.

The Board's Responsibility for the Key Performance Indicators

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

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

Auditor General's Responsibility

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

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

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

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

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

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

This auditor's report relates to the financial statements and key performance indicators of the Western Australian Sports Centre Trust for the year ended 30 June 2019 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 FINANCIAL AUDIT
Delegate of the Auditor General for Western Australia
Perth, Western Australia
14 September 2019

Financial Statements



Certification of Financial Statements for the reporting period ended 30 June 2019

The accompanying financial statements of the Western Australian Sports Centre Trust (VenuesWest) have been prepared in compliance with the provisions of the Financial Management Act 2006 from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2019 and the financial position as at 30 June 2019.

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

Graham Goerke
Chair
13 September 2019

Mary Anne Stephens
Board Member
13 September 2019

Glenn Nordsvan
Chief Financial Officer
13 September 2019

Statement of Financial Position

For the year ended 30 June 2019

	Notes	2019 (\$000)	2018 (\$000)
ASSETS			
Current Assets			
Cash and cash equivalents	7.4	107,538	79,380
Restricted cash and cash equivalents	7.4	974	727
Inventories	4.3	1,438	1,970
Receivables	6.1	13,990	13,662
Amounts receivable for services	6.2	4,700	4,700
Other current assets	6.3	2,668	1,114
Total Current Assets		131,308	101,553
Non-Current Assets			
Amounts receivable for services	6.2	216,731	168,697
Infrastructure, property, plant and equipment	5.1	1,865,814	1,911,980
Intangible assets	5.2	1,499	1,637
Total Non-Current Assets		2,084,044	2,082,314
Total Assets		2,215,352	2,183,867
LIABILITIES			
Current Liabilities			
Payables	6.4	24,685	21,707
Borrowings	7.1	11,253	13,145
Employee related provisions	3.1(b)	4,288	3,514
Other current liabilities	6.5	72,172	53,812
Total Current Liabilities		112,398	92,178
Non-Current Liabilities			
Employee related Provisions	3.1(b)	1,384	954
Borrowings	7.1	377,220	392,666
Total Non-Current Liabilities		378,604	393,620
Total Liabilities		491,002	485,798
NET ASSETS		1,724,350	1,698,069
EQUITY			
Contributed equity	9.9	1,583,565	1,567,548
Reserves	9.9	71,714	62,886
Accumulated surplus	9.9	69,071	67,635
TOTAL EQUITY		1,724,350	1,698,069

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

Statement of Comprehensive Income

For the year ended 30 June 2019

	Notes	2019 (\$000)	2018 (\$000)
COST OF SERVICES			
Expenses			
Employee benefits expense	3.1	61,341	48,368
Supplies and services	3.2	62,665	42,338
Depreciation and amortisation expense	5.1.1	71,834	51,500
Finance costs	7.3	32,061	16,342
Accommodation expenses	3.3	12,808	10,149
Losses on disposal of non-current assets	4.5	-	356
Cost of sales	4.3	22,491	14,345
Other expenses	3.4	2,618	2,042
Total cost of services		265,818	185,440
INCOME			
Revenue			
User charges and fees	4.2	62,271	40,230
Sales	4.3	84,811	49,750
Interest revenue		790	506
Other revenue	4.4	30,787	19,134
Total Revenue		178,659	109,620
Gains			
Gain on disposal of non-current assets	4.5	2	-
Other gains	4.5	5,544	-
Total Gains		5,546	-
Total income other than income from State Government		184,205	109,620
NET COST OF SERVICES		81,613	75,820
Income from State Government			
Service appropriation	4.1	83,049	75,393
Total income from State Government		83,049	75,393
SURPLUS / (DEFICIT) FOR THE PERIOD		1,436	(427)
OTHER COMPREHENSIVE INCOME			
Items not reclassified subsequently to profit or loss			75,393
Changes in asset revaluation surplus	9.9	8,828	(23,956)
Total other comprehensive income/(loss)		8,828	(23,956)
TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE PERIOD		10,264	(24,383)

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

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

Statement of Changes in Equity

For the year ended 30 June 2019

	Notes	Contributed Equity (\$000)	Reserves (\$000)	Accumulated Surplus (\$000)	Total Equity (\$000)
Balance at 1 July 2017		910,799	86,842	68,062	1,065,703
Deficit		-	-	(427)	(427)
Other comprehensive (loss)	9.9	-	(23,956)	-	(23,956)
Total comprehensive (loss) for the period		-	(23,956)	(427)	(24,383)
Capital appropriations		15,397	-	-	15,397
Other contributions by owners:					
Transfer of capital works for Optus Stadium from the Department of Local Government, Sport and Cultural Industries		619,312	-	-	619,312
Transfer of capital works for Optus Stadium from the Public Transport Authority		22,040	-	-	22,040
Total		656,749	-	-	656,749
Balance at 30 June 2018		1,567,548	62,886	67,635	1,698,069
Balance at 1 July 2018		1,567,548	62,886	67,635	1,698,069
Surplus		-	-	1,436	1,436
Other comprehensive income	9.9	-	8,828	-	8,828
Total comprehensive income for the period		-	8,828	1,436	10,264
Transactions with owners in their capacity as owners:	9.9				
Capital appropriations		14,576	-	-	14,576
Other contributions by owners:					
Transfer from the Department of Local Government, Sport and Cultural Industries for additional DBFM Costs		1,046	-	-	1,046
Transfer from the Department of Transport for the Burswood Jetty		92	-	-	92
Transfer from the Public Transport Authority for Optus Stadium Bus Hub Stands & Wayfinding Signage		181	-	-	181
Transfer from the Department of Local Government, Sport and Cultural Industries for the expansion of Netball WA's office space at the State Netball Centre		122	-	-	122
Total		16,017	-	-	16,017
Balance at 30 June 2019		1,583,565	71,714	69,071	1,724,350

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

Statement of Cash Flows

For the year ended 30 June 2019

	Notes	2019 (\$000)	2018 (\$000)
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		30,315	33,659
Capital appropriation		14,576	15,397
Holding account drawdowns		4,700	4,700
Net cash provided by State Government		49,591	53,756
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(56,386)	(46,694)
Supplies and services		(64,143)	(34,092)
Finance Costs		(32,299)	(10,885)
Accommodation		(12,808)	(10,149)
GST payments to taxation authority		(7,594)	(3,299)
GST payments on purchases		(5,851)	(6,573)
Other payments		(24,788)	(17,907)
Receipts			
Sale of goods and services		85,854	52,367
User charges and fees		78,651	63,097
Interest received		790	506
GST receipts on sales		3,291	3,700
GST receipts from taxation authority		11,271	6,097
Other receipts		26,660	19,256
Net cash provided by operating activities	7.4.2	2,648	15,424
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current assets		(15,287)	(25,683)
Receipts			
Other grants and subsidies		4,127	4,646
Proceeds from sale of non-current assets		2	-
Net cash used in investing activities		(11,158)	(21,037)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Repayment of borrowings		(12,676)	(4,424)
Net cash used in financing activities		(12,676)	(4,424)
Net increase/(decrease) in cash and cash equivalents		28,405	43,719
Cash and cash equivalents at the beginning of the period		80,107	36,388
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	7.4.1	108,512	80,107

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

Notes to the Financial Statements

1. Basis of preparation

Statement of compliance

These general purpose financial statements are prepared in accordance with:

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

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

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. Certain balances will apply a different measurement basis (such as the fair value basis). Where this is the case the different measurement basis is disclosed in the associated note. All values are rounded to the nearest thousand dollars (\$'000).

Judgements and estimates

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

Contributed equity

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

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

Comparatives

The opening balance of 'Property, plant and equipment' and 'Borrowings' have been re-stated to reflect the revision of the fair value of Optus Stadium on its transfer to VenuesWest and the corresponding amount owing on the Design, Build, Finance and Maintain Contract. This resulted in a reduction of finance lease liability and the carrying value of Buildings by \$10,422,000.

2. Agency outputs

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

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

2.1 Agency objectives

Mission

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

Services

The Agency provides the following services:

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

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

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

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

2.2. Schedule of income and expenses by service

For the year ended 30 June 2019

	Deliver Training and Competition Facilities for High Performance Sport		Provision of Venues and Precincts Delivering Quality Sport and Entertainment Experiences		Total 2019	Total 2018
	2019 (\$'000)	2018 (\$'000)	2019 (\$'000)	2018 (\$'000)	(\$'000)	(\$'000)
COST OF SERVICES						
Expenses						
Employee benefits expense	35,579	24,361	25,762	24,007	61,341	48,368
Supplies and services	38,759	27,770	23,906	14,568	62,665	42,338
Depreciation expense	49,914	31,811	21,920	19,689	71,834	51,500
Finance costs	28,855	14,708	3,206	1,634	32,061	16,342
Accommodation expenses	6,892	4,667	5,916	5,482	12,808	10,149
Losses on disposal of non-current assets	-	142	-	214	-	356
Cost of sales	16,417	9,472	6,074	4,873	22,491	14,345
Other expenses	1,147	884	1,471	1,158	2,618	2,042
Total cost of services	177,563	113,815	88,255	71,625	265,818	185,440
Income						
User charges and fees	31,121	14,056	31,150	26,174	62,271	40,230
Sales	62,970	33,158	21,841	16,592	84,811	49,750
Interest revenue	434	199	356	307	790	506
Other revenue	15,712	8,033	15,075	11,101	30,787	19,134
Total income	110,237	55,446	68,422	54,174	178,659	109,620
Gains						
Gain on disposal of non-current assets	1	-	1	-	2	-
Other gains	4,990	-	554	-	5,544	-
Total gains	4,991	-	555	-	5,546	-
Total income other than income from State Government	115,228	55,446	68,977	54,174	184,205	109,620
NET COST OF SERVICES	62,335	58,369	19,278	17,451	81,613	75,820
INCOME FROM STATE GOVERNMENT						
Service appropriation	33,220	30,157	49,829	45,236	83,049	75,393
Total income from State Government	33,220	30,157	49,829	45,236	83,049	75,393
Surplus/(deficit) for the period	(29,115)	(28,212)	30,551	27,785	1,436	(427)

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

3. Use of our funding

Expenses incurred in the delivery of services

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

	Notes	2019 (\$000)	2018 (\$000)
Employee benefits expenses	3.1	61,341	48,368
Supplies and services	3.2	62,665	42,338
Accommodation expenses	3.3	12,808	10,149
Other expenditure	3.4	2,618	2,042

3.1 (a) Employee benefits expense

	2019 (\$000)	2018 (\$000)
Wages and salaries	55,330	42,424
Termination benefits	-	757
Superannuation - defined contribution plans ^(a)	3,174	2,694
Long service leave	802	423
Annual leave	2,035	2,070
	61,341	48,368

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

Wages and salaries

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

Termination benefits

Payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Trust is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy.

Superannuation

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

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

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

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

3.1 (b) Employee related Provisions

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

	2019 (\$000)	2018 (\$000)
Current		
Employee benefits provision		
Annual leave (a)	3,025	2,310
Long service leave (b)	1,100	1,059
Other provisions		
Employment on-costs (c)	163	145
Total current employee related provisions	4,288	3,514
Non-current		
Employee benefits provisions		
Long Service leave (b)	1,312	905
Other provisions		
Employment on-costs (c)	72	49
Total non-current employee related provisions	1,384	954
Total employee related provisions	5,672	4,468

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

	2019 (\$000)	2018 (\$000)
Within 12 months of the end of the reporting period	2,258	1,724
More than 12 months after the end of the reporting period	767	586
	3,025	2,310

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

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

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

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

	2019 (\$000)	2018 (\$000)
Within 12 months of the end of the reporting period	413	336
More than 12 months after the end of the reporting period	1,999	1,628
	2,412	1,964

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

An actuarial assessment of long service leave undertaken by PriceWaterhouseCoopers at 30 June 2019 determined that the liability measured using the short-hand measurement technique above was not materially different from the liability determined using the present value of expected future payments. This calculation is consistent with the Trust's experience of employee retention and leave taken.

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.

	2019 (\$000)	2018 (\$000)
Employment on-costs provision		
Carrying amount at the start of the year	194	206
Additional provisions recognised	41	(12)
Carrying amount at the end of year	235	194

Key sources of estimation uncertainty – long service leave

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

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

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

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

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

3.2 Supplies and services

	2019 (\$000)	2018 (\$000)
Lease, rental and hire costs	1,128	807
Event specific costs	14,249	5,449
Consumables	1,940	1,695
Repairs and maintenance	2,425	2,209
Minor equipment	318	355
Contracts for security for events	1,097	1,199
Licences, fees and registration	1,395	1,040
Professional services	3,700	2,628
Insurance	2,094	1,432
Campaign, promotions and publications	1,903	2,244
Contracts	22,575	17,308
Labour hire	944	940
Communications	2,271	1,718
Food supplies	159	206
Other expenses	6,467	3,108
Total supplies and services expenses	62,665	42,338

3.3 Accommodation expenses

	2019 (\$000)	2018 (\$000)
Repairs and maintenance	3,745	3,196
Utilities and rates	6,304	4,681
Cleaning	2,759	2,272
Total accommodation expenses	12,808	10,149

3.4 Other

	2019 (\$000)	2018 (\$000)
Doubtful debts	-	123
Expected credit losses expense (a)	(22)	-
Workers compensation	115	28
Professional services - external audit fees	85	77
Other expenses	2,440	1,814
Total other expenses	2,618	2,042

(a) Expected credit losses were not measured in 2017-18.

Supplies and services

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

Accommodation expenses

Operating lease payments are recognised on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset.

Repairs, maintenance and cleaning costs are recognised as expenses as incurred.

Other

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

Doubtful debts expense

Doubtful debts expense was recognised as the movement in the allowance for doubtful debts. From 2018-19, expected credit losses expense is recognised as the movement in the allowance for expected credit losses. The allowance for expected credit losses of trade receivables is measured at the lifetime expected credit losses at each reporting date. The Trust has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. Refer to **Note 6.1.1 Movement in the allowance for impairment of receivables.**

3.5 Services provided free of charge

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

	2019 (\$000)	2018 (\$000)
Western Australian Institute of Sport - venue usage	2,925	2,759
	2,925	2,759

4. Our funding sources

How we obtain our funding

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

	Notes	2019 (\$000)	2018 (\$000)
Income from State Government	4.1	83,049	75,393
User charges and fees	4.2	62,271	40,230
Trading profit	4.3	62,320	35,405
Other revenue	4.4	30,787	19,134
Gains	4.5	5,548	(356)

4.1 Income from State Government

	2019 (\$000)	2018 (\$000)
Appropriation received during the period:		
Service appropriation (a)	83,049	75,393
	83,049	75,393

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

4.2 User charges and fees

	2019 (\$000)	2018 (\$000)
User charges	59,698	38,640
Fees	2,573	1,590
	62,271	40,230

Revenue is recognised and measured at the fair value of consideration received or receivable. 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.

4.3 Trading profit

	2019 (\$000)	2018 (\$000)
Sales	84,811	49,750
Cost of sales:		
Opening inventory	1,970	450
Purchases	21,959	15,865
	23,929	16,315
Closing inventory	(1,438)	(1,970)
Cost of Goods Sold	22,491	14,345
Trading profit	62,320	35,405

Sales

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.

Inventories

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

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

4.4 Other Revenue

	2019 (\$000)	2018 (\$000)
Other event charges	3,452	3,507
Ticket royalties and commission	2,117	2,226
Aquatic recovery - schools	522	675
Grants and contributions	4,127	2,453
Sponsorship	11,770	5,765
Supplier Rights	7,938	4,068
Other revenue	861	440
	30,787	19,134

4.5 Gains

	2019 (\$000)	2018 (\$000)
Net proceeds from disposal of non-current assets		
Plant, equipment and vehicles	2	-
Cost of disposal of non-current assets		
Plant, equipment and vehicles	-	(356)
Net gain/(loss)	2	(356)
Other gains		
Gain on the re-financing of borrowings	5,544	-
	5,546	-

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.

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

4.6. Services received free of charge

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

	2019 (\$000)	2018 (\$000)
Main Roads WA – provision of traffic modeling services	392	-
	392	-

5. Key assets

Assets the Trust utilises for economic benefit or service potential

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

	Notes	2019 (\$000)	2018 (\$000)
Infrastructure, property, plant and equipment	5.1	1,865,814	1,911,980
Intangibles	5.2	1,499	1,637
Total key assets		1,867,313	1,913,617

5.1 Infrastructure, property, plant and equipment

	Land (\$000)	Buildings (\$000)	Leased Buildings (\$000)	Buildings under construction (\$000)	Plant & equipment (\$000)	Office equipment (\$000)	Boating (\$000)	Infrastructure (\$000)	Leased office equipment (\$000)	Works of art (\$000)	Total (\$000)
Year ended 30 June 2018											
1 July 2017											
Gross carrying amount	33,024	711,578	207,286	18,276	25,051	27,368	81	28,494	170	1,083	1,052,411
Accumulated depreciation	-	(83,952)	(30,740)	-	(9,579)	(13,810)	(81)	(7,010)	(170)	0	(145,342)
Carrying amount at start of period	33,024	627,626	176,546	18,276	15,472	13,558	-	21,484	-	1,083	907,069
Additions (a)	-	887,788	22,193	2,552	36,980	32,848	21	93,044	-	4,672	1,080,098
Transfers	2	-	-	-	-	1	-	-	-	-	3
Disposals	-	(305)	-	-	(81)	(1)	-	-	-	-	(387)
Reclassifications between asset classes during the period	-	16,169	-	(18,234)	85	1,475	-	505	-	-	-
Revaluation increments	334	(13,429)	(10,863)	-	-	-	-	2	-	-	(23,956)
Depreciation	-	(28,228)	(7,090)	-	(5,630)	(7,305)	-	(2,594)	-	-	(50,847)
Carrying amount at 30 June 2018	33,360	1,489,621	180,786	2,594	46,826	40,576	21	112,441	-	5,755	1,911,980

(a) Included in the Buildings additions for 2018 is the transfer of Optus Stadium, recognised when the Trust was appointed the governance agency on 1 January 2018. 40% of the construction cost of the Stadium was funded under a public private partnership entered into by the State, creating a Finance lease liability. The details of the liability are included in 'Note 7.2 Finance Leases'.

	Land (\$000)	Buildings (\$000)	Leased Buildings (\$000)	Buildings under construction (\$000)	Plant & equipment (\$000)	Office equipment (\$000)	Boating (\$000)	Infrastructure (\$000)	Leased office equipment (\$000)	Works of art (\$000)	Total (\$000)
Year ended 30 June 2019											
1 July 2018											
Gross carrying amount	33,360	1,601,801	218,616	2,594	62,035	61,691	102	122,045	170	5,755	2,108,169
Accumulated depreciation	-	(112,180)	(37,830)	-	(15,209)	(21,115)	(81)	(9,604)	(170)	-	(196,189)
Carrying amount at start of period	33,360	1,489,621	180,786	2,594	46,826	40,576	21	112,441	-	5,755	1,911,980
Additions	-	3,985	789	3,054	3,288	4,286	-	676	-	-	16,078
Transfers	-	-	-	-	-	-	-	-	-	-	0
Disposals	-	-	(292)	-	-	-	-	-	-	-	(292)
Reclassifications between asset classes during the period	-	-	-	-	773	-	-	(773)	-	-	0
Revaluation increments	(506)	9,786	(1,004)	-	-	-	-	552	-	-	8,828
Depreciation	-	(40,756)	(6,509)	-	(8,944)	(10,755)	(2)	(3,814)	-	-	(70,780)
Carrying amount at 30 June 2019	32,854	1,462,636	173,770	5,648	41,943	34,107	19	109,082	-	5,755	1,865,814

Initial recognition

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

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

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

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

Subsequent measurement

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

- land
- buildings
- infrastructure

Land is carried at fair value.

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

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

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

Most land, buildings and infrastructure were revalued as at 1 July 2018 by the Western Australian Land Information Authority (Valuation and Property Analytics). The valuations were performed during the year ended 30 June 2019 and recognised at 30 June 2019. Refer to Note 8.3 'Fair value measurements' for more information on the fair value determination.

Revaluation model:

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

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

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

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

Existing use buildings and infrastructure:

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

Restricted use land:

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

Significant assumptions and judgements:

Depreciated replacement cost

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

5.1.1 Depreciation and amortisation charge for the period

	2019 (\$000)	2018 (\$000)
Depreciation		
Buildings (including leasehold buildings)	47,265	35,318
Plant, equipment and vehicles	19,701	12,935
Infrastructure	3,814	2,594
Boating	-	-
	70,780	50,847
Amortisation		
Licences	1,054	653
	1,054	653
Total depreciation and amortisation for the period	71,834	51,500

Finite useful lives

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

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

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

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

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

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

Impairment

Non-financial assets, including items of plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

Where an asset measured at cost is written down to its recoverable amount, an impairment loss is recognised through profit or loss.

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

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

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

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

5.2 Intangible assets

Year ended 30 June 2018	Licences (\$'000)	Total (\$'000)
1 July 2017		
Gross carrying amount	1,526	1,526
Accumulated amortisation	(811)	(811)
Carrying amount at start of period	715	715
Additions	1,575	1,575
Amortisation expense	(653)	(653)
Carrying amount at 30 June 2018	1,637	1,637

Year ended 30 June 2019	Licences (\$'000)	Total (\$'000)
1 July 2018		
Gross carrying amount	3,101	3,101
Accumulated amortisation	(1,464)	(1,464)
Carrying amount at start of period	1,637	1,637
Additions	916	916
Amortisation expense	(1,054)	(1,054)
Carrying amount at 30 June 2019	1,499	1,499

Initial recognition

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

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

Subsequent measurement

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

5.2.1 Amortisation and impairment

Charge for the period	2019 (\$'000)	2018 (\$'000)
Licences	1,054	653
Total amortisation for the period	1,054	653

As at 30 June 2019 there were no indications of impairment to intangible assets.

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

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

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

Licences	3 to 10 years
Software (a)	3 to 10 years

(a) Software that is not integral to the operation of any related hardware.

Impairment of intangible assets

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

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

6. Other assets and liabilities

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

	Notes	2019 (\$000)	2018 (\$000)
Receivables	6.1	13,990	13,662
Amounts receivable for services	6.2	221,431	173,397
Other current assets	6.3	2,668	1,114
Payables	6.4	24,685	21,707
Other liabilities	6.5	72,172	53,812

6.1 Receivables

	2019 (\$000)	2018 (\$000)
Current		
Trade Receivables	12,825	11,888
Expected credit loss allowance	(21)	(232)
GST receivable	1,186	2,006
Total current	13,990	13,662

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

6.1.1 Movement in the expected credit loss of trade receivables

	2019 (\$000)	2018 (\$000)
Reconciliation of changes in the expected credit loss of trade receivables:		
Balance at start of period	232	110
Doubtful debts expense	-	123
Expected credit losses expense	(21)	-
Amounts written off during the period	(190)	(1)
Balance at end of period	21	232

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

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

6.2 Amounts receivable for services (Holding account)

	2019 (\$000)	2018 (\$000)
Current	4,700	4,700
Non-current	216,731	168,697
Balance at end of period	221,431	173,397

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

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

6.3 Other assets

	2019 (\$000)	2018 (\$000)
Current		
Prepayments	2,572	1,110
Other	96	4
Balance at end of period	2,668	1,114

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

6.4 Payables

	2019 (\$000)	2018 (\$000)
Current		
Trade payables	5,035	2,611
Other payables	4,828	5,163
Accrued expenses	10,649	11,513
Accrued salaries	2,139	685
GST payable	2,034	1,735
Balance at end of period	24,685	21,707

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

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

6.5 Other liabilities

	2019 (\$000)	2018 (\$000)
Current		
Unearned revenue and event settlements	67,874	50,557
Other	4,298	3,255
Total	72,172	53,812

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

Event settlements relates to liabilities to be paid to participants.

7. Financing

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

	Notes
Borrowings	7.1
Finance Leases	7.2
Finance costs	7.3
Cash and cash equivalents	7.4
Reconciliation of cash	7.4.1
Reconciliation of operating activities	7.4.2
Commitments	7.5
Non cancellable operating lease commitments	7.5.1
Capital commitments	7.5.2
Other expenditure commitments	7.5.3

7.1 Borrowings

	2019 (\$000)	2018 (\$000)
Current		
Finance lease liabilities (a)	11,253	13,145
Total current	11,253	13,145
Non-current		
Finance lease liabilities (a)	377,220	392,666
Total non-current	377,220	392,666
Balance at end of period	388,473	405,811

(a) The lease liability relates to financing of Optus Stadium, effective from January 2018 until December 2043.

7.2 Finance Leases

	Notes	2019 (\$000)	2018 (\$000)
Finance lease commitments			
Minimum lease payment commitments in relation to finance leases are payable as follows:			
Within 1 year		42,283	43,855
Later than 1 year and not later than 5 years		162,053	164,359
Later than 5 years		606,801	652,322
Minimum finance lease payments		811,137	860,536
Less future finance charges		(422,664)	(454,725)
Present value of finance lease liabilities		388,473	405,811
The present value of finance leases payable is as follows:			
Within 1 year		11,253	13,145
Later than 1 year and not later than 5 years		47,515	53,172
Later than 5 years		329,705	339,494
Present value of finance lease liabilities		388,473	405,811
Included in the financial statements as:			
Current	7.1	11,253	13,145
Non-current	7.1	377,220	392,666
TOTAL		388,473	405,811

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 'Buildings' and 'Infrastructure' and are depreciated over the period during which the Trust is expected to benefit from their use. 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 current and non-current liability reflected in the financial statements for the first time in 2017-18 is a result of the Trust being appointed the governance agency for Optus Stadium on 1 January 2018. The liability recognises the finance lease for 40% of the construction cost of the Stadium, funded under a public private partnership entered into by the State for its design, construction, financing and maintenance.

The lease commitment is effective from January 2018 until December 2043 when the design, build, construct and maintain contract is completed.

7.3 Finance costs

	2019 (\$000)	2018 (\$000)
Finance costs		
Finance lease charges	32,061	16,342
Finance costs expensed	32,061	16,342

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

7.4 Cash and cash equivalents

7.4.1 Reconciliation of cash

	2019 (\$000)	2018 (\$000)
Cash and cash equivalents	107,538	79,380
Restricted Cash and Cash Equivalents ^(a)	974	727
Balance at end of period	108,512	80,107

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

For the purpose of the statement of cash flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand.

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

	Notes	2019 (\$000)	2018 (\$000)
Net cost of services		(81,613)	(75,820)
Non-cash items			
Depreciation and amortisation expense	5.1.1	71,834	51,500
Doubtful debts expense	3.4	-	123
Gain on re-financing	4.5	(5,544)	-
Expected credit losses expense	6.1.1	(211)	-
Net (gain)/loss on sale of property, plant and equipment	4.5	(2)	356
(Increase)/decrease in assets			
Current receivables ^(a)		(937)	(9,639)
Current inventories		532	(1,520)
Other current assets		(1,502)	(613)
Increase/(decrease) in liabilities			
Current payables ^(a)		(592)	15,232
Current provisions		774	618
Other current liabilities		18,362	35,123
Non-current provisions		430	86
Change in GST in receivables/payables ^(b)		1,117	(22)
Net cash provided by/(used in) operating activities		2,648	15,424

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

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

7.5 Commitments

7.5.1 Non-cancellable operating lease commitments

	2019 (\$000)	2018 (\$000)
Commitments for minimum lease payments are payable as follows:		
Within 1 year	91	100
Later than 1 year and not later than 5 years	248	255
Later than 5 years	440	495
	779	850

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

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.

The Trust has entered into two property leases. One is for a period of 25 years with an option to renew for a further 25 years, with rent payable annually with CPI adjustment. The other lease is for a period of 35 years with an option to renew for a further 15 years, with fixed rent payable annually.

7.5.2 Capital commitments

Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:

	2019 (\$000)	2018 (\$000)
Within 1 year	2,509	4,836
	2,509	4,836

7.5.3 Other expenditure commitments

Other expenditure commitments contracted for at the end of the period but not recognised as liabilities are payable as follows:

	2019 (\$000)	2018 (\$000)
Within 1 year	12,843	12,976
Later than 1 year and not later than 5 years	60,837	56,133
Later than 5 years	573,328	590,587
	647,008	659,696

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

8. Risks and Contingencies

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

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

8.1 Financial risk management

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

(a) Summary of risks and risk management

Credit risk

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

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

Liquidity risk

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

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

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

Market risk

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

Other than as detailed in the interest rate sensitivity analysis table at **Note 8.1(e) 'Interest rate sensitivity analysis'**, the Trust is not exposed to interest rate risk because the majority of cash and cash equivalents and restricted cash are non-interest bearing and it has no borrowings other than the finance leases (fixed interest rate).

(b) Categories of financial instruments

	2019 (\$000)	2018 (\$000)
Financial Assets		
Cash and cash equivalents	107,538	79,380
Restricted cash and cash equivalents	974	727
Loans and receivables (a)	12,804	11,656
Financial assets at amortised cost (a)	221,431	173,397
Total financial assets	342,747	265,160
Financial Liabilities		
Financial liabilities at amortised cost (a)	22,651	19,972
Borrowings	388,473	405,811
Total financial liability	411,124	425,783

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

(c) Credit risk exposure

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

		Days past due			
	Total (\$000)	Current (\$000)	31-60 days (\$000)	61-90 days (\$000)	>91 days (\$000)
30 June 2019					
Expected credit loss rate		0.1%	0.1%	0.0%	1.8%
Estimated total gross carrying amount at default	13,990	12,730	1,111	93	56
Expected credit losses	21	19	1	0	1
1 July 2018 (Remeasurement)					
Expected credit loss rate		0.5%	1.9%	12.2%	32.8%
Estimated total gross carrying amount at default	13,662	13,058	104	131	369
Expected credit losses	204	65	2	16	121

(d) Liquidity risk and interest rate exposure

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

Interest rate exposure and maturity analysis of financial assets and financial liabilities											
	Weighted Average Effective Interest Rate %	Carrying Amount (\$000)	Interest rate exposure			Nominal Amount (\$000)	Maturity dates				
			Fixed interest rate (\$000)	Variable interest rate (\$000)	Non-interest bearing (\$000)		Up to 1 month (\$000)	1-3 months (\$000)	3 months to 1 year (\$000)	1-5 years (\$000)	More than 5 years (\$000)
2019											
Financial Assets											
Cash and cash equivalents	-	107,538	-	-	107,538	107,538	107,538	-	-	-	-
Restricted cash and cash equivalents	0.5	974	-	974	-	974	-	-	-	-	974
Receivables (a)	-	12,804	-	-	12,804	12,804	11,621	720	462	-	-
Amounts receivable for services	-	221,431	-	-	221,431	221,431	4,700	-	-	216,731	-
		342,747	-	974	341,773	342,747	123,859	720	462	216,731	974
Financial Liabilities											
Payables (a)	-	22,651	-	-	22,651	22,651	22,651	-	-	-	-
Finance lease liabilities	8.07	388,473	-	388,473	-	811,137	3,707	7,007	31,568	162,053	606,802
		411,124	-	388,473	22,651	833,788	26,358	7,007	31,568	162,053	606,802
2018											
Financial Assets											
Cash and cash equivalents	-	79,380	-	-	79,380	79,380	79,380	-	-	-	-
Restricted cash and cash equivalents	0.5	727	-	727	-	727	-	-	-	-	727
Receivables (a)	-	11,656	-	-	11,656	11,656	5,166	2,612	3,878	-	-
Amounts receivable for services	-	173,397	-	-	173,397	173,397	4,700	-	-	168,697	-
		265,160	-	727	264,433	265,160	89,246	2,612	3,878	168,697	727
Financial Liabilities											
Payables (a)	-	19,972	-	-	19,972	19,972	19,972	-	-	-	-
Finance lease liabilities	8.07	405,811	-	405,811	-	860,536	3,790	7,560	32,505	164,359	652,322
		425,783	-	405,811	19,972	880,508	23,762	7,560	32,505	164,359	652,322

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

(e) Interest rate sensitivity analysis

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

	Carrying Amount (\$000)	-100 basis points		+100 basis points	
		Surplus (\$000)	Equity (\$000)	Surplus (\$000)	Equity (\$000)
2019					
Financial Assets					
Restricted cash and cash equivalents	974	(10)	(10)	10	10
Financial liabilities					
Borrowings	388,473	-	-	-	-
Total increase/(decrease)		(10)	(10)	10	10
2018					
Financial Assets					
Restricted cash and cash equivalents	727	(7)	(7)	7	7
Financial liabilities					
Borrowings	405,811	-	-	-	-
Total increase/(decrease)		(7)	(7)	7	7

8.2 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the statement of financial position but are disclosed and, if quantifiable, are measured at the best estimate.

Contingent Assets

There are no contingent assets as at 30 June 2019.

Contingent Liabilities

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

VenuesWest has been advised by the City of Victoria Park that it may have a liability for council rates for part of the Optus Stadium precinct. The State Solicitor is acting on VenuesWest's behalf with the Council to assess whether or not there is a liability for council rates. If it is deemed that council rates are applicable and owed, the cost would be \$233,470.

8.3 Fair value measurements

	Level 1 (\$000)	Level 2 (\$000)	Level 3 (\$000)	Fair value at the end of the period (\$000)
Assets measured at fair value:				
2019				
Land (Note 5.1)	-	-	32,854	32,854
Buildings (Note 5.1)	-	-	1,636,406	1,670,407
Infrastructure (Note 5.1)	-	-	109,082	109,082
	-	-	1,778,342	1,812,343
Assets measured at fair value:				
2018				
Land (Note 5.1)	-	-	33,360	33,360
Buildings (Note 5.1)	-	-	1,670,407	1,670,407
Infrastructure (Note 5.1)	-	-	112,441	112,441
	-	-	1,816,208	1,816,208

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

Fair value measurements using significant unobservable inputs (Level 3)

	Land (\$000)	Buildings (\$000)	Infrastructure (\$000)
2019			
Fair value at start of period	33,360	1,670,407	112,441
Additions	-	4,774	676
Revaluation increments/(decrements) recognised in Other Comprehensive Income	(506)	8,782	552
Disposals	-	(292)	-
Transfers	-	-	-
Reclassifications between asset classes during the period	-	-	(773)
Depreciation expense	-	(47,265)	(3,814)
Fair value at end of period	32,854	1,636,406	109,082
Total gains or losses for the period included in profit or loss, under 'Other Gains'	-	-	-
2018			
Fair value at start of period	33,024	804,172	21,484
Additions	-	926,150	93,044
Revaluation increments/(decrements) recognised in Other Comprehensive Income	334	(24,292)	2
Disposals	-	(305)	-
Transfers	2	-	-
Reclassifications between asset classes during the period	-	-	505
Depreciation expense	-	(35,318)	(2,594)
Fair value at end of period	33,360	1,670,407	112,441
Total gains or losses for the period included in profit or loss, under 'Other Gains'	-	-	-

Valuation processes

There were no changes in valuation techniques during the period.

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

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

Land (Level 3 fair values)

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

Buildings and Infrastructure (Level 3 fair values)

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

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

Basis of valuation

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

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

Description	Fair value 2019 \$000	Fair value 2018 \$000	Valuation technique(s)	Unobservable inputs	Range of unobservable inputs (weighted average) 2019	Range of unobservable inputs (weighted average) 2018	Relationship of unobservable inputs to fair value
Land	26,426	26,926	Market approach	Selection of land with similar approximate utility	\$1.27 to \$43.16 per m2 (\$13.08 per m2)	\$1.27 to \$43.16 per m2 (\$13.33 per m2)	Higher value of similar land increases estimated fair value
Land	6,428	6,434	Market approach	Application of a cost of construction index to historical cost	-0.10% per annum	-1.45% per annum	Increases/(decreases) in the costs of construction changes the estimated fair value
Buildings	1,636,406	1,670,407	Depreciated Replacement Cost	Consumed economic benefit/ obsolescence of asset	-0.1% to 9.5% per year (0.67% per year)	-1.3% to 72.9% per year (-6.0% per year)	Greater consumption of economic benefit or increased obsolescence lowers fair value.
				Application of a cost of construction index to historical cost	-0.10% per annum	-1.4% per annum	Increases/(decreases) in the costs of construction changes the estimated fair value
Infrastructure	109,082	112,441	Depreciated Replacement Cost	Application of a cost of construction index to historical cost	-0.6% to 1.97% per year (-0.1%)	-0.6% to 1.7% per year (-0.1%)	Increases/(decreases) in the costs of construction changes the estimated fair value

9. Other disclosures

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

	Notes
Events occurring after the end of the reporting period	9.1
Initial Application of Australian Accounting Standards	9.2
Future impact of Australian Accounting Standards issued not yet operative	9.3
Key management personnel	9.4
Related party transactions	9.5
Related bodies	9.6
Affiliated bodies	9.7
Remuneration of auditors	9.8
Equity	9.9
Supplementary financial information	9.10
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9.1 Events occurring after the end of the reporting period

The Trust has no subsequent events to report.

9.2 Initial Application of Australian Accounting Standards

AASB 9 Financial instruments

AASB 9 Financial instruments replaces AASB 139 Financial instruments: Recognition and Measurements for annual reporting periods beginning on or after 1 January 2018. It brings together all three aspects of the accounting for financial instruments:

- classification and measurement; impairment; and
- hedge accounting.

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

The nature of these adjustments are described below:

(a) Classification and measurement

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

The assessment of the business model was made as of the date of initial application, 1 July 2018. The assessment of whether contractual cash flows on financial assets are solely comprised of principal and interest was made based on the facts and circumstances as at the initial recognition of the assets.

The classification and measurement requirements of AASB 9 did not have a significant impact to The Trust. The following are the changes in the classification of the financial assets:

- Trade receivables and Loans and advances (i.e. Other debtors) classified as Loans and receivables as at 30 June 2018 are held to collect contractual cash flows and give rise to cash flows representing solely payments of principal and interest. These are classified and measured as Financial assets at amortised cost beginning 1 July 2018.
- The Trust did not designate any financial assets as at fair value through P/L. In summary, upon the adoption of AASB 9, The Trust had the following required (or elected) reclassifications as at 1 July 2018:

	(\$000)	AASB 9 Category		
		Amortised cost (\$000)	Fair value through OCI (\$000)	Fair value through P/L (\$000)
AASB 139 category				
Trade Receivables*	11,656	11,628	-	-
Total	11,656	11,628	-	-

* The change in carrying amount is a result of additional impairment allowance. See the discussion on impairment below.

(b) Impairment

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

9.3 Future impact of Australian Accounting Standards not yet operative

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

		Operative for reporting periods beginning on/after
AASB 15	<p>Revenue from Contracts with Customers</p> <p>This Standard establishes the principles that the Trust shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of revenues and cash flows arising from contracts with customers. The mandatory effective date of this Standard is currently 1 January 2019 after being amended by AASB 2016-7.</p> <p>The Trust's income is derived from both revenue from clients and appropriations. Appropriations will be measured under AASB 1058 and will be unaffected by this change. The Trust has determined the potential impact of the Standard on 'User charges and fees' and 'Sales' revenue. In broad terms, it is anticipated that the terms and conditions attached to these revenues will defer revenue recognition until the Trust has discharged its performance obligations.</p>	1-Jan-19
AASB 16	<p>Leases</p> <p>This Standard introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value.</p> <p>Whilst the impact of AASB 16 has not yet been quantified, the Trust currently has commitments for \$779,580 worth of non-cancellable operating leases which will mostly be brought onto the Statement of Financial Position. Interest and amortisation expense will increase and rental expense will decrease.</p>	1-Jan-19
AASB 1058	<p>Income of Not-for-Profit Entities</p> <p>This Standard clarifies and simplifies the income recognition requirements that apply to not-for-profit (NFP) entities, more closely reflecting the economic reality of NFP entity transactions that are not contracts with customers. Timing of income recognition is dependent on whether such a transaction gives rise to a liability or other performance obligation (a promise to transfer a good or service), or a contribution by owners, related to an asset (such as cash or another asset) received by the Trust. The Trust is still assessing the impact of this standard.</p>	1-Jan-19
AASB 1059	<p>Service Concession Arrangements: Grantors</p> <p>This Standard addresses the accounting for a service concession arrangement (a type of public private partnership) by a grantor that is a public sector agency by prescribing the accounting for the arrangement from the grantor's perspective. Timing and measurement for the recognition of a specific asset class occurs on commencement of the arrangement and the accounting for associated liabilities is determined by whether the grantee is paid by the grantor or users of the public service provided. The mandatory effective date of this Standard is currently 1 January 2020 after being amended by AASB 2018-5.</p>	1-Jan-20
AASB 2016-8	<p>Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not for Profit Entities</p> <p>This Standard inserts Australian requirements and authoritative implementation guidance for not-for-profit entities into AASB 9 and AASB 15. This guidance assists not-for-profit entities in applying those Standards to particular transactions and other events. There is no financial impact</p>	1-Jan-19
AASB 2018-4	<p>Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Public Sector Licensors</p> <p>This Standard amends AASB 15 to add requirements and authoritative implementation guidance for application by not-for-profit public sector licensors to transactions involving the issue of licences. There is no financial impact as the majority of the licences Trust issued is fall under low value licenses and exempted from AASB 15.</p>	1-Jan-19
AASB 2018-5	<p>Amendments to Australian Accounting Standards – Deferral of AASB 1059</p> <p>This Standard amends the mandatory effective date of AASB 1059 so that AASB 1059 is required to be applied for annual reporting periods beginning on or after 1 January 2020 instead of 1 January 2019. There is no financial impact.</p>	1-Jan-19

9.4 Key management personnel

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

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

Remuneration of members of the Trust (\$)	2019	2018
0 - 10,000	-	1
10,001 - 20,000	-	-
20,001 - 30,000	-	1
30,001 - 40,000	4	3
40,001 - 50,000	1	1
	2019 (\$000)	2018 (\$000)
Short term employee benefits	153	153
Post-employment benefits	14	14
Other long-term benefits	-	-
The total remuneration of members of the Trust	167	167

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

Compensation band (\$)	2019	2018
120,001 - 130,000	-	1
160,001 - 170,000	2	-
180,001 - 190,000	2	3
220,001 - 230,000	1	1
340,001 - 350,000	1	-
370,001 - 380,000	-	1
	2019 (\$000)	2018 (\$000)
Short term employee benefits	1,165	1,084
Post-employment benefits	107	104
Other long-term benefits	3	92
The total remuneration of senior officers	1,275	1,280

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

9.5 Related Party Transactions

The Trust is a wholly owned and controlled entity of the State of Western Australia. In conducting its activities, the Trust is required to pay various taxes and levies based on the standard terms and conditions that apply to all tax and levy payers to the State and entities related to State.

Related parties of the trust include:

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

Significant transactions with government related entities

Significant transactions include:

- service appropriations (Note 4.1);
- capital appropriations (Note 9.9);
- resources received free of charge from Main Roads WA (Note 4.6);
- fleet leasing to the Department of Finance (Note 3.2);
- facility hire to the Western Australian Institute of Sport (Note 3.5);
- commitments for future lease payments to the Department of Finance (Note 7.5);
- insurance payments to RiskCover (Note 3.2 & 3.4);
- remuneration for services provided to the Auditor General (Note 9.8);
- remuneration for services provided to the State Solicitors Office (Note 3.2);
- capital construction costs to the Department of Finance for building construction (Note 5.1);
- capital construction costs to the Department of Local Government, Sport and Cultural Industries (Note 5.1);
- superannuation payments to GESB (Note 3.1) and
- event transportation costs to the Public Transport Authority (Note 3.2)
- equity transfer from the Public Transport Authority for Optus Stadium (Note 9.9).

Material transactions with related parties

There were no material related party transactions with Ministers / Key Management Personnel.

9.6 Related bodies

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

9.7 Related bodies

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

9.8 Remuneration of auditors

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

	2019 (\$000)	2018 (\$000)
Auditing the accounts, financial statements, controls, and key performance indicators	85	77

9.9 Equity

	2019 (\$000)	2018 (\$000)
Contributed equity		
Balance at the start of the period	1,567,548	910,799
Contribution by owners		
Capital appropriation	14,576	15,397
Other contributions by owners		
Contribution from Optus Stadium Contingency for additional DBFM Costs	1,046	-
Transfer of net assets from other agencies		
Transfer from the Department of Local Government, Sport and Cultural Industries for the Digital Antenna System at Optus Stadium	-	3,900
Transfer from the Department of Local Government, Sport and Cultural Industries for Optus Stadium	-	615,412
Transfer from the Public Transport Authority for Optus Stadium Bus Hub Stands & Wayfinding Signage	181	22,040
Transfer from the Department of Transport for the Burswood Jetty	92	-
Transfer from the Department of Local Government, Sport and Cultural Industries for the expansion of Netball WA's office space at the State Netball Centre	122	-
Balance at the end of the period	1,583,565	1,567,548
Asset revaluation surplus		
Balance at start of period	62,886	86,842
Net revaluation increments/(decrements):		
Land	(506)	334
Buildings	8,782	(24,292)
Infrastructure	552	2
Balance at end of period	71,714	62,886
Accumulated surplus		
Balance at start of year	67,635	68,062
Result for the period	1,436	(427)
Balance at end of period	69,071	67,635

9.10 Supplementary information

(a) Write-offs

	2019 (\$000)	2018 (\$000)
Public property written off by the Board during the financial year	-	9
Bad debts written off by the Board during the financial year	190	(1)
	190	8

(b) Losses through theft, default and other causes

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

(c) Gifts of public property

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

9.11 Explanatory statement (Controlled Operations)

All variances between estimates (original budget) and actual results for 2019, and between the actual results for 2019 and 2018 are shown below. Narratives are provided for key major variances, which are generally greater than:

- 5% and \$14.4 million for the Statements of Comprehensive Income and Cash Flows, and
- 5% and \$25.0 million for the Statement of Financial Position.

9.11.1 Statement of Comprehensive Income Variances

	Variance Notes	Estimate 2019 (\$000)	Actual 2019 (\$000)	Actual 2018 (\$000)	Variance between estimate and actual (\$000)	Variance between actual results for 2019 and 2018 (\$000)
Expenses						
Employee benefits expense	1, 2 A	38,314	61,341	48,368	23,027	12,973
Supplies and services	1, 2, 3 A	44,566	62,665	42,338	18,099	20,327
Depreciation and amortisation expense	1, A	52,734	71,834	51,500	19,100	20,334
Finance costs		32,212	32,061	16,342	(151)	15,719
Accommodation expenses	1, 2, 3 A	11,415	12,808	10,149	1,393	2,659
Losses on disposal of non-current assets		-	-	356	-	(356)
Cost of sales	1 A	16,109	22,491	14,345	6,382	8,146
Other expenses	3 A	9,720	2,618	2,042	(7,102)	576
Total cost of services		205,070	265,818	185,440	60,748	80,378
Income						
Revenue						
User charges and fees	1, 4 A	88,462	62,271	40,230	(26,191)	22,041
Sales	1, 4 A	14,798	84,811	49,750	70,013	35,061
Interest revenue		240	790	506	550	284
Other revenue	1 A	26,662	30,787	19,134	4,125	11,653
Total Revenue		130,162	178,659	109,620	48,497	69,039
Gains						
Gain on disposal of non-current assets		-	2	-	2	2
Other gains	5 B	-	5,544	-	5,544	5,544
Total Gains		-	5,546	-	5,546	5,546
Total income other than income from State Government		130,162	184,205	109,620	54,043	74,585
NET COST OF SERVICES		74,908	81,613	75,820	6,705	5,793
Income from State Government						
Service appropriation	C	80,038	83,049	75,393	3,011	7,656
Total income from State Government		80,038	83,049	75,393	3,011	7,656
SURPLUS / (DEFICIT) FOR THE PERIOD		5,130	1,436	(427)	(3,694)	1,863
Other Comprehensive Income						
Items not reclassified subsequently to profit or loss						
Changes in asset revaluation surplus	6	-	8,828	(23,956)	8,828	32,784
Total other comprehensive income/(loss)		-	8,828	(23,956)	8,828	32,784
TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE PERIOD		5,130	10,264	(24,383)	5,134	34,647

9.11.2 Statement of Financial Position Variances

	Variance Notes	Estimate 2019 (\$'000)	Actual 2019 (\$'000)	Actual 2018 (\$'000)	Variance between estimate and actual (\$'000)	Variance between actual results for 2019 and 2018 (\$'000)
Assets						
Current Assets						
Cash and cash equivalents	1, 7 D	26,725	107,538	79,380	80,813	28,158
Restricted cash and cash equivalents		1,328	974	727	(354)	247
Inventories	1 A	450	1,438	1,970	988	(532)
Receivables	1 A	2,123	13,990	13,662	11,867	328
Amounts receivable for services		4,700	4,700	4,700	-	-
Other current assets	1, 8	8,273	2,668	1,114	(5,605)	1,554
Total Current Assets		43,599	131,308	101,553	87,709	29,755
Non-Current Assets						
Amounts receivable for services	E	216,731	216,731	168,697	-	48,034
Infrastructure, property, plant and equipment	9 E	1,953,680	1,865,814	1,911,980	(87,866)	(46,166)
Intangible assets		695	1,499	1,637	804	(138)
Total Non-Current Assets		2,171,106	2,084,044	2,082,314	(87,062)	1,730
Total Assets		2,214,705	2,215,352	2,183,867	647	31,485
Liabilities						
Current Liabilities						
Payables	1, A	1,973	24,685	21,707	22,712	2,978
Borrowings	10 F	-	11,253	13,145	11,253	(1,892)
Employee related provisions	1 A	2,974	4,288	3,514	1,314	774
Other current liabilities	1 A	19,972	72,172	53,812	52,200	18,360
Total Current Liabilities		24,919	112,398	92,178	87,479	20,220
Non-Current Liabilities						
Employee related Provisions	1 A	868	1,384	954	516	430
Borrowings	10 F	403,087	377,220	392,666	(25,867)	(15,446)
Total Non-Current Liabilities		403,955	378,604	393,620	(25,351)	(15,016)
Total Liabilities		428,874	491,002	485,798	62,128	5,204
NET ASSETS		1,785,831	1,724,350	1,698,069	(61,481)	26,281
Equity						
Contributed equity	G	1,605,256	1,583,565	1,567,548	(21,691)	16,017
Reserves	11 H	101,520	71,714	62,886	(29,806)	8,828
Accumulated surplus		79,055	69,071	67,635	(9,984)	1,436
TOTAL EQUITY		1,785,831	1,724,350	1,698,069	(61,481)	26,281

9.11.3 Statement of Cash Flows Variances

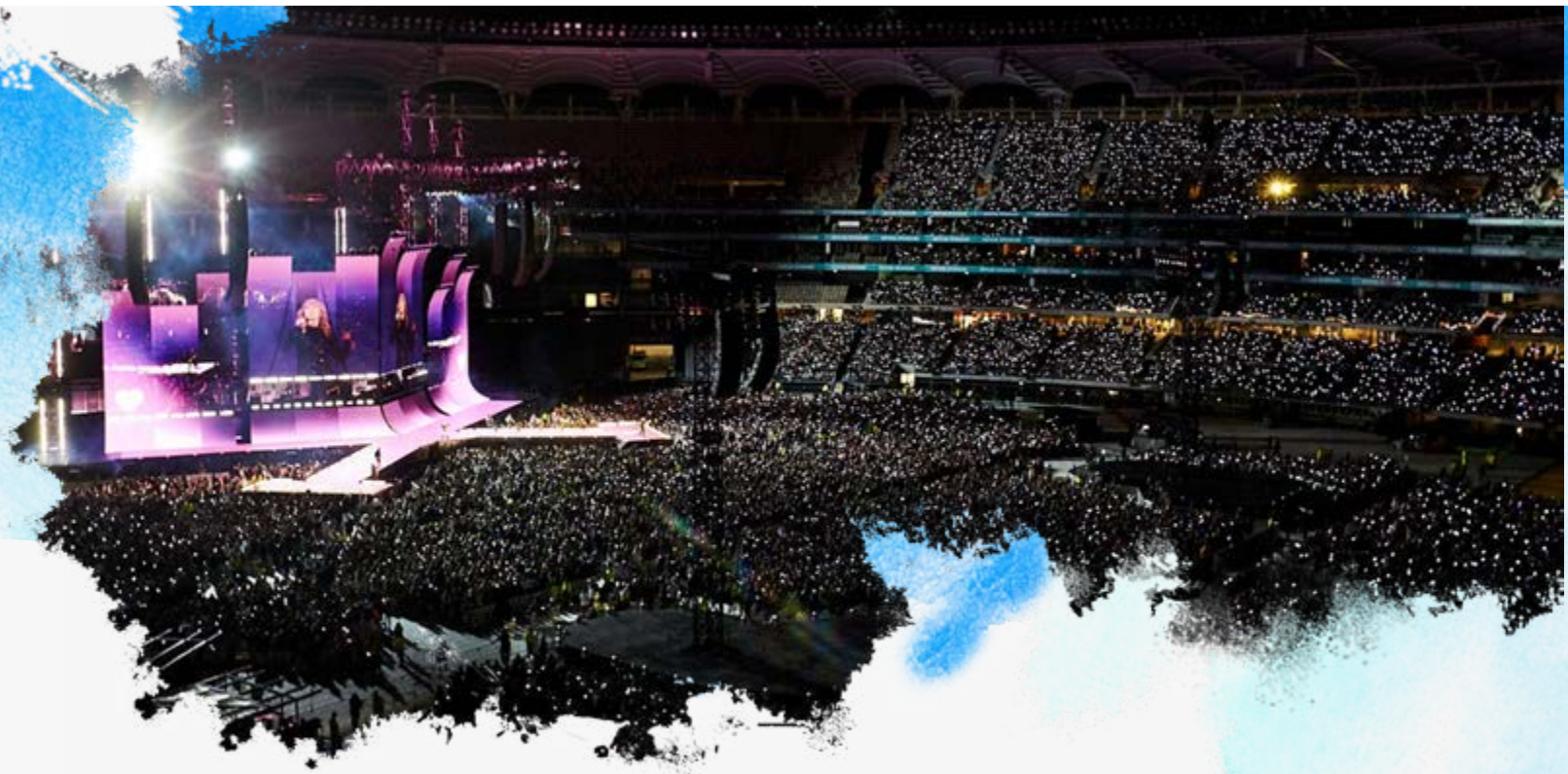
	Variance Notes	Estimate 2019 (\$000)	Actual 2019 (\$000)	Actual 2018 (\$000)	Variance between estimate and actual (\$000)	Variance between actual results for 2019 and 2018 (\$000)
Cash flows from State Government						
Service appropriation	I	27,304	30,315	33,659	3,011	(3,344)
Capital appropriation		13,778	14,576	15,397	798	(821)
Holding account drawdowns		4,700	4,700	4,700	-	-
Net cash provided by State Government		45,782	49,591	53,756	3,809	(4,165)
Cash flows from operating activities						
Payments						
Employee benefits	1, 2 A	(38,314)	(56,386)	(46,694)	(18,072)	(9,692)
Supplies and services	1, 2, 3 A	(59,373)	(64,143)	(34,092)	(4,770)	(30,051)
Finance Costs	10, A	(32,212)	(32,299)	(10,885)	(87)	(21,414)
Accommodation	1, 2, 3 A	(11,415)	(12,808)	(10,149)	(1,393)	(2,659)
GST payments to taxation authority	1	(420)	(7,594)	(3,299)	(7,174)	(4,295)
GST payments on purchases	1	(1,040)	(5,851)	(6,573)	(4,811)	722
Other payments	3 A	(11,023)	(24,788)	(17,907)	(13,765)	(6,881)
Receipts						
Sale of goods and services	1, 4 A	103,261	85,854	52,367	(17,407)	33,487
User charges and fees	1, 4 A		78,651	63,097	78,651	15,554
Interest received		272	790	506	518	284
GST receipts on sales	1	1,460	3,291	3,700	1,831	(409)
GST receipts from taxation authority	1	-	11,271	6,097	11,271	5,174
Other receipts	1 A	26,872	26,660	19,256	(212)	7,404
Net cash provided by operating activities		(21,932)	2,648	15,424	24,580	(12,776)
Cash flows from investing activities						
Payments						
Purchase of non-current assets	12 J	(10,118)	(15,287)	(25,683)	(5,169)	10,396
Receipts						
Other grants and subsidies			4,127	4,646	4,127	(519)
Proceeds from sale of non-current assets		-	2	-	2	2
Net cash used in investing activities		(10,118)	(11,158)	(21,037)	(1,040)	9,879
Cash flows from financing activities						
Payments						
Repayment of borrowings	K	(13,146)	(12,676)	(4,424)	470	(8,252)
Net cash used in financing activities		(13,146)	(12,676)	(4,424)	470	(8,252)
Net increase/(decrease) in cash and cash equivalents		586	28,405	43,719	27,819	(15,314)
Cash and cash equivalents at the beginning of the period		27,467	80,107	36,388	52,640	43,719
Cash and cash equivalents at the end of the period		28,053	108,512	80,107	80,459	28,405

Variances between estimate and actual

- 1) The amounts included in the 'Estimate 2019' relating to Optus Stadium were prepared early in 2018, just after Optus Stadium opened. The actual revenues, expenses, assets, liabilities, receipts and payments for Optus Stadium in the 'Actual 2019' have been substantially higher than originally forecast when the Stadium opened, and the variances reflect this.
- 2) Revenues and expenses associated with the operation of the Perth Motorplex were not included in the '2018-19 Estimate' as it was anticipated that the operation of the Motorplex would be undertaken by the private sector in 2018-19 when the budget was prepared. The variance reflects the unbudgeted revenues and expenses associated with the operation of the Motorplex in 2018-19.
- 3) A number of costs that were budgeted against 'Other expenses' were incurred against 'Supplies and services' and 'Accommodation' expenses in the 'Actual 2019'.
- 4) Catering sales revenue for Optus Stadium was included in 'User charges and fees' in the estimate.
- 5) The gain in the 'Actual 2019' relates to the re-financing of the Optus Stadium borrowings which was executed in 2019.
- 6) The revaluation of land, building and infrastructure assets at 30 June 2018 was not included in the 'Estimate 2019'.
- 7) Year-end cash balances reflect agent managed venue committed cash balances (including advanced event ticketing funds) and amounts received and committed but not yet spent on capital works projects.
- 8) The '2019 Estimate' included 'Prepaid expenses' relating to partner managed venues that were allocated to expense in the 'Actual 2019'.
- 9) Reflects the higher than estimated impact of depreciation expense for Optus Stadium assets on the depreciated replacement cost of these assets.
- 10) Borrowings and lease payments relating to the Optus Stadium finance lease liability have been revised down as a result of a re-financing of the loan during 2018-19. Further, the 'Estimate 2019' classified the entire loan as 'Non-current'.
- 11) The 'Estimate 2019' does not reflect downward asset revaluation adjustments in the 'Actual 2018'.
- 12) Additional purchases associated Optus Stadium specific projects where funding was approved after the 'Estimate 2019' was approved.

Variances between actual results for 2019 and 2018

- A) The increases in revenues and expenses mainly relate to the first full year of operation of Optus Stadium in 2018-19 compared with only 6 months of operation in 2017-18.
- B) The gain in the 'Actual 2019' relates to the re-financing of the Optus Stadium borrowings which was executed in 2019.
- C) Additional 'Service appropriation' and 'Amounts receivable for services' in 2019 relate primarily to funding received for Optus Stadium for a full year of operations compared to six months in 2018.
- D) Additional balances held by partner managed venues at 30 June 2019.
- E) The increase in 'Amounts receivable for services' and the decrease in 'Infrastructure, property, plant and equipment' reflects the impact of depreciation appropriation and depreciation expense for 2018-19.
- F) Borrowings and lease payments relating to the Optus Stadium finance lease liability have been revised down as a result of a re-financing of the loan during 2018-19. Further, the 'Estimate 2019' classified the entire loan as 'Non-current'.
- G) The increase reflects the capital contributions during the year and Optus Stadium assets transferred from other government agencies.
- H) The movement reflects the impact of the revaluation of land, building and infrastructure assets conducted at year end.
- I) Additional cash appropriations to cover the cost of the first full year of operation of Optus Stadium.
- J) Additional outgoings in the 'Actual 2018' mainly reflect payments for the HBF Arena Expansion projects (that were finalised in 2019).
- K) Increased payments for the first full year of borrowings owing on the Optus Stadium loan repayment in 2018-19 compared with 60 months in 2017-18.



05 DISCLOSURES AND COMPLIANCE



Ministerial Directives



Other Financial Disclosures

- Capital Works
- Pricing Policies
- Unauthorised use of credit cards
- Employment Profile
- Compliance with Public Sector Standards
- Recruitment, Selection and Appointment
- Industrial Relations



Governance Disclosures

- Board Remuneration and Attendance
- Declarations of Interest
- Independent Advice
- Directors and Officers Liability Insurance
- Complaints Management



Other Legal Requirements

- Advertising Expenditure
- Freedom of Information
- Record Keeping Plan
- Disability Access and Inclusion Plan
- Occupational Health and Safety

Ministerial Directives

There were no new ministerial directives during the year, however, the directive giving effect to the suspension of junior competition drag racing remains in place.

Other Financial Disclosures

Capital Works (Strategic Asset Management Plan)

The 2018-19 capital works program was valued at \$16.5 million; this included \$5.6 million of carry-forward commitments from the previous year. Throughout the year several alterations to the program occurred to address emergent issues and approvals for changes that were managed through authorities under the Delegation Instrument, which were reported to the Board as required.

At 30 June 2019:

- 82% (\$13.6 million) was committed against the full year budget. This represents a \$2.6 million increase on the previous year.
- Of the 82%, \$8.57 million is completed (85 projects) and \$4.4 million (43 projects) are in progress and due to be completed in the first quarter of the 2019-20 year.
- One project (\$0.13 million) is in design/tender phase and will continue into 2019-20 and nine projects (\$0.4 million) are yet to commence.
- Twenty (\$0.8 million) projects were added to the program, including the new Digital Display in the foyer at RAC Arena valued at \$0.35 million.
- In total across the program, \$4.8 million will be carried forward into the 2019-20 year to complete committed projects as part of the rolling program of work.

Pricing Policies of Services Provided

VenuesWest charges for goods and services rendered on a full or partial cost recovery basis. These fees and charges were determined in accordance with Costing and Pricing Government Services: Guidelines for Use by Agencies in the Western Australian Public Sector published by Treasury.

The current fees and charges were introduced/payable from 1 July 2018. Details are available on each venue's website which can be accessed from www.venueswest.wa.gov.au

Unauthorised Use of Credit Cards

Officers of VenuesWest hold corporate credit cards where their functions warrant usage of this facility. Despite each cardholder being reminded of their obligations annually under our credit card policy, four employees inadvertently utilised the corporate credit card for personal purposes. The matter was not referred for disciplinary action as the Chief Financial Officer noted prompt advice and settlement of the personal use amounts and that the nature of the expenditure was immaterial and characteristic of an honest mistake.

	2018-2019 (\$)
Aggregate amount of personal use expenditure for the reporting period	161
Aggregate amount of personal use expenditure settled by the due date (within five working days)	161
Aggregate amount of personal use expenditure settled after the period (after five working days)	-
Aggregate amount of personal use expenditure outstanding at balance date	-

Employment profile

VenuesWest implemented its Workforce and Diversity Plan 2018-2021 to facilitate our objective of engaging a workforce that is aligned, highly capable and adaptable. The Plan supports the identification of workforce capability requirements for success; learning and development programs to improve capacity; and strengthening the diversity of VenuesWest's workforce through increased representation of Aboriginal and Torres Strait Islander Peoples and women in management.

	2017-2018	2018-2019
Workforce Profile		
Total FTE (12-Month Average)	248.8	254.9
Full-time	52.8%	57.8%
Part-time	14.5%	12.8%
Casual	32.7%	29.4%

	Target	Actual
Diversity		
Aboriginal and Torres Strait Islander Peoples	3.0%	0.2%
People with Disability	1.4%	1.2%
Women in management	56%	38.9%
Average age (years)	-	36.6 years

Compliance with Public Sector Standards and Ethical Codes

VenuesWest is committed to complying with the Public Sector Standards in Human Resources Management and the Western Australian Public Sector Code of Ethics.

The VenuesWest Code of Conduct defines the expected standards of behaviour, promotes professionalism and excellence, provides guidance in ethically ambiguous situations and supports the demonstration of the VenuesWest Way behaviours in everyday expectations. It is based on the

principles of the Public Sector Code of Ethics and clarifies the expectations of VenuesWest employees as Public Officers.

All new employees are required to read and sign a declaration of commitment to the VenuesWest Code of Conduct prior to their commencement and are required to undertake Accountable and Ethical Decision-Making training. This training was delivered to 48 employees during 2018-19.

There were no breach of standard claims or complaints related to non-compliance with conduct or ethical codes received during the year.

Recruitment, Selection and Appointment

The VenuesWest Recruitment, Selection and Appointment Policy and Procedure set the standards for recruitment, selection, appointment, secondment, transfer and temporary deployment for permanent, fixed-term and casual employees. There was significant focus this year on fulfilling the requirements of Commissioner's Instruction No. 23 - Conversion and appointment of fixed term contract and casual employees to permanency, which resulted in the conversion of 14 fixed term and 39 casual employees to permanent. Our recruitment strategy, which supports us to attract a diverse workforce was strengthened through the development of partnerships with Edge Disability Employment Services and Clontarf Foundation and the placement of vacancies on the Indigenous Jobs Board.

Industrial Relations

Administrative employees at VenuesWest are employed under the Government Officers Salaries, Allowances and Conditions (GOSAC) Award 1989 and Public Service and Government Officers CSA General Agreement 2017.

During 2018-19 the VenuesWest General Agreement covering 500 operational employees was re-negotiated with a new three-year agreement becoming effective as of 1 January 2019.



Governance Disclosures

Board remuneration and meeting attendance

	Remuneration	Meetings attended	Apologies	Approved leave of absence	Meetings eligible to attend
Graham Goerke	\$46,373	9	-	1	10
Mary Anne Stephens	\$30,167	8	-	2	10
Linda Wayman	\$30,167	10	-	-	10
Donna Oxenham	\$30,167	9	-	1	10
Priya Cooper	\$30,167	10	-	-	10
Robert Kennedy	-	8	1	1	10
Professor Paul Johnson	-	8	1	1	10
Susan Hunt	-	7	1	2	10
Scott Henderson	-	8	1	1	10

Declaration of Interest

Two new conflicts of interest were advised.

Independent Advice

There were no instances where independent advice was sought.

Directors and Officers Liability Insurance

A sum of \$11,044 was paid to Jardine Lloyd Thompson in September 2018 for coverage for the period 1 September 2018 to 31 August 2019.

Complaints Management

VenuesWest acknowledges that complaints and feedback present an opportunity to improve our services. In addition to annual customer surveys, we encourage customers to provide feedback to staff in our venues, online through our websites, and via social media.

VenuesWest has a formalised process for the management of customer complaints and feedback, whereby all correspondence is logged, managed and tracked. All feedback is acknowledged upon receipt and the relevant department will address the issue and provide a formal response within 72 hours via phone or email, highlighting any actions that will be taken.



Other Legal Requirements

For this reporting period, a total of 456 patron feedback forms were received. Twenty-nine percent represented positive feedback, whilst the remainder represented suggestions and complaints. Positive comments increased by 58% compared to last year, whilst complaints decreased by 41%. Two primary complaints themes emerged:

- Pools – primarily related to a lack of lane availability and leisure pool space at HBF Stadium and HBF Arena.
- Lack of facilities – primarily related to parking, class capacity, timetable options, and equipment.

VenuesWest uses feedback to improve customer service processes, facility management, identify staff training needs and capital works requirements. Expansion of the group fitness room and several upgrades at HBF Arena were completed this year as a result of regular customer feedback. Positive feedback also plays an important role in enabling us to recognise areas of strength and identify best practice customer service.

Advertising Expenditure

Category	2018-19
Advertising agencies	Nil
Direct mail organisations	Nil
Polling organisations	Nil
Market research organisations	
Nielsen Sports	\$23,640
Your Customer	\$7,313
University of South Australia	\$2,400
Sub-total:	\$33,353
Media advertising organisations	
VenuesWest	
Adespresso	\$588
Buggy Buddies	\$3,302
Crazy Domains	\$36
Facebook.com	\$62,317
Function Rooms Perth	\$1,188
Google AdWords	\$21,398
Initiative	\$46,076
oOh!media	\$12,861
Linkedin	\$670
Polar media	\$9,119
Marketforce	\$13,403
Digital Loop	\$8,000
The Poster Girls	\$130
Sub-total:	\$179,088
HBF Park	
Facebook	\$272
Instagram	\$2,400
Sub-total:	\$2,672
Perth Motorplex	
Initiative Media Australia	\$553,724
Sports Action Media	\$31,500
All Flags Signs & Banners	\$32,269
Mail Chimp	\$2,312
Luke Nieuwhof	\$4,800
Khojo Enterprises	\$4,905
Telf Promotions	\$2,100
Sub-total:	\$631,610
Total Spend	\$846,723

Freedom of information

There was one new application received during the year, which was dealt with within the prescribed timeframe.

Record Keeping Plan

VenuesWest is committed to improving its record keeping practices and compliance with the *State Records Act 2000*. We commenced use of Content Manager as our corporate Electronic Document & Records Management System (EDRMS) in April 2018. The system rollout was implemented in stages across the business over a six-month period.

Efficiency and Effectiveness of recordkeeping systems is evaluated and reviewed

Use of the EDRMS has steadily grown across the organisation with 203 of the available 220 licences allocated to staff. This year we have created more than 60,000 documents and 2,200 file containers.

Other significant steps we have made towards State Records Act 2000 compliance are:

- Development and implementation of a Disaster Recovery Plan and Procedure.
- A review of vital records within the organisation and development of a Vital Records Register and review schedule.
- A review and assessment of hardcopy records held.
- Relocation of hardcopy records to a compliant off-site storage facility.
- Development and implementation of a Records Disposal Policy & Procedure.
- Development and implementation of a Records & Information Management Policy.

Recordkeeping training and induction programs evaluation and review

Training in the use of Content Manager has been delivered in both group and one-on-one sessions this year, with 212 staff members receiving initial and/or refresher training in the use of Content Manager. It was also determined that the understanding of recordkeeping responsibilities and legislative requirements varied across staff within the organisation, so additional training was provided to inform employees of their recordkeeping responsibilities as a government employee. These sessions were presented by an external consultant and attended by 166 members of staff. Our new Learning Management System (LMS) will contain a recordkeeping module, which will be used as part of the future induction process for new employees.

Disability Access and Inclusion Plan

We are committed to ensuring that people with disability have the same opportunities to fully access the range of venues, facilities, and services that we provide. This year we improved disability access to the VenuesWest corporate office and modified parking at HBF Stadium to improve venue accessibility. Our Disability Access and Inclusion Plan is currently under review and over the coming year we will develop a new Plan in consultation with our consumers, staff and key stakeholders to provide strategies for VenuesWest to support increased independence, opportunities and inclusion for people with disability.

Occupational Safety and Health (OSH)

Statement of Commitment

VenuesWest is committed to providing and promoting safe and healthy workplaces across our venues. The Executive Team, Risk, Safety and Wellbeing Team, Safety and Health Representatives and employees are dedicated to continuously improving our health, safety and wellbeing performance while adhering to following codes of practice and legislative requirements:

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

Formal mechanism for consultation

Consultation on safety and health matters is formalised through a Consultation and Communication Procedure which is made available to all employees via the intranet and communicated in person by members of the VenuesWest Safety and Health Committee. The Safety and Health Committee consists of elected safety and health representatives, senior management and representatives from across the organisation and meets every six to eight weeks to ensure hazards are managed and safe work practice is embraced at VenuesWest.

Statement of compliance with Workers Compensation and Injury Management Act

Through the VenuesWest Injury Management Framework we implement robust injury management practices supporting employees to recover and return to work. There was a total of 11 workers compensation claims this year with six resulting in lost time injuries. This represents a significant increase from the previous financial year and the reduction of these figures will form a significant part of the safety strategy in 2019-20.

Assessment of Occupational Safety and Health Management System

An audit of VenuesWest's OSH processes was completed in 2017 by 2020 Global. VenuesWest received a B+ rating with 11 recommendations. Seven recommendations were implemented in the 2017-18 and the remaining four recommendations were implemented this year. A formal Worksafe Plan audit assessment of VenuesWest's safety processes will be undertaken in 2019-20.

Occupational Safety and Health Performance Measures

Measures	Results 2016-17	Results 2017-18	Results 2018-19	Targets	Comments
Number of fatalities	0	0	0	0	-
Lost time injury and disease incidence rate	1.18	1.21	2.35	0 or 10% reduction in incidence rate	10% reduction on average of past three years not achieved. (Target 1.37)
Lost time injury and disease severity rate	0%	0%	16.67	0 or 10% reduction in severity rate	One staff member lost more than 60 days from work.
Percentage of injured workers returned to work (i) within 13 weeks	100%	66.67%	50%	75%	Target not met. Three of the six LTI claims returned within 13 weeks.
Percentage of injured workers returned to work (ii) within 26 weeks	100%	100%	66.7%	Greater than or equal to 80%	Target not met. Four of the six LTI claims returned in 26 weeks. One long-term injury resulted in a payout and subsequent employee resignation.
Percentage of Managers trained in OSH and Injury Management Responsibilities.	95%	100%	90%	Greater than or equal to 80%	Most managers attended a safety refresher session in 2018-19.

* Four of the six LTI claims returned in 26 weeks. One person did not return and subsequently resigned, and one casual staff member has been off for less than 13 weeks but is still off work and has not been included in these figures.

VenuesWest

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Bendat Basketball Centre

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Floreat WA 6014

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(+61 8) 6272 0741
reception@basketballwa.asn.au

Champion Lakes Regatta Centre

Sports Island, Henley Dr
Champion Lakes, Western Australia
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(+61 8) 9390 7051
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Gold Netball Centre

200 Selby St
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HBF Arena

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HBF Park

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HBF Stadium

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Optus Stadium

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Perth Motorplex

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RAC Arena

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Rugby WA

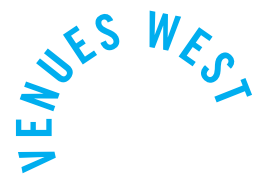
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SpeedDome

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WA Athletics Stadium

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