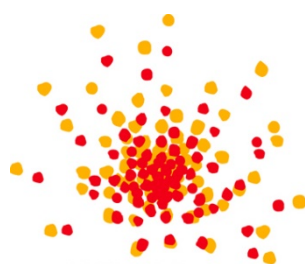




ADELAIDE VENUE MANAGEMENT



ADELAIDE
CONVENTION
CENTRE



ADELAIDE
ENTERTAINMENT
CENTRE

Coopers
STADIUM★

2020-21 ANNUAL REPORT

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15 September, 2021



Government
of South Australia

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I CHAIR'S REPORT

Dear Premier,

As you are well aware, Adelaide Venue Management (AVM) has been devastatingly impacted by the COVID-19 pandemic. Our core business of contemporary live entertainment and business events has been decimated by restrictions on mass gatherings and international and interstate travel. To provide some context, we've experienced a reduction in pre-COVID events revenue of 82.5 percent. COVID-19 restrictions have also impacted professional sporting and local market events with revenue down 52.4 percent, whilst incurring significant additional operational costs in order to achieve strict compliance with the necessary COVID-19 restrictions and safety measures.

As we entered April-May 2021, AVM was beginning to look forward with renewed confidence. National and local clients were starting to make booking enquiries at healthy levels. Any positivity and momentum was however quickly eroded when the new Delta Strain established a foothold in the eastern states in late June 2021, followed by the South Australian lockdown in July 2021. Prior to the Delta Strain, AVM was having considerable success in convincing its clients to postpone events rather than cancel outright. However, as we move into 2021-22, we've witnessed that clients are now much more inclined to cancel, as many have become increasingly disillusioned and uncertain about when they'll be able to plan their events with greater certainty. AVM's current situation is direr than at any time since the initial COVID-19 outbreak.

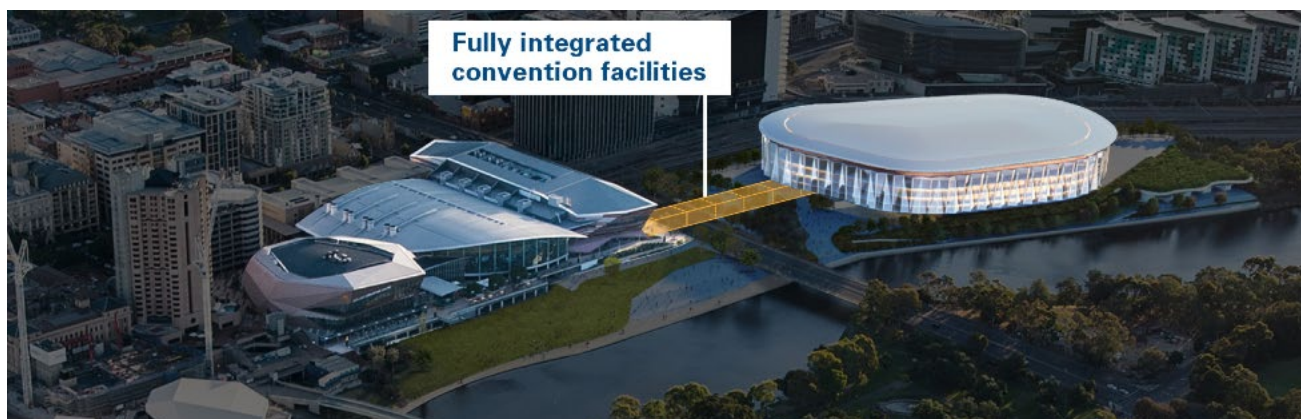
Equally concerning is that Adelaide's and Australia's favourable competitive positioning has been 'flipped on its head'. Until recent months, we were looked upon favourably by potential event organisers as a safe and desirable event destination. However, vaccination rates in many OECD countries have since reached much higher levels than here in Australia, resulting in many of these countries opening their borders to international visitors and staging events at pre-COVID capacities, without major restrictions. Whilst these countries are coming out of lockdown, Australia is imposing harsher restrictions on its venue operators and its people than at any time previously. Event organisers are now showing a strong preference for destinations with high rates of vaccination as opposed to low rates of infection. Consequently, Australia is at a competitive disadvantage for the first time since the onset of the pandemic.

Full implementation of the vaccination program across Australia and the opening of our international borders are essential before AVM has any meaningful opportunity to recover from the devastating impacts of the pandemic, particularly in respect to its core business.

It's important that AVM reminds itself of its core purpose. AVM's role is not to make as much profit as it possibly can, but rather to deliver social and economic benefit to the people of South Australia, as well as to assist those in the private sector to recover from the pandemic. To this end, AVM's current focus is on incentivising clients and visitors to come to South Australia to enable this to happen as quickly as possible. Assuming no other unforeseen circumstances or ongoing complications relating to the pandemic arise, we forecast that it will take some years before our business recovers to pre-COVID levels of revenue and profitability.

The COVID-19 instigated downturn has reinforced the robustness of AVM's planning, management and governance structures. Despite the near impossible trading conditions of the past year, AVM remains in good shape financially and paid a \$1.6 million dividend to the State Government in 2020-21. This was made possible thanks to our annual downturn planning, to ensure that AVM was positioned to withstand and take appropriate action when a major downturn inevitably occurred, together with business interruption insurance cover. We enter 2021-22 in a healthy financial position, but are also mindful that the potential impacts of the pandemic threaten to linger longer than perhaps many of us initially projected. AVM expects to significantly draw-down on its cash reserves as it looks to recover from the pandemic over the coming years while it continues to strive to maximise the social and economic benefits our business delivers to South Australia as our priority.

Premier, AVM welcomed your announcement in March 2021 that the State Government will be funding AVM's proposal for a new \$662 million, 15,000-seat multipurpose arena within Adelaide's Riverbank Precinct (adjacent to the Adelaide Convention Centre). The new Adelaide Riverbank Arena will set an exciting medium-term growth agenda for contemporary live entertainment, conventions and exhibitions. This project is of significant importance to AVM's business and, much more importantly, to the long-term economic future of South Australia. We are thankful to you for championing this project.



The State Government also chose to invest \$45 million to upgrade Coopers Stadium. AVM is currently overseeing the delivery of this project which includes increased shade/rain cover; new and refurbished patron facilities; enhanced player facilities, including new female-friendly change rooms; and a full pitch replacement, among many other things. The project will provide improved facilities and experiences for all users of the Stadium and extend its useful life. This investment was no doubt critical to the Stadium being selected as a host venue for the FIFA 2023 Women's World Cup. AVM looks forward to completing the project ahead of welcoming international teams, fans and South Australians to this celebrated event in July–August 2023.

With COVID-19 financially impacting on professional sport in such a profound way, I again looked on in admiration at the leadership provided by Adelaide 36ers owner Grant Kelley and Adelaide United Football Club part-owner Piet Van Der Pol. We are lucky to have owners that are willing to contribute so much to ensuring that South Australia has a powerful presence in the national NBL and A-League sporting codes. For its part, AVM has provided additional generous support to both clubs above regular levels over the past year to ease their financial burden at this difficult time.

The Board and management have demonstrated great tenacity and resilience with all the challenges confronted. Thank you to Board members Gay Wallace (Deputy Chair); Fiona Hele (Audit & Risk Committee Chair); Joanne Denley; Jim Kouts; Denise von Wald; Dr Andrew MacDonald; Shaun Allan; and management led by Chief Executive Officer Anthony Kirchner and his executive team of Marie Hannaford, Simon Burgess, Phil King, Coralie Cheney and Simon Hockridge. Venue Staff have ensured that the business is positioned perfectly to recover when the opportunities present, and I thank them for their ongoing commitment and endeavour.



AVM Board (L-R): Denise von Wald, Fiona Hele, Bill Spurr AO (Chair), Dr Andrew MacDonald, Gay Wallace, Joanne Denley, Jim Kouts, Shaun Allan

Casual Event Staff have had to do it particularly tough, unfairly so, given that AVM was ineligible for the JobKeeper Payment. Yet the overwhelming majority have stuck with us and are as equally determined to ensuring AVM recovers from the pandemic. The Board is indebted for the loyalty afforded - they are a special group of people.

Looking forward in 2021–22, AVM is forecasting another extremely difficult year with the uncertainty surrounding the pandemic continuing to impact on the confidence of core business clients. Again, AVM sees limited opportunities for tangible recovery until the vaccination program has been successfully rolled-out within Australia, and international travel returns to near pre-COVID levels. When that position is reached, the Adelaide Entertainment Centre is expected to recover relatively quickly, whilst the Adelaide Convention Centre will experience a more gradual recovery due to the longer booking lead times of conventions and exhibitions.

Premier, the Board and I have been grateful for your continuing strong leadership, vision and support. Thank you.



William (Bill) Spurr AO
Chair
Adelaide Venue Management Corporation

2 ROLES & OBJECTIVES

2.1 MISSION

The Adelaide Venue Management Corporation (AVM), trading as the Adelaide Convention Centre (ACC), Adelaide Entertainment Centre (AEC) and Coopers Stadium, has a stated mission to provide leading convention and entertainment services through professional event and function management, and maintenance and further improvement of quality venues and customer service for the commercial, economic and social benefit of the people of South Australia.

2.2 FUNCTIONS OF THE CORPORATION

AVM's functions are limited to the following:

- To manage and operate AVM sites;
- To manage, promote and sponsor events at AVM sites or elsewhere;
- To foster and assist the commercial development of AVM sites in order to complement and enhance the commercial potential of the sites; and,
- To carry out other functions conferred on AVM by the Minister.

AVM's sites include:

- Adelaide Convention Centre site;
- Adelaide Entertainment Centre site; and,
- Any other site the management and operation of which is conferred on AVM by the Minister.

2.3 LEGISLATIVE AUTHORITY

The Adelaide Venue Management Corporation was established by the *Public Corporations (Adelaide Venue Management Corporation) Regulations 2013*, pursuant to the *Public Corporations Act 1993*, on 4 February 1999 to manage the Corporation as an agency of the Minister for Tourism.

2.4 CORPORATE GOVERNANCE

Section 18 of the *Public Corporations (Adelaide Venue Management Corporation) Regulations 2013*, states the Corporation must establish an Audit Committee to ensure the effective internal auditing of its operations.

The Members of the AVM Audit & Risk Committee during 2020–21 were:

- Board member Fiona Hele (Committee Chair);
- Board member Joanne Denley;
- Board member Gay Wallace;
- Alternate delegate – Board member Denise von Wald; and,
- The Corporation's Chief Financial Officer, Marie Hannaford – the Corporation's senior management representative on the Committee.

This Committee considers:

- all matters that relate to the financial affairs of the Corporation;
- the conduct and report of the external audit by the Auditor General;
- the conduct and reports of the internal audit program;
- the Corporation's risk management strategies and exposures as they arise; and,
- any other matters referred to it by the Board.

2.5 AVM FUNDING

The South Australian Government provides funding (through the Minister for Tourism) to AVM for expenses relating to the ACC site maintenance and management of the Common Areas and the Riverbank Precinct, ACC Exhibition Hall land rent, and for asset replacement. This income and associated expenses are referred to as 'Property Management Activities' on the Statement of Comprehensive Income. All other operational, property and recurrent capital expenditure is self-funded from AVM operating profits.

The funding for asset replacement is transferred by the Department of Treasury and Finance into the AVM Future Asset Replacement Account. With the approval of the Treasurer, these funds are available for the replacement and upgrade of assets and minor equipment.

In 2010, when the ACC extension and redevelopment project was approved, Cabinet determined that the project would be funded by the State Government as an equity injection, thereby increasing the capital interest of the Government as owners of the business. The 2012–13 Budget Papers reflected Cabinet's decision that the extension and redevelopment project would be funded via a loan through SAFA (South Australian Finance Authority). The loan balance as at 30 June 2017 was fully drawn at \$382.3 million. All borrowings are interest only. The Department of Treasury and Finance provides AVM annual funding to cover the interest payments and associated guarantee charges.

2.6 STRUCTURE



2.7 ADELAIDE VENUE MANAGEMENT - SERVICES PROVIDED

AVM provides the core business services common to the venues under its management control as a means of minimising overhead costs and maximising the adaptability and flexibility of the Corporation to enable it to take on the management of additional venues should it be called upon to do so. AVM's structure provides for centralised management of key administrative functions (e.g., Strategic Planning, Governance, Finance, Procurement, Information Technology, Human Resources, Rostering, Building Repairs/Maintenance, etc.) using the ACC as its administrative base. The Corporation has leading industry specialists based at each venue to manage the service/event delivery and operational requirements unique to each. AVM utilises a largely in-house model for the delivery of services, which enables it to maintain a significant, flexible, cost-effective and well-trained team of Event Staff across its venues.

2.7.1 ADELAIDE CONVENTION CENTRE

Opened on 13 June 1987 by Premier John Bannon, the ACC was the first purpose-built convention centre in Australia. It was built to fulfil a Charter, that being 'to generate economic benefits for South Australia'.

The original building (now demolished) was constructed at a cost of \$40 million and included a major raked plenary hall with seating for more than 2,000 delegates; along with 11 meeting rooms; and an ability to produce more than 10,000 meals per day.

In 1991, in response to growing demand for exhibition space, the State Government contributed \$16 million to build the Exhibition Hall and Car Park on North Terrace. The new Exhibition Hall provided an additional 3,000 square metres of pillarless exhibition space and 400 undercover car parking spaces.

In 2001, the ACC expanded again with the construction of the Central Building with its iconic postcard facade overlooking the River Torrens. The construction of this building was a unique engineering feat, traversing the railway yard, and included 5,700 square metres of multipurpose event space, meeting rooms, office accommodation and kitchen facilities along with Regattas restaurant. The project was funded by the State Government at a cost of \$93 million.

In 2011, the ACC reached a significant milestone by delivering over \$1 billion in economic benefit to the State since its opening in 1987. Also in 2011, the ACC turned the first sod on the \$397 million State Government funded redevelopment. The project, which was managed in two stages, created a new 'breed' of convention centre in terms of its design and flexibility, ensuring the venue's continued competitiveness in the global business events industry. The first stage of the redevelopment, the West Building, was completed in 2015, with the second stage, the East Building, officially opened on 30 August 2017.

The Centre is able to host a conference for more than 3,500 delegates or three conferences of up to 1,000 delegates simultaneously, and provides the following world-class facilities:

- Plenary seating for more than 3,000 delegates;
- 28 multipurpose meeting and breakout rooms;
- Restaurant seating for more than 200 patrons;
- Secure undercover parking for 1,200 vehicles;
- WiFi connectivity for up to 12,000 concurrent devices;
- Onsite catering of up to 20,000 meals per day.

The ACC plays a pivotal role in assisting the State Government achieve its strategic objectives by providing state-of-the-art facilities for major conference, exhibitions and business events. The Centre brings together people from all parts of the world to meet, learn, exchange ideas and innovate, albeit that its efforts to do so in 2020–21 were plundered by COVID-19. Prior to the pandemic, 2020–21 was on track to be yet another record year for the ACC based on its forward bookings.

The success of the ACC directly translates to a vibrant, liveable city and employment opportunities for the community. The ACC's community engagement and commitment to sustainability are underpinned by its Platinum Certification in the global EarthCheck Program for the tourism and hospitality sector. In 2018, the ACC became the world's first convention centre to achieve EarthCheck's coveted platinum certification reflecting 10 consecutive years best practice in business and environmental sustainability. The ACC is now well on its way towards Master status, which represents a 15 year commitment.

2.7.2 ADELAIDE ENTERTAINMENT CENTRE

The AEC was established by the State Government in response to the demand from the people of South Australia for a suitable venue for popular international live entertainment. The Centre was built at a cost of \$44 million and was officially opened on 20 July 1991. The site's footprint, which spans 28,900 square metres, housed light industrial and warehouse retail stores prior to its development. In 2010, the Government funded \$52 million in facility enhancements, which included a new Theatre and Entry, and the Corporation refurbished much of the pre-existing facility.

The AEC is South Australia's leading contemporary indoor live entertainment venue. It has two major performance spaces – the Arena and the Theatre. In addition to concerts, spectaculars and sporting events, the AEC hosts tradeshow, exhibitions, seminars and banquets.

The AEC's Food & Beverage operations offer services to patrons via foyer outlets, as well as sophisticated in-house catering for functions, corporate suites, artists and crew. Corporate Hospitality is provided in the form of 32 corporate suites, which are generally leased for 2–5 year terms. The AEC also has a significant functions business with four dedicated function spaces: the Arena, Theatre, Star Room and Revelations Chapel. Since mid-2017, AVM has operated an external catering business—AVMCatering—from the AEC site.

Other assets under the Corporation's ownership/control on the AEC site include:

- Approximately 1,400 car parks;
- Enzo's Restaurant (formerly the Commercial Hotel) – under lease to a private operator;
- Shops (4) on the corner of Port Road and Mary Street – under lease to private operators;
- Heritage listed building on Mary Street – under lease to private operator; and,
- Heritage listed Revelations Chapel off Mary Street.

In 2006–07, the Corporation 'sold' long-term leases over two allotments located on the Port Road/Adam Street corner of the AEC site. The television studios for Channel Seven Adelaide were constructed on one of these allotments.

In March 2010, the Corporation established a Park 'n' Ride facility with the extension of tram services from the City to the AEC. This Park 'n' Ride facility is one of the largest of its type in Adelaide, and encourages the use of public transport, assisting to reduce traffic movements in and out of the City.

COVID-19 related international and interstate travel restrictions have almost obliterated the AEC's ability to attract events throughout 2020–21. Apart from a few local contemporary live entertainment events, the AEC has been confined to hosting Adelaide 36ers matches and local market functions.

The AEC is an important community facility. Since opening, the AEC has attracted more than nine million concertgoers.

2.7.3 COOPERS STADIUM

Coopers Stadium stands on the former site of Hindmarsh Oval, which was home to the SANFL's West Torrens Football Club from 1905 until 1921 when the team moved to the nearby Thebarton Oval. The former Hindmarsh Oval was developed over the years into a rectangular stadium with a single-tier grandstand built in 1960 that held approximately 2,000 people. Six light towers for night games along with an additional eight smaller light towers on the grandstand roof, were installed during the mid-1970s. Other than the grandstand, the ground was all terracing surrounding the playing surface.

Today, Coopers Stadium (formerly known as Hindmarsh Stadium) is renowned as a quality football (soccer) venue and home to the A-League's Adelaide United Football Club. The Stadium underwent redevelopment for the Sydney 2000 Summer Olympics, an event for which it hosted several football group games as well as a quarter final. Temporary seating was installed for these Olympic matches to bring the capacity to roughly 17,500. The Stadium's current capacity is approximately 16,500. Key features include:

- High-quality playing surface and lighting (120m x 80m);
- Media facilities; and,
- 21 Corporate Suites.

The Corporation was assigned management responsibility for Coopers Stadium on 1 July 2013, following the South Australian Government commissioning an independent review of venues operated by the Office for Recreation & Sport.

Coopers Stadium hosted 15 major publicly ticketed events in 2020–21, 13 of which were Adelaide United Football Club A-League home matches.

Other assets under the Corporation's management on the Coopers Stadium site include:

- 4A Manton Street – currently tenanted by the Adelaide United Football Club.

3 GOVERNMENT REPORTING REQUIREMENTS

3.1 BOARD OF DIRECTORS

The Board of Directors for the Corporation consists of eight non-executive directors. The following served on the Board during 2020–21:

- William (Bill) Spurr AO, Chair
- Gay Wallace, Deputy Chair
- Joanne Denley
- Fiona Hele
- Jim Kouts
- Denise von Wald
- Dr Andrew MacDonald
- Shaun Allan

3.2 INTERNAL AUDIT

AVM is committed to maintaining a working environment free of fraud and corrupt behaviour. The internal audit activities undertaken during 2020–21 did not reveal any instances of fraud and management is not aware of any fraud. AVM undergoes an external audit examination by the Auditor General in addition to the internal audit program.

The established Audit & Risk Committee works to ensure AVM maintains effective internal auditing of its operations to minimise the likelihood of fraud or corruption.

The specific functions of the Audit & Risk Committee include:

- reviewing annual financial statements to ensure they provide a true and fair view of the state of affairs of AVM;
- liaising with external auditors;
- reviewing the adequacy of the accounting, internal auditing, reporting and other financial management systems and practices of the AVM; and,
- oversight of AVM's internal auditing program.

3.3 USE OF CONSULTANTS

The AVM engaged one consultant during 2020–21 at a total cost of \$31 000.

Payments to Consultants	Purpose of Consultancy	No	\$'000
Value below \$10 000			
Subtotal		0	0
Value \$10 000 and above			
Omni Consulting Fire Engineers	Review Fire Engineering Brief	1	31
Subtotal		1	31
Total		1	31

3.4 CONTRACTING OUT ARRANGEMENTS

The Corporation has no contractual arrangements which exceed \$4 million and which extend beyond a single year.

3.5 ACCOUNT PAYMENT PERFORMANCE

Particulars	Number of accounts paid	Percentage of accounts paid (by number)	Value in \$A of accounts paid	Percentage of accounts paid (by value)
Paid within 20 days	9 514	92.28%	42 718 795	97.11%
Paid between 21 to 30 days	691	6.70%	1 183 690	2.69%
Paid between 31 to 60 days	104	1.01%	89 390	0.20%
Paid more than 60 days	1	0.01%	146	0.00%

3.6 OVERSEAS TRAVEL

The Corporation did not undertake any overseas travel in 2020–21.

3.7 HUMAN RESOURCES

3.7.1 EMPLOYMENT OPPORTUNITY PROGRAMS

Program name	Result of the program
Governor's Aboriginal Employment Industry Clusters Program	<p>AVM continues to be an active participant and leader for the Tourism and Hospitality Industry Cluster of this Program, which is operating under a recently revamped model overseen by the Office of the Industry Advocate.</p> <p>Significant collaboration and capacity-building has again taken place with other member employers and key community bodies this year, however the ongoing impact of the pandemic on available work has meant that only one new Aboriginal employee joined AVM in 2020–21. This new team member was one of 25 Aboriginal employees undertaking paid work at various stages throughout the year.</p>
Apprenticeships in Commercial Cookery	<p>AVM continues to play its part in growing future talent for the industry, particularly in the areas of known skills shortages. There were 10 Apprentice Chefs undertaking a four-year Apprenticeship in Commercial Cookery in 2020–21, four of whom are still actively engaged.</p>
Traineeships in Hospitality (Events) and Production and Services (Audio Visual)	<p>COVID-19 restrictions saw Traineeship programs substantially interrupted and scaled-back during 2020–21, due to limited opportunities for on-the-job training. However, four full-time Hospitality (Events) Trainees completed certain elements of a two-year Certificate III program, rotating through 11 vastly different AVM departments.</p> <p>Similarly, four full-time Audio Visual Trainees partially-completed a 12 month Certificate III program in Production and Services.</p>
Disability Employment	<p>For the 13th consecutive year, AVM sponsored and hosted the graduation for the State's 'School to Work' Transition Program, where approximately 100 school children with acute learning disabilities graduated in front of their families.</p> <p>The program assists final year students with disability and learning difficulties to transition from school to future employment pathways through structured learning, skill development and work placement opportunities.</p> <p>AVM currently employs six staff with declared physical, intellectual and sensory disabilities.</p>
Operation Flinders, RIDE and OzHarvest Nourish Programs	<p>AVM participated in site visits, training workshops, work experience placements, mock interview sessions, graduation ceremonies and paid employment outcomes related to these programs for disadvantaged youth. One former participant of the RIDE program, who was undertaking an Apprenticeship in Commercial Cookery with AVM, was subsequently headhunted during the year to cook in a popular, local private restaurant.</p>

3.7.2 PERFORMANCE MANAGEMENT AND DEVELOPMENT

Performance Management and Development System	Assessment of effectiveness and efficiency
<p>AVM conducts a biannual Performance Review and Development Planning (PRDP) process for all of its permanent staff.</p> <p>The process, which also incorporates a 'pulse survey' of workplace culture, was most recently undertaken in May–June 2021.</p> <p>Instantaneous feedback was also provided on a 'shift by shift' basis to all casual Event Staff.</p>	<p>100% of active AVM permanent staff had their performance reviewed and forward-looking key objectives and development plans set on or before 18 June 2021.</p> <p>100% of all instances of extraordinary performance by Event Staff were reported for acknowledgement, career advancement planning, skills-development training and/or formal performance improvement processes.</p>
<p>In line with AVM's Training & Development Plan coming out of the above process, targeted employee professional development is delivered across a broad range of disciplines throughout the year.</p>	<p>All priority 1 and 2 professional development activities (there are four priority levels) were programmed and delivered throughout the year.</p> <p>In addition, there were 13,904 instances of training completions related to a broad range of WHS, Compliance, Emergency Management, Active Armed Offender, Safe Work Method Statements (SWMS), Cultural Awareness, Disability Awareness, Liquor Licensing, Mental Health First Aid, Warden, 'ICAC', 'Public Sector Code of Ethics' and customer service / brand values related modules.</p> <p>As all AVM venues operated under SA Health approved COVID Management Plans, a comprehensive suite of mandatory COVID-19 compliance training was efficiently developed and rolled-out to all Event Staff prior to them being permitted to return to the workplace from late 2020.</p>

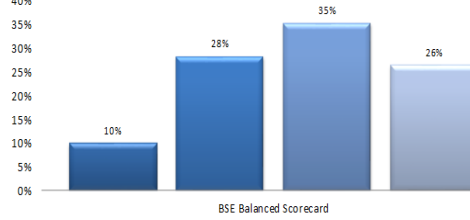
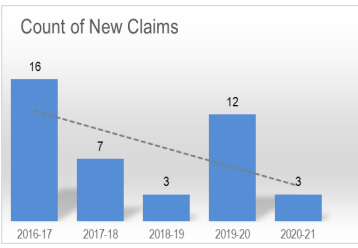
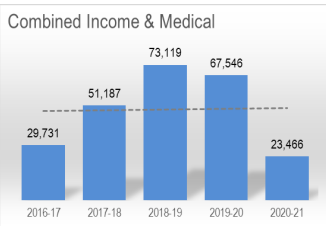
3.7.3 EXECUTIVE EMPLOYMENT

AVM currently has six employees (four male and two female) who meet the Office of the Commissioner for Public Sector Employment (OCPSE) definition of Executive. OCPSE has a filterable [Workforce Information Report Data Dashboard](#) that provides further detailed breakdown of all relevant workforce data by agency, including executive gender, salary and tenure.

3.7.4 WORK HEALTH & SAFETY PROGRAM

WHS notices, prosecutions and enforceable undertakings	2020–21
Number of notifiable incidents pursuant to <i>WHS Act</i> Part 3	2
Number of notices served pursuant to <i>WHS Act</i> Section 90, 191 & 195	0
Number of prosecutions pursuant to the <i>WHS Act</i> Part 2 Division 5	0
Number of enforceable undertakings pursuant to <i>WHS Act</i> Part 11	0

WHS & injury management programs initiatives and their effectiveness

WHS & Injury Management (IM) Programs	Effectiveness and Efficiency
<p>Continuous Improvement: AVM manages the continuous improvement objectives of its WHS & IM Strategic Plan, including key result area balanced scorecards, strategic priorities and priority actions to align with the operational risks and the 'Building Safety Excellence in the Public Sector Strategy'.</p>	 <p>BSE Balanced Scorecard</p>
<p>Deloitte Self Insurer Audit and Verification System (AVS) Results: AVM's WHS & IM system was found to be performing at the maturity of "Proactive" for the following domains: Safety Leadership, Wellbeing & Engagement, Risk Management & Performance Measurement.</p>	<ul style="list-style-type: none"> ✓ WHS Accountabilities defined ✓ Strong commitment to WHS ✓ Engaged leadership ✓ Timely reporting ✓ Strengthened & maturing safety culture ✓ Continuous improvement ✓ WHS administered by 1 FTE
<p>Health & Wellbeing: AVM implemented a multifaceted Wellbeing Program based on healthy body & healthy mind, with a focus on psychosocial wellbeing.</p> <p>Initiatives of the program include:</p> <p>An Employee Assistance Program (EAP): AVM has engaged an external provider to provide a confidential assistance service which is available to all AVM personnel. This service was utilised throughout the period.</p> <p>Mental Health First Aid Training was delivered to nominated personnel within the organisation.</p>	<ul style="list-style-type: none"> ✓ A supported workforce ✓ Flu vaccinations ✓ Health assessments ✓ Ergonomic assessments ✓ Healthy activities such as: Corporate Cup ✓ Communications regarding wellbeing initiatives & support mechanisms
<p>Workers Compensation Claims: Injury risk management efforts at AVM focus on pre-employment assessments as a means for achieving best practice health and safety outcomes for the employee and the workplace. AVM has maintained a relationship with an established organisation that provides a multi-disciplinary services model for occupational health.</p> <p>This proactive approach in conjunction with reporting of hazards, workplace inspections and internal auditing enables early identification of safety issues within the organisation.</p>	 <p>Count of New Claims</p>
<p>Claims Income, Medical & Expenditure costs:</p> <p>AVM's focus is on early intervention. This partnered with establishing open lines of communication and positive relationships with injured employees has resulted in suitably controlled medical, income and expenditure costs.</p>	 <p>Combined Income & Medical</p>

Agency gross workers compensation expenditure for 2020–21 compared with 2019–20

Expenditure	2020–21 (\$'000s)	2019–20 (\$'000s)	Variation (\$'000) + (-)	% Change + (-)
Income Maintenance	5	22	-17	-77%
Medical & Expenditure	32	84	-52	-61%
Total Claims Expenditure	37	106	-69	-65%

3.8 PUBLIC INTEREST DISCLOSURE ACT 2018

The Adelaide Venue Management Corporation has appointed a responsible officer for the purposes of the *Public Interest Disclosure Act 2018* (PIDA) pursuant to Section 12 of the *Public Interest Disclosure Act 2018*. There have been no instances of disclosure of public interest information to a responsible officer under the PIDA.

3.9 FREEDOM OF INFORMATION ACT 1991 INFORMATION STATEMENT

SECTION 9(2)(a) – STRUCTURE AND FUNCTIONS

The Adelaide Venue Management Corporation was established by the Public Corporations (Adelaide Venue Management Corporation) Regulations 2013, pursuant to the *Public Corporations Act 1993*, on 4 February 1999 to manage the Corporation as an agency of the Minister for Tourism. The Corporation is governed by a Board of Directors and operates under a Charter approved pursuant to the provisions of the *Public Corporations (Adelaide Venue Management Corporation) Regulations 2013*.

The Corporation had no FOI requests in 2020–21.

SECTION 9(2)(b) – SUMMARY FUNCTION

AVM's functions are limited to the following:

- To manage and operate AVM sites;
- To manage, promote and sponsor events at AVM sites or elsewhere;
- To foster and assist the commercial development of AVM sites in order to complement and enhance the commercial potential of the sites; and,
- To carry out other functions conferred on AVM by the Minister.

AVM's sites include:

- Adelaide Convention Centre site;
- Adelaide Entertainment Centre site; and,
- Any other site the management and operation of which is conferred on AVM by the Minister.

SECTION 9(2)(c) - PUBLIC PARTICIPATION IN AGENCY POLICY DEVELOPMENT

The success of the Corporation is dependent on input from the event and functions industry and stakeholders. The Corporation welcomes feedback and comments on agency policy development from patrons, government, community organisations and relevant industries through market research, forum groups, website and social media feedback, informal and formal group consultations.

SECTION 9(2)(d) – DOCUMENTS HELD

- Annual reports
- Policies and procedures
- Other miscellaneous documents
- Various promotional brochures

Publication on a website:

With respect to the publication of the audited financial report on AVM's website, we acknowledge that:

- (a) We are responsible for the electronic publication of the audited financial report.
- (b) We will ensure that the electronic version of the audited financial report and the auditor's report on the website are identical to the final signed hard copy version.
- (c) We will clearly differentiate between audited and unaudited information in the construction of the entity's website as we understand the risk of potential misrepresentation.
- (d) We have assessed the controls over the security and integrity of the data on the website, and that adequate procedures are in place to ensure the integrity of the information published.
- (e) We will not present the auditor's report on the full financial report with extracts only of the full financial report.

SECTION 9(2)(e) & (f) – ACCESS TO DOCUMENTS

Requests under the FOI Act for access to documents in the possession of the Corporation should be accompanied by a \$38.25 application fee (to be paid by cheque or money order). Should more than two hours be required to accommodate the FOI request, additional charges may apply, as listed in the South Government's current *Freedom of Information (Fees) Notice 2021* at the time of the request.

Applications should be directed in writing to:

Chief Executive Officer
Adelaide Venue Management
GPO Box 2669
ADELAIDE SA 5001

Access to documents listed under section 9(2)(d) can be arranged between 9am and 4.30pm, Monday to Friday, at the AVM Administration Office, which is based at Adelaide Convention Centre, North Terrace, Adelaide SA 5000, by contacting the Chief Executive Officer at telephone (08) 8212 4099. Other publications are available on request but may incur a fee.

4 INDEPENDENT AUDIT REPORT

INDEPENDENT AUDITOR'S REPORT



Government of South Australia
Auditor-General's Department

Level 9
State Administration Centre
200 Victoria Square
Adelaide SA 5000
Tel +618 8226 9640
Fax +618 8226 9688
ABN 53 327 061 410
audgensa@audit.sa.gov.au
www.audit.sa.gov.au

To the Chairman of the Board Adelaide Venue Management Corporation

Opinion

I have audited the financial report of the Adelaide Venue Management Corporation for the financial year ended 30 June 2021.

In my opinion, the accompanying financial report gives a true and fair view of the financial position of the Adelaide Venue Management Corporation as at 30 June 2021, its financial performance and its cash flows for the year then ended in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987* and Australian Accounting Standards.

The financial report comprises:

- a Statement of Comprehensive Income for the year ended 30 June 2021
- a Statement of Financial Position as at 30 June 2021
- a Statement of Changes in Equity for the year ended 30 June 2021
- a Statement of Cash Flows for the year ended 30 June 2021
- notes, comprising significant accounting policies and other explanatory information
- a Certificate from the Chairman, the Chief Executive Officer and the Chief Financial Officer.

Basis for opinion

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

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

Responsibilities of the Chief Executive and the Board for the financial report

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

In preparing the financial report, the Chief Executive is responsible for assessing the entity's ability to continue as a going concern, taking into account any policy or funding decisions the government has made which affect the continued existence of the entity. The Chief Executive is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

The members of the Board are responsible for overseeing the entity's financial reporting process.

Auditor's responsibilities for the audit of the financial report

As required by section 31(1)(b) of the *Public Finance and Audit Act 1987* and schedule 13(3) of the *Public Corporations Act 1993*, I have audited the financial report of the Adelaide Venue Management Corporation for the financial year ended 30 June 2021.

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

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

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Adelaide Venue Management Corporation's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive
- conclude on the appropriateness of the Chief Executive's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify the opinion. My conclusion is based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause an entity to cease to continue as a going concern
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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

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



Andrew Richardson
Auditor-General
 8 September 2021

5 FINANCIAL STATEMENTS

Adelaide Venue Management Corporation
ABN 50 676 936 954

Certification of the Financial Statements

We certify that the:

- financial statements of the Adelaide Venue Management Corporation:
 - are in accordance with the accounts and records of the Corporation; and
 - comply with relevant Treasurer's instructions; and
 - comply with relevant accounting standards; and
 - present a true and fair view of the financial position of the Adelaide Venue Management Corporation at the end of the financial year and the result of its operations and cash flows for the financial year.
- Internal controls employed by the Adelaide Venue Management Corporation for the financial year over its financial reporting and its preparation of financial statements have been effective.



William Spurr AO

CHAIRMAN

Adelaide Venue Management Corporation

Date: 26 AUGUST 2021



Anthony Kirchner

CHIEF EXECUTIVE OFFICER

Adelaide Venue Management Corporation

Date: 26 AUGUST 2021



Marie Hannaford

CHIEF FINANCIAL OFFICER

Adelaide Venue Management Corporation

Date: 26 AUGUST 2021

Statement of Comprehensive Income
for the year ended 30 June 2021

	Note No.	2021 \$'000	2020 \$'000
Income from trading activities			
Facility charges	3.1	22 683	49 124
Business Interruption insurance proceeds	3.2	26 412	-
Interest		12	177
Other income	3.3	631	1 932
Net gain from the disposal of property, plant and equipment	4.3	66	-
Total income from trading activities		49 804	51 233
Expenses from trading activities			
Employee benefits expenses	2.3	20 076	28 432
Supplies and services	4.1	7 454	13 671
Depreciation and amortisation	4.2	5 290	5 667
Net loss from the disposal of property, plant and equipment	4.3	-	45
Total expenses from trading activities		32 820	47 815
Profit from trading activities		16 984	3 418
Income from property management activities			
Interest		9	87
Appropriation	3.4	5 426	5 294
SA Government grant	3.5	18 145	19 146
Other income	3.3	850	658
Total income from property management activities		24 430	25 185
Expenses from property management activities			
Employee benefits expenses	2.3	2 410	3 151
Supplies and services	4.1	8 227	9 155
Depreciation and amortisation	4.2	28 731	29 450
Borrowing costs	4.4	18 547	19 548
Total expenses from property management activities		57 915	61 304
Loss from property management activities		(33 485)	(36 119)
Net profit / (loss)		(16 501)	(32 701)
Total comprehensive result		(16 501)	(32 701)

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

Statement of Financial Position
as at 30 June 2021

	Note No.	2021 \$'000	2020 \$'000
Current assets			
Cash and cash equivalents	6.1, 8.2	28 481	18 769
Receivables	6.3	6 993	3 078
Inventories	5.4	339	385
Total current assets		35 813	22 232
Non-current assets			
Specific purpose deposits	6.2, 8.2	16 914	15 208
Property, plant and equipment	5.1	564 297	596 970
Total non-current assets		581 211	612 178
Total assets		617 024	634 410
Current liabilities			
Payables	7.1	3 519	3 584
Financial liabilities	7.2	51	48
Employee benefits	2.4	2 373	3 292
Contract liabilities	7.3	7 798	4 448
Other current liabilities	7.4	105	117
Total current liabilities		13 846	11 489
Non-current liabilities			
Payables	7.1	82	84
Financial liabilities	7.2	393 604	393 547
Employee benefits	2.4	868	910
Contract liabilities	7.3	1 307	2 904
Other non-current liabilities	7.4	4 784	4 842
Total non-current liabilities		400 645	402 287
Total liabilities		414 491	413 776
Net assets		202 533	220 634
Equity			
Contributed capital		133 840	133 840
Asset revaluation surplus	8.1	63 481	63 481
Accumulated surplus		5 212	23 313
Total equity		202 533	220 634

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

Statement of Changes in Equity
for the year ended 30 June 2021

	Note No.	Contributed capital \$'000	Asset revaluation surplus \$'000	Accumulated surplus \$'000	Total \$'000
Balance at 1 July 2019		133 840	63 481	57 614	254 935
Net profit / (loss) for 2019-20		-	-	(32 701)	(32 701)
Total comprehensive result for 2019-20		-	-	(32 701)	(32 701)
Dividends paid		-	-	(1 600)	(1 600)
Balance at 30 June 2020		133 840	63 481	23 313	220 634
Net profit / (loss) for 2020-21		-	-	(16 501)	(16 501)
Total comprehensive result for 2020-21		-	-	(16 501)	(16 501)
Dividends paid	8.4	-	-	(1 600)	(1 600)
Balance at 30 June 2021		133 840	63 481	5 212	202 533

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

Statement of Cash Flows
for the year ended 30 June 2021

	Note No.	2021 \$'000	2020 \$'000
Cash flows from operating activities			
Cash inflows			
Receipts from the sale of goods and services		27 031	56 069
Business Interruption insurance proceeds		23 073	-
Appropriation		5 426	5 294
SA Government grant		19 094	19 146
Interest received		27	311
Cash generated from operations		74 651	80 820
Cash outflows			
Employee benefit payments		23 534	32 605
Supplies and services		16 551	25 697
Borrowing costs		19 496	19 548
GST remitted to the ATO		918	2 731
Cash used in operations		60 499	80 581
Net cash provided by operating activities	8.2	14 152	239
Cash flows from investing activities			
Cash inflows			
Proceeds from the sale of property, plant and equipment		124	74
Cash generated from investing activities		124	74
Cash outflows			
Purchase of property, plant and equipment		1 210	8 115
Cash used in investing activities		1 210	8 115
Net cash (used in) / provided by investing activities		(1 086)	(8 041)
Cash flows from financing activities			
Cash outflows			
Dividends paid to SA Government		1 600	1 600
Repayment of principal portion of lease liabilities		48	42
Cash used in financing activities		1 648	1 642
Net cash (used in) / provided by financing activities		(1 648)	(1 642)
Net increase / (decrease) in cash and cash equivalents		11 418	(9 444)
Cash and cash equivalents at the beginning of the financial year		33 977	43 421
Cash and cash equivalents at the end of the financial year	8.2	45 395	33 977

The accompanying notes form part of these financial statements.

Notes to the Financial Statements

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I About Adelaide Venue Management Corporation

Adelaide Venue Management Corporation, (the Corporation), is a statutory authority of the State of South Australia, established on 4 February 1999 as a subsidiary of the Minister for Tourism by Regulations under the *Public Corporations Act 1993*.

The Corporation is governed by a Board of Directors and operates under a charter approved pursuant to the provisions of the *Public Corporations Act 1993*.

The Corporation does not control any other entity and has no interests in unconsolidated structured entities. The financial statements and accompanying notes include all the controlled activities of the Corporation.

1.1 Basis of preparation

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

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

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

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

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

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

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

1.2 Objectives and activities

The objectives of the Corporation are to:

1. manage and operate the Corporation's sites/venues;
2. manage, promote and sponsor events at the Corporation's sites/venues or elsewhere;
3. foster and assist the commercial development of the Corporation's sites/venues in order to complement and enhance the commercial potential; and
4. carry out any other functions conferred on the Corporation by the Minister.

The principal activities of the Corporation are to manage and operate the Adelaide Convention Centre, Adelaide Entertainment Centre and Coopers Stadium.

1.3 Impact of COVID-19 pandemic on the Corporation

The COVID-19 pandemic has impacted on the operations of the Corporation and the impacts are included under the relevant disclosure notes. The key impacts in 2020-21 were:

- the Corporation has continued to incur substantial event booking cancellations / postponements and fewer new bookings relative to traditional levels as a result of COVID-19 and the uncertainty surrounding the possible ongoing severity and duration of the pandemic;
- the Corporation has continued to deploy its Downturn Plan strategies to minimise its financial loss, including ceasing non-essential expenditure, staff drawing down on leave entitlements and minimising the use of casual employee labour when no event activity occurs within Venues;
- the Corporation continues to be impacted by ongoing and evolving Government restrictions, with the Corporation constantly assessing and planning for its ability to hold future events, with regard to the nature, format and capacity of proposed events complying with current restrictions; and
- the Corporation has Business Interruption insurance coverage with its captive insurer the South Australian Financing Authority (SAFA), and has a claim for lost profits under this policy.

1.4 Significant transactions with government related entities

The Corporation does not have any significant transactions with government related entities which are not disclosed elsewhere in the financial statements.

2 Board and employees

2.1 Key management personnel

Key management personnel of the Corporation include the Minister, the Board, the Chief Executive Officer and the Executive Team. Total compensation for key management personnel was \$1 691 000 in 2020-21 and \$1 751 000 in 2019-20.

The compensation disclosed in this note excludes salaries and other benefits the Minister for Tourism receives. The Minister's remuneration and allowances are set by the *Parliamentary Remuneration Act 1990* and the Remuneration Tribunal of SA respectively and are payable from the Consolidated Account under section 6 of the *Parliamentary Remuneration Act 1990*.

	2021	2020
Compensation	\$'000	\$'000
Salaries and other short-term employee benefits	1 691	1 692
Termination benefits	-	59
Total	1 691	1 751

Transactions with key management personnel and other related parties

Unless otherwise disclosed, transactions between key management personnel and other related parties are on conditions no more favourable than those that it is reasonable to expect the entity would have adopted if dealing with the related party at arm's length in the same circumstances.

2.2 Board members

The following persons held the position of governing board member during the financial year:

William Spurr (Chair)
Gay Wallace (Deputy Chair)
Shaun Allan
Pauline Denley
Fiona Hele
Jim Kouts
Philip MacDonald
Denise Von Wald

Board remuneration

The number of governing board members whose remuneration received or receivable falls within the following bands:

	2021	2020
\$0 to \$19 999	-	3
\$20 000 to \$39 999	7	6
\$40 000 to \$59 999	1	1
Total number of governing board members	8	10

The total remuneration received or receivable by Board members was \$231 000 (\$217 000). Remuneration of Board members includes sitting fees, superannuation contributions, salary sacrifice benefits, fringe benefits and related fringe benefits tax.

2.3 Employee benefits expenses

	2021	2020
	\$'000	\$'000
Trading activities		
Salaries and wages	15 931	22 776
Long service leave	88	427
Annual leave	998	973
Skills and experience retention leave (SERL)	58	58
Employment on-costs - superannuation	1 657	2 305
Employment on-costs - other	1 137	1 695
Board fees	207	198
Total employee benefits expenses from trading activities	20 076	28 432
Property management activities		
Salaries and wages	1 914	2 580
Long service leave	50	25
Annual leave	134	138
Skills and experience retention leave (SERL)	3	2
Employment on-costs - superannuation	198	256
Employment on-costs - other	111	150
Total employee benefits expenses from property management activities	2 410	3 151
Total employee benefits expenses	22 486	31 583

Employment on-costs – superannuation

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

Executive remuneration

The number of employees whose remuneration received or receivable falls within the following bands:

	2021	2020
\$154 001 to \$174 000	4	4
\$174 001 to \$194 000	1	-
\$194 001 to \$214 000	1	1
\$214 001 to \$234 000	-	2
\$234 001 to \$254 000	2	-
\$414 001 to \$434 000	1	1
Total number of employees	9	8

The total remuneration received by those employees for the year was \$1 939 000 (\$1 736 000).

The table includes all employees whose normal remuneration was equal to or greater than the base executive remuneration level during the year. Remuneration of employees reflects all costs of employment including salaries and wages, payments in lieu of leave, superannuation contributions, salary sacrifice benefits and fringe benefits and any fringe benefits tax paid or payable in respect of those benefits as well as any termination benefits for employees who have left the Corporation.

2.4 Employee benefits liability

	2021 \$'000	2020 \$'000
Current		
Annual leave	588	443
Long service leave	1 601	2 354
Skills and experience retention leave (SERL)	52	51
Accrued salaries and wages	132	444
Total current employee benefits	2 373	3 292
Non-current		
Long service leave	868	910
Total non-current employee benefits	868	910
Total employee benefits	3 241	4 202

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

Salaries and wages, annual leave, time off in lieu, SERL and sick leave

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

The annual leave liability (including time off in lieu) and the SERL liability is expected to be payable within 12 months and is measured at the undiscounted amount expected to be paid.

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

Long Service Leave

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

3 Income

3.1 Facility charges

	2021	2020
	\$'000	\$'000
Car park	5 241	5 465
Catering	10 739	25 297
Corporate	20	1 513
Recoveries	2 564	4 709
Technical services	1 652	4 059
Venue hire	2 467	8 081
Total facility charges	22 683	49 124

Revenues from facility charges are derived under contracts for the provision of goods and services to the public and other SA Government agencies. Revenue is recognised in the period in which the goods and services are provided.

Some contracts include a number of deliverables. In such cases, the transaction price is allocated to each deliverable to determine when revenue is recognised. Other contracts require ongoing provisions of services, for which revenue is recognised over the time services are provided. This is because the Corporation's obligations are satisfied over time and the customer receives and uses the benefits simultaneously.

Payments are largely due in advance or at the time of delivery, for contracted provision of goods and services. For the majority of its contracts, the Corporation expects at contract inception, that the period of time between when a customer pays for goods and services in advance and when the Corporation transfers those goods and services to the customer is less than 1 year. For the minority of contracts where the Corporation expects the transfer of goods and services to be greater than 1 year after contract inception, only the initial deposit is paid greater than 1 year in advance, which would result in any financing component being immaterial. The Corporation has applied the practical expedient per AASB 15 *Revenue from Contracts with Customers* para 63, whereby the consideration has not been adjusted for the effects of any financing component.

Refer to note 6.3 for disclosure relating to contract balances included in receivables.

Refer to note 7.3 for disclosure relating to contract liabilities.

3.2 Business Interruption insurance proceeds

	2021	2020
	\$'000	\$'000
Business Interruption insurance proceeds	26 412	-
Total Business Interruption insurance proceeds	26 412	-

The Corporation has Business Interruption insurance coverage with its captive insurer SAFA, and has a claim for lost profits under this policy. The Business Interruption insurance proceeds recorded in the current financial year relate to the period 25 March 2020 through to 30 June 2021.

3.3 Other income

	2021	2020
	\$'000	\$'000
Trading activities		
Commission earned	45	217
Ticketing	122	587
Other	464	1 128
Total other income from trading activities	631	1 932
Property management activities		
Leased properties	451	483
Other	399	175
Total other income from property management activities	850	658
Total other income	1 481	2 590

3.4 Appropriation

	2021	2020
	\$'000	\$'000
Appropriation	5 426	5 294
Total appropriation	5 426	5 294

Appropriations are recognised on receipt.

This table does not show appropriation in the form of a loan or an equity contribution. Where money has been appropriated in the form of a loan, the Corporation has recorded borrowings. Refer to note 7.2. Where money has been appropriated in the form of an equity contribution, the Treasurer has acquired a financial interest in the net assets of the Corporation and the appropriation is recorded as contributed equity. Refer to the Statement of Changes in Equity.

Total appropriation revenues from the Government (through the Minister for Tourism) provide funding to the Corporation for expenses relating to the Adelaide Convention Centre site maintenance of the Common Areas and the Riverbank Precinct, Exhibition Hall land rent and for replacement of Corporation assets.

The funding for asset replacement is transferred by the Department of Treasury and Finance into an interest bearing Special Deposit Account titled 'Adelaide Venue Management Future Asset Replacement Account'. With the approval of the Treasurer, these funds are available for the replacement and upgrade of assets and minor works.

3.5 SA Government grant

	2021	2020
	\$'000	\$'000
SA Government grant	18 145	19 146
Total SA Government grant	18 145	19 146

SA Government grants are recognised as income on receipt.

The Department of Treasury and Finance provide grant payments to the Corporation for interest and guarantee fees associated with borrowings sourced for the extension and redevelopment of the Adelaide Convention Centre. Refer note 4.4.

4 Expenses

Employee benefits expenses are disclosed in note 2.3.

4.1 Supplies and services

	2021	2020
	\$'000	\$'000
Trading activities		
Administration expenses and sundries	2 519	3 169
Direct materials	4 193	8 505
Building services costs	32	51
Repairs and maintenance	178	159
Marketing and promotions	532	1 787
Total supplies and services from trading activities	7 454	13 671
Property management activities		
Administration expenses and sundries	77	108
Direct materials	367	82
Building services costs	5 219	6 345
Repairs and maintenance	2 564	2 620
Total supplies and services from property management activities	8 227	9 155
Total supplies and services	15 681	22 826

Consultants

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

	No	2021 \$'000	No	2020 \$'000
\$10 000 or above	-	-	1	65
Total	-	-	1	65

Audit Fees

Audit fees paid / payable to the Auditor-General's Department relating to work performed under the *Public Finance and Audit Act 1987* were \$83 100 (\$85 200). No other services were provided by the Auditor-General's Department.

4.2 Depreciation and amortisation

	2021	2020
	\$'000	\$'000
Trading activities		
Plant and equipment	5 290	5 667
Total depreciation and amortisation for trading activities	5 290	5 667
Property management activities		
Buildings	28 201	28 944
Leasehold improvements	353	329
Right-of-use land	177	177
Total depreciation and amortisation for property management activities	28 731	29 450
Total depreciation and amortisation	34 021	35 117

All non-current assets not held for sale with a limited useful life are systematically depreciated/amortised over their useful lives in a manner that reflects the consumption of their service potential.

Useful Life

Depreciation/amortisation is calculated over the estimated useful life of the following classes of assets as follows:

Class of asset	Depreciation method	Useful life (years)
Buildings & Improvements	Straight Line	5-147
Leasehold Improvements	Straight Line	3-15
Right-of-use land	Straight Line	Lease term
Plant and Equipment	Straight Line	1-30

Review of accounting estimates

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

4.3 Net (loss)/gain from the disposal of property, plant and equipment

	2021	2020
	\$'000	\$'000
Property, plant and equipment		
Net proceeds from disposal	124	74
Less carrying amount of assets disposed	(58)	(119)
Total net (loss)/gain from the disposal of property, plant and equipment	66	(45)

4.4 Borrowing costs

	2021	2020
	\$'000	\$'000
Interest expense on lease liabilities	402	402
Guarantee fees on long term borrowings	5 771	6 107
Interest expense on long term borrowings	12 374	13 039
Total borrowing costs	18 547	19 548

Borrowings

The Corporation has an agreement with SAFA to source debt funding for the extension and redevelopment of the Adelaide Convention Centre.

The Department of Treasury and Finance provide grant payments to the Corporation for interest and guarantee fees associated with the borrowings. Refer note 3.5.

5 Non-financial assets

5.1 Property, plant and equipment by asset class

Property, plant and equipment comprises tangible assets owned and right-of-use (leased) assets.

	2021	2020
	\$'000	\$'000
Land and buildings		
Land at fair value	32 630	32 630
Buildings at fair value	584 803	584 803
Improvements at cost	4 973	4 919
Accumulated depreciation	(85 712)	(57 511)
Total land and buildings	536 694	564 841
Right-of-use land		
Right-of-use land at cost	11 423	11 316
Accumulated depreciation	(354)	(177)
Total right-of-use land	11 069	11 139
Leasehold improvements		
Leasehold improvements	4 339	4 339
Accumulated amortisation	(1 979)	(1 626)
Total leasehold improvements	2 360	2 713
Work in progress	811	111
Total work in progress	811	111
Plant and equipment		
Plant and equipment at cost	52 943	52 592
Accumulated depreciation	(39 580)	(34 426)
Total plant and equipment	13 363	18 166
Total property, plant and equipment	564 297	596 970

5.2 Property, plant and equipment owned by the Corporation

Property, plant and equipment owned by the Corporation with a value equal to or in excess of \$3 000 is capitalised, otherwise it is expensed. Property, plant and equipment owned by the Corporation is recorded at fair value. Detail about the Corporation's approach to fair value is set out in note 10.2.

The Corporation capitalises costs associated with projects to work in progress. On completion of a project the capitalised costs are transferred to the relevant non-current asset account. The balance of work in progress reflects costs for projects which are at various stages of completion as at 30 June.

Lessor arrangements

The Corporation is a lessor of shops, offices and site space located on sites owned or leased by the Corporation. The lease terms range between 1 - 5 years, and rental payments are payable monthly by the lessees. The Corporation is also lessor of a section of land, for which the lease term is 99 years. Rental in relation to the lease of this land was received in advance. These leases are classified as operating leases as they do not transfer substantially all of the risks and rewards incidental to the ownership of the leased assets. The Corporation manages risk of default and damage caused to shops, offices and site space by the use of formal lease agreements, employing a property manager to manage the majority of the leases, holding security deposits and obtaining personal guarantees.

Leased property income is disclosed in note 3.3. A maturity analysis of leased property payments is disclosed in note 9.3.

Impairment

Property, plant and equipment owned by the Corporation have not been assessed for impairment as they are non-cash generating assets, that are specialised in nature and held for continual use of their service capacity.

Revaluation of property, plant and equipment is undertaken on a regular cycle as detailed in Note 10.2. If at any time management considers that the carrying amount of an asset materially differs from its fair value, then the asset will be revalued regardless of when the last valuation took place.

Reconciliation 2020-21

	Land	Buildings and improvements	Leasehold improvements	Work in progress	Plant & equipment	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at the beginning of the period	32 630	532 211	2 713	111	18 166	585 831
Additions	-	-	-	1 299	-	1 299
Transfers in / (out)	-	57	-	(599)	542	-
Disposals e.g. sales, write off	-	(3)	-	-	(55)	(58)
Depreciation and amortisation	-	(28 201)	(353)	-	(5 290)	(33 844)
Carrying amount at the end of the period	32 630	504 064	2 360	811	13 363	553 228

Reconciliation 2019-20

	Land	Buildings and improvements	Leasehold improvements	Work in progress	Plant & equipment	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at the beginning of the period	32 630	560 364	2 556	-	19 647	615 197
Additions	-	-	-	5 693	-	5 693
Transfers in / (out)	-	791	486	(5 582)	4 305	-
Disposals e.g. sales, write off	-	-	-	-	(119)	(119)
Depreciation and amortisation	-	(28 944)	(329)	-	(5 667)	(34 940)
Carrying amount at the end of the period	32 630	532 211	2 713	111	18 166	585 831

5.3 Property, plant and equipment leased by the Corporation

Right-of-use assets for property, plant and equipment leased by the Corporation as lessee are measured at cost.

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

The Corporation has a limited number of leases:

- The Corporation has entered into a long term lease with Renewal SA for part of the land on which Adelaide Convention Centre buildings are situated. Rental payments are made monthly, and subject to annual Consumer Price Index (CPI) review. There are no contingent rental provisions within the lease agreement. The initial lease term is 93 years, expiring 30 June 2083. The lease contains an option to renew the lease for a further 20 years at the end of the lease term. See note 10.3 for further information.
- The Corporation has 2 concessionary leases with the Minister for Recreation and Sport. These leases are significantly below-market terms and conditions principally to enable the Corporation to further its objectives. The leases are as follows:
 1. Lease of Coopers Stadium. Under the terms of the lease the Corporation is responsible for managing and maintaining the premises. The annual lease payment is \$1. The lease expires 30 June 2028, with provision for extension of this lease being for an additional period as agreed in writing by the parties.
 2. Lease of a portion of land on which Adelaide Convention Centre buildings are situated. The annual lease payment is \$1. The lease expires 1 July 2083, with a lease extension option of an additional 20 years.

The lease liabilities related to the right-of-use assets are disclosed in note 7.2. Expenses related to leases, including depreciation and interest expenses, are disclosed in note 4. Cash outflows related to leases are disclosed in note 8.2.

Impairment

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

5.4 Inventories

	2021 \$'000	2020 \$'000
Current - Inventories held for resale		
Beverages	259	249
Food	80	136
Total inventories held for resale	339	385

Inventories are measured at the lower of cost or their net realisable value. Cost is allocated in accordance with the average cost and standard cost methods. Net realisable value is determined using the estimated sales proceeds less costs incurred in marketing, selling and distribution to customers.

Cost of inventories

The Corporation recognised an expense for raw materials and consumables of \$3 252 000 (\$6 529 000).

6 Financial assets

6.1 Cash and cash equivalents

	2021 \$'000	2020 \$'000
Deposits with the Treasurer (Special deposit accounts)		
Operating Account	28 262	18 504
Total cash and cash equivalent deposits with the Treasurer	28 262	18 504
Cash on hand	219	265
Total cash and cash equivalents	28 481	18 769

Deposits with the Treasurer

Special deposit accounts are established under section 8 of the *Public Finance and Audit Act 1987*. Special deposit accounts must be used in accordance with their approved purpose.

The Operating Account is comprised of funds held in an operating account at a commercial banking institution. Cash at bank deposits are on-call and carry an average variable interest rate of 0.00% (0.51%). Interest is accrued daily and distributed monthly.

6.2 Specific purpose deposits

	2021 \$'000	2020 \$'000
Deposits with the Treasurer (Special deposit accounts)		
Future Asset Replacement Account	14 027	12 327
Total specific purpose deposits with the Treasurer	14 027	12 327
Investment with SA Financing Authority	2 887	2 881
Total specific purpose deposits	16 914	15 208

Deposits with the Treasurer

Special deposit accounts are established under section 8 of the *Public Finance and Audit Act 1987*. Special deposit accounts must be used in accordance with their approved purpose.

Although the Corporation controls the money reported above in the Future Asset Replacement Account, its use must be approved by the Treasurer.

The Future Asset Replacement Account is lodged with SAFA in a Deposit Account. The Future Asset Replacement Account funds carry an average variable interest rate of 0.00% (0.51%). Interest is accrued daily and distributed monthly.

Investment with SA Financing Authority

The Investment with the SA Financing Authority is held in a Cash Management Facility. The SAFA Cash Management Funds carry an average variable interest rate of 0.18% (0.88%). Interest is accrued daily and distributed monthly.

6.3 Receivables

	2021 \$'000	2020 \$'000
Current		
Trade receivables from government entities	637	37
Trade receivables from non-government entities	1 104	379
Accrued revenues	4 544	2 133
GST input tax recoverable	-	66
Prepayments	708	463
Total current receivables	6 993	3 078

Trade receivables arise in the normal course of selling goods and services to other government agencies and to the public. Trade receivables are normally settled within 30 days after the issue of an invoice or the goods/services have been provided under a contractual arrangement.

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

Refer to note 10.4 for further information on risk management.

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

Receivables, prepayments and accrued revenues are non-interest bearing. Receivables are held with the objective of collecting the contractual cash flows and they are measured at amortised cost.

Allowance for impairment loss on receivables

The Corporation has provided a nil (2020 nil) loss allowance for trade receivables. Refer to note 10.4 for details regarding credit risk and the methodology for determining impairment.

Contract balances	30 June 2021	1 July 2020
Receivables from contracts with customers, included in 'Receivables'	1 741	416

7 Liabilities

Employee benefits liabilities are disclosed in note 2.4.

7.1 Payables

	2021 \$'000	2020 \$'000
Current		
Trade payables	1 722	698
Accrued expenses	639	1 070
GST payable	57	-
Employment on-costs	270	355
Interest accrued	831	1 461
Total current payables	3 519	3 584
Non-current		
Employment on-costs	82	84
Total non-current payables	82	84
Total payables	3 601	3 668

Payables and accruals are raised for all amounts owing but unpaid. Payables are normally settled within 30 days from the date the invoice is first received. All payables are non-interest bearing. The carrying amount of payables represents fair value due to their short-term nature.

The net amount of GST payable to the ATO is included as part of payables.

Employment on-costs

Employment on-costs include payroll tax, ReturnToWorkSA levies and superannuation contributions, and are settled when the respective employee benefit that they relate to is discharged.

The Corporation contributes to several State Government and externally managed superannuation schemes. These contributions are treated as an expense when they occur. There is no liability for payments to beneficiaries as they have been assumed by the respective superannuation schemes. The only liability outstanding at balance date relates to any contributions due but not yet paid.

As a result of an actuarial assessment performed by the Department of Treasury and Finance, the proportion of long service leave taken as leave remains unchanged for 2021 from the 2020 rate (42%). This rate is used in the employment on-cost calculation.

7.2 Financial liabilities

	Note No.	2021 \$'000	2020 \$'000
Current			
Lease Liabilities	5.3	51	48
Total current financial liabilities		51	48
Non-current			
Borrowings from SA Government		382 321	382 321
Lease Liabilities	5.3	11 283	11 226
Total non-current financial liabilities		393 604	393 547
Total financial liabilities		393 655	393 595

The Corporation measures financial liabilities including borrowings at amortised cost.

Note 10.3 describes possible cash outflows for leases the Corporation is exposed to that are not included in lease liabilities.

Borrowings from SA Government

The Corporation has a Client Services Agreement with SAFA for the Adelaide Convention Centre extension and redevelopment project. Under the arrangement, the Corporation has fully drawn down the approved borrowings limit of \$382.321 million from SA Government. The interest rates were in the range of 1.89% and 4.35% in 2021 (range of 2.33% and 4.35% in 2020).

7.3 Contract liabilities

	2021 \$'000	2020 \$'000
Current		
Contract liabilities	7 798	4 448
Total current contract liabilities	7 798	4 448
Non-current		
Contract liabilities	1 307	2 904
Total non-current contract liabilities	1 307	2 904
Total contract liabilities	9 105	7 352

Contract liabilities relate to monies received in advance for goods and services, for which revenue is recognised when the goods and services are provided. It includes amounts invoiced in relation to events and car parking which relate to future periods and amounts invoiced under Corporate Suite Licensing and Advertising Agreements.

Contract liabilities	30 June 2021	1 July 2020
Contract liabilities - current	7 798	4 448
Contract liabilities - non-current	1 307	2 904

Contract liabilities have increased during the financial year, predominantly due to the recommencement of invoicing for future events, with an increasing number of local and national events being able to be held during the financial year within the Government restrictions implemented in response to COVID-19. Client confidence had increased, particularly in the second six months of the year, resulting in an increase in new bookings, in particular local and national event bookings. This has resulted in an increase in instalment payments on future events being raised prior to the end of financial year in comparison to the same time period in the prior financial year when the COVID-19 pandemic was in its early stages and invoicing for future events had ceased and there had been few new bookings.

Revenue totalling \$1 865 000 was recognised in 2020-21 that was included in contract liabilities at 1 July 2020. No revenue related to adjustments to prices for performance obligations satisfied or partially satisfied in prior periods.

7.4 Other liabilities

	2021 \$'000	2020 \$'000
Current		
Unearned lease revenue	58	58
Security deposits	47	59
Total current other liabilities	105	117
Non-current		
Unearned lease revenue	4 784	4 842
Total non-current other liabilities	4 784	4 842
Total other liabilities	4 889	4 959

Unearned lease revenue represents payment received for a section of land leased on a 99 year lease agreement during 2007. The payments received for the lease are being recognised as income over the life of the lease.

7.5 Provisions

Workers Compensation

The Corporation is deemed to be an exempt employer by virtue of the *Return To Work Act 2014* and as such is liable for all medical, income and other day to day type expenses associated with a claim. The Corporation is also liable for any lump sum, redemption or permanent disability type payments for claims. Given the immaterial nature of the claims existing as at 30 June 2021, no provision has been recognised in the Statement of Financial Position.

8 Other disclosures

8.1 Equity

The asset revaluation surplus is used to record increments and decrements in the fair value of land and buildings to the extent that they offset one another. Relevant amounts are transferred to accumulated surplus when an asset is derecognised.

For information about equity contributions refer to note 3.4.

8.2 Cash flow

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

Total cash outflows for leases was \$453 000 (\$444 000).

Reconciliation of net result to cash flows from operating activities

	2021	2020
	\$'000	\$'000
Reconciliation of cash and cash equivalents at the end of the reporting period:		
Statement of Financial Position		
Current		
Cash and cash equivalents	28 481	18 769
Non-current		
Specific purpose deposits	16 914	15 208
Cash and cash equivalents as recorded in the Statement of Cash Flows	45 395	33 977
Reconciliation of profit / (loss) to net cash provided by operating activities:		
Net profit / (loss) for the year	(16 501)	(32 701)
Add / (less) non-cash items		
Depreciation and amortisation expense	34 021	35 117
Leased land income	(58)	(58)
Net (gain) / loss on disposal of assets	(66)	45
Movement in assets / liabilities		
(Increase) / decrease in receivables	(3 915)	2 133
(Increase) / decrease in inventories	46	66
(Decrease) / increase in payables	(157)	(901)
(Decrease) / increase in other liabilities	(10)	(9 907)
(Decrease) / increase in contract liabilities	1 753	7 352
(Decrease) / increase in employee benefits	(961)	(907)
Net cash provided by operating activities	14 152	239

8.3 Administered items

The Corporation includes a schedule of administered items as a note to the accounts as it is considered that administered transactions and balances are insignificant in relation to the Corporation's overall financial performance and position in accordance with APS 1050.B.

Event funds	2021	2020
	\$'000	\$'000
Administered revenues		
Net box office receipts	7 415	9 650
Interest earned on event funds	13	60
Total administered revenues	7 428	9 710
Administered expenses		
Settlements paid	3 196	18 478
Total administered expenses	3 196	18 478
Movement in administered items during the year	4 232	(8 768)
Administered assets		
Cash at bank	6 532	2 301
Receivable - interest	2	1
Total administered assets	6 534	2 302
Administered liabilities		
Funds held in trust	6 532	2 301
Accrued interest payable	2	1
Total administered liabilities	6 534	2 302
Movement in administered items during the year	4 232	(8 768)
Total administered assets held at the beginning of the financial year	2 302	11 070
Total administered assets held at the end of the financial year	6 534	2 302

The Corporation receives gross box office receipts from its ticketing agency, and holds those receipts in a separate Event Funds bank account. In any instance where an event does not proceed, those monies are returned to the ticketing agency and refunded to patrons. Alternatively, the monies are paid to promoters, the Corporation and other service providers.

Cash deposits

Cash at Bank is comprised of funds held in a bank account at a commercial banking institution. Funds are on-call and carry an average variable interest rate of 0.35% (0.85%). Interest is accrued daily and distributed monthly.

Coopers Stadium Upgrade Project funds

	2021 \$'000	2020 \$'000
Administered funds receipts		
Receipt of project funds	45 000	-
Total administered funds receipts	45 000	-
Administered funds outflows		
Project spend	1 040	-
Total administered funds outflows	1 040	-
Movement in administered items during the year	43 960	-
Administered assets		
Cash at bank	43 960	-
Total administered assets	43 960	-
Administered liabilities		
Funds held for project	43 960	-
Total administered liabilities	43 960	-
Movement in administered items during the year	43 960	-
Total administered assets held at the beginning of the financial year	-	-
Total administered assets held at the end of the financial year	43 960	-

The Corporation has entered into an administrative arrangement with the Office for Recreation, Sport and Racing (ORSR) to oversee and manage the Coopers Stadium Upgrade project. The SA Government has allocated \$45 000 000 in funding to ORSR which has been subsequently transferred to the Corporation for this purpose. The project period is from 24 April 2021 to 1 December 2024, which includes a 12 month defects liability period. Upon project acquittal the Corporation will return any unspent funding to ORSR. The Corporation is responsible for any project cost overruns.

Cash deposits

Cash at Bank is comprised of funds held in a bank account at a commercial banking institution. Funds are on-call and carry an average variable interest rate of 0.00%.

8.4 Dividends

A current period dividend of \$1 600 000 (\$1 600 000) was paid to SA Government during the financial year as determined by the Treasurer, pursuant to Section 22(2) of the *Public Corporations (Adelaide Venue Management Corporation) Regulations 2013*.

9 Outlook

9.1 Unrecognised commitments

Commitments include operating and capital arising from contractual sources and are disclosed at their nominal value.

Capital Commitments

	2021	2020
	\$'000	\$'000
Within one year	948	7
Total capital commitments	948	7

The Corporation's capital expenditure commitments are associated with various capital projects.

Expenditure Commitments

	2021	2020
	\$'000	\$'000
Within one year	998	456
Later than one year but not longer than five years	226	319
Total expenditure commitments	1 224	775

The Corporation's expenditure commitments are associated with ongoing business operations.

9.2 Expected realisation of contract liabilities as revenue

	2021-22	2022-23	2023-24	2024-27	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue expected to be recognised	7 798	1 137	65	105	9 105

Revenue expected to be recognised in 2022-23 and beyond relates to deposits and instalment payments for future events.

9.3 Expected leased property income

Operating lease maturity analysis

	2021	2020
	\$'000	\$'000
Within one year	361	282
Later than one year but not longer than two years	266	305
Later than two years but not longer than three years	108	214
Later than three years but not longer than four years	-	81
Total operating lease revenue commitments	735	882

The above table sets out a maturity analysis of operating lease payments receivable, showing the undiscounted lease payments to be received after the reporting date. These amounts are not recognised as assets.

See note 5.2 for information about the property the Corporation leases out under operating leases.

9.4 Contingent assets and liabilities

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

The Corporation is not aware of any contingent assets.

The Corporation is not aware of any contingent liabilities.

9.5 Impact of standards not yet effective

The Corporation has assessed the impact of new and changed Australian Accounting Standards Board Standards and Interpretations not yet effective. The Corporation has assessed that there are no material impacts.

9.6 COVID-19 pandemic outlook for the Corporation

The COVID-19 pandemic will continue to impact the operations of the Corporation in 2021-22 and beyond. The key expected impacts are:

- The number of events and attendees are expected to be significantly below normal levels due to:
 - the ongoing uncertainty surrounding the severity and/or duration of the COVID-19 pandemic, including emerging variants;
 - ongoing, varied or new Government restrictions, including Australian state and territory lockdowns, mass gathering and capacity restrictions and national and international travel restrictions; and
 - significant lead times on some event types resulting in a delay in the Corporation returning to normal operational levels even when restrictions are lifted.
- The Corporation is insured for Business Interruption through its captive insurer SAFA.
- The Corporation is currently forecasting that it is unlikely to return to pre-COVID-19 levels of revenue and profit until 2025-26.

9.7 Events after the reporting period

Note disclosure is made about events between 30 June and the date the financial statements are authorised for issue where the events relate to a condition which arose after 30 June and which may have a material impact on the results of subsequent years. The Corporation is not aware of any such events arising.

10 Measurement and risk

10.1 Long service leave liability - measurement

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

The actuarial assessment performed by the Department of Treasury and Finance has provided a basis for the measurement of long service leave and is based on actuarial assumptions on expected future salary and wage levels, experience of employee departures and periods of service. These assumptions are based on submitted data from the payroll system and assessed against actuarial data.

AASB 119 *Employee Benefits* requires the use of the yield on long-term Commonwealth Government bonds as the discount rate in the measurement of the long service leave liability. The yield on long-term Commonwealth Government bonds has increased from 2020 (0.50%) to 2021 (1.00%). This increase in the bond yield, which is used as the rate to discount future long service leave cash flows, results in a decrease in the reported long service leave liability.

The actuarial assessment performed by the Department of Treasury and Finance left the salary inflation rate unchanged for 2021 from the 2020 rate (2.50%) for long service leave liability. As a result, there is no net financial effect resulting from changes in the salary inflation rate.

The net financial effect of the changes to actuarial assumptions in the current financial year is a decrease in the long service leave liability of \$80 000 and employee benefits expense of \$88 000. The impact on future periods is impracticable to estimate as the long service leave liability is calculated using a number of demographical and financial assumptions – including the long-term discount rate.

The unconditional portion of the long service leave provision is classified as current as the Corporation does not have or will not exercise an unconditional right to defer settlement of the liability for at least 12 months after reporting date. The unconditional portion of long service leave relates to an unconditional legal entitlement to payment arising after 7 years of service for staff employed under the Adelaide Venue Management Corporation/United Voice Enterprise Agreement and 7 years of service for all other staff. Due to the COVID-19 pandemic and its significant impact on the operations of the Corporation, the Corporation is allowing all staff to take as leave their long service leave accrual after 7 years.

10.2 Fair Value

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

Initial Recognition

Non-current tangible assets are initially recorded at cost or at the value of any liabilities assumed, plus any incidental cost involved with the acquisition.

Where assets are acquired at no value, or minimal value, they are recorded at their fair value in the Statement of Financial Position. However, if the assets are acquired at no or nominal value as part of a restructure of administrative arrangements, then the assets are recorded at book value (i.e. the amount recorded by the transferor immediately prior to transfer).

Revaluation

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

The revaluation process is reviewed by the Chief Financial Officer and the Corporation's Board each year.

Non-current tangible assets are valued at fair value and revaluation of non-current assets or a group of assets is only performed when the fair value at the time of acquisition is greater than \$1.5 million and estimated useful life is greater than three years.

Revaluation is undertaken on a regular cycle as detailed below. If at any time management considers that the carrying amount of an asset materially differs from its fair value, then the asset will be revalued regardless of when the last valuation took place.

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

Fair value hierarchy

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

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

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

During 2021 and 2020, the Corporation had no valuations categorised into level 1; there were no transfers of assets between level 1 and 2 fair value hierarchy levels and there were no changes in valuation technique.

Fair value classification – non-financial assets at 30 June 2021

	Note	Level 2 \$'000	Level 3 \$'000	Total \$'000
Recurring fair value measurements				
Land	5.1	32 630	-	32 630
Buildings and improvements	5.1	763	503 301	504 064
Leasehold improvements	5.1	-	2 360	2 360
Work in progress	5.1	-	811	811
Plant and equipment	5.1	-	13 363	13 363
Total recurring fair value measurements		33 393	519 835	553 228

Fair value classification – non-financial assets at 30 June 2020

	Note	Level 2 \$'000	Level 3 \$'000	Total \$'000
Recurring fair value measurements				
Land	5.1	32 630	-	32 630
Buildings and improvements	5.1	806	531 405	532 211
Leasehold improvements	5.1	-	2 713	2 713
Work in progress	5.1	-	111	111
Plant and equipment	5.1	-	18 166	18 166
Total recurring fair value measurements		33 436	552 395	585 831

Land and Buildings

Every six years the Corporation revalues land and buildings and improvements owned by the Corporation, with the valuation appraisal performed by an independent Certified Practising Valuer. The most recent independent valuation of land and buildings was performed in June 2018 by a Certified Practising Valuer from Liquid Pacific Holdings Pty Ltd, as at 30 June 2018.

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

The valuer arrived at fair value for land and non-specialised buildings using the market approach. The valuation was based on recent market transactions for similar land and buildings (non-specialised) in the area and includes adjustment for factors specific to the land and building being valued such as size and location.

Plant and equipment

All items of plant and equipment owned by the Corporation that had a fair value at the time of acquisition less than \$1.5 million or had an estimated useful life that was less than three years have not been revalued. The carrying value of these items is deemed to approximate fair value.

Reconciliation of Level 3 recurring fair value measurements at 30 June 2021

The following table is a reconciliation of fair value measurements using significant unobservable inputs (level 3).

	Buildings and improvements \$'000	Leasehold improvements \$'000	Work in progress \$'000	Plant and equipment \$'000
Opening balance at the beginning of the period	531 405	2 713	111	18 166
Acquisitions	-	-	1 299	-
Transfers in / (out)	57	-	(599)	542
Total gains / (losses) for the period in profit and loss:				
Depreciation	(28 158)	(353)	-	(5 290)
Disposals	(3)	-	-	(55)
Closing balance at the end of the period	503 301	2 360	811	13 363

Reconciliation of Level 3 recurring fair value measurement at 30 June 2020

The following table is a reconciliation of fair value measurements using significant unobservable inputs (level 3).

	Buildings and improvements \$'000	Leasehold improvements \$'000	Work in progress \$'000	Plant and equipment \$'000
Opening balance at the beginning of the period	559 516	2 556	-	19 647
Acquisitions	-	-	5 693	-
Transfers in / (out)	791	486	(5 582)	4 305
Total gains / (losses) for the period in profit and loss:				
Depreciation	(28 902)	(329)	-	(5 667)
Disposals	-	-	-	(119)
Closing balance at the end of the period	531 405	2 713	111	18 166

10.3 Possible lease cash outflows not reflected in lease liabilities

The Corporation has entered into a long term lease with Renewal SA for part of the land on which the Adelaide Convention Centre buildings are situated. The lease liability does not reflect the extension option of an additional 20 years as the Corporation does not consider it reasonably certain that it would be taken up, given the current lease period does not expire until 30 June 2083.

10.4 Financial instruments

Financial risk management

Risk management is carried out by the corporate services section and risk management policies and practices are in accordance with the *SA Government Risk Management Guide*, the principles established in the *Australian Standard Risk Management Principles and Guidelines* and internal written policies approved by the Board.

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

Credit risk

The Corporation has no significant concentration of credit risk. The Corporation has policies and procedures in place to ensure that transactions occur with customers with appropriate credit history.

Impairment of financial assets

Loss allowances for receivables are measured at an amount equal to lifetime expected credit loss using the simplified approach in AASB 9. The Corporation uses an allowance matrix to measure the expected credit loss of receivables from non-government debtors.

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

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

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

Loss rates are calculated based on the probability of a receivable progressing through stages to write off based on the common risk characteristics of the transaction and debtor.

As a result of the Corporation's assessment for non-government debtors a nil loss allowance for trade receivables has been provided for based on negligible bad debt write offs over the past 10 years, due to the Corporation's practices of holding the gross box office receipts for publically ticketed events, from which the Corporation then deducts monies owed to it post event, requiring payment in advance of an event in most other instances and stringent credit management policies.

Receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include the failure of a debtor to enter into a payment plan with the Corporation and a failure to make contractual payments for a period of greater than 90 days past due.

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

No impairment losses were recognised in relation to the Corporation's receivables arising from the Corporation's contracts with customers or in relation to accrued revenue during the year.

Market risk

The Corporation does not trade in foreign currency, nor enter into transactions for speculative purposes, nor for hedging.

The Corporation has no exposure to foreign exchange risk in relation to its financial assets or liabilities.

Exposure to interest rate risk may arise through interest earned on cash and cash equivalent balances, which earn a floating interest rate.

There is no interest rate risk on Borrowings, as while movements in interest rates will affect the fair value of the loan, the contracted repayments remain the same due to the fixed interest rate. The Corporation has minimal exposure to

liquidity risk in relation to interest repayments as the Department of Treasury and Finance provides funding to the Corporation for interest and fees.

The Corporation's exposure to cash flow interest rate risk is minimal.

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