

TOURISM TASMANIA

CORPORATE PLAN

2021 – 2024



Mona
© Rémi Chauvin

TASMANIA

COME DOWN FOR AIR



Tourism
Tasmania



the SOCIAL tasmania
© Flow Mountain Bike



Our purpose

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



Statement of Corporate Intent

The Tourism Tasmania Corporate Plan 2021 – 2024 recognises our role as a demand generator and brand leader in Tasmania’s visitor economy. It also outlines the Agency’s role in leading and influencing the development of policy and planning for a future visitor economy.

We deliver our purpose through:

- Celebrating our unique place and way of life, through our brand platform and marketing program, to connect meaningfully with customers and encourage travel to Tasmania.
- Leading the T21 Visitor Economy Strategy planning and implementation on behalf of government to enable a sustainable visitor economy for the benefit of all Tasmanians.
- Advocating and securing air and sea capacity to support visitors and the community to travel in and out of Tasmania.



CHAIRMAN'S MESSAGE



——— Tourism Tasmania plays a leading and important role within the industry and the state. This has been evident more than ever over the last 18 months in response to the COVID-19 pandemic and the unprecedented disruptions it has caused. On behalf of the Board I would like to acknowledge and thank the Tourism Tasmania team led by CEO John Fitzgerald for their strong leadership through this period.

The tourism industry is vital to Tasmania, it delivers economic benefits statewide, supports thousands of jobs, ensures strong access connectivity and is vital to the economic diversity and vibrancy of our regional communities.

We have a deep responsibility to honour and maintain what's special about this place and in shaping our future be bold and ambitious in what we want for our industry, our community and our place.

I am proud that our sector can represent the best of what Tasmania can offer and that we can celebrate and connect visitors with our people, produce, environment and way of life through Tourism Tasmania's work.

We acknowledge our responsibility to share Tasmania's deep and complex history, fully, respectfully and truthfully with our visitors. A key priority of industry and government is to identify opportunities to encourage Tasmanian Aboriginal people to share the Tasmanian Aboriginal history and culture to the broader tourism industry and visitors in ways that they determine.

The market disruption from COVID-19 has been significant, but despite the impact the industry has not lost sight of its long-term commitment to building a sustainable tourism industry for the benefit of our visitors and community. We are fortunate to have a long term and enduring T21 partnership with industry that has served us well for over 20 years, and its core priorities remained unchanged. Our brand is strong and highly relevant for the times, and the path to recovery is bright.

T21 has set the ambitious goal of becoming a carbon neutral destination in just four years which will set the state apart as a genuine leader in responding to climate change and will be one of only a handful of jurisdictions in the world to achieve 100 per cent self-sufficiency in clean, reliable and affordable renewable energy.

Tourism Tasmania over the next three years is focused on ensuring we rebuild demand for visitation and strengthen access capacity to restore the economic sustainability of our industry and enable strategic investments for the future.

Our focus and ambition remain for Tasmania to be more than an ordinary holiday experience, we want our visitors to connect emotionally and culturally to Tasmania.

We want our visitors to experience this through every touch point they have pre, during and post-trip. By engaging with us they become part of us, a little more Tasmanian.

We are undertaking a significant digital transformation program that will enable closer connections to our customers so that they will have a more tailored experience and we can better manage our destination to enable the benefits to be shared.

As a small island state in a challenging and competitive leisure travel market, the ability for visitor economy stakeholders to play to their strengths and utilise resources effectively and efficiently will be key to Tasmania's ongoing success.

The Agency will continue to contribute strongly to the leadership, planning and delivery of the priority programs identified through T21 six monthly action plans as well as consulting the community and industry to finalise the T21 2030 Visitor Economy Strategy.

There may be more bumps and volatility on the path to recovery, but the hope and confidence within the industry and at Tourism Tasmania will be instrumental to ensuring our future focus to build a strong and sustainable visitor economy for the benefit of all Tasmanians.

James Cretan
Chairman, Tourism Tasmania Board
June 2021



A photograph of a man splashing in dark water next to a large, white, cylindrical floating sauna. The background shows a forested hillside under a twilight sky. Two vertical white lines are positioned above and below the main title.

TASMANIA'S VISITOR ECONOMY



Floating Sauna, Lake Derby
© Josh Firth

Tourism Tasmania's role in the visitor economy

Tourism Tasmania's role is to generate demand and lead destination management to benefit our key stakeholders, our visitors, industry and community.

We are aligned to the T21 vision that by 2030, Tasmania is a global leader in responsible and sustainable tourism.

We support the tourism industry's goal of being 100% carbon neutral by 2025 and support the state's position as a genuine leader in responding to climate change to further strengthen our global brand.

Our contribution to the long-term goal of responsible and sustainable tourism, will be delivered through achieving these outcomes by 2025:

- Maximising market opportunities through generating demand and influencing supply side strategies.
- Sponsor of a single demand approach to ensure optimal yield and dispersal outcomes for Tasmania.
- Optimal digital platform/s that meaningfully connect with our customers no matter where they are in the world.
- Sustainable growth in access to the state for the benefit of our visitors and community.
- Industry and the community are connected to our work and understand the value the visitor economy brings to all Tasmanians.
- Demonstrating Tasmanian leadership in sustainable destination management.
- Tasmanian Aboriginal people are increasingly part of the industry in ways they determine.
- Encouraging diversity and supporting inclusive tourism in our industry.
- Our people are capable, creative and strong leaders.



To enable a strong future, we will not lose sight of our short-term priority of supporting industry recovery through demand generation, access connectivity and strategic leadership.

We will deliver a range of targeted programs over the next 12 -18 months that are aligned to:

- Targeting and connecting with customers most likely to deliver the greatest long-term value.
- Further developing and differentiating our brand and creative marketing program to drive greater meaning and difference in our markets.

- Leading and influencing a visitor economy network that delivers strong destination management and a sustainable sector.
- Strengthening current direct air routes and supporting new route development for sustainable growth and connectivity with mainland Australia and beyond.
- Informing and delivering government policies committed for our sector.



— 03



— 02



— 04

01 – Dark Mofo: Winter Feast © Adam Gibson
 02 – the SOCIAL tasmania © Flow Mountain Bike
 03 – Fly fishing on the Meander River © Adam Gibson
 04 – Barnbougle Dunes Golf Links © Caddie Magazine

Leading visitor economy planning and engaging with industry

Tourism Tasmania plays a key leadership role in the T21 partnership and contributes market insights and knowledge into tourism and visitor economy policies and planning.

The T21 mechanism is coordinated by Tourism Tasmania with visitor economy planning facilitated through the T21 Recovery Committee and close working relationships with government, tourism network partners and stakeholders.

Through COVID-19, these relationships have been strengthened with a collaborative approach to crisis management and the development of the T21 Visitor Economy Action Plan 2020-22 and six-monthly priority actions to drive industry recovery.

The T21 vision of Tasmania being a global leader in responsible and sustainable tourism will be achieved through strong leadership, collaboration, network connectivity and close alignment to strategies and core programs.

It will enable the destination and industry to be managed effectively, provide a competitive advantage in a crowded travel market and deliver social, economic and cultural benefits for Tasmanians.

Tourism Tasmania's commitment and contribution to the T21 leadership, planning and delivery of the priority programs will continue. The key deliverables over the next 12-18 months through this program include:

- Drive T21 coordination and delivery across government and industry of the six-monthly action plans to the end of 2022.
- Develop the 2030 Visitor Economy Strategy informed by industry and community consultation.
- Effectively plan, develop and manage a program of initiatives funded through the \$13.5 million allocation from the Australian Government's Recovery for Regional Tourism program.
- Drive an outcomes-based approach to visitor economy partnerships.
- Inform recovery planning through a targeted research and insights program.



Get Shucked - Bruny Island Oysters
© Adam Gibson

Marketing strategy – connecting with customers to generate demand

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

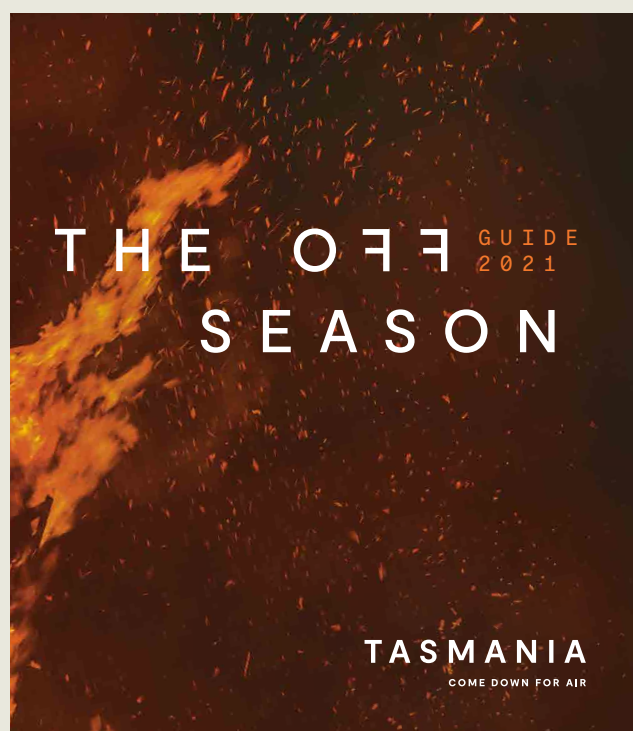
We cannot, nor do we aspire to compete in the same way, our strategy is to capture the attention of customers who are most aligned to Tasmania's offerings through building meaningful connection and difference.

The Tourism Tasmania Board is guided by an understanding of Tasmania's uniqueness and supports a marketing strategy that challenges traditional thinking, is consumer centric, brave in the marketplace and accountable yet fearless.

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

To grow our brand power and market share we are focused on establishing Tasmania as a culture brand – to show Tasmania as the antidote to the straitjacket of modern life and a place where you can feel more human. This approach provides a strong platform and scope to push the boundaries of destination marketing and step beyond competitive campaigning.

We will deliver an integrated marketing program approach globally to ensure we connect with our customers no matter where they are in the world. We will develop strong content opportunities across our paid and earned channels, support our distribution partners and develop new partnerships to leverage this approach.



Encouraging visitation and building demand over the winter months is more important than ever as the industry rebuilds and responds to ongoing market disruption.

The colder months are when Tasmania is the most different from other parts of the country and it's when our most 'anti-ordinary' nature comes out to play.

We will continue our Off Season winter campaign to position Tasmania as a must-do wintry holiday experience and generate demand over the cooler months to help smooth out seasonal visitation, increase business sustainability and support jobs around the state. A long term commitment to the Off Season will provide an opportunity to galvanise industry behind the proposition and build market penetration.

By connecting more closely with our visitors, we want to provide better, more tailored experiences that also support stronger destination management to enable the benefits are shared with our community for generations to come.

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

Key programs to be delivered by December 2022:

- An integrated global marketing approach driving our Come Down For Air brand strategy, through a strong global content program.
- Leverage Tourism Australia partnership programs focusing on the right source markets domestically and internationally.
- Build on the Off Season proposition to encourage travel to Tasmania over the cooler months.
- Encourage Tasmanians to travel more in the state by continuing the Make Yourself at Home intrastate campaign.
- Integrate the Unordinary Adventures program and touring strategy into the integrated global marketing programs.
- Deliver phase one of the digital transformation program including a renewed Discover Tasmania website and content with lead nurturing, retargeting and loyalty programs.
- Build customer loyalty to encourage repeat holiday visitors and increase visitor spend and yield.
- Increase industry engagement with Tourism Tasmania's programs and activate strategically aligned partnerships to drive greater commercial value.

Our customers

Tourism Tasmania is closely monitoring the impacts of COVID-19 on consumer behaviour and our customers. We know that the ongoing impacts of the pandemic are impacting consumer confidence and travel has changed, at least in the short term, requiring more careful planning often resulting in less frequent trips and shorter lead times for bookings.

COVID-19 has made us reassess what is important and make more conscious decisions placing greater value on human connection; an increased reliance on digital technology, an expectation of seamless online experiences and a desire to reconnect with natural environments and experiences away from the stresses of modern life.



INTERSTATE:

We have two domestic customer segments within the broader Australian population who travel, that are naturally more aligned to what Tasmania has to offer.

The Raw Urbanites and Erudites account for approximately 33% of travelling Australians (approx. 15 million people) with both segments seeking 'enrichment' to their lives, including from their travel.



RAW URBANITES

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



ERUDITES

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

Outside core audience segments, we also target customers that will respond to specific programs or opportunities. This includes reaching niche or specialty audiences for our Unordinary Adventures and Road Trip programs or when targeting regional audiences.



INTRASTATE:

Tourism Tasmania's intrastate Make Yourself at Home campaign targets the entire Tasmanian travelling public over 18 years. The audience group is expansive to ensure our campaigns achieve the greatest coverage of the Tasmanian audience to prompt action. The campaign will continue to target the deeper connection and understanding Tasmanians have of our experiences and lifestyle.



INTERNATIONAL:

Our international market focus is New Zealand in the immediate period and the opportunities that provides through the trans-Tasman bubble and new direct flight service between Auckland and Hobart.

It is anticipated that international border restrictions will remain in place until mid-2022 unless other travel bubble arrangements are activated by the Australian Government.

A new integrated approach to delivering our message globally will ensure we can maintain awareness and connection to Tasmania in key international source markets and scale this up in response to market opportunities when travel to Australia resumes. We will deliver this in partnership with Tourism Australia and our streamlined representative model in key markets. It will include developing strong content opportunities in paid media, PR and social, and working with distribution partners globally, to leverage this approach.



Recovering access to Tasmania

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

Restoring aviation access to Tasmania is core to industry recovery with COVID-19 significantly impacting airlines, airports and the way we travel.

INTERSTATE

Domestic capacity has recovered strongly with travel preferences influencing increased direct services and new routes operating into Tasmania from across the Australian domestic network. Our focus will be to protect and grow capacity and schedules by driving demand onto services (load factors) from domestic markets servicing Tasmania's aviation hubs.

INTERNATIONAL

A strategic partnership with Air New Zealand has seen the launch of a new twice-weekly direct service between Auckland and Hobart, representing a fantastic opportunity for both the Tasmanian tourism industry as well as Tasmanians keen to travel to New Zealand.

The establishment of an international terminal and associated border force arrangements at Hobart Airport to allow the flights to commence provides an opportunity to pursue other international flights from priority markets as market opportunities become available.

INTRASTATE

Intrastate travel has also been supported with the successful launch of direct flight services from Hobart to both King and Flinders Islands operated by Sharp Airlines and reintroduction of services between Hobart and Strahan by Par Avion. Support continues to be provided to enable these services to build sustainable commercial returns in the medium term.

SEA ACCESS

The Bass Strait Passenger Vehicle Equalisation Scheme offered rebates for vehicle travel on the Spirits of Tasmania in the first six months of 2021. The subsidy provided a boost in bookings to the state with visitors travelling by sea more likely to stay longer, travel to our most tourism reliant regions and spend more in the state.

Tasmania has always been one of the great drive holiday destinations and in the current environment we know that Australian travellers are going to be even more likely to travel by car.

Tourism Tasmania's program to promote road trip holidays enables a strong partnership with the Spirit of Tasmania to drive demand and further support our regional communities and tourism industry.

CRUISE SHIPPING

A temporary ban currently exists on cruise shipping in Tasmania. Tasmania will consider the impacts of COVID-19 on the cruise shipping market and the future of the market for Tasmania based on a triple bottom line assessment. We will also be part of national discussions around when and how cruise shipping will return to Australia.

Tasmania’s access strategy is a foundational pillar of the T21 recovery program and will focus on the following priority areas:

- Maintaining strong relationships and building business cases with domestic carriers to maintain and grow domestic frequency and capacity.
- Pursue connectivity to priority international markets to deliver high value travellers to Tasmania when international travel to Australia resumes.
- Work collaboratively with TT-Line (Spirit of Tasmania) to coordinate marketing and maximise opportunities to build the road trip market.
- Leverage the optimal value proposition of cruise for the benefit of Tasmania and its regions.



Air New Zealand’s first arrival



Spirit of Tasmania © Motohiro Fujiura

Fostering a creative and connected culture

I want to lead an inspiring enterprise that values and supports the creativity, capability and leadership skills of our people. I want them to thrive in a great culture that is connected to our vision and purpose and enables us to deliver value to our visitors, the Tasmanian community and our tourism industry.

John Fitzgerald CEO Tourism Tasmania

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

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

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

The priority initiatives and deliverables of our people strategy include:

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

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

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

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

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

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

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

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

Performance reporting

The T21 Visitor Economy Action Plan 2020–2022 published in August 2020, includes an aspirational target of restoring the value of visitor spending in Tasmania

to \$2.5 billion by the end of 2022. Noting that access to markets and volatility in border restrictions is ongoing.

To help reach this T21 target by December 2022, Tourism Tasmania will focus on achieving the following strategic milestones:

CUSTOMER

1. Increase brand power and salience
2. Deliver a globally integrated marketing program targeting primary source markets
3. Improve conversion through greater connection to operators and key distribution partners
4. Maximise customer lifetime value utilising optimal digital platforms to drive connection, engagement and loyalty

DESTINATION AND INDUSTRY

5. Identify and promote Tasmania's best and most brand aligned products and experiences
6. Increase industry engagement with, and involvement, in our program
7. Provide leadership in destination management through T21 recovery planning and implementation
8. Drive frequency and capacity growth targets on domestic routes and pursue connectivity to other priority international markets beyond New Zealand when available
9. An optimised cruise shipping model delivering destination, industry and community benefits for Tasmania and its regions

COMMUNITY

10. Support Tasmania's Aboriginal community to be engaged in the visitor economy in ways they determine
11. Promote tourism industry leadership in sustainable destination management
12. Manage corporate reputation with community and industry
13. Influence visitor economy government policies and deliver policy commitments

ORGANISATION

14. Build leadership, capability and specialist skills to be a lead competitor destination in Australia
15. Grow team engagement with, and knowledge of, Tasmania's tourism industry
16. Redesign resources and processes to drive efficient decision making and optimal program delivery

Risk management

Tourism Tasmania promotes a strong risk management culture to ensure the Agency delivers on its objectives and priorities.

Tourism is a recognised global business sector that is readily impacted by global economic factors including but not limited to, exchange rate levels, availability of credit for investment, geo-political instability, and impacts of climate change and significant environmental events.

Due to the major disruption to the industry from the bushfires of 2019 and 2020 and the global pandemic, we have re-examined the Agency's key strategic and operational risks, ensuring they reflect the significantly changed operating environment in which we now find ourselves.

We are expanding our digital platform to meaningfully connect with our customers no matter where they are in the world while also ensuring the industry and the community are connected to our work, understanding the value the visitor economy brings to all Tasmanians. In partnership with air and sea carriers we will look to achieve sustainable growth in access to the state for the benefit of our visitors and community.

A risk register has been developed and is focused on the risks which Tourism Tasmania has either direct responsibility for or has the ability to influence.



Cape Bruny Lighthouse © Jess Bonde



Shipsteern Bluff, Cape Raoul
© Stu Gibson



St Helens Mountain Bike Trails
© Flow Mountain Bike

Risk register

CATEGORY	RISK
Brand & Experience	Misalignment of Tasmania's tourism brand and execution of the marketing strategy to visitor experience
Marketing	Inability to shift consumer behaviour to travel to Tasmania as a result of changing and uncertain market conditions (e.g. competition, environmental, economic or global events)
Data & Digital	Ineffective implementation, use or performance of enabling digital tools and platforms to deliver effective digital experiences
Strategy & Governance	T21 Governance and operating efficiency does not maximise our contribution to a sustainable visitor economy
Access & Access Partnerships	Loss or reduction of air and sea access or capacity does not grow in line with demand in Tasmania
People & Culture	Misalignment of skills and capabilities that comprises the delivery of strategic and operational programs
Government & Partners	Government, industry and community are not aligned or supportive of Tourism Tasmania's program and objectives, impacting the ability to deliver the Agency purpose
Operations	Inadequate tools and systems to support a productive work environment and culture
Business Continuity	Loss or disruption of capabilities/key resources, systems and/or loss of critical business functions
Work, Health, Safety & Wellbeing	Inadequate implementation of Work Health Safety & Wellbeing strategies and policies
Conduct & Third Parties	Illegal or unethical conduct may not be prevented or detected
Legal Regulatory, & Compliance	Ineffective management of contracts and agreements including compliance with legal, regulatory and contractual terms and conditions

FINANCIAL STATEMENTS



Statement of cash flows

for the period ended 30 June 2021

	2019-20 Actual \$,000	2020-21 Estimate \$,000	2021-22 Estimate \$,000	2022-23 Estimate \$,000	2023-24 Estimate \$,000
CASH FLOWS FROM OPERATING ACTIVITIES					
Payments					
Employee	(7,181)	(8,118)	(8,177)	(8,352)	(8,534)
Other (inc. Grants)	(26,767)	(32,001)	(26,477)	(20,168)	(20,438)
Receipts					
Govt appropriation	33,624	38,523	33,952	27,812	28,257
Appropriation receipts – other		900			
Other	750	696	702	708	715
Net cash from operating activities	426	0	0	0	0
Net increase/(decrease) cash	426	0	0	0	0
Cash at beginning of period	(425)	1	1	1	1
Cash at end of period	1	1	1	1	1

1. The increase in Appropriation receipts – operating in 2020-21 relates to funding for tourism marketing initiatives that was unable to be spent in 2019-20 due to the impacts of COVID-19. The decrease in 2022-23 reflects the completion of fixed-term funding for tourism marketing. The funding changes for these programs also impacts the expenditure profile of supplies and consumables.

Income statement

for the period ended 30 June 2021

	2019-20 Actual \$,000	2020-21 Estimate \$,000	2021-22 Estimate \$,000	2022-23 Estimate \$,000	2023-24 Estimate \$,000
REVENUE					
Sales	0	0	0	0	0
Govt ¹	33,624	38,523	33,952	27,812	28,257
Other revenue from Government ²		900			
Other revenue	750	696	702	708	715
	34,374	40,119	34,654	28,520	28,972
EXPENSES					
Operating ¹	33,961	40,049	34,584	28,449	28,901
Depreciation	411	22	22	22	22
Lease Liabilities	123				
Other	70	70	70	71	71
Total expenses	34,565	40,141	34,676	28,542	28,994
Net change to equity	(191)	(22)	(22)	(22)	(22)

¹ The increase in Appropriation revenue – operating in 2020-21 relates to funding for tourism marketing initiatives that was unable to be spent in 2019-20 due to the impacts of COVID-19. The decrease in 2022-23 reflects the completion of fixed-term funding for tourism marketing. The funding changes for these programs also impacts the expenditure profile of Operating Expenses.

² The increase in Other revenue from Government in 2020-21 represents the \$900 000 rollover of the Holiday Local Campaign from 2019-20.

Balance sheet

for the period ended 30 June 2021

	2020 Actual \$,000	2021 Estimate \$,000	2022 Estimate \$,000	2023 Estimate \$,000	2024 Estimate \$,000
Financial assets					
Cash	1	1	1	1	1
Total financial assets	1	1	1	1	1
Non-financial assets					
Plant and Equipment	367	358	336	314	292
Other assets ¹	3062	702	702	702	702
Total non-financial assets	3,429	1,060	1,038	1,016	994
TOTAL ASSETS	3,430	1,061	1,039	1,017	995
Liabilities					
Payables	40	85	85	85	85
Interest bearing liabilities ¹	2403	0	0	0	0
Employee benefits	1495	1667	1667	1667	1667
Other	71	11	11	11	11
Total liabilities	4,009	1,763	1,763	1,763	1,763
NET ASSETS	(579)	(702)	(724)	(746)	(768)
Equity					
Accumulated surplus/deficit	(579)	(702)	(724)	(746)	(768)
TOTAL EQUITY	(579)	(702)	(724)	(746)	(768)

¹ The variation in Other assets and Interest bearing liabilities primarily reflects the change in the accounting treatment for the recognition of leases.

Mombat (Vombatus ursinus),
Cradle Mountain-Lake St Clair National Park
© Laura Helle

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#TassieOffSeason

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TASMANIA

COME DOWN FOR AIR



Tourism
Tasmania

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