



Government of South Australia
West Beach Trust

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West Beach Parks
holiday · sport · adventure



**Government
of South Australia**

WEST BEACH TRUST

2021-22 Annual Report

WEST BEACH TRUST

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Date approved by Board: 29 August 2022

Date presented to Minister: 30 September 2022

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2021-22 ANNUAL REPORT for the West Beach Trust

To:

Hon Nick Champion MP

Minister for Trade and Investment
Minister for Housing and Urban Development
Minister for Planning

This annual report will be presented to Parliament to meet the statutory reporting requirements of *the West Beach Trust Recreation Reserve Act 1987* and the requirements of Premier and Cabinet Circular *PC013 Annual Reporting*.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

This report was endorsed by the West Beach Trust Board at its meeting on 29 August 2022.

Submitted on behalf of the WEST BEACH TRUST by:

Kate Anderson

Chief Executive Officer
West Beach Trust

Date: 26 September 2022

Signature:



From the Chair

Jane Jeffreys



Dear Minister

West Beach Parks is a renowned South Australian destination providing affordable accommodation, sport and recreational facilities for all.

Following the impact that COVID-19 had on the tourism industry, it was pleasing to record a solid financial year with trading revenue up by 7% in 2021-22.

Pent up demand has led to an extraordinary boom in domestic tourism in Australia and West Beach Parks has benefited from this with both the BIG4 Holiday Park and The Retreat recording their second consolidated highest income on record. The resumption of mass participation sporting events has also made an important contribution to accommodation turnover this year.

The West Beach Parks Golf Park continued to perform strongly with golf facilities in high demand.

Overall, I am very pleased to report a positive end of year result with a profit of \$290,336 and a trading cash surplus of \$3,529,336 which will enable further investment and facility improvements across the West Beach Parks Precinct.

Strategic Investment

A key to West Beach Parks' ongoing success has been understanding our customer's needs and delivering new products that exceed their expectations. In the last year, we introduced Water's Edge at the BIG4 Holiday Park, a premium three-bedroom holiday home for guests seeking luxury accommodation. Water's Edge achieved a Peak Season occupancy of 72% with an average nightly rate of \$513.00.

As part of the product enhancement strategy across the Precinct, we have also introduced three Safari Tents at The Retreat to provide a unique accommodation experience. The Safari Tents achieved an occupancy rate of 59% with an average nightly rate of \$200.00 over Peak Season.

Other strategic investments to improve and enhance the customer experience include the development of 'The Kiosk' at the BIG4 Holiday Park and further investment into the Golf Pro Shop and its ancillary services has proven popular with our Golf patrons.

Community & Environment

As the custodian of the West Beach Reserve, we continue to invest and upgrade facilities and infrastructure for the benefit of our community and remain committed to managing and maintaining the natural environment assets and resources of the Reserve.

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2021-22 ANNUAL REPORT for the West Beach Trust

Working closely with the Department of Infrastructure and Transport, we have upgraded the boat ramp at West Beach Parks Boat Harbour, providing an important public amenity for local recreational fishers and boating enthusiasts. Improvements have been made at the BMX track and public amenities at the Sports Reserves have also been modernised.

During the last year, West Beach Parks developed its refreshed Environmental Sustainability Plan 2022-2025 to advance the delivery of our ongoing environmental commitments, and engaged Greening Australia to complete a BioDiversity Index.

Across the Precinct we have installed over 120kW of solar, converted 80% of lighting to LED and installed a voltage stabiliser resulting in \$13,000 in annual savings in electricity. We continue to work closely with the Department of Environment and Water on long term West Beach sand dune stabilisation.

We acknowledge the impact of climate change and have undertaken our Carbon Emissions baseline inventory for 2021-22 with a view to measuring and reducing emissions. We are committed to working towards sustainability, and continually seek more efficient ways to manage our use of resources. To support our guests, we have introduced an electric car charging unit and expect this will grow in line with the gradual move away from fossil fuel vehicles.

We continue to be very proud of our achievements and acknowledgement as leaders in the tourism industry - with BIG4 West Beach Parks winning the South Australian Tourism Award for Best Holiday Park in 2021 – a huge testament to the dedication of our team and recognition of the great project work undertaken.

Moving into the 2022-23 year, we will finalise the West Beach Parks Precinct Master Plan, which will focus on improved connectivity throughout the Precinct, better use of open space, and provide an integrated offering of the excellent facilities and services to our guests and the community.

In closing, while our economy faces inflationary challenges, we are confident that our commitment to product development, strategic marketing and delivering a customer centric culture, will see us continue to grow our share of the South Australian tourism market.

On behalf of the West Beach Trust Board, I am pleased to present this Annual Report and extend my thanks for the ongoing support of the Board.

Finally, I wish to acknowledge the exceptional work being done by the Team at West Beach Parks, in providing outstanding customer service to our visitors and the community.



Jane Jeffreys
Chair
West Beach Trust

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Overview: About the Agency

The West Beach Trust (**the Trust**) is a Statutory Authority of the Government of South Australia, created to manage the West Beach Recreation Reserve. The Trust trades and is marketed as West Beach Parks.

Facilities include:

- BIG4 West Beach Parks
- The Retreat at West Beach Parks
- West Beach Parks Boat Haven
- West Beach Parks Football Centre
- West Beach Parks Diamond Sports
- West Beach Parks Golf
- West Beach Parks Sporting Reserves
- West Beach Parks Skate and BMX Park
- West Beach Coastal Park

This Annual Report describes the functions and operations of the Trust, trading as West Beach Parks. It presents Audited Financial Statements for the year ended 30 June 2022, and includes information about West Beach Parks, and the management of resources under its control. It is submitted in accordance with the:

- *Public Sector Act 2009*
- *Public Finance and Audit Act 1987*
- *West Beach Recreation Reserve Act 1987*

Strategic Focus

West Beach Parks is guided by its Performance Agreement, Charter and Strategic Plan.

It's purpose, vision, values, functions, objectives and deliverables are as follows:

Our Purpose	To develop, enhance and promote West Beach Parks for the benefit and enjoyment of the community and visitors
Our Vision	West Beach Parks is a world class tourism, sport and recreation precinct, providing exceptional leisure experiences
Our Values	Ethics - we do the right thing Accountability - we own our actions and behave responsibly Respect - for our visitors and each other Teamwork - we work together to create and deliver great visitor experiences
Our functions, objectives and deliverables	One Destination – develop West Beach Parks as an integrated sport, recreation, tourism and leisure destination to all Memorable Visitor Experience – an exceptional visitor experience is at the heart of everything we do People & Culture – create an engaged, high performing and committed team demonstrating behaviours that reflect our values and culture Sustainable Business – maintain and enhance West Beach Parks for current and future generations

Legislation

The Trust is the statutory authority responsible for the management and development of the West Beach Recreation Reserve lands and environment. The Trust trades and is marketed as West Beach Parks.

The Trust is managed by a Board. The Board is under the control and direction of the Minister for Planning.

The *West Beach Recreation Reserve Act 1987* requires the Trust to perform the functions of the Trust as set out in section 13(1) of the Act, which are:

- (a) to administer and develop the Reserve in accordance with its strategic and business plans—*
 - (i) as a sporting, cultural and recreational complex of State-wide significance; and*
 - (ii) as a tourist attraction and resort; and*
 - (iii) within a designated area—as a place where boats may be launched, moored or stored (and where ancillary or associated services may be provided); and*
- (b) to promote and encourage the use and enjoyment of the Reserve by the public; and*
- (c) to perform any other function assigned to the Trust by this Act or the Minister.*

In fulfilling its statutory functions as set out in the Act, the Government requires the Trust, by its Charter, to be a business enterprise with the principal responsibility to administer and develop the Reserve to the benefit of the public and economy of the State and pursue the following strategic commercial directions:

- To create economic, environmental and social benefits to the State;
- To be accountable and operate commercially in accordance with:
 - Sound business and financial management;
 - Government policy objectives; and
 - Prudent risk management practices.
- To manage the provision of accommodation and recreation facilities suitable for attracting tourism and recreation and sporting events to South Australia and/or enabling existing sporting organisations to expand;
- To perform such ancillary acts and matters as are necessary to achieve the purposes above;

Changes to the Agency

During 2021-22, the Agency moved from the former Attorney General's Department to the Department of Trade & Investment as a result of machinery of government changes.

Minister



Hon Nick Champion MP

Minister for Trade and Investment
Minister for Housing and Urban Development
Minister for Planning

The Honorable Nick Champion MP is the Minister for Trade and Investment, Minister for Housing and Urban Development and Minister for Planning. For the trade and investment portfolio, Minister Champion oversees activities that enable economic growth in South Australia by attracting investment, increasing exports and building global reputation.

Board and Sub-committee Functions & Structure

The West Beach Trust Board (the Board) is accountable to the Minister for Planning for sound management and stewardship of the Trust and its assets, for and on behalf of its owners in accordance with the law.

The Board is responsible for ensuring the that the West Beach Trust Governance Framework and its key governance principles are managed according to the *West Beach Recreation Reserve Act 1987* which outlines its responsibility in relation to:

- Functions and powers of the Trust
- Performance and Scope
- Staff of the Trust
- Financial Provisions

Sub-committees

The Sub-committees provide a support service to the Board and are responsible for:

Finance, Audit & Risk Sub-committee:

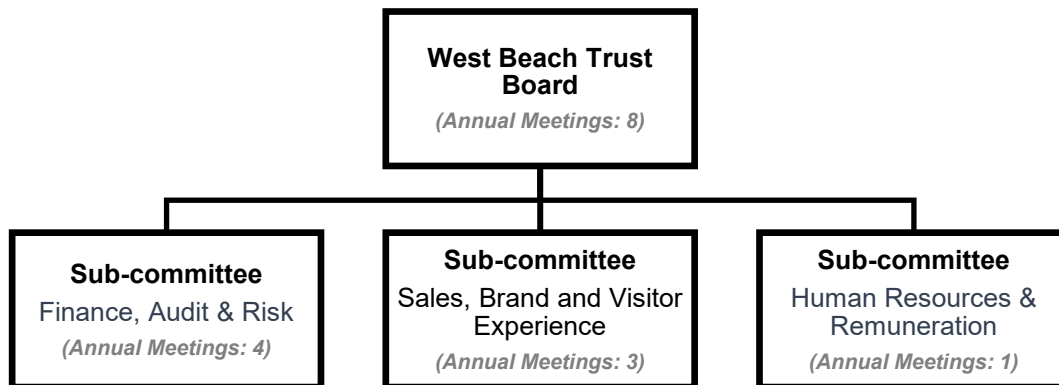
- Make recommendations to the Board on the overall priorities, strategies and policies that support effective and accountable governance for the Trust
- Protect the long-term viability of the Trust and the State’s financial interest in the Trust
- Fulfil financial and business risk reporting requirements as outlined in applicable legislation including Australian Accounting Standards, Treasurer’s Instructions and Commissioners Circulars and Determinations
- Develop, review and monitor corporate governance policies and procedures in accordance with legislation and best practice.

Sales, Brand & Visitor Experience Sub-committee:

- Monitor, review and provide feedback to Administration on Revenue, Brand and Visitor Experience functions and performance
- Ensure Key Performance Indicator targets are met in relation to Revenue and Brand and reported
- Ensure key metrics in relation to Visitor & Guest Experience are met and reported

Human Resources & Remuneration Sub-committee:

- The recruitment, performance, development and remuneration of the Chief Executive Officer
- Ensure appropriate direction and process for the West Beach Trust Enterprise Agreement negotiations to effectively achieve a successful outcome for both employees and the Trust
- Ensure policies are compliant with relevant employment legislation and best practice



Board Membership & Terms

The Board composition is made in accordance with section 7 of the Act:

The Trust consists of seven members appointed by the Minister, of whom—

- one must be a person from a panel of three persons nominated by the City of Charles Sturt; and
- one must be a person from a panel of three persons nominated by the City of Holdfast Bay; and
- one must be a person from a panel of three persons nominated by the City of West Torrens; and
- the remainder will be selected by the Minister.

Name	Membership Role Term
Jane Jeffreys	West Beach Trust Board (<i>Presiding Officer</i>) Human Resources and Remuneration Sub-committee (<i>Chair</i>) Current Term: 1 March 2022 – 28 February 2024 (<i>current</i>)
Bruce Djite	West Beach Trust Board (<i>Deputy Presiding Officer</i>) Human Resources and Remuneration Sub-committee (<i>Member</i>) Current Term: 1 March 2022 – 28 February 2025 (<i>current</i>)
Emily Perry	West Beach Trust Board (Member) Sales, Brand & Visitor Experience Sub-committee (Member) Current Term: 1 March 2022 – 28 February 2025 (<i>current</i>)
Kym Masters	West Beach Trust Board (Member) Finance, Audit and Risk Sub-committee (Member) Current Term: 1 March 2022 – 28 February 2025 (<i>current</i>)
John Woodward	West Beach Trust Board (Member) Finance, Audit and Risk Sub-committee (Chair) Current Term: 29 February 2020 – 28 February 2023 (<i>current</i>)
Adrian Ralph	West Beach Trust Board (Member) Finance, Audit and Risk Sub-committee (Member) Current Term: 1 March 2022 – 28 February 2025 (<i>current</i>)
Rebecca Abley	West Beach Trust Board (Member) Sales, Brand & Visitor Experience Sub-committee (Chair) Current Term: 1 March 2022 – 28 February 2025 (<i>current</i>)
Patricia Christie	West Beach Trust Board (Member) Finance, Audit and Risk Sub-committee (Chair) Human Resources and Remuneration Sub-committee (Member) Current Term: 1 March 2018 – 28 February 2022 (<i>expired</i>)
Deborah Black	West Beach Trust Board (Member) Sales, Brand & Visitor Experience Sub-committee (Chair) Current Term: 1 March 2018 – 28 February 2022 (<i>expired</i>)
Tiffany Young	West Beach Trust Board (Member) Finance, Audit and Risk Sub-committee (Member) Current Term: 1 March 2021 – 28 February 2022 (<i>expired</i>)

Executive Team

The Executive Team are responsible for the overall strategic priorities and objectives, operational arrangements and financial requirements for the Trust.



From Left:

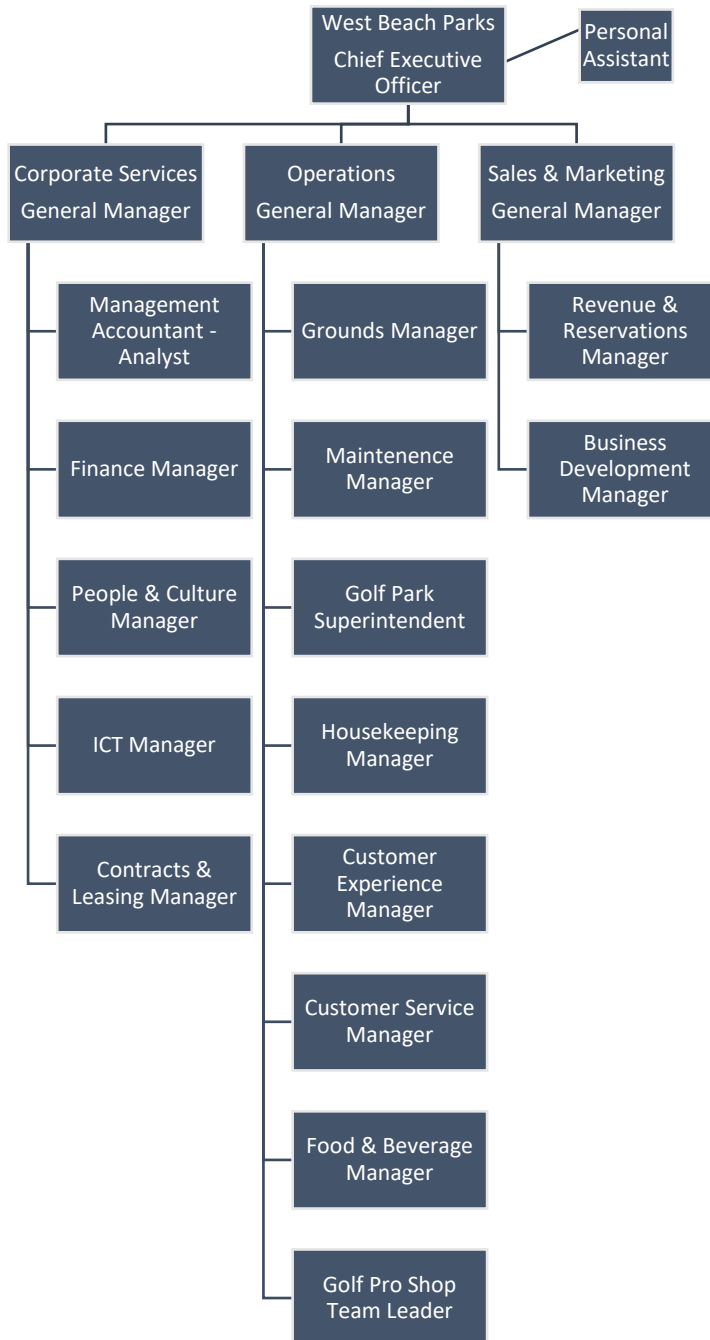
- Ms Abby Howard, General Manager, Sales & Marketing
- Mr Vincent Mifsud, General Manager, Corporate Services
- Ms Kate Anderson, Chief Executive Officer
- Mr Dean Wetherill, General Manager, Operations

Organisational Structure

The Organisation consists of three key departments (and sub-divisions):

- Corporate Services
- Operations
- Sales & Marketing

Across the Organisation, 146 staff members are employed (as at 30 June 2022).



The Agency’s Performance

Performance at a Glance

Overall the performance of the Precinct was strong with the current year result being well up in comparison to the last financial year (after excluding the impact of the Business Interruption insurance claim of \$1.8M received last year). Trading revenue in golf and accommodation in the last six months was extremely strong.

Trading Revenue increased by 7%, overall, with Accommodation tariffs being up 12% and Golf income remaining steady, being down slightly by 0.4% on last year.

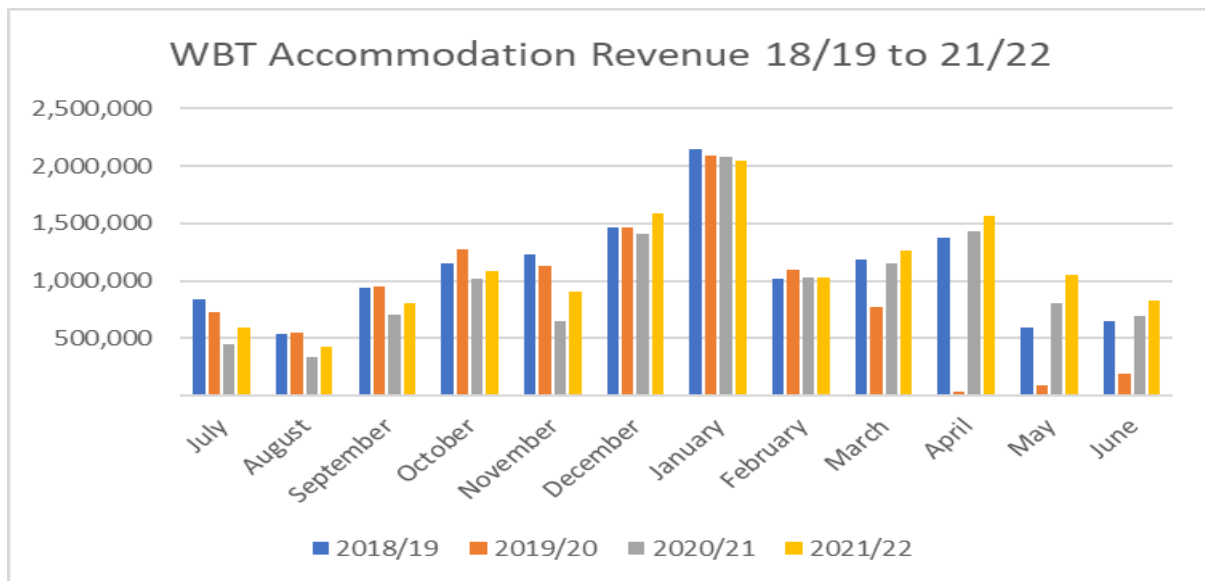
Despite there being a one week lock down in July 2021, and ongoing COVID-19 challenges throughout the first six months of the year, total Accommodation revenue for the year was the second-best result ever, being only \$11k behind the record achieved in a pre COVID-19 environment in 2017-18. This arose following the South Australian border reopening in November 2022, and the implementation of strong marketing campaigns focused on the generation of mid-week sales and accommodation bookings outside of Peak Season.

During the year, continued investment into the precinct occurred with capital spend and overall continual Upgrades.

Accommodation

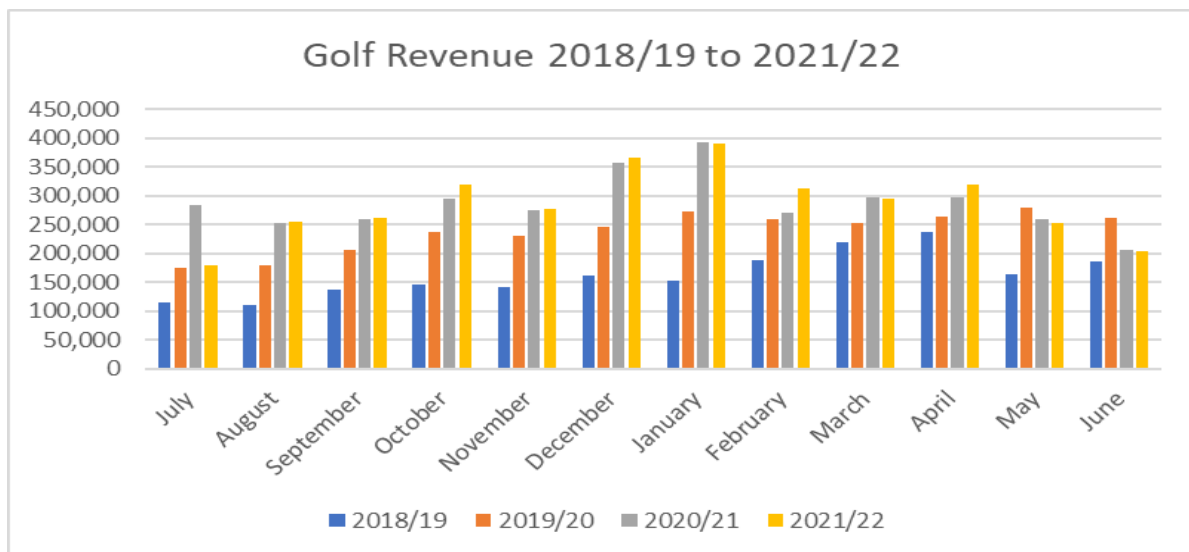
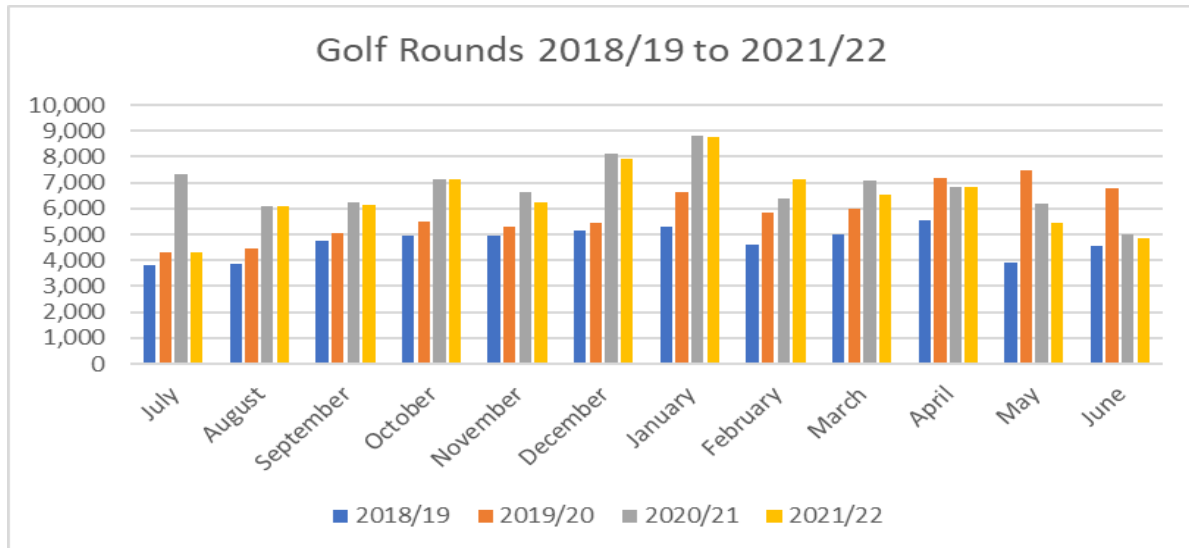
Accommodation for the year increased from the previous year by 12%, mainly due to an excellent finish over the last six months of the financial year.

Group events recommenced post-COVID resulting in strong participation numbers, which in turn positively impacted on accommodation.



Golf

The Golf business has continued to thrive post the pandemic. The round numbers and revenue generated remain strong and are only slightly down on last year, with weather conditions throughout the year (except for June) being relatively mild.



Agency specific Objectives and Performance

STRATEGIC PRIORITY - ONE DESTINATION

Strategic Intent: To develop West Beach Parks as an integrated sport, tourism, leisure destination for all

- Updated and completed the Master Plans for both the BIG4 Holiday Park and The Retreat in consultation with Studio Nine Architects
- Entered into an Exclusive Negotiation Period (ENP) with the preferred proponent of the West Beach Parks Foreshore Site Expression of Interest

STRATEGIC PRIORITY - MEMORABLE VISITOR EXPERIENCE

Strategic Intent: An exceptional visitor experience is at the heart of everything we do

- Won the 2021 South Australian Tourism Award for Best Holiday Park
- Implemented the actions from the Customer Experience Action Plan to ensure a customer centric culture
- Continue to attract “pop-up” products across the Precinct including The Big Wedgie

STRATEGIC PRIORITY - PEOPLE AND CULTURE

Strategic Intent: An engaged, high performing and committed team demonstrating behaviours that reflect our values and culture

- Implemented a new online Learning Management System
- Developed and implemented a Commitment to Reconciliation action plan to align to the Department for Trade and Investment Reconciliation Action Plan
- Engaged Integrated Heritage Services to complete Culture Heritage Plan
- Engaged Greening Australia to complete Bio Diversity Index

STRATEGIC PRIORITY - SUSTAINABLE BUSINESS

Strategic Intent: Maintain and enhance West Beach Parks for current and future generations

- Refreshed the West Beach Parks Environmental Sustainability Plan 2022-2025
- Implemented Stage 2 of the Cabin Replacement Strategy
- Implemented a new Property Management System ‘NewBook’

Employment Opportunity Programs

Program Name	Performance
Apprenticeships in Horticulture	Four full-time Apprentices are at various stages of completing a 3-year Apprenticeship in Certificate III in Horticulture

Agency Performance Management and Development Systems

Performance Management and Development System	Performance
West Beach Parks conducts a biannual Performance Development Review for all of its permanent staff	<p>100% of active West Beach Parks permanent staff had their performance reviewed and forward-looking key performance indicators and development plans set during July 2021 and December 2022.</p> <p>86% of Development Plans from 2021-22 were completed.</p>

Work Health, Safety (WHA) and Return to Work Programs

Program Name	Performance
WHS Strategic Plan 2021-2024	<p>The WHS Strategic Plan continued to be implemented during 2021-2022. The WHS Strategic Plan documents a significant number of action plan initiatives, measurements and due dates, as well as final outcomes and completion dates. Delivery of the WHS Strategic Plan continues to be a permanent agenda item for the West Beach Parks WHS Committee Meetings. The WHS Strategic Plan contains three overarching objectives:</p> <ol style="list-style-type: none"> 1) Create Safer Workplaces 2) Safety System Improvement, and 3) Injury Management
Health and Wellbeing Program	<p>The West Beach Parks Health and Wellbeing Program continued to be implemented during 2021-2022. Feedback is obtained from employees after each initiative within the Program to ensure initiatives meet the needs of employees, and to ascertain whether employees desire the initiative to be delivered again in the future. The Health and Wellbeing Committee reviews this feedback. Total spend on Health and Wellbeing initiatives in the 2021-22 financial year was \$18,510.</p>

Workplace Injury Claims	Current year 2021-22	Past year 2020-21	% Change (+ / -)
Total new workplace injury claims	4	8	-50%
Fatalities	0	0	0%
Seriously injured workers*	0	0	0%
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	5.86	11.54	-49%

**number of claimants assessed during the reporting period as having a whole person impairment of 30% or more under the Return to Work Act 2014 (Part 2 Division 5)*

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Work Health and Safety Regulations	Current year 2021-22	Past year 2020-21	% Change (+ / -)
Number of notifiable incidents (<i>Work Health and Safety Act 2012, Part 3</i>)	1	0	100%
Number of provisional improvement, improvement and prohibition notices (<i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i>)	0	0	0%

Return to Work Costs**	Current year 2021-22	Past year 2020-21	% Change (+ / -)
Total gross workers compensation expenditure (\$)	\$72,408	\$134,000	-46%
Income support payments – gross (\$)	\$2,025	\$22,544	-91%

**before third party recovery

Data for Previous Years

Return to work costs**	2020-21	2019-20	% Change (+ / -)	2018-19	% Change (+ / -)
Total gross workers compensation expenditure (\$)	\$134,000	\$110,000	22%	\$120,000	-8%
Income support payments – gross (\$)	\$22,544	\$56,500	-60%	\$25,700	120%

**before third party recovery

Executive Employment in the Agency

Executive Classification	Number of Executives
Chief Executive Officer	1
General Manager	3

The [Office of the Commissioner for Public Sector Employment](#) has a [workforce information](#) page that provides further information on the breakdown of executive gender, salary and tenure by agency.

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Financial Performance

Financial performance at a glance

The following is a brief summary of the overall financial position of the agency. The information is unaudited. Full audited financial statements for 2021-2022 are attached to this report.

The budget for the Statement of Comprehensive Income in the table below is consistent with the Original Budget 2021-22, as endorsed by the West Beach Trust Board on 31 May 2021, which was used as the Trust's initial baseline position for management and Board reporting purposes in 2021-22.

Statement of Comprehensive Income	2021-22 Budget \$000s	2021-22 Actual \$000s	Variation \$000s	Past year 2020-21 Actual \$000s
Total Income	18,650	18,933	283	20,116
Total Expenses	18,947	18,519	428	17,669
Net Result	(297)	414	711	2,447
Total Comprehensive Result	(297)	290	587	1,713

The budget for the Statement of Financial Position in the table below has been determined by applying the movements associated with the Original Budget 2021-22 against the finalised actual position as at 30 June 2021.

Statement of Financial Position	2021-22 Budget \$000s	2021-22 Actual \$000s	Variation \$000s	Past year 2020-21 Actual \$000s
Current assets	4,640	4,950	310	4,972
Non-current assets	94,183	94,088	(95)	94,447
Total assets	98,823	99,038	215	99,419
Current liabilities	4,006	4,680	674	4,514
Non-current liabilities	10,206	9,163	(1,043)	10,000
Total liabilities	14,212	13,843	(369)	14,514
Net assets	84,611	85,195	584	84,905
Equity	84,611	85,195	584	84,905

Consultants Disclosure

The following is a summary of external consultants that have been engaged by the agency, the nature of work undertaken, and the actual payments made for the work undertaken during the financial year.

Consultancies with a contract value below \$10,000 each

Consultancies	Purpose	\$ Actual payment
All consultancies below \$10,000 each - combined	Various	\$11,719

Consultancies with a contract value above \$10,000 each

Consultancies	Purpose	\$ Actual payment
Studio 9	Architects	\$ 51,345
Sustainable Business Consultants	Environmental Sustainability Services	\$ 27,539
Ball PR	Public Relations	\$ 19,875
BDO Australia	Probity Auditors	\$ 10,848
	Total	\$ 109,607

Contractors Disclosure

The following is a summary of external contractors that have been engaged by the agency, the nature of work undertaken, and the actual payments made for work undertaken during the financial year. The Trust has only listed contractual services where the predominant component is labour supply to carry out routine/core business tasks as directed by the Trust.

Contractors with a contract value below \$10,000

There are no Contractors under \$10,000.

Contractors with a contract value above \$10,000 each

Contractors	Purpose	\$ Actual payment
AMA - Security	Security	\$248,456
Maxima	Labour hire	\$ 90,485
Pinnacle People	Labour hire	\$ 81,020
	Total	\$ 419,961

The details of South Australian Government-awarded contracts for goods, services, and works are displayed on the SA Tenders and Contracts website. [View the agency list of contracts.](#)

The website also provides details of [across government contracts.](#)

Risk Management

The Board and Management of the Trust recognise that the management of risk is a key element of sound governance and an important strategy in achieving the objectives of the Trust's Charter, Performance Agreement and Business Plan.

The Risk Management Framework is a holistic process that is applied to all levels of operation across the West Beach Recreation Reserve.

The Chief Executive Officer, Executive and Management Teams of the Trust recognise that they are responsible for the implementation of the Risk Management Framework and that they are to effectively integrate the Risk Management Framework into their designated management activities and responsibilities.

The Risk Management Framework has been developed to:

- Allow the Trust to proactively manage its risks in a systematic and structured way
- Continually refine processes to reduce the Trust's residual risk profile
- Ensure appropriate strategies are in place to mitigate or manage risks and maximise opportunities
- Embed the Risk Management process and ensure it is an integral part of the Trust's planning processes at strategic, management and operational levels.

The Framework forms part of the Trust's Risk Management Portfolio which includes:

- Risk Management – Policy
- Risk Management – Framework
- Risk Management – Appetite Statement (*the Statement provides parameters for the Board to make calculated decisions*)
- Risk Management – Register.

The Risk Management Portfolio is reviewed and updated every six months, and is provided to the Board for subsequent approval.

Risk and Audit at a Glance

The Finance, Audit & Risk Sub-committee (**FARS**) was established to make recommendations to the Board on the overall priorities, strategies and policies that support effective and accountable governance for the Trust. It ensures the consequences of management's actions are properly recorded and disclosed to:

- Protect the long-term viability of the Trust and the State's financial interest in the Trust
- Fulfil financial and business risk reporting requirements as outlined in applicable legislation including Australian Accounting Standards, Treasurer's Instructions and Commissioners Circulars and Determinations
- Develop, review and monitor corporate governance policies and procedures in accordance with legislation and best practice

The FARS Committee met four times during the 2021-22 financial year.

Fraud detected in the Agency

There has been no fraud detected during the 2021-22 year.

Strategies implemented to control and prevent fraud

The Chief Executive Officer and Executive Team are responsible for ensuring appropriate measures for fraud and corruption control, including prevention, detection, raising awareness, reporting, training and investigation are in place, and apply to all areas of the business.

The Trust has implemented a Fraud, Corruption, Misconduct and/or Maladministration Policy which is reviewed annually. This is administered by the Chief Executive Officer, with advice from FARS, Executive Team and the People and Culture Manager. The Policy is approved by the Board annually. Responsibility and application of the policy rests with the Chief Executive Officer, Executive Team, Operational Management Team and employees.

A Financial Management Control Checklist is also produced annually and presented to FARS and is approved by the Board.

The Auditor General conducts an interim and annual audit of the Trust each year. The results of the Audit, together with an associated Action Plan are presented to the Board as required.

Public Interest Disclosure

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the Public Interest Disclosure Act 2018: Nil.

Note: Disclosure of public interest information was previously reported under the *Whistleblowers Protection Act 1993* and repealed by the *Public Interest Disclosure Act 2018* on 1/7/2019.

Public Complaints

West Beach parks actively seeks customer feedback through a variety of mechanisms, including:

- Online surveys facilitated through West Beach Parks for accommodation and golf
- Written and Verbal interactions with customers
- BIG4 franchise arrangements
- Review Pro

In 2021-22, 3 written complaints were received through the BIG4 franchise agreement from a total of 84,328 bed nights during the year. All feedback was addressed and responded to in a timely and effective manner.

Service Improvements

Enhancement of the customer experience provided by West Beach Parks was a focus in 2021-22. West Beach Parks recognises the need to consistently deliver an excellent customer experience. By going above and beyond, West Beach Parks will not only strengthen its brand, but will also gain access to new customers through word of mouth. The aim is to deliver an experience that is so positive and memorable that guests become brand advocates and recommend the precinct facilities to the people they know.

Outlined below are the initiatives executed in 2021-22 to ensure that the Customer Experience was of a high quality and meets customer expectations. These initiatives were developed based on both customer and employee feedback.

- Developed and launched a new customer services centre withing the heart of the BIG4 Holiday Park
- Upgraded accommodation product as per the Cabin Replacement Strategy at both the BIG4 Holiday Park and The Retreat
- Improved the food and beverage offering in the Holiday Park and the Retreat through the introduction of pop-up food stalls
- Customer Experience training for all team members on an on-going basis
- Launched a new Property Management System to lessen the administrative burden on reservation and customer experience team
- Continue to improve communications with guests, prior to arrival, during stay (SMS notifications) signage and in room visitor information
- Upgraded road network and toilet facilities to meet DDA regulations at the sports reserves
- Upgraded the Pro Shop at West Beach Parks Golf and improved connectivity from greens to tees
- Launched new safari tent accommodation at The Retreat at West Beach Parks
- New premium accommodation product Water’s Edge opened at the BIG4 West Beach Parks
- Addition of electric car charging station at the BIG4 Holiday Park to meet new vehicle demand.

In the 2021-22 year, West Beach Parks received the following Net Promotor Scores for it’s accommodation facilities:

Accommodation Property	Net Promoter Score
BIG4 Holiday Park	73.39
The Retreat	63.37

Appendix: Audited Financial Statements 2021-22

INDEPENDENT AUDITOR'S REPORT



Government of South Australia

Auditor-General's Department

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Adelaide SA 5000

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To the Chair of the Board

West Beach Trust

Opinion

I have audited the financial report of West Beach Trust for the financial year ended 30 June 2022.

In my opinion, the accompanying financial report gives a true and fair view of the financial position of the West Beach Trust as at 30 June 2022, its financial performance and its cash flows for the year then ended in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987* and Australian Accounting Standards.

The financial report comprises:

- a Statement of Comprehensive Income for the year ended 30 June 2022
- a Statement of Financial Position as at 30 June 2022
- a Statement of Changes in Equity for the year ended 30 June 2022
- a Statement of Cash Flows for the year ended 30 June 2022
- notes, comprising material accounting policies and other explanatory information
- a Certificate from the Chair of the Board of the West Beach Trust, the Chief Executive Officer and the General Manager Corporate Services

Basis for opinion

I conducted the audit in accordance with the *Public Finance and Audit Act 1987* and Australian Auditing Standards. My responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial report' section of my report. I am independent of the West Beach Trust. The *Public Finance and Audit Act 1987* establishes the independence of the Auditor-General. In conducting the audit, the relevant ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* have been met.

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

Responsibilities of the Chief Executive and members of the Trust for the financial report

The Chief Executive is responsible for the preparation of the financial report that gives a true and fair view in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987* and the Australian Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Chief Executive is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

The Members of the Trust are responsible for overseeing the entity's financial reporting process.

Auditor's responsibilities for the audit of the financial report

As required by section 31(1)(b) of the *Public Finance and Audit Act 1987* and section 17(2) of the *West Beach Recreation Reserve Act 1987*, I have audited the financial report of the West Beach Trust for the financial year ended 30 June 2022.

My objectives are to obtain reasonable assurance about whether the financial report as a whole is 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 this financial report.

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

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the West Beach Trust's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive

- conclude on the appropriateness of the West Beach Trust's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify the opinion. My conclusion is based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause an entity to cease to continue as a going concern
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

My report refers only to the financial report described above and does not provide assurance over the integrity of electronic publication by the entity on any website nor does it provide an opinion on other information which may have been hyperlinked to/from the report.

I communicate with the Chief Executive and members of the Trust about, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during the audit.



Daniel O'Donohue
Assistant Auditor-General

21 September 2022

West Beach Trust

Certification of the Financial Statements

We certify that the:

- financial statements of the West Beach Trust:
 - are in accordance with the accounts and records of the Trust;
 - comply with relevant Treasurer's Instructions;
 - comply with relevant accounting standards; and
 - present a true and fair view of the financial position of the Trust at the end of the financial year and the result of its operation and cash flows for the financial year.
- internal controls employed by the Trust for the financial year over its financial reporting and its preparation of financial statements have been effective.



K L Anderson
Chief Executive Officer



M J Jeffreys
Chair of Board



V Mifsud
General Manager
Corporate Services

Dated: 20 September 2022

West Beach Trust

Statement of Comprehensive Income

For the year ended 30 June 2022

	Note	2022 \$'000	2021 \$'000
Income			
Revenues from fees and charges	2.1	17,773	16,614
SA Government grants, subsidies and transfers	2.2	922	1,588
Interest revenues	2.3	4	2
Net gain from the disposal of non-current assets	2.4	38	-
Other income	2.5	196	1,912
Total income		18,933	20,116
Expenses			
Employee benefits expenses	3.3	8,110	7,907
Supplies and services	4.1	6,330	5,747
Depreciation and amortisation	4.2	3,277	3,176
Borrowing costs	4.3	272	277
Net loss from the disposal of non-current assets	2.4	-	6
Other expenses	4.4	530	556
Total expenses		18,519	17,669
Profit (loss) before income tax equivalents		414	2,447
Income tax equivalent expense	1.4	124	734
Profit (loss) after income tax equivalents		290	1,713
Other Comprehensive Income			
Items that will not be reclassified to net result		-	-
Total other comprehensive income		-	-
Total comprehensive result		290	1,713

The accompanying notes form part of these financial statements. The net result and total comprehensive result are attributable to the SA Government as owner.

West Beach Trust

Statement of Financial Position As at 30 June 2022

	Note	2022 \$'000	2021 \$'000
<u>Current assets</u>			
Cash and cash equivalents	6.1	4,507	2,078
Receivables	6.2	364	2,825
Inventories	5.5	79	69
Total current assets		4,950	4,972
<u>Non-current assets</u>			
Property, plant and equipment	5.1	94,009	94,299
Intangible assets	5.4	79	148
Total non-current assets		94,088	94,447
Total assets		99,038	99,419
<u>Current liabilities</u>			
Payables	7.1	1,581	1,846
Fees received in advance	7.2	1,883	1,593
Borrowings	7.3	663	523
Employee benefits	3.4	553	552
Total current liabilities		4,680	4,514
<u>Non-current liabilities</u>			
Payables	7.1	66	78
Borrowings	7.3	8,494	9,195
Employee benefits	3.4	603	727
Total non-current liabilities		9,163	10,000
Total liabilities		13,843	14,514
Net assets		85,195	84,905
<u>Equity</u>			
Retained earnings		23,574	23,284
Asset revaluation Surplus	8.1	61,621	61,621
Total equity		85,195	84,905

The accompanying notes form part of these financial statements. The total equity is attributable to the SA Government as owner.

West Beach Trust

Statement of Changes in Equity

For the year ended 30 June 2022

	Note	Asset revaluation surplus \$'000	Retained earnings \$'000	Total Equity \$'000
Balance at 30 June 2020		61,621	21,571	83,192
<u>Net result for 2020-21</u>		-	1,713	1,713
Total comprehensive result for 2020-21		-	1,713	1,713
Balance at 30 June 2021		61,621	23,284	84,905
<u>Net result for 2021-22</u>		-	290	290
Total comprehensive result for 2021-22		-	290	290
Balance at 30 June 2022		61,621	23,574	85,195

The accompanying notes form part of these financial statements. All changes in equity are attributable to the SA Government as owner.

West Beach Trust

Statement of Cash Flows

For the year ended 30 June 2022

	Note	2022 \$'000	2021 \$'000
<u>Cash flows from operating activities</u>			
<i>Cash inflows</i>			
Fees and charges		19,922	18,530
SA Government grants, subsidies and transfers		1,601	1,273
Interest received		4	2
Other receipts		1,978	130
Cash generated from operations		23,505	19,935
<i>Cash outflows</i>			
Employee benefit payments		(8,231)	(7,773)
Payments for supplies and services		(6,949)	(6,599)
Interest paid		(271)	(278)
GST paid to the ATO		(924)	(863)
Income tax equivalent payments		(734)	(488)
Other payments		(524)	(509)
Cash used in operations		(17,633)	(16,510)
Net cash provided by/(used in) operating activities	8.2	5,872	3,425
<u>Cash flows from investing activities</u>			
<i>Cash inflows</i>			
Proceeds from sale of property, plant and equipment		88	2
Cash generated from investing activities		88	2
<i>Cash outflows</i>			
Purchase of property, plant and equipment		(2,969)	(2,975)
Purchase of intangibles		-	(20)
Cash used in investing activities		(2,969)	(2,995)
Net cash provided by/(used in) investing activities		(2,881)	(2,993)
<u>Cash flows from financing activities</u>			
<i>Cash inflows</i>			
Proceeds from borrowings		-	433
Cash generated from financing activities		-	433
<i>Cash outflows</i>			
Repayment of borrowings		(428)	(591)
Repayment of principal portion of lease liabilities		(134)	(128)
Cash used in financing activities		(562)	(719)
Net cash provided by/(used in) financing activities		(562)	(286)
Net increase/(decrease) in cash and cash equivalents		2,429	146
Cash and cash equivalents at the beginning of the period		2,078	1,932
Cash and cash equivalents at the end of the period	6.1, 8.2	4,507	2,078

The accompanying notes form part of these financial statements.

West Beach Trust

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West Beach Trust

1. About the West Beach Trust

The West Beach Trust (Trust) is a statutory authority of the State of South Australia, established pursuant to the *West Beach Recreation Reserve Act 1987*. The Trust is a body corporate subject to the control and direction of the Minister for Planning, Trade and Investment, Housing and Urban Development.

The financial statements and accompanying notes cover the West Beach Trust as an individual reporting entity.

The Trust does not control any other entity and has no interests in unconsolidated structured entities.

1.1 Basis of preparation

The financial statements are general purpose financial statements prepared in compliance with:

- section 23 of the *Public Finance and Audit Act 1987*;
- Treasurer's Instructions and Accounting Policy Statements issued by the Treasurer under the *Public Finance and Audit Act 1987*; and
- relevant Australian Accounting Standards.

For the purposes of preparing the financial statements, the Trust is a not-for-profit entity. The financial statements are prepared based on a 12 month reporting period and presented in Australian currency. The historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured.

Income, expenses and assets are recognised net of the amount of GST except:

- when the GST incurred on a purchase of goods or services is not recoverable from the Australian Taxation Office, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item applicable; and
- receivables and payables, which are stated with the amount of GST included.

Assets and liabilities that are to be sold, consumed or realised as part of the normal operating cycle have been classified as current assets or current liabilities. All other assets and liabilities are classified as non-current.

Where asset and liability line items combine amounts expected to be realised within 12 months and more than 12 months, the Trust has separately disclosed the amounts expected to be recovered or settled after more than 12 months.

1.2 Functions and objectives

The functions and objectives of the Trust are:

- a) to administer and develop the West Beach Recreation Reserve in accordance with its strategic and business plans -
 - 1) as a sporting, cultural and recreational complex of State-wide significance; and
 - 2) as a tourist attraction and resort; and
- b) to promote and encourage the use and enjoyment of the Reserve by the public; and
- c) to perform any other function assigned to the Trust by the *West Beach Recreation Reserve Act 1987* or the Minister.

West Beach Trust

1.3 Impact of COVID-19 pandemic on the Trust

Despite there being a one week lock down in July 2021, and ongoing COVID-19 challenges throughout the first six months of the year, trading revenue for accommodation and golf was extremely strong, especially in the last six months of the year.

Like all businesses, COVID-19 has had an impact on staffing and shortages of materials and labour have impacted across multiple areas of the business, in particular causing a delay in the delivery time of some new cabins and cost increases.

1.4 Taxation

In accordance with *Treasurer's Instruction 22 Tax Equivalent Payments*, the Trust is required to pay to the SA Government an income tax equivalent. The income tax liability has been determined in accordance with the accounting profit method by multiplying the corporate income tax rate (presently 30%) by the profit before income tax equivalents. An income tax equivalent of \$124,430 (2020-21 \$734,105) is payable for the reporting period.

The Trust is also liable for payroll tax, fringe benefits tax, stamp duty, goods and services tax (GST), emergency services levy and land tax equivalents. It is exempt from paying local government council rates.

The Trust is reimbursed under the State's Tax Equivalent Regime for payments made for income tax, payroll tax, land tax and stamp duty to support its continued commitment to its community service obligations. The Trust is reimbursed by the Attorney-General's Department. The Trust was previously reimbursed by the Department of Planning, Transport and Infrastructure (DPTI). Reimbursements under the State Taxation Equivalent Regime are recognised as revenue in the Trust's financial statements.

1.5 Significant transactions with government related entities

There were no significant transactions with government related entities, other than:

- payments to SA Water of \$695,000 for utilities.
- payments to DPTI of \$637,000, primarily for the project management and delivery of capital works. The majority of this amount was paid to contractors engaged by DPTI to upgrade car parking associated with Diamond Sports.
- total loan repayments of \$428,000 to SAFA, all of which was on long term borrowings.
- transactions as directed by legislation or under the State's Taxation Equivalent Regime.

Similar transactions occurred during 2020-21.

West Beach Trust

2. Income

2.1 Fees and charges

	2022	2021
	\$'000	\$'000
Accommodation tariffs	13,200	11,775
Discounts allowed	(308)	(281)
Facilities and services	236	226
Golf income	3,433	3,448
Boat launching fees	50	98
Rental revenue *	786	626
Sale of goods	376	722
Total fees and charges	17,773	16,614

Revenue is recognised upon the provision of services and goods to customers.

* Rental revenue

During 2020-21, the Trust provided a full rent and on-cost waiver to all community, sporting and commercial operators leasing their facilities from the Trust whose operations had been substantially impacted as a result of COVID-19 restrictions during the period from 1 July 2020 to 31 March 2021. The Trust provided rent relief to 11 lessees. During 2021-22 backdated rent relief for the above period was provided to 1 lessee.

2.2 SA Government grants, subsidies and transfers

	2022	2021
	\$'000	\$'000
Community and Jobs Support Fund	5	87
Skilling South Australia	24	-
Reimbursement of tax equivalents paid	893	1,501
Total revenues from SA Government	922	1,588

The allocation from the Community and Jobs Support Fund was provided to the Trust to support the provision of rent and on-cost relief as referenced in Note 2.1.

The Skilling South Australia funding which is administered by Department of Innovation and Skills supported the delivery of the West Beach Parks Developing Potential Program.

Tax equivalents represent income tax, payroll tax, land tax and stamp duty. The Trust is reimbursed these amounts under the State's Tax Equivalent Regime to support its continued commitment to its community service obligations. The Trust is reimbursed by the Attorney-General's Department. The Trust was previously reimbursed by DPTI.

2.3 Interest

	2022	2021
	\$'000	\$'000
Investments with SAFA	4	2
Total interest revenues	4	2

West Beach Trust

2.4 Net gain/loss from the disposal of non-current assets

	2022	2021
	\$'000	\$'000
<u>Buildings and improvements</u>		
Proceeds from disposal	10	-
Less net book value of assets disposed	20	-
Net gain/(loss) from disposal of buildings and improvements	(10)	-
<u>Plant and equipment</u>		
Proceeds from disposal	78	2
Less net book value of assets disposed	30	8
Net gain/(loss) from disposal of plant and equipment	48	(6)
<u>Total assets</u>		
Total proceeds from disposal	88	2
Less total value of assets disposed	50	8
Total net gain/(loss) from the disposal of non-current assets	38	(6)

Gains/losses on disposal are recognised at the date at which control of the asset is passed to the buyer and are determined after deducting the cost of the asset from the proceeds at that time. When revalued assets are sold, the revaluation surplus is not transferred to retained earnings.

2.5 Other income

	2022	2021
	\$'000	\$'000
Lessee on-charges	31	55
Insurance payment - Business interruption claim	-	1,782
Other	165	75
Total other income	196	1,912

The \$1.782 million insurance payment recognised in 2020-21 represents a COVID 19 related business interruption claim for the period 1 July 2020 to 24 March 2021 lodged with SAFA Insurance. Payment was received in July 2021.

West Beach Trust

3. Board, committees and employees

3.1 Key management personnel

Key management personnel of the Trust are the Minister for Planning, Trade and Investment, Housing and Urban Development, Members of the Board, the Chief Executive Officer and the three (2020-21 three) members of the Executive Team who have responsibility for the strategic direction and management of the Trust.

Total compensation for key management personnel was \$869,000 in 2021-22 and \$852,000 in 2020-21.

The compensation disclosed in this note excludes salaries and other benefits the Minister for Planning, Trade and Investment, Housing and Urban Development receives. The Minister's remuneration and allowances are set by the *Parliamentary Remuneration Act 1990* and the Remuneration Tribunal of SA respectively and are payable from the Consolidated Account (via the Department of Treasury and Finance) under section 6 of the *Parliamentary Remuneration Act 1990*.

	2022	2021
	\$'000	\$'000
Compensation		
Salaries and other short term employee benefits	770	780
Post-employment benefits	77	72
Other long-term employment benefits	6	-
Termination benefits	16	-
Total compensation	869	852

Transactions with key management personnel and other related parties

No transactions have been identified.

3.2 Board and committee members

Members of the board during the 2021-22 financial year were:

WBT Board

Ms Jane Jeffreys (Chair)
Ms Tiffany Young (Deputy Chair) (term expired 28 February 2022)
Mr Bruce Djite (Deputy Chair) (appointed 1 March 2022)
Ms Deborah Black (term expired 28 February 2022)
Ms Patricia Christie (term expired 28 February 2022)
Ms John Woodward
Mr Adrian Ralph
Ms Rebecca Abley
Ms Emily Perry (appointed 1 March 2022)
Mr Kym Masters (appointed 1 March 2022)

Board Remuneration

The number of Board members whose remuneration received or receivable from the Trust fell within the following bands was:

	2022	2021
\$0 - \$19,999	9	9
\$20,000 - \$39,999	1	1
Total number of members	10	10

The total remuneration received or receivable by members was \$104,000 (2020-21 \$103,000). Remuneration of members consists of sitting fees and superannuation contributions.

West Beach Trust

3.3 Employee benefits expenses

	2022	2021
	\$'000	\$'000
Salaries and wages	6,432	6,227
Long service leave	(35)	15
Annual leave	413	435
Skills and experience retention leave	6	18
Employment on-costs - superannuation *	695	635
Board and committee fees	95	94
Payroll tax	343	333
Workers compensation	137	134
Other employee related expenses	24	16
Total employee benefits expenses	8,110	7,907

Employment on-costs - superannuation

* The superannuation employment on-cost charge represents the Trust's contributions to superannuation plans in respect of current services of current employees.

Executive Remuneration

	2022	2021
	No	No
The number of employees whose remuneration received falls within the following bands:		
\$174 001 to \$194 000	1	2
\$254 001 to \$274 000	1	1
Total number of employees	2	3

The table includes all employees who received remuneration equal to or greater than the base executive remuneration level during the year. Remuneration of employees reflects all costs of employment including salaries and wages, payments in lieu of leave, superannuation contributions, salary sacrifice benefits and fringe benefits and any fringe benefits tax paid or payable in respect of those benefits. The total remuneration received by these employees for the year was \$446,000 (\$617,000).

3.4 Employee benefits liability

	2022	2021
	\$'000	\$'000
Current		
Accrued salaries and wages	159	137
Annual leave	286	304
Long service leave	92	92
Skills and experience retention leave	16	19
Total current employee benefits	553	552
Non-current		
Long service leave	603	727
Total non-current employee benefits	603	727
Total employee benefits	1,156	1,279

Employee benefits accrue as a result of services provided up to the reporting date that remain unpaid. Long-term employee benefits are measured at present value and short-term employee benefits are measured at nominal amounts.

West Beach Trust

Salaries and Wages, Annual Leave, Skills and Experience Retention Leave (SERL) and Sick Leave

The liability for salary and wages is measured as the amount unpaid at the reporting date at remuneration rates current at the reporting date.

The annual leave liability and the Skills and Experience Retention Leave liability in full is expected to be payable within 12 months and is measured at the undiscounted amount expected to be paid.

No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees is estimated to be less than the annual entitlement for sick leave.

Long Service Leave

The liability for long service leave is measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Details about the measurement of long service leave liability are provided in note 10.1.

The assumed proportion of long service leave taken as leave for current liability reporting is based on historical leave records of the Trust.

West Beach Trust

4. Expenses

Employee benefits expenses are disclosed in note 3.3.

4.1 Supplies and services

	2022	2021
	\$'000	\$'000
Bank fees and charges	131	122
Commissions payable	217	221
Consultants	121	84
Contractors	416	385
Cost of sales	487	610
Human resources and recruitment	150	145
Information technology expenses	304	291
Insurance	230	207
Legal costs	60	84
Marketing and public relations	485	406
Motor vehicle expenses	66	41
Short term leases	4	7
Low value leases	7	7
Postage and telephone	84	78
Repairs and maintenance	1,182	863
Security	257	235
Staff training and development	68	47
Utilities	1,376	1,255
Waste and recycling	166	146
Other supplies and services	519	513
Total supplies and services	6,330	5,747

Insurance

The Trust has arranged, through SAFA Insurance to insure all of its major risks. The excess payable under this arrangement varies depending on each class of insurance held.

Consultants

The number of consultancies and the dollar amount paid/payable (included in supplies and services expense) to consultants that fell within the following bands:

	2022		2021	
	No	\$'000	No	\$'000
Below \$10,000	4	12	7	23
Above \$10,000	4	109	2	61
Total paid /payable to the consultants engaged	8	121	9	84

West Beach Trust

4.2 Depreciation and amortisation

	2022	2021
	\$'000	\$'000
Buildings and improvements	2,195	2,121
Plant and equipment	865	822
Right-of-use land	65	65
Right-of-use plant and equipment	83	83
Intangible assets	69	85
Total depreciation and amortisation	3,277	3,176

All non-current assets, having a limited useful life, are systematically depreciated/amortised over their useful lives in a manner that reflects the consumption of their service potential. Amortisation is used in relation to intangible assets such as software, while depreciation is applied to tangible assets such as property, plant and equipment.

The value of leasehold improvements is depreciated over the estimated useful life of each improvement, or the unexpired period of the relevant lease, whichever is shorter.

The Trust last revalued its buildings and improvements at 30 June 2019. Further information on the revaluation is disclosed in note 10.2

Land is not depreciated.

Review of accounting estimates

Assets' residual values, useful lives and amortisation methods are reviewed and adjusted, if appropriate, on an annual basis. Changes in the expected life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for prospectively by changing the time period or method, as appropriate.

Useful Life

Depreciation/amortisation is calculated on a straight-line basis over the estimated useful life of the following classes of assets:

Class of asset	Useful life (years)
Buildings and improvements	1 to 100
Plant and equipment	1 to 30
Right-of-use land	15
Right-of-use plant and equipment	5
Intangibles	3 to 10

The useful lives of intangible assets are assessed to be either finite or indefinite. The Trust only has intangible assets with finite lives. The amortisation period and the amortisation method for intangible assets is reviewed on an annual basis.

4.3 Borrowing costs

	2022	2021
	\$'000	\$'000
Interest expense on borrowings measured at amortised cost	142	140
Guarantee fees expense on borrowings measured at amortised cost	99	103
Interest expense on lease liabilities	31	34
Total borrowing costs	272	277

The Trust does not capitalise borrowing costs.

West Beach Trust

4.4 Other expenses

	2022	2021
	\$'000	\$'000
Audit fees	56	54
Bad debts and allowances for doubtful debts	5	9
Expensing of items previously classified as work in progress	-	38
Federal land tax equivalent	43	21
Stamp duty	27	23
State land tax	399	411
Total other expenses	530	556

Audit fees

The audit fees were paid / payable to the Auditor-General's Department in relation to the work performed under the *Public Finance and Audit Act 1987*. No other services were provided by the Auditor-General's Department.

West Beach Trust

5. Non-financial assets

5.1 Property, plant and equipment

	2022	2021
	\$'000	\$'000
Land		
Land at fair value	54,909	54,909
Total land	54,909	54,909
Buildings and improvements		
Buildings and improvements at fair value	35,216	35,216
Buildings and improvements at cost (deemed fair value)	5,393	3,603
Less: Accumulated depreciation	(6,375)	(4,198)
Total buildings and improvements	34,234	34,621
Plant and equipment		
Plant and equipment at cost (deemed fair value)	10,387	9,768
Less: Accumulated depreciation	(6,939)	(6,496)
Total plant and equipment	3,448	3,272
Work in progress		
Buildings and improvements	327	341
Plant and equipment	83	-
Total work in progress	410	341
Right-of-use land		
Right-of-use land at fair value	970	970
Less: Accumulated depreciation	(195)	(130)
Total right-of-use land	775	840
Right-of-use plant and equipment		
Right-of-use plant and equipment at fair value	413	413
Less: Accumulated depreciation	(180)	(97)
Total right-of-use plant and equipment	233	316
Total property, plant and equipment	94,009	94,299

5.2 Property, plant and equipment owned by the Trust

Property, plant and equipment owned by the Trust with a value equal to or in excess of \$1,000 is capitalised. Certain assets below this amount are capitalised initially to assist with asset management and planning.

Non-current assets are initially recorded at cost or at the value of any liabilities assumed, plus any incidental cost involved with the acquisition. Non-current assets are subsequently measured at fair value after allowing for accumulated depreciation.

Where assets are acquired at no value, or minimal value, they are recorded at fair value in the Statement of Financial Position.

Plant and equipment includes operating machinery and vehicles that are fully depreciated but still in use. These have an estimated gross carrying value of approximately \$885,000. Examples of these include turf maintenance machinery, maintenance vans and housekeeping buggies.

Impairment

The Trust holds its property, plant and equipment for their service potential (value in use).

There were no indications of impairment of property, plant and equipment assets as at 30 June 2022.

West Beach Trust

Reconciliation 2021-22

	Land \$'000	Buildings and improvements \$'000	Plant and equipment \$'000	Work In Progress \$'000	Right-of-use assets \$'000	Total \$'000
Carrying amount at 1 July 2021	54,909	34,621	3,272	341	1,156	94,299
Acquisitions	-	1,511	1,071	386	-	2,968
Transfers from Work in progress	-	317	-	(317)	-	-
Disposals eg sales, write offs	-	(20)	(30)	-	-	(50)
Depreciation	-	(2,195)	(865)	-	(148)	(3,208)
Carrying amount at 30 June 2022	54,909	34,234	3,448	410	1,008	94,009

Reconciliation 2020-21

	Land \$'000	Buildings and improvements \$'000	Plant and equipment \$'000	Work In Progress \$'000	Right-of-use assets \$'000	Total \$'000
Carrying amount at 1 July 2020	54,909	34,068	3,466	713	1,304	94,460
Acquisitions	-	2,082	636	258	-	2,976
Transfers from Work in progress	-	592	-	(592)	-	-
Disposals eg sales, write offs	-	-	(8)	(38)	-	(46)
Depreciation	-	(2,121)	(822)	-	(148)	(3,091)
Carrying amount at 30 June 2021	54,909	34,621	3,272	341	1,156	94,299

West Beach Trust

5.3 Property, plant and equipment leased by the Trust

Property, plant and equipment leased by the Trust is recorded at cost. There were no additions to leased property, plant and equipment during 2021-22.

Short-term leases of 12 months or less and low value leases where the underlying asset value is less than \$15,000 are not recognised as right-of-use assets. The associated lease payments are recognised as an expense and are disclosed in note 4.1.

The Trust has a limited number of leases:

- a parcel of land, in accordance with a lease that commenced on 9 July 2014 and expires on 30 June 2034. The right-of-use asset is being depreciated over a useful life of 15 years which is consistent with the remaining term of this lease from the initial recognition in accordance with *AASB 16 Leases* on 1 July 2019.
- 30 new golf carts, in accordance with an agreement that requires 36 monthly rental payments commencing 1 May 2020 and expiring 30 April 2023. At the end of the lease term the Trust will take ownership of the carts on payment of a guaranteed residual payment. The right-of-use asset has been assessed as having a 5 year useful life for depreciation expense purposes.

The lease liabilities related to the right-of-use assets are disclosed in note 7.3. The Trust's maturity analysis of its lease liabilities is disclosed in note 10.3. Expenses related to leases, including depreciation and interest expenses, are disclosed in note 4.1 and 4.2. Cash outflows related to leases are disclosed in note 8.2

Impairment

Property, plant and equipment leased by the Trust have been assessed for impairment. There was no indication of impairment. No impairment loss or reversal of impairment loss was recognised.

5.4 Intangible assets

	2022	2021
	\$'000	\$'000
Purchased computer software	834	834
Less: Accumulated amortisation	(755)	(686)
Total intangible assets	79	148

An intangible asset is an identifiable non-monetary asset without physical substance. Intangible assets are measured at cost and are tested for indications of impairment at each reporting date. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses.

The acquisition of computer software is capitalised only when the expenditure meets the definition and recognition criteria and when the amount of the expenditure is equal to or in excess of \$1,000.

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Reconciliation of 2021-22

	Purchased computer software \$'000
Carrying amount at the beginning of the period	148
Acquisitions	-
Amortisation	(69)
Carrying amount at the end of the period	79

Reconciliation of 2020-21

	Purchased computer software \$'000
Carrying amount at the beginning of the period	213
Acquisitions	20
Amortisation	(85)
Carrying amount at the end of the period	148

5.5 Inventories

	2022 \$'000	2021 \$'000
<u>Current - held for distribution at no or nominal amount</u>		
Materials at cost	10	4
Total current inventories held for distribution at no or nominal amount	10	4
<u>Current - held for sale</u>		
Goods at cost	69	65
Total current other inventories - held for sale	69	65
Total inventories	79	69

Inventories held for distribution, at no or nominal consideration, are measured at cost and adjusted when applicable for any loss of service potential. Inventories held for sale are measured at the lower of cost or their net realisable value.

Cost for inventory is measured on the basis of the first-in, first-out method. Net realisable value is determined using the estimated sales proceeds less costs incurred in marketing, selling and distribution to customers.

Cost of inventories

The cost recognised as an expense for materials and goods for resale is \$487,000. There was a net increase in inventories for the period of \$10,000.

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6. Financial assets

6.1 Cash and cash equivalents

	2022	2021
	\$'000	\$'000
Cash at bank or on hand	278	1,054
Short-term deposits with SAFA	4,229	1,024
Total cash and cash equivalents	4,507	2,078

Cash is measured at nominal amounts. There are no restrictions over any of the Trust's cash balances.

Cash at bank or on hand

Cash on hand is non-interest bearing. Cash at bank earns a floating interest rate, based on daily bank deposit rates.

Short-term deposits

Short term deposits are lodged on an at call basis through the SAFA Cash Management Facility. These funds, which are guaranteed by the Treasurer, earn an interest rate which is aligned to the RBA official cash rate plus a margin determined by SAFA.

6.2 Receivables

	2022	2021
	\$'000	\$'000
Current		
Receivables		
From government entities	14	4
From non-government entities	25	60
Less allowance for doubtful debts	-	-
Total receivables	39	64
Prepayments	126	91
Accrued revenues	199	2,670
Total current receivables	364	2,825

No amounts within receivables are expected to be recovered more than 12 months after reporting date.

Receivables are raised for all goods and services provided for which payment has not been received. Receivables are normally settled within 30 days. Receivables, prepayments and accrued revenues are non-interest bearing.

Other than as recognised in the allowance for doubtful debts, it is not anticipated that counterparties will fail to discharge their obligations. The carrying amount of receivables approximates net fair value due to being receivable on demand. There is no concentration of credit risk.

Refer to note 10.3 for further information on risk management.

Accrued revenue as at 30 June 2021 included a \$1.782 million insurance payment recognised in 2020-21 that related to a COVID 19 related business interruption claim for the period 1 July 2020 to 24 March 2021 lodged with SAFA Insurance. Payment was received in July 2021.

Impairment of receivables

	2022	2021
	\$'000	\$'000
Carrying amount at the beginning of the period	-	-
Increase in allowance recognised in the profit or loss	5	9
Amounts written off	(5)	(9)
Carrying amount at the end of the period	-	-

Refer to note 10.3 for details regarding credit risk and the methodology for determining impairment.

West Beach Trust

7. Liabilities

Employee benefits liabilities are disclosed in note 3.4.

7.1 Payables

	2022	2021
	\$'000	\$'000
<u>Current</u>		
Creditors	950	513
Accrued expenses	322	1,027
GST payable	218	218
Employment on costs	91	88
Total Current payables	1,581	1,846
<u>Non-current</u>		
Employment on costs	66	78
Total Non-current payables	66	78
Total payables	1,647	1,924

Payables are measured at nominal amounts. Creditors and accruals are raised for all amounts billed but unpaid. Creditors are normally settled within 30 days. Employment on-costs are settled when respective employee benefits that they relate to are discharged. All payables are non-interest bearing. The carrying amount of payables approximates the net fair value due to the amounts being payable on demand.

The net amount of GST recoverable from the ATO is included as part of payables.

Employment on-costs

Employment on-costs include payroll tax, Return to Work SA levies and superannuation contributions. The Trust makes contributions to State Government and externally managed superannuation schemes. These contributions are treated as an expense when they occur. There is no liability for payments to beneficiaries as they have been assumed by the respective superannuation schemes. The only liability outstanding at reporting date relates to any contributions due but not yet paid to the South Australian Superannuation Board.

As a result of an actuarial assessment performed by the Department of Treasury and Finance, the average factor for the calculation of employer superannuation cost on-costs has changed from the 2021 rate of 10.1% to 10.6%. These rates are used in the employment on-cost calculation. The net financial effect of the change in employer superannuation on-cost rates is an increase in the employment on-costs of \$4,000.

There is a net decrease in the employment on-costs payable of \$9,000. This is primarily due to the decrease in long service leave liability, in comparison to the previous year.

7.2 Fees received in advance

	2022	2021
	\$'000	\$'000
<u>Current</u>		
Fees received in advance	1,883	1,593
Total Fees received in advance	1,883	1,593

This amount represents accommodation tariff deposits and booking payments, annual golf membership playing rights and annual boat launch permit fees collected in advance. The advance portion of any payment of lease and licence fees for use of parcels of land and buildings across the precinct is also included.

West Beach Trust

7.3 Borrowings

	2022	2021
	\$'000	\$'000
Current		
Borrowings from SA Government	389	389
Lease liabilities	274	134
Total current borrowings	663	523
Non-current		
Borrowings from SA Government	7,700	8,127
Lease liabilities	794	1,068
Total non-current borrowings	8,494	9,195
Total borrowings	9,157	9,718

The Trust measures financial liabilities including borrowings/debt at historical cost. All interest bearing liabilities have been sourced from the SA Government Financing Authority.

All material cash outflows are reflected in the lease liabilities disclosed above.

Borrowings from SA Government

These are unsecured loans which do bear interest. The terms of the loan were approved by Treasurer at the time the loan were provided.

The Trust has a \$8,089,000 (2020-21 \$8,516,000) loan facility with the South Australian Government Financing Authority. At the time of preparing the Financial Statements, the Trust still has \$1.1m in loan funding to drawdown on the \$1.75m Treasurer approved loan funding to construct new Cabins at the West Beach Parks Retreat. Construction of these Cabins was completed in November 2020.

The Trust has a \$2,500,000 (2020-21 \$2,500,000) working capital facility with the South Australian Government Financing Authority. As at 30 June 2022 there were no drawings on this facility (2020-21 \$Nil).

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8. Other disclosures

8.1 Equity

The asset revaluation surplus is used to record increments and decrements in the fair value of property and plant and equipment to the extent that they offset one another. Relevant amounts are not transferred to retained earnings when an asset is derecognised.

8.2 Cash flow

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

Total cash outflows for leases was \$134,000 (2021: \$128,000).

Reconciliation of net result to cash flows from operating activities

	2022	2021
	\$'000	\$'000
<u>Reconciliation of cash and cash equivalents at the end of the reporting period:</u>		
Cash and cash equivalents disclosed in the Statement of Financial Position	4,507	2,078
Balance as per the statement of Cash Flows	4,507	2,078

Reconciliation of net cost of providing services to net cash provided by operating activities:

Net result from providing services	290	1,713
<u>Add/less non cash items</u>		
Depreciation and amortisation expense of non-current assets	3,277	3,176
Gain/loss on sale or disposal of non-current assets	(38)	6
Expensing of items previously classified as work in progress	-	38
<u>Movement in assets and liabilities</u>		
(Increase)/decrease in receivables	2,462	(2,040)
(Increase)/decrease in inventories	(10)	(4)
Increase/(decrease) in payables	(277)	226
Increase/(decrease) in fees received in advance	290	247
Increase/(decrease) in employee benefits	(122)	63
Net cash provided by operating activities	5,872	3,425

West Beach Trust

9. Outlook

9.1 Unrecognised contractual commitments

Commitments include operating, capital and outsourcing arrangements arising from contractual or statutory sources and are disclosed at their nominal value

Capital commitments

	2022	2021
	\$'000	\$'000
Within one year	493	-
Total capital commitments	493	-

The Trust has one major capital commitment as at the reporting date. This relates to the replacement of Reef Cabins at the BIG 4 West Beach Parks, with construction and delivery delayed until 2022-23 given supply issues.

Expenditure commitments

	2022	2021
	\$'000	\$'000
Within one year	-	6
Total expenditure commitments	-	6

The Trust's expenditure commitments are for computer equipment which has been classified as a low value lease given the underlying asset value of the equipment being leased is low.

Operating leases receivable

	2022	2021
	\$'000	\$'000
<u>Commitments in relation to operating lease income contracted for at the reporting date but not recognised as assets are receivable as follows:</u>		
Within one year	826	684
Later than one year but not longer than five years	2,700	1,809
Later than five years	7,692	5,278
Total operating leases receivable	11,218	7,771

All operating leases receivable of \$11,218,000 (\$7,771,000) are from entities external to the SA government, and are for parcels of land and buildings leased to various sporting organisations and commercial operators.

9.2 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position, but are disclosed by way of a note and, if quantifiable, are measured at nominal value.

The Trust is not aware of any contingent assets or liabilities.

9.3 Impacts of standards and statements not yet effective

The Trust has assessed the impact of new and changed Australian Accounting Standards Board Standards and Interpretations not yet effective, and there is no expected impact on the Trust's general purpose financial statements.

West Beach Trust

9.4 COVID-19 pandemic outlook for the Trust

Consistent with the last six months of 2021/22, the Trust does not envisage there being any impacts from COVID-19 on trading revenue in 2022/23, with accommodation and golf revenues expected to remain strong. However, it is expected that there will be a continued COVID-19 impact on staffing and in particular the need to access higher paid agency staff to support the delivery of housekeeping and other services. Ongoing supply chain issues and staff shortages will continue to impact on the costs of materials and labour and potentially delay cabin projects.

9.5 Events after the reporting period

The Trust is not aware of any events after the end of the reporting period that will have a material financial impact.

West Beach Trust

10. Measurement and risk

10.1 Long service leave liability – measurement

AASB 119 Employee Benefits contains the calculation methodology for long service leave liability.

The actuarial assessment performed by the Department of Treasury and Finance has provided a basis for the measurement of long service leave and is based on actuarial assumptions on expected future salary and wage levels, experience of employee departures and periods of service. These assumptions are based on employee data over SA government entities.

AASB 119 Employee Benefits requires the use of the yield on long-term Commonwealth Government bonds as the discount rate in the measurement of the long service leave liability. The yield on long-term Commonwealth Government bonds has increased from 2021 (1.25%) to 2022 (3.5%).

This increase in the bond yield, which is used as the rate to discount future long service leave cash flows, results in a decrease in the reported long service leave liability.

The actuarial assessment performed by the Department of Treasury and Finance left the salary inflation rate at 2.5% for long service liability. As a result, there is no net financial effect resulting from changes in the salary inflation rate.

The net financial effect of the changes to actuarial assumptions in the current financial year is a decrease in the long service leave liability of \$118,000. The impact on future periods is impracticable to estimate as the long service leave liability is calculated using a number of demographical and financial assumptions – including the long-term discount rate.

The portion of estimated long service leave that is classified as current is based on an assessment of the pattern of leave taken or paid out over the last 10 years.

10.2 Fair value

AASB 13 Fair Value Measurement defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants, in the principal or most advantageous market, at the measurement date.

Initial recognition

Non-current assets are initially recorded at cost or at the value of any liabilities assumed, plus any incidental cost involved with the acquisition. Non-current assets are subsequently measured at fair value after allowing for accumulated depreciation.

Where assets are acquired at no value, or minimal value, they are recorded at fair value in the Statement of Financial Position.

Revaluation

Property, plant and equipment are subsequently measured at fair value after allowing for accumulated depreciation.

The policy of the Trust is that land, buildings and improvements will be revalued by an external professionally qualified valuer every 5 years. A valuation was undertaken as at 30 June 2019 in line with this policy. If at any time management considers that the carrying amount of an asset materially differs from its fair value, then the asset will be revalued regardless of when the last valuation took place.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amounts of the assets and the net amounts are restated to the revalued amounts of the asset.

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Fair value hierarchy

The Trust classifies fair value measurement using the following fair value hierarchy that reflects the significance of the inputs used in making the measurements, based on the data and assumptions used in the most recent revaluation.

- Level 1 – traded in active markets and is based on unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at measurement date.
- Level 2 – not traded in an active market and are derived from inputs (inputs other than quoted prices included within level 1) that are observable for the asset, either directly or indirectly.
- Level 3 – not traded in an active market and are derived from unobservable inputs.

The Trust's policy is to recognise transfers into and out of fair value hierarchy levels as at the end of the reporting period.

All property, plant and equipment of the Trust are categorised in Level 3.

Land and buildings and improvements

An independent valuation of land and buildings and improvements was performed in February 2019 by a Certified Practising Valuer from Jones Lang Lasalle SA Pty Ltd, as at 30 June 2019.

The valuer used adjusted market value for land and depreciated replacement cost for buildings and improvements, due to there not being an active market for such land and buildings. The depreciated replacement cost considered the need for ongoing provision of government services; specialised nature of the assets, including the restricted use of the assets; the size, condition, location and current use of the assets. The valuation was based on a combination of internal records, specialised knowledge and the acquisition/transfer costs.

Plant and equipment

Plant and equipment acquisitions have been recognised at cost. The carrying value of plant and equipment is deemed to approximate fair value. These assets are classified in level 3 as there has been no subsequent adjustments to their value, except for management assumptions about the assets condition and remaining useful life.

West Beach Trust

10.3 Financial Instruments

Financial risk management

Risk is managed by the application of the West Beach Trust Risk Management Framework.

The Trust's exposure to financial risk (liquidity risk, credit risk and market risk) is low due to the nature of the financial instruments held.

Liquidity risk

Liquidity risk arises where the Trust is unable to meet its financial obligations as they are due to be settled. The Board, Executive and Senior Management are responsible for monitoring and ensuring its operations are prudently maintained. Liquidity is managed on a daily basis and monthly reports are submitted to the Board, Executive and Senior Management and the Department of Treasury and Finance. The Trust generally settles undisputed accounts within 30 days from the date of invoice or the date the invoice is first received. In the event of a dispute, payment is generally made 30 days from resolution.

An assessment of liquidity risk has been undertaken by the Chief Executive Officer and General Manager Corporate Services and based on past experience and knowledge of seasonal trends, management is confident that the Trust will be able to meet its financial obligations as and when they fall due. Cash flow updates are included in the Trust's Board papers provided to Board members monthly.

Refer to notes 7.1 and 7.3 for further information

Credit risk

Credit risk arises when there is the possibility of the Trust's debtors defaulting on their contractual obligations resulting in financial loss to the Trust. The Trust measures credit risk on a fair value basis and monitors risk on a regular basis.

The Trust has minimal concentration of credit risk. The Trust has policies and procedures in place to ensure that transactions occur with customers with appropriate credit history. The Trust does not engage in high risk hedging for its financial assets.

Impairment of financial assets

Loss allowances for receivables are measured at an amount equal to lifetime expected credit loss using the simplified approach in AASB 9. The Trust uses an allowance matrix to measure the expected credit loss of receivables from non-government debtors which comprise a large number of small balances.

To measure the expected credit losses, receivables are grouped based on shared risks characteristics and the days past due. When estimating expected credit loss, the Trust considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Trust's historical experience and informed credit assessment, including forward-looking information.

The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Trust is exposed to credit risk.

The expected credit loss of government debtors is considered to be nil based on the external credit ratings and nature of the counterparties.

West Beach Trust

Impairment losses are presented as net impairment losses within net result, subsequent recoveries of amounts previously written off are credited against the same line item.

Receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include the failure of a debtor to enter into a payment plan with the Trust and a failure to make contractual payments within a reasonable time frame.

There were no receivables written off during the year that are still subject to enforcement activity

The Trust considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties and therefore the expected credit loss is nil.

Market risk

The Trust does not trade in foreign currency, nor enter into transactions for speculative purposes, nor for hedging. The Trust does not undertake any hedging in relation to interest or foreign currency risk and manages its risk as per the government's risk management strategy articulated in *TI 23 Management of Foreign Currency Exposures*.

Exposure to interest rate risk may arise through its interest bearing liabilities, including borrowings. The Trust's interest bearing liabilities are managed through the South Australian Government Financing Authority (SAFA) and any movement in interest rates are monitored on a regular basis. There is no exposure to foreign currency or other price risks.

There have been no changes in risk exposure since the last reporting period.

Categorisation of financial instruments

Details of the significant accounting policies and methods adopted including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised with respect to each class of financial asset, financial liability and equity instrument are disclosed in the respective financial asset / financial liability note.

West Beach Trust

Classification of financial instruments

The Trust measures all financial instruments at amortised cost.

	2022 Carrying amount/ Fair value \$'000	2022 Contractual maturities		
		Within 1 year \$'000	1-5 years \$'000	More than 5 years \$'000
Financial assets				
Cash and equivalent				
Cash and cash equivalent	4,507	4,507	-	-
Financial assets at amortised cost				
Receivables	50	50	-	-
Total financial assets	4,557	4,557	-	-
Financial liabilities				
Financial liabilities at amortised cost				
Payables	896	896	-	-
Fees received in advance	1,883	1,883	-	-
Borrowings	8,089	390	1,629	6,070
Lease liabilities	1,068	274	287	507
Total financial liabilities	11,936	3,443	1,916	6,577

	2021 Carrying amount/ Fair value \$'000	2021 Contractual maturities		
		Within 1 year \$'000	1-5 years \$'000	More than 5 years \$'000
Financial assets				
Cash and equivalent				
Cash and cash equivalent	2,078	2,078	-	-
Financial assets at amortised cost				
Receivables	88	88	-	-
Total financial assets	2,166	2,166	-	-
Financial liabilities				
Financial liabilities at amortised cost				
Payables	712	712	-	-
Fees received in advance	1,593	1,593	-	-
Borrowings	8,516	392	1,627	6,497
Lease liabilities	1,202	134	445	623
Total financial liabilities	12,023	2,831	2,072	7,120

Receivables and payables

The receivable and payable amounts disclosed here exclude amounts relating to statutory receivables and payables (e.g. Commonwealth and State taxes, fees and charges). In government, certain rights to receive or pay cash may not be contractual and therefore in these situations, the requirements will not apply. Where rights or obligations have their source in legislation such as levy receivables/payables, tax equivalents, commonwealth tax etc they would be excluded from the disclosure. The standard defines contract as enforceable by law. All amounts are carried at cost.

The receivables amount disclosed here excludes prepayments. Prepayments are not financial assets as defined in AASB 132 as the future economic benefit of these assets is the receipt of goods and services rather than the right to receive cash or another financial asset.