

TOURISM TASMANIA
CORPORATE PLAN
2022-2025

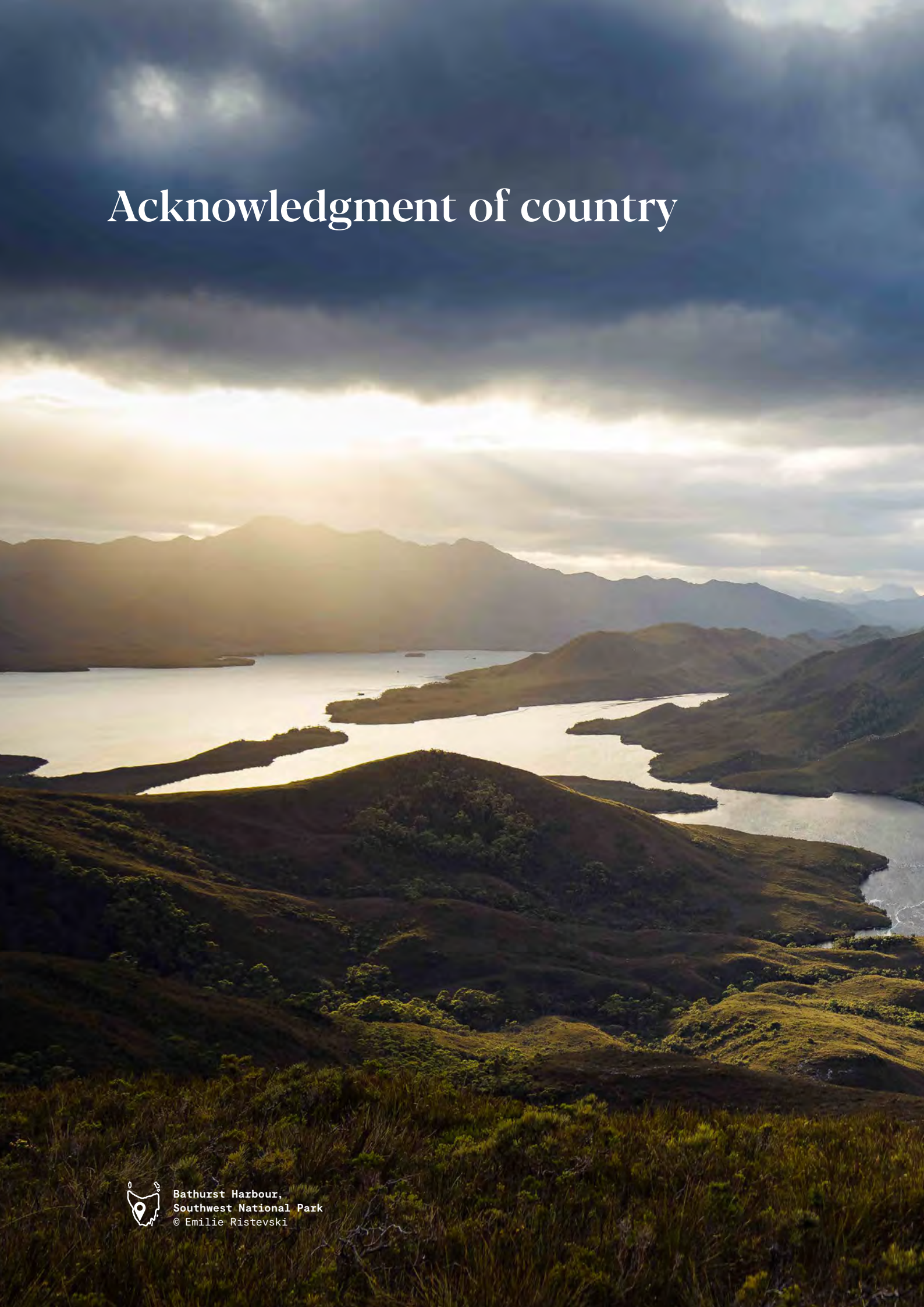


Wombat (*Vombatus ursinus*),
Cradle Mountain
© Jess Bonde

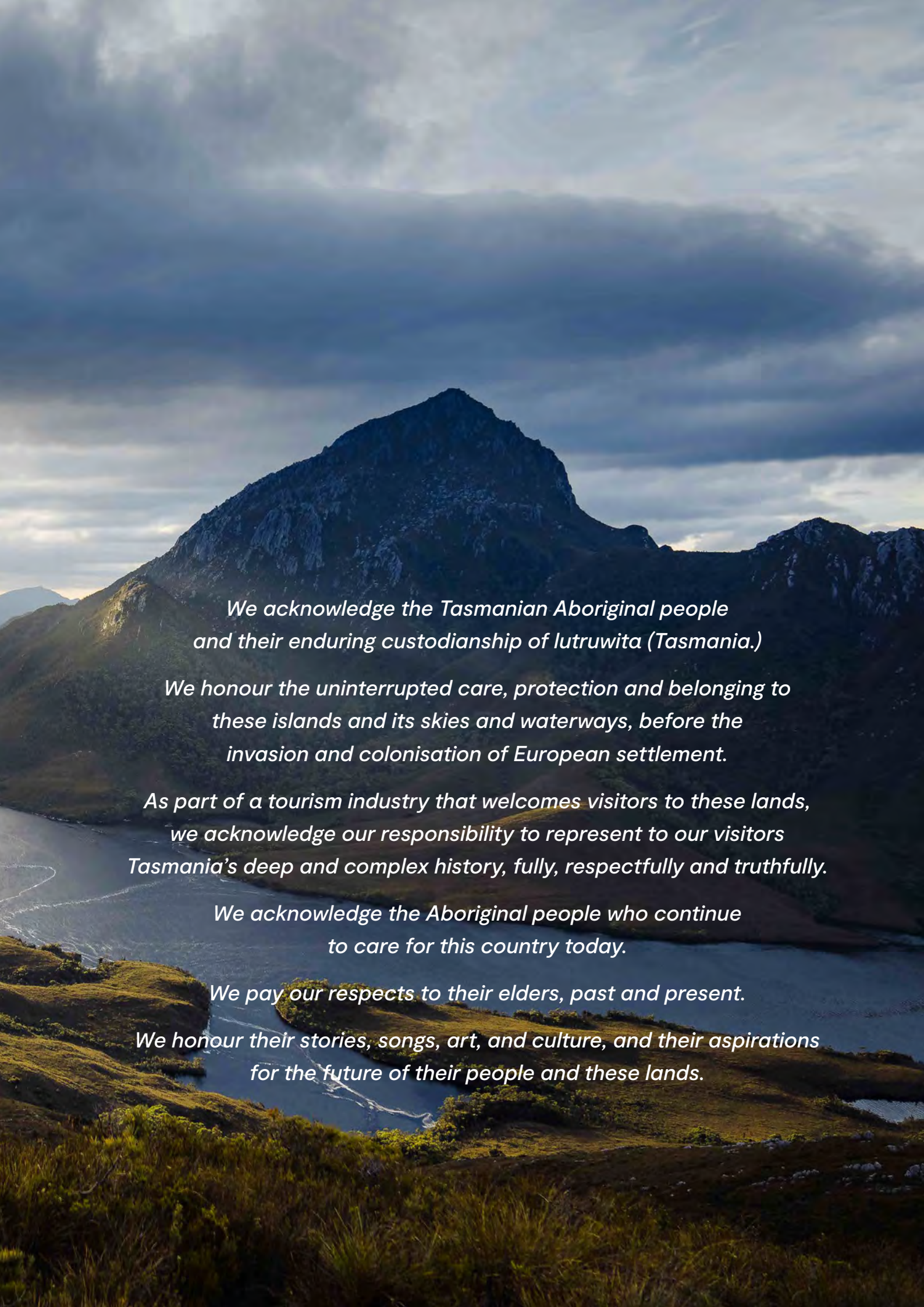
TASMANIA
COME DOWN FOR AIR



Acknowledgment of country



Bathurst Harbour,
Southwest National Park
© Emilie Ristevski



*We acknowledge the Tasmanian Aboriginal people
and their enduring custodianship of lutruwita (Tasmania.)*

*We honour the uninterrupted care, protection and belonging to
these islands and its skies and waterways, before the
invasion and colonisation of European settlement.*

*As part of a tourism industry that welcomes visitors to these lands,
we acknowledge our responsibility to represent to our visitors
Tasmania's deep and complex history, fully, respectfully and truthfully.*

*We acknowledge the Aboriginal people who continue
to care for this country today.*

We pay our respects to their elders, past and present.

*We honour their stories, songs, art, and culture, and their aspirations
for the future of their people and these lands.*



Cape Wickham Lighthouse
© Emilie Ristevski

Statement of Corporate Intent

—— To connect travellers emotionally and culturally with our island, drive visitation and lead a sustainable visitor economy that delivers social, environmental and economic value for all Tasmanians.

Our purpose

The Tourism Tasmania Corporate Plan 2022 – 2025 recognises our role as a demand generator and brand leader in Tasmania’s visitor economy. It outlines the Agency’s role in generating demand for visitation as well as its role in leading and influencing the development of policy and planning for a future visitor economy. This collaboration provides our customers with a world leading experience and enables a sustainable visitor economy for the benefit of all Tasmanians.

This is delivered through:

- Our brand platform and marketing program which celebrates the identifiable character and spirit that makes Tasmania a special place, creating cultural and emotional connections with customers and encouraging travel to Tasmania.
- Leading, influencing and informing the T21 Visitor Economy Strategy planning and implementation on behalf of government and in partnership with industry to deliver on T21 goals.
- Advocating and securing air and sea capacity to support more opportunities for our visitors and the community to travel in and out of Tasmania.

Chairman's message

It's been a privilege to take up the position as Chair of the Tourism Tasmania Board. As a born and bred Tasmanian I am proud to be afforded the opportunity to lead an organisation such as Tourism Tasmania. We are acutely aware of the leadership responsibility we have to support the businesses and jobs across the state that rely on a strong visitor economy as well as planning for a positive future.

Tourism is an important source of employment with more Tasmanians per capita employed in tourism than in any other state or territory. In 2020-21, tourism directly and indirectly supported around 33,600 jobs across all regions of the state, equivalent to 13 per cent of the state's total employment.

Visitors also make a significant contribution to local businesses and our economy with tourism contributing around \$2.3 billion in 2020-21 or 6.5 per cent of Tasmania's gross state product.

The contribution by tourism to GSP is the highest share in the nation and the state receives the highest rate of flow on contribution from tourism spending. For every dollar spent in the tourism industry in Tasmania, an additional 84 cents are spent elsewhere in the wider economy.

The role Tourism Tasmania plays in the visitor economy is vitally important for the industry and the state. This has been very evident in the last two years in response to the COVID-19 pandemic and I acknowledge the Board and my predecessor James Cretan for the calm and effective leadership afforded our sector in this time.

Our marketing activity to rebuild demand has been key to supporting tourism industry recovery. This will continue to be our core focus as we evolve our brand and push our program of communications in new and different directions.

We want our visitors to connect emotionally and culturally to Tasmania. We want to build stronger connections with them all the way through the customer journey. We want to inspire them to visit, make planning seamless, ensure their visit is inspiring and rewarding and encourage them to be champions of Tasmania and advocate on our behalf.

Now more than ever, we believe Tasmania can empower people to experience a better way of living and we want to connect with visitors who recognise and want to nurture what Tasmania has to offer.

Prior to the pandemic Tasmania was a leading destination and as we emerge from the crisis our strong tourism brand and industry's offerings and experiences are well placed to take advantage of increasing demand for travel.

Beyond our demand generating work, we will continue to provide leadership through our role within T21 – Tasmania's Visitor Economy Strategy. Our future needs purposeful design and we have a deep responsibility to protect what's special about this place. In shaping our future, we will be bold and ambitious in what we want for our sector and our community.

Tasmania’s community, economy and environment all need consideration in the way we design our future success. Now is the time to set our goals for the next decade and ensure we seize the opportunity to shape a better life for our people and our visitors.

This important work is well underway with our industry and government partners look to embrace a positive impact agenda for tourism in Tasmania. I look forward to the launch of the new 2030 Visitor Economy Strategy in the coming months.

At Tourism Tasmania we are excited to play our part in achieving the best possible vision for our visitor economy. We are excited to have the opportunity to shape that future through our work, strong partnerships in our sector and across our community that will bring that vision to life.

Grant O’Brien
Chair, Tourism Tasmania Board
June 2022



01 – Royal Tasmanian Botanical Gardens © Tourism Australia
02 – Cascades Female Factory Historic Site © Alastair Bett
03 – Woolmers Estate © Tourism Australia
04 – Cascades Female Factory Historic Site © Alastair Bett



wukalina Walk
© Alastair Bett

Our commitment

The tourism industry makes an important contribution to the state and to Tasmanians. It represents and celebrates the best of Tasmania and our way of life as well as supporting communities and jobs around the state.

We understand that with this comes a deep responsibility to honour and maintain what's special about this place and its people.

As a destination marketing organisation that connects with visitors through storytelling, we acknowledge our role and the opportunity we have to connect visitors with Tasmania's environment, people and culture and our deep and complex history.

We want all visitors to feel welcome and are committed to work closely with both industry and our diverse communities to understand, package and communicate accessible and inclusive visitor experiences.

A key T21 and visitor economy focus is to provide practical strategies to support Tasmania's Aboriginal community to participate within the visitor economy in ways that they determine.

Tourism Tasmania's board, executive and team are committed to ongoing and meaningful engagement with the Tasmanian Aboriginal community to ensure our role as a marketing organisation supports their aspirations for involvement in the sector.

The agency has drafted its commitment to Tasmania's Aboriginal people to grow our knowledge and understanding through respectful engagement and action within our program. This commitment is ongoing, and we will work closely with Tasmanian Aboriginal people to ensure we continue to respectfully sustain this commitment through our work.

As an organisation, we commit to:

- Ensure Tasmania's Aboriginal community feel culturally safe and welcome during engagement with our agency.
- Consult with Tasmania's Aboriginal community on how we can support them to share their stories, songs, art and culture with visitors and the Tasmanian community.
- Appropriately acknowledge and represent Tasmania's deep and complex history fully, respectfully and truthfully through our program.
- Support the marketing and promotion of existing and emerging Tasmanian Aboriginal tourism experiences to our visitors.
- Share our knowledge and expertise of the tourism industry to support their aspirations for engagement with this sector.



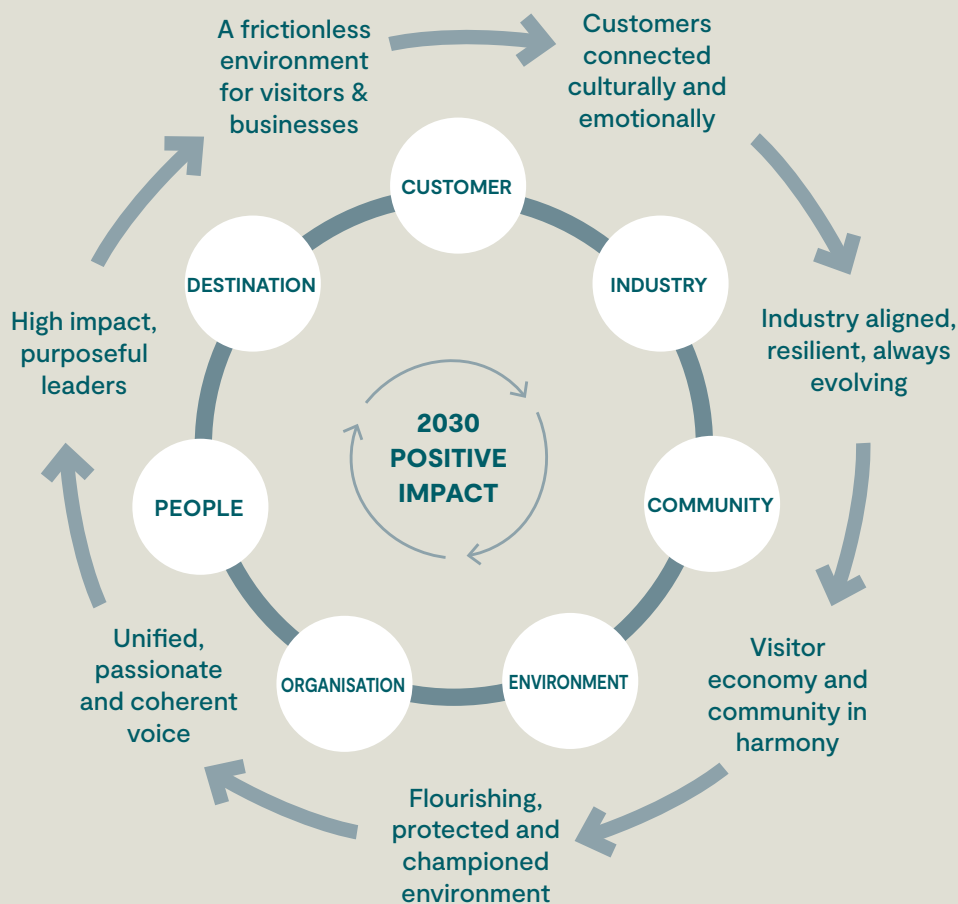
wukalina Walk
© Alastair Bett

Our strategic focus

Tasmania's visitor economy goal is to be a leader in responsible and sustainable tourism by 2030.

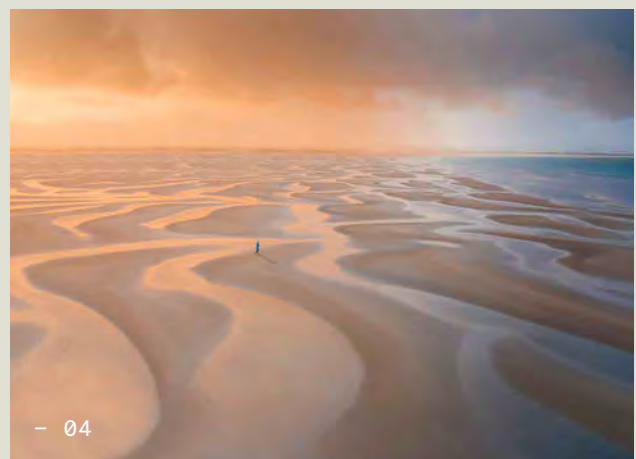
Tourism Tasmania will support the delivery of this goal through its network leadership and cultural platform to generate demand and drive economic, environmental, social and brand value for Tasmania.

The board's vision for the visitor economy is to provide a positive impact across the whole system through purposeful action, including these goals:



Tourism Tasmania will action this vision over the next 12–18 months through six key programs and focus areas:

1. Integrated marketing program delivering a cultural brand strategy, lead generation and conversion
2. T21 visitor economy strategy and network alignment
3. Engagement program focused on building ambassadors across all stakeholder groups
4. Access strategy that optimises domestic and international capacity
5. People program growing leadership skills, capability and culture
6. Organisation program that delivers high performance across all systems and processes.



Marketing program

Our customers

Tourism Tasmania has been assessing the impacts of COVID-19 on consumer behaviour and our customers, including the acceleration of trends emerging pre-COVID.

The pandemic has seen communities reassess what's important with greater value placed on human connection and a desire to reconnect with natural environments and experiences far away from the stresses of modern life.

Many consumers are making more conscious decisions and there is increased reliance on digital technology and a greater expectation of seamless online experiences.

We want to connect our customers culturally and emotionally with Tasmania and will focus customer segmentation on Raw Urbanites and Erudites which account for approximately 33% of travelling Australians (approximately 15 million people) with both segments seeking 'enrichment' to their lives, including from their travel.



RAW URBANITES

Raw Urbanites are more likely to spend more time on their holiday and go 'off the beaten track' and regionally disperse. They are seeking an opportunity to switch off, refresh and rejuvenate through nature and rebuild connections.



ERUDITES

Erudites are 'pulled' to destinations by product innovations and events and are inclined to be actively engaged with the destination when they are there, thus promising to be a high yielding and advocating market.



01 - Hartz Mountains National Park © Andrew Wilson
02 - The Tasmanian Whisky Experience © Tourism Australia



Our markets



DOMESTIC MARKETS:

We will continue to focus on our two existing domestic customer segments within the broader Australian travel market that are naturally more aligned to what Tasmania has to offer. We will deliver marketing activity in our key eastern seaboard states of Vic and NSW as well as expanded domestic markets of WA, SA, Qld and regional areas to support the new direct airline capacity into both Hobart and Launceston that was introduced during COVID-19.



TASMANIANS:

Tourism Tasmania’s intrastate “Make Yourself at Home” campaign has proved popular with the Tasmanian travelling public. We will build on this momentum and expand our engagement with Tasmanians to encourage them to enjoy holidaying and experiencing all Tasmania has to offer and to share and promote their experiences with family and friends.

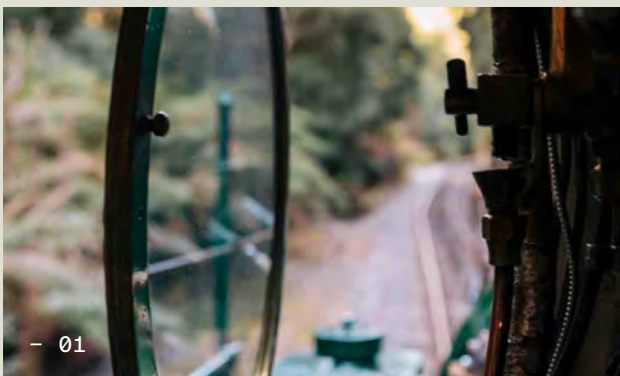


INTERNATIONAL:

A new integrated approach to delivering our message globally will ensure we can grow Tasmania’s appeal and connection in key international source markets with High Yield Travellers. We will scale to the market opportunity as international travel to Australia rebuilds.

A strong partnership with Tourism Australia in key markets will include developing bespoke content opportunities in relevant consumer and trade programs. Media, PR and social media will also be used to drive appeal for travel to Tasmania. We will pursue brand aligned partnerships that help us engage and ‘find our fans’ and we will seek channel partners to support us to reach the right customers in market.

Our primary international focus will be markets that provide the best opportunity for recovery in the next 18 months based on previous performance, experience alignment, availability and direct connectivity including New Zealand and those markets that are showing signs of recovery for Australia and are most easily connected with Tasmania.



01 – West Coast Wilderness Railway © Nick Osborne
02 – The Tasmanian Whisky Experience © Tourism Australia



Connecting with customers to generate demand

Tasmania is a challenger state in a national travel market that is dominated by the larger states.

We cannot, nor do we aspire to compete in the same way, our strategy is to capture the attention of customers who are most aligned to Tasmania's offerings through building meaningful connections and celebrating what makes a Tasmanian holiday experience so distinct.

Tourism Tasmania's Come Down for Air brand platform is the foundation and framework for our marketing program, it embodies our sense of being and Tasmania's unique perspective on life.

To grow Tasmania's destination brand appeal and position Tasmania distinctly from other destinations, we are focused on establishing Tasmania as a culture brand, providing a strong platform and scope to push the boundaries of destination marketing and step beyond traditional tourism marketing norms.

Our integrated marketing program approach will ensure we connect with our customers no matter where they are in the world. We will develop strong content opportunities across our paid and earned channels and through our enhanced digital ecosystem, better connecting customers across the customer journey, including providing enhanced leads to our industry.

We will look to establish global partnerships that connect with the right customers and will work with select distribution partners that increase the range and depth of Tasmanian products on international itineraries to convert

customers from intention to booking. Our partnership with Tourism Australia will be a foundation of our international implementation through consumer and trade channels.

We will continue to deliver our Off Season program, to build fans and create momentum for travel over the cooler months. Winter is when Tasmania is the most different from other parts of Australia and it's when our most 'anti-ordinary' nature comes out to play. It also provides the greatest opportunity to smooth out seasonal visitation, increase business sustainability and support jobs around the state and across the year.

In a digital and data led world, the digital transformation of our marketing channels and tools will enable greater connection to our customers and deliver the information they seek. It will result in a more streamlined and connected customer experience that provides greater value to the planning, booking, anticipation, experiencing and post-trip phases of the customer journey across different engagement channels.

The key deliverables over the next 12-18 months through this program include:

- An integrated global marketing program and cultural brand approach evolving our Come Down for Air brand platform to the next phase.
- Our key pillars of nature, wildlife, food and beverage, as well as a growing focus on Tasmanian Aboriginal culture and experiences, sustainability, inclusive tourism, agritourism and Unordinary Adventures.

- Focus on the right source markets and the right domestic and international customers to ‘find our fans’.
- Continue to build the Off Season program to encourage travel to Tasmania over the cooler months.
- Refresh our approach to Tourism Australia partnership programs.
- Deliver phase two of the digital transformation program following implementation of a new marketing technology platform, the launch of the

renewed Discover Tasmania website and development of a Discover Tasmania App.

- Deliver programs that maximise customer value and loyalty encouraging repeat holiday visitors and increasing visitor spend and yield.



01 – The Truffle Farm Tasmania @ Tourism Australia
02 – wukalina Walk @ Tayla Gentle
03 – Oyster Bay Tours - Freycinet Marine Farm @ Tourism Australia
04 – Gravity Isle Shuttles @ Stu Gibson

Access strategy

Achieving strong access to our island state benefits both our visitors and the Tasmanian community.

Our access strategy will continue to focus on maintaining the increased direct services we achieved through COVID and maintain and grow frequency and capacity from our key source domestic markets into our southern and northern airports.

The access program will manage and nurture important relationships with our airline and access partners and pursue strategic partnerships with international carriers that can support our one-stop to the world strategy either through direct services to New Zealand, Asia and Perth or through Australia's east coast gateways.

Intrastate travel is continuing to be supported with the successful launch of direct flight services from Hobart to both King and Flinders Islands operated by Sharp Airlines and the reintroduction of services between Hobart and Strahan by Par Avion.

We will also be considering the future direction and market for cruise shipping in the state and how best to optimise the opportunity the cruise market presents for the industry and community.

The key deliverables over the next 12–18 months through this program include:

- Maintaining strong relationships with domestic carriers to maintain and grow direct air services building frequency and scheduling.
- Pursue international connectivity through Asia continue to support and consolidate the direct New Zealand route.
- Work collaboratively with the TT-Line (Spirit of Tasmania) to coordinate marketing and maximise opportunities to build the touring and self-drive market.
- Leverage the value proposition of cruise to optimise the benefit to Tasmania and its regions.





01 - Spirit of Tasmania, Don Heads © Jess Bonde
02 - Inaugural Air New Zealand flight © Hobart International Airport
03 - Coral Expeditions at Ile de Phoques
04 - Sharp Airlines - King Island Airport © Andrew Wilson

Leading visitor economy

The T21 partnership is a longstanding agreement between the Tasmanian Government and the Tasmanian tourism industry represented by the Tourism Industry Council of Tasmania (TICT).

The partnership provides coordinated leadership and strategy to guide the development of the visitor economy for the benefit of all Tasmanians.

Tourism Tasmania provides a key leadership role in the T21 partnership and strategy development through the contribution of customer and market insights, tourism sector knowledge, funding support to partner organisations and T21 governance and secretariat support.

The agency facilitates visitor economy planning through the T21 Recovery Committee and works closely with government and tourism network partners and stakeholders.

Through COVID-19, these relationships have been strengthened with a collaborative approach to crisis management and the development of the T21 Visitor Economy Action Plan 2020-22 with six-monthly priority actions and the coordination and delivery of projects to support recovery through the Australian Government Recovery for Regional Tourism program.

A key program of work is the development and program of consultation of the new T21 Visitor Economy Strategy for 2030 that will be launched later in 2022.

The themes for the 2030 strategy have been informed by industry consultation undertaken in late 2019, current market and global trends and a collective vision for Tasmania to be a global leader in responsible and sustainable tourism.

The strategy will provide a coordinated destination management approach that considers the positive impact and the social, economic and cultural benefits a sustainable visitor economy can deliver for our visitors, industry and our community.

Tourism Tasmania's commitment and contribution and the T21 leadership, planning and delivery of the priority T21 programs will continue.

The key deliverables over the next 12-18 months through this program include:

- Drive T21 coordination and delivery across government and industry of the T21 action plans to the end of 2022.
- Finalise and launch the 2030 Visitor Economy Strategy informed by industry and community consultation.
- Drive an outcomes-based approach to visitor economy partnerships and role clarity based on the 2030 plan.
- Support government determination of future directions and roles for cruise shipping to optimise benefits for Tasmania.
- Prepare for increased sea capacity opportunity created by the new Spirit of Tasmania vessels.
- Work with T21 partners on industry carbon emissions reduction, Tasmanian Aboriginal community programs and workforce development programs.

Tourism network grant funding

Tourism Tasmania provides financial support to a number of organisations within Tasmania’s visitor economy to support achievement of T21 objectives and ensuring the benefits are shared across all areas of the state.

The state’s regional tourism model includes four regional tourism organisations (RTOs) who work with industry operators and local government partners in their region as well as working cooperatively with Tourism Tasmania and the Department of State Growth to address issues that impact the industry.

Tourism Tasmania support for the core operations of the RTOs has enabled them to operate effectively over the last ten years and to leverage additional funding support from local government partners.

Tourism Tasmania’s administers grant funding \$3.9 million to the RTOs on behalf of the Tasmanian Government for the three years from 2020–21 to 2022–23. A review of the tourism network has been undertaken with

updated activity plans and agreed core activities informing the outcomes-based funding model.

The agency also provides \$200,000 in government grant funding to the Tourism Industry Council of Tasmania to deliver three specific programs for the benefit of the industry. The funding directly supports the ‘Quality Tourism’ accreditation program, Tasmanian Tourism Conference held annually in Launceston and sponsorship of the Tasmanian Tourism Awards that showcases award winners at a state and national level.

Visitor information services are supported with \$340,000 annually to assist the operation of the Tasmanian Visitor Information Network and Tasmania’s two main gateway visitor centres in Hobart and Launceston.



01 – Western Wilds Drive Journey © Revolution MTB
02 – Cockle Creek, Southwest National Park © Liam Neal

Engagement program

The agency connects with a range of stakeholders through its work. Building positive relationships and engagement with our program is key to the delivery and achievement of our strategic objectives.

We want to ensure the positive impact and social, economic and cultural benefits of a strong and sustainable visitor economy is understood by the Tasmanian community and we connect industry to customers through our programs.

We want to share our market insights and knowledge with the industry and community to enable them to build productive and sustainable businesses and we want to build ambassadors for Tasmania through strong connections with trade partners and industry.

Our engagement program will have a strong focus on continuing to grow our relationships with media and advocates who can influence and communicate with audiences about our unique tourism experiences and operators. We will strengthen our familiarisation experience program and be a strong partner in Tourism Australia's international media hosting program.

We will continue to provide robust executive government support and ensure our statutory requirements are met. We will continue to communicate the positive impact the tourism sector can deliver for industry, government and the community.

The key deliverables over the next 12-18 months through this program include:

- Build greater connection and engagement with industry to our programs and improve connection between customer and industry within Tourism Tasmania's digital marketing channels.
- Work with selected distribution partners to ensure they have a depth of Tasmanian products and experiences.
- Progress our commitment with Tasmania's Aboriginal community to ensure our role supports their aspirations for involvement in the sector.
- Capture and share insights and intelligence with operators to improve performance and marketing program opportunities.
- Deliver communication strategies that support the positive impact commitment.
- Strengthen our familiarisation program to provide the best experience and connection for industry with media and trade.
- Inform policy development and planning through a targeted research and insights program and leadership of T21.

People program

“I want to lead an inspiring enterprise that values and supports creativity, capability and leadership. As we say at Tourism Tasmania, leadership is a behaviour, not a position and we want to develop purposeful leaders in our organisation. I want all our team to build a great culture, connected to our vision and purpose, in the knowledge that we are contributing to a strong future for Tasmania.”

John Fitzgerald CEO Tourism Tasmania

Tourism Tasmania is a values aligned organisation that aims to empower curiosity, creativity and collaboration and encourage greater connection to our place, our people and our customers.

We will continue to prioritise learning and growth as an organisation and support our people to contribute deeply, strengthen network relationships, provide influential leadership and focus on continually improving our systems and processes.

Our people strategy will ensure we can build and attract a capable and talented team that is skilled, connected and empowered to deliver our strategic programs.

The priority initiatives and deliverables of our people strategy include:

Culture – to build a unique, positive and desirable culture where the employee experience is aligned with our brand, our values and strategy.

Capability – to build the capabilities that we need now and into the future offering industry relevant career development.

Purpose – to connect individual roles with the overarching strategy and program.

Leadership – to achieve highly effective leadership in action through individuals and leadership teams.

Wellbeing – to create an environment that supports the team to be their best.

Knowledge – to build our collective knowledge of our place and our industry.

Enabling – to provide tools, systems and processes that enhance productivity and achievement.

Tourism Tasmania is committed to maintaining high standards of governance and accountability including strategic risk, budget management, and statutory compliance and reporting requirements.

Organisation program

Tourism Tasmania aims to empower personal leadership, curiosity and collaboration and encourage greater connection to our place, our people and our customers.

We will continue to prioritise our growth as an organisation. We will consolidate the learnings of our leadership development programs and develop workforce capability to build the strength of the agency to meet current and future business program needs.

In addition to building the right skills to realise our program including digital and content capability, we will focus on growing cultural awareness and industry engagement to ensure we enhance employee experience and build career pathways for our team.

We are focussed on greater efficiencies in our operating systems, ensuring they are consistent and optimised to best support the delivery of our program including decision making, accountability and performance measurement.

The development of an integrated enterprise system to consolidate and further integrate our digital systems is a priority.

Our internal sustainability framework is being developed with the aim to reduce our carbon footprint and support collective efforts by industry and government towards a positive impact, carbon neutral future.

Our role in T21 is to continue to provide leadership and coordination to ensure all of the partners in T21 provide a clear value proposition to the partnership and accountability to deliver on T21 2030 goals and strategies through aligned supply and demand programs.

The key deliverables over the next 12–18 months for people and organisation include:

- Maintaining commitment to high standards of governance and accountability including strategic risk, budget management, and statutory compliance and reporting requirements.
- Ongoing development and delivery of our Unordinary Leaders program.
- Capability program for our people aligned to implementation and delivery of Tourism Tasmania’s marketing model.
- Foundational systems and processes enabling optimal program performance.
- Enterprise system roadmap developed, procured and implemented.
- Reduce impact of carbon emissions produced by Tourism Tasmania and establish an Environment, Social and Governance (ESG) framework.
- Demand and supply further integrated and increased collaboration across network.

Performance reporting

Tourism Tasmania, as a leading government representative in the T21 partnership, adopts the T21 visitor economy targets to track the progress and impact of its program.

Whilst there are limitations to Tourism Tasmania’s influence and control over these results, they provide a focus for our work and a high level indicator to measure the results and impact of our demand generation program.

The T21 Visitor Economy Action Plan 2020–22 published in August 2020 includes the following target:

- restore the value of visitor spending in Tasmania to \$2.5 billion by the end of 2022.

At the time the target was developed the impact of the COVID–19 pandemic and ongoing national and international border restrictions were not foreseen.

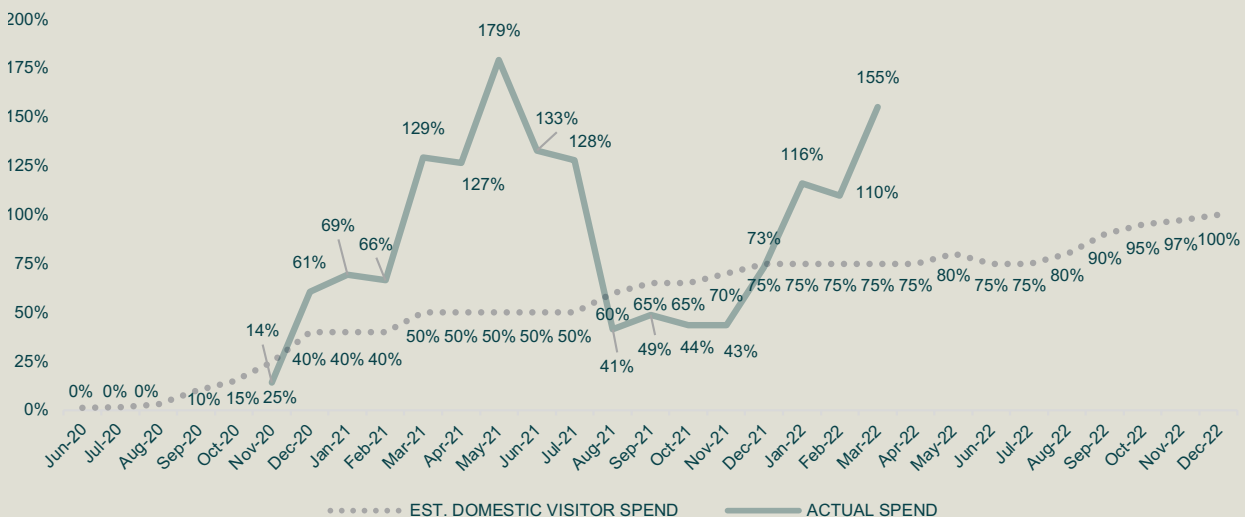
Progress to restore visitor expenditure to pre–COVID–19 levels has been impacted by lengthy lockdowns in key eastern seaboard markets (Vic and NSW) during 2021. However, the lifting of Tasmanian border restrictions in December 2021 has seen strong demand for visitation and record domestic expenditure over some periods. The graph below tracks the monthly domestic visitor spend as a percentage comparison to the same month in 2019.

The Tasmanian Visitor Survey data for the year ending December 2022 to determine whether the target was met will be available in June 2023.

The development of the 2030 Visitor Economy Strategy, due for release later in 2022, will provide the opportunity for an evolved set of performance measures aimed at understanding more mature measures of success aligned to Tasmania’s positive impact commitment and our goal to be a global leader in responsible and sustainable tourism.

DOMESTIC VISITOR SPEND

Tracking T21 projections against recovery % of same month in 2019 – Tasmanian Visitor Survey





FINANCIAL STATEMENTS



The Drill Hall Emporium
© Nick Osborne

Amount Purchased



P



S.d

A

B

C

D

NATIONAL

Statement of cash flows

for the period ended 30 June

	2021-2022 Budget \$,000	2022-2023 Budget \$,000	2023-2024 Estimate \$,000	2024-2025 Estimate \$,000	2025-2026 Estimate \$,000
CASH FLOWS FROM OPERATING ACTIVITIES					
Payments					
Employee	(7,977)	(8,058)	(8,291)	(8,530)	(8,942)
Other (inc. Grants) ¹	(44,224)	(35,196)	(30,102)	(29,383)	(23,572)
Receipts					
Govt appropriation ¹	38,793	40,084	37,678	37,198	31,799
Appropriation receipts – other		345			
Grants	5,700	2,736			
Other	702	708	715	715	715
Net cash from operating activities	(7,006)	619	0	0	0
Net increase/(decrease) cash	(7,006)	619	0	0	0
Cash at beginning of period ²	6,871	93	712	712	712
Cash at end of period	(135)	712	712	712	712

1. The variation in Other Payments and Appropriation receipts primarily reflects the completion of the 2021-22 Budget Initiative for Tourism Marketing.

2. The decrease in Cash and deposits during 2021-22 primarily reflects the timing of expenditure of the component of grant revenue from the Australian Government for the Recovery for Regional Tourism Program, which was received in 2020-21 and will be expended in 2021-22.

Income statement

for the period ended 30 June

	2021-2022 Budget \$,000	2022-2023 Budget \$,000	2023-2024 Estimate \$,000	2024-2025 Estimate \$,000	2025-2026 Estimate \$,000
REVENUE					
Government Appropriation ¹	38,793	40,084	37,678	37,198	31,799
Other revenue from Government Grant ²	5,700	8,409			
Other revenue	702	708	715	715	715
Total revenue	45,195	49,546	38,393	37,913	32,514
EXPENSES					
Operating ²	52,131	43,050	38,185	37,702	32,298
Depreciation	22	22	22	22	22
Other	70	204	208	211	216
Total expenses	52,223	43,276	38,415	37,935	32,536
Net change to equity	(7,028)	6,270	(22)	(22)	(22)

Notes:

1. The variation in Appropriation revenue – operating primarily reflects the completion of the 2021-22 Budget initiative for Tourism Marketing.
2. The variation in Grants and Operating costs reflects the profile of grant funding and associated expenditure for the Australian Government's Recovery for Regional Tourism Program

Balance sheet

for the period ended 30 June

	2022 Budget \$,000	2023 Budget \$,000	2024 Estimate \$,000	2025 Estimate \$,000	2026 Estimate \$,000
Financial assets					
Cash ¹	-135	712	712	712	712
Receivables ¹		852	852	852	852
Other Financial Assets ¹	271				
Total financial assets	136	1,564	1,564	1,564	1,564
Non-financial assets					
Plant and Equipment	280	223	201	179	157
Other assets ¹	453	238	238	238	238
Total non-financial assets	733	461	439	417	395
TOTAL ASSETS	869	2,025	2,003	1,981	1,959
Liabilities					
Payables ¹	85	633	633	633	633
Employee Benefits ¹	1635	1577	1577	1577	1577
Other Liabilities ¹	12	10	10	10	10
Total liabilities	1,732	2,220	2,220	2,220	2,220
NET ASSETS (liabilities)	(863)	(195)	(217)	(239)	(261)
Equity					
Accumulated funds	(863)	(195)	(217)	(239)	(261)
TOTAL EQUITY	(863)	(195)	(217)	(239)	(261)

1. The variation in this item reflects revised estimates based on 30 June 2021 actuals.



#discovertasmania

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 [@tasmania](https://www.instagram.com/tasmania)

 [@tasmania](https://twitter.com/tasmania)

 塔斯马尼亚旅游局官博

[discovertasmania.com.au](https://www.discovertasmania.com.au)

TASMANIA

COME DOWN FOR AIR



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