



Kings Park, Western Australian Botanic Garden and Bold Park

Annual Report 2024-2025

Connect community, Conserve flora, Celebrate identity.

Kings Park, Western Australian Botanic Garden and Bold Park

Annual Report 2024-2025

Botanic Gardens and Parks Authority (BGPA) is a statutory authority within the Department of Biodiversity, Conservation and Attractions (DBCA). As a statutory authority, BGPA is required to submit an annual report on its performance including financial statements and key performance indicators.

This report has been produced in electronic format and is available to download from the DBCA website dbca.wa.gov.au.

Alternative formats are available on request. For hearing and/or speech impaired access, contact the National Relay Service TTY 133 677.

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📷 Front cover: *Eucalyptus alatisima*

Acknowledgement of Country

We acknowledge and respect the Whadjuk Noongar people as the traditional custodians of Kings Park and Bold Park lands. We seek to preserve, celebrate and learn from their culture and knowledge.





Hon Matthew Swinbourn MLC
Minister for the Environment

Statement of Compliance

In accordance with section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament, the Annual Report of the Botanic Gardens and Parks Authority for the reporting period ended 30 June 2025.

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

The financial statements comply with Australian Accounting Standards – Simplified Disclosures issued by the Australian Accounting Standards Board.



Gail McGowan

Chair
Botanic Gardens and Parks Authority
Board of Management
3 September 2025



Trevor Hart

Member
Botanic Gardens and Parks Authority
Board of Management
3 September 2025

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BGPA Snapshot 2024-2025

**We're boosting the
Western Australian
economy**

**Kings Park and
Bold Park worth
\$1.7 billion***





**and remain Australia's
favourite destination**

**One in two international
visitors come to Kings Park***

*The social, cultural and economic contribution of Kings Park and Bold Park (2024) – Deloitte Access Economics (launched May 2025).



With major strides in
science and conservation



26

peer reviewed scientific
publications released
in the financial year

THREATENED
FLORA
A - Z
WASTCDRFHP

BGPA Snapshot 2024-2025



5.3 million visitors
to Kings Park
and Botanic Garden



400

thousand visitors
to Bold Park



290,000
visitors attended
the Everlasting
Kings Park Festival

81,895 visitors to Rio Tinto
Naturescape Kings Park



35,390
attendees to Kings
Park Education and
Learning programs

100 hours of Traditional Owner
consultation on the Ngooninup Project



442 volunteers



18 collaborative science
projects with government
and industry



26 refereed
papers published by
Kings Park Science

3 new native hybrid varieties
developed with commercial
partners released



22 new species
added to the Seed
Centre - Kings Park



39,478 plants produced during the
year for horticultural displays, conservation
and ecological restoration programs, and for
external partnership projects



2,844 new
Herbarium specimens
added to BGPA's Collections
Management database

Botanic Gardens and Parks Authority

First Nations Engagement

BGPA remains committed to the conservation and celebration of the cultural heritage of Kings Park and Bold Park through meaningful collaboration with Traditional Owners and the broader Aboriginal community.

In 2024-25, BGPA continued to work closely with Traditional Owners from across Western Australia, embedding cultural knowledge and perspectives into a wide range of projects and programs. Board members Ms Barbara Bynder and Professor Stephen van Leeuwen provided ongoing leadership.

The EverNow Festival returned featuring Boorna Waanginy – The Trees Speak, held from 4-7 October 2024. Presented by Tourism Western Australia and supported by BGPA, the event attracted over 100,000 attendees across four nights. The immersive experience celebrated the Kambarang season's regrowth and renewal.

BGPA's Horticulture and Living Collections team and Kings Park Science continued to support regional knowledge exchange. Staff conducted four tours for Aboriginal Rangers to share horticultural practices and deepen cultural connections. As part of research and training programs, on-country engagement occurred with several Traditional Owner groups in collaboration with partner organisations (Rio Tinto and BHP).

Five Aboriginal-led operators and activity groups continued to deliver immersive cultural experiences for visitors, enriching the public's understanding of Aboriginal culture and connection to place.

In December 2024, the Kaarta Gar-up Lookout was revitalised with a contemporary Aboriginal mural by a Ballardong Noongar artist, supported by the Aboriginal Tourism Action Plan – Jina. The artwork, inspired by Western Australian flora, has become a striking feature of the site and a celebration of living culture.

Education and outreach remained a priority, with the return of Zippy's Bush Kindy, the Noongar Boodja Six Seasons program and cultural school holiday programs. These initiatives provided children with opportunities to learn directly from Aboriginal presenters. BGPA's Aboriginal Liaison Officer continued to deliver cultural education to a wide audience, including through Reconciliation Week and two NAIDOC Week events. The self-guided Boodja Gnarning trail also continues to educate visitors to the Western Australian Botanic Garden.

BGPA has commenced delivery of Aboriginal Cultural Awareness Training for all staff and volunteers. Site-specific to Kings Park, the training aims to improve cultural competency and knowledge of the area's cultural heritage, alongside equipping participants with strategies to improve working methodologies with Aboriginal people and communities.

Continuation of the Ngooninup (Mount Eliza Escarpment) Project from 2023-24 involved the removal of Lover's Walk and reprofiling of the slope. Recognising the cultural significance of the area to the Whadjuk people, BGPA has continued to engage with Whadjuk Traditional Owners (WTOs) throughout the project. Tree removal and restoration options and methodologies were discussed and agreed. Whole of project – from staff to contractors – cultural awareness training was implemented and engagement in restoration activities by the WTOs was undertaken. Four Aboriginal businesses have also been contracted to the project across cultural heritage, construction, restoration and land management activities.

In 2025, BGPA and the Honour Avenues Group supported the annual Indigenous Veterans Service during Reconciliation Week, which held special significance this year. Remembrance plaques for nine Aboriginal soldiers who lost their lives serving in World War One were added to Kings Park's Honour Avenues.



A man wearing a grey button-down shirt, light-colored trousers, and a dark cap with a yellow 'P' stands on a rooftop. The rooftop floor is covered in a pattern of green and blue dots, with two stylized sunburst designs in purple and yellow. In the background, a city skyline with various skyscrapers is visible under a clear blue sky.

BGPA remains committed to strengthening relationships with Traditional Owners and embedding cultural knowledge across all areas of its work.



Botanic Gardens and Parks Authority

From BGPA Leadership

BGPA manages iconic locations and undertakes exceptional conservation research and horticultural management.

Gail McGowan

BGPA Board Chair

This year, BGPA delivered strong outcomes across conservation, visitor experience, and community engagement, reinforcing its role as a vital contributor to Western Australia's environmental and cultural landscape.

Key highlights for the Board included the continued elevation and recognition of Kings Park as an iconic and celebrated destination, and progress on a visionary master plan to guide the sustainable management and development of BGPA-managed lands. These achievements strengthen long-term protection of natural and cultural heritage while enhancing public value and environmental resilience.

Kings Park and Bold Park remain iconic public assets. Kings Park continues to be one of Perth's most visited destinations, consistently earning national awards and outstanding public reviews for its exceptional visitor experience.

Looking ahead, we are proud to celebrate the Western Australian Botanic Garden's 60th anniversary in 2025, a milestone that highlights its vital role in conservation, education, and resilient landscape design, while further positioning Kings Park as a premier destination in Perth.

Morgan Marsh

BGPA Executive Director

BGPA continues to strengthen its role as a leading steward of Western Australia's natural and cultural heritage. This year has seen a renewed emphasis on promoting the organisation's impact and fostering strategic relationships across the sector and community.

The excellence of BGPA's people, programs, and partnerships is reflected in the scope and significance of its initiatives, which advance public engagement, conservation, horticulture, and research. These efforts are underpinned by a commitment to collaboration, innovation, and service.

Strong relationships with staff, volunteers, partners, and the wider public have been central to delivering inclusive, enriching experiences that connect people to nature and celebrate the unique beauty of our parks. BGPA remains dedicated to amplifying its voice and maintaining its leadership in conservation and public engagement.



Botanic Gardens and Parks Authority

About BGPA

Our Role

The Botanic Gardens and Parks Authority operates in accordance with the *Botanic Gardens and Parks Authority Act 1998* (the Act) and *Botanic Gardens and Parks Regulations 1999*.

BGPA has a stewardship role in managing Bold Park and Kings Park and Botanic Garden for the community and for environmental outcomes. BGPA strives to conserve and enhance native biological diversity and cultural heritage, while building and promoting scientific and cultural knowledge, and offering a diverse range of tourism services and recreation facilities.

Governance

BGPA is a statutory authority within the Department of Biodiversity, Conservation and Attractions (DBCA). The Director General of the DBCA is concurrently appointed BGPA's Chief Executive Officer (CEO). In accordance with the Act, BGPA has a governing Board of Management. The Executive Director has wide-ranging delegation from the CEO and the BGPA Board and has responsibility for the day-to-day operations of Bold Park and Kings Park and Botanic Garden, supported by the senior leadership team.

BGPA sits within the Environment portfolio. The current Minister for the Environment is the Hon Matthew Swinbourn MLC. More about the role of the Department and the responsible Ministers is available via www.dbca.wa.gov.au/index.php/about

BGPA Board member profiles are available here:

<https://www.dbca.wa.gov.au/botanic-gardens-and-parks-authority/botanic-gardens-and-parks-authority-board>

and details on appointed terms and changes through the year is published in the disclosure section of this report.

Our Purpose

To practise and inspire environmental conservation and celebrate local identity by immersing and empowering communities in world-recognised botanic gardens, parklands and urban bushlands.



Organisational Structure

BGPA has 147 employees (112 FTE) led by the Executive Director and supported by the Senior Leadership team. Services, programs and activities are delivered through six business areas.

Horticulture and Living Collections

The Horticulture and Living Collections directorate is responsible for the Western Australian Botanic Garden, arboriculture, parkland area display gardens, nursery and living collections, the WA Seed Centre’s field collecting program and plant development. This directorate performs an important advocacy role for resilient landscapes and Western Australian flora; and contributes to broader plant knowledge within the community.

Environment and Infrastructure

The Environment and Infrastructure directorate is responsible for biodiversity conservation and land management, ecological restoration, bushfire management, turf, irrigation, environmental management, infrastructure and asset management including capital works delivery and conservation of heritage assets on designated lands.

Corporate and Commercial Services

The Corporate and Commercial Services directorate is responsible for business and finance matters including accounting and funds management, strategic and operational financial and business planning, management and compliance reporting, human resources, information management, IT support arrangements and business development.

Visitor and Community Engagement

The Visitor and Community Engagement directorate oversees the experience of visitors to Kings Park and Bold Park as well as outreach and engagement with the community. The team is responsible for events, bookings, activations and tourism, education, internal and external stakeholders and partnerships as well as volunteer coordination. It also manages media, communications and marketing, Aspects of Kings Park and delivers park management services.

Office of the Executive Director

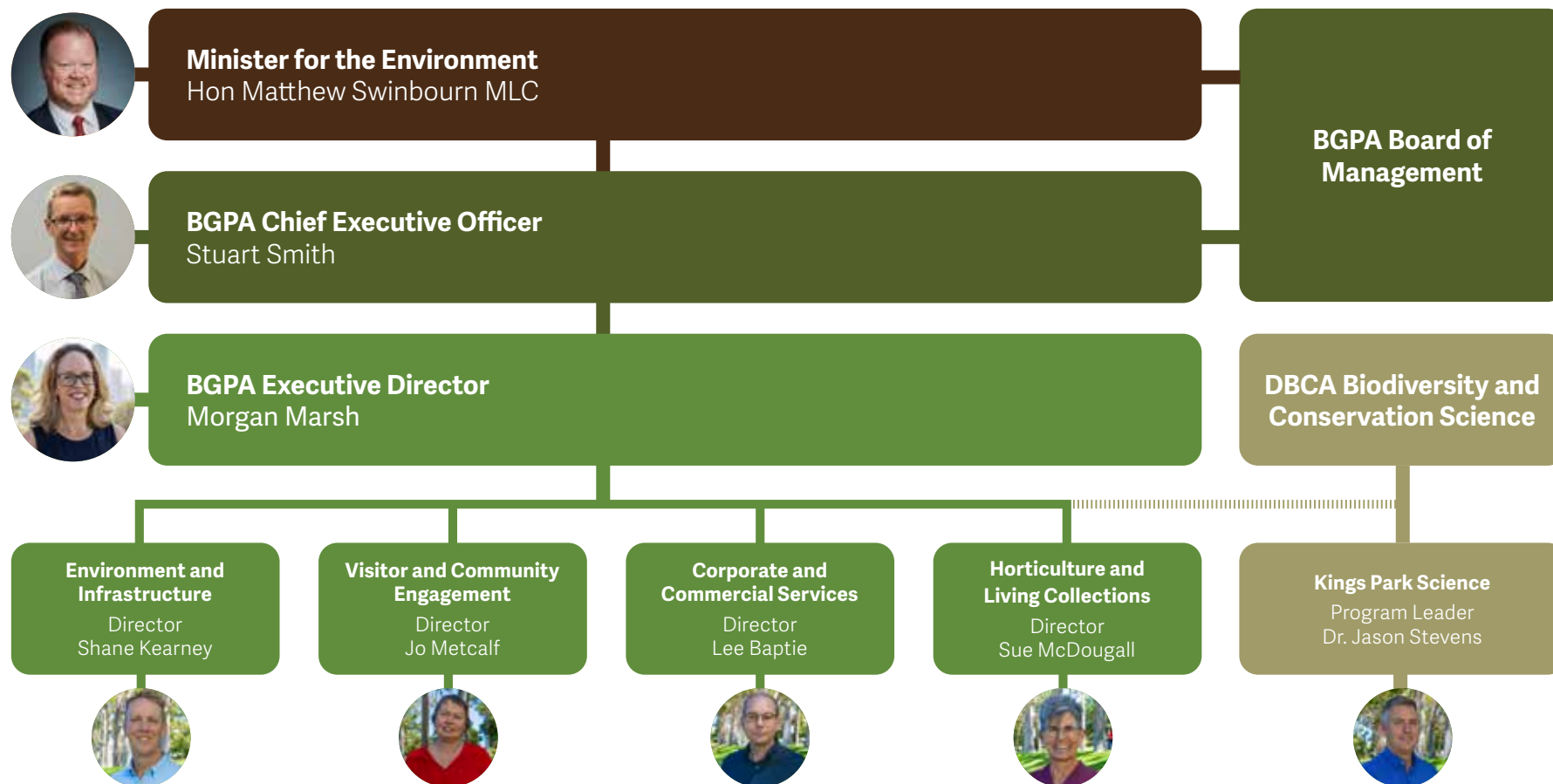
An Executive and Board support team operate alongside the Corporate and Commercial Services directorate under the Executive Director. The team is responsible for strategic policy and planning, corporate governance, as well as functions such as Board and Executive support.

Kings Park Science

Kings Park Science operates as a recognised program under the DBCA Biodiversity and Conservation Science (BCS) division. The program is designed to deliver research outcomes to support *ex-situ* and on-ground conservation and restoration actions applied to Kings Park, Bold Park and towards State interests more broadly.

Updated 30 June 2025

Organisational Structure



Performance Summary

Outcome Based Management Framework

While BGPA operates as a separate legal identity, it is not separately identifiable within its own Division of the Consolidated Account Expenditure Estimates. Instead, it forms part of the DBCA Division and operates under DBCA’s Outcome Based Management Framework.

DBCA’s Outcome Based Management Framework aligns to the State Government’s goal of ‘Investing in WA’s Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities. This is achieved through the delivery of key services with desired outcomes for the benefit of DBCA and Western Australians in general.

BGPA’s performance is measured through the delivery of three services within the DBCA’s performance framework.

Performance Indicators under Service 1 are specific to BGPA. Services 2 and 3 are delivered for the Department through efficiency indicators shared by all entities. They are included under the department’s Outcome Based Management Framework as Service 6: Conserving Habitats, Species and Ecological Communities and Service 7: Research and Conservation Partnerships.

Changes to Outcome Based Management Framework

There were no changes to the Outcome Based Management Framework in relation to BGPA services.

Shared Responsibility with Other Agencies

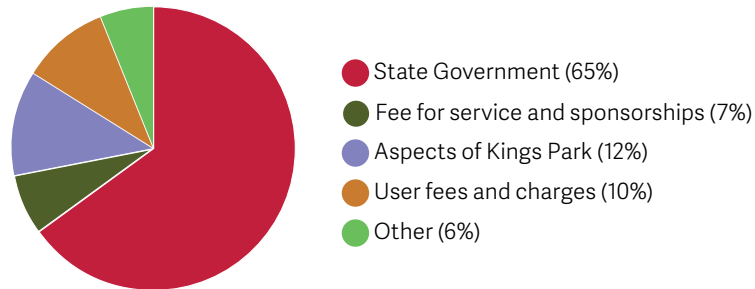
BGPA did not formally share any responsibilities with other agencies during the year.



Summary of Financial Performance

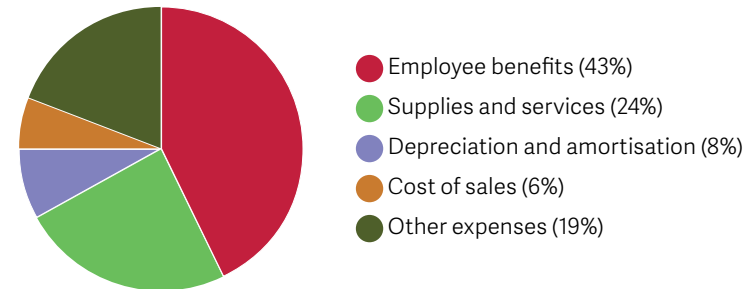
Income

BGPA received 65% of operating income from the State Government and generated the balance of revenue (35%) through own source activities.



Expenditure

BGPA's expenditure is summarised into broad categories:



Actual performance compared to budget targets	2024-2025 - Target \$ (S'000)	2024-2025 - Actual \$ (S'000)	Status	
Total cost of services ¹	27,001	30,521	✗	Target not met
Net cost of services ²	17,160	19,886	✗	Target not met
Total equity	67,694	86,627	✓	Target exceeded
Net increase/(decrease) in cash held ³	(299)	(2,870)	✗	Target not met
Approved salary expense level ⁴	12,799	13,099	✗	Target not met

Notes:

- The total cost of services did not meet the target because of an unexpected delay in tree removals needed to commence the reprofiling of the Mount Eliza Escarpment. As a result, expenditure was carried over from the previous year, leading to a higher total cost of services in this financial year.
- The net cost of services was above target due to the delay expenditure related to the Ngooninup (Mount Eliza Escarpment) project and an unanticipated asset donation, which was recognised as revenue.
- The net decrease in cash held was above target due to Treasury approval to fund an additional \$2 million of capital expenditure from internal cash reserves.
- Salary expenditure was marginally above the approved level due to backfilling of senior roles during a transitional period.

For detailed information, refer to the Key Performance Indicators section of this report.

Summary of Key Performance Indicators

Actual performance compared to targets				
Outcome 1	Community enjoyment, appreciation and understanding of attractions under the Department’s care.			
Service 1	Visitor services and public programs provided at Kings Park and Bold Park.			
	2024-2025 - Target	2024-2025 - Actual	Status	
Average level of visitor satisfaction at Kings Park and Bold Park.	90%	92%	✓	Target exceeded
Average cost per visitor at Kings Park and Bold Park. ¹	\$2.56	\$2.67	✗	Target not met

Notes:

1. The average cost for 2024-25 is above target due to expenditure related to the stabilisation of the Mount Eliza Scarp and spending related to hosting major events held in Kings Park, including the AusCycling National Road Championships and Boorna Waanginy: The Trees Speak.

Actual performance compared to targets				
Outcome 2	Plants and animals are conserved and habitat, ecosystem and landscape-scale conservation utilises evidence-based science.			
Service 2	Conserving habitats, species and ecological communities.			
	2024-2025 - Target	2024-2025 - Actual	Status	
The presence of 15 nominated perennially evident native plant species, which are the most vulnerable taxa within each Kings Park and Bold Park bushland.	100%	100%	▬	Target met
Average cost per hectare of wildlife habitat. ¹	\$ 12,437	\$ 14,482	✗	Target not met

Notes:

1. The indicator is based on two variables, the total cost of delivering service 2, and the total area of Wildlife Habitat. The variance from target is mostly due to additional tree removals and subsequent stability works required on the Mount Eliza Scarp, as well as site preparation and restoration costs required to host large-scale events. There being no change to the total area of Wildlife Habitat during the same period.

Summary of Key Performance Indicators

Actual performance compared to targets				
Outcome 2	Plants and animals are conserved and habitat, ecosystem and landscape-scale conservation utilises evidence-based science.			
Service 3	Research and conservation partnerships			
	2024-2025 - Target	2024-2025 - Actual	Status	
Average cost per hectare of wildlife habitat. ¹	\$3,215	\$3,621	✗	Target not met
Research communications produced per full time equivalent. ^{2*}	5.0	2.9	✗	Target not met

Notes:

1. The indicator is based on two variables, the total cost of delivering service 3, and the total area of Wildlife Habitat.
2. The number of research communications produced in any given year can vary considerably due to timing, a reflection of the stage and complexity of the various research projects. However, the number of Full Time Equivalent from one period to the next does not vary significantly and does not directly correlate with output in the same period. Therefore, a level of fluctuation in this indicator over time is expected, and none of the variances in the reported outcomes are considered significant. While the number of publications can be reasonably estimated, the timing is difficult to forecast, as the resultant publication of original research findings can take up to 18 months to be 'in print' from the date of manuscript submission. The actual number of refereed scientific publications for 2024-25 was 26 (compared with 33 for the 2023-24 period).

* For the purpose of this indicator, the BGPA continues to only report on refereed scientific publications. 'Full Time Equivalent' is defined as full time equivalent recurrent funded science staff.

For detailed information, refer to the Key Performance Indicators section of this report.



Challenges of 2024-25

Kings Park and Bold Park both face a range of ongoing climate change and biosecurity threats.

 Polyphagous Shot-Hole Borer tree removals on the Mount Eliza Escarpment.

Biosecurity

Ngooninup (Mount Eliza Escarpment) Project

The significant Polyphagous Shot-Hole Borer (PSHB) infestation of trees on the Mount Eliza Escarpment resulted in the continued emergency eradication response and escarpment restoration efforts in 2024 and 2025.

Following the removal of heavily infested trees from Mounts Bay Gardens (Goonininup) in early 2024, additional infestations were detected along the escarpment between Kennedy Fountain and Kings Tower Apartments. This resulted in the removal of 27 trees by the Department of Primary Industries and Regional Development (DPIRD), with assistance provided by BGPA.

The program of tree removal has shown evidence of success with DPIRD surveillance in Kings Park recording a significant drop in PSHB presence in traps following the tree removals.

To stabilise the escarpment following the removal of the infested trees, Lover’s Walk was demolished; reprofiling works were undertaken to reduce slope angle; and erosion control matting was installed between Kennedy Fountain and the pathway from the Mounts Bay Road overpass.

Further erosion control measures were undertaken in May 2025 with significant drainage improvement works in key locations at the top of the escarpment. These works will also address water pooling and downhill material transfer, and, in conjunction with restoration works downslope, will assist in ensuring the long-term stability of the escarpment.

BGPA engaged with the Whadjuk Aboriginal Corporation (WAC) to provide advice on operations and support for required regulatory approvals. Through WAC, representatives from the Whadjuk Noongar community were, and continue to be, consulted by BGPA and DPIRD on the project. Consultation continues to emphasise the importance of cultural sensitivity and environmental stewardship.

Traditional Owner monitors were engaged by DPIRD and BGPA to be on-site throughout the works.

Works continued to manage the culturally significant freshwater spring at Goonininup including weed control, water quality monitoring and general maintenance. Rocks and logs were placed in the spring under the guidance of Whadjuk Traditional Owners to create additional habitat for native fauna.

Restoration works undertaken include planting of almost 18,000 native tubestock at Goonininup in July and August 2024, ongoing weed control across the site and a dedicated seed collection program to enable propagation of local provenance native plants for future restoration efforts.

Over 22,000 plants from 28 native species present on the escarpment were grown by the BGPA Nursery and commercial nursery Nuts About Natives for planting in the following season.

This project is driving improved biodiversity outcomes through extensive restoration efforts. The removal of infested trees, protecting vulnerable species in the broader park and the planting of thousands of native plants are revitalising the natural landscape, promoting a healthier and more diverse ecosystem.

Goonininup is the Whadjuk name of the former campsite and permanent spring covering a large extent of land at the base of Mount Eliza, now also known as Mounts Bay Gardens. Ngooninup is the name for the Mount Eliza Scarp Stability project given by Whadjuk Traditional Owners, who have highlighted the project site's profound cultural, mythological and social significance.



Biosecurity

Polyphagous Shot-Hole Borer

Polyphagous Shot-Hole Borer (PSHB) has affected plant health on BGPA managed lands beyond the Mount Eliza Escarpment.

Since detection in 2021, PSHB has emerged as a significant threat to urban canopy and natural systems across Perth. Kings Park’s canopy has been impacted, with three rounds of tree removals being conducted in 2024-25 to remove heavily infested trees throughout the parkland. Ongoing monitoring and treatment trials have continued in collaboration with officers and subject matter experts from the Department of Primary Industries and Regional Development, BGPA staff and industry.

In addition to the monitoring and treatment of PSHB, on-site trends are emerging which require considered collection management actions, where highly susceptible species are replaced within the amenity landscape to mitigate future pressures from PSHB, balance operational capacity to respond to ongoing infestation, and to ensure appropriate succession plantings mitigate risk to amenity value due to canopy loss.

BGPA continues to take a leadership role in the communication of the impacts and challenges of PSHB to the public, industry and government through extensive stakeholder engagement, media, and outreach programs. Extending beyond education and engagement, key BGPA staff have contributed subject matter expertise to cross-agency working groups such as the WA Tree Recovery Plan to safeguard WA’s urban canopy.



Biosecurity

Phytophthora Dieback


Phytophthora Dieback (Dieback) detections increased in Kings Park in 2024-25.

This plant pathogen can spread easily, causing disease, death and potential extinction in susceptible plants, and loss of habitat for animals. Any activity that moves soil, water or plant material can spread dieback. This includes visitor recreational activities as well as operations such as gardening, infrastructure repair, and building and land management practices.

This pathogen represents a significant threat to the health of all areas of Kings Park and Bold Park including bushland, parkland and the Western Australian Botanic Garden. Thankfully, there have been no new detections of dieback in Bold Park in 2024-25.

BGPA entered a three-year partnership with the Friends of Kings Park to undertake comprehensive dieback interpretive surveys, mapping and development of a Phytophthora Dieback management plan for Kings Park and Bold Park.

BGPA has also supported DBCA's Dieback Detector Dogs program through facilitating dieback mapping activities, efficacy testing sessions for the dogs and public advocacy opportunities.



Across several sessions at Kings Park, detection dogs, their handlers and dieback interpreters conducted real time field mapping of *Phytophthora cinnamomi*. The sessions served the dual purpose of collecting data to inform dieback management planning and inform best practice recommendations for working with the dogs. Communication activities following the sessions served to drive public and industry awareness and engagement in dieback management.



Climate Change

Temperature and Rainfall

Perth experienced a repeat of the 2023-24 extended hot-dry summer season with day and nighttime temperatures above long-term averages and just 16.6mm of rain being recorded between November and the end of February, approximately 20 per cent of the 10-year average for these months.

Prolonged impact of decreased rainfall and increased temperatures has resulted in loss of bushland trees and shrubs and limited recovery of canopy heavily impacted by drought in 2023-24 in both parkland and bushland areas. This is a trend which is consistent across plant communities in the Southwest Bioregion. Many of Kings Park's amenity landscapes, such as the Honour Avenues, that receive no or limited irrigation continued to see tree and vegetation decline throughout the year, particularly towards the end of the summer/autumn period. Extended hot-dry summers increase the complexities and challenges associated with managing bushfire risk on designated lands.

The impact of a changing climate and reduced water availability is acknowledged as a threat to BGPA's botanical collection. The threat also extends to the continuity of important cultural, heritage and amenity landscapes and significantly contributes to the vulnerability of plants to pests and disease. Ongoing living collection programs such as resilient species trial beds are investigating future-proofed species suitable for landscape succession plantings, and climate adaptation and resilience is a core focus of the developing 2025-2045 BGPA Master Plan process.

Climate Change

Water Security

BGPA's groundwater licence entitlements will be reduced in 2028 as part of changes in groundwater use across the greater Perth area to rebalance the Gnangara groundwater system.

In anticipation of these changes, BGPA commenced a trial irrigation reduction for lower-profile turf areas in Kings Park during 2024-25. The impacts of this trial will inform strategic planning to prepare for the upcoming licence changes.

BGPA has remained within its groundwater entitlement for the duration of its 10-year licence, and in 2024-25 was 15% below its annual entitlement at Kings Park. Extensive turf reinstatement following large essential infrastructure projects, and the need to repair turf areas following public events continue to put pressure on water resources.

The ongoing challenge of water security has also cemented BGPA's resolve to continue investigating and trialling resilient plant species for use in a variety of landscapes.



16/8/23

G 16/25 A
H32
16/8/23

G. Aphrodite
H32
16/8/23

BGPA is Conserving and Protecting

Preserving nature for future generations by taking a leading role in science, conservation and education, within our parks, across the State and around the world.

📷 *Tissue culture collection*



Scientific Research

The Kings Park Science program delivers applied and multi-disciplinary research on Western Australia’s native flora, supporting evidence-based management practices that underpin biodiversity conservation and ecological restoration across the State’s unique landscapes.

This program is focused on delivering practical, scalable solutions that inform land management, conservation policy and the sustainable use of natural resources. It plays a critical role in supporting the core functions of the Western Australian Botanic Garden and the management of Kings Park and Bold Park bushlands.



Scientific Research

Achievements

- » The population of the critically endangered orchid, *Caladenia lodgeana*, was increased by over 400 per cent through the translocation of more than 200 individuals into a conservation reserve. Ongoing research is focused on optimising planting densities to enhance pollinator interactions and establish a self-sustaining orchid population.
- » Two new threatened species were added to Kings Park Science's tissue culture collection, and 10 new accessions were preserved in cryostorage.
- » New scientific knowledge was consolidated on two threatened Pilbara species, *Aluta quadrata* and *Quoya zonalis*, in collaboration with Rio Tinto and Fortescue. Research projects continue to address plant health assessment, reproductive biology, seed propagation techniques, pollination ecology, and plant population genetic diversity and provide essential insights to guide conservation and land management strategies.
- » A partnership with The University of Western Australia (UWA) and BHP developing seed technologies and seeding machinery contributed to the establishment of a spin-out company through UWA to provide direct seeding services for mine site rehabilitation.
- » Plant ecophysiology research programs were established within the mining sector to investigate impacts of environmental stress (such as dust exposure and changing groundwater levels) in arid zone plant species and groundwater-dependent ecosystems.
- » Research continues on seed longevity, dormancy, and germination across diverse Western Australian species, with an emerging focus on those at risk from Myrtle Rust to support *ex-situ* conservation.

Scientific Research

Research Spotlight

Kings Park Science has established a dedicated plant ecology research program to inform integrated weed and bushland management. This new program extends long-standing fire ecology research to address herbicide resistance for evidence-based management of biodiversity threats within urban bushlands. It strengthens knowledge exchange and community engagement with BGPA, DBCA, local government land managers, and community conservation groups.

Bushfire risk and weed invasion are two major challenges in land management aimed at conserving native biodiversity in shared urban environments. Fire, either planned or unplanned, is an important part of the life cycle of many native species. When applied as part of an ecologically tailored fire regime, it can help boost biodiversity and support a resilient landscape. However, in fragmented urban bushlands, post-fire proliferation of invasive weeds can undermine native vegetation recovery and degrade critical fauna habitats. It results in exacerbating a cycle of increased weed fuel loads, further weed invasion, and increased bushfire risk.

Since 2014, Kings Park Science fire ecology research scientists have established 256 research plots across five locations in Perth, including in the Kings Park and Bold Park bushlands. This long-term fire research, conducted in partnership with local councils and universities, evaluates vegetation response to different fire and weed management strategies

Research findings have demonstrated clear benefits of dedicated weed management after fire to reduce weeds and fuel loads—thus mitigating bushfire risk—and enhancing the regeneration of native plant communities.



Scientific Research Milestones



20

conference presentations to share knowledge with national and international experts



18

projects with government and industry partners



7

nationally competitive research programs delivered in collaboration with university partners



13

Traditional Owner groups/corporations engaged for on-country conservation research activities and science tours



27

science tours, with over 480 attendees across academia, government, non-government organisations (NGOs), industry partners, Traditional Owners, and community members



28

peer reviewed scientific publications, 7 popular articles



30

higher degree research student programs and 7 Summer Scholarship students co-supervised by science staff

Conservation Horticulture

The specialised knowledge and practical skills required in horticulture intended for the conservation of significant, rare and threatened plants are becoming increasingly important within botanic gardens worldwide.

The Horticultural teams regularly undertake trials in diverse activities such as propagation, plant growth and establishment, seed collection and processing, soils, weed management, and arboriculture, with documentation of processes and results informing decisions around collections management.





Conservation Horticulture

Achievements

- » A new trial bed was established focusing on resilient plant species. The trial features 255 plants from some of Western Australia's harshest environments including the Pilbara, Gascoyne and Goldfields regions. This site is also trialling an inorganic mulch composed of recycled crushed brick, in place of traditional organic mulch. Monitoring continues to provide valuable data and information on the suitability of certain species for use in resilient landscapes.
- » New species were added to the Conservation Garden including *Acacia unguicula*, *Calytrix retrorsifolia*, *Darwinia thymoides* subsp St Ronans and *Kunzea ericifolia* subsp *subulata*.
- » 127 collections of wild-sourced seed and vegetation were collected and processed, including over 200,000 viable seeds from a 300-year-old *Melaleuca* tree impacted by Polyphagous Shot-Hole Borer. This seed will be stored in the WA Seed Bank and has potential for use in restoration. Seed was also collected from 42 important *Eucalyptus*, *Melaleuca*, *Eremaea* and *Beaufortia* species that are susceptible to Myrtle Rust.
- » Increasing the representation of native species in parkland areas, beyond the borders of the Western Australian Botanic Garden, was a focus for the year. High profile sites such as the Queen Victoria Memorial and State War Memorial were trialled with plantings of Western Australian annuals.
- » BGPA worked in close partnership with the Friends of Kings Park to recommend *Eucalyptus* species suitable for propagation for their March Native Plant Sale, aligned with National Eucalypt Day. This collaboration resulted in the successful propagation of over 700 Eucalypts, with hundreds of seedlings purchased by the public, boosting backyard biodiversity throughout Perth.
- » A new partnership was established with the Department of Planning, Lands and Heritage to identify trial sites for modern urban greening research and extension activities.

Growing community understanding of rare species and conservation horticulture in gardens and landscapes is a key function of botanic gardens. New programs are in development for further research and engagement.

Ex-situ Collections

Ex-situ conservation techniques currently being employed include seed banking, storing germplasm in tissue culture and cryopreservation, as well as reproduction of plants to be maintained in-ground or in pots within the Western Australian Botanic Garden or Kings Park Nursery.

- » Developing threats such as climate change and biosecurity challenges continued to redefine the targeted species for seed collection in 2024-25. BGPA's pre-emptive strategy to conserve germplasm of species considered at-risk to the impact of Myrtle Rust is ongoing with multiple trips undertaken throughout Southwest Western Australia.
- » Trials continued on different propagation methods and media for difficult species. An extensive trial on vegetative propagation of the critically endangered *Acacia volubilis* generated 34 plants for future use by DBCA in a seed orchard.
- » Propagation success for a number of difficult species was achieved, including *Hemiphora elderi*, *Leptosema chambersii*, *Dicrastylis rugosifolia*, *Darwinia purpurea* and *Apatelantha viscida*.
- » Grafting experiments continued on a variety of *Eucalyptus*, *Verticordia*, *Eremophila* and *Pimelea*.
- » Landscape resilient species were a focus of collecting trips to the Goldfields region with seed collected from numerous species including *Ptilotus exaltatus*, *Olearia muelleri*, *Calytrix amethystina*, *Petrophile circinata* and *Eucalyptus yilgarnensis*.
- » To duplicate some of BGPA's collections with other botanic gardens, a shipment of seed from 15 Western Australian species was sent to Cranbourne Botanic Garden in Victoria to add to their living collections.
- » The cryostorage collection continued to increase and now holds plant tissue of 47 threatened species. The tissue culture collection comprises 48 species.
- » Orchid collections include the seeds of 311 species of orchids in cryostorage, including 122 species with paired fungi collections. The orchid glasshouse living collection includes 108 species.





Ongoing Challenges

- » Climate change and biosecurity threats.
- » Difficulties with collection of some species due to accessibility and remoteness of materials limiting the availability and timing of collections.
- » Space limitations, operational capacity and other resources to hold and continually maintain living collections.

2024-25 Field Collections

Western Australian Seed Centre – Kings Park





Herbarium

BGPA supports and contributes to the State Herbarium and manages an on-site reference herbarium at Kings Park to service the collection management and development functions of the Western Australian Botanic Garden.

22,367

specimens currently
databased

Early 2025 saw a new workshop format launched, presented by BGPA's Herbarium Botanist. Across two sessions attended by over 50 members of the public, the botany workshops delved into the rich diversity and ecological significance of species from the Myrtaceae and Proteaceae family. Alongside sharing insights into key morphological features and unique adaptations, knowledge was also shared around the species' importance in conservation efforts.



Collections Management

Documented plant collections distinguish botanic gardens from other public gardens and parks. BGPA manages a range of documented plant collections of Western Australian flora.

These include:

- » in-ground collections of plants in the Western Australian Botanic Garden.
- » container collections within the Kings Park Nursery.
- » germplasm collections within the Western Australian Seed Centre – Kings Park.
- » preserved specimen collections in the Kings Park Herbarium.

All BGPA plant collections have a purpose and theme and are supported by an underpinning collections policy. BGPA collection themes include Geographical/Ecological representation, Taxonomic, Conservation, Research and Development, Display and Interpretation, and Historical and Cultural Heritage.

Collections Management

Achievements

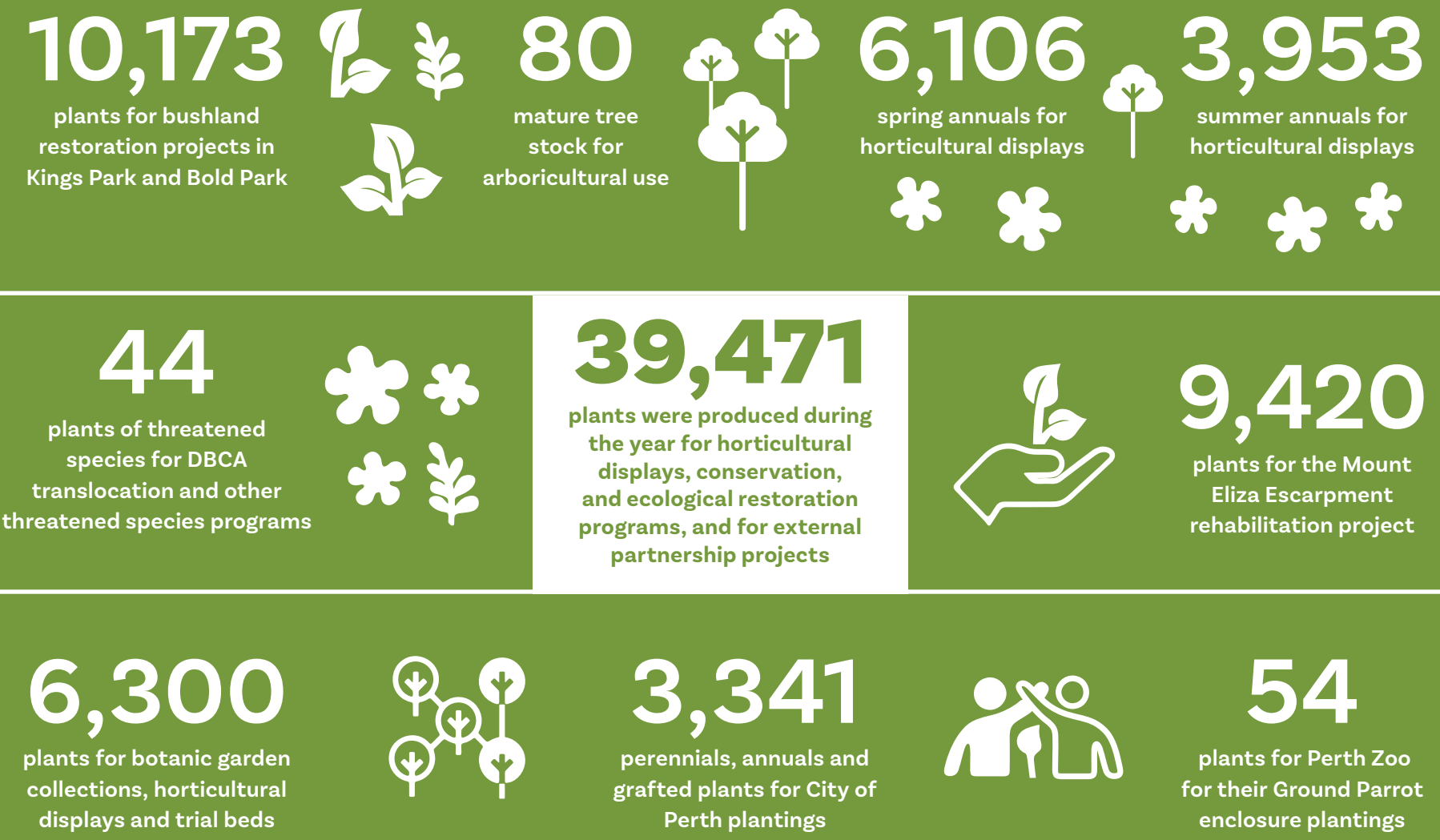
This year BGPA has continued to review its approach to the management of Living Collections in alignment with the *Ex-situ* Conservation Strategy. This allows flexibility to respond to changes in scientific, environmental, social and cultural parameters.

The continued development and review of the Western Australian Botanic Garden collection will ensure an increased and diverse species profile.

- » With support from the Friends of Kings Park, work continued on a Collection Plan for the Western Australian Botanic Garden's existing and future collections. An important element to support this is a complete census of the Western Australian Botanic Garden which has not been conducted since 1996.
- » In collaboration with the project lead, South Australian Research and Development Institute, and eight other botanic gardens, BGPA has attracted funding from the Department of Climate Change, Energy, the Environment and Water's Saving Native Species Gamechanger fund to install an early detection sampler for the biosecurity threat Myrtle Rust, which to date has not been recorded in WA's Southwest.
- » BGPA continued to support the development of a regional botanic garden network in Western Australia, bringing together interested parties from all over the State - including the Kimberley, Goldfields, Wheatbelt and southern regions - providing webinars, workshops and onsite visits on how to establish a botanic garden.
- » Supporting the concept of a regional botanic garden in Newman, centred on Nyiyaparli plants and stories, provides an opportunity for cultural transmission, environmental education, regional tourism as well as BGPA's continued involvement with Karlka Nyiyaparli Aboriginal Corporation RNTBC, Nyiyaparli Rangers and BHP Land Rehabilitation Traineeship.

There are many conservation, tourism, and economic benefits for regions to create local botanic gardens, and BGPA will continue to develop and drive this network into the future.

Collections Management Milestones





Plant Development

BGPA’s Plant Development program brings hardy, attractive, climate-resilient native plants to the market for use in Kings Park, home gardens and public spaces, helping to create biodiverse and fauna-friendly landscapes.

The program aims to deliver positive environmental impacts by producing plants that mitigate the effects of climate change, provide habitat and food sources for urban fauna, and use less water and chemical controls in urban landscapes.



Plant Development

Achievements

- » Two new Kangaroo Paw (*Anigozanthos*) hybrids were released commercially, bringing the total number of BGPA hybrids in the market to nine. This includes *Anigozanthos* 'Kings Park Federation Flame' which was re-released as 'Scorchers Flame' in partnership with the Western Australian Cricket Association.
- » A sponsorship agreement between BGPA and the Country Women's Association resulted in the commercial release of the co-branded *Grevillea*, 'Woman of Spirit', the first of five Kings Park hybrids to be released annually under the partnership. The Plant Development program now has 11 active projects, seven commercial partners and six industry and community collaborations.
- » The Plant Development program's commercial partnerships reach markets internationally. New planting sites have been established for BGPA waxflower hybrids in Israel and Peru under licence through breeding partner Helix Australia. Eighteen BGPA hybrid waxflowers have now been commercialised in South Africa through breeding partner Helix Australia for either cut flowers or their local pot plant trade. Each plant or stem sold returns a royalty to BGPA under licence and each variety is protected by Plant Breeders Rights. The South African growers now have more than 100 BGPA hybrids under trial.



BGPA Kangaroo Paw hybrids are sold worldwide, with strong markets in Europe and North America.





BGPA is Maintaining A-Class Reserves

Enhancing and protecting
our parks for the enjoyment
of the people of Perth,
Australia and the world.

 *Horticulturalist pruning a waxflower.*

Western Australian Botanic Garden

Ex-situ conservation is a core function of the Western Australian Botanic Garden and is central to BGPA's purpose to practice and inspire environmental conservation.

Maintenance and development of ex-situ thematic collections in the botanic garden continued during the year.

- » BGPA delivered a stunning Everlasting floral display across 1490 square meters of Everlasting beds in September 2024. Varieties sown were carefully selected from Kings Park's Seed Centre to showcase the diversity of Western Australia's annual species.
- » Encouraging results from horticultural trial beds established in 2022 led to the Nursery team producing a small range of Jarrah forest traditional-use species which were planted adjacent to Beedawong meeting place as the beginnings of an ethnobotanical thematic collection. Species planted include *Calothamnus sanguineus*, *Dianella revoluta*, *Sowerbaea laxiflora* and *Thysanotus manglesianus*.
- » Thematic collections continue to be enhanced ahead of 60th anniversary celebrations for the Western Australian Botanic Garden, to be celebrated in late 2025.

📷 Horticultural staff planting spring annuals.



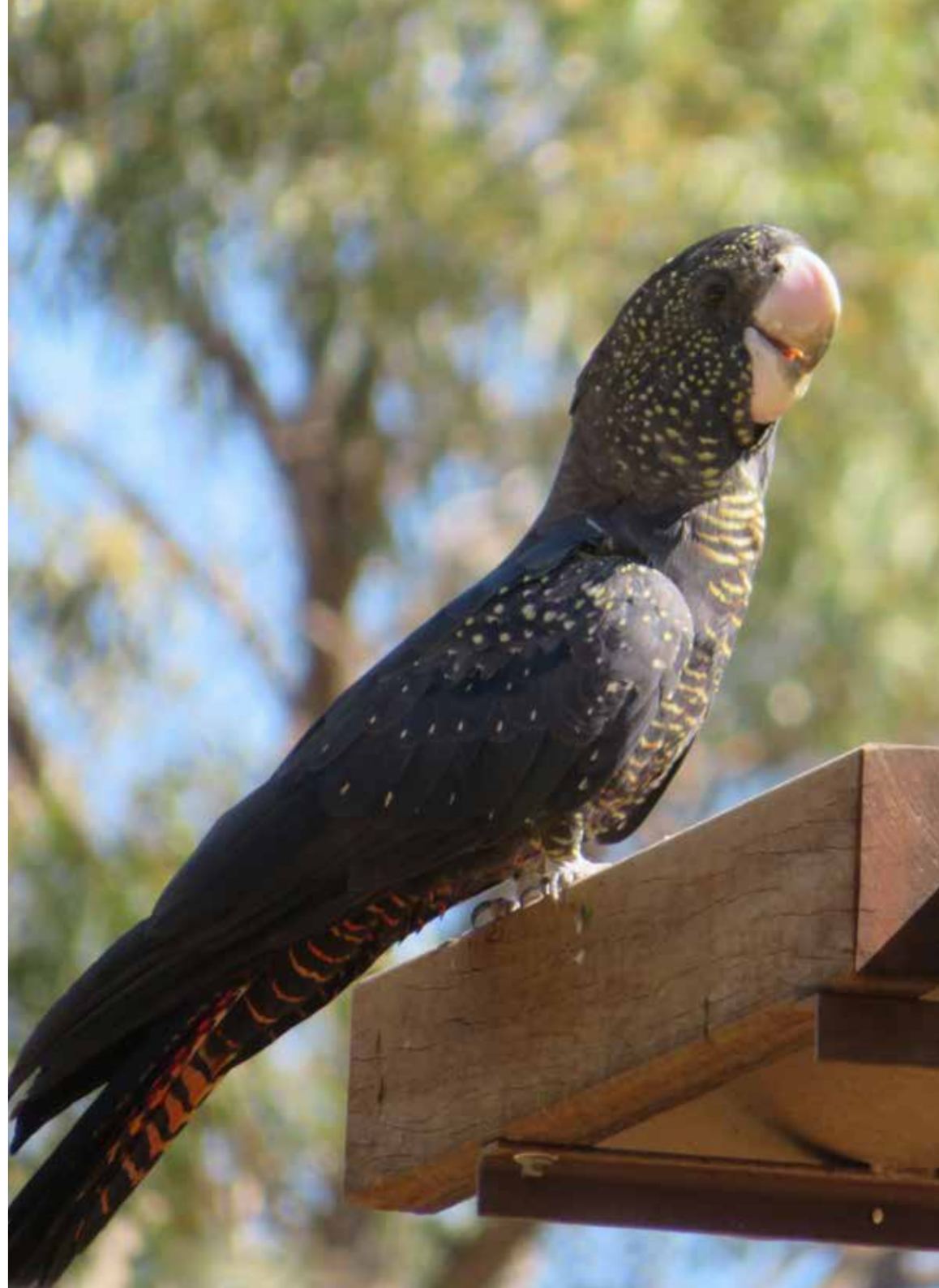


Parkland Displays

High profile visitor precincts throughout Kings Park are primarily planted with ornamental display collections utilising local species and cultivars, extending the reach of the Western Australian Botanic Garden.

- » Garden beds in the Fraser Avenue precinct between the Administration and Education buildings were redeveloped and landscaped, driven by climate adaptation underpinned by sustainable water use.
- » Reducing water use continued to be a focus, through the adoption, modification and installation of low volume watering systems.
- » High visitation from Forest Red-tailed Black Cockatoos, Carnaby's Black Cockatoos and other native bird species was facilitated by the installation of a second Cockitrough Bird Waterer in the Saw Avenue precinct. Positioned within new plantings of habitat species, the Cockitrough's proximity to adjacent Kings Park bushland and flight path from nearby Underwood Avenue Bushland allows safe access to clean water for urban birdlife, whilst providing the opportunity for visitors to understand more about the diversity of urban bird species and how best to support them.

The impact of extreme temperatures continues to challenge BGPA's living collections and the Western Australian Botanic Garden. Supporting collections through adaptive management practices is an ongoing priority.





Arboriculture

At a time where urban canopy and tree retention has a high community focus, management of BGPA's 40,000 trees is essential to protect living collections, protect biodiversity and to build resilient amenity landscapes.

In 2024 the adoption of Forestree Tree Inventory software has consolidated tree maintenance data and records, streamlined works programming, and ensured security of images and data essential to the efficient long-term management of the BGPA tree collection.

BGPA continues to undertake rigorous annual tree inspections utilising the internationally recognised Quantified Tree Risk Assessment (QTRA) framework to proportionately respond to tree risk, whilst balancing the many benefits of trees. In addition to QTRA reporting, continual assessment and risk management is undertaken proactively to manage canopy for risk and health, promptly respond to unacceptable risks, and to assess and protect BGPA's trees. High visitation precincts are inspected multiple times per year and in the lead up to major events.

Impact from factors including decreased annual rainfall, altered rainfall patterns and soil compaction has increased the attrition of Honour Avenue memorial trees. Prominent trees within the May Circle memorial precinct had to be removed and replaced with new trees prior to Anzac Day 2025. Customised irrigation was subsequently installed to provide supplementary water to support re-establishment of canopy within the precinct. Soil amendments and sustainable irrigation approaches are being trialed to ensure the long-term continuity of the Honour Avenues.

Bushland Management

Work in Kings Park and Bold Park has shown that restoration can help combat threats to our native bush; however, interventions to reverse bushland degradation are still very much needed, particularly given the drier and hotter conditions predicted for this region.



Bushland Management

Programs

In 2024-25 Kings Park bushland experienced challenges that included the ongoing impact of a dry autumn in 2023 and Fusilade resistance in Perennial Veldt Grass.

- » BGPA has been undertaking additional seed collection with a focus on Mount Eliza escarpment species, in order to bolster collections and to provide stock for the extra demands of the Ngooninup project.

Bushland seed collections also focused on: difficult to collect species, species with low numbers in storage and BGPA identified priority species.

- » There was a total of three bush fires in Kings Park in 2024-25. The fires were controlled quickly by the Department of Fire and Emergency Services with support from BGPA. Two fires were classed as small (less than 1mx1m), with the most substantial fire occurring in December 2024 and reaching 50mx50m. This site will be included in an upcoming weed control program to reduce the impact of non-native grass invasion on biodiversity and to reduce future fuel loads. There were no fires in Bold Park this year.

- » Following significant fires in both Kings Park and Bold Park in October 2023, bushfire restoration and recovery plans were developed. Recovery continues to be monitored through bushland condition surveys, with both locations recovering well and weed control programs significantly reducing post-fire weed invasion. Weed control activities including the control of invasive grass and bulbous species will continue for several years to protect biodiversity values.
- » The Bushland Restoration Project, which aims to restore 2.2 hectares of degraded Kings Park bushland near Forrest Roundabout, has reached the three-year mark with positive signs of success. Bushland Restoration Group volunteers have planted thousands of native seedlings and removed a large volume of weeds. Monitoring data indicates that the first stage of the project has improved bushland condition within the site. The project is funded for another two years and aims to continue to improve the bushland condition while increasing volunteer engagement and experience.
- » BGPA prepared a biodiversity conservation action plan for the Kings Park and Bold Park bushlands. This plan outlines a systematic approach to planning, implementation, monitoring, evaluation and adaptative management, aimed at continuously enhancing the effectiveness of natural area management over time.

Bushland Statistics

Kings Park



3,144 plants from 49 species were planted in 12 restoration sites.



100% of 15 BGPA identified priority species were recorded as present in the bushland.



61 species had seed collected which included 21 species from the escarpment.



52 hectares of veldt grass control over Kings Park and Bold Park.

Bold Park



4,287 plants from 26 species were planted at key restoration sites.



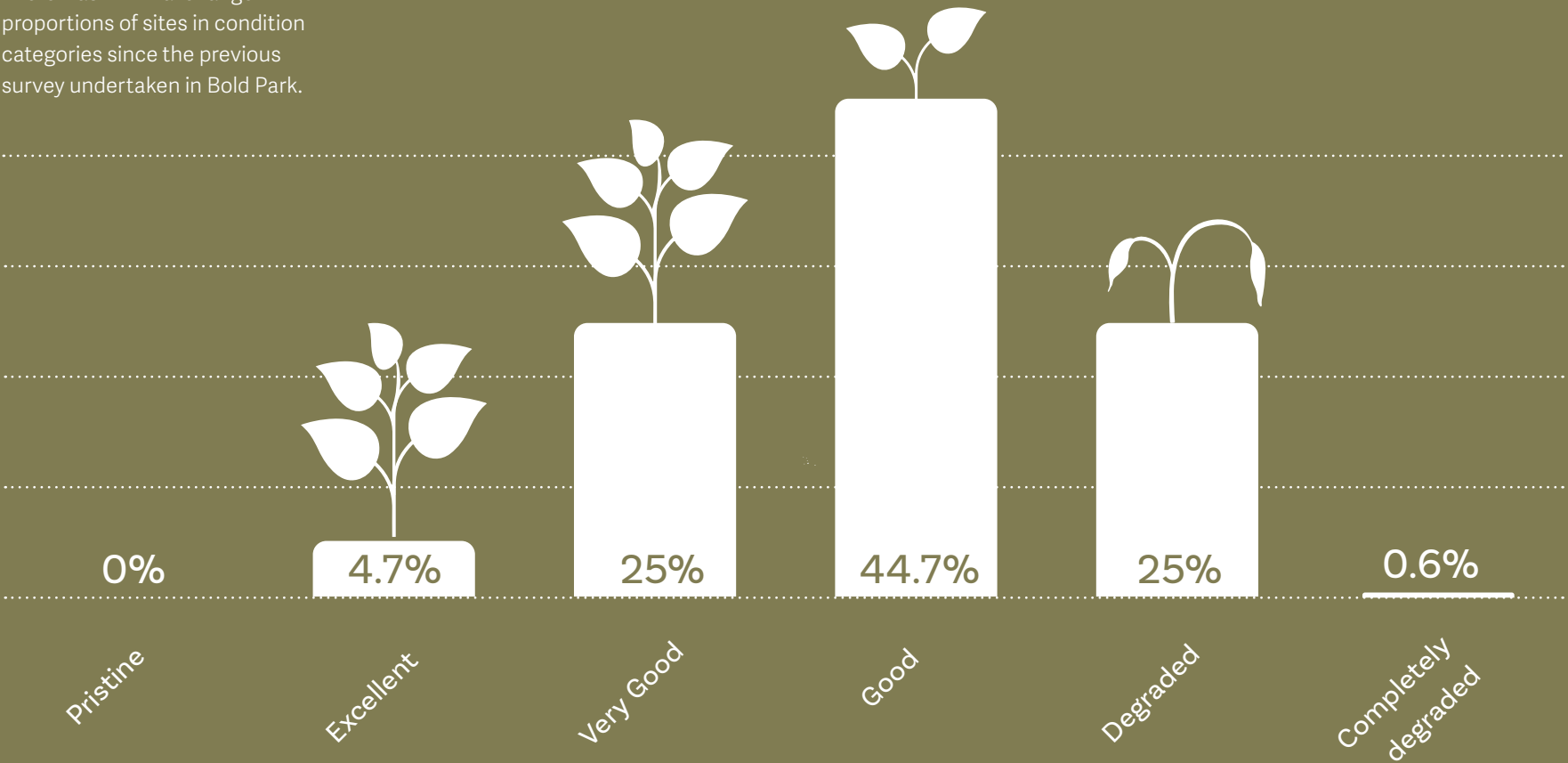
100% of 15 BGPA identified priority species were recorded as present in the bushland.



57 species had seed collected (including BGPA identified priority species).

The Bushland Condition Monitoring Program commenced in 2021 to report on the status of the bushlands of BGPA's designated lands using a single metric, the Keighery Condition Scale. The surveys have been undertaken each year in spring and alternate annually between Kings Park and Bold Park. In spring 2024, 172 permanent monitoring sites at Bold Park were assessed with the following results:

There was minimal change in proportions of sites in condition categories since the previous survey undertaken in Bold Park.



Infrastructure

BGPA is responsible for a diverse portfolio of infrastructure assets across Kings Park and Bold Park, providing amenity and services to support visitor experience, conservation, horticulture and science operations.

 Biodiversity Conservation Centre and Kings Park Nursery.





Infrastructure

Achievements

- » BGPA undertook an upgrade of its irrigation system during 2024-25 with the replacement of all 11 groundwater filters located at its two irrigation compounds in Kings Park. The new glass filtration media more effectively removes iron minerals from ground water used across reticulated areas and water bodies across Kings Park, including the Western Australian Botanic Garden and the creeks of Rio Tinto Naturescape Kings Park.
- » Six new electric vehicle superchargers were installed near the Poolgarla Family Area in Kings Park.
- » Two glasshouses in the Kings Park Nursery were renewed with enviro polycarbonate sheets replacing aged glass panels. Improving efficiency for the glasshouses, the polycarbonate is safer and balances the internal temperature more effectively.
- » Road improvements were implemented on Lovekin and May Drives by BGPA and Main Roads Western Australia. Road crowning was improved for better water distribution following rain, car parks on both roads were resurfaced and new bitumen road surfaces and barrier kerbing were installed.
- » Parts of high traffic trails in Bold Park, including sections of Zamia Trail and Tuart Walk, were resurfaced following water erosion damage.
- » BGPA and the Water Corporation reinstated the Banksia Car Park in Bold Park after a 2021 landslide and subsequent infrastructure repairs.
- » A program was commenced to improve infrastructure asset management systems and processes. The program includes development of geographical information systems for asset capture and information management, asset management planning for water and electrical services, and improved forecasting for asset renewals and replacements.

Memorials

Kings Park and Botanic Garden has more memorials, statues and honour avenues than any other park in Australia.

- » During 2024-25 BGPA undertook a condition and significance assessment of its sculptures, monuments and outdoor cultural material across Kings Park and Bold Park. The assessment covered 100 assets, including the State War Memorial, the Bali Memorial, the Water Garden botanical sculptures, the May Drive Parkland megafauna sculptures and more. BGPA will commence works to address the recommendations in 2025-26.
- » Conservation works commenced on the Queen Victoria Cannons. The four bronze naval cannons and the carriages they sat on were previously removed from the Queen Victoria Memorial due to the weathered condition of the carriages.
- » BGPA, in partnership with the Greek Australian Returned and Services League Incorporated, completed the Battle of Crete Memorial. Located near Saw Avenue in Kings Park, the memorial commemorates those who served and endured the Battle of Crete, with a focus on Australian service personnel with direct links to Western Australia and to the people of Crete.
- » A new amphitheatre was constructed in Kings Park’s Saw Avenue precinct as part of the Korean War Memorial Project. The amphitheatre is linked to the Korean War Memorial via a connecting path and features design references to Korean culture in its architecture. The facility was handed over to the Premier of Western Australia and BGPA’s Executive Director at an opening event in September 2024.





2025-2045 Master Plan

By 2045, Perth's population is expected to exceed 3.5 million, bringing profound implications for the role of Kings Park and Botanic Garden and Bold Park as urban nature sanctuaries.

The BGPA managed lands will become increasingly vital as spaces for respite, recreation and ecological connection within a densifying city. They will also continue to play a pivotal role in the conservation of our precious Western Australian flora.

To ensure ongoing success and effective management of both parks, BGPA has commenced a place-based master plan process to inform future decision making and provide clear direction and a sustainable approach to balancing the demands for use, development and management over the next 20 years.

The place-based approach takes information from evidence-based research, history and heritage, engagement with community, traditional Knowledge Holders and on-the-ground analysis to build a shared understanding of the sites' values and challenges.

The first stage of the BGPA Master Plan 2025-2045, a Place Understanding report, is underway, and will bring together a summary of the spatial, environmental, cultural and social attributes that make up the parks, enabling the future of Kings Park and Bold Park to be informed by meaningful, placed-based planning.





BGPA is Engaging with our Community

BGPA is creating a better future for all by empowering the community to respect, preserve and protect our environment.

 Kings Park Guides representatives with BGPA Executive Director, Morgan Marsh.

Visitation, Outreach and Education

BGPA continued to build on relationships and lead knowledge-sharing through programs, partnerships and events.

This engagement ranged from local to international, connecting with audiences from young children through to major corporate organisations.

Programs were driven by the values of honouring Noongar culture, preserving our natural environment and showcasing Kings Park and Botanic Garden and Bold Park as unique destinations.



Visitor surveys were conducted in both Kings Park and Bold Park in 2024-25. The surveys showed very high levels of satisfaction.



5.3 million visitors
to Kings Park
and Botanic Garden



400 thousand visitors
to Bold Park



*Satisfied to some degree.

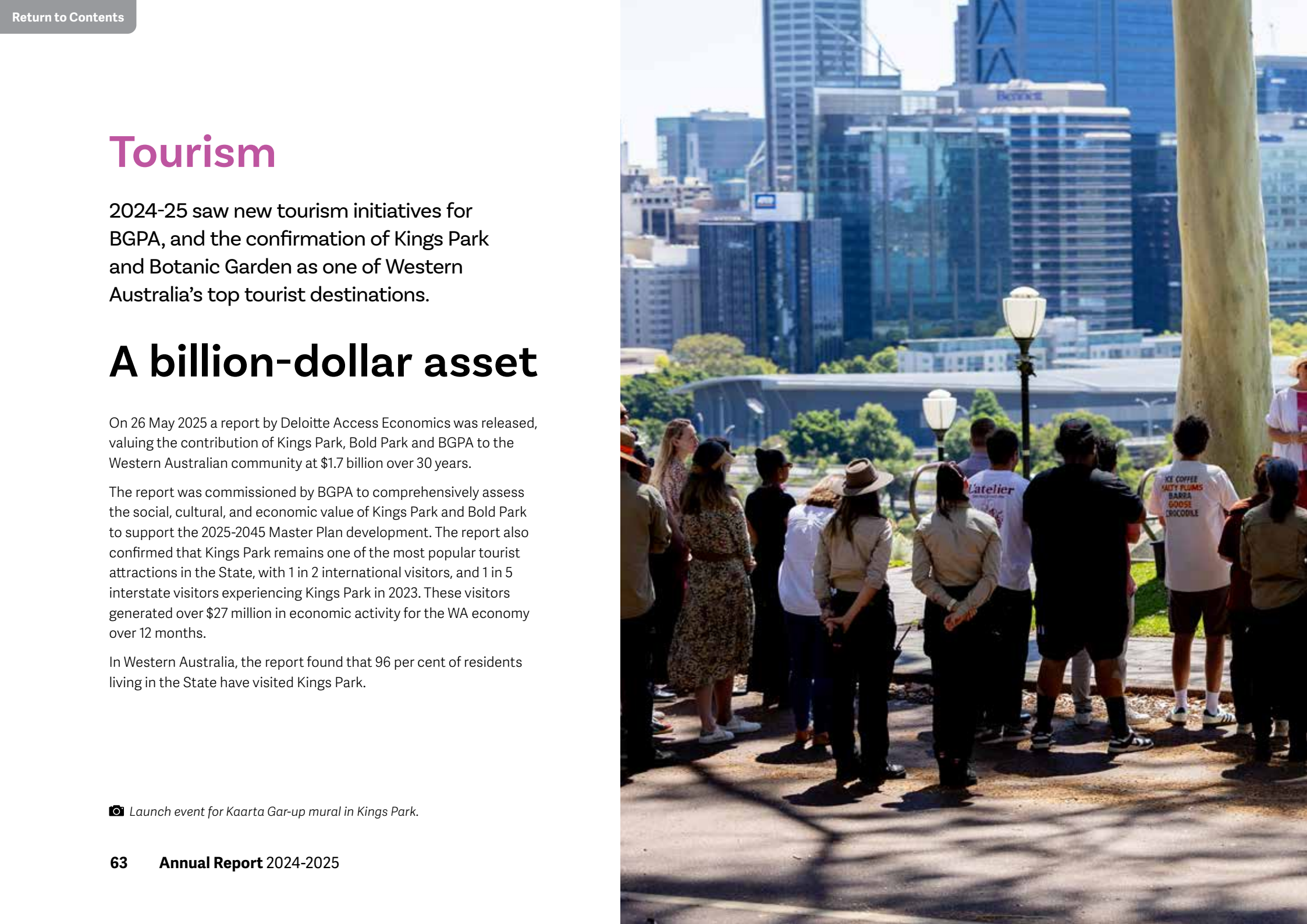
Visitation

Kings Park and Bold Park continued to provide enjoyable and memorable experiences set to the backdrop of Western Australia's unique flora. Drawcards throughout the year included tours and guided walks throughout the parks, cultural engagement activities, events and activations, educational programs and horticultural outreach.

Feedback from visitors and stakeholders for Kings Park and Bold Park is collected through multiple channels to inform park management and visitor services.

The formal communications register recorded 31 suggestions, 125 complaints and 4 compliments.

The Visitor Information Centre recorded 42 complaints/suggestions and 597 compliments.



Tourism

2024-25 saw new tourism initiatives for BGPA, and the confirmation of Kings Park and Botanic Garden as one of Western Australia’s top tourist destinations.

A billion-dollar asset

On 26 May 2025 a report by Deloitte Access Economics was released, valuing the contribution of Kings Park, Bold Park and BGPA to the Western Australian community at \$1.7 billion over 30 years.

The report was commissioned by BGPA to comprehensively assess the social, cultural, and economic value of Kings Park and Bold Park to support the 2025-2045 Master Plan development. The report also confirmed that Kings Park remains one of the most popular tourist attractions in the State, with 1 in 2 international visitors, and 1 in 5 interstate visitors experiencing Kings Park in 2023. These visitors generated over \$27 million in economic activity for the WA economy over 12 months.

In Western Australia, the report found that 96 per cent of residents living in the State have visited Kings Park.

 Launch event for Kaarta Gar-up mural in Kings Park.



Tourism

Road Nationals

The inaugural AusCycling Road National Championships in Perth featured a standout road race on January 11 and 12, set along a scenic 13.6km circuit winding through Kings Park and Botanic Garden. Captured via helicopter, the majority of the 12-hour live international broadcast took place from Kings Park. The event showcased the natural beauty of the State's Botanic Garden and surrounding bushland, positioning Kings Park as an appealing destination for national and international visitors. The broadcast audience for the AusCycling Road National Championships event was 423,000, up 31 per cent from the previous year's event held in Ballarat, Victoria.

Tourism

Aspects of Kings Park

Aspects of Kings Park continued to champion botanical and local design.

- » A well-attended ‘Meet the Artist’ program of events celebrating Aspects suppliers was held as part of the Everlasting Kings Park Festival in September 2024.
- » An information session for the Jewellers & Metalsmiths Group of Australia (WA) was held for future jewellers and makers.
- » Aspects staff worked with WA suppliers to develop products suitable for the store’s online shop.

 Australian artisans stocked in Aspects of Kings Park Gallery Shop.



Aspects welcomed 43 new suppliers, 77% of which are Western Australian.



Events and Bookings

Kings Park is not only a destination for its magnificent gardens but also as a thriving events hub.

Events held in Kings Park are selected on their ability to align to strategic priorities to provide truly local experiences, community well-being, culture and heritage, science and conservation, and to conserve and enhance the Western Australian Botanic Garden.

Bookings for private social and corporate functions, weddings, filming and photography, fitness training, sporting events, community events and wreath laying ceremonies remained popular in 2024-25.

📷 Professor Josh Byrne presents at the Everlasting Ideas event as part of the Everlasting Kings Park Festival 2024.





Events and Bookings

This year once again saw a busy program of activity delivered in conjunction with event partners.

Everlasting Kings Park Festival

Against a backdrop of vibrant spring wildflowers, the Everlasting Kings Park Festival attracted hundreds of thousands of visitors to Kings Park and the Western Australian Botanic Garden. With the gardens in full bloom, the event showcased the very best of Western Australia's remarkable biodiversity, and set the scene for BGPA-hosted science, horticulture and educational events.

A new event was launched on the Festival's opening weekend – Everlasting Ideas: Gardening for the future. This day of inspiring discussion featured keynote presentations, panel discussions and Q&A sessions with leading horticulture and science experts from Kings Park, hosted by gardening media personality and BGPA Board Member Professor Josh Byrne.

The Festival program also featured a variety of free and low-cost activities including wellness classes, exhibitions, workshops, competitions and guided walks.

Running for 17 days in September, over 290,000 people attended the Everlasting Kings Park Festival 2024.



Events and Bookings

Lightscape

Lightscape returned to Kings Park and Botanic Garden for a third season with a new line-up of 21 installations highlighting the theme of ‘pollinators’.

The event was launched by Minister for the Environment Hon Matthew Swinbourn MLC on 12 June and opened to the public on 13 June. At 30 June 2025, 39,153 people had attended the event over the first 13 nights.

Lightscape in Kings Park is a partnership between BGPA and Sony Music. Hancock Iron Ore joined for the first time as a Presenting Partner, with the City of Perth collaborating as a Major Partner. Channel 9 joined as the event’s first Media Partner.

Proceeds from Lightscape support BGPA’s operations. Revenue from the 2024 event funded the construction of the Tuart Forest Boardwalk and other accessibility improvements in the Western Australian Botanic Garden, delivered under the Lightscape Improvement project.

Events and Bookings

Event Partners

In collaboration with a range of event partners, BGPA hosted 174 days of events across Kings Park and Bold Park during the financial year. As the host venue, BGPA provided logistical support, site coordination, and ensured the environmental and cultural integrity were not compromised.

- » Anzac Day Dawn Service (25,000 attendees) – Delivered in collaboration with RSLWA.
- » EverNow's Boorna Waanginy – The Trees Speak (100,00 attendees) – Presented by Tourism Western Australia and produced by Perth Festival's Special Projects.
- » Road National Championships (20,000 attendees) – Presented by AusCycling.
- » Lightscape (120,000 attendees) – Delivered in partnership with Sony Music.
- » Summer Concerts (77,000 attendees) – Delivered with Mellen Events.
- » Moonlight Cinema (28,000 attendees) – Presented by Event Cinemas.

Event Bookings



1,169 bookings attended by 48,687 people in Kings Park.

61

bookings attended by 2,272 people in Bold Park.



Partnerships and Engagement

Kings Park and Botanic Garden provides a vibrant canvas for BGPA to advocate for conservation horticulture and the natural environment.

- » BGPA led two seasonal community workshop series covering various conservation horticulture topics. The 16 workshops had an attendance of 330 people.
- » BGPA continued a program of industry engagement, hosting professionals from the horticulture and landscape architect industries as well as other allied organisations delivering eight educational walks. The walks were delivered to 250 attendees.
- » DBCA's Ecosystem Health Branch, the Department of Primary Industries and Regional Development (DPIRD), the Dieback Working Group, ReWild Perth and Citrus Australia joined BGPA's Horticulture, Education and Kings Park Science teams for a collaborative display at the Perth Garden Show 2025. The display highlighted the importance of keeping natural areas, gardens and agricultural lands healthy and thriving.
- » BGPA supported DBCA's Dieback Detector Dogs program through facilitating dieback mapping activities, efficacy testing sessions for the dogs and public advocacy opportunities. Detection dog Milo and handler Ryan Tate joined BGPA at the 2025 Perth Garden Show delivering a range of engagement activities.

- » BGPA joined the 2025-27 Western Australian Local Government Association Climate Ready tree trials steering group, contributing specialist expertise in tree species selection, planting, maintenance, and monitoring. This support will help ensure a scientifically rigorous approach and enable meaningful data collection to inform future urban greening strategies.
- » In collaboration with Domus Nursery, BGPA released two plant ranges, the 'Kings Park Favourites' and 'Kings Park Rare Wonders'. Sales of these Western Australian native plants benefitted local biodiversity and raised over \$6,000 in royalties for BGPA.
- » Everlasting Ideas, part of the 2024 Everlasting Kings Park Festival, featured contributions from the Water Corporation, DPIRD's Biosecurity Blitz team, and Perth NRM's ReWild program.
- » BGPA worked with BHP Yandi mine site environmental teams in developing and delivering a series of conservation horticulture training workshops and modules for their Banjima Trainee Rangers groups. The last 12 months has seen trainee rangers visit Kings Park for workshops, as well as BGPA staff travelling to the Pilbara for on-site training opportunities.





Partnerships and Engagement

Botanic Gardens

BGPA collaborates closely with other botanic gardens and conservation associations.

Botanic Gardens Australia & New Zealand (BGANZ)

BGPA's membership to BGANZ affords invaluable links to other Australian and New Zealand gardens within the network, facilitating information sharing, collaboration, and professional development opportunities. The Western Australian Botanic Garden celebrated the 10th annual BGANZ Botanic Gardens Week from 19-25 May with themed guided walks, the Friends of Kings Park Native Plant Sale and interpretive trails. Communications highlighted the 'Guardians of the Green', profiling some of the horticulturists and researchers caring for and protecting our native flora.

Botanic Collections and Records Management (BCARM)

A sub-group of BGANZ, BCARM is set up to assist Australian and New Zealand Botanic Gardens staff who are involved with managing plant collections. Over the 2024-25 financial year BGPA staff have been actively involved in organising and presenting at online webinars run by BCARM.

BGANZ Arboriculture Group (BARB)

A sub-group of BGANZ, BARB provides support and advocacy to strengthen and improve tree conservation and management skills, knowledge and practice within the Botanic Garden network. BGPA's Arboriculture Curator acts as BARB Deputy Chair/Secretary, and also organises and delivers webinars and meetings.

Botanic Gardens Conservation International (BGCI)

- BGPA is actively involved in the BGCI International Plant Sentinel Network, a global initiative dedicated to safeguarding plant health and promoting plant biosecurity worldwide. Details of BGPA plant collections are uploaded on the BGCI Plant Search database.

The Council of Heads of Australian Botanic Gardens (CHABG)

BGPA is a member of CHABG, an organisation dedicated to supporting the protection, conservation and enhancement of Australian plants and their ecosystems. The Australian Seed Bank Partnership (ASBP) is the principal conservation program of CHABG of which the Western Australian Seed Centre - Kings Park is a key partner.

A key role of botanic gardens is to be a leader in plant conservation. Through collaboration and engagement with like-minded botanic gardens, BGPA continues to grow and share its resources and expertise.





Partnerships and Engagement

Local Government

Working closely with local governments supports urban greening outcomes and healthy communities.

City of Perth

The Kings Park Nursery expanded both the range and number of plants grown for planting throughout City of Perth managed spaces. The 3,341 plants generated this financial year included both spring and summer annual species for instant display, difficult to source perennials to add diversity and resilience, and a range of specialist grafted species.

The City of Perth Library's free Stories in the Park event continues to engage children aged 0-5 and their families at Poolgarla Parkland once a season.

City of Perth Heritage Festival supported activities for children and families in Rio Tinto Naturescape Kings Park in April 2025, including the Boorloo Boorna Bidi activation and Aboriginal cultural engagement at the Kings Park Nature Play Day.

Goldfields Voluntary Regional Organisation of Councils

BGPA provided advice to the Goldfields Voluntary Regional Organisation of Councils for a Lotterywest project application that facilitated nine Local Governments in the Goldfields-Esperance region to undertake the planting of more than 30,000 trees and seedlings.

The three-year project seeks to enhance urban canopy and increase biodiversity in the regions. BGPA staff participated in the working group to provide advice on endemic native species selection and facilitate regional training and community planting days across the project's lifetime.

WALGA

BGPA's Arboriculture Curator presented on the topic of Future-Proofing Species Selection at the WALGA Urban Forest Conference in February 2025.

Tailored walks for Local Governments

Across the year, over 150 participants from local governments attended specially curated walks, hosted by BGPA's Collections Manager, Arboriculture Curator and Horticultural Project Officer. The themed walks focused on topics such as resilient local shrub species and eucalypt species suited for high traffic areas, with the aim of bolstering knowledge and confidence around species selection in local government areas.



Volunteers

BGPA and partner volunteer groups continued to work towards providing vibrant, meaningful, and accessible opportunities for people to engage with Kings Park and Bold Park, for the benefit of the parks, the participants themselves, and the community.



442 volunteers



192 once-off
volunteers



31,883
total volunteer
hours = 17.7 FTE



250
volunteers



20,371
volunteer
hours

Volunteers

Friends of Kings Park

The Friends of Kings Park participate in conservation, bushland management, horticulture, education, and provide volunteer and special project support within Kings Park. The Friends:

- » held four native plant sales with over 26,000 plants sold, raising over \$188,000. The March plant sale coincided with National Eucalypt Day 2025 and featured activations by BGPA and guest collaborators.
- » funded seven summer scholarships to support science students in Kings Park.
- » funded three new conservation and scientific research projects.
- » won an Australian Association of Friends of Botanic Gardens Handbury Award for their Bushland Restoration Project.
- » attended the 2024 Australian Association of Friends of Botanic Gardens conference.
- » featured on several ABC radio broadcasts sharing their favourite plant stories.
- » led an international garden tour to the Chelsea Flower Show with Director of the Western Australian Botanic Garden, Sue McDougall.

Volunteers

Friends of Bold Park Bushland

The Friends of Bold Park Bushland is a community group committed to protecting Bold Park. The Friends:

- » organised two recruitment and training days for new guides, with eight new volunteers joining the team.
- » started offering corporate volunteering experiences (with assistance from Volunteering WA), with three organisations assisting with bushcare tasks.
- » hosted four Bold Ideas speaker nights as well as attending several community events to promote Bold Park and the work of the Friends.
- » won the Town of Cambridge’s Community Service Organisation of the Year award.



40 volunteers

1,443 volunteer hours



38 guided walks provided

418 guided walk attendees

Volunteers

Kings Park Volunteer Guides

The Kings Park Volunteer Guides staff the Visitor Information Centre, conduct guided walks, and contribute to park projects and research. The Guides:

- » celebrated 40 years of providing free guided walks for visitors to Kings Park and staffing the Kings Park Visitor Information Centre.
- » developed a number of themed walks for the public.
- » continued to develop their website and Facebook page to promote guided walks.
- » received 50,136 enquiries through the Visitor Information Centre.



114 volunteers

7,783 volunteer hours



739 guided walks provided

6,831 guided walk attendees





Volunteers

Kings Park Education

Kings Park Education volunteers assist with school and community education programs through preparation of resources, and hands-on help with learning activities.



17 education volunteers

69 corporate volunteers



789 total
volunteer hours

Volunteers

The Honour Avenues Group

The Honour Avenues Group maintain almost two thousand plaques in Kings Park on behalf of BGPA. The Group:

- » conducted dedication services in December 2024 and June 2025 with 21 new plaques.
- » contributed to the annual Indigenous Veteran's Memorial Service with nine plaques for Aboriginal soldiers added to the Honour Avenues.
- » dressed plaques with flags for Anzac Day and Remembrance Day.



21 volunteers

1,497 volunteer hours



21 new plaques dedicated

1,943 plaques in Kings Park

Trails and Interpretation

A key role of botanic gardens is to educate visitors on native flora and *ex-situ* conservation through displays and knowledge sharing. In 2024-25 BGPA implemented new initiatives within the botanic garden.

 Resilient Species trial bed.





Trails and Interpretation

Achievements

- » BGPA added a self-guided trail celebrating a range of resilient and ornamental Western Australian native species, known as the Kings Park Favourites.
- » The popular Walking with Invasives trail, designed to raise awareness about the importance of biosecurity in gardens and natural areas continued to be well received, as did the Tree Trail which inspires visitors to recognise and plant iconic Western Australian tree species.
- » When a tree in the high-profile Water Garden precinct of the Western Australian Botanic Garden became heavily impacted by Australian Honey Fungus (*Armillaria luteobubalina*), resulting in the tree's removal, an interpretive sign was installed at the base of the remaining tree stump. The sign details how Australian Honey Fungus can be identified, and the actions BGPA are undertaking to prevent further infestations across its managed lands.
- » An interpretive sign was added to the new Resilient Species trial bed. The sign features a new format of map, showcasing in greater detail the boundaries of the state's botanical regions. This new format is set to be utilised across future park signage, improving accuracy in communicating the native habitat of species featured in thematic collections.

Education

BGPA provides nature-based education programs and learning experiences for WA school children, early learners and the wider community.

 School students participate in an education program in Rio Tinto Naturescape Kings Park.





Education

Programs

New programs and activations were developed by Kings Park Education to engage a wider, more diverse audience in the areas of Environmental STEM, Cultural Heritage and Wellbeing.

- » In May 2025 BGPA launched the new Bush Bubs Nature Playgroup at Poolgarla Family Area. Designed for children aged 0-3 years, this program aims to build a sense of community wellbeing and provide a pathway to Zippy's Bush Kindy.
- » Building on the growing demand for senior school science programs, BGPA launched five new ATAR programs covering biology, geography and psychology curriculum outcomes.

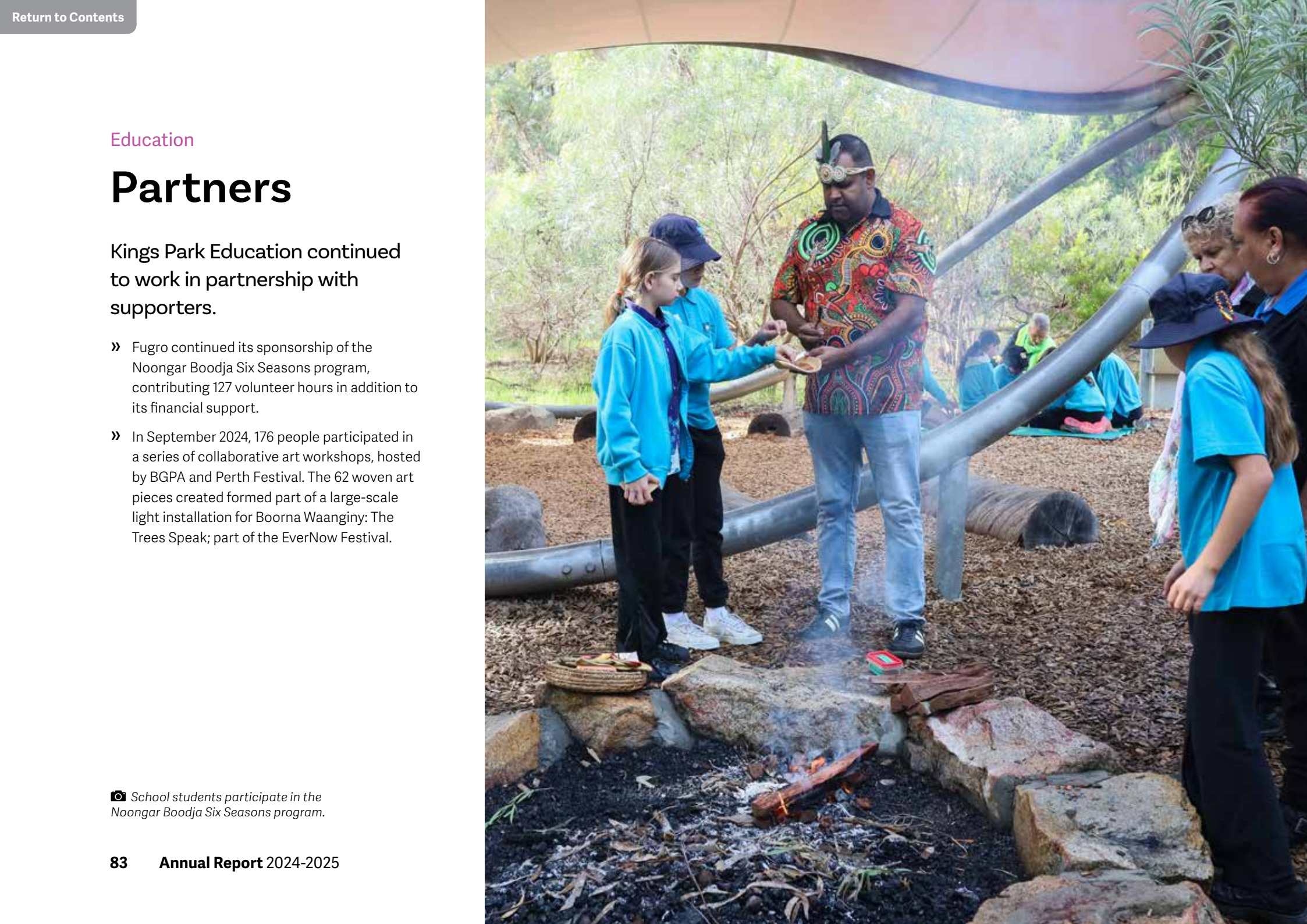
The Everlasting Kings Park Festival in September 2024 featured the inaugural Poolgarla Family Day – a community event delivered by Kings Park Education and supported by Rio Tinto and the WA Parks Foundation. The event attracted 1,800 attendees with a variety of nature-based activities on offer.

Education

Outreach

BGPA continued to provide resources and advice to enhance nature-based learning beyond BGPA's managed lands.

- » Kings Park Education supported the DBCA Parks and Wildlife Service Annual Cadets Conference in 2025, providing professional learning workshops to unit leaders.
- » Kings Park Education's outreach project for pre-school children, Zippy's Bush Kindy, continued its offshoot at the Perth Hills Discovery Centre. The team from Nearer to Nature delivered the program over three school terms supported by BGPA through its partnership with Rio Tinto.




Education

Partners

Kings Park Education continued to work in partnership with supporters.

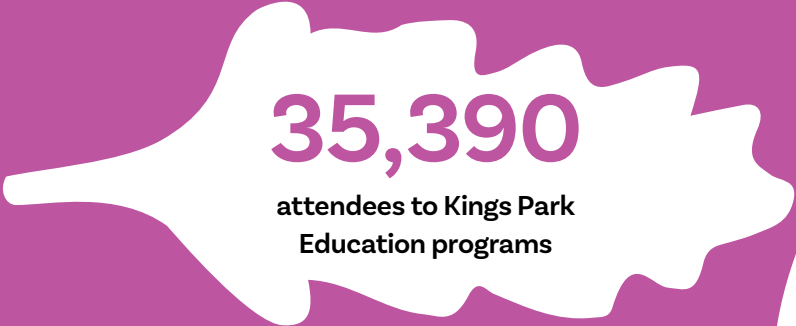
- » Fugro continued its sponsorship of the Noongar Boodja Six Seasons program, contributing 127 volunteer hours in addition to its financial support.
- » In September 2024, 176 people participated in a series of collaborative art workshops, hosted by BGPA and Perth Festival. The 62 woven art pieces created formed part of a large-scale light installation for Boorna Waanginy: The Trees Speak; part of the EverNow Festival.

 School students participate in the Noongar Boodja Six Seasons program.

Education Reach



4,642
participated in Rio
Tinto Naturescape
Kings Park activations
and event



35,390
attendees to Kings Park
Education programs



2,648
students attended Noongar
Boodja Six Seasons events



606
children participated
in Zippy's Bush Kindy
and Bush Bubs
Nature Playgroup



81,895
visitors to Rio Tinto
Naturescape Kings Park



23%
increase in direct
participation



1,269
education
volunteer hours

Media Content

BGPA communicates with visitors, partners and the community to educate and inform on science, horticulture, events and activities across Kings Park and Bold Park.



#1
Social media post
7.4K engagements



1.3 million

BGPA website views

599,000

Aspects of Kings Park website views

27,798,103

social media impressions

15,017

e-newsletter subscribers
51% open rate

1171

media mentions

104,533

social media followers
+13% new followers

4.3 million

media impressions for the AusCycling
Road National Championships



Disclosures and Compliance

📷 *Banksia baxteri*

Access and Inclusion

BGPA provided an annual report detailing achievements towards the DBCA Disability and Inclusion Access Plan 2021-2025. The DAIP details seven outcomes to improve access.

Access to information

- » Printed and online communication materials are assessed on accessibility according to the Western Australian Government’s Access and Inclusion Guidelines in the Digital Services Policy Framework.
- » All videos produced by BGPA include closed captions.

Level and quality of service

- » BGPA is incorporating requirements for Disability Inclusion Action Plans as a provision of granting approval for future events and visitor experiences.

Ability to provide feedback

- » Visitors can provide feedback via phone, email, social media, letter or in person.
- » A BGPA complaint-handling system is in place to respond to all complaints or feedback with a Communications Register to log all communications.
- » BGPA undertakes an annual visitor survey across its designated lands providing visitors and the community the opportunity to offer feedback.

Participation in public consultation

- » The City of Perth’s Access and Inclusion Advisory Group were invited to participate in a preview of the Lightscape 2025 trail and provide advice on the accessibility of the event.

Accessible and inclusive events

- » BGPA ensured accessibility during Lightscape via the closure of roads and installation of accessible terrain.
- » Temporary accessible toilets for concert events were upgraded to cater for carers of different genders.
- » A bespoke guided walk through the Kings Park bushland was created to cater for visitors in wheelchairs.
- » AUSLAN interpreters were engaged to work with the Kings Park Guides for select walks during the Everlasting Kings Park Festival.

 Tuart Forest Boardwalk, Western Australian Botanic Garden.





Access to buildings and facilities

- » The new Tuart Forest Boardwalk was opened in the Western Australian Botanic Garden in September 2024. The boardwalk provides improved accessible connections between the Lotterywest Federation Walkway and the Water Garden; two of the most visited precincts in the Botanic Garden and the highest and lowest points of the garden respectively.
- » Prior to the boardwalk's installation, the steep pathways were a mix of hard paths, mulch paths and turf areas. The new boardwalk provides a consistent surface with enhanced accessibility for a broader range of visitors, and creates an experiential journey through the Tuart Forest collection.
- » This new boardwalk was delivered under the Lightscape Improvement project, funded by revenue generated by the event. Other accessible improvements include the completion of the Acacia Path extension, connecting the Acacia and Water Gardens and the introduction of track stabilisation to mulched path connections through the Marri Forest.
- » BGPA continues to review the path network throughout the Western Australian Botanic Garden and will be progressing with further path works to increase accessibility.
- » BGPA operates with ongoing commitment towards DBCA's Disability Confident Recruiter (DCR) status.

Capital Works

In 2024–25, BGPA successfully delivered several significant capital works, enhancing infrastructure and visitor amenities.

Completed projects included:

- » Kings Park bore system upgrade – \$1.7 million
- » Replacement of the Biodiversity Conservation Centre air-conditioning system – \$885,000
- » Lightscape Pathways Improvement project – \$231,000
- » North Precinct garden upgrade – \$108,000
- » Glasshouse upgrades – \$53,000
- » Kings Park Herbarium project – \$56,000
- » Bold Park office extension – \$183,000

All projects were completed within budget and without significant variation from the original cost estimates.

Capital projects ongoing

All ongoing capital projects are scheduled for completion in 2025–26. These works are designed to enhance facilities, improve operational capability, and support the BGPA’s long-term strategic objectives. Key projects include:

- » Mount Eliza Scarp stability project – drainage infrastructure costs \$731,000 of the \$1,485,000 budget spent to date.
- » Plant breeding glasshouse – \$53,000 of the \$68,000 budget spent to date.
- » Installation of automated number plate recognition cameras with an estimated cost of \$68,000.

The total estimated cost for these projects is \$1.621 million, with no significant variance from the approved budgets anticipated.





Ministerial Directives

BGPA was not subject to any Ministerial Directives during the year.

Employment and Industrial Relations

Employment Type	2023-2024	2024-2025
Permanent Full-time	68	63
Permanent Part-time	32	33
Fixed Term Full-time	9	19
Fixed Term Part-time	4	4
Casual	17	22
Trainees	10	9
Headcount Total	140	147
FTE Total	108.42	112.42

Employee Profile

During the year, BGPA completed 27 recruitment processes; one fixed term contract employee was converted to permanency under the provisions of the Public Sector CSA Agreement 2024, and 19 employees were appointed from a recruitment process for a similar position or recruitment pool.

There were 5 fixed term contract appointments under the provisions of Commissioner’s Instruction No. 39.

Industrial Relations

The Employee Relations and Planning section of the DBCA People and Culture Branch provides advice to managers, supervisors and employees on employment conditions and entitlements; specific industrial issues and cases; and coordinates the negotiation of Awards, Agreements and liaison with the relevant unions.

Workforce Planning

Workforce planning priorities continue to be implemented and monitored through DBCA’s Workforce and Diversity Plan 2021-2025. Work has continued on DBCA’s workforce and diversity dashboard which will increase understanding of the workforce demographics and improve decision-making to ensure a productive, inclusive and diverse workforce.

Employment and Industrial Relations

Employee Diversity Profile

BGPA strives to be an employer of choice and actively supports workplace diversity and equal employment opportunities.

Diversity Group	2022-2023 %	2023-2024 %	2024-2025 %
Women in Management Tier 1	0	0	0
Women in Management Tier 2	0	0	100
Women in Management Tier 3	80	80	50
Indigenous Australians	4.61	3.76	1.46
Employees from Culturally Diverse Background	11.5	10.71	10.88
Employees with Disabilities	0	0	0.68
Youth (under 25 years)	5.7	5	2.72

Due to the structure of DBCA, Second Tier Executive positions within BGPA are classified as Tier 3.

Multicultural Policy Framework

Staff and Culture

BGPA contributes to, and is supported by, DBCA's Workforce and Diversity Plan 2021-2025. This document considers customer, equity and workforce drivers across the department.

The Plan is comprised of a number of initiatives developed to address five commitment areas:

1. Attract a diverse workforce.
2. Foster and build an inclusive and supportive culture.
3. Setting our strategic direction and developing our staff and future leaders.
4. Ensure the provision of quality and inclusive services, programs, and facilities.
5. Account and celebrate.

BGPA is committed to cultivating an inclusive and respectful workplace. As part of this commitment, staff regularly participate in awareness training programs, including the Department's Workplace Discrimination and Harassment course and Aboriginal and Torres Strait Islander Peoples' Cultural Awareness training.

Key achievements in 2024-25 included the successful promotion of diverse inclusion events that celebrated and strengthened understanding of Traditional Custodians' cultural connection to Country.

Staff were invited to engage in initiatives fostering respect and cultural awareness, including:

- » Noongar-Guided Walks during Reconciliation Week, offering firsthand insight into Indigenous perspectives and the rich heritage of Kings Park.
- » Site-specific Aboriginal Cultural Awareness Training, enhancing staff understanding of local traditions and historical context.

Visitors

BGPA has undertaken a number of initiatives to assist visitors from a culturally and linguistically diverse (CaLD) background to engage with and enjoy the services provided by BGPA. Kings Park and Botanic Garden is well utilised by diverse groups for events and celebrations.

Examples of services developed to support the engagement of CaLD and Aboriginal communities include:

- » The BGPA website is designed to accommodate language translation platforms commonly used by web browsers.
- » Active commitment and implementation of Whadjuk Noongar dual-naming of Kings Park assets and locations.
- » Kings Park Education offers ongoing authentic Aboriginal cultural programming.
- » BGPA appointed an Aboriginal Liaison Officer to strengthen connections with the Aboriginal community and provide cultural guidance across all areas of Kings Park and Bold Park.

Compliance with Public Sector Standards and Ethical Codes

Public Sector Standards

There were NIL breach claims lodged in 2024-25 against the Employment Standard. BGPA operates under a common DBCA Human Resource Management and conduct policy framework that supports compliance with the Public Sector Standards and Public Sector Code of Ethics.

Staff at BGPA access training programs that are relevant to compliance with Standards and Codes that are delivered through DBCA People and Culture Branch. Programs include Aboriginal Cultural Awareness Training, Accountable and Ethical Decision Making, unconscious bias and selection panel training.

Code of Conduct and Public Sector Code of Ethics

In 2024-25, there were no breaches of the DBCA Code of Conduct (as applies to BGPA) or the Public Sector Code of Ethics, as prescribed by Commissioner's Instruction no. 7 Code of Ethics. The Public Sector Code of Ethics is currently contained within the DBCA wide Code of Conduct.

All employees are required to read and sign the Code of Conduct as part of the induction process or when a significant review occurs. Further, the document includes a section on how employees can report breaches of the Code.

The Department ensures compliance with the Code of Conduct through quarterly reporting to all divisions on completion of the signed acknowledgment page. The Code of Conduct is also included in the Induction program for new starters and in mandatory Accountable and Ethical Decision Making Training which staff are required to complete every five years.

BGPA is committed to continual improvement and, through engagement of an external contractor, an audit of the agency's integrity framework was conducted. The audit evaluated the BGPA's processes for identifying, managing, and reporting integrity-related matters, and assessed staff understanding and awareness of these practices. There were no significant findings reported.

BGPA will continue to strengthen its integrity framework by implementing best practice recommendations and fostering a culture of transparency and accountability.

Workplace Health, Safety, Wellbeing and Injury

Health, safety, and wellbeing is integrated into the organisation’s core values and planning processes. The Work Health and Safety (WHS) Committee conducts bimonthly reviews of workplace safety inspections, incident and hazard reporting procedures, and drives continuous improvement across related processes.

Work Health and Safety policies and procedures are integrated with the Risk Register, serving as key reporting and control mechanisms to mitigate risks for employees, students, volunteers, and visitors.

All workers have access to a range of wellbeing support services, including Critical Incident Peer Responders, Peer Supporters and free and confidential assistance through the Employee Assistance Program (EAP).

Throughout the year, BGPA progressed and implemented several initiatives to enhance work health, safety, and wellbeing, including:

- » assistance provided in the delivery of safe practices and departmental safety outcomes, policy and processes.
- » provision of onsite flu vaccinations.
- » provision of First Aid, CPR and Mental Health First Aid Training.
- » supporting staff and managers to complete Departmental Health and Safety training.
- » initiating an external audit of BGPA’s current workplace health and safety processes to identify gaps and opportunities for improvement.
- » representation on the Department’s Steering Committee for the Work Health and Safety reporting system.

Injury Management and Compensation

BGPA is committed to providing injury management support to all employees who sustain a work-related injury or illness to support the safe return to meaningful work. BGPA has implemented an injury management system to tailor return to work programs, in consultation with treating medical practitioners.

The quantitative performance data for workplace health, safety and injury management performance for 2024-25 is listed below.

Measures	Results 2022-23	Results 2023-24	Results 2024-25	Targets	Comments about targets
Number of fatalities	0	0	0	0	Target achieved
Lost time injury and disease incidence rate	2%	2%	4.42%	0 or 10% reduction in incidence rate	Target not met
Lost time injury and severity rate	0	50%	40%	0 or 10% reduction in severity rate	Target achieved
Percentage of injured workers returned to work (i) within 13 weeks	100%	100%	80%	Greater than or equal to 80%	Target achieved
Percentage of injured workers returned to work (ii) within 26 weeks	100%	100%	80%	Greater than or equal to 80%	Target achieved
Percentage of managers trained in work health and safety injury management responsibilities, including refresher training within 3 years	23%	20%	81.48%	Greater than or equal to 80%	Target achieved

Indemnity Insurance Premiums

BGPA has Directors and Officer’s Liability Insurance covering members of the BGPA Board and senior management. The limit of liability is \$20 million. BGPA paid a total premium of \$10,981 in 2024-25.

Board Membership and Remuneration

The BGPA Board of Management comprises up to eight members appointed by the Minister for the Environment. The Board meets formally on a bi-monthly basis or more frequently if required. Members of the BGPA Board are remunerated as follows: the Board Chair received \$26,063 per annum (plus superannuation) from 1 July 2024 to 30 June 2025; members received \$14,335 per annum (plus superannuation) from 1 July 2024 to 30 June 2025. Members are paid fortnightly.

More detail on the following page.

Board Membership and Remuneration

Board Position	Board Member	Type of remuneration* (paid fortnightly)	Period of membership**	Appointed in term***	Gross/actual remuneration (2024-2025 financial year)
Chair	Ms Gail McGowan	Annual	12 months	Two years	\$26,063
Deputy Chair	Professor Josh Byrne	Annual	12 months	Three years	\$14,335
Member	Mr Trevor Hart	Annual	12 months	Two years	\$14,335
Member	Prof Stephen van Leeuwen	Annual	12 months	Two years	\$14,335
Member	Ms Sally Audeyev	Annual	12 months	Three years	\$14,335
Member	Ms Barbara Bynder	Annual	12 months	Three years	\$14,335
Member	Ms Carolyn Turnbull	Annual	12 months Ceased 3 June 2025	Three years	\$15,107
Member	Mr Will Golsby	Annual	12 months Appointed 8 July 2024	Three years	\$13,729

* If applicable, include sessional payment per meeting, half day or annual.

** Refers to board members' membership during the 2024-25 reporting year, not their entire tenure on the board or committee.

*** Refers to term of appointment/tenure of member's current terms.

Unauthorised Use of Credit Cards

BGPA employees are authorised and issued with corporate credit cards if their job functions require usage of this facility. Cardholders are regularly reminded of their obligations under BGPA’s credit card policy. Two employees inadvertently used their corporate credit cards for minor personal purchases. These incidents were not referred for disciplinary action as the Chief Finance Officer noted prompt advice and settlement.

Unauthorised Use of Credit Cards	2024-2025 \$
Aggregate amount of personal use expenditure for the reporting period	1,960
Aggregate amount of personal use expenditure settled within 5 working days of notification	161
Aggregate amount of personal use expenditure settled after 5 working days from notification	1,799
Aggregate amount of personal use expenditure outstanding at balance date	0

Pricing Policy

BGPA charges for goods and services on a full or partial cost recovery basis. Entry to and parking in Bold Park and Kings Park and Botanic Garden is free of charge. Some services, such as the Kings Park Education programs and special education events, incur a charge to assist in cost recovery. Fees for venue hire and for booked activities are applied according to the type of activity and the venue space. This information is available on the BGPA website.

Entry fees or ticket costs for events such as the outdoor cinema and concerts in Kings Park are determined by the event organiser.

Fees are reviewed from time to time and are approved by State Government. Fees and charges are reviewed in accordance with Treasurer’s Instruction 6 and Treasurer’s ‘Costing and Pricing Government Services Guidelines’. There was a minor increase in some fees and charges for Kings Park Education programs in 2024-25.

Act of Grace Payments

BGPA did not make any Act of Grace Payments during the reporting period.

Advertising

In accordance with section 175ZE of the *Electoral Act 1907*, BGPA reports advertising expenditure for the financial year ended 30 June 2025 below:

Advertising expenditure 2024-25

Advertising Medium by Category	Expenditure \$	Total \$
Advertising Agencies		54,164
Carat Australia Media Services	41,873	
Initiative Media Australia Pty Ltd	3,601	
Freeway Design Pty Ltd	8,690	
Market Research Organisations		6,775
Sprout Social	6,775	
Polling Organisations		5,882
Pink Lake Analytics	4,970	
Survey Monkey	912	
Direct Mail Organisations		1,225
The Poster Girls	1,225	
Media Advertising Organisations		3,089
Facebook	3,071	
Google Ads	18	
Total Expenditure		71,135

Recordkeeping Plan

BGPA is committed to continuously improving our recordkeeping culture, tools and practices to ensure compliance with the *State Records Act 2000* and best business outcomes for the department. In line with the *State Records Commission* (SRC) Standard 2, Principle 6, the following information is provided:

1. The efficiency and effectiveness of the organisation's recordkeeping systems is evaluated not less than once every 5 years.

Changes to BGPA's record management systems and processes over the past year and a review of BGPA's current Recordkeeping Plan, have identified considerable changes required for the next five-year Recordkeeping Plan.

BGPA continues to use Content Manager as its Electronic Document Records Management System. Content Manager underwent a significant upgrade during the year, which included an update to BGPA's Classifications, having adopted DBCA's Unified Business Classification Scheme which replaces the BGPA Thesaurus.

The issue of licences has been expanded to improve the capture of records in Content Manager. Records and Information Management policies and procedures are being revised. Policies and procedures are available on the BGPA Intranet.

BGPA submitted its Recordkeeping Plan Review Report to State Records in May 2025 and will submit its revised Recordkeeping Plan in 2026.

2. The organisation conducts a recordkeeping training program.

With the recent upgrade to Content Manager and changes in BGPA's Records Management practices, a range of new procedures and training material are being developed.

The Records Management Coordinator has delivered one-to-one and small group training across all work areas to ensure that staff are aware of their recordkeeping responsibilities and know how to use Content Manager.

3. The efficiency and effectiveness of the recordkeeping training program is reviewed from time to time.

Reports are generated and are sent to managers so staff may be reminded to complete mandatory records awareness training. Recordkeeping system licences are not issued to staff unless they have completed appropriate Records Awareness Training and user training with the Records Management Coordinator.

A staff survey will be undertaken in 2025-26.

4. The organisation's induction program addresses employee roles and responsibilities in regard to their compliance with the organisation's recordkeeping plan.

Recordkeeping awareness training is part of DBCA's mandatory training program. New employees must complete training within three months of commencing employment and are required to complete the training every five years.

Managers are reminded to ensure that staff are completing all mandatory training.

Freedom of Information

Under the *Freedom of Information Regulations 1993*, BGPA is not a 'related agency' of DBCA and must fulfil requirements under the *Freedom of Information Act 1992* (FOI Act).

BGPA's Information Statement reflects the organisational relationship with DBCA and delegations made under section 100(1)(b) of the FOI Act.

The Information Statement is reviewed annually and the statement and procedures for making a Freedom of Information application are available on BGPA's website.

No applications were received during the 2024-25 period.

Financial Estimates 2024-2025

In forming part of the DBCA, BGPA is not separately identifiable within a separate Division of the Consolidated Account Expenditure Estimates. BGPA's 2024-25 estimates are prepared and approved in accordance with Section 40 of the *Financial Management Act 2006* and are available on the DBCA website.



Independent Auditor's Report

 *Eucalyptus formanii*



Auditor General

INDEPENDENT AUDITOR'S REPORT

2025

Botanic Gardens and Parks Authority

To the Parliament of Western Australia

Report on the audit of the financial statements

I have audited the financial statements of the Botanic Gardens and Parks Authority (Authority) which comprise:

- the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- notes comprising a summary of material 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 Authority for the year ended 30 June 2025 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), 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 believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Board for the financial statements

The Board is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for:

- assessing the entity's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Authority.

Auditor's responsibilities for the audit of the financial statements

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

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

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

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Authority. The controls exercised by the Authority are those policies and procedures established 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 the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the Authority are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2025, and the controls were implemented as designed as at 30 June 2025.

The Board's responsibilities

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

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed.

I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

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

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

Limitations of controls

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

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Authority for the year ended 30 June 2025 reported in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of the Authority for the year ended 30 June 2025 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Authority's performance and fairly represent indicated performance for the year ended 30 June 2025.

The Board's responsibilities for the key performance indicators

The Board is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal controls 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 3 Financial Sustainability – Requirement 5: Key Performance Indicators.

Auditor General's responsibilities

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

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 3 - Requirement 5 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 management relating to the report on financial statements, 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 ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other information

The Board is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2025, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, controls and key performance indicators my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and key performance indicators, or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

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 Botanic Gardens and Parks Authority for the year ended 30 June 2025 included in the annual report on the Authority's website. The Authority's management is responsible for the integrity of the Authority's website. This audit does not provide assurance on the integrity of the Authority's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.



Kellie Tonich
Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
8 September 2025



Financial Statements

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Financial Statements 2024-25

Disclosures and legal compliance

Certification of financial statements For the financial year ended 30 June 2025

The accompanying financial statements of the Botanic Gardens and Parks Authority (BGPA) have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2025 and the financial position as at 30 June 2025.

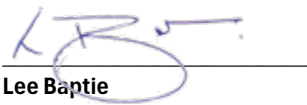
At the date of signing, we are not aware of any circumstances which would render the particulars included within the financial statements misleading or inaccurate.



Gail McGowan
Chair
Botanic Gardens and Parks Authority
Board of Management
3 September 2025



Trevor Hart
Member
Botanic Gardens and Parks Authority
Board of Management
3 September 2025



Lee Baptie
Chief Finance Officer
Botanic Gardens and Parks Authority
3 September 2025

Statement of comprehensive income

For the year ended 30 June 2025

	Notes	2025 (\$'000)	2024 (\$'000)
COST OF SERVICES			
Expenses			
Employee benefits expenses	2.1(a)	13,099	12,028
Supplies and services	2.2	7,463	6,525
Depreciation and amortisation expense	4.1, 4.2, 4.3	2,304	1,957
Finance costs	6.3	11	8
Cost of sales	3.3	1,805	1,996
Other expenses	2.2	5,839	4,501
Total cost of services		30,521	27,015
Income			
User charges and fees	3.2	3,006	4,539
Sale of goods	3.3	3,605	3,693
Interest income	3.4	370	424
Fee for service, subsidies, sponsorships and other revenue	3.5	2,107	1,308
Other income	3.6	1,579	1,796
Total income		10,667	11,760
Gains			
Gain/(loss) on disposal of non-current assets	3.6	(32)	26
Total gains/(loss)		(32)	26
Total income other than income from State Government		10,635	11,786
Net cost of services		19,886	15,229
Income from State Government			
Income from other public sector entities	3.1	19,423	17,408
Resources received	3.1	22	44
Total income from State Government		19,445	17,452
Surplus/(deficit) for the period		(441)	2,223
Other comprehensive income			
<i>Items not reclassified subsequently to profit or loss</i>			
Changes in asset revaluation surplus	4.1	11,054	5,570
Total other comprehensive income		11,054	5,570
Total comprehensive income for the period		10,613	7,793

The Statement of comprehensive income should be read in conjunction with the accompanying notes.

Statement of financial position

As at 30 June 2025

	Notes	2025 (\$'000)	2024 (\$'000)
Assets			
Current assets			
Cash and cash equivalents	6.1	3,631	5,725
Restricted cash and cash equivalents	6.1	2,821	3,597
Inventories	3.3	472	528
Receivables	5.1	1,255	1,541
Amounts receivable for services	5.2	949	1,000
Total current assets		9,128	12,391
Non-current assets			
Receivables	5.1	407	295
Amounts receivable for services	5.2	10,873	10,245
Infrastructure, property, plant and equipment	4.1	72,516	59,252
Intangible assets	4.2	5	12
Right-of-use assets	4.3	134	138
Total non-current assets		83,935	69,942
Total assets		93,063	82,333
Liabilities			
Current liabilities			
Payables	5.3	2,189	1,595
Lease liabilities	6.2	61	46
Employee related provisions	2.1(b)	2,765	2,660
Other current liabilities	5.4	1,044	1,686
Total current liabilities		6,059	5,987
Non-current liabilities			
Lease liabilities	6.2	81	99
Employee related provisions	2.1(b)	296	332
Total non-current liabilities		377	431
Total liabilities		6,436	6,418
Net assets		86,627	75,915
Equity			
Contributed equity		32,485	32,386
Reserves		43,533	32,479
Accumulated surplus/(deficit)		10,609	11,050
Total equity		86,627	75,915

The Statement of financial position should be read in conjunction with the accompanying notes.

Statement of changes in equity

For the year ended 30 June 2025

	Contributed equity (\$'000)	Reserves (\$'000)	Accumulated surplus/ deficit (\$'000)	Total equity (\$'000)
Balance at 1 July 2023	32,289	26,909	8,827	68,025
Surplus/(deficit)	-	-	2,223	2,223
Other comprehensive income	-	5,570	-	5,570
Total comprehensive income for the period	-	5,570	2,223	7,793
<i>Transactions with owners in their capacity</i>				
as owners:				
Capital appropriation	97	-	-	97
Other contributions by owners				
Distribution to owners	-	-	-	-
Total	97	-	-	97
Balance at 30 June 2024	32,386	32,479	11,050	75,915
Balance at 1 July 2024	32,386	32,479	11,050	75,915
Surplus/(deficit)	-	-	(441)	(441)
Other comprehensive income	-	11,054	-	11,054
Total comprehensive income for the period	-	11,054	(441)	10,613
<i>Transactions with owners in their capacity</i>				
as owners:				
Capital appropriation	99	-	-	99
Other contributions by owners				
Distribution to owners	-	-	-	-
Total	99	-	-	99
Balance at 30 June 2025	32,485	43,533	10,609	86,627

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 2025

	2025 (\$'000)	2024 (\$'000)
Cash flows from the State Government		
Funds from other public sector entities	17,846	15,835
Capital appropriations	99	97
Holding account drawdown	1,000	1,000
Net cash provided by the State Government	18,945	16,932
<i>Utilised as follows:</i>		
Cash flows from operating activities		
Payments		
Employee benefits	(12,901)	(11,621)
Supplies and services	(7,234)	(6,688)
Finance costs	(11)	(8)
Cost of sales	(1,798)	(1,914)
GST payments on purchases	(1,558)	(1,033)
GST payments to taxation authority	(29)	(164)
Other payments	(5,412)	(3,622)
Receipts		
Sale of goods and services	3,558	3,693
User charges and fees	3,784	4,289
Fee for service, subsidies and sponsorships	953	1,309
Interest received	385	424
GST receipts on sales	872	1,002
GST receipts from taxation authority	598	159
Other receipts	992	1,230
Net cash used in operating activities	(17,801)	(12,944)
Cash flows from investing activities		
Payments		
Purchase of non-current assets	(3,784)	(882)
Receipts		
Proceeds from sale of non-current assets	5	119
Net cash used in investing activities	(3,779)	(763)
Payments		
Principal elements of lease payments	(121)	(107)
Payment to accrued salaries account	(114)	(43)
Net cash used in financing activities	(235)	(150)
Net increase/(decrease) in cash and cash equivalents	(2,870)	3,075
Cash and cash equivalents at the beginning of the period	9,322	6,499
Adjustment for the reclassification of accrued salaries account	-	(252)
Cash and cash equivalents at the end of the period	6,452	9,322

The Statement of cash flows should be read in conjunction with the accompanying notes

1 Basis of preparation

The Botanic Garden and Parks Authority (BGPA) is a Government not-for-profit entity controlled State of Western Australia, which is the ultimate parent.

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

These annual financial statements were authorised for issue by the Board of Management of the BGPA on **3 September 2025**.

Statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures, the Conceptual Framework and other authoritative pronouncements issued by the Australian Accounting Standards Board (AASB) as modified by Treasurer's instructions. Some of these pronouncements are modified to vary their application and disclosure.

The *Financial Management Act 2006* and Treasurer's instructions, which are legislative provisions governing the preparation of financial statements for agencies, take precedence over AASB pronouncements. Where an AASB pronouncement is modified and has had a significant financial effect on the reported results, details of the 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).

Accounting for Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

- (a) amount of GST incurred by the BGPA as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and
- (b) receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

1 Basis of preparation

Contributed equity

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, as designated as contributions by owners (at the time of, or prior to, transfer) be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 8 – Requirement 8.1(i) and have been credited directly to Contributed Equity.

Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. AASB 1060 provides relief from presenting comparatives for:

- Property, Plant and Equipment reconciliations;
- Intangible Asset reconciliations; and
- Right of Use Asset reconciliations.

1 Basis of preparation

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.

2 Use of our funding

Expenses incurred in the delivery of services

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

	Notes
Employee benefits expenses	2.1(a)
Employee related provisions	2.1(b)
Other expenditure	2.2

2.1 (a) Employee benefits expenses

	2025 (\$'000)	2024 (\$'000)
Employee benefits	11,543	10,896
Termination benefits	251	-
Superannuation – defined contribution plans	1,305	1,132
Employee benefits expenses	13,099	12,028
Add: AASB 16 non-monetary benefits (not included in employee benefits expense)	4,500	4,132
Less: Employee contributions (per note 3.5 Other income)	(4,500)	(4,132)
Total employee benefits provided	13,099	12,028

Employee benefits include wages, salaries and social contributions, accrued and paid leave entitlements and paid sick leave, and non-monetary benefits recognised under accounting standards other than AASB 16 (such as medical care, housing, cars and free or subsidised goods or services) for employees.

Termination benefits are 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 BGPA is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

Superannuation is the amount recognised in profit or loss of the Statement of comprehensive income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, other GESB schemes or other superannuation funds.

AASB 16 non-monetary benefits are non-monetary employee benefits, predominantly relating to the provision of vehicle and housing benefits that are recognised under AASB 16 and are excluded from the employee benefits expense.

Employee contributions are contributions made to the BGPA by employees towards employee benefits that have been provided by the BGPA. This includes both AASB 16 and non AASB 16 employee contributions.

2.1 (b) Employee related provisions

	2025 (\$'000)	2024 (\$'000)
Current		
Employee benefits provisions		
Annual leave	1,178	1,204
Long service leave	1,518	1,422
Deferred salary scheme	35	-
	2,731	2,626
Other provisions		
Employment on-costs	34	34
Total current employee related provisions	2,765	2,660
Non-current		
Employee benefits provisions		
Long service leave	292	328
Other provisions		
Employment on-costs	4	4
Total non-current employee related provisions	296	332
Total employee related provisions	3,061	2,992

Provision is made for benefits accruing to employees in respect of 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.

Annual leave liabilities are classified as current as there is no right at the end of the reporting period to defer settlement for at least 12 months after the reporting period.

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

This model is prepared with the expectation that it is unlikely for annual leave to be settled wholly within 12 months after the end of the reporting period.

Therefore, the model characterises annual leave as 'other long-term employee benefits', recognising and measuring the liability for employee benefits at present value.

Where annual leave is expected to be settled wholly within 12 months after the end of the reporting period, the liability may be recognised and measured at nominal amounts.

2.1 (b) Employee related provisions

Long service leave liabilities are unconditional long service leave provisions and are classified as current liabilities as the BGPA does not have the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the reporting period.

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

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

Deferred salary scheme liabilities are classified as current where there is no right at the end of the reporting period to defer settlement for at least 12 months after the reporting period.

Employment on-costs involve settlements of annual and long service leave liabilities which gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.

Employment on-costs, including workers' compensation insurance premiums, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses, note 2.2 (apart from the unwinding of the discount (finance cost))' and are not included as part of BGPA's 'employee benefits expense'. The related liability is included in 'Employment on costs provision'.

	2025 (\$'000)
Employment on-costs provision	
Carrying amount at start of period	38
Additional/(reversals of) provisions recognised	15
Payments/other sacrifices of economic benefits	(15)
Unwinding of the discount	-
Carrying amount at end of period	38

2.1 (b) Employee related provisions

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 reporting period.

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

- *expected future salary rates;*
- *discount rates;*
- *employee retention rates; and*
- *expected future payments.*

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

2.2 Other expenditure

	2025 (\$'000)	2024 (\$'000)
Supplies and services		
Communications	346	375
Consultants and contractors	4,730	4,045
Consumables	1,118	1,169
Travel	49	40
Other	1,220	896
Total supplies and services expenses	7,463	6,525
Other expenses		
Purchase of low value property, plant and equipment	297	368
Building and infrastructure maintenance	4,095	3,072
Equipment repairs and maintenance	570	552
Employment on-costs	740	423
Write-offs and inventory adjustments	29	16
Other expenses	108	70
Total other expenses	5,839	4,501
Total other expenditure	13,302	11,026

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

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

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

2.2 Other expenditure

Purchase of property, plant and equipment refers to items costing less than \$5,000 recognised as expenses as incurred.

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

Employee on-cost includes workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liabilities is included at note 2.1(b) Employee related provisions. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

Write-offs and inventory adjustments is for damaged stock see also note 8.7 Supplementary financial information.

Other expenses include audit fees. See also note 8.6 Remuneration of auditor.

3 Our funding sources

How we obtain our funding

This section provides additional information about how the BGPA obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding.

The primary income received by the BGPA and the relevant notes are:

	Notes	2025 (\$'000)	2024 (\$'000)
Income from State Government	3.1		
User charges and fees	3.2		
Sale of goods	3.3		
Interest revenue	3.4		
Fee for service, subsidies, sponsorships and other revenue	3.5		
Other income	3.6		
3.1 Income from State Government			
Appropriation received during the period:			
• DBCA Service Agreements		19,423	17,408
Total service appropriation		19,423	17,408
Resources received from other public sector entities during the period:			
• Services received free of charge from State Solicitors Office		22	39
• Main Roads WA		-	5
Total resources received		22	44
Total income from State Government		19,445	17,452

3.1 Income from State Government

DBCA Service Agreements amounts are recognised as income at the fair value of consideration received in the period in which BGPA gains control of the appropriated funds. The BGPA gains control of the appropriated funds at the time those funds are deposited in the bank account or credited to the holding account held at Treasury.

Resources received from other public sector entities is recognised as income equivalent to the fair value of assets received, or the fair value of services received that can be reliably determined and which would have been purchased if not donated.

3.2 User charges and fees

	2025 (\$'000)	2024 (\$'000)
User charges and fees		
Rent and licence fees	1,045	1,104
Functions and events	1,874	3,348
Fines and infringements	87	87
Total charges and fees	3,006	4,539

Revenue is recognised at the transaction price when BGPA transfers control of the services to customers. Revenue is recognised for the major activities as follows:

Revenue for **rent and licence arrangements** is recognised over time as and when the service is provided. The BGPA typically satisfies its performance obligations in relation to these fees and charges when the services or goods are provided.

Revenue for functions, events, fines and infringements is recognised at a point in time when the services or goods are provided. The performance obligations for these user fees and charges are satisfied when the goods or services have been provided.

3.3 Sale of goods

	2025 (\$'000)	2024 (\$'000)
Sale of goods:	3,605	3,693
Cost of sales:		
Opening inventory	(528)	(610)
Purchases	(1,749)	(1,914)
	(2,277)	(2,524)
Closing inventory	472	528
Cost of Goods Sold	(1,805)	(1,996)
Gross profit	1,800	1,697
Closing inventory comprises:		
Current inventories		
Inventories held for sale	472	528
Total current inventories	472	528

3.3 Sale of goods

Sale of goods

Revenue from the sales of goods is recognised at the transaction price when BGPA transfers control of the goods to customers.

Inventories

Inventories are measured at the lower of cost and net realisable value. Costs are assigned by the method most appropriate for each class or 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.

Write-offs and inventory adjustments were made for damaged stock. See note 2.2 Other expenditure and note 8.7 Supplementary financial information.

3.4 Interest income

	2025 (\$'000)	2024 (\$'000)
Interest income	370	424

Interest revenue is recognised and measured at the fair value of consideration received or receivable. Revenue is recognised as the interest accrues.

3.5 Fee for service, subsidies, sponsorships and other revenue

	2025 (\$'000)	2024 (\$'000)
Fee for service, subsidies and sponsorship		
Fee for service, subsidies and sponsorship	1,436	444
Subsidies	8	96
Sponsorship	663	768
	2,107	1,308
Other revenue		
Recoups	839	1,113
Net movement in fee for service	-	158
Other ^(a)	740	525
	1,579	1,796
Total fee for service, subsidies, sponsorships and other revenue	3,686	3,104

(a) Includes donations, royalties and sundry revenue.

3.5 Fee for service, subsidies, sponsorships and other revenue

Fee for service, subsidies, sponsorships, and other revenue.

Revenue is recognised in line with the transfer of promised goods or service to customers in an amount that reflects the consideration to which BGPA expects to be entitled for goods or services. Revenue is recognised in the accounting period in which the relevant performance obligation has been satisfied. Revenue is recognised for the major business activities as follows:

Fee for Service: Revenue is recognised in accordance with the satisfaction of performance obligations in accordance with the specific contract for service. Depending on the contract, fees are recognised at a point in time or over time with reference to the stage of completion of the transactions.

Sponsorship: Revenue from sponsorship is recognised by reference to the stage of completion of the transactions.

Other non-reciprocal contribution and donations that are not contributions by owners are recognised at their fair value when BGPA obtains control over the assets comprising the contributions, usually when cash is received. Contributions of services are only recognised when a fair value can be reliably determined, and the services would be purchased if not donated.

Recoups: Revenue is recognised when the BGPA receives funds for insurance and workers compensation from the Insurance Commission and Riskcover fund.

3.6 Other income

	2025 (\$'000)	2024 (\$'000)
Net proceeds from disposal of non current assets		
Plant, equipment and vehicles	5	119
Carrying amount of non-current assets disposed		
Plant, equipment and vehicles	(37)	(93)
Net gain/(losses) on disposal of non-current assets	(32)	26
Total other income	(32)	26

4 Key assets

This section includes information regarding the key assets the BGPA 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
Infrastructure, property, plant and equipment	4.1
Intangibles	4.2
Right-of-use assets	4.3

4.1 Infrastructure, property, plant and equipment

Year ended 30 June 2025

	Land (\$'000)	Buildings (\$'000)	Assets under construction (\$'000)	Plant, equipment and vehicles (\$'000)	Special items ^(a) (\$'000)	Monuments and specified items (\$'000)	Infrastructure (\$'000)	Total (\$'000)
1 July 2024								
Gross carrying amount	16,040	34,958	725	10,932	4,348	21,915	2,122	91,040
Accumulated depreciation	-	(9,469)	-	(9,230)	(1,917)	(10,758)	(414)	(31,788)
Carrying amount at the start of the period	16,040	25,489	725	1,702	2,431	11,157	1,708	59,252
Additions	-	-	3,358	404	-	670	-	4,432
Transfers	-	937	(3,008)	1,736	-	-	335	-
Disposals	-	-	-	(228)	-	-	-	(228)
Revaluation increments/(decrements) ^(b)	3,725	6,586	-	-	-	743	-	11,054
Depreciation	-	(1,250)	-	(408)	(111)	(359)	(57)	(2,185)
Depreciation written back on disposals	-	-	-	191	-	-	-	191
Carrying amount at the end of the period	19,765	31,762	1,075	3,397	2,320	12,211	1,986	72,516
Gross carrying amount	19,765	52,538	1,075	12,830	4,348	30,484	2,458	123,498
Accumulated depreciation	-	(20,776)	-	(9,433)	(2,028)	(18,273)	(472)	(50,982)

Notes

(a) Special items primarily include water features, playground equipment, aerial walkways, and entrance elements.

(b) Of this amount, \$5,187,085 relates to professional and project management fees, which are now included in the value of current use building assets under the current replacement cost as required by AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-For-Profit Public Sector Entities*.

4.1 Infrastructure, property, plant and equipment

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 cost or significantly less than fair value, the cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment and infrastructure costing less than \$5,000 are immediately expensed direct to the Statement of comprehensive income (other than where they form part of a group of similar items which are significant in total).

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

Subsequent measurement

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

- land;
- buildings; and
- monuments and specified items.

Land is carried at fair value.

Buildings, monuments and specified items are carried at fair value less accumulated depreciation and accumulated impairment losses.

Infrastructure, 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 (Landgate). The effective date was at 1 July 2024, with valuations performed during the year ended 30 June 2025 and recognised at 30 June 2025.

In addition, for buildings under the current replacement cost basis, estimated professional and project management fees are included in the valuation of current use assets as required by AASB 2022-10 *Amendment to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-For-Profit Public Sector Entities*.

These valuations are undertaken annually to ensure that the carrying amount of the assets does not differ materially from their fair value at the end of the reporting period.

Monuments are independently valued every five years. Fair value was last determined by an independent valuation performed by Landgate in 2024 in accordance with BGPA’s accounting policy and has been determined using the depreciated replacement cost approach.

4.1 Infrastructure, property, plant and equipment

Valuation techniques and inputs

Level 2 assets

Fair values of non-current assets held for sale, and market type land and buildings (office accommodation) are derived using the market approach. Market evidence of sales prices of comparable assets in close proximity is used to determine price per square metre.

Level 3 assets

Land assets

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 are selected by Landgate and represents the application of a significant Level 3 input in this valuation technique. 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.

Building assets

Fair value for current use buildings is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset. 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 of obsolescence estimated by Landgate. The fair value measurement is sensitive to the estimate of obsolescence, with higher values of the estimate correlating with lower estimated fair values of buildings.

In addition, professional and project management fees estimated and added to the current replacement costs provided by Landgate for current use buildings represent significant Level 3 inputs used in the valuation process. The fair value of these assets will increase with a higher level of professional and project management fees.

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 a current use basis (presumed to be the highest and best use), which 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.

Useful Lives

All infrastructure, buildings, monuments, property, plant and equipment having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. The exception to this rule is land.

4.1 Infrastructure, property, plant and equipment
Useful Lives

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	15 to 59 years
Plant and equipment	5 to 10 years
Software ^(a)	5 years
Motor vehicles	7 years
Special items	40 years
Monuments and specified items	15 to 125 years
Infrastructure	40 years

(a) Software that is integral to the operation of related hardware.

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

Land is not depreciated. Depreciation is not recognised in respect of this asset because its service potential has not, in any material sense, been consumed during the reporting period.

Impairment

Non-financial assets, including items of infrastructure, 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 and 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 to the extent that the impairment loss does not exceed the amount in the revaluation surplus for the class of asset.

As BGPA 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.

4.2 Intangible assets

Year ended 30 June 2025	Computer software (\$'000)
1 July 2024	
Gross carrying amount	148
Accumulated amortisation	(136)
Carrying amount at the start of period	12
Additions	-
Amortisation expense	(7)
Carrying amount at end of period	5

Initial recognition

Intangible assets are initially recognised at cost. For assets acquired at significantly less than fair value, the cost is their fair value at the date of acquisition.

Acquired and internally generated intangible assets costing \$5,000 or more that comply with the recognition criteria of AASB 138 *Intangible Assets* (as noted above) are capitalised.

Costs incurred below these thresholds are immediately expensed directly to the Statement of comprehensive income.

An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- an intention to complete the intangible asset, and use or sell it;
- the ability to use or sell the intangible asset;
- the intangible asset will generate probable future economic benefit;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Costs incurred in the research phase of a project are immediately expensed.

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.

4.2 Intangible assets

Useful lives

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 BGPA 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:

Asset	Useful Life
Computer software ^(a)	3 to 5 years

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

Impairment of intangible assets

BGPA had no intangible assets with indefinite useful lives at 30 June 2025. As at 30 June 2025 there were no indications of impairment to intangible assets.

The policy in connection with testing for impairment is outlined in note 4.1.

4.3 Right-of-use assets

Year ended 30 June 2025	Vehicles (\$'000)
Carrying amount at beginning of period	138
Additions	108
Depreciation	(112)
Net carrying amount as at end of period	134

BGPA has leases for vehicles. The lease contracts are typically made for fixed periods of 1-6 years with an option to renew the lease after that date.

Initial recognition

At the commencement date of the lease, BGPA recognises right-of-use assets and a corresponding lease liability for most leases. The right-of-use assets are measured at cost comprising of:

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

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in note 6.2

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

4.3 Right-of-use assets

Subsequent Measurement

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

Depreciation and impairment of right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets.

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

Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing for impairment is outlined in note 4.1.

5 Other assets and liabilities

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

	Notes	
Receivables	5.1	
Amounts receivable for services (Holding Account)	5.2	
Payables	5.3	
Other liabilities	5.4	
	2025 (\$'000)	2024 (\$'000)
Current		
Trade receivables	352	785
Allowance for impairment of trade receivables	-	-
Infringements	49	35
Accrued revenue	529	619
Prepayments	39	20
GST receivable	286	82
Total current	1,255	1,541
Non-current		
Accrued salaries account ^(a)	407	295
Total non-current	407	295
Total receivables at end of the period	1,662	1,836

(a) Funds transferred to Treasury for the purpose of meeting the 27th pay in a reporting period that generally occurs every 11 years. This account is classified as non-current except for the year before the 27th pay year

5.1 Receivables

Trade receivables are initially recognised at their transaction price or, for those receivables that contain a significant financing component, at fair value. The BGPA holds the receivables with the objective to collect the contractual cash flows and therefore subsequently measured at amortised cost using the effective interest method, less an allowance for impairment.

BGPA recognises a loss allowance for expected credit losses (ECLs) on a receivable not held at fair value through profit or loss. The ECLs based on the difference between the contractual cash flows and the cash flows that the entity expects to receive, discounted at the original effective interest rate. Individual receivables are written off when BGPA has no reasonable expectations of recovering the contractual cash flows.

For trade receivables, BGPA recognises an allowance for ECLs measured at the lifetime expected credit losses at each reporting date. BGPA 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. Please refer to note 2.2 for the amount of ECLs expensed in this reporting period.

Accrued salaries account contains amounts paid annually into the Treasurer’s special purpose account. It is restricted for meeting the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account.

5.2 Amounts receivable for services (Holding Account)

	2025 (\$'000)	2024 (\$'000)
Current	949	1,000
Non-current	10,873	10,245
Total amounts receivable for services at end of period	11,822	11,245

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

The amounts receivable for services are financial assets at amortised cost and are not considered impaired. (i.e. there is no expected credit loss of the holding accounts).

5.3 Payables

	2025 (\$'000)	2024 (\$'000)
Current		
Trade payables	1,541	678
Accrued expenses	240	644
Accrued salaries	408	273
Total payables at end of period	2,189	1,595

5.3 Payables

Payables are recognised at the amounts payable when BGPA 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 for BGPA is generally within 15-20 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. BGPA considers the carrying amount of accrued salaries to be equivalent to its fair value.

5.4 Other liabilities

	2025 (\$'000)	2024 (\$'000)
Current		
Unearned revenue	114	350
Fee for service	699	1,279
Other (bonds/retention/suspense)	231	57
Balance at end of period	1,044	1,686

6 Financing

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

	Notes
Cash and cash equivalents	6.1
Lease liabilities	6.2
Finance costs	6.3
Capital commitments	6.4

	2025 (\$'000)	2024 (\$'000)
6.1 Cash and cash equivalents		
Cash and cash equivalents	3,631	5,725
Restricted cash and cash equivalents:		
Mt Eliza scarp stability works	2,018	2,062
Fee for services ^(a)	755	1,299
Sponsorship	48	236
Balance at end of period	6,452	9,322

(a) Unspent funds are committed to scientific research projects.

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

6.2 Lease liabilities

	2025 (\$'000)	2024 (\$'000)
Not later than one year	61	46
Later than one year and not later than five years	81	98
Later than five years	-	1
	142	145
Current	61	46
Non-current	81	99
	142	145

Initial measurement

At the commencement date of the lease, BGPA recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, BGPA uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

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

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options (where these are reasonably certain to be exercised);
- payments for penalties for terminating a lease, where the lease term reflects BGPA exercising an option to terminate the lease.
- periods covered by extension or termination options are only included in the lease term by the BGPA if the lease is reasonably certain to be extended (or not terminated).

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

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

Subsequent measurement

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

This section should be read in conjunction with note 4.3

6.3 Finance costs

	2025 (\$'000)	2024 (\$'000)
Interest expense		
Interest expense on lease liabilities	11	8
	11	8

Finance cost includes the interest component of lease liability repayments.

6.4 Capital commitments

	2025 (\$'000)	2024 (\$'000)
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:		
Within 1 year	1,186	1,569
Later than 1 year and not later than 5 years	-	-
Later than 5 years	-	-
	1,186	1,569

Capital expenditure commitments cost includes GST.

7 Financial instruments and contingencies

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

	Notes
Financial instruments	7.1
Contingent assets and liabilities	7.2

7.1 Financial instruments

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

	2025 (\$'000)	2024 (\$'000)
Financial assets		
Cash and cash equivalents	6,452	9,322
Financial assets and amortised costs ^(a)	12,752	12,684
Total financial assets	19,204	22,006
Financial liabilities		
Financial liabilities at amortised costs ^(b)	2,562	1,797
Total financial liability	2,562	1,797

(a) The amount of financial assets at amortised cost excludes GST recoverable from the ATO (statutory receivable).

(b) The amount of financial liabilities at amortised cost excludes GST payable to the ATO (statutory payable)

7.2 Contingent assets and liabilities

BGPA has no contingent assets. The following possible contingent liability is disclosed as no liability has been determined to date.

Contaminated sites

Under the *Contaminated Sites Act 2003*, the BGPA is required to report known and suspected *contaminated sites* to the Department of Water and Environmental Regulation (DWER). In accordance with the *Contaminated Sites Act 2003*, DWER classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as *contaminated - remediation required or possibly contaminated - investigation required*, BGPA may have a liability in respect of investigation or remediation expenses.

BGPA has two sites classified as *possibly contaminated – investigation required*. Preliminary site investigations have taken place with further non-urgent testing to be conducted.

8 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	8.1
Key management personnel	8.2
Related party transactions	8.3
Related bodies	8.4
Affiliated bodies	8.5
Remuneration of auditors	8.6
Supplementary financial information	8.7

8.1 Events occurring after the end of the reporting period

BGPA has had no events occurring after the end of the reporting period.

8.2 Key management personnel

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

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

Senior Officers	2025	2024	2025 (\$'000)	2024 (\$'000)
Compensation band				
300,001 - 350,000	-	1		
250,001 - 300,000	-	1		
200,001 - 250,000	2	2		
150,000 - 200,000	2	0		
100,001 - 150,000	1	1		
50,001 - 100,000	1	1		
0 - 50,000	1	0		
Total compensation of senior officers	1,090	1,334	1,090	1,334

Board members	2025	2024	2025 (\$'000)	2024 (\$'000)
Compensation band				
30,001 - 40,000	-	-		
20,001 - 30,000	1	-		
10,001 - 20,000	7	5		
0 - 10,000	-	2		
Total compensation of senior officers	141	77	141	77

8.3 Related party transactions

BGPA is a wholly owned public sector entity that is controlled by the State of Western Australia.

Related parties of BGPA include:

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

8.3 Related party transactions

Material transactions with related parties

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

8.4 Related bodies

BGPA has no related bodies.

8.5 Affiliated bodies

BGPA has no affiliated bodies.

8.6 Remuneration of auditors

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

	2025 (\$'000)	2024 (\$'000)
Auditing the accounts, financial statements, controls, and key performance indicators	51	47

8.7 Supplementary financial information

(a) Write-offs

During the reporting period, \$19,105 (2024: \$15,587) was written off the BGPA's books under the authority of:

	2025 (\$'000)	2024 (\$'000)
The accountable authority	19	15
The Minister	-	-
The Treasurer	-	-
	19	15

(b) Losses through theft, defaults and other causes

During the reporting period, nil (2024: nil) losses occurred through theft, defaults and other causes.

(c) Forgiveness of debts

During the reporting period, nil (2024: nil) debts were forgiven (or waived) by the BGPA.

(d) Gift of public property

During the reporting period, nil (2024; nil) gifts of public property were given by the BGPA.

9 Explanatory statement

This section explains variations in the financial performance of the BGPA.

	Note
Explanatory statement for controlled operations	9.1

9.1 Explanatory statement for controlled operations

This explanatory section explains variations in the financial performance of the BGPA undertaking transactions under its own control, as represented by the primary financial statements.

All variances between annual estimates (original budget) and actual results for 2025, and between the actual results for 2025 and 2024 are shown below. Narratives are provided for major variances which are more than 10% of the comparative and which are more than 1% of the following (as appropriate):

- 1) Estimate and actual results for the current year:
 - Total Cost of Services of the annual estimates for the Statement of comprehensive income and Statement of cash flows (i.e. 1% of \$27,279,000), and
 - Total Assets of the annual estimates for the Statement of financial position (i.e. 1% of \$72,973,000).
- 2) Actual results between the current year and the previous year:
 - Total Cost of Services of the previous year for the Statements of comprehensive income and Statement of cash flows (i.e. 1% of \$27,015,000), and
 - Total Assets of the previous year for the Statement of financial position (i.e. 1% of \$82,333,000).

9.1.1 Statement of comprehensive income variances

	Variance note	Estimate ⁽¹⁾ 2025 (\$000)	Actual 2025 (\$000)	Actual 2024 (\$000)	Variance between actual and estimate (\$000)	Variance between results for 2025 and 2024 (\$000)
Expenses						
Employee benefits expenses		12,799	13,099	12,028	300	1,071
Supplies and services	1, a	8,819	7,463	6,525	(1,356)	938
Depreciation and amortisation expense	2, b	1,955	2,304	1,957	349	347
Finance costs		26	11	8	(15)	3
Cost of sales		1,903	1,805	1,996	(98)	(191)
Other expenses	3, c	1,499	5,839	4,501	4,340	1,338
Total cost of services		27,001	30,521	27,015	3,520	3,506

9.1.1 Statement of comprehensive income variances

	Variance note	Estimate ⁽¹⁾ 2025 (\$000)	Actual 2025 (\$000)	Actual 2024 (\$000)	Variance between actual and estimate (\$000)	Variance between results for 2025 and 2024 (\$000)
Income						
User charges and fees	d	3,032	3,006	4,539	(26)	(1,533)
Sale of goods		3,717	3,605	3,693	(112)	(88)
Interest income		376	370	424	(6)	(54)
Fee for service, subsidies, sponsorships and other revenue	4, e	1,268	2,107	1,308	839	799
Other income		1,389	1,579	1,796	190	(217)
Total income		9,782	10,667	11,760	885	(1,093)
Gains						
Gain/(loss) on disposal of non-current assets		-	(32)	26	(32)	(58)
Total gains/(loss)		-	(32)	26	(32)	(58)
Total income other than income from State Government		9,782	10,635	11,786	853	(1,151)
Income from State Government						
Income from other public sector entities	5, f	16,841	19,423	17,408	2,582	2,015
Resources received		20	22	44	2	(22)
Total income from State Government		16,861	19,445	17,452	2,584	1,993
Surplus/(deficit) for the period		(358)	(441)	2,223	(83)	(2,664)
Other comprehensive income						
<i>Items not reclassified subsequently to profit or loss</i>						
Changes in asset revaluation surplus		-	11,054	5,570	11,054	5,484
Total other comprehensive income			11,054	5,570	11,054	5,484
Total comprehensive income for the period		(358)	10,613	7,793	10,971	2,820

1. These are annual estimates published on the Department of Biodiversity and Conservation and Attraction's website for the financial year ended 30 June 2025.

9.1.1 Statement of comprehensive income variances

Major estimate and actual (2025) variance narratives:

- 1) Supplies and services are less than estimated by \$1.4 million (15%) primarily due to a portion of the Mount Eliza Scarp stabilisation works being reclassified as capital.
- 2) Depreciation expense was more than estimated by \$349,000 (18%) due to the significant prior year revaluation increases in buildings and monuments.
- 3) Other expenses were higher than estimated by \$4.3 million (290%) due to additional works required on the Mount Eliza Scarp as well and urgent building maintenance.
- 4) Fee for service, subsidies, sponsorships and other revenue increased by \$839,000 (66%) compared with the estimate primarily due to the recognition of significant higher than anticipated revenue for completed fee for service projects.
- 5) Income from other public sector entities increased by \$2.6 million (15%) due to additional funding received for the stabilisation of Mount Eliza Scarp project and expenses related to hosting additional events.

Major actual (2025) and comparative (2024) variance narratives:

- a) Supplies and Services increased by \$938,000 (14%) on the previous year due to additional works required on the Mount Eliza Scarp project.
- b) Depreciation expense was \$347,000 (18%) more than last year due to a significant increase in the valuation of land and buildings.
- c) Other expenses increased by \$1.3 million (30%) on the previous year due to additional works required on the Mount Eliza Scarp project and urgent maintenance works.
- d) User charges and fees were \$1.5 million (34%) lower than the previous year, due to lower-than-expected ticket sales and a change in revenue sharing arrangements.
- e) Fee for service, subsidies, sponsorships and other revenue increased by \$799,000 (61%) due to completion of a greater number of fee for service projects than in the prior year.
- f) Income from other public sector entities was \$2.0 million (12%) more than the previous year due to additional funding received for the Mount Eliza Scarp project and to host major events.

9.1.2 Statement of financial position variances

	Variance note	Estimate ⁽¹⁾ 2025 (\$000)	Actual 2025 (\$000)	Actual 2024 (\$000)	Variance between actual and estimate (\$000)	Variance between results for 2025 and 2024 (\$000)
Assets						
Current assets						
Cash and cash equivalents		4,453	3,631	5,725	(822)	(2,094)
Restricted cash and cash equivalents		1,128	2,821	3,597	1,693	(776)
Inventories		610	472	528	(138)	(56)
Receivables		974	1,255	1,541	281	(286)
Amounts receivable for services		1,000	949	1,000	(51)	(51)
Total current assets		8,165	9,128	12,391	963	(3,263)
Non-current assets						
Receivables		334	407	295	73	112
Amounts receivable for services		10,818	10,873	10,245	55	628
Infrastructure, property, plant and equipment	1, a	53,079	72,516	59,252	19,437	13,264
Intangible assets		18	5	12	(13)	(7)
Right-of-use assets		559	134	138	(425)	(4)
Total non-current assets		64,808	83,935	69,942	19,127	13,993
Total assets		72,973	93,063	82,333	20,090	10,730
Liabilities						
Current liabilities						
Payables		83	2,189	1,595	2,106	594
Lease liabilities		116	61	46	(55)	15
Employee related provisions		2,455	2,765	2,660	310	105
Other current liabilities	2	2,006	1,044	1,686	(962)	(642)
Total current liabilities		4,660	6,059	5,987	1,399	72

9.1.2 Statement of financial position variances

	Variance note	Estimate ⁽¹⁾ 2025 (\$000)	Actual 2025 (\$000)	Actual 2024 (\$000)	Variance between actual and estimate (\$000)	Variance between results for 2025 and 2024 (\$000)
Non-current liabilities						
Lease liabilities		217	81	99	(136)	(18)
Employee related provisions		402	296	332	(106)	(36)
Total non-current liabilities		619	377	431	(242)	(54)
Total liabilities		5,279	6,436	6,418	1,157	18
Net assets		67,694	86,627	75,915	18,933	10,712
Equity						
Contributed equity		32,482	32,485	32,386	3	99
Reserves		26,909	43,533	32,479	16,624	11,054
Accumulated surplus/(deficit)		8,303	10,609	11,050	2,306	(441)
Total equity		67,694	86,627	75,915	18,933	10,712

1. These are annual estimates published on the Department of Biodiversity and Conservation and Attraction's website for the financial year ended 30 June 2025.

Major estimate and actual (2025) variance narratives:

- 1) Infrastructure, property, plant and equipment was higher than estimated by \$18.7 million (35%) due to significant increases in the valuation of land and buildings, including the first year inclusion of professional and project management fees, the installation of new water filtration systems and the reclassification of parts of the Mount Eliza Scarp works as capital.
- 2) Current liabilities are \$962,000 (48 %) below the estimate because a larger share of fee for service projects met their performance milestones earlier than anticipated.

Major actual (2025) and comparative (2024) variance narratives:

- a) Infrastructure, property, plant and equipment increased by \$12.5 million (21%) on last year due to the reclassification of parts of the Mount Eliza Scarp works as well as building upgrades and increases in building valuations.

9.1.3 Statement of cash flows variances

	Variance	Estimate ⁽¹⁾ 2025	Actual 2025	Actual 2024	Variance between actual and estimate	Variance between results for 2025 and 2024
Cash flows from the State Government						
Funds from other public sector entities	1, a	15,268	17,846	15,835	2,578	2,011
Capital appropriations		96	99	97	3	2
Holding account drawdown		1,000	1,000	1,000	-	-
Net cash provided by the State Government		16,364	18,945	16,932	2,581	2,013
Cash flows from operating activities						
Payments						
Employee benefits	b	(13,897)	(12,901)	(11,621)	996	(1,280)
Supplies and services	2	(8,771)	(7,234)	(6,688)	1,537	(546)
Finance costs		(26)	(11)	(8)	15	(3)
Cost of sales		(1,903)	(1,798)	(1,914)	105	116
GST payments on purchases		(1,020)	(1,558)	(1,033)	(538)	(525)
GST payments to taxation authority		-	(29)	(164)	(29)	135
Other payments	3, c	(1,662)	(5,412)	(3,622)	(3,750)	(1,790)
Receipts						
Sale of goods and services		3,717	3,558	3,693	(159)	(135)
User charges and fees	d	3,032	3,558	4,289	526	(731)
Fee for service, subsidies and sponsorships	4, e	2,050	953	1,309	(1,097)	(356)
Interest received		400	385	424	(15)	(39)
GST receipts on sales		669	872	1,002	203	(130)
GST receipts from taxation authority		349	598	159	249	439
Other receipts		1,436	992	1,230	(444)	(238)
Net cash used in operating activities		(15,626)	(18,027)	(12,944)	(2,401)	(5,083)

9.1.3 Statement of cash flows variances

	Variance note	Estimate ⁽¹⁾ 2025 (\$000)	Actual 2025 (\$000)	Actual 2024 (\$000)	Variance between actual and estimate (\$000)	Variance between results for 2025 and 2024 (\$000)
Cash flows from investing activities						
Payments						
Purchase of non-current assets	5, f	(1,000)	(3,784)	(882)	(2,784)	(2,902)
Receipts						
Proceeds from sale of non-current assets		59	5	119	(54)	(114)
Net cash used in investing activities		(941)	(3,779)	(763)	(2,838)	(3,016)
Payments						
Principal elements of lease payments		(96)	(121)	(107)	(25)	(14)
Payment to accrued salaries account		-	(114)	(43)	(114)	(71)
Net cash used in financing activities		(96)	(235)	(150)	(139)	(85)
Net increase/(decrease) in cash and cash equivalents		(299)	(2,870)	3,075	(2,571)	(5,945)
Cash and cash equivalents at the beginning of the period		6,214	9,322	6,499	3,108	2,823
Adjustment for the reclassification of accrued salaries account		0	-	(252)	-	252
Cash and cash equivalents at the end of the period		5,915	6,452	9,322	537	(2,870)

1. These are annual estimates published on the Department of Biodiversity and Conservation and Attraction's website for the financial year ended 30 June 2025.

Major estimate and actual (2025) variance narratives:

- 1) Income from other public sector entities increased by \$2.6 million (17%) due to additional funding received for the stabilisation of Mount Eliza Scarp project and to host extra events.
- 2) Supplies and services are less than estimated by \$1.5 million (18%), primarily due to a portion of the Mount Eliza Scarp stabilisation works being reclassified as capital.
- 3) Other payments were higher than estimated by \$3.7 million (226%) due to additional works required on the Mount Eliza Scarp as well and urgent building maintenance.
- 4) Fee for Service, subsidies and sponsorships decreased by \$1.1 million (54%) due to delays in the signing of a major sponsorship agreement.
- 5) Purchase of non-current assets increased by \$2.8 million (278%) due to urgent water filtration, drainage and building upgrades.

9.1.3 Statement of cash flows variances

Major actual (2025) and comparative (2024) variance narratives:

- a) Income from other public sector entities was \$2.0 million (13%) more than the previous year due to additional funding received for the Mount Eliza Scarp project and to host major events.
- b) Employee benefits increased by \$1.3 million (11%) due to additional temporary positions created to assist with special projects and hosting major events within Kings Park.
- c) Other expenses increased by \$1.8 million (49%) on the previous year due to additional works required on the Mount Eliza Scarp project and urgent maintenance works.
- d) User charges and fees decreased by \$731,000 (17%) due to less ticket sales to events.
- e) Fee for Service, subsidies and sponsorships decreased by \$356,000 (27%) due to delays in the signing of a major sponsorship agreement.
- f) Purchase of non-current assets increased by \$2.9 million (329%) due to urgent water filtration, drainage and building upgrades.

Key Performance Indicators

 *Banksia nivea*

Certification of Key Performance Indicators

For the reporting period ended 30 June 2025

I hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Botanic Gardens and Parks Authority's performance, and fairly represent the performance of the Botanic Gardens and Parks Authority for the financial year ended 30 June 2025.



Gail McGowan

Chair
Botanic Gardens and Parks Authority
Board of Management
3 September 2025



Trevor Hart

Member
Botanic Gardens and Parks Authority
Board of Management
3 September 2025

Key Performance Indicators

For the reporting period ended 30 June 2025

BGPA operates as an independent legal identity but is not separately identifiable within its own Division of the Consolidated Account Expenditure Estimates. Rather, it forms part of the DBCA Division and conforms to DBCA’s Outcome Based Management Framework.

The change in the Outcome Based Management Framework is a consequence of Machinery of Government changes implemented on 1 July 2017.

This resulted in previously used Key Performance Indicators being discontinued, and new or revised effectiveness and efficiency indicators being introduced for reporting as at 30 June 2018. These indicators have continued without change for reporting as at 30 June 2025.

Previous year comparatives are provided using the same methodology applied in the calculation of the current year results unless stated otherwise.

Relationship to Government Goals

Broad, high level Government goals are supported at agency level by more specific desired outcomes. The following table illustrates the relationship between BGPA level desired outcomes and the most appropriate Government goal.

Government Goal	Desired Outcomes	Services
Growing our Communities: Protecting our environment with thriving suburbs and regions	Community enjoyment, appreciation and understanding of attractions under the Department’s care	1. Visitor services and public programs provided at Kings Park and Bold Park
	Plants and animals, and the landscapes they occupy, are conserved through evidenced-based conservation actions.	2. Conserving habitats, species and ecological communities 3. Research and conservation partnerships

Services 2 and 3 are delivered in conjunction with DBCA. They are included in DBCA’s Outcome Based Management Structure under Service 6: Conserving Habitats, Species and Ecological Communities and Service 7: Research and Conservation Partnerships.

Key Performance Indicators

For the reporting period ended 30 June 2025

Outcome 1

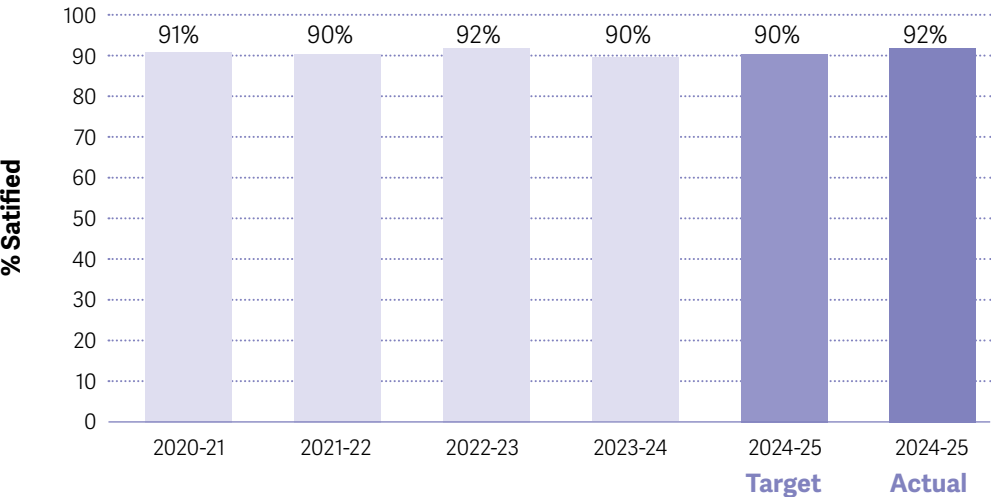
This outcome of community enjoyment, appreciation and understanding of attractions under DBCA’s care is achieved through providing and improving visitor services and facilities; providing safe, accessible, and well-maintained environments and landscape features within the designated lands; and providing and promoting cultural experiences and events.

Key Effectiveness Indicators

1.1 Average level of visitor satisfaction at Kings Park and Bold Park.

This key indicator measures the overall level of visitor satisfaction with the provision and presentation of visitor facilities and services, the natural environments and the horticultural displays and parklands in Kings Park and Bold Park.

1.1 Average level of visitor satisfaction at Kings Park and Bold Park



Notes:

1. Visitor surveys were conducted at Kings Park, the WA Botanic Garden, and Bold Park. A total of 512 responses were collected from randomly selected visitors to obtain a representative cross section of park visitors, with a margin of error of 4% at a 90% confidence level. Respondents’ assessments of visitor satisfaction were measured using a Likert scale.

Key Performance Indicators

For the reporting period ended 30 June 2025

Service 1 – Visitor Services and Public Programs Provided at Kings Park and Bold Park

To measure the success of Service 1, BGPA uses the data collected from annual visitor surveys, including those detailed in Indicator 1.1 above, as well as the total number of people visiting the Western Australian Botanic Garden and associated areas. It also considers those experiencing conservation outcomes in bushland regions, participants in education and community engagement programs related to conservation, the promotion of Aboriginal heritage, colonial and contemporary history, and visitors attending staged events and displays on BGPA-managed lands.

Total annual visitation to Kings Park and Botanic Garden is primarily determined by vehicle counts at all entrances, with an additional estimate of pedestrian access through these and other entry points. Visitation to Kings Park and Botanic Garden is projected to reach 5.309 million visitors in 2024-25. Similarly, total annual visitation to Bold Park is based on vehicle counts – including cyclists – at the most used vehicle entrances at Reabold Hill, Tuart, and Camel Lakes carparks where vehicle counters are installed, along with an estimated number of pedestrians accessing via multiple entrances. Visitation to Bold Park is estimated at 0.401 million for 2024-25.

	Actual 2022-23	Actual 2023-24	Target 2024-25	Actual 2024-25	Notes
Average cost per visitor at Kings Park and Bold Park	\$2.30	\$2.34	\$2.56	\$2.67	1

Notes:

1. The average cost for 2024-25 is above target due to expenditure related to the stabilisation of the Mount Eliza Scarp and spending related to hosting major events held in Kings Park, including the AusCycling National Road Championships and Boorna Waanginy: The Trees Speak.

Key Performance Indicators

For the reporting period ended 30 June 2025

Outcome 2

This outcome of plants and animals are conserved, and habitat, ecosystem and landscape-scale conservation utilising evidenced-based science is achieved through: the development and management of scientific plant collections; the display of Western Australian and other flora; promoting the use of Western Australian flora for horticulture, conservation and education; and continually undertaking and promoting scientific research into Western Australian flora for biodiversity conservation, horticulture and ecological restoration.

The effectiveness of ex-situ species conservation and botanic research is assessed through success in collecting and maintaining living collections of indigenous plants for research, display, public education and restoration.

Key Effectiveness Indicators

2.1 The presence of 15 nominated perennially evident native plant species, which are assessed as the most vulnerable taxa within each of Kings Park and Bold Park bushlands.

This indicator measures our effectiveness in conserving the native plant biodiversity in Kings Park and Bold Park bushland, through annual surveys of the most vulnerable taxa in each Park.

Reporting Year	Target %	Actual %
2024-25	100	100
2023-24	100	100
2022-23	100	100

The 15 most vulnerable taxa are identified in each park according to criteria that include, but are not limited to, rare or State Priority Flora listings, taxa with limited distribution in the park, or those known to be declining in the park.

As it is not feasible to survey the entire flora in each park annually, the presence of the 15 nominated most vulnerable taxa within each of Kings Park bushland and Bold Park is monitored and recorded annually. This provides an appropriate sample measure of the effectiveness of conserving all native species in each park. Results of the survey in Bold Park during 2024-25 recorded 15 present of the nominated 15 species. A similar survey conducted in Kings Park bushland also recorded 15 present of the nominated 15 species.

Key Performance Indicators

For the reporting period ended 30 June 2025

Service 2 – Conserving habitats, species and ecological communities

BGPA provides services for the *ex-situ* conservation and interpretation of Western Australia’s native plant species and demonstrates leadership in urban bushland management, especially for ecological communities in the Perth region.

Key Efficiency Indicators

	Actual 2022-23	Actual 2023-24	Target 2024-25	Actual 2024-25	Notes
Average cost per hectare of Wildlife Habitat.	11,324	12,819	12,437	14,482	1

Notes:

1. The indicator is based on two variables, the total cost of delivering service 2, and the total area of Wildlife Habitat. The variance from target is mostly due to additional tree removals and subsequent stability works required on the Mount Eliza Scarp, as well as site preparation and restoration costs required to host large-scale events. There being no change to the total area of Wildlife Habitat during the same period.

Key Performance Indicators

For the reporting period ended 30 June 2025

Service 3 – Research and conservation partnerships

BGPA measures the success of Service 3 by using data gathered and through undertaking and promoting leading-edge science and interpretation pertinent to integrated conservation of flora for present and future generations.

Key Efficiency Indicators


	Actual 2022-23	Actual 2023-24	Target 2024-25	Actual 2024-25	Notes
Average cost per hectare of Wildlife Habitat.	\$3,533	\$3,204	\$3,215	\$3,621	1
Research communications produced per Full Time Equivalent.*	4.1	3.8	5.0	2.9	2

Notes:

1. The indicator is based on two variables, the total cost of delivering service 3, and the total area of Wildlife Habitat.
2. The number of research communications produced in any given year can vary considerably due to timing, a reflection of the stage and complexity of the various research projects. However, the number of Full Time Equivalent from one period to the next does not vary significantly and does not directly correlate with output in the same period. Therefore, a level of fluctuation in this indicator over time is expected, and none of the variances in the reported outcomes are considered significant. While the number of publications can be reasonably estimated, the timing is difficult to forecast, as the resultant publication of original research findings can take up to 18 months to be 'in print' from the date of manuscript submission. The actual number of refereed scientific publications for 2024-25 was 26 (compared with 33 for the 2023-24 period).

* For the purpose of this indicator, BGPA continues to only report on refereed scientific publications. 'Full Time Equivalent' is defined as full time equivalent recurrent funded science staff.

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 *Eucalyptus synandra*




**BOTANIC GARDENS
& PARKS AUTHORITY**

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