

# WEST BEACH TRUST

## 2009-10 Annual Report



## **West Beach Trust**

**The West Beach Trust is a statutory authority marketed as Adelaide Shores with facilities including:**

**Anderson Reserve  
Barratt Reserve  
Boat Haven  
Caravan Park  
Cafe Neptune  
Golf  
Resort  
Skate & BMX Park  
West Beach Coast Park**

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# West Beach Trust

## 2009-10 Annual Report of the West Beach Trust

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# West Beach Trust

## 1. REPORT FROM THE CHAIR OF THE BOARD

It is with great pride that I report Adelaide Shores' financial results for the 2009-2010 financial year, which have seen a dramatic turnaround after a difficult 2008-2009 year, to result in a 12-fold increase in operating profit mainly as a result of increased revenue, improved results from the food and beverage operations, and positive results from a focus on expenditure control.

Once again this financial success has allowed the enterprises to reinvest funds back into providing a sustainable basis for continued commercial success while investing heavily in essential community facilities and services. From the West Beach Trust Board's perspective this is quite an achievement for a self-funded government organisation.

Adelaide Shores 2009-2010 year brought rewarding and refreshing results in many operational areas including the culmination of three years of master planning processes with a draft Adelaide Shores Master Plan endorsed by the West Beach Trust Board in March 2010. This Plan is a 20 year vision and identifies significant opportunities for commercial and community facilities which will enable Adelaide Shores to contribute to the objectives of the State Tourism Plan, fulfill its potential as a major sporting hub, adhere to principles of environmental sustainability and enhance the quality of life for many South Australians.

Continuing investment into new and refurbished accommodation is crucial to the tourism industry's success and Adelaide Shores has been active in addressing aging accommodation stock. In November 2009, Adelaide Shores Caravan Park introduced an innovative new product, the first tourist Eco Tents in South Australia, and in January 2010 added 11 new deluxe cabins with 5-star energy efficiency. Adelaide Shores Resort continued its major refurbishment programs with 10 Villas and 8 Holiday Units receiving comprehensive interior upgrades.

Infrastructure investment during the year was not limited to accommodation stock. Adelaide Shores committed significant capital to the purchase of a sophisticated telephone system which provides detailed call data reporting, information messages for callers and call routing based on operators' skills profiles, which will improve customer service, staff efficiency and rostering.

The 2009-10 year saw great progress in developing and safeguarding Adelaide Shores' employees. In October 2009, Adelaide Shores was named Safe Work SA's Employer of the Year in the public sector in recognition of initiatives to identify and control risks, monitor occupational health and safety, and build a culture of awareness among staff and customers. In December 2009, the Board endorsed a strategic People & Culture Plan for Adelaide Shores which identifies key priorities including a learning & development framework, an employee assistance program, and a reward & recognition framework.

Perhaps the high point of the year was Adelaide Shores' historic hosting of the Special Olympics National Games in April 2010. The Adelaide Shores precinct accommodated the 850 athletes, provided catering and hosted four sports and the achievement of a single Games Village was a first for the Special Olympics. Adelaide Shores staff went beyond the call of duty to ensure a successful Games, and athletes, coaches and officials found it to be the "best Games ever".

In closing I would like to thank Gareth Smith, who resigned as Chief Executive Officer of Adelaide Shores in March 2010 to return to Victoria, for his considerable contribution to the precinct during his tenure, and to welcome Kate Williams who, after an extensive and vigorous recruitment campaign, secured the role of Chief Executive Officer. Kate has 9 years

## **West Beach Trust**

experience in senior management roles in tourism and hospitality and brings enormous energy to Adelaide Shores.

As the Master Plan shows, exciting opportunities exist for Adelaide Shores to contribute to the State in economic impact, sporting infrastructure and enhancing the community's lifestyle and environment, and the 2009-2010 year has laid the foundation for realising those opportunities.

**Bernie Lange**  
**Chairman**

# West Beach Trust

## 2. RESPONSIBILITIES AND ACCOUNTABILITY

### Responsibilities

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

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

The *West Beach Recreation Reserve Act 1987* requires the West Beach Trust to:

- Administer and develop the Reserve as a
  - Sporting, cultural and recreational complex of State-wide significance; and
  - Tourist attraction and resort
- Promote and encourage the use and enjoyment of the Reserve by the public
- Care for, control and manage the sand dune and foreshore subject to the *Coast Protection Act 1972*.

### Accountability

The *West Beach Recreation Reserve Act 1987* requires the Minister to approve annually a:

- Charter that authorises the Trust to act within agreed strategic objectives and comply with various policies and Acts
- Performance Agreement that identifies the achievement of key financial and non financial targets
- Strategic Plan that outlines long-term directions
- Business Plan that provides short-term annual strategies and targets, and resources needed to meet the charter, performance agreement and plans.

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## 3. STRATEGIC ALLIANCES

Adelaide Shores works closely with a wide range of industry organisations. Key alliances are maintained with the following organisations:

- **AAA Tourism:** Quality control of accommodation properties (star rating system) and promotion through auto club network
- **Adelaide & Mount Lofty Natural Resources Management Board:** Aquifer Storage and Re-Use Scheme and management of waterways
- **Adelaide Convention Bureau:** Assistance with obtaining accommodation, golf and catering business from business events
- **Australian Tourism Export Council:** Development of international distribution networks
- **BIG4 Holiday Parks:** Caravan Park is a member and branded accordingly. Membership provides marketing, group buying power and valuable industry networks and knowledge.
- **Caravan, RV & Accommodation Industry of Australia:** Marketing, research and lobbying for caravan and motorhome industry
- **Department for Environment and Heritage:** Coastal Protection Branch - Maintenance and sand management of Adelaide Shores Boat Haven and sand dune protection
- **Glenelg Tourism Forum:** Networking for tourism businesses based in Glenelg area
- **Holdfast Bay Chamber of Commerce:** Networking for all businesses based in Glenelg area
- **Hotel Motel & Accommodation Association of Australia:** Information and lobbying for built accommodation industry
- **Local Government Recreation Forum:** Network for recreation and sporting issues
- **The South Australian Urban Forest Biodiversity Program (UFBP)** support to manage and revegetate dunes
- **Metropolitan Seaside Councils Committee:** Coastal environment issues
- **Office of Major Projects & Infrastructure:** Assistance with major projects
- **Office for Recreation and Sport:** Promoting and developing sport and recreation
- **Parks & Leisure Australia:** Parks & Reserves Industry Networks
- **Planning SA:** Parklands 21 – Coast Park and other developments within the reserve
- **Primary Industries and Resources SA:** Government portfolio to which the Trust reports
- **Public Sector Workforce Division:** Human resource and industrial relations advice
- **Restaurant and Catering South Australia:** Business support and supplier discounts
- **Resurg:** Tourist park industry benchmarking and innovation groups
- **SA Water:** Glenelg Effluent Re-Use Project and potable water
- **SA Parks:** Caravan industry networks
- **Sport SA:** Sporting alliances
- **Golf SA:** Golfing development assistance
- **South Australian Research Development Industry (SARDI):** Environmental and eco-tourism initiatives
- **South Australian Tourism Commission:** Cooperative marketing and industry information
- **South Australian Tourism Industry Council:** Accreditation and industry lobbying
- **Western Adelaide Consultative Group:** *Issues common to the operations of:* Adelaide Airport Limited, Cities of Charles Sturt, Holdfast Bay, Marion, Port Adelaide Enfield, West Torrens, and Adelaide & Mount Lofty Ranges Natural Resources Management Board.

# West Beach Trust

## 4. SOUTH AUSTRALIA'S STRATEGIC PLAN

The Trust's Strategic Plan 2007-12 is in alignment with the 2007 SA State Strategic Plan objectives of:

- ***Growing Prosperity***  
This growth is being sustained by attracting local, national and international visitors.
- ***Improved Well-being***  
Adelaide Shores continues to work closely with staff to ensure they have a healthy work-life balance and is encouraging healthy living opportunities to locate and operate within the reserve.
- ***Attaining Sustainability***  
Environmental sustainability is being enhanced by responsible management and protection of the Reserve through the use of treated effluent water for irrigation, progressive revegetation of sand dunes with indigenous flora, recycling and responsible energy resource management.
- ***Fostering Creativity and Innovation***  
A new management structure has been established to encourage and identify creative and innovative opportunities.
- ***Building Communities***  
The ongoing financial and facilities support provided by the Trust to sports clubs and community associations continues to maintain and enhance volunteering and community participation. Wherever possible key stakeholders are offered the opportunity to participate in Adelaide Shores strategic planning processes.
- ***Expanding Opportunities***  
The Adelaide Shores Strategic Plan 2007-12 identifies numerous opportunities for expanding existing facilities and establishing new services.

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## 5. ADELAIDE SHORES VISION, MISSION AND VALUES

### Vision

*To position Adelaide Shores as South Australia's premier sport, recreation and coastal holiday destination.*

### Mission

As a nationally recognised sport, recreation and holiday destination, we create memorable experiences that improve the well-being and quality of life for individuals, families, groups and communities.

### Values

The key values that guide our managers and employees to achieve our vision are:

- Customer Focus  
Understand, through sound research and survey, the specific needs of each customer group (both external and internal) and actively manage their experiences with services and facilities that enhance and protect our market leadership.
- Continuous Improvement  
Continually challenge existing ways of doing things and self-manage improvements in services, facilities, processes, relationships, technologies and assets that create win-win outcomes for individuals, teams, and Adelaide Shores.
- Teamwork  
To achieve goals, work together in an environment that supports diversity, teamwork and trust, including sharing knowledge, experiences and information for mutual benefit.
- Performance Orientation  
Establish clear goals, develop benchmarks for excellence and provide recognition and rewards commensurate with performance and effort.
- Competitive Spirit  
Compete fairly and ethically to create and maintain a competitive advantage in what we do and/or how we do it while maintaining our reputation for service, integrity and value.
- Community and Environment Focus  
Anticipate community and other expectations for improved quality of life for citizens through sustainable development and environmental management.
- Duty of Care  
As managers and employees, utilise assets and resources wisely as part of our duty of care over a public owned reserve.

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## 6. CORPORATE GOVERNANCE

### Directing

The seven-person Board, appointed by the Minister for Urban Development and Planning is a skill based board.

The Board includes three members who have been nominated from the adjacent councils of; City of Charles Sturt, City of West Torrens and City of Holdfast Bay to make up the seven person Board.

The *West Beach Recreation Reserve Act 1987* provides for the West Beach Trust to have a multi-disciplinary, skill based Board with Members to have qualifications in business or management, accounting and finance, tourism, environment protection or management, operation of regional recreation facilities or government experience.

Board members as at 30 June 2010 comprised:

<b>Name</b>	<b>Skill Sets</b>
Bernie Lange (Chair)	Business Management & Marketing
Hon Ron Roberts (Deputy Chair)	Government
Katrina Ball	Economics & Finance Policy
Leonie Boothby	Financial Management & Business Management
Michael Coxon	Financial Management & Government
Jon Deakin	Financial Management & Government
Anna Rau	Legal & Government

Board Meeting attendance:

### July 2009 – June 2010

	<b>Possible</b>	<b>Actual</b>
Bernie Lange (Chair)	12	11
Hon Ron Roberts (Deputy Chair) (01/07/09-31/12/09 & 1/04/10 – 30/06/10)	9	7
Katrina Ball	12	10
Michael Coxon	12	10
Leonie Boothby	12	10
Jon Deakin	12	12
Anna Rau	12	7

### Sub-committees

Four Sub-Committees of the Board operated during the 2009 year, with each Sub-Committee having a minimum of two Board members represented.

The Board Sub-Committee structure was reviewed in March 2010 with the Board endorsing that a Remuneration Sub-Committee be created to undertake and oversee the recruitment and performance development of the Chief Executive.

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## Finance and Governance Sub-committee

This Sub-committee has the following functions:

- To protect the long term financial viability of the Trust and the State's financial interest in the Trust;
- To fulfil reporting requirements as outlined in applicable legislation; and
- To develop, review and monitor corporate governance policies and procedures in accordance with legislation and best practice.
- To guide the investigation, design, procurement method and development of major facilities (>\$200,000) established in the West Beach Recreation Reserve.

Finance and Governance Sub-Committee Membership and Attendance

**July 2009 – June 2010**

	<b>Possible</b>	<b>Actual</b>
Katrina Ball (Chair)	8	8
Bernie Lange	8	7
Hon Ron Roberts	4	4

## Human Resource and Risk Management Sub-Committee

The purpose of this Sub-committee is to guide the development, implementation and review of Human Resource Strategy and Frameworks including risk management, within Adelaide Shores.

Human Resources and Risk Management Sub-Committee Membership and Attendance

**July 2009 – June 2010**

	<b>Possible</b>	<b>Actual</b>
Jon Deakin (Chair)	3	3
Anna Rau	3	3
Leonie Boothby	1	1

## Marketing & Communications Sub-Committee

The purpose of this Sub-committee is to guide the development, implementation and review of Adelaide Shores Marketing and Communication plan(s).

Marketing and Communication Sub-Committee Membership and Attendance

**July 2009 – June 2010**

	<b>Possible</b>	<b>Actual</b>
Michael Coxon (Chair)	3	3
Leonie Boothby	3	3

## Remuneration Sub-Committee

This Sub-committee guides the recruitment, remuneration and professional development of the Chief Executive Officer and consists of the Chair of the Board, the Chair of the Finance

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and Governance Sub-committee, the Chair of the Human Resources and Risk Sub-committee and an external industry consultant.

## Remuneration Sub-Committee Membership and Attendance

**July 2009 – June 2010**

	<b>Possible</b>	<b>Actual</b>
Bernie Lange (Chair)	1	1
Katrina Ball	1	1
Jon Deakin	1	1
Industry Consultant	1	1

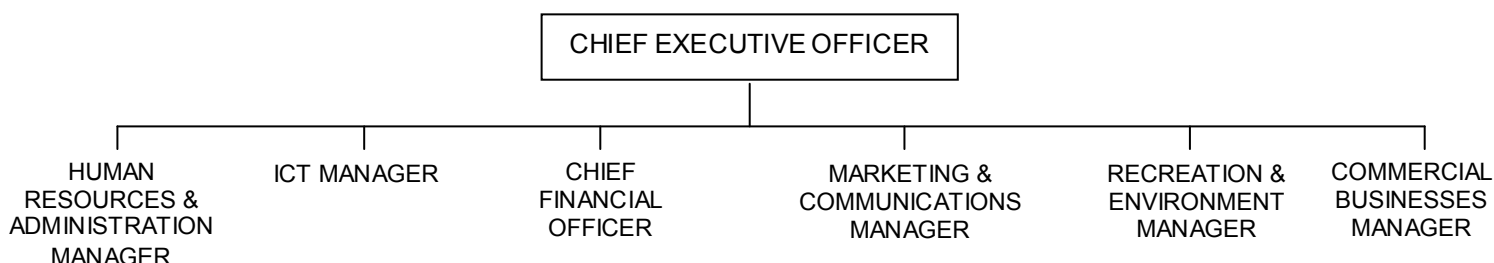
## Leadership

The Chief Executive Officer is responsible for implementing Board policies and strategic direction, for setting corporate strategies and approving operational direction, leadership and management of the executive and leadership teams and monitoring of key operations, risks and control systems.

Managers are responsible for leadership and strategic management across the Accommodation, Food & Beverage, Golf Park, Reserves and Corporate Services.

## Organisational Structure

The Trust's Management Organisation Chart as at 30 June 2010 was:



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## 7. DEVELOPMENT AND MANAGEMENT OF THE RESERVE

### Land Use Master Plan

Following extensive consultation with stakeholders and the community in 2001, a 20 year Land Use Master Plan was developed which details the purpose, desired future character and strategies for key areas of the Reserve.

The Trust reviews all aspects of the Land Use Master Plan annually to ensure that key goals identified in the plan are encompassed within all Trust Strategic and Business plans.

### Strategic Plan

In January 2007 the Trust Board and Minister endorsed Adelaide Shores Strategic Plan 2007–2012. The plan was developed cognisant and harmoniously with other State Government plans, such as South Australia's Strategic Plan and the South Australian Tourism Plan and is strongly aligned with the State Planning Strategy for metropolitan Adelaide.

This plan sets a clear direction for what is to be achieved, while allowing flexibility in how it is to be accomplished and defines the short and long-term goals of the Trust Board and its employees, and details an action plan to achieve these goals.

Implementation of the Strategic Plan advanced significantly with key outcomes achieved or commenced during the 2009-10 financial year including:

- Adopted a draft Reserve Master Plan for the 135 hectare precinct including economic impact study for existing and proposed developments
- Adopted Caravan Park Master Plan
- Adopted Military Road Streetscape Plan
- Adopted Sport and Leisure Master Plan and completed feasibility studies for the two highest priority developments
- Adopted Boating Master Plan and secured SLSSA headquarters as a new major tenant
- Adopted Design Manual for future developments
- Completed detailed departmental business plans
- Completed Business Continuity Plan
- Completed installation of telephone system into corporate and accommodation sites to improve service and efficiencies
- Commenced the introduction of Government's Protective Security Management Framework
- Amended accommodation management structure to improve succession planning and facilitate further efficiencies and productivity
- Completed a People and Culture Strategy which analysed and identified the needs of the organisation and its employees
- Completion in October 2009 of Adelaide Shores Brand Health Check which indicated an overall positive and successful outcome of the May 2009 rebranding process
- External risk assessment performed on the Trust's Financial Management Compliance Framework which provide further action plan for completion in 2010/11 Financial year
- Review and audit the irrigation management plan

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## Business & Marketing Plan 2008-2012

In 2008, a strategic Business and Marketing Plan was endorsed by the Board, following input by management and staff of Adelaide Shores and a range of key external stakeholders. The purpose of the plan is to articulate the key growth strategies for Adelaide Shores as it aims to effectively meet the challenges of the future, strengthening viability and sustainability.

Key objectives of the Business and Marketing Plan are to:

- Provide clear direction for business and market development and the articulation of strategies that can be further developed and implemented through the organisation's business planning process
- Improve competitiveness by more effectively responding to the needs of customers
- Identify current and potential new markets and develop strategies to effectively increase and gain market share
- Provide an analysis of market research results and develop strategies to address the issues highlighted in the research
- Identify key competitive advantages and strengthen their exploitation in order to increase market share
- Improve internal marketing systems and practices to facilitate a more strategic approach to marketing

## Environmental Management Plan 2008-2013

Many initiatives have again been implemented and initiated to move towards the full implementation of the Environmental Management Plan.

Key environmental improvements have included:

- Committee developed to
  - review the existing Environmental Management System (EMS)
  - ensure full implementation of an appropriate EMS
  - embed EMS into work practice and procedures
- Completed staff environmental survey which showed increased recognition of efforts by Adelaide Shores to be an environmental leader and increased staff awareness of environmental issues from the survey two years prior
- Commenced introduction of waterless urinals in accommodation
- Artificial lawns in some high use areas of accommodation being trialled
- All fixtures and fittings across the site meet or exceed SA water best practice guidelines
- Irrigation plan audited and showed lower than benchmark water use across the precinct
- Energy audit commissioned
- Agreement to install four mini wind turbines at the boat precinct for a 12 month trial
- Two staff bicycles purchased for staff use within the precinct
- Six Eco Tents installed
- Commenced installation of gas-boosted solar hot water systems on ablution blocks
- Introduced split waste bins across accommodation and golf to reduce waste to landfill
- Introduced formal process to ensure greater recycling for paper, cardboard, spent batteries, old tyres, cooking and motor oils, toner cartridges and used oil filters
- Recyclable take away containers introduced to cafe
- Recycled paper introduced for printing
- Work processes put in place to minimise chemical use

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- Introduced Electronic Waste Recycling Stream to reduce waste to landfill

75 staff innovation ideas submitted through a formal process of which 35 were implemented resulting in improved efficiencies, customer service and environmental performance

### **Energy Use; Electricity**

As Adelaide Shores continues to attract new facilities and users electricity use will continue to be a significant issue and a difficult KPI to meet the strategic targets. As the business is growing, electricity consumption continues to rise, up 9.6% in 2009/2010, however ongoing review and implementation of new ways of operating more efficiently and will continue to proactively reduce our consumption. Adelaide Shores is currently undertaking an energy audit that will provide a series of recommendations on continuous improvement.

### **Energy Use; Gas**

Despite the installation of 11 new cabins, six new ecotents, Gas use still decreased, down 6.1% for 2009-10 due to efficiency upgrades to the boiler systems. As the boiler systems are upgraded solar will be incorporated to provide gas-boosted solar hot water.

### **Water Use; Potable**

Adelaide Shores Potable Water use has continued to decline, down 0.5% in 2009/2010, despite a significant reduction in previous years with the conversion of some 99 percent of irrigation to Recycled Water. Due to continued business growth, the demand for water will continue to rise however, through efficiency measures and education campaigns such as the SA Water 'Use Water Wisely' tent cards, which are distributed to all rooms, Adelaide Shores can continue to proactively reduce consumption. All fixtures and fittings are at or above SA Water Best Practice Guidelines for flow rates.

### **Water Use; Recycled**

The Total Recycled water use declined by 10.2% in 2009-10 despite the increased use of our reserves for state, local and national sporting events. Continued monitoring through the Golf Superintendent, Irrigation Coordinator and the Computer Automated Irrigation System ensures that the system runs at a very high efficiency across the golf and reserves areas. Areas for improvement are in accommodation which has difficulty due to the location of sites in relation to outlets, and increased education on appropriate systems and plantings will ensure improvements can continue to be achieved.

### **Resource Recovery**

Since the introduction of recycling at Adelaide Shores, the increasing production of waste that comes with organisational growth has been curbed and redirected into recyclable streams away from landfill. Waste to landfill has reduced from 100% two years ago to 44% in 2009/2010. In late FYE 2010 policy and procedure was introduced to redirect all Electronic Waste from landfill for recycling through E-Cycle Recovery. It is expected to further reduce the General Waste in coming years. A number of other waste initiatives including introduction of the food organics waste stream and a series of waste assessments through Zero Waste and KESAB are planned to move towards achieving the targets set out in the Environmental Management Plan.

### **Fleet Fuel Use; Petrol**

Overall fuel use decreased from 39296L to 37608L a saving of 1788l or 6%.

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## 8. BUSINESS UNIT REPORTS – Commercial Activities

### Caravan Park

Adelaide Shores Caravan Park achieved outstanding results for the 2009-10 financial year.

The Caravan Park increased cabin inventory from 91 to 108 cabins during the year resulting in a slight decrease in occupancy as more inventory became available. Although total visitor numbers remained steady, effective yield management strategies enabled the Caravan Park to gain stronger rates through peak period and achieved a strong operating profit for the 2009-10 financial year.

The increase in visitation from the intrastate and interstate markets is also encouraging and reinforces the importance of the domestic market to the Caravan Park's business.

International visitors to the Caravan Park decreased by 19.3% off a low base of 11.16% from the 2008-09 year. This decrease can be attributed to the strong Australian Dollar and also the Global Financial Crisis.

Adelaide Shores Caravan Park retained its AAA 4.5 Star Rating. This was achieved with the introduction of South Australia's first tourism eco-tents that were opened in November 2009. A further 11 Deluxe Seaspray Cabins were opened in January 2010.

During 2009/2010 Adelaide Shores Caravan Park continued its commitment to BIG4 Holiday Parks.

The Caravan Park again participated in the BIG4 Come Camp Free event, where along with other BIG4 Parks across Australia campers received a free night's camping with approximately 300 guests at Adelaide Shores having enjoyed a complimentary breakfast with pancakes, free face painting and various children's activities. Adelaide Shores Caravan Park hosted a site inspection to the Big 4 Board in February 2010.

A highlight of the year for the Caravan Park and Adelaide Shores was playing host to the Special Olympics that were held in April 2010. This involved accommodating all participating athletes and their carers for the week-long event bringing extensive media coverage and exposure to Adelaide Shores. This was the inaugural time the host village had been across one accommodation precinct and was deemed a great success.

The Caravan Park Master Plan was completed and endorsed by the Board in November 2009 identifying exciting opportunities for the park including additional accommodation styles, recreational nodes and aquatic features.

Stage 1 of the Master Plan was completed in January 2010.

Improvements in services were also integrated such as connection of fibre optic high speed connection improving technology infrastructure. A new telephone system was installed to Adelaide Shores which further strengthened our ability to receive calls and improve our customer service.

Restructuring of accommodation and the commitment to Performance Development has improved succession planning providing achievable career paths for staff and improving accountability. Key management roles were introduced; Commercial Businesses Manager and Housekeeping Manager with the creation of these roles introduced efficiencies and synergies across both properties.

The Caravan Park continued its success in being recognised as a leader within the industry with the following accolades being received through the year:

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- Retention of AAA 4.5 Rating
- Top 10 Resort for families by “Holidays with Kids” Readers Choice Award

Customer satisfaction has been closely monitored at the Caravan Park through Guest Feedback Forms together with a newly introduced online guest feedback. The volume of forms being returned is strong providing Adelaide Shores with valuable feedback.

The following summary of customer feedback is obtained from 1,767 responses to the Adelaide Shores Caravan Park customer survey during the 2009-10 financial year.

Quality of Accommodation	Customer Service	Quality of Shared Facilities	Overall Satisfaction	Would Recommend
86% Good or Excellent	90% Good or Excellent	92% Good or Excellent	84% Good or Excellent	96%

### Statistical Results

	2009-10	2008-09	% Increase/Decrease
<b>OCCUPANCY</b>			
Park sites	41.06%	39.89%	2.93%
Cabins	70.56%	73.15%	(3.50%)
Group Accommodation	27.66%	27.75%	(0.32%)
<b>VISITORS</b>			
Local	34 190	32 649	4.7%
Interstate	27 171	26 771	1.5%
Overseas	9 013	11 162	(19.3%)
<b>Total Visitors</b>	<b>70 374</b>	<b>70 582</b>	<b>(0.3%)</b>

### Operating Result *(including TER and Depreciation, excluding Income Tax)*

	2009-10 \$'000's	2008-09 \$'000's	Variance	
			Increase \$'000's	(Decrease) %
Operating Revenue	\$6,671	\$5,761	\$910	15.8%
Operating Expenditure	\$4,508	\$4,163	(\$345)	8.3%
<b>Operating Result Before income tax</b>	<b>\$2,163</b>	<b>\$1,598</b>	<b>\$565</b>	<b>35%</b>
Surplus as % of revenue	32.4%	27.7%		

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## Resort

Adelaide Shores Resort achieved a strong financial result for the 2009-10 financial year.

The Resort removed some lower end accommodation and relocated it to the Caravan Park, overall a better market fit. This reduced cabin inventory resulted in a slight increase in overall occupancy.

The Resort retained its 4 AAA Star Rating in 2009-10 which was achieved through the continued process of upgrading Villas which commenced in 2008 and will be completed in September 2010.

Occupancy levels achieved slightly higher results to the previous year with the average rate on par and average revenue per available room (REVPAR) reflecting an increase of 4%, demonstrating effective yield management. This has resulted in strong yield throughout the year and enabling rates to be flexible as business demands increase or decrease.

A slight increase (1.3%) in total visitor numbers was achieved at the Resort which is encouraging, particularly the 3.1% increase from interstate visitors.

A highlight of the year for the Resort and Adelaide Shores was playing host to the Special Olympics that were held in April 2010. This involved accommodating all participating athletes and their carers for the week long event bringing extensive media coverage and exposure of Adelaide Shores. This was the first time the host village had been across one accommodation precinct and was wholly successful.

Accommodation refurbishments were undertaken with major refit to 10 Villas and a minor refurbishment to 8 Holiday Units, with plans to continue in 2010/11 financial year. A major landscaping project was undertaken in the Bungalow precinct lifting the appearance and presentation of the area. The above enhancements will further develop the product and brings the Resort closer in line with standard resorts and hotels within Australia, together meeting guest expectations.

Customer satisfaction has been closely monitored at the Resort by feedback forms and the volume of forms being returned has been included as a management key performance indicator to encourage responses.

The following summary of customer feedback is obtained from 1,089 responses to the Adelaide Shores Resort customer survey during the 2009-10 financial year.

Quality of Accommodation	Customer Service	Quality of Shared Facilities	Overall Satisfaction	Would Recommend
90% Good or Excellent	93% Good or Excellent	95% Good or Excellent	89% Good or Excellent	98%

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## Statistical Results

	2009-10	2008-09	% Increase/ Decrease
<b>OCCUPANCY</b>			
Bungalows	73.71%	73.52%	0.26%
Villas	74.68%	69.68%	7.18%
Holiday Units	75.77%	73.30%	3.37%
<b>Total All Cabin Accommodation</b>	<b>74.84%</b>	<b>72.07%</b>	<b>3.84%</b>
<b>VISITORS</b>			
Local	17 324	17 119	1.2%
Interstate	6 988	6 779	3.1%
Overseas	368	465	(20.9%)
<b>Total Visitors</b>	<b>24 680</b>	<b>24 363</b>	<b>1.3%</b>

## Operating Results *(including TER and Depreciation, excluding Income Tax)*

	2009-10 \$'000's	2008-09 \$'000's	Variance	
			Increase \$'000's	(Decrease) %
Operating Revenue	\$4,103	\$4,035	\$68	1.7%
Operating Expenditure	\$ 3,458	\$3,403	\$55	1.6%
<b>Operating Result Before income tax</b>	<b>\$645</b>	<b>\$632</b>	<b>\$13</b>	<b>2.1%</b>
Surplus as % of revenue	15.7%	15.6%		

## West Beach Trust

### 9. BUSINESS UNIT REPORTING – Semi-commercial Activities

#### Golf

The focus for 2009-10 was the ongoing improvements to maintenance, equipment and practices at Adelaide Shores Golf with the aim of continually enhancing the experience for golfers and environmental performance. The key environmental improvements were the introduction of recycled rubbish bins on the Patawalonga course to reduce waste to landfill and irrigation improvements again saw a reduction in irrigated water use of 32MI or 9.6%. The commissioning of a chemical injection unit will further improve water use reductions through introduction of wetting agents while irrigating over the next year.

Adelaide Shores further developed the concept of redeveloping the Westward Ho Golf Club into a multipurpose centre incorporating the State base for Bowls SA & Golf SA. The facility potentially would include indoor and outdoor bowling rinks, social bar and bistro and a second floor function area. The feasibility study is in the final stages of completion and has the full support from Golf SA and Bowls SA.

The Golf Park performed soundly in 2009-10 given the economic climate. This can be attributed to continued improvement in the courses and ancillary facilities. The Patawalonga Course saw rounds equal with the prior year and the Executive 60 showed a slight decline in rounds. The decline in the Executive 60 rounds can be attributed to the over sixties demographic age group of this course who were effected by the economic climate.

The annual Adelaide Shores Charity Pro Am was once again the key component of the expanded Bendigo Bank South Australian Seniors Tour this year. The Bendigo Bank PGA Seniors Championship was held over 2 days at Adelaide Shores; the second day being the 'Pro Am'. There was an increase in funds raised from the event with the \$30,398 being donated through the Bendigo Bank's *Community Enterprise Foundation* to the SA Sea Rescue and West Beach Surf Lifesaving Club. A high quality field was attracted with Mr John Clifford winning the championship. He was pleased with the opportunity to play with some high profile golfers including Mr Mark Harwood and Mr Roger Davis.

#### Statistical Results

	2009-10	2008-09	Variance %
<b>Public Round Numbers</b>			
Patawalonga	47 117	47 467	(0.7%)
Executive 60	<u>35 132</u>	<u>36 691</u>	(4.2%)
<b>Total Public Rounds</b>	<b>82 249</b>	<b>84 158</b>	(2.3%)
<b>Members Rounds</b>			
Patawalonga	17 750	18 684	(5.00%)
Executive 60	<u>2 267</u>	<u>2 851</u>	(20.5%)
<b>Total Members Rounds</b>	<b>20 017</b>	<b>21 535</b>	(7.0%)
<b>Total Rounds</b>	<b>102 266</b>	<b>105 693</b>	(3.2%)

## West Beach Trust

### Operating Result *(including TER and Depreciation, excluding Income Tax)*

	2009-10			2008-09			Variance	
	Pat. \$'000's	Exec. \$'000's	Total \$'000's	Pat. \$'000's	Exec. \$'000's	Total \$'000's	Increase \$'000's	Decrease
Operating Revenue	\$1,516	\$519	\$2,035	\$1,394	\$521	\$1,915	\$120	(6.3%)
Operating Expenditure	<u>\$1,341</u>	<u>\$581</u>	<u>\$1,922</u>	<u>\$1,387</u>	<u>\$606</u>	<u>\$1,993</u>	<u>(\$71)</u>	<u>(3.6%)</u>
<b>Operating Result before income tax</b>	\$175	(\$62)	\$113	\$7	(\$85)	(\$78)	\$191	(244.8%)
Surplus as % of revenue	11.5%	(11.9%)	5.5%	0.5%	(16.3%)	(4.1%)		

The following organisations lease facilities from Adelaide Shores and provide valuable services to the golfing precinct.

Organisation	Facilities & Activity
Golf Academy	The Academy and practice range are licensed to the Pro Shop operator providing quality golf coaching services from PGA AAA rated coaches. Arguably Adelaide's best practice facilities with two practice greens, bunkers and chipping facilities.
Drummond Golf Driving Range	One of Adelaide's leading driving ranges it is located within the Golf Precinct with an entrance off Tapley's Hill Road and offers coaching, practice facilities plus mini golf for the kids.
Pro Shop	A newly developed two storey facility services golfer needs including payment of rounds, retail, on course catering and equipment hire.
SA Public Golf Club	Adelaide Shores provides a base for SA Public Golf. The club primarily plays at Adelaide Shores and provides an opportunity for members to hold a PGA recognised handicap without being a member of a full Golf Club.
Westward Ho Golf Club	A leading public golf club that provides competitive opportunities to its members. The Club also supplies catering facilities for both members and public. Membership is available across a range of golfing categories including men, women and juniors. The club has achieved a steady increase in membership over the last few years.

# West Beach Trust

## Boat Haven and Sailing Precinct

The Boat Haven continues to be well patronised with an increase of 467 (11%) launches above prior year. The installation of a new ticket machine allowing credit card purchase of launch/parking tickets showed an increase in paying patronage. Further stringent enforcement of measures introduced in 2009-10 will ensure greater compliance in the percentage of patrons that purchase tickets.

The major development at the Boat precinct was the commencement of the construction of Surf Central, the new headquarters for Surf Lifesaving South Australia including training, administration and emergency craft storage. This facility will improve income for this precinct and reinforces Adelaide's Shores ongoing commitment to community service provision, as the rental is being significantly offset through a long term sponsorship agreement.

## Statistical Results

	2009-10	2008-09	Variance %
Daily Launches	11,888	11,421	4.1%
Annual Permits Issued	72	81	(11.1%)

## Operating Result (including TER and Depreciation, excluding Income Tax)

	2009-10 \$'000's	2008-09 \$'000's	Variance	
			Increase \$'000's	(Decrease) %
Operating Revenue	\$584	\$400	\$184	46%
Operating Expenditure	<u>\$432</u>	<u>\$423</u>	<u>\$9</u>	<u>2.1%</u>
<b>Operating Result Before income tax</b>	<b>152</b>	<b>(\$23)</b>	<b>\$175</b>	<b>760.8%</b>
Surplus as % of revenue	26%	(5.8%)		

Organisation	Facilities & Activity
Adelaide Boat Storage	Provides secure boat storage with 63 sheds for annual hire.
Adelaide Sailing Club	Includes a magnificent clubhouse overlooking the Adelaide coast plus two secure boat storage facilities. The Adelaide Sailing Club has a strong membership and regularly hosts state and national events.
Adelaide Shores Marine	Provides quality vessel servicing, repairs and sales in addition to stocking boat fittings and equipment.
Binks Marine	Provides boating and fishing equipment, bait, etc.
SA Surf Life Saving Association	Is in the process of developing its new headquarters, training, administration, emergency craft storage and communications. The existing small facility providing storage for the association's emergency vessel will then no longer be required.
SA Sea Rescue	The radio tower overlooks the boat launching facilities and is the central radio room for the coordination of South Australia's Sea Rescue services. In addition SA Sea Rescue has two halls that have undergone significant upgrades recently. With views across the Adelaide coastline the facilities provide a great venue for meetings and training plus a source of revenue for SA Sea Rescue.

# West Beach Trust

## Food and Beverage

### Café Neptune

Cafe Neptune has historically been leased to private operators. In 2007 the Trust Board endorsed the purchase of the Café lease to expand the services directly provided by Adelaide Shores. The purchase decision was based on ensuring guests would always receive quality service all year round.

In the Cafe's second year of operations a management team was appointed experienced in food and beverage operations which significantly impacted on the financial profitability and led to a strong focus on customer service and experience.

The much improved financial result can be attributed to several key elements:

- Introduction of systems and controls
- Focus on customer service
- Introduction of operational initiatives to increase sales

In early 2010 a new logo for Café Neptune was developed, improving the stature of the operation and allowing for further marketing opportunities throughout the Resort and Caravan Park and the opportunity to market to local residents.

### Operating Result *(including TER and Depreciation, excluding Income Tax)*

	2009-10 \$'000's	2008-09 \$'000's	Variance	
			Increase \$'000's	(Decrease) %
Operating Revenue	\$914	\$834	\$80	9.6%
Operating Expenditure	<u>\$1,135</u>	<u>\$1,104</u>	<u>\$31</u>	<u>2.8%</u>
<b>Operating Result Before income tax</b>	<b>(\$221)</b>	<b>(\$270)</b>	<b>\$49</b>	<b>18.1%</b>
Surplus as % of revenue	(24.2%)	(32.4)%		

# West Beach Trust

## Westward Ho Sprig Bar and Functions

Adelaide Shores took over the catering contract of both Westward Ho Sprig Bar and Functions in September 2008. Whilst historically these had been operated by the Golf Club the decision was based on ensuring Adelaide Shores had the ability to cater for functions as well as golf users and to complement the existing accommodation facilities.

Function operations were new to the organisation however with the introduction of Café Neptune has given opportunities to develop a food and beverage department across two sites.

The major focus of the Food & Beverage department over the past financial year has been on Café Neptune and the focus for 2010/11 is to further enhance and develop Westward Ho and the function and catering opportunities.

## Operating Result

	2009-10 \$'000's	2008-09 \$'000's	Variance	
			Increase \$'000's	(Decrease) %
Operating Revenue	\$223	\$173	\$50	28.9%
Operating Expenditure	<u>\$263</u>	<u>\$211</u>	<u>\$52</u>	<u>24.6%</u>
<b>Operating Result Before income tax</b>	<b>(\$40)</b>	<b>(\$38)</b>	<b>(\$2)</b>	<b>5.3%</b>
Surplus as % of revenue	(17.9%)	(21.9%)		

## West Beach Trust

### 10. BUSINESS UNIT REPORTING – Community Services Activities

#### Reserves

Adelaide Shores contributes significantly to the leisure and sporting opportunities in SA through the supply and maintenance of sporting and recreational facilities. The significant nature of the reserves was recognised in the state government's 30 year plan with Adelaide Shores being recognised as one of five metropolitan community sports hubs.

A number of major sporting and leisure organisations lease and/or licences facilities at Adelaide Shores. The combination of well maintained playing fields, quality support facilities and adjacent accommodation, enables these sporting organisations to attract regional, state and national events.

The finalisation of the Sport and Leisure Master Plan resulted in 13 state sporting organisations representing 95,000 members and over 350,000 participants within South Australia, committing their organisations to Adelaide Shores as their preferred venue for state and/or regional administrative and/or playing facilities. Adelaide Shores is therefore well positioned as the premier sporting and community hub in South Australia.

The Master Plan identified the development of a Community Sports Centre as a key priority and designs and feasibility were developed for this facility and presented to state and federal governments for consideration for future funding opportunities for community sports hub facilities.

The grounds have continued to be well utilised attracting major national and regional events for lacrosse, touch football, rugby league, softball, canine, baseball, football (soccer), AFL and equestrian as well as the start of the Bay to Birdwood which is hosted annually by Adelaide Shores. In addition the Adelaide Airport Social Club and Tennis Club relocated to facilities within the Adelaide Shores Reserves during 2009-10.

This year again saw many Sports and Community groups approach Adelaide Shores to utilise the facilities. New events for 2009-10 included national Ultimate Flying Disc championships, state junior football (soccer), national junior Touch Football championships, 2010 National Special Olympics football (soccer), golf and sailing as well as the Special Olympic Village.

Consistent with the previous year's operations, operating costs for the Reserves were again funded from operating surpluses provided by Adelaide Shores commercial operations.

#### Operating Result (excluding TER, capital grants and Income Tax)

	2009-10 \$'000's	2008-09 \$'000's	Variance	
			Increase	(Decrease)
Operating Revenue	\$352	\$337	\$15	4.5%
Operating Expenditure	<u>\$623</u>	<u>\$838</u>	<u>(\$215)</u>	<u>(25.6%)</u>
Operating Result Before income tax	(\$271)	(\$501)	\$230	45.9%
Surplus as % of revenue	(76.9%)	(148.7%)		

## West Beach Trust

Club	Facilities & Activity
German Shepherd Dog Club (GSDC)	Has a substantial and well maintained clubhouse with well kept grounds. The GSDG holds dog training on weeknights and Sundays as well as regularly hosting local, state and national competitions. In addition the Club have a number of groups utilising their clubrooms for functions and meetings.
Glenelg Baseball Club	With 3 diamonds, a clubhouse and practice facilities, the club attracts over 500 T ball players each week as well as having a successful senior and junior program throughout summer. The club has been successful both on and off the field and is carrying out significant improvements to its facility so as to host rounds of the Claxton Shield and the Adelaide team in the forthcoming national baseball competition.
Glenelg Lacrosse Club	The finest clubroom of any lacrosse club in Adelaide, the Glenelg Lacrosse Club sublets to Lacrosse SA administration and regularly hosts final series as well as weekly junior and senior competitions over winter.
SA Catholic Tennis Association	With a good clubhouse overlooking 6 hard courts and 6 grass courts the club has excellent facilities that have enabled it to maintain solid membership numbers.
Sport SA	This administration centre is home for Sport SA, the peak body for the sporting industry in SA. The Sport SA centre is also home to a range of industry related training programs that it coordinates, as well as being the administrative home for Skate Australia.
Softball SA	With two main diamonds, a grandstand, clubroom and administration centre Softball SA has its matches and administration accommodated at Adelaide Shores. Regular state and national competitions are hosted as well as temporary weekend competition throughout summer both on its main.
Western Districts Riding Club	Located on West Beach Road the club holds regular Sunday morning events as well as hosting regional and state events and is also an equestrian training facility.

# West Beach Trust

## Skate Park and BMX Facilities

The Skate and BMX facilities underwent significant works over the year with the resurfacing of the vert ramp and the installation of the Glenelg to Adelaide recycled water pipeline through the skate park. These works reduced attendances for several months however other than during this period the facility was well attended by casual users as well as hosting several events that attracted youth from around Adelaide.

A unique feature of the Skate & BMX facility is the on-site kiosk that offers supervision of users of the facilities when open.

The skate facility can be lit in the evening by users activating a timer switch which provides an hour of lighting which can be reactivated if required for continued use.

### Operating Result (excluding TER and Income Tax)

	2009-10 \$'000's	2008-09 \$'000's	Variance	
			Increase	Decrease
Operating Revenue	\$11	\$8	\$3	37.5%
Operating Expenditure	<u>\$118</u>	<u>\$104</u>	<u>\$14</u>	<u>13.5%</u>
Operating Result				
Before income tax	(\$107)	(\$96)	(\$11)	(11.5)

Club	Facilities & Activity
Skate Park Kiosk	Unique in SA this kiosk at the Skate Park provides snacks and drinks as well as a range of skate equipment and improved security for users.

# West Beach Trust

## 11. HUMAN RESOURCES MANAGEMENT

The goal of Human Resources (HR) is to ensure the Adelaide Shores is committed to maximising the potential, performance and productivity of its employees and ensuring that individual's objectives are clearly aligned with the strategic direction of the organisation. In 2009-10 HR strove to achieve this by developing a best practice People and Culture Plan to providing Adelaide Shores with clear identified HR priorities and an action plan to work towards to achieve the strategic imperatives of the organisation.

Adelaide Shores introduced a range of initiatives in 2009-10 to further strengthen the human resource (HR) management in line with the People and Culture Plan. These included:

- Introduction of quarterly CEO Roadshows and regular compulsory team/departmental meetings to ensure consistency and engagement of all employees at all levels.
- Introduction of job suitability assessments and skills testing to support recruitment processes in candidate profiling.
- Development of careers section of Adelaide Shores website to advertise and brand vacant positions.
- Introduction of 360 Degree Leadership Reviews to assess individual leadership styles against organisational values and leadership behaviours and tailor leadership development plans and programmes.
- Additional resources with the appointment of a Finance/Payroll Officer to manage the full payroll function.

### Staff Retention

Staff Retention	2009-10	2008-09
No. of Staff as at 30 June	138	141
Separated	50	48
Recruited	49	75
Average No. of Staff as at 30 June	143	136
Total Staff Turnover	34.9%	35.2%
Early Staff Turnover (within initial 6 months)	15.6%	19.6%
Retention Rate	70%	68%

The staff turnover rate for 2009-10 financial year remained steady at 34.9%. The retention rate of staff improved from 68% in 2008/09 to 70% in 2009-10. Staff turnover consisted of 30 casuals (20.6%) and 20 full/part time (14%) employees during 2009-10.

A total of 6 staff left within 3 months, 2 staff left within 6 months, 12 staff left within 12 months and the remaining 30 staff left after 12 months + of service.

The turnover remained steady throughout 2009-10 with an average of four separations per month. The largest turnover occurred in February due to eight casuals in food and beverage and housekeeping leaving, due to a variety of voluntary reasons, plus one retirement and one dismissal. A major restructure undertaken in the Housekeeping department in early 2010 to improve productivity and management effectiveness resulted in some staff movement.

## West Beach Trust

The total staff turnover for 2009-10 of 34.9% was a result of five retirements, three dismissals, three expired contracts with 88% of turnover being voluntary resignations. Results of exit interviews provided the majority of reasons being full time work (23%), new positions (41%) and study (10%). Resignation other (26%) cover reasons such as personal health, moved house, moved interstate and uncompleted exit interviews.

Whilst the turnover of staff remains steady, there has been a positive improvement in retention of staff with a reduction of staff leaving in the first 12 months.

The majority of staff turnover occurred within housekeeping with 17 staff leaving and nine staff leaving in both the food and beverage and accommodation administration departments.

It is recognised the casual workforce is predominately the area with the highest turnover due to the instability of hours, restrictions on availability to meet roster requirements and other job commitments. Adelaide Shores implemented strategies within housekeeping during 2009-10 by offering internal part-time positions to the large casual pool. This resulted in 20 cleaners being recruited into part-time positions. This was seen as a positive in providing employees with job security however did result in many casuals leaving due to reduction in hours now covered by permanent part time hours. Given the seasonality of the commercial operations casual turnover will continue to occur in downtimes however Adelaide Shores will continue to look at opportunities to retain casuals by cross skilling and providing opportunities within other areas of the business.

### **Organisational Restructures and Changes**

#### **Management Structure**

The Strategic Plan identified several significant opportunities within Adelaide Shores that would contribute to rapid growth within the organisation if progressed in the future. In 2009-10 it was identified the existing management structure did not provide for adequate or appropriate skilled resources for several important areas such as ICT, commercial development, sales, reservations call centre or executive housekeeping. The management team identified three new priority positions including Commercial Services, ICT and Housekeeping Managers. It was also recognised amendments to existing positions including upgrading of the HR Coordinator and Recreation Facilities Manager positions plus transfer of some responsibilities from the Corporate Services Manager to provide more time to focus on people, financial and asset management services. Subsequently the following action was taken:

Appointment of the following new positions:

- Commercial Businesses Manager
- ICT Manager
- Housekeeping Manager

Amendments to current positions being:

- Human Resources Coordinator position amended to include greater autonomy and responsibility plus addition of Corporate Office Administration department. The position is now titled Human Resources and Administration Manager reporting directly to the CEO.
- Recreation Facilities Manager position was retitled to Recreation and Environment Manager to include responsibility for environmental matters.

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## Commercial Businesses Restructure

Adelaide Shores undertook a review of the commercial division structure in 2009-10 to identify any opportunity to enhance the operations and provide the commercial operation with a strong management group that are focused on specific aspects of the operations which will allow the Commercial Businesses Manager to focus on strategic outcomes for the organisation.

The review has identified five core changes to the existing structure being:

1. Facility Manager position (obsolete)
2. Assistant Manager Caravan Park (obsolete)
3. Reservation and Yield Manager (new)
4. Acting Accommodation Manager (amended)
5. Maintenance Manager (new)

The new Reservation and Yield Manager Position was created to provide leadership and direction to the reservation teams and be fundamental in managing the cultural and operational change of introducing a central contact centre over the next twelve months

With the departure of the on-site caravan park facility manager it was identified that the accommodation properties required an onsite maintenance person to assist with out of hours maintenance call out issues. Therefore a newly created position of Maintenance Manager was formed.

The reviewed commercial structure integrated the two individual accommodation structures into one. This has seen positive results in the consistency in customer service, organisational processes, cross pollination of staff and improved efficiencies and productivity, as well as cost savings in operational expenditure and labour costs.

## Performance Development

The Adelaide Shores performance management framework has been successfully operating since 2007-08 and continues to provide management and employees with a formal process to conduct an open discussion on performance, establishing clear direction and key performance indicators for all employees in line with division and overall organisational objectives.

The Performance Management System includes:

- Formal documented six monthly discussions at March and September, conducted to set mutually reviewed and agreed goals between employee and supervisor;
- Identification of learning and development needs to enable the employee's functional capacity to meet the agreed outcomes; and
- A clear link between Strategic Plan, the position description and the role to be performed by the employee undergoing the review.

The introduction of a reward and recognition framework in 2009-10 supports the Performance Development Review (PDR) process with a fair and equitable system that recognises employees and/or teams who clearly and consistently exceed performance expectations and/or meet Key Performance Indicators through the PDR process.

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A total of 273 performance reviews were performed during 2009-10.

Performance Development Employees Review Status	% of total workforce
A review within the past 12 months	90.4 %
A review older than 12 months	0%
No Review	*10.6%
<b>*Commenced after March 2010 review</b>	

## Staff Training

Organisational and employee development is supported through the provision of training and staff development days. Development of employees' skills is a high priority and Adelaide Shores attempts to make training not only relevant to the needs of the organisation but of personal benefit to the employee.

Training is identified bi-annually during staff performance development reviews. Due to the dynamic environment and variety of activities undertaken by Adelaide Shores training is also considered on an ongoing basis throughout the year.

During 2009-10, employees were involved in a range of skill renewal, development and knowledge-based activities that included:

- Continuation of First Aid for First Aid Officers, OHS&W and Manual Handling training for all staff
- Employee Management System training for all supervisors and managers
- Microsoft Suite (Outlook, Excel and Word) training
- Project and Contract Management courses
- Public speaking training
- Chemical and spill response training
- Environmental sustainability and Eco Mapping seminars
- Emergency management and tactical response training
- Pool operations training
- Internal OH&S Auditing training
- Human Resources and payroll training including Workforce planning, legislative and end of financial year seminars
- Fundamentals of Leadership
- Essential tools for new managers and supervisors
- Machinery/equipment licences (i.e. excavator/chainsaw/front end loader)
- Injury Management and WorkCover seminars
- Sales, Marketing and Tourism seminars
- Accounting policy framework seminars
- Continuation of Protective Security
- Customer service and complain handling training
- In house training on accommodation reservation management system
- Food Safety training
- Golf Course maintenance and Greenkeeping education days
- Irrigation and turf maintenance conferences
- Administrative training including time management and freedom of information

As part of Adelaide Shores staff development strategy, staff are provided with support under our External Studies policy. The policy provides for access to study leave and external study

## West Beach Trust

assistance where study is relevant to the work at Adelaide Shores, an individual's work responsibilities and where it assists with career development.

Adelaide Shores spent a total of \$65,675 on development and training activities during the reporting period.

Training & Development	Total Cost
Total Training & Development expenditure	<b>\$65, 675</b>
Total Leadership & Management Development	<b>\$9,185</b>
<b>% of Total Training &amp; Development Expenditure</b>	<b>*86%</b>

\* Percentage of Training and Development excluding leadership and management development

### Commitment to Customer Service

The South Australian Strategic Plan stipulates under T1.7 Performance in the public sector, to "Increase South Australians' satisfaction with government services by 10% by 2010, maintaining or exceeding that level of satisfaction thereafter".

Adelaide Shores acknowledges the importance of high customer service skills and has included customer service requirements for all staff position descriptions.

Customer service results can be found in Section 8, Business Unit Results.

### Positions with Customer Services reflective in Job & Person Specifications

Documented Review of Individual Performance Management	
Positions	%
% of positions with Customer Service reflected in the job and person specification	100%
<b>% of positions without Customer Service reflected in the job and person specification</b>	0%

### Employees

Employees of the Trust are appointed under general terms of the *Public Sector Act 2009* and supported by the Public Service Association of South Australia, the Australian Workers Union and the Liquor, Hospitality and Miscellaneous Union.

### Workforce Profile

#### Employee Numbers, Gender and Status

Total Number of Employees	
Person	138
FTEs	100

Gender	No. of Persons	% FTEs
Male	47	34%
Female	91	66%

## West Beach Trust

### Employee Numbers, Gender and Status

Number of Persons During the 2009-10 Financial Year	
Separated from the agency	50
Recruited to the agency	49

Number of Persons at 30 June 2010	
On Leave without Pay	1

### Number of Employees by Salary Bracket

Salary Bracket	Male	Female	Total
\$0 - \$43 999	32	80	112
\$44 000 - \$56 999	6	6	12
\$57 000 - \$72 999	5	4	9
\$73 000 - \$91 999	3	0	3
\$92 000+	1	1	2
<b>TOTAL</b>	<b>47</b>	<b>91</b>	<b>138</b>

FTEs	Ongoing	Short-Term Contract	Long-Term Contract	Other (Casual)	Total
Male	12.0	0	28.0	2.0	42.0
Female	4.4	0	35.6	12.0	52.0
<b>TOTAL</b>	<b>17.4</b>	<b>0</b>	<b>68.6</b>	<b>14.0</b>	<b>100.0</b>
PERSONS	Ongoing	Short-Term Contract	Long-Term Contract	Other (Casual)	Total
Male	12	0	29	6	47
Female	5	0	46	40	91
<b>TOTAL</b>	<b>17</b>	<b>0</b>	<b>75</b>	<b>46</b>	<b>138</b>

### Number of Executives by Gender, Classification and Status in Current Position

Classification	Ongoing		Contract Tenured		Contract Untenured		Total	
	Male	Female	Male	Female	Male	Female	Male	Female
<b>EXEcoa</b>	0	0	0	0	0	1	0	1
<b>AS07</b>	0	0	0	0	1	0	1	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

### Average Days Leave Taken Per Full Time Equivalent Employee

Leave Type	2009-10	2008-09
Sick Leave	4.0	5.6
Family Carer's Leave	3.0	0.6
Special Leave with Pay	0.0	0.2

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### Number of Employees by Age Bracket by Gender

Age Bracket	Male	Female	Total	% of Total	Workforce Benchmark*
15-19	3	3	6	4.4	6.5%
20-24	8	13	21	15.2	10.3%
25-29	4	14	18	13.0	11.1%
30-34	2	10	12	8.7	10.7%
35-39	4	9	13	9.4	11.7%
40-44	8	16	24	17.4	11.4%
45-49	9	9	18	13.0	11.9%
50-54	2	4	6	4.4	10.3%
55-59	6	6	12	8.7	8.2%
60-64	1	5	6	4.4	5.3%
65+	1	1	2	1.4	2.6%
<b>TOTAL</b>	<b>48</b>	<b>90</b>	<b>138</b>	<b>100</b>	<b>100%</b>

\*Source: Australian Bureau of Statistics Australian Demographic Statistics, 6291.0.55.001 Labour Force Status (ST LM8) May 2009

### Aboriginal and/or Torres Strait Islander Employees

Male	Female	Total	% of Agency	Target*
1	0	1	0.7	2

\*Target from South Australia's Strategic Plan

### Cultural and Linguistic Diversity

	Male	Female	Total	% Agency	SA Community*
Number of employees born overseas	4	14	18	13%	20.3%
Number of employees who speak language(s) other than English at home	1	7	8	6%	16.6%

\*Benchmarks from ABS Publication Basic Community Profile (SA) Cat No. 2001.0

### Number of Employees with Ongoing Disabilities Requiring Workplace Adaption

Male	Female	Total	% of Agency
0	0	0	0

### Number of Employees using Voluntary Flexible Working Arrangements by Gender\*

	Male	Female	Total
Purchased Leave	0	0	0
Flexitime	0	0	0
Compressed Weeks	0	0	0
Part-time Job Share	0	0	0
Working from Home*	12	7	19

\*Working from home includes staff with offsite access.

# West Beach Trust

## Occupational Health, Safety and Injury Management

Requirement	2009-10	2008-09
<b>1 OHS legislative requirements</b>		
<i>Number of notifiable occurrences pursuant to OHS&amp;W Regulations Division 6.6</i>	1	0
<i>Number of notifiable injuries pursuant to OHS&amp;W Regulations Division 6.6</i>	0	0
<i>Number or notices served pursuant to OHS&amp;W Act s35, s39 and s40 (default, improvement and prohibition notices)</i>	0	0
<b>2 Injury Management legislative requirements</b>		
<i>Total number of employees who participated in the rehabilitation program</i>	7	8
<i>Total number of employees rehabilitated and reassigned to alternative duties</i>	0	0
<i>Total number of employees rehabilitated back to their original work</i>	1	1
<i>Number of open claims as at 30 June</i>	3	7
<i>Percentage of workers compensation expenditure over gross annual remuneration</i>	0.57%	0.69%
<b>3 Number of claims</b>		
<i>Number of new workers compensation claims in the financial year</i>	10	6
<i>Number of fatalities (F)</i>	0	0
<i>Lost time injuries (LTI)</i>	7	5
<i>Medical treatment only (MTO)</i>	3	1
<i>Total number of whole working days lost</i>	70.50	125.16
<b>4 Cost of workers compensation</b>		
<i>Cost of new claims for financial year</i>	31595	36 114
<i>Cost of all claims excluding lump sum payments</i>	178 411	227 600
<i>Amount paid for lump sum payments on the settlement of a claim (under the WRC Act) s42</i>	0	0
<i>s43</i>	0	86732
<i>s44</i>	0	0
<i>Total amount recovered from external sources (WRC Act s54) including from a negligent third party</i>	0	0
<i>Budget allocation for workers compensation</i>	193371	255 377
<b>5 Trends</b>		
<i>Injury frequency rate for new lost-time injury/disease for each million hours worked</i>	49	31
<i>Most frequent cause (mechanism) of injury</i>	Other Muscular Stress	Other Muscular Stress
<i>Most expensive cause (mechanism) of injury</i>	Other Muscular Stress	Work Pressure

In comparing 2009-10 data to 2008-09 our injury analysis reveals new claim costs are down 13% and the injury frequency rate for new lost time injuries has increased 58% compared to 2008-09 figures.

# West Beach Trust

## Occupational Health, Safety and Injury Management cont.

Requirement	2009-10	2008-09
<b>6 Meeting strategic targets</b>		
Actual Expenditure OHS Programs	29186	\$42 300
<b>Targets and results</b>		
<b>Existing targets:</b>		
<ul style="list-style-type: none"> <li>• A suitable OHS&amp;W Hazard and Incident Management program has been identified. Use of this program will commence in the 2010/11 financial period.</li> </ul>	85%	80%
<ul style="list-style-type: none"> <li>• Adelaide Shores has utilised the Hardcat asset program to maintain records of OHS&amp;W legislative compliance. Risk assessment inspections such as playgrounds, grounds and facilities, first aid kits, testing and tagging, fire equipment inspections are tracked to ensure compliance. An Inspection tool (bar code scanner) is utilised by external providers and internal appointed employees to ensure that all required items/sections have been checked and maintained up to recommended standards.</li> </ul>	100%	
<ul style="list-style-type: none"> <li>• CQR Consultancy has completed an ISMF &amp; PSMF gap analysis of Adelaide Shores Federal Protective Security compliance levels. Due to the scale of requirements, cost restrictions and resources compliance will be achieved over a number of years.</li> </ul>	35%	85%
<ul style="list-style-type: none"> <li>• Review of policies, procedures, templates and measuring of current WorkCover injury system is in progress.</li> </ul>	45%	
<ul style="list-style-type: none"> <li>• Review of OHS&amp;W compliance in all areas, including new Food &amp; Beverage businesses has been completed.</li> </ul>	100%	
<ul style="list-style-type: none"> <li>• Continuous OHS&amp;W Management System has been set up.</li> </ul>		100%
<ul style="list-style-type: none"> <li>• Compile and Implement Accommodation Standards Manual.</li> </ul>		100%
<ul style="list-style-type: none"> <li>• Updated Evacuation Plan &amp; Procedures.</li> </ul>		100%
<ul style="list-style-type: none"> <li>• Compile electronic copies of material safety data sheets and comprehensive database.</li> </ul>		
<ul style="list-style-type: none"> <li>• Review cleaner trolleys for OHS&amp;W compliance at Caravan Resort.</li> </ul>		100%
<ul style="list-style-type: none"> <li>• Work instruction for mandatory health checks has been completed.</li> </ul>		100%
<ul style="list-style-type: none"> <li>• Contractor &amp; Visitor Control system has been created and implemented</li> </ul>		100%
<ul style="list-style-type: none"> <li>• Occupational Job Dictionary has been created and implemented.</li> </ul>		100%
<ul style="list-style-type: none"> <li>• Emergency Management Plan has been created and implemented.</li> </ul>		100%
<ul style="list-style-type: none"> <li>• Emergency Response Procedure has been created and implemented.</li> </ul>		100%

### **New Hazards Identified**

During the period 1 July 2009 and 30 June 2010, 128 new hazards were identified of which 98% were rectified to an acceptable standard.

The levels of identified hazards were made up of Minor (70%), Moderate (26%) and Significant (4%).

# West Beach Trust

## 12. STATUTORY INFORMATION

### Account Payment Performance

Account payments reflected in the financial statements of the Trust were paid within required trading terms. Where accounts were subject to dispute, payment was effected, if appropriate, in a timely fashion after resolution of the dispute.

Particulars	Number of Accounts paid	Percentage of accounts paid (by number)	Value in \$A of accounts paid	Percentage of accounts paid (by value)
Paid by the due date	6, 281	93.12%	\$13,986,849	88.81%
Paid late but paid within 30 days of due date	445	6.60%	\$1,664,774	10.57%
Paid more than 30 days from due date	19	0.28%	\$97,964	0.62%
<b>TOTAL</b>	<b>6, 745</b>	<b>100%</b>	<b>\$15,749,587</b>	<b>100%</b>

### Consultants

To ensure adherence to OHS&W, Tourism, Sporting and Accommodation requirements and guidelines, at times the Trust may engage consultants to provide specific professional advice. During the 2009-10 financial year nine consultants were contracted totalling \$85,000.

### Contingent Liabilities

A lessee has commenced legal action against the Trust. As at 30 June 2010 the outcome of the action could not be reasonably determined.

### Contractual arrangements

The Trust did not enter into any contractual agreements that exceeded \$4 million during the 2009-10 year.

### Overseas travel

During 2009-10 no Trust staff members travelled overseas representing Adelaide Shores.

### Public Sector Fraud

Internal audits are conducted annually within all trading sections of the Trust's operations. In addition, officers from the Auditor-General's Department have undertaken external audits of all operations.

No fraudulent or misappropriations were detected during the year.

# West Beach Trust

## Freedom of Information Act 1991 – Information Statement

During the year ended 30 June 2010, the West Beach Trust did not receive any requests for information under the *Freedom of Information Act 1991*.

Documents and Publications held:

- Annual Report
- Business and Marketing Plan 2008 - 2012
- Charter
- Performance Agreement
- Mission/Vision statement
- Environmental Management Plan 2008-2013
- Strategic Plan 2007-12
- Adelaide Shores Land Use Master Plan
- Files on development projects and general management
- Personnel files
- Relevant external plans, strategies, Acts, etc.

### Access to Documents

Requests under the FOI Act for access to documents in the possession of the West Beach Trust should be directed in writing, along with the appropriate fee, to:

Chief Executive Officer  
West Beach Trust  
PO Box 69  
GLENELG SA 5045

Access to documents can be arranged between 9am and 4.30pm, Monday to Friday, at the Adelaide Shores Corporate Services office, Military Road, West Beach by contacting the Corporate Services office on (08) 8355 7300.

An application fee of \$28.75 applies to all FOI requests and additional charges may apply in some instances, as listed in the South Australian Government's current Freedom of Information (Fees and Charges) Regulations at the time of the request.

## West Beach Trust

### 13. YEAR END FINANCIAL STATEMENTS

## West Beach Trust

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## West Beach Trust

### Financial Statements

#### STATEMENT OF COMPREHENSIVE INCOME For the year ended 30 June 2010

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	Note	2010 \$'000	2009 \$'000
Revenue from operating activities	5	15 463	13 650
Expenses from operating activities	6	(13 666)	(13 206)
Finance costs		<u>(275)</u>	<u>(312)</u>
Surplus from operating activities	7	1 522	132
Net (loss) profit on disposal of Non-Current Assets	8	<u>(46)</u>	<u>(16)</u>
Surplus before income tax equivalents		1 476	116
Income tax equivalents expense		<u>(443)</u>	<u>(35)</u>
Surplus after income tax equivalents		<u>1 033</u>	<u>81</u>
Other comprehensive income:			
Changes in property, plant and equipment asset revaluation surplus		-	3 482
Total comprehensive result		<u>1 033</u>	<u>3 563</u>

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The surplus after income tax equivalents and comprehensive result are attributable to the SA Government as owner.

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

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## West Beach Trust

### STATEMENT OF FINANCIAL POSITION As at 30 June 2010

	Note	2010 \$'000	\$'000	2009 \$'000
<b>CURRENT ASSETS:</b>				
Cash and cash equivalents		521		405
Inventories	9	166		152
Other financial assets	10	972		2 811
Trade and other receivables	11	771		632
Prepayments		70		57
<b>Total Current Assets</b>			<u>2 500</u>	<u>4 057</u>
<b>NON-CURRENT ASSETS:</b>				
Property, plant and equipment	12	71 310		67 868
Intangible assets	13	173		-
<b>Total Non-Current Assets</b>			<u>71 483</u>	<u>67 868</u>
<b>Total Assets</b>			<u>73 983</u>	<u>71 925</u>
<b>CURRENT LIABILITIES:</b>				
Trade and other payables	14	1 656		1 509
Employee benefits	15	275		221
Fees received in advance		962		924
Interest bearing loans and borrowings	16	2 841		2 834
<b>Total Current Liabilities</b>			<u>5 734</u>	<u>5 488</u>
<b>NON-CURRENT LIABILITIES:</b>				
Trade and other payables	14	63		82
Employee benefits	15	367		394
Interest bearing loans and borrowings	16	2 658		1 833
<b>Total Non-Current Liabilities</b>			<u>3 088</u>	<u>2 309</u>
<b>Total Liabilities</b>			<u>8 822</u>	<u>7 797</u>
<b>Net Assets</b>			<u>65 161</u>	<u>64 128</u>
<b>EQUITY:</b>				
Accumulated surplus	17		18 722	17 689
Asset revaluation surplus	17		46 439	46 439
<b>Total Equity</b>			<u>65 161</u>	<u>64 128</u>
Contingent assets and liabilities	18			
Commitments	19			

The total equity is attributable to the SA Government as owner.

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

## West Beach Trust

### STATEMENT OF CHANGES IN EQUITY For the Year Ended 30 June 2010

	Note	Asset Revaluation Surplus \$'000	Accumulated Surplus \$'000	Total \$'000
Balance as at 30 June 2008		42 957	17 608	60 565
<b>Surplus after income tax equivalents for 2008-09</b>		-	81	81
Gain on revaluation of Property, Plant and Equipment		3 482	-	3 482
<b>Total comprehensive result for 2008-09</b>		<b>3 482</b>	<b>81</b>	<b>3 563</b>
Balance as at 30 June 2009	17	46 439	17 689	64 128
<b>Surplus after income tax equivalents for 2009-10</b>			<b>1 033</b>	<b>1 033</b>
Gain on revaluation of Property, Plant and Equipment		-	-	-
<b>Total comprehensive result for 2009-10</b>		<b>-</b>	<b>1 033</b>	<b>1 033</b>
Balance as at 30 June 2010	17	46 439	18 722	65 161

All changes in equity are attributable to the SA Government as owner.

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

## West Beach Trust

### STATEMENT OF CASH FLOWS For the Year Ended 30 June 2010

	Note	2010 Inflows (Outflows) \$'000	2009 Inflows (Outflows) \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts from customers		13 696	12 862
Government Grant receipts		147	-
Tax Equivalent Regime receipts		1 333	923
Payments to employees		(6 002)	(5 876)
Payments to suppliers		(4 570)	(4 664)
Tax Equivalent Regime payments	2.20	(1 329)	(578)
Interest received		70	210
Interest and other financial expenses paid		(334)	(377)
<b>Net Cash provided by Operating Activities</b>	20	3 011	2 500
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for property, plant and equipment		(5 425)	(3 789)
Payments for intangible assets		(178)	-
Proceeds from sale of non-current assets		37	50
<b>Net Cash used in Investing Activities</b>		(5 566)	(3 739)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Proceeds from borrowings		950	-
Repayment of principal on borrowings		(118)	(111)
Total proceeds from/(repayment of) borrowings		832	(111)
<b>Net Cash used in financing activities</b>		832	(111)
Net decrease in cash and cash equivalents		(1 723)	(1 350)
<b>CASH AT 1 JULY</b>		3 216	4 566
<b>CASH AT 30 JUNE</b>	21	1 493	3 216

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

# West Beach Trust

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 1. Objectives of the Trust

The West Beach Trust (Trust) is a body corporate subject to the control and direction of the Minister for Urban Development and Planning. 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.

### 2. Statement of Accounting Policies

#### 2.1 Basis of Accounting

##### *Statement of Compliance*

The financial statements are general purpose financial statements.

The accounts have been prepared in accordance with relevant Australian accounting standards, and Treasurer's instructions and accounting policy statements promulgated under the provisions of the *Public Finance and Audit Act 1987*.

Except for AASB 2009-12, which the Trust has early adopted, Australian accounting standards and interpretations that have recently been issued or amended but are not yet effective have not been adopted by the Trust for the reporting period ending 30 June 2010.

The Trust did not change any of its accounting policies during 2009-10.

##### *Basis of Preparation*

The preparation of the financial statements requires:

- The use of certain accounting estimates and management to exercise its judgement in the process of applying the Trust's accounting policies. The areas involving a higher degree of judgement or where assumptions and estimates are significant to the financial statements, are outlined in the applicable notes;
- Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance

## West Beach Trust

and reliability, thereby ensuring that the substance of the underlying transactions or other events are reported; and

- Compliance with accounting policy statements issued pursuant to section 41 of the *Public Finance and Audit Act 1987*. In the interest of public accountability and transparency the accounting policy statements require the following note disclosures, which have been included in the financial statements:
  - a. Revenues, expenses, financial assets and liabilities where the counterparty/transaction is with an entity within the SA Government as at reporting date, classified according to their nature. A threshold of \$100 000 for separate identification of these items applies;
  - b. Expenses incurred as a result of engaging consultants;
  - c. Employee targeted voluntary separation package information;
  - d. Employees whose normal remuneration is \$100 000 or more (within \$10 000 bandwidths) and the aggregate of the remuneration paid or payable or otherwise made available, directly or indirectly by the entity to those employees; and
  - e. Board/committee member and remuneration information, where a board/committee member is entitled to receive income from membership other than a direct out-of-pocket reimbursement.

The Trust's Statement of Comprehensive Income, Statement of Financial Position and Statement of Changes in Equity have been prepared on an accrual basis and are in accordance with historical cost conventions except where detailed in the Notes to the Financial Statements.

The Statement of Cash Flows has been prepared on a cash basis.

The financial statements have been prepared based on a twelve month operating cycle (1 July 2009 to 30 June 2010) and presented in Australian currency.

### 2.2 Summary of Taxation Arrangements

As per note 2.21 the Trust under the State's Tax Equivalent Regime is reimbursed 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 Department of Planning and Local Government. (Refer Note 22).

Reimbursements under the State Taxation Equivalent Regime are recognised as revenue in the Trust's financial statements.

### 2.3 Current and Non-Current Classification

Assets and liabilities are characterised as to either current or non-current in nature. The Trust has a clearly identifiable operating cycle of twelve months. Assets and liabilities that are sold, consumed or realised as part of the normal operating cycle even when they are not expected to be realised within twelve months after the reporting date have been classified as current assets or current liabilities. All other assets and liabilities are classified as non-current.

## West Beach Trust

### 2.4 Non-Current Assets, Acquisition and 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 less accumulated depreciation.

Where assets are acquired at no value, or minimal value, they are recorded at fair value in the Statement of Financial Position. However, if the assets are acquired at no or minimal value as part of a restructure of administrative arrangements then the assets are recognised at book value ie the amount recorded by the transferor public authority immediately prior to the restructure.

All non-current tangible assets with a value equal to or in excess of \$2 500 are capitalised.

### 2.5 Revaluation of Non-Current Assets

Consistent with the broad principles of Accounting Policy Framework III 'Asset Accounting Framework' non-current assets of the Trust will be independently valued by a Registered Valuer at least every five years. An annual assessment is undertaken to ensure there is no material change in values for each reporting period where an independent valuation is not undertaken. Property, plant and equipment are brought to account at cost or independent valuation. Valuations are based on fair value. Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

If at any time management considers that the carrying amount of an asset materially differs from its fair value then the value will be re-valued regardless of when the last valuation took place. Non-current tangible assets that are acquired between revaluations are held at cost until the next valuation, where they are re-valued to fair value.

Any revaluation increment is credited to the asset revaluation surplus, except to the extent that it reverses a revaluation decrease of the same asset class previously recognised as an expense, in which case the increase is recognised as income.

Any revaluation decrease is recognised as an expense, except to the extent that it offsets a previous revaluation increase for the same asset class, in which case the decrease is debited directly to the asset revaluation surplus to the extent of the credit balance existing in the revaluation surplus for that asset class.

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.

The Trust's property, plant and equipment were re-valued as at June 2009. (Refer note 12 for further details).

## West Beach Trust

### 2.6 Impairment

As per AASB 136 'Impairment of Assets' all non-current tangible and intangible assets are tested for indications of impairment at each reporting date. This annual assessment is undertaken to ensure there is no material change in values for each reporting period where an independent valuation is not undertaken.

Where there is an indication of impairment, the recoverable amount is estimated and the amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss. -

For re-valued assets an impairment loss is offset against the asset revaluation surplus.

### 2.7 Intangible Assets

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

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.

### 2.8 Depreciation & Amortisation

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, while depreciation is applied to tangible assets such as property, plant and equipment.

Assets' residual values, useful lives and amortisation methods are reviewed and adjusted if appropriate, on an annual basis. Depreciation/amortisation is calculated on a straight line basis over the estimated useful life of the following classes of assets:

Buildings and Improvements	5 to 60 years
Plant and Equipment	1 to 15 years
Intangibles	10 years

## West Beach Trust

### 2.9 Inventories

Inventories include goods held either for sale or distribution at no or nominal cost in the ordinary course of business.

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.

Bases used in assessing loss of service potential for inventory held for distribution at no or minimal cost include current replacement cost and technological or functional obsolescence.

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. The amount of any inventory write-down to net realisable value or inventory losses are recognised in the Statement of Comprehensive Income as an expense in the period the write-down or loss occurred. Any write-down reversals are also recognised in the Statement of Comprehensive Income.

### 2.10 Employee Benefits

These benefits accrue for employees 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.

#### (1) Salaries and Wages

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

#### (2) Annual Leave

The annual leave liability is expected to be payable within twelve months and is measured at the undiscounted amount expected to be paid. In the unusual event where salary and wages and annual leave are payable later than 12 months, the liability will be measured at present value.

#### (3) Sick Leave

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.

#### (4) Long service leave

The liability for long service leave is recognised after an employee has completed 5.5 years of service. An actuarial assessment of long service leave undertaken by the Department of Treasury and Finance based on a significant sample of employees throughout the South Australian public sector determined that the liability measured using the short hand method was not materially different from the liability measured using the present value of expected future payments. This calculation is consistent with the department's experience of employee retention and leave taken.

## West Beach Trust

### 2.11 Leases

#### (i) Receivables

The Trust has entered into a number of operating lease agreements for parcels of land and buildings where the Trust has effectively retained all of the risks and benefits incidental to ownership of the land and buildings held under the operating leases.

Operating lease receipts are representative of the pattern of benefits derived from the leased land and buildings and accordingly are credited as revenue to the Statement of Comprehensive Income in the periods to which they relate. Operating lease receipts are recognised as revenue in the Statement of Comprehensive Income on a straight-line basis over the lease term. The straight-line basis is representative of the pattern of benefits derived from the leased assets.

#### (ii) Payables

The Trust has entered into an operating lease agreement for a parcel of land where the lessors effectively retain the entire risk and benefits incidental to ownership of the land held under the operating lease.

Operating lease payments are representative of the pattern of benefits derived from the leased assets and accordingly are charged to the Statement of Comprehensive Income in the periods in which they are incurred. Operating lease payments are recognised as an expense in the Statement of Comprehensive Income on a straight-line basis over the lease term. The straight-line basis is representative of the pattern of benefits derived from the leased assets.

### 2.12 Borrowings

Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it becomes due.

All borrowing costs are recognised as expenses, in the period in which they are incurred.

### 2.13 Cash and Cash Equivalents

Cash and cash equivalents in the Statement of Financial Position includes cash at bank, and on hand and in other short term, highly liquid investments that are readily converted to cash and which are subject to insignificant risk of changes in value.

For the purpose of the Statement of Cash Flows, cash and cash equivalents consists of cash and cash equivalents as defined above.

Cash is measured at nominal value.

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## **West Beach Trust**

### **2.14 Receivables**

Receivables include amounts receivable from trade and other accruals.

Receivables are recognised at the amount due from third parties, based on the value of goods or services provided. Trade receivables are due for settlement no more than 30 days from the date of recognition.

Collectability of trade receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified.

### **2.15 Allowance for Doubtful Debts**

An allowance is raised for any doubtful debts when there is objective evidence the Trust will not be able to collect the debt. This is based on a review of all outstanding amounts at balance date.

### **2.16 Payables**

Payables include creditors, accrued expenses and employment on-costs.

Creditors represent the amount owing for goods and services received prior to the end of the reporting period that are unpaid at the end of the reporting period. Creditors include all unpaid invoices received relating to the normal operations of the Trust.

Accrued expenses represent goods and services provided by other parties during the period that are unpaid at the end of the reporting period and where an invoice has not been received.

All payables are measured at their nominal amount, are unsecured and are normally settled within 30 days from the date of the invoice or date the invoice is first received.

Employment on-costs include payroll tax, workers compensation and superannuation contributions with respect to outstanding liabilities for salaries and wages, long service leave and annual leave.

The Trust makes contributions to State Government 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 balance date relates to any contributions due but not yet paid to the South Australian Superannuation Board.

### **2.17 Income and Expense Recognition**

Income and expenses are recognised to the extent that it is probable that the flow of economic benefits to or from the Trust will occur and can be reliably measured.

Income and expenses have been classified according to their nature and have not been offset unless required or permitted by a specific accounting standard, or where offsetting reflects the substance of the transaction or other event.

## West Beach Trust

### 2.18 Comparative Figures

Where applicable, comparative amounts have been adjusted to conform to changes in presentation in the current financial year.

Where presentation or classification of items in the financial statements has been amended, comparative amounts have been reclassified unless reclassification is impracticable.

The restated comparative amounts do not replace the original financial statements for the preceding period.

### 2.19 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

### 2.20 Accounting for Goods and Services Tax (GST)

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 as applicable; and
- receivables and payables, which are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the Australian Taxation Office is recognised as part of receivables or payables in the Statement of Financial Position.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to the Australian Taxation Office. If GST is not payable to, or recoverable from the Australian Taxation Office, the commitments and contingencies are disclosed on a gross basis.

### 2.21 Rates and Taxes

Under the provisions of section 21 of the *West Beach Recreation Reserve Act 1987*, the Trust is liable for the payment of tax equivalents relating to income tax, land tax payroll tax and stamp duty. The Trust has been reimbursed by the South Australian Government for all tax equivalents paid under these Regulations.

## West Beach Trust

### 2.22 Tax Equivalents

In accordance with Treasurer's Instructions issued under the *Public Finance and Audit Act 1987*, the Trust is required to pay to the State Government an income tax equivalent. The income tax liability is based on the Treasurer's accounting profit method, which requires that the corporate income tax rate (presently 30%) be applied to the surplus from ordinary activities. The income tax equivalent paid or payable for the reporting period was \$443 000 (2008/09 - \$35 000). In accordance with Treasurer's Instruction 22, The West Beach Trust calculates income tax equivalents under the State Tax Equivalent Regime (Accounting Profits Model).

Income Tax Equivalent payments made have been recouped (are recoupable) from the Department of Planning and Local Government and are included in the Statement of Comprehensive Income as revenue.

### 2.23 Investment Property

AASB 140 'Investment Property' prescribes the recognition, measurement and disclosure of investment property. Investment property is defined as land or a building or part of a building, held to earn rental income, or for capital appreciation, or both. If the investment property definition is met, it must be classified and accounted for separately from other classes of assets.

Although the Trust's land and building assets earn rental income, the Trust's primary purpose for these holdings is not to earn rental income, but to provide infrastructure to support the activities of the Trust. The Trust's primary responsibility is the management and development of the West Beach Recreation Reserve lands and environment, to administer and develop the Reserve as a sporting, cultural and recreational complex of state-wide significance and tourist attraction and resort, and to promote and encourage the use and enjoyment of the Reserve by the public. As a result, the Trust has not accounted for any land or building assets as investment properties.

### 2.24 Unrecognised Contractual Commitments and Contingent Assets & Liabilities

Commitments include capital, lease and employee contract commitments arising from contractual or statutory sources and are disclosed at their nominal value.

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.

Unrecognised contractual commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to the Australian Taxation Office. If GST is not payable to, or recoverable from the Australian Taxation Office, the commitments and contingencies are disclosed on a gross basis.

## West Beach Trust

### 3. Financial Risk Management

The Trust has non-interest bearing assets (receivables) and liabilities (payables); and interest bearing assets (investments) and liabilities (borrowings from the SA Government). The Trust's exposure to the market risk and cash flow interest risk is minimal.

The Trust has no significant concentration of credit risk. Credit risk is the risk of financial loss from the failure of a customer to fully honour their obligations to the Trust.

Liquidity risk is the potential inability to meet payment obligations as and when they fall due, which could potentially arise as a result of mismatched cash flows generated by the Trust's commercial activities. 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, Senior Management and the Department of Treasury and Finance.

### 4. New and revised accounting standards and policies

Except for AASB 2009-12 which the Trust has early adopted, the Australian accounting standards and interpretations that have recently been issued or amended but are not yet effective, have not been adopted by the Trust for the reporting period ending 30 June 2010. The Trust has assessed the impact of the new and amended standards and interpretations and considers there will be no impact on the accounting policies or the financial statements of the Trust.

## West Beach Trust

<b>5. Revenues</b>	<b>2010</b>	<b>2009</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Operating:</b>		
Sale of goods	1 138	999
Rendering of services:		
• Accommodation Tariffs	10 336	9 276
• Green Fees	1 713	1 656
• Boat Launching Fees	97	91
Rental revenue	472	353
Interest	63	193
Other	127	103
Reimbursement of Tax Equivalents Paid (refer to Note 22)	1 340	972
	<u>15 286</u>	<u>13 643</u>
<b>Non-Operating:</b>		
Capital Works grants*	177	7
	<u>177</u>	<u>7</u>
	<u><b>15 463</b></u>	<u><b>13 650</b></u>

\* Contributions totalling \$147 000 (2008/09 – Nil) were received from the South Australian Government as grants towards Capital Works expenditure during 2009-10.

Revenue received/receivable from entities within the SA Government*	1 617	1 112
Revenue received/receivable from entities external to the SA Government	13 846	12 538
	<u><b>15 463</b></u>	<u><b>13 650</b></u>

\* Revenue from SA Government entities includes \$1 340 000 (2008/09 - \$972 000) for the reimbursement of tax equivalents.

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## West Beach Trust

<b>6. Expenses</b>	<b>2010</b>	<b>2009</b>
	<b>\$'000</b>	<b>\$'000</b>
Cost of sales	607	616
Supplies and services	3 848	3 723
Lease expenses	81	87
Employee expenses	5 849	5 461
Superannuation contributions	466	484
Tax equivalents expenses	897	938
Depreciation – Buildings & Improvements	1 084	1 562
Depreciation – Plant & Equipment	816	336
Amortisation – Intangible Assets	5	-
Bad & Doubtful Debts expense	13	(1)
	<b><u>13 666</u></b>	<b><u>13 206</u></b>
Expenses paid/payable to entities within the SA Government	3 196	2 090
Expenses paid/payable to entities external to the SA Government	10 470	11 116
	<b><u>13 666</u></b>	<b><u>13 206</u></b>

## 7. Surplus/(deficit) by Business Unit

	<b>Adelaide Shores Caravan Park</b>	<b>Adelaide Shores Resort</b>	<b>Recreation &amp; Facilities</b>	<b>Food &amp; Beverage</b>	<b>Corporate Services &amp; Function Centre</b>	<b>Total 2010</b>	<b>Total 2009</b>
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
*Revenue from Operating Activities	6 671	4 103	2 983	1 136	570	<b>15 463</b>	<b>13 650</b>
Less: Expenses from Operating Activities	4 435	3 310	3 042	1 398	1 481	<b>13 666</b>	<b>13 206</b>
Borrowing costs	73	148	54	-	-	<b>275</b>	<b>312</b>
Surplus/(Deficit) from Operating Activities	2 163	645	(113)	(262)	(911)	<b>1 522</b>	<b>132</b>

\* Revenue from Operating Activities includes an amount of \$1 340 000 (2008/09 - \$972 000) as tax reimbursements under the Tax Equivalent Regime reimbursed from Department of Planning & Local Government. Included in this amount is income tax reimbursements of \$443 000 which has been allocated wholly to Corporate Services and Function Centre.

## West Beach Trust

8. Profit on disposal of non-current assets	2010 \$'000	2009 \$'000
Proceeds from disposal of non-current assets	37	50
Less: written down value of non-current assets	<u>(83)</u>	<u>(66)</u>
<b>Profit/(Loss) on disposal of non-current assets</b>	<b><u>(46)</u></b>	<b><u>(16)</u></b>
9. Inventories	2010 \$'000	2009 \$'000
Current inventories held for sale:		
Goods at cost	52	36
Total inventories held for sale:	<u>52</u>	<u>36</u>
Current inventories held for distribution at no or nominal amount:		
Materials at cost	114	116
Total inventories held for distribution	<u>114</u>	<u>116</u>
<b>Total Current Inventories</b>	<b><u>166</u></b>	<b><u>152</u></b>
<p>The Trust values inventories held for distribution for no or nominal amount at the lower of cost and current replacement cost. Other inventories held for sale are measured at the lower of cost or their net realisable value.</p>		
10. Other Financial Assets	2010 \$'000	2009 \$'000
Current:		
Deposits at Call	972	2 811
Total	<u>972</u>	<u>2 811</u>
Current:		
Investments with entities from within SA Government	972	2 811
Total	<u>972</u>	<u>2 811</u>
<b>Total Other Financial Assets</b>	<b><u>972</u></b>	<b><u>2 811</u></b>

## West Beach Trust

11. Trade and Other Receivables	2010 \$'000	2009 \$'000
<b>Current:</b>		
Receivables	507	554
Income Tax receivable	264	-
Income Tax refund due from DTF	-	78
	771	632
<b>Total Current Receivables*</b>	<b>771</b>	<b>632</b>
<b>Total Receivables</b>	<b>771</b>	<b>632</b>
* Total current receivables include \$479 000 (2008/09 - \$306 000) of Tax Equivalent Regime reimbursements from the South Australian Government.		
<b>Current:</b>		
Receivables from entities within the SA Government	666	514
Receivables from entities external to the SA Government	105	118
	771	632
<b>Total Receivables</b>	<b>771</b>	<b>632</b>

## West Beach Trust

### 12. Property, Plant and Equipment

(i)	2010			2009		
	Gross Value	Accum. Depn	Written Down Value	Gross Value	Accum. Depn	Written Down Value
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land						
- at valuation	40 570	-	40 570	40 570	-	40 570
	<u>40 570</u>	<u>-</u>	<u>40 570</u>	<u>40 570</u>	<u>-</u>	<u>40 570</u>
Buildings and Improvements						
- at cost	4 226	-	4 226	-	-	-
- at valuation	23 858	(1 084)	22 774	23 858	-	23 858
	<u>28 084</u>	<u>(1 084)</u>	<u>27 000</u>	<u>23 858</u>	<u>-</u>	<u>23 858</u>
Plant and Equipment						
- at cost	1 178	-	1 178	-	-	-
- at valuation	2 108	(781)	1 327	2 227	-	2 227
	<u>3 286</u>	<u>(781)</u>	<u>2 505</u>	<u>2 227</u>	<u>-</u>	<u>2 227</u>
Work in Progress			1 235			1 213
			<u>71 310</u>			<u>67 868</u>

	Land \$'000	Buildings & Improve. \$'000	Work in Progress \$'000	Plant & Equip. \$'000	Total \$'000
<b>Gross Carrying Amount</b>					
Balance as at 1 July 2008	35 850	27 588	2 110	2 175	67 723
Additions	-	-	3 789	-	3 789
Disposals	-	(77)	-	-	(77)
Depreciation to 30 June 2009	-	(5 721)	-	(1 328)	(7 049)
Transfers from WIP	-	3 297	(4 686)	1 389	-
Revaluation increment/(decrement)	4 720	(1 229)	-	(9)	3 482
Balance as at 30 June 2009	<u>40 570</u>	<u>23 858</u>	<u>1 213</u>	<u>2 227</u>	<u>67 868</u>
Additions	-	-	5 425	-	5 425
Disposals	-	-	-	(118)	(118)
Transfers from WIP	-	4 226	(5 404)	1 178	-
Balance as at 30 June 2010	<u>40 570</u>	<u>28 084</u>	<u>1 234</u>	<u>3 287</u>	<u>73 175</u>
<b>Accumulated Depreciation</b>					
Balance as at 1 July 2008	-	4 169	-	992	5 161
Disposals	-	(10)	-	-	(10)
Depreciation	-	1 562	-	336	1 898
Revaluation increment/(decrement)	-	(5 721)	-	(1 328)	(7 049)
Balance as at 30 June 2009	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Disposals	-	-	-	(35)	(35)
Depreciation	-	1 084	-	816	1 900
Balance as at 30 June 2010	<u>-</u>	<u>1 084</u>	<u>-</u>	<u>781</u>	<u>1 865</u>

## West Beach Trust

\* Land, buildings and improvements were revalued by Mr H Dowling (AAPI) of Savills (SA) Pty Ltd at 30 June 2009. Turf, Business and Accommodation Plant and Equipment were valued as at 30 June 2009 by Mr G Centi, ASA (P&M) of GoIndustry-DoveBid (Australia) Pty Ltd under the direction of Mr H Dowling (AAPI). This valuation should not be interpreted as an open market valuation because of legislative restrictions over land use. There were no indications of impairment of property, plant and equipment at 30 June 2010.

<b>13. Intangible Assets</b>	<b>2010 \$'000</b>	<b>2009 \$'000</b>
Intangible assets	178	-
Accumulated amortisation	(5)	-
	<u>173</u>	<u>-</u>

During 2009~2010 the Trust expended resources on the acquisition and development of technical knowledge, design and implementation of new processes, systems and market knowledge. These intangible assets are of a technical nature and have already resulted in future economic benefits to the Trust in the form of additional revenue and cost savings.

The Trust only has intangible assets with finite lives with a remaining useful life of 10 years.

## West Beach Trust

### 14. Trade and Other Payables

	\$'000	\$'000
<b>Current:</b>		
Payables and accruals	1 085	1 311
Provision for Income Tax*	264	-
Income Tax refundable to Department of Planning & Local Government	-	78
Employee costs	307	120
Total Current Payables	1 656	1 509
<b>Non-current:</b>		
Employee costs	63	82
Total Non-current Payables	63	82
<b>Total Payables</b>	<b>1 719</b>	<b>1 591</b>

<b>Current:</b>		
Payables to entities within the SA Government	741	612
Payables to entities external to the SA Government	915	897
Total Current Receivables	1 656	1 509
<b>Non-current:</b>		
Payables to entities within the SA Government	63	82
Total Non-current Payables	63	82
<b>Total Payables</b>	<b>1 719</b>	<b>1 591</b>

\*Provision for Income Tax recognised in the Statement of Comprehensive Income is summarised as follows:

Income Tax equivalent paid in respect of the surplus for the reporting period	179	113
Provision for Income Tax equivalent in respect of the surplus for the reporting period	264	(78)
<b>Total Income Tax equivalent paid or payable per the Statement of Comprehensive Income</b>	<b>443</b>	<b>35</b>

The total income tax equivalent paid during the reporting period was:

Income tax equivalent paid in respect of the surplus for the reporting period	179	113
Balance of income tax equivalent paid in respect of the previous reporting period	-	367
<b>Total income tax equivalent paid included in the Cash Flow Statement</b>	<b>179</b>	<b>480</b>

## West Beach Trust

<b>15. Employee Benefits</b>	<b>2010</b>	<b>2009</b>
	<b>\$'000</b>	<b>\$'000</b>
Current:		
Annual Leave	198	148
Long Service Leave	77	73
	<b>275</b>	<b>221</b>
Non-current:		
Long Service Leave	367	394
	<b>367</b>	<b>394</b>
<b>Total Employee Benefits</b>	<b>642</b>	<b>615</b>
<b>Employee Entitlements and On-Costs</b>		
Accrued Salaries and Wages included in Payables	260	81
Aggregate Employee Entitlements		
Annual Leave – Current:		
Employee Benefits	198	148
On-costs included in Payables	34	23
	<b>232</b>	<b>171</b>
Long Service Leave – Current:		
Employee Benefits	77	73
On-costs included in Payables	13	16
	<b>90</b>	<b>89</b>
Long Service Leave – Non-current:		
Employee Benefits	367	394
On-costs included in Payables	63	82
	<b>430</b>	<b>476</b>
<b>Total Employee Entitlements and On-Costs</b>	<b>1 012</b>	<b>817</b>
<b>16. Interest Bearing Loans and Borrowings</b>	<b>2010</b>	<b>2009</b>
	<b>\$'000</b>	<b>\$'000</b>
Current	2 841	2 834
Non-Current	2 658	1 833
<b>Total Interest Bearing Liabilities Outstanding as at 30 June</b>	<b>5 499</b>	<b>4 667</b>

\* Total Interest Bearing liabilities of \$5 499 000 (2008/09 - \$4 667 000) were sourced from the SA Government Financing Authority and The Department of Treasury and Finance.

*Handwritten mark*

## West Beach Trust

<b>17. Accumulated Surplus</b>	<b>2010</b>	<b>2009</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Accumulated Surplus</b>		
Balance at 1 July	17 689	17 608
Surplus after income tax equivalents	1 033	81
<b>Balance at 30 June</b>	<u><b>18 722</b></u>	<u><b>17 689</b></u>
<b>Revaluation Surplus</b>		
<b>Land Revaluation Surplus</b>		
Opening Balance	37 570	32 850
Revaluation movement	-	4 720
Closing Balance	<u>37 570</u>	<u>37 570</u>
<b>Buildings &amp; Improvements Revaluation Surplus</b>		
Opening Balance	8 008	9 237
Revaluation movement	-	(1 229)
Closing Balance	<u>8 008</u>	<u>8 008</u>
<b>Plant &amp; Equipment Revaluation Surplus</b>		
Opening Balance	861	870
Revaluation movement	-	(9)
Closing Balance	<u>861</u>	<u>861</u>
<b>Balance at 30 June</b>	<u><b>46 439</b></u>	<u><b>46 439</b></u>

The asset revaluation surplus accounts are used to record increments and decrements in the fair value of land, buildings and plant and equipment to the extent that they offset one another.

### 18. Contingent Assets and Liabilities

A lessee has commenced legal action against the Trust. As at 30 June 2010, the outcome of the action could not be reasonably determined.

The Trust is not aware of any contingent assets.

## West Beach Trust

<b>19. Commitments</b>		<b>2010</b>	<b>2009</b>
		<b>\$'000</b>	<b>\$'000</b>

**(i) Capital Commitments:**

The Trust's Capital Commitments are for enhancements to Accommodation, Golf Park and West Beach Recreation Reserve facilities.

Capital expenditure contracted for at the reporting date but not recognised as liabilities in the financial statements, are payable as follows:

Not later than one year	544	725
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**(ii) Operating Leases Receivable:**

Not later than one year	509	392
Later than one year but not later than five years	1 921	1 459
Later than five years	5 967	2 288
	8 397	4 139

The Trust leases parcels of land to various sporting organisations and commercial operators. These leases are not recognised as assets in the financial statements.

All operating leases receivable of \$8 397 000 (2008/09 - \$4 139 000) are from entities external to the SA Government.

**(iii) Operating Leases Payable:**

Not later than one year	42	40
Later than one year but not later than five years	167	161
Later than five years	31	71
	240	272

The Trust has a non-cancellable lease with Adelaide Airport Limited for a portion of their land.

All operating leases payable of \$240 000 (2008/09 - \$272 000) are from entities external to the SA Government.

**(iv) Commitments relating to employee contracts:**

Not later than one year	2 679	2 118
Later than one year but not later than five years	1 841	1 359
	4 520	3 477

*raw*

## West Beach Trust

### 20. Reconciliation of Net Cash provided by Operating Activities to the Net Surplus after Income Tax Equivalent

	2010	2009
	\$'000	\$'000
Net Surplus after Income Tax Equivalent	1033	81
Depreciation & Amortisation	1 905	1 898
Loss/(Profit) on sale of non-current assets	46	16
Increase in creditors and accruals	128	16
Increase in employee entitlements	27	120
Increase in fees received in advance	38	128
(Increase)/Decrease in stock on hand	(14)	5
(Increase)/Decrease in debtors	(139)	230
(Increase)/Decrease in prepayments	(13)	6
<b>Net cash provided by Operating Activities</b>	<b>3 011</b>	<b>2 500</b>

### 21. Reconciliation of Cash

For the purpose of the Statement of Cash Flows, cash includes cash and deposits at call. Cash at the end of the reporting period, as shown in the Statement of Cash Flows, is reconciled to the related items in the Statement of Financial Position as follows:

	2010	2009
	\$'000	\$'000
Cash assets	521	405
Other financial assets – Deposits at Call (Note10)	972	2 811
	<b>1 493</b>	<b>3 216</b>

There are no restrictions over any of the Trust's cash balances.

The Trust has a \$2 783 000 (2008/09 - \$1 951 000) loan facility with the South Australian Government Financing Authority. The facility as at 30 June 2010 was fully drawn.

The Trust has a \$1 500 000 (2008/09 - \$Nil) working capital facility with the South Australian Government Financing Authority. The facility as at 30 June 2010 had not yet been drawn on.

The Trust has a \$2 716 000 (2008/09 - \$2 716 000) loan facility with the Department of Treasury and Finance. The facility as at 30 June 2010 was fully drawn.

The Trust has a \$43 000 (2008/09 - \$43 000) credit card facility with ANZ Commercial Cards. The unused portion of this facility as at 30 June 2010 was \$30 000 (2008/09 - \$41 000).

The Trust has a \$60 000 (2008/09 - \$60 000) auto pay facility with the Commonwealth Bank. The unused portion of this facility as at 30 June was \$60 000 (2008/09 - \$60 000.)

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## West Beach Trust

<b>22. Summary of Taxation Arrangements</b>		<b>2010</b>	<b>2009</b>
		<b>\$'000</b>	<b>\$'000</b>
Taxation Reimbursable Income			
Income Tax		443	35
Land Tax		622	612
Payroll Tax		262	313
Stamp Duty		13	12
Total Taxation Reimbursable Income*		<b>1 340</b>	<b>972</b>

\* Taxation Reimbursable Income received or receivable from the Department of Planning and Local Government for the 2009-10 financial year.

### 23. Consultancies

During the financial year the Trust engaged consultants to assist in its operations. The cost of consultancies was \$85 000 (2008/09 - \$35 000):

	2010		2009	
	No of Consultancies	\$'000	No of Consultancies	\$'000
< \$10 000	7	28	10	22
\$10 000 - \$50 000	2	57	1	13
Total	9	85	11	35

### 24. Auditor's Remuneration

Amounts payable to the Auditor General's Department for auditing the accounts for the year were \$44 000 (2008/09 - \$50 000).

No other services were provided by the Auditor General's Department.

*2010*

## West Beach Trust

### 25. Remuneration of Board Members and Employees

#### (a) Board Members

The names of persons who held office as a Board Member of the Trust during the 2009-10 financial year were:

<b>Name</b>	<b>Term</b>
Mr B L Lange (Chairperson)	Throughout the Year
Hon R Roberts (Deputy Chairperson)	1 Jul 09 to 31 Dec 09 & 1 Apr 10 to 30 Jun 10
Ms K M Ball	Throughout the Year
Ms L Boothby	Throughout the Year
Mr M Coxon	Throughout the Year
Mr J Deakin	Throughout the Year
Ms A Rau	Throughout the Year

During the year, a total of \$70 000 (2008/09 - \$76 000) was paid in Board Members' Fees, with an additional amount of \$5 000 (2008/09 - \$5 000) to cover travel and meal expenses of a country Member.

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

	<b>2010 Number of Members</b>	<b>2009 Number of Members</b>
NIL	1	2
\$1 - \$9 999	1	5
\$10 000 - \$19 999	4	2
\$20 000 - \$29 999	1	1
	7	10

In accordance with the Department of Premier and Cabinet Circular No.016, government employees did not receive any remuneration for board/committees during the financial year.

Amounts paid to a superannuation plan for board/committee members was \$6 000 (2008/09 - \$7 000).

Remuneration of members reflects all costs of performing board/committee member duties including sitting fees, superannuation contributions, fringe benefit tax and any other salary sacrifice arrangements.

The total remuneration received or receivable by members was \$83 000 (2008/09 - \$83 000).

## West Beach Trust

### (b) Employee Remuneration

The number of employees whose remuneration from the Trust falls within the following bands:

	2010 Number of Employees	2009 Number of Employees
\$120 000 - \$129 999	1	1
\$160 000 - \$169 999	1	1
	<b>\$'000</b>	<b>\$'000</b>
Total remuneration received, or receivable, by employees whose remuneration exceeds \$100 000:	284	282

The table discloses the number of employees and the value of their remuneration where the remuneration exceeded \$100 000 for staff employed by the Trust. The remuneration reflects all cost of employment including salaries and related payments, superannuation contributions and motor vehicle benefits, fringe benefits tax and any other salary sacrifice benefits.

### 26. Related Party Transactions

There were no related party transactions during 2009-10, except for remuneration to Board members as disclosed in note 25. As part of the duties of office, from time to time some Board and staff members receive discounted use of facilities in order to familiarise themselves with the operations of the Trust and to provide feedback on service standards.

### 27. Targeted Voluntary Separation Package Scheme (TVSP'S)

There were no TVSP packages paid to employees during the 2009-10 financial year.

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## West Beach Trust

### 28. Financial Instruments

#### (a) Credit Risk Exposures

The credit risk on financial assets of the Trust which have been recognised in the Statement of Financial Position is generally the carrying amount.

#### (b) Interest Rate Risk Exposures

The Trust's exposures to interest rate risk and the weighted average interest rates for each class of financial assets and financial liabilities is set out below.

Exposures arise predominantly from assets and liabilities bearing floating interest rates.

	2010				2009			
	Floating Interest Rate	Fixed Interest Rate	Non-Interest Bearing	Total	Floating Interest Rate	Fixed Interest Rate	Non-Interest Bearing	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial Assets</b>								
Cash	488	-	33	521	385	-	20	405
Trade and other receivables	-	-	771	771	-	-	632	632
Prepayments	-	-	70	70	-	-	57	57
Other Financial Assets	972	-	-	972	2 811	-	-	2 811
	<u>1 460</u>	<u>-</u>	<u>874</u>	<u>2 334</u>	<u>3 196</u>	<u>-</u>	<u>709</u>	<u>3 905</u>
Weighted average interest rate	3.90%				3.80%	-		
<b>Financial liabilities</b>								
Fees received in advance	-	-	962	962	-	-	924	924
Trade and other payables	-	-	1 719	1 719	-	-	1 591	1 591
Interest Bearing Loans and Borrowings	2 716	2 783	-	5 499	2 716	1 951	-	4 667
	<u>2 716</u>	<u>2 783</u>	<u>2 681</u>	<u>8 180</u>	<u>2 716</u>	<u>1 951</u>	<u>2 515</u>	<u>7 182</u>
Weighted average interest rate	4.50%	6.06%			4.25%	6.28%		
Net financial assets (liabilities)	<u>( 1256)</u>	<u>(2 783)</u>	<u>(1 807)</u>	<u>(5 846)</u>	<u>480</u>	<u>(1 951)</u>	<u>(1 806)</u>	<u>(3 277)</u>

#### (c) Net Fair Value of Financial Assets and Liabilities

The net fair value of financial assets and liabilities is considered to approximate their carrying value.

## West Beach Trust

### 29. Segment Reporting

	Adelaide Shores Caravan Park		Adelaide Shores Resort		Recreation & Facilities		Food & Beverage		Corporate Services & Function Centre		Total	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Total Revenue	6 647	5 759	4 080	4 018	2 987	2 652	1 135	1 007	568	198	15 417	13 634
Total Expenses	4 508	4 163	3 459	3 403	3 097	3 254	1 398	1 315	1 479	1 383	13 941	13 518
<b>Operating Surplus / (Deficit) before Notional Tax</b>	2 139	1 596	621	615	(110)	(602)	(263)	(308)	(911)	(1 185)	1 476	116
<b>Operating Surplus before Notional Tax</b>											1 476	116
Income tax											443	35
<b>Operating Surplus after Notional Tax</b>											1 033	81
<b>Assets</b>												
Segment Assets	17 138	16 774	14 436	14 146	32 777	32 987	686	509	5 394	5 113	70 431	69 529
Unallocated Corporate Assets											3 552	2 396
<b>Total Assets</b>	17 138	16 774	14 436	14 146	32 777	32 987	686	509	5 394	5 113	73 983	71 925
<b>Liabilities</b>												
Segment Liabilities	2 925	1 965	2 676	2 825	714	678	46	46	64	64	6 425	5 578
Unallocated Corporate Liabilities											2 397	2 219
<b>Total Liabilities</b>	2 925	1 965	2 676	2 825	714	678	46	46	64	64	8 822	7 797

All activities of the Trust operate within South Australia.

# West Beach Trust

## Certification of the Financial Statements

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We certify that the attached general purpose financial statements for the Trust:

- comply with relevant Treasurer's Instructions issued under section 41 of the Public Finance and Audit Act 1987, and relevant Australian accounting standards;
- are in accordance with the accounts and records of the Trust; and
- present a true and fair view of the financial position of the Trust as at 30 June 2010 and the results of its operation and cash flows for the financial year.

We certify that the internal controls employed by the Trust for the financial year over its financial reporting and its preparation of the general purpose financial statements have been effective throughout the reporting period and there are reasonable grounds to believe the Trust will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the Directors.



K L Williams

Chief Executive Officer

29 9 2010

Dated




B L Lange

Chairperson

29/9/2010

Dated



P Panos

Acting Chief  
Financial Officer

29/9/10

Dated



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## To the Members West Beach Trust

As required by section 31 of the *Public Finance and Audit Act 1987* and section 17(2) of the *West Beach Recreation Reserve Act 1987*, I have audited the accompanying financial statements of the West Beach Trust for the financial year ended 30 June 2010. The financial statements comprise:

- A Statement of Comprehensive Income
- A Statement of Financial Position
- A Statement of Changes in Equity
- A Statement of Cash Flows
- Notes to and forming part of the Financial Statements
- A Certificate from the Chief Executive Officer, Chairperson and Acting Chief Financial Officer.

## The responsibility of the Board for the financial statements

The Members are responsible for the preparation and the fair presentation of the financial statements in accordance with the Treasurer's Instructions promulgated under the provisions of the *Public Finance and Audit Act 1987* and Australian Accounting Standards. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

## Auditor's responsibility

My responsibility is to express an opinion on the financial statements based on the audit. The audit was conducted in accordance with the requirements of the *Public Finance and Audit Act 1987* and Australian Auditing Standards. The Auditing Standards require that the auditor complies with relevant ethical requirements relating to audit engagements and plans and performs the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

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

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

**Auditor's opinion**

In my opinion, the financial statements present fairly, in all material respects, the financial position of the West Beach Trust as at 30 June 2010, its financial performance and its cash flows for the year then ended in accordance with the Treasurer's Instructions promulgated under the provisions of the *Public Finance and Audit Act 1987* and Australian Accounting Standards.



**S O'Neill**  
**AUDITOR-GENERAL**  
29 September 2010