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TOURISM TASMANIA

2010

ANNUAL REPORT

2011

ABOUT OUR ANNUAL REPORT

Tourism Tasmania's Annual Report 2010-11 details the Authority's performance during the year in review, describes core priorities that have shaped and contributed to that performance, explains how the Authority has achieved its stated goals within budget and provides a comprehensive financial report.

The Annual Report is available online at
www.tourismtasmania.com.au/publications/annual_report



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Sean Fennessy and PAHSMA.

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SUBMISSION TO THE MINISTER



The Hon. Scott Bacon MP
Minister for Tourism

Dear Minister

Section 41 of the *Tourism Tasmania Act 1996* (the Act) requires that the Board must prepare for the Authority (Tourism Tasmania) an annual report for each financial year. The Act states that the annual report is to include the following information and documents:

- The statement of corporate intent that relates to the corporate plan that takes effect at the beginning of the next financial year
- The Financial Statements of the Authority for the financial year to which the annual report relates, including a copy of the opinion of the Auditor-General in respect of the Financial Statements
- A report on the operations of the Authority during that financial year
- Section 42 of the Act states that the Minister must lay a copy of the annual report before each House of Parliament within four months after the end of the financial year to which the annual report relates.

Accordingly, I have pleasure in submitting to you for presentation to Parliament, this report on the affairs and activities of Tourism Tasmania for the financial year ended 30 June 2011.

A handwritten signature in black ink, appearing to read 'Grant Hunt'. The signature is fluid and cursive.

Grant Hunt
Chairman
Board of Directors
October 2011

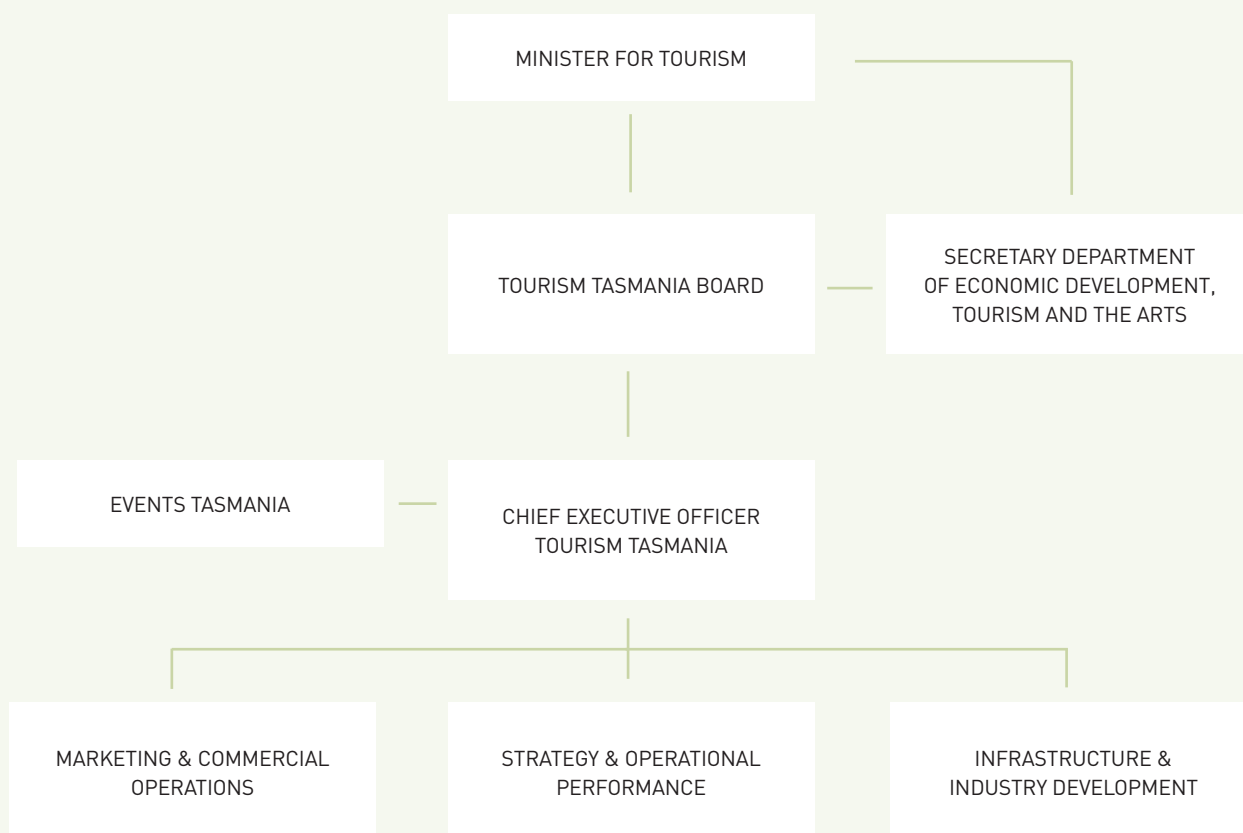
OUR STRUCTURE AND WHO WE ARE

Tourism Tasmania is a statutory authority operating under the *Tourism Tasmania Act 1996*. It has an eight-member Board appointed by the Governor on the recommendation of the Minister. The Board has strong expertise in tourism development, marketing and commerce.

Tourism Tasmania's role is to lead the industry to jointly deliver marketing and development programs that drive benefits for Tasmania from domestic and international tourism.

Tourism Tasmania is part of the greater Department of Economic Development, Tourism and the Arts. It links government and the private sector in marketing the assets which make Tasmania unique and works with the industry to achieve sustainable growth. It also provides strategic advice to the Minister for Tourism.

STRUCTURE AS AT 2010-2011



CHAIRMAN'S REPORT

Despite the increase in confidence after the Global Financial Crisis in 2008, much of the world still remains affected by its consequences. Ongoing unrest in financial markets across the European Union and the United States has caused a rapid decline in demand for travel worldwide and tourism destinations around the world are still feeling the effects of the global downturn.



A handwritten signature in black ink, appearing to read 'Grant Hunt'.

Grant Hunt
Chairman

With international travellers tightening their belts, our industry took a further hit this year with the appreciation of the Australian dollar, making overseas travel for Australians considerably cheaper and inbound travel to Australia more expensive. As well as this, flooding in Victoria, New South Wales and Queensland reduced travel to Tasmania from these key domestic markets.

The economic impacts on tourism are evident. Over this past year we've seen a decline in the number of visitors to Tasmania as well as a decline in the number of nights stayed. We've also seen a decrease in visitation to our regions, likely due to a decrease in family holiday visits. This raises real concerns for those smaller businesses that depend on holiday visitation for their economic viability.

Working to address the difficulties facing our regions will be a priority for Tourism Tasmania over the coming year. Two separate reviews, a Zone Marketing Evaluation and a Regional Tourism Review, contributed to the Board's thinking. Noting the outcomes of this work, the Board is planning a revitalised approach to addressing the constraints facing our regions.

Of course, government alone cannot sustain our tourism industry. In today's volatile tourism marketplace it's even more important than ever that we work together to address these challenges, as we have done so successfully in the past.

Earlier in the year we launched a new version of *Tourism 21*. This shared strategic business plan, agreed to between Tourism Tasmania and the Tourism Industry Council Tasmania, aims to improve the performance and structural efficiency of Tasmania's tourism industry. The revised plan, *Tourism 21:2011-2013*, sets out new, shared long-term goals for the growth of Tasmania's tourism industry and how we will work together to maximise our opportunities and meet the challenges ahead.

This year also sees us reporting for the first time against our new Tourism Tasmania *Strategic Plan: 2010-2013*. The plan identifies Tourism Tasmania's goals and priorities for the next three years and details the focus of our work for the period.

I would like to acknowledge the support of my fellow Board members for their contribution and in assisting me settle in to the role of Chair. I also acknowledge the work of my predecessor Bob Annells for his immense contribution and the work of the previous CEO, Felicia Mariani.

And I thank the Minister for Tourism, Scott Bacon, for his ongoing support.

I look forward to working with the Board, the State Government and the staff of Tourism Tasmania over this coming year to grow and consolidate Tasmania's tourism industry and contribute to Tasmania's economic development.

CHIEF EXECUTIVE OFFICER'S REPORT

Every good business manager knows that to survive in a competitive market place it pays to watch the fundamentals – to understand the market, to recognise and build a comparative advantage and to monitor the financial health of the business.



A handwritten signature in black ink, appearing to read 'Tony Mayell', written in a cursive style.

Tony Mayell
Chief Executive Officer

This is also true for Tourism Tasmania where, over the past year, we've taken a close hard look at the way we work; our strengths and limitations and what steps we need to take to support our industry's development in these difficult economic times.

Our achievements have included partnering with retail, wholesale and online distributors in 23 tactical campaigns - more than double last year's number. The campaigns are a cost effective way of promoting the state and securing sales for participating businesses. Together these campaigns helped generate over \$4 million in sales of Tasmanian product.

Our Digital Coach program continued to help Tasmanian tourism businesses engage in the digital market place. We had 300 participants enrolled in the program this year compared with 161 last year. And in Tasmania today we now have around 550 tourism businesses capable of taking bookings and transacting payments online.

And our major domestic marketing campaigns continued to drive demand for the state, providing significant conversion opportunities for industry partners.

But we can't ignore the fact that our environment is changing dramatically and that business as usual is no longer an option.

As a result, Tourism Tasmania is going to look significantly different over the coming year. This will be driven not only by the impacts of a considerable budget reduction for the organisation in 2011-12, but also the need to change the way we do business in response to the changes taking place in a volatile and highly competitive marketplace.

More than ever, we need to make sure our resources and commitment are directed to those challenges and opportunities that will generate the maximum return on investment for our partners; the industry, government, stakeholders - such as the hospitality industry, local councils, the community and our own team as well.

We will focus heavily on driving demand through coordinated marketing campaigns based on sound research to ensure we're in market at the right times and with the right message targeting the right people. Overall we'll be doing more of this with industry partners and particularly our product.

We will also continue to recognise those supply side opportunities, like the launch of MONA, that grow our product portfolio and destination appeal and so drive demand in their own right.

And a priority for us will be to ensure Tasmania has a strong regional tourism base. Over the coming year we will work to clarify the roles and responsibilities of local tourism associations, regional tourism associations and zone marketing groups.

This coming year will see a new look Tourism Tasmania, directing its efforts to achieving new shared goals for our industry and a renewed vision for our regions. I'm confident these changes will see us deliver the services and support that best meet the needs of our industry in what is an increasingly competitive economic environment.

I thank all the staff at Tourism Tasmania, the Board, and the Minister for Tourism for their support and commitment. I also thank those many individuals and businesses who worked alongside us this year in a spirit of mutual respect and partnership to help secure the economic viability of our industry and benefit from the many opportunities our unique island state has to offer.

OUR BOARD 2010-11



GRANT HUNT

Grant Hunt is the Chairman of the Tourism Tasmania Board of Directors. He is Executive Chairman of Anthology, a boutique nature based tourism management and marketing company and of Hunt Tourism Services, a tourism advisory business, both of which he owns and operates.

Grant is also a member of the CSIRO Stakeholder Group on Climate Change. He has held a number of board roles in the past including as Chairman of Tourism Northern Territory, as a Director of Tourism Australia, ATEC, the Uluru Kata Tjuta National Park Board of Management, and Voyages Hotels and Resorts.

For more than a decade, Grant was the creator and Managing Director of one of Australia's leading tourism and travel brands – Voyages Hotels and Resorts – and became an industry pioneer in the area of corporate social responsibility and sustainable business practices. He is best known for his pioneering work in the development of projects such as Longitude 131 in Central Australia and Wildman Wilderness Lodge in Top End NT.

He holds Masters of Management Degree, Bachelor of Education Degree and Diploma of Physical and Health Education from the University of Wollongong.



TONY MAYELL

Tony Mayell is the Chief Executive Officer of Tourism Tasmania. Mr Mayell has extensive experience in tourism and travel industry organisations in the private and public sectors and has worked in the areas of travel, tourism operations and distribution, transport logistics and tourism policy development and implementation.

Prior to joining Tourism Tasmania in May 2011, Tony was Executive Director Southern Region, with the Northern Territory Department of Chief Minister; and before this held the position of Resort General Manager at Voyages Ayers Rock Resort. He has held a number of other senior positions including Managing Director, Online and Domestic for the AOT group and General Manager Europe for the Australian Tourism Commission, based in London. Previous to this Tony spent five years as Managing Director of the Northern Territory Tourism Commission, during which time he was Chair of the Northern Territory Aviation Committee, a Board member of the Northern Territory Conservation Commission and a member the Government Central Coordination Committee, the Chief Ministers' Aboriginal Development Forum and the Australian Standing Committee on Tourism.

Tony has also spent five years with Tourism Victoria holding the positions of Assistant Director of Product Marketing and General Manager of International Marketing, and worked with both TAA and Ansett.



MARK KELLEHER

Mark Kelleher was appointed Secretary of the Department of Economic Development, Tourism and the Arts in May 2009. He is also the Chief Executive of the Tasmanian Development Board, a member of the Tasmanian Infrastructure Advisory Council, and the Ten Days on the Island Board.

Preceding his current position, Mr Kelleher was Managing Director of Roaring 40s, an Australian based renewable energy company developing and operating wind farms in Australia, China and India. During this time he was a board member of the Australian Clean Energy Council. Mr Kelleher has also held a number of senior positions with Hydro Tasmania and, prior to this, with Telstra.

Mr Kelleher has a Bachelor of Commerce (University of Tasmania) and is a Fellow of the Institute of Company Directors. He is also a graduate of the senior executive program at London Business School.



KIMBERLY SEAGRAM

Kimberly Seagram is co-owner and co-developer of the award-winning Stillwater River Café, Restaurant and Wine Bar in Launceston and Black Cow Bistro. She is currently Deputy Chair of Brand Tasmania, and Chair of the Launceston, Tamar and the North Zone Marketing Group. Prior to Stillwater, Kim and her husband owned and operated Lalla Gully Vineyard and Ripples Café in the Pipers River region of north-east Tasmania. In 1997, Kim was elected to the Vineyards Association of Tasmania Committee of Management and she continues a high level of involvement with the wine industry, where she has made a significant contribution to strategy and marketing development. Prior to living in Tasmania, Kim held a number of positions in the Canadian tourism industry in operations, sales and promotion.



SIMON CURRANT

Simon Currant is a tourism developer and operator. He has developed iconic Tasmanian destinations, including Cradle Mountain Lodge, Strahan Village, Franklin Manor, Peppermint Bay and Hobart Cruises, and has won 11 state and nine national tourism awards. Simon is currently developing the unique World Heritage Area site of Pumphouse Point at Lake St Clair in Tasmania's central highlands.

Simon also runs a tourism consultancy specialising in remote and natural area tourism, consulting nationally and internationally on tourism planning, infrastructure and experience development. Simon has won national and state Best Small Business Awards, a Churchill Fellowship, was state winner and national finalist in the 2004 Entrepreneur of the Year, and was the 2004 Tasmanian of the Year. In 2006 Simon was honoured with a Member of the Order of Australia Award for service to the community and the Tasmanian tourism industry.

Simon is Chairman of the Tourism Industry Council Tasmania, and was a board member of TT-Line for 14 years. Under the Federal National Long Term Tourism Strategy, he is Chair of the Tourism Quality Council of Australia.



ALISON STUBBS

Alison Stubbs is co-founder and General Manager of the award-winning Freycinet Adventures with business partner and husband, Simon. They established Freycinet Adventures with a passion for delivering exceptional service and their achievements have been recognised with two Telstra Tasmanian Small Business Awards and seven Tasmanian Tourism Awards (including the induction into the Awards Hall of Fame in 2004 for Adventure Tourism). Alison was awarded the 2005 Minister's Young Achiever Award at the Tasmanian Tourism Awards and the Tasmanian Telstra Young Business Woman of the Year in 2003.

Alison is a member of the Audit, Finance and Risk Committee for the Tourism Tasmania Board and is also a Director of the Marine and Safety Tasmania Board.



WAYNE KIRKPATRICK

Wayne Kirkpatrick has extensive business, financial, marketing, sales, tourism, resort management and property development experience. He has successfully led some of Australia's most significant resorts including Thredbo Alpine Resort, the Mirage Resorts in Qld, Ayers Rock Resort, Hamilton Island, Lizard Island and El Questro Station, amongst others.

He was a Commissioner of the Northern Territory Tourist Commission, a Director of the Central Australian Tourist Industry Association, past Chairman of Tourism Whitsundays and a member of the National Oceans Advisory Group to the Federal Government. He has served as Chairman of Tourism Council Australia and as a Director of Tourism Task Force and Tourism Australia.

In 2003, the Australian Tourism Export Council (ATEC) recognised Wayne's contribution to the Australian tourism industry with an award, namely Outstanding Contribution to the Industry by an Individual, for Excellence in Exporting the Australian Tourism Experience to the World. Tourism Whitsundays also recognised his work with a similar Outstanding Contribution by an Individual Award.

Wayne is Chairman of Tourism Tasmania's Finance, Audit, and Risk Committee. Wayne currently runs his own tourism and business advisory practice with a select group of clients and is a Director of the Association of Marine Park Tourism Operators (Great Barrier Reef), and a member of the Tourism Recreation and Reef Advisory Committee to the Great Barrier Reef Marine Park Authority.



BRETT TOROSSİ

Brett Torossi is a respected Tasmanian property developer and business woman. Brett's major tourism project is Avalon Coastal Retreat on Tasmania's east coast. Avalon was awarded the prestigious James Blackburn Triennial Award for excellence in architecture and recognised as Tasmania's best New Tourism Development in 2006, Tasmania's best Deluxe Accommodation in 2007 and 2009 and Australia's best Deluxe Accommodation at the 2009 National Tourism Awards.

Other development projects include Rocky Hills Retreat on 124 hectares in a dramatic setting above Great Oyster Bay and refurbishing a commercial office building in the Hobart CBD. Her current major residential development project is 'The Green', an innovative and sustainable development that will be home to around 500 families in the northern suburbs of Launceston. The Green was recognised with an Excellence in Urban Planning Award from the Planning Institute of Australia and a Chairman's Award for Excellence in Urban Planning from the Institute's Tasmanian Chapter.

Brett is the founder, owner and CEO of New Ground Network. Her board appointments include Wallis Watson Capital Ltd - an unlisted property development company based in Victoria; Festival of Voices - Tasmania's premier winter event; the Tasmanian Development Board and the Tasmanian Early Years Foundation. Brett also serves as a Commissioner on the Tasmanian Planning Commission, the body charged with delivering the planning reform agenda for Tasmania. Brett is completing a Masters Degree in Ecologically Sustainable Development.

STATEMENT OF CORPORATE INTENT

Lead the industry to jointly deliver marketing and development programs that drive benefits for Tasmania from domestic and international tourism.

While this publication looks back over the past twelve months, the *Tourism Tasmania Act 1996* states that the Annual Report is to include the Statement of Corporate Intent relating to the Corporate Plan that takes effect at the beginning of the next financial year. As a result, this Statement takes a look forward to our role over the next three years.

This Statement of Corporate Intent is a summary of the *Tourism Tasmania Corporate Plan June 2011 to July 2014*. It recognises the authority's role as a leader in the tourism sector and seeks to align its overarching goals with the organisational priorities for the forthcoming three-year period. The Corporate Plan 2011-2014 recognises the dynamic nature of the global tourism landscape and the important role Tourism Tasmania plays in fostering the sustainable growth of Tasmanian tourism, while developing innovative and informed marketing initiatives that drive visitation to Tasmania.

OUR ROLE

Tourism Tasmania's clearly defined role is to: **Lead the industry to jointly deliver marketing and development programs that drive benefits for Tasmania from domestic and international tourism.** To effectively fulfil this role we will enable the industry by:

1. Creating new knowledge and understanding for industry and stakeholders about tourism through research, analysis and insights
2. Addressing the barriers to conversion and travel to Tasmania by identifying and taking effective, consistent action with those who can make a difference
3. Establishing, articulating and maintaining the Tasmanian tourism brand and brand values, particularly through creative and innovative marketing
4. Aligning Tasmania's tourism product, experiences and infrastructure to match market expectations of the brand.

OUR GOALS

Tourism Tasmania's five key goals are to:

1. Maximise Tasmania's tourism potential
2. Drive demand for Tasmania
3. Foster the supply of tourism products and experiences
4. Enhance industry's competitive position with market-leading research and analysis
5. Be a highly effective organisation.

These goals are the result of a comprehensive and detailed analysis of the current environment and future trends in tourism and firmly establishes Tourism Tasmania's vision for the three-year period 2011-2014.

To achieve these five goals we have articulated our priorities for 2011-2014 and the strategic initiatives we will undertake to deliver benefits for the Tasmanian tourism industry. These can be found in full in the *Tourism Tasmania Corporate Plan 2011-2014*, available online at www.tourismtasmania.com.au/publications/corporate_plan

VISITORS TO TASMANIA

The Tasmanian Visitor Survey is a systematic sample survey of departing passengers at the airports in Hobart, Launceston, Devonport and Burnie as well as the Spirit of Tasmania terminal in Devonport.

In addition to the Tasmanian Visitor Survey, data is collected from the National Visitor Survey and the International Visitor Survey both conducted by Tourism Research Australia.

The following tables summarise the 2010-2011 results.

Key Indicators			
Visitors	12 months ending June '10	12 months ending June '11	% change
Total visitors*	992,200	956,800	-4

*All visitors on scheduled air and sea services, including cruise and navy.

The data below includes visitors on scheduled air and sea services, and does not include cruise and navy ship visitors.

Total Nights	8,498,500	8,051,400	-5%
Average length of stay	9.3	9.0	
Expenditure (million)	\$1,507	\$1,558	3%
Holiday			
Visitors	393,400	379,100	-4%
Nights	3,786,700	3,832,300	1%
Average Length of Stay	9.6	10.1	
Expenditure (million)	\$992.9	\$1,030.0	4%

Source: Tasmanian Visitor Survey, Tasmanian Cruise and Navy Ship Survey

International Visitors

Key Indicators			
International Visitors	12 months ending June '10	12 months ending June '11	% change
Total visitors	134,500	149,900	11%
Total Nights	2,669,000	2,905,000	9%
Average length of stay	19.8	19.4	
Expenditure (million)	\$263	\$257	-2%
Holiday			
Visitors	89,800	104,100	16%
Nights	867,000	1,103,100	27%
Average Length of Stay	9.7	10.6	
Expenditure (million)	\$95	\$110	16%

Marketing Performance (Holiday Tracking Survey)			
	2009/10	2010/11	% Change
Advertising Awareness (unprompted)	15.6	13.3	-15%
¹ Advertising Awareness (prompted)	24.5	23.3	-5%
² Preference to visit Tas	17	16.4	-4%
³ Intention to visit Tas	4.5	4.5	0%
⁴ Behaviour	4.9	4.6	-6%

Source: Holiday Tracking Survey, Roy Morgan Research

¹ Advertising Awareness – Percentage of Australians with un-prompted and prompted advertising awareness for holidays in Tasmania

² Preference – Percentage of Australians that would like to visit Tasmania in the next 2 years.

³ Intention – Percentage of Australians planning or intending to visit Tasmania on their next trip.

⁴ Behaviour – Percentage of Australians that visited Tasmania in the last 12 months.

HIGHLIGHTS 2010-11

In 2010-11, Tourism Tasmania through Events Tasmania, supported a total of 119 events that attracted around 41,000 visitors. Visitors stayed four nights on average and injected around \$33million into the Tasmanian economy. This represents a five-to-one return on the State Government's investment of over \$6 million.

Tourism Tasmania worked to secure Tasmanian coverage on Oprah's Ultimate Australian Adventure. The show aired numerous times in 147 markets across the globe. The program was aired in Australia with 1.811 million viewers and the same program, when aired in the US, attracted 9.7 million viewers.

Tourism Tasmania's Secrets Revealed marketing campaign was in market from 25 September through to 1 December 2010. Tourism Tasmania's total spend of \$750 000 delivered over \$3.5 million in marketing value over the campaign.

The Events Tasmania Grants Program attracted 92 groups to Tasmania in the National Championships, Special Interest and Touring events categories. The program encouraged a dispersal of economic benefits to smaller communities in all regions with an emphasis on the shoulder-winter periods.

Tourism Tasmania hosted a media lunch for 32 media representatives from Sydney and Melbourne at The Source Restaurant to showcase MONA, Mona Foma and the Ten Days on the Island festival.

Tourism Tasmania's Visiting Journalist Program supports journalists, publications and websites that produce high quality editorial to visit Tasmania and write about special events. As a result of the program's activities Tourism Tasmania achieved national media exposure for Tasmania with a value of \$20 353 138.

The Australian Tourism Exchange 2011 (ATE) saw Tasmania host 64 buyers from around the world on Tourism Tasmania's ATE familiarisation program.

Tourism Tasmania's Digital Coach Program helps build the industry's capacity to understand and benefit from the digital environment. A total of 300 participants enrolled in this year's Round 2 of the Digital Coach Program compared with 161 participants in Round 1.

Tourism Tasmania commissioned research to assess the appeal of a range of experiences and the motivational triggers that attract travellers to Tasmania. Tourism Tasmania published a report of the findings on Tourism Tasmania's corporate website and held a series of free industry forums around the State to share the findings with local tourism businesses.

Tourism Tasmania's bi-monthly consumer e-newsletter grew its subscriber base by 18 000 over the year to a total of 55 000 subscribers.

A new version of *Tourism 21: 2011-2013*, a joint strategic business plan, agreed to between Tourism Tasmania and the Tourism Industry Council Tasmania (TICT), was released this year. It sets new 10-year goals including an 'industry potential goal' of a total visitor spend of \$4.39 billion by 2020.

Tourism Tasmania secures co-operative partnerships with distributors, enabling Tasmania to benefit from their audience reach, media buy, brand strengths and potential for sales. Over the year, 23 co-operative tactical campaigns were taken to market with a total media value of \$2 496 600. Tourism Tasmania's partner campaign investment was \$634 200. These campaigns helped generate over \$4 million in sales of Tasmanian product.

In response to work undertaken throughout the year, a new regional tourism initiative will see the establishment of four regional tourism associations with autonomy to plan and deliver programs that market and develop the region.

PERFORMANCE AGAINST OUR GOALS AND PRIORITIES

GOAL 1 MAXIMISE TASMANIA'S TOURISM POTENTIAL

Priority: Maximise benefits derived from our positioning in natural and cultural heritage, the arts, food and beverage and sporting events.

MAJOR EVENTS - EVENT ACQUISITION

Events Tasmania, through Tourism Tasmania, develops and maintains a portfolio of events that generate international, interstate and intrastate visitation around the state.

In 2010-11, Events Tasmania prioritised events that attracted visitors in the winter-shoulder period, returned economic, social and cultural benefits across the year and that encouraged dispersal around the State.

Events Tasmania supported a total of 119 events that attracted around 41,000 visitors. Visitors stayed four nights on average and injected around \$33 million into the Tasmanian economy. This represents a five-to-one return on the State Government's investment of over \$6 million.

Events Tasmania supported 27 major events, including the Australian Wooden Boat Festival. In February 2011, over 500 wooden boats congregated at Hobart's historic waterfront for the ninth Australian Wooden Boat Festival. The festival showcased Tasmania's authentic maritime heritage and natural beauty.

Arts festivals such as Mona Foma, The Falls Music and Arts Festival, and Soundscape all attracted large numbers of visitors to the state, as did supported sporting events including Targa Tasmania, Targa Wrest Point, Nash Hash and V8 Supercars.

The AFL Hawthorn Football Club sponsorship continued to attract the largest number of visitors to the State while Hawthorn's local community engagement program also generated considerable intrastate movement.

EVENT DEVELOPMENT PROGRAM

Events Tasmania's Event Development Program provides events organisations and individuals with the opportunity to develop new skills, new ideas and new approaches to existing events.

In 2010-11, a series of seminars and workshops featuring leading Australian presenters focussed on marketing, sponsorship, planning and creativity. Breath of Fresh Air Film Festival, Junction Arts Festival and Dancesport were some of the 32 events that engaged in this year's coaching program.

Events that were recognised as having the potential to meet new and emerging demands in the market included the Launceston ProEx Cycling event, the Adventure Racing World Championship, the Pure Tasmania Cycling Sportive Challenge and Shipstern's Big-Wave Surfing. These events demonstrate how collaborative partnership planning, facilitated by Tourism Tasmania, has met market demand and maximised the leveraging potential of the events.

A total of 188 Tasmanian event organisers attended one-day master classes presented by international experts in their

fields; Gillian Minervini, Creative Director-Producer of Events for the City of Sydney, and Kim Skildum-Reid - Sponsorship and Marketing.

Events Tasmania supported two event organisers to attend the Executive Certificate in Event Management, a four-day Australian Centre for Event Management course that provides personal and professional development relevant to the events sector.

EVENTS GRANTS AND INCENTIVES

The Events Tasmania Grants Program attracted 92 groups to Tasmania in the National Championships, Special Interest and Touring events categories. The program encouraged a dispersal of economic benefits to smaller communities in all regions with an emphasis on the shoulder-winter periods.

The Tasmanian Regional Event Development Grants Program also supports projects that make regional events more sustainable and establish ongoing development practices within these events. This year the program provided support for 10 strategic projects associated with two events in each of the five marketing zones.

EVENT DEVELOPMENT AND THE AUSTRALIAN WOODEN BOAT FESTIVAL

Tourism Tasmania develops and maintains a portfolio of events that reflects Tasmania's competitive advantage and the emerging needs of the market. A prime example of longer-term strategic planning and support aimed at encouraging event development was the evolution of the Australian Wooden Boat Festival.

The inaugural Australian Wooden Boat Festival was staged in November 1994. The festival was held over a weekend and showcased 180 wooden boats. In February 2011, over 500 wooden boats of all shapes and sizes congregated on Hobart's historic waterfront for this ninth festival and a record crowd in excess of 100,000 people attended the event.

This year, for the first time, the Australian Wooden Boat Festival was an open-gated, whole-of-waterfront festival. An extensive program of entertainment, music, demonstrations, displays, and food and beverages captured the imagination of tens of thousands of local, interstate and international visitors. The festival ran over four days and the site was almost double the size of previous years, taking up the whole of the Hobart Waterfront including the massive Princes Wharf Number One Shed.

Princess Wharf No.1 provided an ideal venue for the maritime marketplace - a collection of booths and displays offering Tasmanians and visitors a one-stop-shop for all things boating. The larger waterfront facility not only provided a backdrop for a Japanese and an Indonesian maritime village but also increased the available space to showcase local wooden boat-related tours, businesses and sales.

Today the Australian Wooden Boat Festival has emerged as Australia's premier wooden boat festival and is the biggest maritime event of its kind in the southern hemisphere.

Priority: Build the capacity and ease of access for visiting Tasmania

ACCESS

Tourism Tasmania works to increase capacity on existing routes, new services on new direct routes and improved domestic connectivity to Tasmania from international services.

During 2010-11, Tourism Tasmania in partnership with Hobart Airport developed a sound business case for pairing Hobart and Coolangatta for direct flights by Jetstar. The service commenced in December 2010 and continues to build strong numbers in both directions.

Tourism Tasmania worked with TT-Line to introduce a range of initiatives aimed at building passenger numbers on the Spirit of Tasmania vessels.

In 2010-11, Tourism Tasmania oversaw the development of a three-year Cruise Tourism Strategy and Action Plan. The strategy engaged the commitment of major stakeholders including Tasports, Hobart City Council, Burnie City Council and Port Arthur Historic Site Management Authority as well as Tasmanian tourism operators.

Cruise tourism in Tasmania has seen a 14.5% growth in passenger numbers over the past 10 years. Princess Cruise



Wooden Boat Festival



Longford Revival Festival

- A total of 23 co-operative tactical campaigns were taken to market with a total media value of \$2 496 600. The campaigns generated over \$4 million in sales of Tasmanian product.
- The Events Tasmania Grants Program attracted 92 groups to Tasmania in the National Championships, Special Interest and Touring events categories.

Company research indicates that Hobart continues to be one of the most popular destinations with 84% of their passengers identifying it as a 'must see' and 95% of passengers identifying it as 'exceeding expectations' following the ships' visits.

Priority: Enable the consumer to connect to tourism products through a range of distribution channels, with particular emphasis on the shift to online as the preferred means to research and purchase these products

PARTNERSHIPS WITH DISTRIBUTORS

Tourism Tasmania works with distribution wholesalers, retail and digital partners to develop their knowledge and understanding of what Tasmania has to offer.

Over the past financial year, Tourism Tasmania engaged in partnership activities with over 20 retail, wholesale, airline and online partners - more than double those of last year. These partnerships saw new products added to wholesale programs as well as the production of dedicated Tasmania brochures by three of Australia's top wholesale travel companies - Infinity Holidays, Travelpoint and Qantas Holidays.

Tourism Tasmania identified online partnerships that could grow Tasmania's online presence and increase online sales of Tasmanian product. Over 3,000 referrals were generated for Tasmanian products in one digital campaign alone.

Tourism Tasmania provided new or refreshed Tasmanian content to 12 online travel partners. All other retail and wholesale partners were provided with updated Tasmanian content to populate their online presence.

TRADE SUPPORT WEBSITE

Tourism Tasmania launched a trade support website in December 2010 to help travel partners better sell Tasmania. The website, www.tassitrade.com.au provides concise, sales-focused information including a calendar of events, a breakdown of regional destination descriptors, a distance drive-time calculator, product search and a suite of itineraries. The website received nearly 3,000 visits with over 11 000 page views in the first six months of publication.

DESTINATION TRAINING

Tourism Tasmania works with distribution partners to motivate them to sell the destination and show them how to access relevant information for their business needs. Tourism Tasmania provided training to frontline travel sellers to increase their knowledge of Tasmanian products and experiences in order to better influence the number of products sold and the duration of their client's holiday.

- *Tourism Tasmania's Visiting Journalist Program achieved national media exposure for Tasmania with a value of \$20 353 138.*

Priority: Increase high-yield visitation to Tasmania

TACTICAL CAMPAIGNS

Over the course of the year, Tourism Tasmania undertook tactical activities with distributors who sell to a more discerning audience. Six tactical campaigns with Travelscene American Express, The Tailor, Travel Associates and Escape Travel sought to market Tasmania to a high-yield audience. These campaigns were characterised by the inclusion of multi-day packages using a range of standard and premium products.

CYCLING

Tourism Tasmania undertakes product development aimed at attracting high-yield markets. Special interest products contribute to regional dispersal and attract high-yield visitors

with a longer length of stay. To that end, Tourism Tasmania continued to develop Tasmania as a cycle friendly destination. Tourism Tasmania held Cycle Friendly community-based workshops at St Helens, Strahan and Swansea. The workshops focused on tourism and related businesses and local councils and included both cycle touring and mountain bike opportunities.

As a result of the workshops, Tourism Tasmania, in partnership with Sport and Recreation Tasmania and the Freycinet Coast Tourism Board completed a Cycling Development Strategy for Swansea, Bicheno and Coles Bay.

The Tasmania Cycle Touring Guide and map was updated and a further 10,000 copies printed. The guide is published on discovertasmania.com and distributed at special interest consumer shows.



Pure Tasmania Wildside MTB 2010

PERFORMANCE AGAINST OUR GOALS AND PRIORITIES

GOAL **2** DRIVE DEMAND FOR TASMANIA

Priority: Make Tasmania a preferred travel destination in key and emerging markets

INTERNATIONAL MARKETING AND PUBLIC RELATIONS

Tourism Tasmania's international marketing efforts in 2010-11 focussed on North America, United Kingdom, Germany, Hong Kong, China, Singapore, Malaysia, Japan and Korea.

International media activities generated publicity valued at \$29 million, up \$4 million from 2009-10. In total, there were 78 visits by online, print and broadcast media under Tourism Tasmania's Visiting Journalist Program (VJP).

Tourism Tasmania worked to secure Tasmanian coverage on Oprah's *Ultimate Australian Adventure*. Tasmania had around 2.30 minutes of air time during the first show along with several other vignettes showing Tasmanian scenery as well as numerous mentions in the commentary. The show aired numerous times in 147 markets across the globe.

Off Magazine, a specialised travel and lifestyle magazine for Korean travellers looking for new destinations and attractions, featured 120 pages on Tasmania. The magazine is widely available in Korean bookstores, online and by subscription. The equivalent advertising value was \$600 000.

Tourism Tasmania organised an industry road show to the UK and Europe with delegates interacting face-to-face with almost 600 established and new tour operators, travel agents, media representatives and consumers. Media coverage during the road show included a three-page lead travel feature in the *Mail*, a three-page lead travel feature in *The Times* and a double-page spread in *Time Out London*, all worth a total of over \$500 000 in estimated advertising value.

Tourism Tasmania partnered with Chinese media giant World Traveller to build an online Tasmanian microsite. To promote the site, World Traveller produced a self-drive map with themes to include in its magazine as well as promoted Tasmania via Weibo, the Chinese version of Facebook.



Media lunch

Iron Chef Wong Wing Chee hosted Admiralty Feast Tasmania with the program airing on Hong Kong's top television station. Following the success of this initiative, Chef Wong again visited Tasmania with two of Hong Kong's top print titles covering the tour.

Tourism Tasmania secured new programs with two renowned walking tour operators in the US - Country Walkers and Sierra Club. Country Walkers launched their 9-day Tasmania program in January 2011 as their exclusive VIP tour and after selling out the trip added a second departure in February. The Sierra Club program will operate an 11-day program in February 2013 and an online marketing campaign to generate awareness and interest in Tasmania will target their membership base of 650 000 adventure travellers.

In New Zealand, Tourism Tasmania supported the production of a Tasmanian episode for Tourism Australia's travel show *My Kind of Place*. The Tasmania episode featured one of New Zealand's best known TV personalities, Judy Bailey. The program topped the ratings with 480 000 viewers.

Tourism Tasmania partnered with *Nuyou* magazine, Chinese celebrity Ethan Ruan and top model Du Jaun in a fashion-luxury photo shoot. The shoot provided excellent coverage and equivalent advertising value of \$205 000 across Asia and in particular in Singapore and Malaysia.

The promotion of MONA was a major focus in all markets with particular emphasis on MONA's own target audiences in western markets. Tourism Tasmania achieved coverage in some of the world's most prestigious publications including *The Wall Street Journal*, *The Robb Report*, *The Economist*, *The Guardian* and *The Times*. MONA was included in all trade presentations in 2010 and 2011. This activity reached approximately 1 200 agents, wholesalers and product managers.

VISITING JOURNALIST PROGRAM

Tourism Tasmania's Visiting Journalist Program showcases Tasmanian tourism product, experiences, destinations and events by encouraging media interest in Tasmania. As a result of the program's activities Tourism Tasmania achieved national media exposure for Tasmania with a value of \$20 353 138.

The program distributed over 30 press releases to targeted journalists and media outlets with information from the releases promoted on websites and printed in short and long lead publications.

Tourism Tasmania hosted a media lunch for 32 media representatives from Sydney and Melbourne at The Source Restaurant to showcase MONA, Mona Foma and the 10 Days on the Island festival.

Tourism Tasmania contributed content to 280 articles on Tasmania, while the opening of two new products, Safire and MONA, provided numerous opportunities to develop strong interest and story generation in key publications and media. The coverage showcased visitor experiences across Tasmania including King Island, Flinders Island and Bruny Island.

DIGITAL MARKETING

Tourism Tasmania's largest consumer website, discovertasmania.com, hosted the integrated *Local Secrets* and *Autumn-Winter* national marketing campaign. The website received nearly 2 million visits for the year. The integrated campaign approach helped Tourism Tasmania maximise the campaign's reach and website effectiveness. The incorporation of engaging video content on the website also increased the time visitors spent on the website.

Tourism Tasmania sees social media as an important part of the marketing mix and continued to grow its social networking presence with the current Facebook community now over 8 000 active users. Twitter activity has also grown to 1 200 followers.

Tourism Tasmania developed new international websites for nine destinations including China (in simplified and traditional Chinese), USA, UK and New Zealand.

Tourism Tasmania launched a new blog in order to generate more content indexed by search engines and so extend the website's reach. The content covers all aspects of Tasmania, highlighting traveller information including events, restaurants and other relevant information.

Lumina – A Winter of Festivals entered its second year as an intrastate campaign. Lumina was supported by a new website that incorporated lessons learned from the campaign's first year. The website had improved functionality, particularly for customers searching events and activities.

Tourism Tasmania's bi-monthly consumer e-newsletter grew its subscriber base by 18 000 over the year to a total of 55 000 subscribers.



Australian Tourism Exchange (ATE)

AUSTRALIAN TOURISM EXCHANGE

Tasmania hosted 64 buyers from around the world on Tourism Tasmania's Australian Tourism Exchange (ATE) familiarisation program. ATE 2011 saw companies across the globe adding Tasmania to their product range, while others extended the length of their Tasmania touring options or added new product to their offerings.

MARKETING CAMPAIGNS

Secrets Revealed

Tourism Tasmania's Secrets Revealed marketing campaign was in market from 25 September through to 1 December 2010 with the aim of increasing domestic travel to Tasmania as well as intrastate travel around Tasmania. The campaign complemented Tourism Tasmania's ongoing year-round online and digital marketing activity and was later extended to include the New Zealand market. Tourism Tasmania's total spend of \$750 000 delivered over \$3.5 million in marketing value over the campaign, promoting Tasmania and Tasmanian holiday packages through distribution and media partnerships and published editorial.

Tourism Tasmania designed the campaign to present a variety of experiences through the eyes of five Tasmanian locals, one from each of the five marketing zones, each highlighting secret places and experiences that only a local would know.

To drive the campaign, Tourism Tasmania produced a 16-page full colour motivational booklet of editorial and holiday deals and distributed the book as an insert in the Sydney Morning Herald, The Age and The Sunday Mail. A Tasmanian version of the booklet featuring a variety of local industry product offers was also produced to encourage intrastate travel and was distributed as an insert in The Mercury, The Examiner and The Advocate. A total of 1.2 million booklets were distributed nationally and intrastate through the press, reaching an estimated readership of 2.7 million. Paid online digital media resulted in Travelpoint Holidays, the partner for this opportunity, receiving 969 bookings and 1 761 room nights, an increase for November of 9.9 per cent compared to the same period in the previous year.

Major distribution partner for the campaign, Qantas Holidays, also distributed 100 000 copies of the booklet throughout its own network of retail outlets. Qantas Holidays bookings subsequently saw 1 115 passengers visit the state and stay a total of 1 208 room nights. As well as Qantas Holidays, Tourism Tasmania worked with distribution partners Expedia, TravelPoint, Total Travel Yahoo7, Jetstar, Webjet and Flight Centre - all of whom featured Tasmania during the August to November period.

Tourism Tasmania also partnered with AA Travel, House of Travel, Tourism Australia and Pacific Blue to promote Tasmania in the New Zealand market. The New Zealand campaign utilised the look and feel of the Secrets Revealed campaign, making it the first time a domestic campaign has been adapted to an international market.

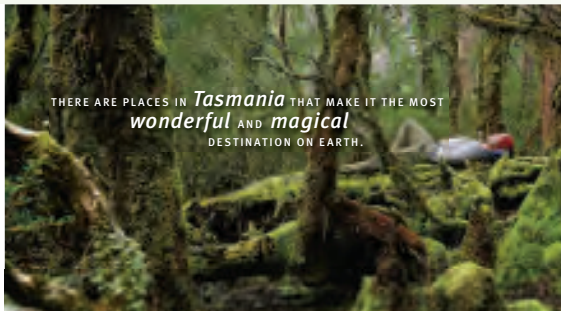
Autumn Campaign

Tourism Tasmania's Autumn Campaign was part of a twelve month program that will continue into Spring-Summer 2011. Phase one of the campaign ran from March to June 2011 to best match booking for pre and post Easter travel. The campaign was based on research conducted in November 2010 that identified the Tasmanian experiences that would best attract visitors.

Tourism Tasmania invested \$1.2 million in the campaign along with additional spend from airline, distribution and local industry partners. The campaign featured in print and online media and included editorial features in *Escape*, *Traveller*, *Epicure*, *Good Living* and *Good Weekend* magazines and reached around 6.3 million Australians.

The campaign call to action was to a 'special offers' page on www.discovertasmania.com.au, developed in partnership with industry and enabling an increase in industry participation.

Airline partner, Jetstar, also ran a \$650 000 campaign from late February to late March offering discounted airfares and lead-in pricing offers. Other distribution partners included Virgin Blue/Blue Holidays, Harvey World Travel, Travel Scene American Express, Flight Centre, and expedia.com.



Autumn Campaign

Priority: Create and maintain effective marketing and promotional partnerships

BRAND PARTNERSHIPS

Tourism Tasmania works collaboratively with commercial brand-aligned partners to position and extend the brand message and reach new audiences.

Tourism Tasmania partnered with leading outdoor clothing company R.M. Williams in the production of their 2011 Autumn-Winter catalogue. The glossy catalogue highlighted many of Tasmania's north-west heritage locations and experiences. All sites were referenced with a full page editorial dedicated to Tasmania featured in the catalogue. R.M. Williams launched the catalogue in stores and to national and international subscribers.

The partnership also extended beyond the catalogue with additional promotional activities including:

- Posters and banners of the imagery displayed in over 900 R.M. Williams stores and stockists worldwide as well as advertising in popular Australian magazines including *Women's Weekly*, *Marie Claire*, *Qantas Australian Way*, *Vogue*, *Good Weekend* and the *R.M. Williams' Outback Magazine*.
- An extensive online campaign extending across the R.M. Williams and Tourism Tasmania websites with dedicated campaign webpages and links and electronic direct mail to the R.M. Williams database with exclusive offers.
- Inclusion of a Tourism Tasmania A5 flyer in R.M. Williams national and international retail store carry bags during February, March and April, 2011.

In New Zealand, Tourism Tasmania partnered with Mondo Travel to promote Tasmania through travel offers via in-store flyer distribution and online content. Partnerships like this are complementary to the ongoing marketing of the state, providing a high level of sustained exposure to a carefully targeted market.



Australian Tourism Exchange (ATE)

Tourism Tasmania collaborated with Swisse Vitamins, the naming rights sponsor of the Swisse Mark Webber Tasmania Challenge to promote the challenge and Tasmania as an adventure destination.

Tourism Tasmania partnered with Pure Tasmania to create a Tasmanian holiday experience that readers of *Men's Health Magazine* could win as part of the Swisse Vitamins competition. The competition was promoted through *Men's Health Magazine* print publication and website.

BUSINESS EVENTS TASMANIA

Tourism Tasmania works with Business Events Tasmania to harness the potential of business events to increase visitor numbers to Tasmania and extend their length of stay. A Deed Agreement formalises the partnership objectives, performance indicators and reporting requirements.

Total funding in 2010-11 was \$770 000. This includes \$540 000 to support bid development and convention marketing activities, \$170 000 for the Meet in Tasmania Incentive Scheme (MITI) - aimed at attracting business events to Tasmania in winter - and \$60 000 additional funding to match 2009-10 funding.

Business Events Tasmania launched an initiative called The Catalyst Program designed to generate business through sharing information, introductions and bid support across a range of industries around Tasmania. Reporter journalist Charles Wooley is ambassador for the program.

Tourism Tasmania worked with Business Events Tasmania and Wine Tasmania to secure the hosting of the 2012 International Cool Climate Wine Symposium in February 2012. Work is continuing to make the most of this opportunity and position Tasmania as a world class cool climate wine destination.



Festival of Voices

STATE ICONS FUNDING

Tourism Tasmania supports two of the Tasmanian Government's icons – Tasmanian Symphony Orchestra and Cricket Tasmania. In 2010-11, a three-year Grant Deed and Funding Agreement, due to expire on 30 June 2013, was entered into in order to allow for the long forward planning needs of both organisations.

The recent success of the PKF Tasmanian Tigers has generated increased exposure for the state, particularly with the hosting and winning of the Sheffield Shield final in March 2011. In addition, Tasmania hosted the CBA One Day International against England with Tasmania gaining national and international exposure on free-to-air television and extensive signage at the ground.

The Tasmanian Symphony Orchestra (TSO) continues to work with Tourism Tasmania to leverage opportunities offered through Tourism Tasmania's Visiting Journalist Program. The TSO was a featured event of 2011 Lumina. The winter concerts were central to a cooperative marketing campaign with Tasmanian Broadcasters that encouraged Tasmanians to travel around the state to enjoy this world class orchestra.

DISTRIBUTION PARTNERSHIPS – RETAIL, WHOLESALE AND ACCESS

Tourism Tasmania secures co-operative partnerships with distributors, enabling Tasmania to benefit from their audience reach, media buy, brand strengths and potential for sales.

Over the year, 23 co-operative tactical campaigns were taken to market with a total media value of \$2 496 600. Tourism Tasmania's partner campaign investment was \$634 200. These campaigns generated over \$4 million in sales of Tasmanian product.

Within these campaigns, 148 individual products were showcased in print, online and television advertising with a large number of additional non-campaign products sold. As a result, many campaigns saw sales increase by over 100% compared to the previous year.

In some cases partnerships produced valuable opportunities for Tasmania at minimal or no cost, such as Jetstar's decision to use Tasmania as the first destination within their global network and the focus of an innovative experiential microsite.

Tourism Tasmania undertook tactical campaigns in partnership with retail, wholesale and online distributors designed to increase awareness of Tasmania and increase actual visits. Campaigns focussed on Tasmania's source markets of Victoria, New South Wales and South East Queensland. These campaigns employed a variety of communication mechanisms including direct email, street-front destination profiling through retail shops, digital and television advertising, social media initiatives, outdoor ambient advertising, and radio and consumer competitions.

In the second half of the year the introduction of direct Gold Coast to Hobart services by Jetstar saw increased marketing activity in SE Queensland. A suite of print, digital and radio advertising supported by a program of public relations in

partnership with Gold Coast Airport and Jetstar sought to drive demand for Tasmania as a destination and Jetstar as the preferred carrier on that route.

INDUSTRY PARTNERSHIPS

Tourism Tasmania works in partnership with Tasmania's tourism industry to promote Tasmania in our domestic markets and offer compelling deals to customers. Encouraging industry investment in Tourism Tasmania's marketing activity increases campaign reach, provides tourism businesses with an affordable investment in national media coverage and provides purchasing opportunities for customers. This year saw a high level of industry partner involvement in Tourism Tasmania's campaigns, with over 50 operators participating in the autumn marketing campaign alone.

Tourism Tasmania's Partnership Marketing Program matches operator investment in interstate marketing activity on a dollar for dollar basis. This year the program achieved extended print media coverage in publications such as *Good Weekend*, a range of Sydney and Melbourne magazines and Victoria's *Herald Sun*. Online coverage included a dedicated electronic direct mailout to 470 000 Total Travel members.

Tourism Tasmania's ongoing partnership with *Tasmanian Travelways* saw an increase in destination content within the publication and further highlighted experiences, events and the different regions of the state. Up to 60% of the publication's production is distributed via the Fairfax regional network, providing an ideal means to reach consumers in the markets of regional Victoria and New South Wales, Canberra and South East Queensland.

EXPERIENCE MARKETING

Tourism Tasmania promotes and markets Tasmania's key experiences to specific targeted audiences to add depth to Tasmania's appeal and encourage visitors to stay longer. The range of specific experiences includes walking, fishing, backpacking, caravan and motorhomes, wine, gardens, cycling, adventure and golf. Tourism Tasmania promotes the destination to these targeted audiences by attending niche consumer shows, ensuring inclusion in Tourism Tasmania's Visiting Journalist Program and through tactical activity relevant to specific audiences.

Tourism Tasmania partnered with *Australian Geographic* to promote Tasmania's walking and wilderness experiences to this dedicated audience. The activity included exclusive events for *Australian Geographic* readers in Sydney, Brisbane and Melbourne. High-calibre guest speakers provided in-depth knowledge about Tasmania and its tourism experiences to a highly qualified audience. The events attracted over 300 people with Tasmanian content featured in two editions of the magazine and online.

EVENT MARKETING

Tourism Tasmania works in partnership with events that support our tourism brand and that encourage visitors from interstate. In 2010-11, events included Mona Foma, the Australian Wooden Boat Festival, Ten Days on the Island and Festival of Voices.

- Over 80 staff undertook project management training designed for Tourism Tasmania by the Australian Institute of Management.

The opening of MONA provided additional leveraging opportunities to promote Tasmania's cultural events sector.

Tourism Tasmania initiated a consumer promotion supported by water producer, Tasmanian Rain, and The Sydney Festival to promote Ten Days on the Island to targeted consumers in Sydney. Activities included branding all Tasmanian Rain Water bottles (official water sponsor of the festival) with neck tags promoting Ten Days on the Island and a VIP Ten Days consumer promotion. Online and direct communications supported the promotion and provided Tourism Tasmania and Ten Days on the Island with participants' contact details for ongoing contact about future cultural events.

Additional support was provided to Ten Days on the Island through a financial sponsorship of the headline light and sound installation, Power Plant. To Tourism Tasmania leveraged the sponsorship by supporting public relations activities and undertook aligned activity with Blooming Tasmania. The production was held in the Royal Tasmanian Botanical Gardens during the festival with audience participation exceeding targets.

Tourism Tasmania undertook partnership activities with Festival of Voices, developing promotional collateral encouraging college groups and choral supporters to travel to Tasmania for the event. The material was distributed throughout North America during G'Day USA.

Editorial, online content and interstate print advertising placements contributed to the promotion of the event as part of Tourism Tasmania's autumn marketing campaign to promote travel to Tasmania.

MARK WEBBER

In December 2010, Tourism Tasmania launched its three-year sponsorship of the Mark Webber Tasmania Challenge, commencing in December 2011. Principal sponsorship of this event will provide Tasmania with national and international media exposure and affiliate marketing opportunities through other event partners such as Swisse Vitamins, Rexona and Pure Tasmania.



HAWTHORN FOOTBALL CLUB SPONSORSHIP

Under a sponsorship agreement between the Tasmanian Government and the Hawthorn Football Club (HFC), Tourism Tasmania promotes the state at each of the Hawthorn home games - seven at the MCG and four at Aurora Stadium.

A social media competition showcased the variety of experiences available in Tasmania and was promoted through traditional and social media channels. There were 1 530 entries, over 16 000 page views and Discover Tasmania Facebook 'likes' reached just over 10 000. The competition reached over 1 million Australians.

OPRAH WINFREY

In 2010, Tourism Tasmania recognised a unique marketing opportunity with the visit to Australia by the Oprah Winfrey Show. Tourism Australia and Qantas approached Oprah Winfrey's production company to come to Australia and shoot segments for the 25th and final season of the show. As a result the production crew and 300 audience members spent seven nights in Australia.

Although only Victoria, New South Wales and Queensland were included in the itinerary for the audience component of the event, Tourism Tasmania negotiated a visit by a group of six audience members accompanied by Gayle King, commentator and close associate of Oprah, to shoot segments for the show. Tourism Tasmania developed itineraries to showcase all parts of the island and in all, a total of 31 Tasmanian businesses supported the visit.

Oprah's Ultimate Australian Adventure was screened in the US early in 2011 and featured the Tasmanian visit in the first of the four Australian shows. In addition, several segments from around the state were shown during the four Australia episodes.

Oprah's website had links to the itineraries of the audience visitors to Tasmania, as well as to video from the show and additional information on Tasmania. The website receives over 7 million visits a month.

As a result of the partnership, Tasmania had a 2.31 minute segment on the first of the four programs and the highest rating of the series aired in Australia with 1.811 million viewers.

The same program, when aired in the US, attracted 9.7 million viewers.

The series attracted an estimated total of 40 million viewers worldwide with the show airing numerous times in 147 countries. The media value of the Tasmania segment in the US alone was around \$2.29 million.

At the Tasmania Game of the Year, Tourism Tasmania promoted Tasmania as a holiday destination to a crowd of nearly 42 200 and to around 42 600 viewers watching the game on television. Over 600 influential executives and business elite attended the Game of the Year President's function. Complementing the menu and theming of the dinner, guests at the function received a copy of Gourmet Farmer Series 1 DVD or Gourmet Farmer Matthew Evans' recent publication Winter on the Farm. Accompany the gifts were offerings profiling the Tasmanian Symphony Orchestra's Power and Glory Concert and the Tasmanian Unbottled 2011 event, both held in Melbourne.

Outside, the crowd were entertained with a pre-match goal-kicking contest between participants who had won the opportunity after taking part in Tourism Tasmania's Facebook promotion, the Ultimate End of Season Tassie Experience.

Additional activity saw Launceston City Council offering match day attendees the chance to win a family getaway to Launceston, Tamar and the North worth over \$3 500.

Tasmanian advertising appeared on the MCG's big screen, boundary signage and a full-page colour advertisement in the

Match Day section of the AFL Footy Record. The Hawthorn Football Club also gave Tourism Tasmania direct access to its database of over 40 000 subscribers to enable direct marketing and the showcasing of marketing campaigns.

The Tassie Hawks in Schools Program is part of the Hawthorn Football Club's broader community programs around Tasmania and promotes the benefits of sport for school children. In 2011, under the agreement, every Tasmanian primary school received three branded footballs, three branded netballs and a branded sports bag and pump in conjunction with an e-booklet version of the Hawks in Schools workbook. This is the first year that the book was made available to all Tasmanian primary school students, rather than just for Year 4, as was previously the case.

Priority: Address seasonality and regional dispersal

LUMINA – LIGHT UP YOUR WINTER

Tourism Tasmania's Lumina campaign targeted the intrastate market with a program that ran from 1 May to 31 August 2011. The campaign encouraged Tasmanians to attend events in all regions of the state during the winter months with a program that included festivals, dinners, wine tastings, visual art exhibitions and live performance productions.

Over 450 events participated in Lumina in 2011, an increase from 250 in 2010.

Tourism Tasmania used Lumina creative for all promotional tools including the Discover Tasmania website, television commercials and an online events calendar. The calendar provided both event partners and visitors to the site with an improved online Lumina experience that included the addition of a map highlighting event locations and improved search capability.

The campaign received strong support from local media organisations. Southern Cross Television and Tasmanian Broadcasters partnered with Tourism Tasmania to promote Lumina state-wide. The partnership with Southern Cross Television included significant additional value to the paid advertising package. Additional value was also provided by Tasmanian Broadcasters who promoted Lumina through competitions, giving Tasmanians a chance to win tickets to productions hosted by Lumina event partners.

Tourism Tasmania also worked with Australia Post to deliver 200 000 postcards to all Tasmanian households - inviting Tasmanians to share their winter event experiences online.

In addition, Tourism Tasmania worked with affiliate industry organisations such as the Tasmanian Hospitality Association and the Tourism Industry Council Tasmania who promoted the campaign in their newsletters. Lumina was also promoted through community newspapers and online e-newsletters state-wide, generating significant local content. Industry partners such as Business Events Tasmania and accommodation operators contributed to the promotion with Lumina banners and information on the front page of their websites.

GOAL 3 FOSTER THE SUPPLY OF TOURISM PRODUCTS AND EXPERIENCES

Priority: Support the development of authentic and quality products and experiences (both new and existing)

DESTINATION DEVELOPMENT

Tourism Tasmania partnered with local and regional stakeholders to prepare Destination Development Plans for the Tasman Peninsula, Mount Roland precinct, Bruny Island and Triabunna-Orford Maria Island area. The plans outlined goals, strategies and prioritised actions for achieving tourism development that is economically, socially and environmentally sustainable.

Tourism Tasmania provided information and advice on product and experience development to over 500 client contacts.

DEVELOPMENT STRATEGIES

Tourism Tasmania continued to focus on Tasmania's core appeals of natural and cultural heritage, the arts, and food and beverage. Work included the development of three-year strategies for heritage tourism, arts tourism and cruise tourism, as well as a number of activities developing food and beverage experiences. Significant opportunities such as the opening of the Museum of Old and New Art (MONA) and the Australian Convict World Heritage listing of five Tasmanian convict sites has further strengthened the tourism potential of our positioning in cultural heritage and the arts.

HERITAGE

Tourism Tasmania developed a heritage tourism strategy to maximise Tasmania's tourism potential through the sustainable development and marketing of historic heritage tourism experiences. The heritage strategy outlines a direction for growing Tasmania's historic heritage tourism, increase the diversity of visitor experiences and improve the quality of historic heritage tourism experiences. It also aims to enhance the integration of historic heritage products and experiences into the marketing of tourism experiences.

ARTS TOURISM

Tourism Tasmania is developing an arts tourism strategy to ensure Tasmania benefits from a growth in arts tourism experiences. With further new opportunities also on the horizon, the strategy will maximise the benefits of Tasmania's positioning in the arts, further adding to the depth and breadth of the brand and enhancing the visitor experience.

CRUISE TOURISM STRATEGY

Tasmania's appeal as a cruise destination remains strong. The cruise tourism strategy sets out a framework for working with the industry for future planning, development and growth of cruise ship visitation. This includes opportunities for Antarctic-Sub Antarctic Cruise Tourism.

ACCREDITATION AND QUALITY IMPROVEMENT

Tourism Tasmania supports accreditation as the principal means to address service standards. The Tourism Industry Council Tasmania (TICT) introduced tourism accreditation in the late 1990s after receiving an annual grant of \$120 000 from Tourism Tasmania.

The national program implemented by the TICT now has around 950 members accredited in Tasmania – about half the number of operators listed on the TigerTOUR database – and a higher percentage of tourism businesses than any other state. In addition, niche sectors within the industry, including eco-tourism operators, coach operators and tours guides have their own specialist accreditation programs that are recognised by Tourism Tasmania.

The Australian Tourism Accreditation Program (ATAP) aims to raise the professionalism of the industry through the implementation of business management practices and standards and has been implemented in Victoria, SA, WA and the Northern Territory.

Throughout the year, Tourism Tasmania played an integral role in the development of the National Tourism Accreditation Framework. This is a nationally agreed approach by the tourism industry and government that aims to ensure a quality customer experience across the Australian tourism industry.

FOOD AND BEVERAGE

Tourism Tasmania worked with tourism businesses to develop quality local and regional food experiences that build on our competitive advantage in the market place and that contribute to the significance of the food and beverage offering in our brand.

Tourism Tasmania completed a Food and Beverage Market Assessment that subsequently provided the basis for a series of workshops focusing on the development of local food experiences and the identification of Unique Selling Propositions to help engage this market. Workshops were conducted on Bruny Island and at Swansea. The workshops resulted in the generation of new products and innovative packaging.

CYCLE FRIENDLY

Tourism Tasmania organised workshops around the State, providing information and advice on developing special interest and niche market tourism experiences. These included four Food Experience Workshops, three Cycle Friendly Workshops, Cruise Industry Information Workshops in Hobart and Burnie; and Accessible Tourism workshops for the three gateway Tasmanian Information Centres.

Tourism Tasmania sponsored the Tourism Industry Conference to encourage the sharing of information on business and product development and the Tourism Awards Gala Dinner to recognise businesses that achieved business excellence.

In November 2010, Tourism Tasmania sponsored the Interpretation Australia Conference in Launceston. The conference showcased attractions in the Launceston area and was attended by delegates from around Australia. Over half the delegates were Tasmanian guides and tour operators.

Tourism Tasmania hosted a workshop facilitated by Professor Sam Ham, renowned international specialist in thematic interpretation. The workshop brought together stakeholders from Tasmania's five World Heritage listed convict colonial sites to develop interpretation that links the sites while still focusing on their individual attributes.

Professor Ham also conducted workshops for tourism operators in Hobart and Launceston on how to better understand the Unique Selling Proposition and how to distinguish between an ordinary and extraordinary experience.

Tourism Tasmania developed learning resources for tourism businesses on experience development. These took the form of video clips available on the Tourism Tasmania website.

Tourism Tasmania provided information and advice on product and experience development to more than five hundred client contacts.

RAIL TOURISM

Tourism Tasmania undertook a Rail Tourism Market Assessment to help assess the market potential of this sector. A Rail Tourism Strategy was completed in order to identify market opportunities as well as issues impeding further development. The State Government also funded a study into the issues associated with mainline track access as well as provided support to build operator skills in packaging and bundling rail experiences.

Tourism Tasmania continued to work with the 12 sector associations including the development of a Strategy and Business Plan Template to assist future sector association planning.

Making the most of significant opportunities such as the opening of the Museum of Old and New Art (MONA) and the Australian Convict World Heritage listing that includes five Tasmanian sites will maximise the tourism potential of our positioning in cultural heritage and the arts.

AUSTRALIAN TOURISM EXCHANGE

The 2011 Australian Tourism Exchange (ATE) saw Tasmania host 64 buyers from around the world on Tourism Tasmania's ATE familiarisation program. The appointment schedules for operators who attended were highly productive.

As a result of work undertaken at ATE a number of companies across the globe have added Tasmania to their product range and others are extending the length of their Tasmania touring options or adding new product to their offerings.

TOURISM 21: 2011-2013

Tourism 21 is a joint strategic business plan, agreed to between Tourism Tasmania and the Tourism Industry Council Tasmania (TICT), that aims to improve the performance and structural efficiency of Tasmania's tourism industry.

The plan is based on an agreement established more than a decade ago between the Tasmanian Government and TICT to deliver the leadership and direction necessary to achieve long-term goals for the growth of tourism in Tasmania. The original agreement set 10-year goals for Tasmania's tourism industry; goals that have largely been met. In 1997, Tasmania's interstate, international and local travellers spent around \$1.095 billion a year in Tasmania. Today, this has grown to around \$2.251 billion.

The most recent version of the plan, Tourism 21: 2011-2013, released this year, sets new 10-year goals. Based on current growth of 4.4% a year, Tasmania can expect to see local, interstate and international visitors spend \$3.42 billion every year in Tasmania by 2020. A more ambitious 'industry potential goal' sets a target of \$4.39 billion by 2020.

As well as setting goals and benchmarks to measure the plan's success, Tourism 21 also identifies the challenges and opportunities that must be addressed if Tasmania's tourism industry is to achieve this more aspirational goal. These challenges include addressing a shortage of accommodation in some key locations around the state and getting Tasmania's tourism businesses online so they can benefit from the new communication technologies that visitors now use to plan and book their travel needs.

Tourism 21 has demonstrated its value in achieving its stated goals, however its real value is in establishing a long-term partnership between the industry and government to grow the state's tourism industry. Only through cooperation and partnerships like Tourism 21 can Tasmania continue to build a prosperous and sustainable tourism sector.

TEAM TASMANIA

In 2010-11, the Team Tasmania program delivered a range of learning and development activities specifically encompassing experience development, cultural awareness, social media and marketing. The program also produced a suite of market-specific trade itineraries and a trade event operator-readiness program.

INTERNATIONAL TRADE SUPPORT

Tourism Tasmania works closely with the Australian travel trade who sell product to the international travel trade (inbound tour operators). Our activity encompasses familiarisations, workshops, sales calls, product training sessions and electronic communications, all designed to educate and engage these important partners.

Tourism Tasmania undertook a successful sales mission with 12 Tasmanian operators, enabling participants to meet with our most relevant inbound partners through a range of face-to-face meetings and events. These inbound tour operators have since reported an increase in the number of Tasmanian product contracted as well as bookings made and passengers carried in the 2010-11 year.

Priority: Foster the year-round and regional supply of tourism products

SPECIAL INTEREST

A focus on special interest and niche products contributed to regional dispersal of visitors by highlighting experiences that are predominantly available in regional areas and that provide experiences in the spring and autumn shoulder periods.

Priority: Improve tourism infrastructure and encourage investment

INVESTMENT AND INFRASTRUCTURE

Tourism Tasmania strengthened its working relationship with the broader Department of Economic Development, Tourism and the Arts, particularly with the Investment Attraction Advisory Group and the Export and Investment Marketing team in order to better attract investment for tourism around the state.

Tourism Tasmania also supported existing and new potential investors as well as provided funding for investors to undertake market testing and business intelligence.

Tourism Tasmania continued to contribute to planning policy reform and recently submitted feedback into each of the Regional Land Use Strategies under development in the south, north and north-west of the state.

Of the 19 recommended changes to the planning framework for the Southern Tasmania Regional Land Use Strategy, a total of 17 were accepted, representing a significant change in policy towards new tourism development. This will eventually enable a more streamlined way of assessing and approving tourism development proposals and reducing unnecessary delays.

DIGITAL COACH

Tourism Tasmania developed the Digital Coach Program to build the industry's capacity to understand and benefit from the digital environment.

A total of 300 participants enrolled in this year's Round 2 of the Digital Coach Program compared with 161 participants in Round 1.

This year's program focused on website improvement, including understanding booking systems, improving web access, search engine optimisation and marketing of product, improving 'control' of web activity by owners, marketing and distribution of product, and the use of social media.

Participants had further opportunity to access the skills of different coaches, particularly for marketing and distribution support. The coaches worked with individuals to help them understand how tourism marketing and distribution works and how an online presence and booking system leads to better results for their own business.

Participation in the Tas e-Connect Forum website continued in Round 2 and in addition, Tourism Tasmania created a

- A total of 300 participants enrolled in this year's Round 2 of the Digital Coach Program, nearly double those in Round 1



Digital Coach Program

Digital Coach Facebook page to provide an effective way of communicating with the many program participants who were also using Facebook. The page had around 75 to 100 active monthly users.

REGIONAL TOURISM INITIATIVE

In early 2010, Tourism Tasmania and the Regional Tourism Associations initiated a review to identify how Tasmania's tourism industry stakeholders could work together to create effective partnerships, shared goals and make the best use of available resources. Participants in the review process were Regional Tourism Associations, Zone Marketing Groups, Local Government, the Tourism Industry Council Tasmania, Local Tourism Associations, Touring Route Groups, Visitor Information Centres, the Tasmanian Visitor Information Network, Sector Groups and individual operators.

Two related but independent processes also commenced after the review's initiation. A Zone Marketing Evaluation began in late 2010 with the aim of evaluating the operation of Tourism Tasmania's Zone Marketing Program and providing recommendations for future improvement.

The Sustainable Local Tourism Associations project was initiated by Local Governments in the south of the state through the Southern Tasmanian Councils Authority. The project aims to develop a three-year action plan to create a stronger network of Local Tourism Associations in the south with the support of local councils.

Together, these three projects - along with further industry input - have contributed to the development of a new approach to regional tourism in Tasmania, to be implemented in 2011-12, that will deliver improved tourism outcomes throughout the state.

The new regional tourism initiative will see the establishment of four regional tourism associations with autonomy to plan and deliver programs that market and develop the region. A 3-5 year strategic Regional Tourism Plan for each region will be developed with input from industry and government stakeholders. These plans will form part of the broader regional Economic Development Plan.

The implementation period is expected to take up to 12 months.

PERFORMANCE AGAINST OUR GOALS AND PRIORITIES

GOAL 4 ENHANCE INDUSTRY'S COMPETITIVE POSITION WITH MARKET-LEADING RESEARCH AND ANALYSIS

Priority: Use research, insights and market feedback to inform our decisions and empower industry

BUSINESS INTELLIGENCE

Tourism Tasmania monitors consumer behaviour using three major visitor surveys: the Tasmanian Visitor Survey (TVS), the National Visitor Survey (NVS) and the International Visitor Survey (IVS). The information collected provides insight into Australia's travel market trends and the behaviours of specific market segments. Tourism Tasmania provided an analysis of the survey results and associated insights quarterly to the Tasmanian tourism industry, government agencies and to the public.

Tourism Tasmania conducts a supplementary survey to the TVS to obtain information from cruise and navy ship passengers. The results enable Tourism Tasmania to estimate the value of this tourism segment and assists tourism operators interested in participating in this increasingly popular section of the tourism market.

Tourism Tasmania in association with Tourism Research Australia and the Tasman Council completed a study of the social impacts of tourism within the Tasman community.

Tourism Tasmania received a final report and held a forum with the Council, the Parks and Wildlife Service and the Port Arthur Authority to discuss the findings. These studies continue to expand our understanding of the social costs and benefits associated with tourism activity.

MOTIVATIONS RESEARCH

In late 2010, Tourism Tasmania commissioned research to assess the appeal of a range of experiences and the motivational triggers that promote consideration and conversion to a Tasmanian holiday.

A report of the findings was published on Tourism Tasmania's corporate website and a series of free industry forums held around the State to share the findings with local tourism businesses.

The information helped business owners understand what motivates people to travel to Tasmania so that they could better develop and market their experiences accordingly. Around 200 tourism operators and industry leaders attended forums in Burnie, Strahan, Hobart, Launceston and Bicheno.



Port Arthur Historic Site

PERFORMANCE AGAINST OUR GOALS AND PRIORITIES

GOAL **5** BE A HIGHLY EFFECTIVE ORGANISATION

Priority: Raise the profile of tourism as a major economic contributor with our stakeholders and wider industry

STAKEHOLDER ENGAGEMENT

Tourism Tasmania regularly communicates with Tasmania's tourism industry and associated stakeholders using a range of channels including the distribution of the Tourism Talk e-newsletter; the distribution of Industry Advisories, email notifications distributed to the TigerTOUR database and the use of website publishing, RSS broadcasting and Twitter.

A total of 17 Industry Advisories, addressing topics including campaign launches, announcements from the CEO and Tasmania Visitor Survey (TVS) results were distributed to the TigerTOUR database.

This year also saw the introduction of 'Messages from the CEO' video broadcasts published on the Tourism Tasmania website.

Tourism Tasmania supported the Tourism Minister and Tourism Tasmania's Chief Executive Officer with the writing of speeches and media releases for funding announcements, new product openings, Tasmanian Visitor Survey results and other major Tourism Tasmania initiatives.

Priority: Become a values-based, principles-led organisation

VALUES WORKSHOPS

The Department of Economic Development, Tourism and the Arts developed a whole of agency values team in September 2010. Tourism Tasmania has seven representatives on this team. A new set of agreed values was launched in November 2010.

All Tourism Tasmania employees attended a half-day 'values' workshop with many business units identifying how the values can be embedded in their decision making and reflected in their behaviours.

In order to help align and embed the values within the organisation, the larger Department now recognises values in the Recruitment and Selection process and through ongoing forums and briefings with the Agency Executive Team and the Chief Executive of Tourism Tasmania.

Priority: Deliver the services and resources that allow us to fulfil and maintain normal business activities.

Tourism Tasmania's Service Delivery Project outlines the services, outputs and resources required to ensure a professional and effective corporate telephone and email service, tracking database for general requests and tasks, and administrative guidelines and an approvals process for Tourism Tasmania's industry association memberships, subscriptions, staff training, and conference and seminar attendance.

The project also ensures the sound management and efficient distribution of Tourism Tasmania's invoices and liaison and management of contractors providing services to Tourism Tasmania.

INTEGRATED PERFORMANCE MANAGEMENT AND PLANNING

Tourism Tasmania developed and implemented the Planning and Reporting Cycle for 2010-11. This identified the processes for the effective planning and management of Tourism Tasmania's business activities including the development of the Corporate Plan, Annual Operating Plan, allocation of Budget across the business units, financial management, risk management and project planning.

In December 2010, Tourism Tasmania contracted Deloitte to undertake an Internal Audit Services. A schedule of Tourism Tasmania's business practices including Project Management, Business Intelligence and Stakeholder Engagement were identified for review during 2011.

Tourism Tasmania coordinated and contributed to the Audit Finance and Review Committee. This sub-committee of the Tourism Tasmania Board meets regularly to review the financial performance, risk and mitigation plans, and the internal audit reviews of Tourism Tasmania. During 2010-11 the Authority went to market for internal audit services and subsequently reappointed Deloitte for a further three-year term. The committee also oversaw processes introduced in response to a performance review by the Auditor General of the activities of Tourism Tasmania, the results of which will be tabled in the Parliament early in 2011-12.

PROJECT MANAGEMENT

Tourism Tasmania introduced project management as a standard business practice in 2009. Since then, it has continued to refine the approach as well as develop templates that best suit Tourism Tasmania's needs. In 2010-11, Tourism Tasmania's approach and templates were reviewed to provide a clearer enunciation of the project's objective and scope, better measurement of project performance indicators and to ensure greater attention to risk identification and mitigation.

Over 80 staff undertook project management training designed for Tourism Tasmania by the Australian Institute of Management.

FINANCIAL REPORTING

Tourism Tasmania introduced a new approach to financial reporting that provides a complete overview of the organisation's financial health on a single page. This streamlining has improved the management of budget allocations and in particular revenues, at a time when the Authority has had to confront a range of changing market circumstances throughout the year.

RISK PROFILE

A reassessment of Tourism Tasmania's risk profile as part of the annual planning cycle re-affirmed Tourism Tasmania's approach to separating strategic and operational risk and focussing on the major risks within those categories. No major change to our risk profile was identified beyond changing market circumstances and future budget changes.

STATUTORY INFORMATION

BOARD COMMITTEES

Audit, Finance and Risk

The main functions of the Committee are to provide the Board with advice on the internal audit charter and to monitor risk management, financial and internal systems.

Events

The main functions of the Committee are to advise on the strategic directions and goals for Events Tasmania; advise the Minister and Premier of the resources required to deliver the Major Events program, the including a flexible funding source for recommended major events and to advise and recommend major events to be supported.

OUR STAFF

As at 30 June 2011, Tourism had 86.96 full-time equivalent (FTE) employees with a head count of 106. The FTE count was made up of 56.94 females and 30.02 males.

CONTRACTS AND CONSULTANTS

The following tables provide detailed information on Tourism Tasmania's contracts and consultancies with a value of \$50 000 or over (excluding GST) for 2010-11.

RIGHT TO INFORMATION

Tourism Tasmania has a legal obligation to respond to requests for information in accordance with the *Right to Information Act 2009*, which came into effect on 1 July 2009. The Act provides members of the public with the right to access information held by government and its agencies, with the exception of information deemed by the Act to be exempt.

In 2010-11, Tourism Tasmania received eight applications under the Act. Of those, four applications resulted in the information being released in full, three applications resulted in information released in part and one application where Tourism Tasmania was not in possession of the information.

TASMANIA TOGETHER

The Tasmania Together goals and benchmarks are an integral part of the State Government's strategic policy framework and provide a basis for setting government priorities and the allocation of resources.

As at 30 June 2011, Tourism Tasmania, within the Department of Economic Development, Tourism and the Arts, shared the co-ordinating Agency responsibility for certain sections of Goal 10, namely 'Thriving and innovative industries driven by a high level of business confidence'.

Standard 10.8 (what we are trying to achieve under this goal) is to co-promote our island advantages including our clean green image, natural resources, location and people.

BOARD OF DIRECTORS ATTENDANCE 2010 TO 2011

Board	Current Term	Board Meetings	Finance, Audit & Risk Committee	Events Committee
Simon Carrant	20/6/11 – 19/6/13 (5th term)	10		6
Grant Hunt	1/6/11 to 31/5/14 (1st term)	0		
Mark Kelleher	21/8/09 to 20/8/12 (1st term)	7		
Wayne Kirkpatrick	13/9/10 to 12/9/11 (3rd term)	10	4	
Tony Mayell*	9/5/11 ongoing (1st term)	1		
Kimberly Seagram	13/9/10 to 12/9/12 (3rd term)	11		5
Alison Stubbs	2/3/09 to 1/3/12 (2nd term)	11	4	
Brett Torossi	30/8/10 to 29/8/13 (1st term)	10	4	

No longer serving on the Tourism Tasmania Board Directors

Bob Annells	2/3/09 to 31/5/11 (2nd term)	11		6
Juanita von Stieglitz	11/7/08 to 10/7/10 (3rd term)	0		
Felicia Mariani**	30/1/06 to 21/1/11 (1st term)	5		
Rowan Sproule*** A/ CEO	29/12/10 to 8/5/11	5		

*Tony Mayell is the Chief Executive Officer and his representation on the Board is for the term of his appointment.

**Felicia Mariani is the former CEO and her representation on the Board was for the term of her appointment.

***Rowan Sproule was Acting Chief Executive Officer and his representation on the Board was for the term of this appointment.

Indicators used to measure progress are 10.8.1 Tourism expenditure and 10.8.2 Visitor numbers. Performance in the twelve months to June 2011 was as follows:

- Total spend up 3 per cent \$1,558 billion
- 895 400 visitors as passengers on scheduled air and sea transport (down 2 per cent)
- Average length of stay 9 nights

A WHOLE-OF-GOVERNMENT FRAMEWORK FOR TASMANIANS WITH A DISABILITY

In 2010-11, Tourism Tasmania contributed to the Disability Framework for Action.

The Tourism Tasmania consumer website www.discovertasmania.com.au was developed in accordance with the Tasmanian Government's accessibility standards with due attention paid to the principles laid down by World Wide Web Consortium (W3C). Tourism Tasmania publishes the website with a content management system that is widely used by a range of government organisations, universities, art galleries, large museums and commercial enterprises in Australia and worldwide.

On the website, Tourism Tasmania provides accessible product, attractions and tours to ensure they are easily found by this market segment. Additionally with our online electronic brochures (flick books), we have taken special

care to ensure that, as well as being visually attractive and functional, a text version is available that can be accessed by text readers and other assisted technologies.

The 2011 updated version of the Wheelie Good Guide to Tasmania (ParaQuad Tasmania) will be published on www.discovertasmania.com.au.

Accessible Tourism

The Accessible Tourism project is delivered on a community basis and includes tourism related businesses and councils that provide services and facilities for the visitor including for Tasmanians travelling intrastate. These services and facilities are an asset to visitors with accessible needs including the growing seniors market. The workshop is also delivered to the Tasmanian Visitor Information Network centres.

Accessible Tourism workshops will continue in 2011-12 by request and will use the Accessible Tourism Resource Kit to facilitate the ongoing development of innovative products and services catering to the accessible and seniors market. The resource kit provides templates to help operators deliver quality information online for the accessible component of their product or service.

The Accessible Tourism Resource Kit is available on the Tourism Tasmania corporate website www.tourismtasmania.com.au.

Table 1: Contracts with a value of \$50,000 or over (excluding GST) and excluding consultancy

Name of Contractor	Location of Contractor	Description of Contract	Period of Contract	Total Value of Contract
Destinations PR Limited	New Zealand	New Zealand Marketing Services Representation	1/03/2011 to 28/02/2013	175 000
			Plus optional extension provision 1/03/2013 to 28/02/2015	175 000
Deloitte Touche Tohmatsu	TAS	Tourism Tasmania Internal Audit Services	1/01/2011 to 31/12/2013 Plus optional extension provision 1/01/2014 to 31/12/2016	165 000 200 000
Moreton Hire Pty Ltd	QLD	Tasmania Trade Exhibit - Australian Tourism Exchange	25/11/2010 to 31/10/2011	80 000
			Plus optional extension provision 1/11/2011 to 31/10/2012	65 000
Media Moguls Communications Pty Ltd	VIC	National Public Relations Representation	1/09/2010 to 31/08/2011	137 000
			Plus optional extension provision 1/09/2011 to 31/08/2013	247 000
AMROP Cordiner King	VIC	Executive search and recruitment services for the position of Chief Executive Officer; Tourism Tasmania	1/01/2011 to 31/05/2011	65 000

Table 2: Contracts with a value of \$50,000 or over (excluding GST) and excluding consultancy

Name of Contractor	Location of Contractor	Description of Contract	Period of Contract	Total Value of Contract
NIL				

LIST OF PUBLICATIONS

BROCHURES

Tasmanian Visitors Map
Golf brochure
60 Great Short Walks brochure
Blooming Tasmania
Caravan and Camping brochure
Your Island of Inspiration – motivational brochure
Tasmanian Wildlife Map
National Parks and Reserves brochure
Angling Guide
Gay and Lesbian brochure

EVENTS

Events Tasmania Grants Program
Events Tasmania Event Development Program

RESEARCH

Northern Tasmania: A Demand Update
Motivations Research - Appeal Triggers and Motivations
for Tourism in Tasmania - 2011
Market Snapshot Tasmanian Cruise Ship Survey
Tasmanian Tourism Snapshot (Quarterly)
International Tourism Snapshot (Quarterly)
Tourism Fast Facts

CORPORATE

Tourism Tasmania Annual Report 2009-2010
Tourism Tasmania Corporate Plan 2010-2013
Statement of Corporate Intent 2011-2013
Our Services Booklet

E-NEWSLETTERS

Discover Tasmania e-newsletter
Events Tasmania – e-newsletter
Natural State News (media)
Tourism Talk (Corporate)
International /Domestic Newsletters (trade)

TOURISM TASMANIA FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011

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TOURISM TASMANIA STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2011

	NOTES	2011 ACTUAL \$'000	2010 ACTUAL \$'000
Continuing operations			
Revenue and other income from transactions			
Attributed Revenue from Government			
Appropriation revenue - recurrent	1.6(a), 3.1	30,724	30,454
Appropriation revenue - section 8A of the <i>Public Account Act 1986</i>	1.6(a), 3.1	-	-
Revenue from Special Capital Investment Funds	3.2	3,568	3,864
Sales of goods and services	1.6(b), 3.3	769	1,816
Other revenue	1.6(c), 3.4	178	5
Total revenue and other income from transactions		35,239	36,139
Expenses from transactions			
Attributed employee benefits	1.7(a), 4.1	10,205	10,654
Depreciation and amortisation	1.7(b), 4.2	273	287
Supplies and consumables	1.7(c), 4.3	5,765	5,422
Grants and subsidies	1.7(d), 4.4	8,963	8,490
Advertising and promotion	1.7(e), 4.5	9,561	10,834
Financing costs	1.7(f), 4.6	-	9
Other expenses	1.7(g), 4.7	858	1,133
Total expenses from transactions		35,625	36,829
Net result from transactions (net operating balance)		(386)	(690)
Other economic flows included in net result			
Net gain/(loss) on financial instruments and statutory receivables/payables	1.8(b), 5.1	(22)	-
Total other economic flows included in net result		(22)	-
Net result from continuing operations		(408)	(690)
Net result		(408)	(690)
Comprehensive result		(408)	(690)

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

TOURISM TASMANIA STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2011

	NOTES	2011 ACTUAL \$'000	2010 ACTUAL \$'000
Assets			
<i>Financial assets</i>			
Cash and deposits	1.9(a), 9.1	798	780
Receivables	1.9(b), 6.1	46	132
<i>Non-financial assets</i>			
Plant and equipment	1.9(c), 6.2	435	423
Intangibles	1.9(d), 6.3	220	370
Other assets	1.9(e), 6.4	1,260	1,166
Total assets		2,759	2,871
Liabilities			
Payables	1.10(a), 7.1	492	359
Provisions	1.10(b), 7.2	563	619
Attributed employee benefits	1.10(c), 7.3	1,708	1,503
Other liabilities	1.10(e), 7.4	109	95
Total liabilities		2,872	2,576
Net assets/(liabilities)		(113)	295
Equity			
Accumulated funds		(113)	295
Total equity/(deficit)		(113)	295

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

TOURISM TASMANIA STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2011

	NOTES	2011 ACTUAL \$'000	2010 ACTUAL \$'000
		Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities			
Cash inflows			
Attributed Appropriation receipts - recurrent		30,724	30,454
Receipts from Special Capital Investment Funds		3,568	3,864
Sales of goods and services		833	1,808
Other cash receipts		44	5
Total cash inflows		35,169	36,131
Cash outflows			
Attributed employee benefits		(10,000)	(11,288)
Supplies and consumables		(5,633)	(5,422)
Grants and subsidies		(8,963)	(8,490)
Advertising and promotion		(9,547)	(11,381)
Other cash payments		(1,008)	(2,215)
Total cash outflows		(35,151)	(38,796)
Net cash from (used by) operating activities	9.2	18	(2,665)
Cash flows from investing activities			
Cash inflows			
Proceeds from the disposal of non-financial assets		-	-
Total cash inflows		-	-
Cash outflows			
Payments for acquisition of non-financial assets		-	-
Total cash outflows		-	-
Net cash from (used by) investing activities		-	-
Net increase (decrease) in cash held and cash equivalents		18	(2,665)
Cash and deposits at the beginning of the reporting period		780	3,445
Cash and deposits at the end of the reporting period	9.1	798	780

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

TOURISM TASMANIA STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2011

	Accumulated funds (deficit) \$'000	Total Equity (deficit) \$'000
Balance as at 1 July 2010	295	295
Adjustment due to change in accounting policy	-	-
	295	295
Total comprehensive result	(408)	(408)
Balance as at 30 June 2011	(113)	(113)

	Accumulated funds (deficit) \$'000	Total Equity (deficit) \$'000
Balance as at 1 July 2009	985	985
Adjustment due to change in accounting policy	-	-
	985	985
Total comprehensive result	(690)	(690)
Balance as at 30 June 2010	295	295

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

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NOTE 1

SIGNIFICANT ACCOUNTING POLICIES

1.1 OBJECTIVES AND FUNDING

Tourism Tasmania was established under the *Tourism Tasmania Act 1996*. Under Section 4(1) of the *Tourism Tasmania Act 1996*, the body corporate operates under the corporate name Tourism Tasmania.

Tourism Tasmania's role is to lead the industry in jointly delivering marketing and development programs that drive benefits for Tasmania from domestic and international tourism.

Tourism Tasmania's priorities are to:

- Maximise Tasmania's tourism potential
- Drive demand for Tasmania
- Foster the supply of tourism products and experiences
- Enhance industry's competitive position with market-leading research and analysis
- Be a highly effective organisation.

Tourism Tasmania activities are classified as either controlled or administered.

Controlled activities involve the use of assets, liabilities, revenues and expenses controlled or incurred by Tourism Tasmania in its own right. Administered activities involve the management or oversight by Tourism Tasmania, on behalf of the Government, of items controlled or incurred by the Government.

Tourism Tasmania forms part of the Department of Economic Development, Tourism and the Arts. The activities of Tourism Tasmania are predominantly funded through attributed Parliamentary appropriations. It also provides services on a fee for service basis, as outlined in Note 3.3. The Financial Statements encompass all funds through which Tourism Tasmania controls resources to carry on its functions.

1.2 BASIS OF ACCOUNTING

The Financial Statements are general purpose Financial Statements and have been prepared in accordance with:

- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board; and
- The Treasurer's Instructions issued under the provisions of the *Financial Management and Audit Act 1990*.

The Financial Statements were signed by the Chief Executive and Chairman of the Tourism Tasmania Board on 15 August 2011.

Compliance with the Australian Accounting Standards (AASBs and AASs) may not result in compliance with International Financial Reporting Standards (IFRS), as the AASBs and AASs include requirements and options available to not-for-profit organisations that are inconsistent with IFRS. Tourism Tasmania is considered to be not-for-profit and has adopted some accounting policies under AASBs and AASs that do not comply with IFRS.

The Financial Statements have been prepared on an accrual basis and, except where stated, are in accordance with the historical cost convention. The accounting policies are generally consistent with the previous year except for those changes outlined in Note 1.5 below.

The Financial Statements have been prepared on the basis that Tourism Tasmania is a going concern. The continued existence of Tourism Tasmania in its present form, undertaking its current activities, is dependent on Government policy and on continuing attributed funding by the Department of Economic Development, Tourism and the Arts.

1.3 REPORTING ENTITY

The Financial Statements include all the activities of Tourism Tasmania. The Financial Statements consolidate material transactions and balances of Tourism Tasmania and Events Tasmania.

1.4 FUNCTIONAL AND PRESENTATION CURRENCY

These Financial Statements are presented in Australian dollars, which is Tourism Tasmania's functional currency.

1.5 CHANGES IN ACCOUNTING POLICIES

(a) Impact of new and revised Accounting Standards

In the current year, Tourism Tasmania has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to its operations and effective for the current annual reporting period. These include:

- AASB 2008 3 *Amendments to Australian Accounting Standards arising from AASB 3 and AASB 127* – This Standard introduces some minor terminology changes. There is no expected financial impact of applying these changes.
- AASB 2009-5 *Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project* – This Standard introduces small disclosure and classification changes. There is no expected financial impact of applying these changes.

(b) Impact of new and revised Accounting Standards yet to be applied

The following applicable Standards have been issued by the AASB and are yet to be applied:

- AASB 2009-11 *Amendments to Australian Accounting Standards arising from AASB 9* – The amendments require modification to the disclosure of categories of financial assets. It is not anticipated that there will be any financial impact.
- AASB 1053 *Application of Tiers of Australian Accounting Standards* – This Standard establishes a differential financial reporting framework consisting of two tiers of reporting requirements for preparing general purpose Financial Statements. The Standard does not have any financial impact on the Department. However, it may affect disclosures if reduced disclosure requirements apply.
- AASB 1054 *Australian Additional Disclosures* – This standard has arisen as a result of the decision, as part of the Trans-Tasman Convergence Project, to move any requirements (for-profits only) which were over and above IFRS requirements to a separate standard. As the inclusions in this standard are simply sections moved from other standards, currently in operation, there will be no material impact when the standard is applied.
- AASB 2010-2 *Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements* – This Standard makes amendments to introduce reduced disclosure requirements for certain types of entities. There is no expected financial impact of applying these changes, as the Department is likely to be considered a Tier 1 entity.
- AASB 2010-6 *Amendments to Australian Accounting Standards – Disclosures on Transfers of Financial Assets* – This Standard includes additional presentation and disclosure requirements for financial assets. It is not expected to have a financial impact.
- AASB 2010-7 *Amendments to Australian Accounting Standards arising from AASB 9* – This Standard makes minor revisions, however it is not expected to have a financial impact.
- AASB 2009-12 *Amendments to Australian Accounting Standards* – This Standard introduces a number of terminology changes. There is no expected financial impact.
- AASB 2010-5 *Amendments to Australian Accounting Standards* – This Standard introduces terminology changes as well as presentation changes, however, there is no financial impact from these revisions.

1.6 INCOME FROM TRANSACTIONS

Income is recognised in the Statement of Comprehensive Income when an increase in future economic benefits related to an increase in an asset or a decrease of a liability has arisen that can be measured reliably.

(a) Attributed Revenue from Government

Attributed Appropriations, whether recurrent or capital, are recognised as revenues in the period in which Tourism Tasmania gains control of the appropriated funds. Except for any amounts identified as carried forward in Notes 3.1, control arises in the period of appropriation.

(b) Sales of goods and services

Amounts earned in exchange for the provision of goods are recognised when the significant risks and rewards of ownership have been transferred to the buyer. Revenue from the provision of services is recognised in proportion to the stage of completion of the transaction at the reporting date. The stage of completion is assessed by reference to surveys of work performed.

(c) Other revenue

Other revenues are recognised when an increase in future economic benefits related to an increase of an asset or a decrease of a liability has arisen that can be measured reliably.

1.7 EXPENSES FROM TRANSACTIONS

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in an asset or an increase of a liability has arisen that can be measured reliably.

(a) Attributed employee benefits

Tourism Tasmania does not employ staff in its own right and as a result activities of Tourism Tasmania are delivered by staff employed by the Department of Economic Development, Tourism and the Arts. That share of the employee benefits incurred by the Department that relate to Tourism Tasmania activities are included in the Statement of Comprehensive Income as Attributed Employee Benefits and include where applicable, entitlements to wages and salaries, annual leave, sick leave, long service leave, superannuation and any other post-employment benefits.

(b) Depreciation and amortisation

All applicable Non-financial assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of their service potential. Leasehold improvements are amortised over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements, once the asset is held ready for use.

Depreciation is provided for on a straight-line basis using rates which are reviewed annually. The major depreciation period is:

Plant and equipment	2-25 years
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All intangible assets having a limited useful life are systematically amortised over their useful lives reflecting the pattern in which the asset's future economic benefits are expected to be consumed by Tourism Tasmania. The major amortisation period is:

Software	5 years
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(c) Supplies and consumables

Supplies and consumables, including audit fees, communications, information technology, operating lease costs, property expenses, purchase of goods and services, travel and transport, and legal expenses, are recognised when it is probable that the consumption or loss of future economic benefits resulting in a reduction in assets and/or an increase in liabilities has occurred and the consumption or loss of future economic benefits can be measured reliably.

(d) Grants and subsidies

Grant and subsidies expenditure is recognised to the extent that:

- the services required to be performed by the grantee have been performed; or
- the grant eligibility criteria have been satisfied.

A liability is recorded when Tourism Tasmania has a binding agreement to make the grants but services have not been performed or criteria satisfied. Where grant monies are paid in advance of performance or eligibility, a prepayment is recognised.

(e) Advertising and promotion

Advertising and promotion are recognised as expenses when a decrease in future economic benefits related to a decrease in assets or an increase in a liability has arisen that can be measured reliably.

(f) Financing costs

Tourism Tasmania has no borrowings. The only financing costs incurred relate to unwinding of discounting of provisions.

(g) Other expenses

Other expenses are recognised when it is probable that the consumption or loss of future economic benefits resulting in a reduction in assets and/or an increase in liabilities has occurred and the consumption or loss of future economic benefits can be measured reliably.

1.8 OTHER ECONOMIC FLOWS INCLUDED IN NET RESULT

Other economic flows measure the change in volume or value of assets or liabilities that do not result from transactions.

(a) Gain/(loss) on sale of non-financial assets

Gains or losses from the sale of Non-financial assets are recognised when control of the assets has passed to the buyer.

(b) Impairment – Non financial assets

All non financial assets are assessed to determine whether any impairment exists. Impairment exists when the recoverable amount of an asset is less than its carrying amount. Recoverable amount is the higher of fair value less costs to sell and value in use. Tourism Tasmania's assets are not used for the purpose of generating cash flows; therefore value in use is based on depreciated replacement cost where the asset would be replaced if deprived of it.

All impairment losses are recognised in the Statement of Comprehensive Income.

In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

1.9 ASSETS

Assets are recognised in the Statement of Financial Position when it is probable that future economic benefits will flow to Tourism Tasmania and the asset has a cost or value that can be measured reliably.

(a) Cash and deposits

Cash means notes, coins, any deposits held at call with a bank or financial institution, as well as funds held in the Special Deposits and Trust Fund. Deposits are recognised at amortised cost, being their face value.

(b) Receivables

Receivables are recognised at amortised cost, less any impairment losses, however, due to the short settlement period, receivables are not discounted back to their present value.

(c) Plant and equipment

(i) Valuation basis

Non-current physical assets, including work in progress, are recorded at historic cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The costs of self constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of plant and equipment have different useful lives, they are accounted for as separate items (major components).

(ii) Subsequent costs

The cost of replacing part of an item of plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to Tourism Tasmania and its costs can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of day to day servicing of plant and equipment are recognised in profit or loss as incurred.

(iii) Asset recognition threshold

The asset capitalisation threshold adopted by Tourism Tasmania is \$10,000. Assets valued at less than \$10,000 are charged to the Statement of Comprehensive Income in the year of purchase (other than where they form part of a group of similar items which are material in total).

(d) Intangibles

An intangible asset is recognised where:

- it is probable that an expected future benefit attributable to the asset will flow to Tourism Tasmania; and
- the cost of the asset can be reliably measured.

Intangible assets held by Tourism Tasmania are valued at fair value less any subsequent accumulated amortisation and any subsequent accumulated impairment losses where an active market exists. Where no active market exists, intangibles are valued at cost less any accumulated amortisation and any accumulated impairment losses.

(e) Other assets

Other assets are recognised in the Statement of Financial Position when it is probable that future economic benefits will flow to Tourism Tasmania and the asset has a cost or value that can be measured reliably.

1.10 LIABILITIES

Liabilities are recognised in the Statement of Financial Position when it is probable that an outflow of resources embodying economic benefits will result from the settlement of a present obligation and the amount at which the settlement will take place can be measured reliably.

(a) Payables

Payables, including goods received and services incurred but not yet invoiced, are recognised at amortised cost, which due to the short settlement period, equates to face value, when Tourism Tasmania becomes obliged to make future payments as a result of a purchase of assets or services.

(b) Provisions

A provision arises if, as a result of a past event, Tourism Tasmania has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions

are determined by discounting the expected future cash flows at a rate that reflects current market assessments of the time value of money and the risks specific to the liability. Any right to reimbursement relating to some or all of the provision is recognised as an asset when it is virtually certain that the reimbursement will be received.

(c) Attributed employee benefits

Liabilities for wages and salaries and annual leave are recognised when an employee becomes entitled to receive a benefit. Those liabilities expected to be realised within 12 months are measured as the amount expected to be paid. Other employee entitlements are measured as the present value of the benefit at 30 June 2011, where the impact of discounting is material, and at the amount expected to be paid if discounting is not material.

A liability for long service leave is recognised, and is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

(d) Superannuation

(i) Defined contribution plans

A defined contribution plan is a post employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution plans are recognised as an expense when they fall due.

(ii) Defined benefit plans

A defined benefit plan is a post employment benefit plan other than a defined contribution plan.

Tourism Tasmania does not recognise a liability for the accruing superannuation benefits for employees delivering Tourism Tasmania activities. This liability is held centrally and is recognised within the Finance-General Division of the Department of Treasury and Finance.

(e) Other liabilities

Other liabilities are recognised in the Statement of Financial Position when it is probable that an outflow of resources embodying economic benefits will result from the settlement of a present obligation and the amount at which the settlement will take place can be measured reliably.

1.11 LEASES

Tourism Tasmania has entered into a number of operating lease agreements for property, plant and equipment, where the lessors effectively retain all risks and benefits incidental to ownership of the items leased. Equal instalments of lease payments are charged to the Statement of Comprehensive Income over the lease term, as this is representative of the pattern of benefits to be derived from the leased property.

Tourism Tasmania is prohibited by Treasurer's Instruction 502 *Leases* from holding finance leases.

1.12 JUDGEMENTS AND ASSUMPTIONS

In the application of Australian Accounting Standards, Tourism Tasmania is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Judgements made by Tourism Tasmania that have significant effects on the Financial Statements are disclosed in Note 7.2 Provisions, no other significant judgements, estimates or assumptions warranting separate disclosures were made.

Tourism Tasmania has made no assumptions concerning the future that may cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

1.13 FOREIGN CURRENCY

Transactions denominated in a foreign currency are converted at the exchange rate at the date of the transaction. Foreign currency receivables and payables are translated at the exchange rates current as at balance date. Associated gains and losses are not material.

1.14 COMPARATIVE FIGURES

Comparative figures have been adjusted to reflect any changes in accounting policy or the adoption of new standards. Details of the impact of any changes in accounting policy on comparative figures are at Note 1.5.

Where amounts have been reclassified within the Financial Statements, the comparative statements have been restated.

1.15 ROUNDING

All amounts in the Financial Statements have been rounded to the nearest thousand dollars, unless otherwise stated. Where the result of expressing amounts to the nearest thousand dollars would result in an amount of zero, the financial statement will contain a note expressing the amount to the nearest whole dollar.

1.16 TAXATION

Tourism Tasmania is exempt from all forms of taxation except Fringe Benefits Tax, Payroll Tax and the Goods and Services Tax (GST).

1.17 GOODS AND SERVICES TAX

Revenue, expenses and assets are recognised net of the amount of Goods and Services Tax, except where the GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST. The net amount recoverable, or payable, to the ATO is recognised as an asset or liability within the Statement of Financial Position.

In the Statement of Cash Flows, the GST component of cash flows arising from operating, investing or financing activities which is recoverable from, or payable to, the ATO is, in accordance with the Australian Accounting Standards, classified as operating cash flows.

NOTE 2

EVENTS OCCURRING AFTER BALANCE DATE

There have been no events subsequent to balance date which would have a material effect on Tourism Tasmania's Financial Statements as at 30 June 2011.

NOTE 3

INCOME FROM TRANSACTIONS

3.1 ATTRIBUTED REVENUE FROM GOVERNMENT

Attributed revenue from Government includes revenue from appropriations, appropriations carried forward under section 8A(2) of the *Public Account Act 1986* and Items Reserved by Law.

	2011 ACTUAL \$'000	2010 ACTUAL \$'000
Attributed Appropriation revenue - recurrent		
Current year	30,724	30,454
Total	30,724	30,454
Revenue from Government - other		
Attributed Appropriation carried forward under section 8A(2) of the <i>Public Account Act 1986</i> taken up as revenue in the current year	-	-
Total	-	-
Total Attributed revenue from Government	30,724	30,454

Section 8A(2) of the *Public Account Act 1986* allows for an unexpended balance of an appropriation to be transferred to an Account in the Special Deposits and Trust Fund for such purposes and conditions as approved by the Treasurer. In the initial year, the carry forward is recognised as a liability, Revenue Received in Advance. The carry forward from the initial year is recognised as revenue in the reporting year, assuming that the conditions of the carry forward are met and the funds are expended. There were no such items in 2010-11.

3.2 REVENUE FROM SPECIAL CAPITAL INVESTMENT FUNDS

Funding for major infrastructure projects is provided through Special Capital Investment Funds. Tourism Tasmania is allocated funding by the Department of Economic Development, Tourism and the Arts for specific projects from the Special Capital Investment Funds as part of the State Budget process.

	2011 ACTUAL \$'000	2010 ACTUAL \$'000
Economic and Social Infrastructure Fund	3,568	3,864
Total	3,568	3,864

3.3 SALES OF GOODS AND SERVICES

	2011 \$'000	2010 \$'000
Travel sales revenue	-	1,335
Less: supplier costs	-	(1,207)
	-	128
User charges including advertising	769	1,688
Total	769	1,816

The reduction in Travel sales revenue and associated supplier costs is due to the closure of Tasmania's Temptations Holidays.

3.4 OTHER REVENUE

	2011 \$'000	2010 \$'000
Recoveries, reimbursements and other revenue from continuing operations	178	5
Total	178	5

NOTE 4

EXPENSES FROM TRANSACTIONS

4.1 ATTRIBUTED EMPLOYEE BENEFITS	2011 \$'000	2010 \$'000
Wages and salaries	7,714	7,640
Annual leave	635	386
Long service leave	199	(207)
Sick leave	305	335
Superannuation – defined benefit scheme	140	135
Superannuation – contribution schemes	804	613
Other post-employment benefits	223	1,566
Other employee expenses	185	186
Total	10,205	10,654

Superannuation expenses relating to defined benefits schemes relate to payments into the Superannuation Provision Account held centrally and recognised within the Finance General Division of the Department of Treasury and Finance. The amount of the payment is based on an employer contribution rate determined by the Treasurer, on the advice of the State Actuary. The current employer contribution is 12.3 per cent of salary.

Superannuation expenses relating to defined contribution schemes are paid directly to superannuation funds at a rate of nine per cent of salary. In addition, Departments are also required to pay into the SPA a "gap" payment equivalent to 3.3 per cent of salary in respect of employees who are members of contribution schemes.

4.2 DEPRECIATION AND AMORTISATION

(a) Depreciation	2011 \$'000	2010 \$'000
Plant and equipment	123	127
Total	123	127
 (b) Amortisation	 2011 \$'000	 2010 \$'000
Intangibles	150	160
Total	150	160
Total depreciation and amortisation	273	287

4.3 SUPPLIES AND CONSUMABLES	2011 \$'000	2010 \$'000
Audit fees – financial audit	41	46
Audit fees – internal audit	102	77
Operating lease costs	963	738
Consultants and contracted services	2,252	2,230
Property expenses	130	185
Maintenance	25	46
Communications	387	404
Information technology	798	845
Travel and transport	694	665
Other supplies and consumables	373	186
Total	5,765	5,422

4.4 GRANTS AND SUBSIDIES	2011	2010
	\$'000	\$'000
Special Capital Investment Funds	3,170	3,855
Regional tourism support	1,295	1,090
Convention program support	741	870
Other tourism development assistance	-	6
Sponsorship	477	164
Urban Renewal Heritage Fund	70	-
Other events grants and investment attractions	3,210	2,505
Total	8,963	8,490
4.5 ADVERTISING AND PROMOTION	2011	2010
	\$'000	\$'000
Advertising and promotion	9,561	10,834
Total	9,561	10,834
4.6 FINANCING COSTS	2011	2010
	\$'000	\$'000
Unwinding of discounting of provisions	-	9
Total	-	9
4.7 OTHER EXPENSES	2011	2010
	\$'000	\$'000
Salary on costs	642	577
Seminars and conferences	59	48
Other	157	508
Total	858	1,133

NOTE 5

OTHER ECONOMIC FLOWS INCLUDED IN NET RESULT

5.1 NET GAIN/(LOSS) ON FINANCIAL INSTRUMENTS AND STATUTORY RECEIVABLES/PAYABLES

	2011	2010
	\$'000	\$'000
Receivables written-off during the year	(22)	-
Total net gain/(loss) on financial instruments	(22)	-

NOTE 6

ASSETS

6.1 RECEIVABLES	2011	2010
	\$'000	\$'000
Receivables	22	121
Less: Provision for impairment	-	-
Tax assets	24	11
Total	46	132
Settled within 12 months	46	132
Settled in more than 12 months	-	-
Total	46	132
6.2 PLANT AND EQUIPMENT		
(a) Carrying amount	2011	2010
	\$'000	\$'000
Plant and equipment		
At cost	838	992
Less: Accumulated depreciation	(403)	(569)
Total plant and equipment	435	423
(b) Reconciliation of movements		
Reconciliations of the carrying amounts of each class of Plant and equipment at the beginning and end of the current and previous financial year are set out below. Carrying value means the net amount after deducting accumulated depreciation and accumulated impairment losses.		
	2011	2010
	\$'000	\$'000
Carrying amount at 1 July	423	550
Additions	152	-
Disposals	(17)	-
Depreciation and amortisation	(123)	(127)
Carrying amount at 30 June	435	423
6.3 INTANGIBLES		
(a) Carrying amount	2011	2010
	\$'000	\$'000
Intangibles with a finite useful life		
Software at cost	814	814
Less: Accumulated amortisation	(594)	(444)
Total	220	370
(b) Reconciliation of movements	2011	2010
	\$'000	\$'000
Carrying amount at 1 July	370	530
Depreciation/ amortisation expense	(150)	(160)
Carrying amount at 30 June	220	370

6.4 OTHER ASSETS

(a) Carrying amount

	2011 \$'000	2010 \$'000
Other current assets		
Prepayments	1,260	1,165
Other	-	1
Total	1,260	1,166
Settled within 12 months	1,260	1,166
Settled in more than 12 months	-	-
Total	1,260	1,166

NOTE 7

LIABILITIES

7.1 PAYABLES

	2011 \$'000	2010 \$'000
Creditors	229	233
Accrued expenses	263	126
Total	492	359
Settled within 12 months	492	359
Settled in more than 12 months	-	-
Total	492	359

Settlement is usually made within 30 days.

7.2 PROVISIONS

(a) Carrying amount

	2011 \$'000	2010 \$'000
Operating lease provisions	216	120
Operating lease make-good provisions	347	499
Total	563	619
Settled within 12 months	216	199
Settled in more than 12 months	347	420
Total	563	619

Movements in provisions relate to the renegotiation of tenancy leases held by the Department and the corresponding changes in the base cost of make-good provisions.

(b) Reconciliation of movements in provisions

	Operating lease make-good provision		Operating lease provisions		Total Provisions	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Balance at 1 July	499	490	120	129	619	619
Increases	9	24	96	-	105	24
Changes against the provision	(152)	-	-	(9)	(152)	(9)
Changes in discounting	(9)	(15)	-	-	(9)	(15)
Balance at 30 June	347	499	216	120	563	619

7.3 ATTRIBUTED EMPLOYEE BENEFITS

	2011 \$'000	2010 \$'000
Accrued salaries	247	228
Annual leave	490	441
Long service leave	971	834
Total	1,708	1,503
Settled within 12 months	819	762
Settled in more than 12 months	889	741
Total	1,708	1,503

7.4 OTHER LIABILITIES

	2011 \$'000	2010 \$'000
Other liabilities		
Employee benefits – on-costs	109	94
Other liabilities	-	1
Total	109	95
Settled within 12 months	51	47
Settled in more than 12 months	58	48
Total	109	95

NOTE 8

COMMITMENTS AND CONTINGENCIES

8.1 SCHEDULE OF COMMITMENTS	2011 \$'000	2010 \$'000
By type		
<i>Lease Commitments</i>		
Operating leases	9,387	1,609
Total lease commitments	9,387	1,609
<i>Other Commitments</i>		
Program commitments	2,013	4,811
Total Other commitments	2,013	4,811
Total	11,400	6,420
By maturity		
<i>Operating lease commitments</i>		
One year or less	837	777
From one to five years	2,541	832
More than five years	6,009	-
Total lease commitments	9,387	1,609
<i>Other commitments</i>		
One year or less	1,313	3,693
From one to five years	700	1,118
More than five years	-	-
Total Other commitments	2,013	4,811
Total	11,400	6,420

Operating leases are associated with rental costs for leased premises occupied by the Department, office equipment and motor vehicles leased through the Government's fleet manager. The rentals on leased premises generally contain renewal options that extend the lease to match the current lease periods. These range from 2 to 15 years.

The increase in the 2011 operating lease commitment relates to the Department entering into a new long term lease of the ANZ Centre that commenced in May 2011.

The Program commitments shows amounts approved to clients payable over a period greater than one year on which the actual amount payable is dependent upon expenditure being incurred and certain conditions being met by these clients and a claim submitted and approved for payment. The estimated commitment as at 30 June 2011 has been included in these cases.

8.2 CONTINGENT ASSETS AND LIABILITIES

Contingent assets and liabilities are not recognised in the Statement of Financial Position due to uncertainty regarding the amount or timing of the underlying claim or obligation.

(a) Unquantifiable contingencies

At 30 June 2011, Tourism Tasmania had an outstanding legal claim against it as detailed below. It is not possible at the reporting date to accurately estimate the amounts of eventual receipts or payments, if any, that may be required in relation to this claim.

- Tourism Tasmania is disputing a workers' compensation claim lodged by an employee. A hearing date is yet to be set by the Tribunal.

NOTE 9

CASH FLOW RECONCILIATION

9.1 CASH AND DEPOSITS

Cash and deposits includes the balance of the Special Deposits and Trust Fund Accounts held by Tourism Tasmania, and other cash held, excluding those accounts which are administered or held in a trustee capacity or agency arrangement.

	2011 \$'000	2010 \$'000
Special Deposits and Trust Fund balance		
T522 Economic Development Operating Account	358	334
T659 Tourism Trading Account	439	444
Total	797	778
Other cash held		
Cash on hand and at bank	1	2
Total	1	2
Total cash and deposits	798	780

9.2 RECONCILIATION OF NET RESULT TO NET CASH FROM OPERATING ACTIVITIES

	2011 \$'000	2010 \$'000
Net result	(408)	(690)
Depreciation and amortisation	273	287
Impairment adjustments	22	-
Derecognition of provisions	(152)	-
Decrease (increase) in Receivables	82	(8)
Decrease (increase) in Other assets	(94)	(99)
Increase (decrease) in Attributed employee benefits	205	(634)
Increase (decrease) in Payables	133	(974)
Increase (decrease) in Provisions	(57)	-
Increase (decrease) in Other liabilities	14	(547)
Net cash from (used by) operating activities	18	(2,665)

NOTE 10

FINANCIAL INSTRUMENTS

10.1 RISK EXPOSURES

(a) Risk management policies

Tourism Tasmania has exposure to the following risks from its use of financial instruments:

- credit risk;
- liquidity risk; and
- market risk.

The Tourism Tasmania Board of Directors has overall responsibility for the establishment and oversight of Tourism Tasmania's risk management framework. Risk management policies are established to identify and analyse risks faced by Tourism Tasmania, to set appropriate risk limits and controls, and to monitor risks and adherence to limits.

(b) Credit risk exposures

Credit risk is the risk of financial loss to Tourism Tasmania if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The credit risk on financial assets of Tourism Tasmania which have been recognised in the Statement of Financial Position is the carrying amount, net of any provision for doubtful debts. Tourism Tasmania extends 30 day credit terms for sundry receivables, and receives standard commercial credit terms for sundry creditors except for travel related sales where full payment is due at least thirty days prior to the travel.

Tourism Tasmania is not materially exposed to any individual overseas country or individual customer. Concentrations of credit risk by industry on Account Receivables are 100%.

Financial Instrument	Accounting and strategic policies (including recognition criteria, measurement basis and credit quality of instrument)	Nature of underlying instrument (including significant terms and conditions affecting the amount. Timing and certainty of cash flows)
Financial Assets		
Receivables	Receivables are recognised at amortised cost, less any impairment losses.	The general term of trade for receivables is 30 days.
Other Financial Assets	Financial assets are recognised when control over future economic benefits is established and the amount of the benefit can be reliably measured.	
Cash and deposits	Deposits are recognised at the nominal amounts.	Cash means notes, coins and any deposits held at call with a bank or financial institution, as well as funds held in the Special Deposits and Trust Fund. Tourism Tasmania does not earn any interest on funds held.

Except as detailed in the following table, the carrying amount of financial assets recorded in the Financial Statements, net of any allowances for losses, represents Tourism Tasmania's maximum exposure to credit risk without taking into account of any collateral or other security:

The following tables analyse financial assets that are past due but not impaired

Analysis of financial assets that are past due at 30 June 2011 but not impaired

	Past due >30 days \$'000	Past due >60 days \$'000	Past due >90 days \$'000	Total \$'000
Receivables	3	1	14	18

Analysis of financial assets that are past due at 30 June 2010 but not impaired

	Past due >30 days \$'000	Past due >60 days \$'000	Past due >90 days \$'000	Total \$'000
Receivables	21	15	15	51

(c) Liquidity risk

Liquidity risk is the risk that Tourism Tasmania will not be able to meet its financial obligations as they fall due. Tourism Tasmania's approach to managing liquidity is to ensure that it will always have sufficient liquidity to meet its liabilities when they fall due on the basis of continued attributed funding from the Government through the Department of Economic Development Tourism and the Arts.

Financial Instrument	Accounting and strategic policies (including recognition criteria, measurement basis)	Nature of underlying instrument (including significant terms and conditions affecting the amount. Timing and certainty of cash flows)
Financial Liabilities		
Payables	Payables, including goods received and services incurred but not yet invoiced, are recognised at amortised cost, which due to the short settlement period, equates to face value, when Tourism Tasmania becomes obliged to make future payments as a result of a purchase of assets or services.	Tourism Tasmania's terms of trade are 30 days.
Financial Liabilities	Liabilities are recognised at amortised cost and when it is probable that the future sacrifice of economic benefits will be required and the amount of the liability can be measured reliably.	

The following tables detail the undiscounted cash flows payable by Tourism Tasmania relating to the remaining contractual maturity for its financial liabilities. It should be noted that as these are undiscounted, totals may not reconcile to the carrying amounts presented in the Statement of Financial Position:

2011

Maturity analysis for financial liabilities								
	1 Year \$'000	2 Years \$'000	3 Years \$'000	4 Years \$'000	5 Years \$'000	More than 5 Years \$'000	Undiscounted Total \$'000	Carrying Amount \$'000
Financial liabilities								
Payables	492	-	-	-	-	-	492	492
Total	492	-	-	-	-	-	492	492

2010

Maturity analysis for financial liabilities								
	1 Year \$'000	2 Years \$'000	3 Years \$'000	4 Years \$'000	5 Years \$'000	More than 5 Years \$'000	Undiscounted Total \$'000	Carrying Amount \$'000
Financial liabilities								
Payables	359	-	-	-	-	-	359	359
Total	359	-	-	-	-	-	359	359

(d) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Tourism Tasmania does not hold any investments or borrowings which would expose it to changes in interest rates. The Government holds the equity in interest in Tourism Tasmania on behalf of the community.

10.2 CATEGORIES OF FINANCIAL ASSETS AND LIABILITIES

	2011 \$'000	2010 \$'000
Financial assets		
Cash and deposits	798	780
Loans and receivables	46	132
Total	844	912
Financial Liabilities		
Financial liabilities measured at amortised cost	492	359
Total	492	359

10.3 COMPARISON BETWEEN CARRYING AMOUNT AND NET FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES

	Carrying Amount 2011 \$'000	Net Fair Value 2011 \$'000	Carrying Amount 2010 \$'000	Net Fair Value 2010 \$'000
Financial assets				
Cash at bank	1	1	2	2
Cash in Special Deposits and Trust Fund	797	797	778	778
Receivables	46	46	132	132
Total financial assets	844	844	912	912
Financial liabilities (Recognised)				
Payables	492	492	359	359
Total financial liabilities (Recognised)	492	492	359	359

NOTE 11

NOTES TO ADMINISTERED STATEMENTS

11.1 SCHEDULE OF ADMINISTERED INCOME AND EXPENSES

	2011 \$'000	2010 \$'000
Administered revenue and other income from transactions		
Revenue from Government		
Appropriation revenue - recurrent	1,000	1,000
Total administered revenue and other income from transactions	1,000	1,000
Administered expenses from transactions		
Grants and subsidies		
Tasmanian Icon Program	1,000	1,000
Total administered expenses from transactions	1,000	1,000
Administered net result from transactions	-	-

CERTIFICATION OF FINANCIAL STATEMENTS

The accompanying Financial Statements of Tourism Tasmania are in agreement with the relevant accounts and records and have been prepared in compliance with the Treasurer's Instructions issued under the provisions of the *Financial Management and Audit Act 1990* and paragraph 7 of the *Tourism Tasmania Act 1996* to present fairly the financial transactions for the year ended 30 June 2011 and the financial position as at the end of the year.

At the date of signing we were not aware of any circumstances which would render the particulars included in the Financial Statements misleading or inaccurate.



Tony Mayell
CHIEF EXECUTIVE OFFICER
Date: 15 August 2011



Grant Hunt
CHAIRMAN OF THE BOARD
Date: 15 August 2011



INDEPENDENT AUDITOR'S REPORT

To Members of the Parliament of Tasmania

TOURISM TASMANIA

Financial Report for the Year Ended 30 June 2011

I have audited the accompanying financial report of Tourism Tasmania (Authority), which comprises the statement of financial position as at 30 June 2011, the statements of comprehensive income, changes in equity and cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the statement by the Directors of the Authority.

Auditor's Opinion

In my opinion the Authority's financial report:

- (a) presents fairly, in all material respects, its financial position as at 30 June 2011, and its financial performance, cash flows and changes in equity for the year then ended; and
- (b) is in accordance with the *Tourism Tasmania Act 1996* and Australian Accounting Standards.

The Responsibility of the Directors for the Financial Report

The Directors are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and Section 38 of *Tourism Tasmania Act 1996*. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based upon my audit. My audit was conducted in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance as to whether the financial report is free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of risks of material misstatement of the financial report, whether due to

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fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Directors preparation and fair presentation of the financial report in order to design audit procedures that are appropriate to the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Directors as well as evaluating the overall presentation of the financial report.

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

Independence

In conducting this audit, I have complied with the independence requirements of Australian Auditing Standards and other relevant ethical requirements. The *Audit Act 2008* further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of State Entities but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Tasmanian Audit Office are not compromised in their role by the possibility of losing clients or income.

TASMANIAN AUDIT OFFICE



E R De Santi
DEPUTY AUDITOR-GENERAL
Delegate of the Auditor-General

HOBART
23 September 2011

To provide independent assistance to the Parliament and Community on the performance and accountability of the Tasmanian Public sector.
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