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**Government
of South Australia**

**SOUTH AUSTRALIAN TOURISM
COMMISSION
2022-23 Annual Report**

SOUTH AUSTRALIAN TOURISM COMMISSION

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To:

Hon Zoe Bettison MP

Minister for Tourism

This annual report will be presented to Parliament to meet the statutory reporting requirements of the *South Australian Tourism Commission Act 1993* and the requirements of Premier and Cabinet Circular *PC013 Annual Reporting*.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

Submitted on behalf of the South Australian Tourism Commission by:

Emma Terry

Chief Executive Officer



Date 22/09/2023 Signature _____

From the Chief Executive Officer



Peaks and troughs, highs and lows. It has been somewhat of a recurring theme for our state's tourism industry over the past three and a half years – but 2022-23 has proven to be among some of the best 12 months for tourism in South Australia.

Our visitor economy reached record highs that were far beyond forecasts, it was the first full year of international visitation since the start of the pandemic, and we saw a resurgence in domestic travel that was fuelled in part by new Australian-first major events.

Since June 2022, our state's visitor economy has grown by a staggering \$3.8 billion, up from \$6.1 billion to a record breaking \$9.9 billion. This well and truly surpasses our June 2023 target of \$7.6 billion.

This incredible growth is off the back of strong interstate spend throughout the year and increased international spend since the borders opened in February 2022. While this is a milestone to celebrate, it's worth noting the results reflect that travel is more expensive due to inflationary pressures and workforce shortages which are contributing to an increased spend per visitor.

Nonetheless, this is no small feat, and it speaks to the hard work, dedication and innovation of our state's industry and the operators within it, who help make South Australia a destination of choice.

Regional tourism, which enjoyed strong growth in 2021 and 2022 continues to do well. To the year end June 2023, regional South Australia hit a record-high \$4.7 billion, surpassing its \$4.0 billion target set for 2025 and up 32 per cent on pre pandemic levels.

I joined the agency in January 2023 to take up the role of chief executive officer. During my first six months, I have travelled the state to meet with key stakeholders including our regional tourism managers and chairs and our tourism operators, and I

am pleased to say that I have been lucky enough to visit each region. I have seen first-hand our state's key major events in action which showcase South Australia on a national and international stage. From the benefits to our visitor economy that new events bring, conversely, I've also seen the impacts of the once-in-a-century flood on tourism operators and their communities in the Murray River, Lakes & Coorong and Riverland.

A key focus for 2022-23 has been supporting the recovery of these flood-affected tourism regions after they missed out on the summer season. From the get-go, the SATC worked in partnership with our regional tourism managers and chairs in these regions, with local and state government, and the Tourism Industry Council of South Australia (TiCSA). We were out on the ground, hearing about the situation and meeting with operators to find out how we could best support them. Our agency also formed the SATC Murray River Tourism Recovery working group, which has the expertise to deliver a strong and sustained marketing campaign, to help tourism get back on track in our river communities.

A key deliverable for the SATC has been the development of the River Revival Voucher program and Rise Up for Our River marketing campaign. Designed to drive visitors to our river communities as soon as it was safe to do so, the River Revival Voucher program was shaped and refined in consultation with tourism operators. With the first round of vouchers complete and the second round travel period running through until late 2023, the program has already made a huge contribution to recovery. Round one pumped an estimated \$3.1 million in total economic impact into the state's river regions, prompting visitors to book a trip "right now". Meanwhile, initial data shows round two generated more than \$5.6 million in booking value alone. I am grateful to all of our stakeholders and partners, particularly impacted operators who have worked with us closely to help make this important stimulus program a success.

Events have been a key driver of demand for our state this year with new and returning events injecting \$438 million into the state's economy as of June 2023. In addition to delivering three managed events (National Pharmacies Christmas Pageant, Santos Tour Down Under, and Tasting Australia presented by RAA Travel), we've also showcased our state on the international and national stage with

blockbuster events. These include our first Harvest Rock, AFL Gather Round, and LIV Golf Adelaide, as well as game one of the NRL Ampol State of Origin, and five matches of the FIFA Women's World Cup as a host city of the 2023 tournament, and there is more in store for the second half of 2023.

Cruising has made a buoyant return to South Australia, after a two-and-a-half-year COVID induced hiatus. The 2022-23 season has seen a record 103 cruise and expedition ship visits to our state's ports. This is up from the 82 cruise ship visits to South Australian ports made in 2018-19 when the sector contributed \$145 million to the state.

The SATC has also jointly led the development of a new South Australian place brand, working with Brand SA and key government agencies. Uncovering our unique South Australian story is an important piece of work that will shape how our state is positioned on the national and international stage. It involves a whole-of-government approach and will deliver a cohesive narrative about why South Australia is the best place to live, work, visit, study and invest in. We will continue to work in partnership with Brand SA, as well as the Department of the Premier and Cabinet and StudyAdelaide, to deliver the new place brand in early 2024.

Thank you to the South Australian tourism industry and the State Government for continuing to work with us to recover and grow our state's visitor economy. Together, we've made some remarkable achievements this year, and we are ready and prepared to seize the opportunities and work through whatever challenges face our industry over the coming year.



Emma Terry

Chief Executive Officer

South Australian Tourism Commission

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Overview: about the agency

Or strategic focus

<p>Our Purpose</p>	<p>Our role under the <i>South Australian Tourism Commission Act 1993</i> is to assist in securing economic and social benefits for the people of South Australia through promoting the state as a tourism destination and further developing and improving the state’s tourism industry.</p>
<p>Our Vision</p>	<p>To grow the visitor economy in South Australia to \$12.8 billion by December 2030, providing 52,000 jobs.</p>
<p>Our Values</p>	<p>Go Boldly - We thrive on taking risks and enjoy stepping outside our comfort zone.</p> <p>Dig Deeper - We never settle for simply scratching the surface. We’re hungry for knowledge, fresh ideas and innovations.</p> <p>Can Do - We believe there’s nothing we can’t do as a team.</p> <p>Share The Love - We have a passion for excellence and exceeding expectations.</p>
<p>Our functions, objectives and deliverables</p>	<p>To help us achieve our vision, our work is guided by six strategic priorities, outlined in the South Australian Visitor Economy Sector Plan 2030:</p> <ul style="list-style-type: none"> • Marketing • Experience and supply development • Collaboration • Industry capability • Leisure and business events • Promote the value of tourism

Our organisational structure

Our organisational structure as of 30 June 2023.



Our Board structure

Our Board structure as of 30 June 2023.

Name	Position	Initial appointment	Appointment expiry date
Mr Andrew Bullock	Chair and Director	2 July 2019	2 July 2021 – 1 July 2024
Mr Ian Horne	Director	5 October 2006	2 July 2023 – 1 July 2025
Mr Grant Wilckens	Director	2 July 2019	2 July 2023 – 1 July 2025
Ms Donna Gauci	Director	2 July 2019	2 July 2023 – 1 July 2025
Ms Jayne Flaherty	Director	1 October 2019	1 October 2021 – 30 September 2023
Ms Jessica Greatwich	Director	7 October 2022	7 October 2022 – 18 September 2023
Ms Justyna Jochym	Director	7 October 2022	7 October 2022 – 18 September 2023
Mr Eoin Loftus	Director	19 September 2022	19 September 2022 – 18 September 2024

In 2022-23 there were six Board Meetings held. All Board Directors attended all six Board Meetings except for Mr Grant Wilckens, Mr Eoin Loftus, Ms Jayne Flaherty and Ms Jessica Greatwich who attended five Board Meetings.

Changes to the agency

During 2022-23 there was one change to the agency's structure and objectives as a result of internal reviews or machinery of government changes.

- The South Australian Motor Sport function was transferred from the SATC to the South Australian Motor Sport Board (SAMSB) on 8 September 2022 under a Chief Executive to Chief Executive agreement dated 6 January 2023. This occurred after the *South Australian Motor Sport Board (Miscellaneous) Amendment Act 2022 (SA)* was assented to on 14 July 2022. The amendment established the SAMSB to facilitate and promote motor sport events in the state.

Our Minister







The Hon Zoe Bettison MP is the Minister for Tourism.

Our Executive team



Emma Terry is the Chief Executive Officer, responsible for leading the agency to grow tourism in South Australia and increase the recognition of the value of tourism and its contribution to employment in our state.

	<p>Stephanie Rozokos is the Chief Operating Officer, responsible for driving the financial, business services and cultural direction of the agency, leading finance, contracts, procurement, risk management, executive services, human resources, strategy and insights and information communications technology functions at the SATC.</p>
	<p>Erik de Roos is the Executive Director of Marketing, responsible for leading the destination brand and developing and delivering marketing activity that promotes all that South Australia has to offer.</p> <p>The focus is on growing visitation and keeping South Australia top of mind as a compelling and accessible holiday destination.</p>
	<p>Hitaf Rasheed is the Executive Director of Events South Australia, responsible for growing events in South Australia and attracting new events to the state to round out our events calendar. She also leads the management and delivery of the Santos Tour Down Under, Tasting Australia, National Pharmacies Christmas Pageant and the state's sponsored events, including AFL Gather Round and LIV Golf Adelaide.</p>
	<p>Nick Jones is the Executive Director, Destination Development, responsible for increasing accessibility to South Australia, attracting new hotel and infrastructure development, and regional tourism development.</p>

Legislation administered by the agency

South Australian Tourism Commission Act 1993

Major Events Act 2013

The agency's performance

Performance at a glance

South Australia's visitor economy continues to grow after the prolonged and devastating effects of the COVID-19 pandemic. The last 12 months have been a period of optimism and growth after some three years of unprecedented disruption to the state's tourism industry. While we are not without challenges ahead (rising cost of living, increasing interest rates and an unstable international environment, to name a few), we are finally unencumbered by a global pandemic.

The South Australian visitor economy in 2022-23 recovered back to pre-COVID levels one year prior to the SATC forecast of December 2023.

The \$9.9 billion at June year end was well above the predicted result of \$7.6 billion due to an exceptionally strong 12 months. These results show a strong recovery across the year, with strong growth in international spend since Australia's borders opened in February 2022, and most significantly, the resurgence in interstate spend throughout the year.

The interstate market reached a record high expenditure of \$3.5 billion at year end June 2023, up \$872 million on the pre-COVID December 2019 of \$2.7 billion and up on the previous record high in March 2023. This result is well above the target of \$2.4 billion for interstate expenditure.

Intrastate expenditure continues to be strong, reaching a record high \$3.2 billion in the year to June 2023 and above the target of \$2.8 billion.

While yet to fully recover, we have also seen growth in the international market. It has now been over a year since the reopening of our nation's borders, and the international market has grown from virtually zero to \$1.0 billion. This is above the year end June 2023 target of \$560 million but still below the record high \$1.2 billion prior to the pandemic at December 2019.

The overall growth of South Australia's visitor economy shows that current conditions are extremely strong, but also reflects that travel is more expensive, driven by inflationary pressures and workforce shortages which have increased prices and thus increased spend per visitor. While inflation has been a significant contributor to the latest results, it is still an outstanding achievement. Analysis shows that when calculated in the same dollar value as 2019, total expenditure would equate to \$8.6 billion - a result which would still be a record-high expenditure for the South Australian visitor economy.

	Dec-19	Jun-21	Jun-22	Jun-23
Target(\$b)	\$7.5	\$4.9	\$6.1	\$7.6
Actual Performance(\$b)	\$8.1	\$5.8	\$6.1	\$9.9

Agency specific objectives and performance

The SATC's key 2030 ambition is to grow the visitor economy to \$12.8 billion, generating 52,000 jobs. To reach this bold vision, the South Australian Visitor Economy Sector Plan 2030 sets out six priority areas for industry development. They are Marketing, Experience and Supply Development, Collaboration, Industry capability, Leisure events, and Promote the value of tourism.

As of June 2023, the state's visitor economy is worth \$9.9 billion, ahead of the SATC's target of \$7.6 billion.

In terms of tourism employment, the latest figures for 2021-22 show there were 34,000 people employed in the sector. This is down on the 2020-21 results where the industry saw employment of 34,700. It needs to be remembered that the 2020-21 results were held up by the Federal Government's 'Job Keeper' program and without this, tourism employment would have been significantly lower in the first year of the pandemic. With the strengthening of the state's visitor economy from mid-2022 onwards, it is expected we will see employment start to rise in the figures for 2022-23, when the next State Tourism Satellite Accounts are released in June 2024.

The below table outlines the SATC's high level targets and progress towards achieving its 2030 goals. For detailed information on the SATC's strategic priorities under the South Australian Visitor Economy Sector Plan 2030 and its progress against these, please see the Board Performance Agreement Report at Appendix C.

The following tables below include a summary of the Election commitments and Agency commitments.

Agency objectives	Indicators	Performance
2030 Target – Total expenditure	Grow the value of our tourism sector to \$7.6 billion per annum by June 2023 (on the way to our December 2030 target of \$12.8 billion).	Target achieved: the value of South Australia’s tourism sector grew 63 per cent to \$9.9 billion in the year to June 2023.
Election commitments that relate to 2023 Target – Total expenditure Tourism Industry Capability Building Program	Provide \$1.6 million in funding to the Tourism Industry Council of South Australia (TiCSA) over a four-year period to deliver three programs: Business Capability Program, Careers in Tourism and Cultural Development Program.	On Track Business Capability Program: delivered more than 35 workshops that included all tourism regions. Careers in Tourism Program: a tourism Careers Guide was developed and distributed to schools. Cultural Development Program: the South Australian Aboriginal Tourism Operators Association (SAATOC) was officially formed in collaboration with Aboriginal tourism operators.

<p>Election commitments that relate to 2023 Target – Total expenditure \$15 million additional marketing funding</p>	<p>Use the \$15 million additional marketing funding provided by the state government in 2022-23 to assist in delivering marketing priorities.</p>	<p>Target achieved. The additional marketing investment of \$15 million contributed to the rapid recovery of the South Australian Visitor Economy following COVID, resulting in record-breaking visitor expenditure of \$9.9 billion for the 12 months year ending June 2023.</p>
<p>Election commitments that relate to 2023 Target – Total expenditure Recreational Fishing Tourism Strategy</p>	<p>Develop a recreational fishing strategy in consultation with peak fishing bodies and other stakeholders to increase visitation motivated by fishing and to increase visitor spend and length of stay based on fishing opportunities. The strategy will be published in early 2024.</p>	<p>On Track. The SATC, in partnership with RecFish SA, commenced this project in early 2023. Industry and public consultation occurred from March through to August 2023, including YourSAy. The strategy is now being finalised and is on track to be published ahead of schedule.</p>
<p>Election commitments that relate to 2023 Target – Total expenditure Experience Nature Tourism Fund</p>	<p>Support the promotion of nature-based tourism activities in South Australia.</p>	<p>Commenced /Ongoing. There are four rounds of funding available through the Experience Nature Tourism Fund. Round one closed in October 2022, with 18 projects receiving funding.</p>

<p>Election commitments that relate to 2023 Target – Total expenditure Limestone Coast campaign</p>	<p>Develop a new campaign to lift the profile of the Limestone Coast region to Australia and the world.</p> <p>Support local events to grow and thrive such as the Generations in Jazz Festival, which draws tourists from across the state and interstate.</p>	<p>On Track.</p> <p>The SATC has partnered with 57 Films to deliver a documentary-style program to promote the Limestone Coast.</p> <p>The project is now in post-production.</p> <p>The Generations in Jazz event received support through the SATC’s Regional Event Fund in 2022-23.</p>
<p>2030 Target – International expenditure</p>	<p>Grow international tourism expenditure in South Australia to \$560 million by June 2023 with a milestone of \$3.3 billion by December 2030.</p>	<p>Target achieved: the value of South Australia’s international tourism grew to \$1.0 billion in the year to June 2023.</p>
<p>2030 target – Domestic expenditure</p>	<p>Grow interstate overnight expenditure in South Australia to \$2.4 billion by June 2023 and intrastate overnight expenditure to \$2.8 billion.</p>	<p>Target achieved: the value of South Australia’s interstate tourism sector reached \$3.5 billion and intrastate reached \$3.2 billion in the year to June 2023.</p>

<p>2030 Target - Employment</p>	<p>Grow tourism direct employment to 40,400 by June 2023 and 52,000 by 2030*. June 2022 target was 32,000.</p> <p>*Due to the 12-month lag in receiving employment data, the SATC will not receive the June 2023 figures until June 2024. In the 2022-23 Annual Report, the SATC is reporting against its June 2022 employment target.</p>	<p>Target achieved for June 2022: the latest data shows direct employment in the tourism industry dropped by 2 per cent to 34,000 people in the year to June 2022. This is ahead of the June 2022 target of 32,000. Conditions have since improved dramatically, and we expect when figures are released in 2024, the 2023 target of 40,400 will also be achieved.</p>
<p>2030 Target - Leisure events</p>	<p>Increase the economic value of events to the full potential of \$750 million by 2030, with a June 2023 waypoint of \$359 million.</p>	<p>Target achieved: the value of South Australia's leisure events sector grew 57 per cent to \$438 million in the year to June 2023.</p>

Corporate performance summary

In 2022-23, the SATC continued to administer a range of processes and practices in delivering its responsibilities under the *South Australian Tourism Act 1993* and in adherence to government financial, procurement, contracting, human resources, ICT, governance, risk management and auditing requirements.

The SATC maintains a high level of financial control over its destination development, events and marketing operations to ensure accountability for government resources. These controls consist of processes (policies, procedures and systems) that are operated and monitored to provide reasonable assurance about the effectiveness and efficiency of operations, reliability of management, statutory, financial and taxation reporting, the appropriate management and control of risk, and compliance with applicable legislation and other financial management policies.

The SATC ended the 2022-23 financial year in line with budget and met all savings targets required. In 2022-23 an additional \$15 million in marketing funding was provided to the SATC to boost marketing of South Australia as a tourism destination and to help South Australia compete with other markets across the nation as

economies opened up following the COVID-19 pandemic. In addition to this, funding was provided from the Major Events Fund which sits within the Department of Premier and Cabinet to support new and existing events.

The SATC's Reflect Reconciliation Action Plan (RAP) supports our employee and tourism strategy with a set of key milestone deliverables which contribute towards the five dimensions of reconciliation, race relations, equality and equity, institutional integrity, unity, and historical acceptance. In 2022-23, the RAP Working Group delivered key programs including Advanced Cultural Awareness Training, National Reconciliation Week and NAIDOC week events including staff participation in a range of educational programs.

In 2022-23, the SATC continued to provide a safe working environment including a range of workplace measures aimed at promoting physical and mental wellbeing. Targeted employee wellbeing activities were delivered with the introduction of the SATC Wellness Calendar. The Resilience Project, a 10-part online wellbeing series created to support employee mental and physical health was rolled out as well as a partnership with Healthy Minds to conduct an SATC staff wellbeing survey. There was an increased focus on leadership development for existing and emerging leaders, including Manager Essentials training, Project Management training, and Time Management training to foster professional growth and development. The SATC's values are embedded within the organisation through the Culture and Values Group which drives and influences the agency's culture through staff engagement and implementation of initiatives which encourages a high performing workplace.

Staff took part in the SATC's annual staff engagement survey in December 2022. This survey provided an objective mechanism for assessing the cultural environment. Results from the survey showed an improvement in staff engagement from 2021 and reported high levels of staff engagement, well above available industry benchmarks. Individual performance reviews were used to identify both organisational and individual learning and development needs and opportunities.

The SATC has increased organisational cyber security maturity in accordance with the South Australian Government cyber security requirements, namely South Australian Protective Security Framework and the South Australian Cyber Security Framework. This has been achieved through partnerships with external agencies to continuously assess and improve upon the requirements and guidelines contained within these frameworks. A number of measures were implemented in 2022-23 to ensure compliance including improved ICT backup testing and recovery procedures, implementation of a staff messaging platform to assist in incident management and a number of initiatives to improve security and protection against cyber threats. Staff awareness activities and cyber security education have also been a focus in 2022-23.

Employment opportunity programs

Program name	Performance
SATC Student Placement Program	The SATC works with local higher education providers to offer placements to students currently enrolled in courses related to tourism, marketing and events. In 2022-23, eight student placements were supported.
Aboriginal Employment Strategy	In line with the deliverables of the SATC's first Reconciliation Action Plan, the SATC employed two Aboriginal and Torres Strait Islander people. The SATC also works across Government and with local higher education providers to promote employment opportunities to candidates.
Traineeships & Apprenticeships	The SATC supports two trainees. One who is enrolled in a Certificate III in Business Administration and one who is enrolled in a Certificate IV in Live Production & Technical Services.

Agency performance management and development systems

Performance management and development system	Performance
Employee Performance Management and Development Reviews (Compliance measured via a custom-made online recording tool)	All employees are required to have individual performance management and development plans reviewed as a minimum on a biannual basis. In 2022-23, 95 per cent of employees had a current performance review in place (the percentage without plans includes employees on periods of extended leave).
Employee Performance Management and Development Training	The SATC delivers in-house training to ensure employees have the knowledge required to complete biannual reviews. All employees attend training relating to the SATC's performance management and development review process.
Training Needs Analysis (TNA)	A TNA is conducted using information captured within Employee Performance Management and Development Reviews. From this, individual, group learning and development activities are identified.

Work health, safety and return to work programs

Program name	Performance
Work Health and Safety Briefings and Induction	All employees are required to attend a Work, Health and Safety briefing upon joining the agency. Refreshers are

	<p>delivered on a regular basis to ensure knowledge remains current.</p> <p>Contractors engaged by the SATC to undertake work on its sites are provided with site specific inductions and where required, provided with safety specific Work, Health and Safety documentation and briefings.</p>
Work Health and Safety Policies and Procedures	<p>The SATC has a suite of policies and procedures which address Work, Health and Safety matters and outline safe working practices. Policies are reviewed on an annual basis to ensure they remain current.</p> <p>Work, Health and Safety Management Plans are created for events and are reviewed yearly. All construction works conducted by the SATC are accompanied by the relevant Work, Health and Safety Management Plans as required by law, and regular inspections are conducted to ensure the requirements of the plans are carried out.</p>
Work Health and Safety Training	<p>The SATC has a specific Work, Health and Safety training needs analysis in place in order to identify required Work, Health and Safety training for individual roles. The SATC supports the appointment of two trained Bullying and Harassment Contact Officers.</p>
Work Health and Safety Committee	<p>The SATC's Work, Health and Safety Committee meets four times annually. The Committee provides a forum for management and employees to discuss Work, Health and Safety matters and acts as the key Work, Health and Safety consultative mechanism.</p>
Employee Assistance Program (EAP)	<p>The SATC provides a free and confidential EAP to employees. The SATC's EAP provider also delivers wellbeing sessions to employees on a biannual basis.</p>
Health, Safety and Wellbeing Initiatives	<p>People and Culture and Work, Health and Safety teams work to deliver a calendar of initiatives aimed at promoting physical and mental wellbeing. The SATC's Culture and Values Working Group provides a forum to drive and influence the agency's culture through staff engagement and implementation of initiatives which focus on staff health and wellbeing.</p>

Workplace injury claims	2022-23	2021-22	% Change (+ / -)
Total new workplace injury claims	0	1	-100%
Fatalities	0	0	NA
Seriously injured workers*	0	0	NA
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	0	0	NA

*number of claimants assessed during the reporting period as having a whole person impairment of 30% or more under the Return to Work Act 2014 (Part 2 Division 5)

Work health and safety regulations	2022-23	2021-22	% Change (+ / -)
Number of notifiable incidents (<i>Work Health and Safety Act 2012, Part 3</i>)	2	2	NA
Number of provisional improvement, improvement and prohibition notices (<i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i>)	0	0	NA

Return to work costs**	2022-23	2021-22	% Change (+ / -)
Total gross workers compensation expenditure (\$)	\$15,665	\$13,119	+ 19%
Income support payments – gross (\$)	\$0	\$646	- 100%

**before third party recovery

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/work-health-and-safety-and-return-to-work-performance-reporting-south-australian-tourism-commission>

Executive employment in the agency

Executive classification	Number of executives
Executive A	1
Executive B	2
Executive C	1
Executive E	1

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/executive-employment-reporting-south-australian-tourism-commission>The [Office of the Commissioner for Public Sector Employment](#) has a [workforce information](#) page that provides further information on the breakdown of executive gender, salary and tenure by agency.

Financial performance

Financial performance at a glance

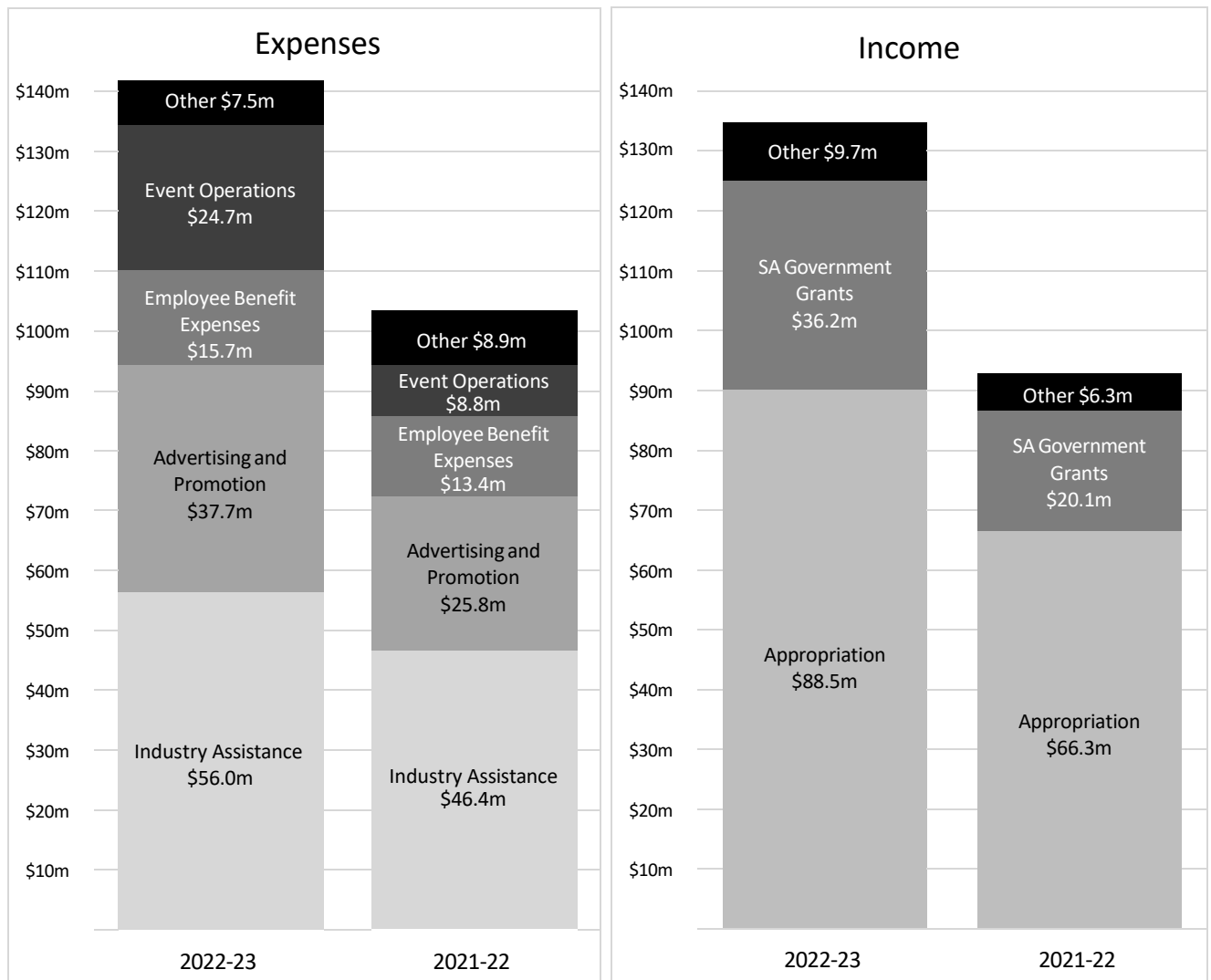
Financial report audit opinion: **unmodified**

The following is a brief summary of the overall financial performance and financial position of the agency. The information is unaudited. For further financial information refer to the audited 2022-23 financial statements, attached to this report.

Statement of Comprehensive Income for the year ended 30 June	2022-23 \$'000	2021-22 \$'000
Income	134 460	92 683
Expenses	141 543	103 217
Net Result	(7 083)	(10 534)
Total Comprehensive Result	(7 083)	(10 534)

Statement of Financial Position as at 30 June	2022-23 \$'000	2021-22 \$'000
Current assets	21 479	31 844
Non-current assets	5 059	6 547
Total assets	26 538	38 391
Current liabilities	13 537	17 369
Non-current liabilities	5 058	5 996
Total liabilities	18 595	23 365
Equity (net assets)	7 943	15 026

The following graphs show the main items of income and expenses for 2022-23 and 2021-22.



Consultants disclosure

The following is a summary of external consultants that have been engaged by the agency, the nature of work undertaken, and the actual amounts paid or payable for the work undertaken during the financial year.

Consultancies with a contract value below \$10,000 each

Consultant	Purpose	\$ Actual payment
All consultancies below \$10,000 each - combined	Various	8,542

Consultancies with a contract value above \$10,000 each

Consultant	Purpose	\$ Actual payment
All consultancies above \$10,000 each - combined	Various	203,290
Total		203,290

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/consultants-reporting-south-australian-tourism-commission>

See also the [Consolidated Financial Report of the Department of Treasury and Finance](#) for total value of consultancy contracts across the South Australian Public Sector.

Contractors disclosure

The following is a summary of external contractors that have been engaged by the agency and the nature of work undertaken, where the actual amount paid or payable for work undertaken during the financial year was AUD \$10,000 (or equivalent) or greater.

Contractor	Purpose
17 Tours Pty Ltd	Event management services
1834 Hospitality Pty Ltd	Cooperative marketing
233 Victoria Square Hotel Pty Ltd	Event facilities, catering, accommodation services
4G Expo Pty Ltd	Event operations services
AAPC Ltd	Cooperative marketing
AAT Kings Tours Pty Ltd	Cooperative marketing
Abarca Sports SL	Sporting services
Adelaide Building Engineering Group Pty Ltd	Event infrastructure services
Adelaide Coachlines Pty Ltd	Transport services

Contractor	Purpose
Adelaide Event Operations Pty Ltd	Event operations services
Adelaide Expo Hire Pty Ltd	Event infrastructure services
Adelaide Oval SMA Ltd	Event facilities, catering
Adobe Systems Software Ireland Ltd	Digital marketing services
Advanced Tent Technology Pty Ltd	Event infrastructure services
Adventure Charters Investment Trust	Tourism services
Advertiser Newspapers Pty Ltd	Advertising services
Aggreko Generator Rentals Pty Ltd	Event infrastructure services
Airdna LLC	Market research
Air New Zealand Ltd	Cooperative marketing, transport services
Alevo Pty Ltd	Event infrastructure services
Alliance Airlines Pty Ltd	Transport services
Allshelter Pty Ltd	Event infrastructure services
Altus Traffic Pty Ltd	Traffic management services
Alyse Vozzo	Promotional services
Amaury Sport Organisation	Broadcast services
America Unlimited GmbH	Cooperative marketing
American Express Australia Limited	Cooperative marketing
Americanas Pty Ltd	Event management, catering services
Anabelle Bits Pty Ltd	ICT services
Annette Elsie Edmondson	Event management services
Apollo Lighting Service Pty Ltd	Event production services
Argyle Sports Inc	Sporting services
Around Australia Motorhomes Pty Ltd	Event infrastructure services
Artcraft Pty Ltd	Tourism and event infrastructure
Asahi Beverages Pty Ltd	Event catering services
ASB Bank Limited	Banking services
Aspire Down Under LLC	Cooperative marketing
Astana Qazaqstan Team SA	Sporting services
ATF Services Pty Ltd	Event infrastructure services
Atomix Design Pty Ltd	Creative/design services
Attorney Generals Department	Legal services
Auditor Generals Department	Finance services
Auscycling Ltd	Event operations services

Contractor	Purpose
Australia New Zealand Central Reservations Office Pty Ltd	Cooperative marketing
Australian Cruise Association	Tourism services
Australian Football League	Event management services
Australian Green Clean (Events) Pty Ltd	Cleaning and waste services
Australian Pacific Touring Pty Ltd	Cooperative marketing
Australian Sports Medicine Federation SA Branch Inc	Event operations services
Australian Tourism Data Warehouse Pty Ltd	ICT services
Australian Tourism Export Council Limited	Training services
Australian Trade and Investment Commission	Market research
Avocado Consulting Pty Ltd	ICT services
B&H Australia Pty Ltd	ICT services
Belgravia Sports Apparel Pty Ltd	Event uniforms
Benjamin Neville	Tourism services
Bianco Hiring Service Pty Ltd	Event infrastructure services
Bicycle Network Incorporated	Event management services
Big4 Holiday Parks of Australia Pty Ltd	Cooperative marketing
Bikesportz Imports Pty Ltd	Event operations services
Blanco Pro Cycling Team BV	Sporting services
Blue Ocean Operation Pty Ltd	Accommodation services
Boltz Pty Ltd	Event infrastructure services
Boost Promotions Ltd	Promotional services
Boyd Public Relations Ltd	Public relations services
Brick Builder Pty Ltd	Entertainment services
Budget Rent a Car Australia Pty Ltd	Transport services
Bunnik Travel Pty Ltd	Cooperative marketing
Burleigh Logistics Pty Ltd	Temporary staff (events)
Calicoan Pty Ltd	Event production services
Calypso Star Charter Pty Ltd	Tourism services
Carat Australia Media Services Pty Ltd	Advertising services
Carat New Zealand Ltd	Advertising services
Cardsprint Pty Ltd	Printing services

Contractor	Purpose
Carlee Taylor	Event management services
CGS Cycling Team AG	Sporting services
Chamonix IT Management Consulting (SA) Pty Ltd	ICT services
Chan Brothers Travel Pte Ltd	Cooperative marketing
Charlie Theodore Conybeare	Video production services
Chicken and Bees Pty Ltd	Event management services
Choice Hotels Asia-Pac Pty Ltd	Cooperative marketing
Churchill Warehouse Pty Ltd	Storage, transport, equipment hire
City of Port Lincoln	Tourism services
CLA Trading Pty Ltd	Cooperative marketing
Clear Bridge Group Pty Ltd	Event infrastructure services
Coates Hire Operations Pty Ltd	Event infrastructure services
Coca Cola Amatil (Aust) Pty Ltd	Event catering services
Cofidis Competition EURSL	Sporting services
Connect Sport Australia Pty Ltd	Event management services
Continuum Sports Belgium	Sporting services
Cook SA Pty Ltd	Event management, catering services
Corporate Aircraft Charter Pty Ltd	Transport services
Corporation of the City of Adelaide	Event infrastructure, operations services
Crawford Containers Pty Ltd	Event infrastructure services
CSC Corporate Domains Inc	ICT services
CSE Crosscom Pty Ltd	Event infrastructure services
Cuore Of Switzerland Pty Ltd	Event apparel
Cyberops Pty Ltd	ICT services
Cyclistes Professionnels Associes	Event prize money
D77 Pty Ltd	Transport services
Damstra Technology Pty Ltd	ICT services
Data#3 Ltd	ICT services
Datacom Systems (AU) Pty Ltd	ICT services
David Cameron McKenzie	Commentary services
David John Clarke	Creative/design services
Declan Christopher Hartley-Brown	Photography services
Decolef Lux SarL	Sporting services
Dell Australia Pty Ltd	ICT services

Contractor	Purpose
Denk Pro Cycling GmbH & Co KG	Sporting services
Department for Infrastructure and Transport	Event infrastructure services
Department of the Premier and Cabinet	Media monitoring, ICT services
Department of Treasury and Finance	Legal and training services
Diligent Board Services Australia Pty Ltd	ICT services
Discovery Holiday Parks Pty Ltd	Cooperative marketing
Docusign Inc	ICT services
Dotdigital Apac Pty Ltd	ICT services
Drawing Parnasse	Accommodation services
Droga & Co Pty Ltd	Production and broadcast services
Drumline Digital Pty Ltd	Advertising services
D Squared Consulting Pty Ltd	Research services
DXC Enterprise Australia Pty Ltd	ICT services
Electronic Concepts Pty Ltd	ICT services
Ellismgt Pty Ltd	Entertainment services
Emily Ristevski	Photography services
Emma Humphreys Communications Ltd	Public relations services
Emma Jade McCaskill	Event management services
Encore Event Technologies Pty Ltd	Event production services
Envyus Design Pty Ltd	Creative/design services
E-Sueded Pty Ltd	Cooperative marketing
Event Timing Pty Ltd	Event infrastructure services
Expanding Horizons (Aust) Pty Ltd	Cooperative marketing
Expertise Events Pty Ltd	Event management services
FBD Leigh Street Pty Ltd	Catering services
Fedex Express Australia Pty Ltd	Freight services
Fino Vino Salty COD Pty Ltd	Catering services
Finsbury Green Pty Ltd	Printing services
First Class Holidays Ltd	Cooperative marketing
Fish Hotel Ltd	Accommodation, catering services
Flight Centre Travel Group Pty Ltd	Travel services, cooperative marketing
Flooring Solutions (SA) Pty Ltd	Event infrastructure services
Food South Australia Inc	Cooperative marketing
Formile Events Pty Ltd	Traffic management services

Contractor	Purpose
Frame Creative Pty Ltd	Creative/design services
Fringe Innovations Pty Ltd	Ticketing services
G.C Biddle & Others	Legal services
G & J Hyde Pty Ltd	Printing services
Gayler Family Trust	Event production services
Glen Roy & Karen Davie	Printing services
Goodboy Events Pty Ltd	Event management, catering services
Goway Travel Ltd	Cooperative marketing
Grace Records Management (Australia) Pty Ltd	Records management services
Grange Golf Club Inc	Event operations services
Gravity Media (Australia) Pty Ltd	Broadcast services
Green Edge Cycling Pty Ltd	Sporting services
Growth Generators Pty Ltd	Training services
Gullivers Pacific Ltd	Cooperative marketing
Harry The Hirer Pty Ltd	Event infrastructure services
Hays Speciality Recruitment (Australia) Pty Ltd	Temporary staff (backfill)
Helloworld Services Pty Ltd	Cooperative marketing
Hilton Los Angeles Culver City	Accommodation services
Hirschau Munchen	Catering services
Hoban Recruitment Pty Ltd	Temporary staff (labour)
Holidays of Australia Pty Ltd	Cooperative marketing
Hootsuite Inc	Media monitoring
Hotel City Milano	Accommodation services
Hotels Combined Pty Ltd	Cooperative marketing
Hot Water Trust & The Trustee for Andros Family Trust No 2	Promotional merchandise
House of Travel Ltd	Cooperative marketing
Howden Printing Pty Ltd	Printing services
HSBC Holdings Plc	Banking services
Hygge Studio Pty Ltd	Event infrastructure services
Hyundai Motor Company Australia Pty Ltd	Event operations services
I am Helium Pty Ltd	ICT services
Ignite Holidays Pty Ltd	Cooperative marketing

Contractor	Purpose
Illuminate Adelaide Foundation	Signage services
Indigenous Workforce Consulting Pty Ltd	Staff recruitment services
Institute of Public Administration Australia South Australian Division Inc	Training services
Integrated Event Delivery Management Trust	Event management services
Interflora Australian Unit Ltd	Event operations services
International Testing Agency	Event operations services
IPEC Pty Ltd	Courier services
Jason Charles Hill	Photography services
Jamfactory Contemporary Craft & Design Inc	Event trophies and awards
Jennie Bell Ink Pty Ltd	Event management services
Jetstar Airways Pty Ltd	Cooperative marketing, transport services
JLGP Pty Ltd	Photography services
Jonathan Van Der Knaap	Photography services
Justin Andrew Broughton	Photography services
Justin James	Event catering, promotional services
Kangaroo Island Sealink Pty Ltd	Transport services
Kangaroo Island Seaview Pty Ltd	Accommodation services
Kantar Public Australia Pty Ltd	Market research
Karen Mary Lindsay	Creative/design services
Karena Armstrong Food Pty Ltd	Event management services
Kelsian Group Ltd	Cooperative marketing
Ken Maxwell & Sons Pty Ltd	Event catering, operations services
Kimpton Clocktower Hotel	Accommodation services
King Hospitality Group Pty Ltd	Catering services
Klook Travel Technology Ltd	Cooperative marketing
Koben Digital Pty Ltd	ICT services
Kojo Studios Pty Ltd	Video production services
Komodo Media Australia Pty Ltd	Promotional services
Lane Wine Co Pty Ltd	Catering services
Leader Computers Pty Ltd	ICT services
Lewis Potter	Photography services

Contractor	Purpose
Lieb Management & Beteiligungs GmbH	Marketing representation services
L.P Aiken & D.J Beer & T.D Boyce & G.K Brennan & D.J Campbell-Williams & P.N De Haan & M Douglas & D.G Gaszner & M.D George & P.R Grinter & J Howard & P.L Le Guay & K.A Luke & S.J Lyons & Others	Legal services
Lincoln College Inc	Accommodation, catering services
Lot 100 Pty Ltd	Event catering, operations services
Luxury Escapes Travel Pty Ltd	Cooperative marketing
Maria Elisabetta Pappalardi	Event management services
Mark Leonard Fisher	Event medical services
M A Jefferson Pty Ltd	Catering services
M.G Burns & T.S Burns	Event infrastructure services
Mac Centre Norwood Pty Ltd	ICT services
Mac's Sports Promotions Pty Ltd	Promotional services
Mark Antony Media Pty Ltd	Event management services
Market Street Hotelier Pty Ltd	Accommodation, catering services
Marriott International	Accommodation services
Marshall Power Australia Pty Ltd	Event infrastructure services
Martin Hawkins	Event operations services
Martinez HWL Practice Trust & The East HWL Practice Trust & The Warat HWL Practice Trust & The Marin HWL Practice Trust & Others	Legal services
Matthew James Kurko	Tourism services
Matthew William Keenan	Commentary services
Max Events Pty Ltd	Event management services
Maxima Group Training (Aust) Ltd	Temporary staff (trainees)
McGregor Tan Research Pty Ltd	Market research
McMahon Services Australia Pty Ltd	Event infrastructure services
Meaghan Katherine Coles	Photography services
Media Nest Pty Ltd	Printing services
MEGT (Australia) Ltd	Temporary staff (trainees)
Metal Fabricators Pty Ltd	Event infrastructure services
MGMT & Co Pty Ltd	Promotional services
Microsoft Pty Ltd	ICT services

Contractor	Purpose
Monday.Com Pty Ltd	ICT services
Monkeystack Pty Ltd	ICT services
Monsido Pty Ltd	ICT services
Morton Philips Pty Ltd	Staff recruitment services
MunichOpCo GmbH	Accommodation services
Murray River Lakes and Coorong Tourism Alliance	Cooperative marketing
Naked Bookings Pty Ltd	Voucher agency service
Nanjing Tuniu International Travel Service Co Ltd	Cooperative marketing
Nappa Valley Wine Train	Promotional services
Nation Creative Pty Ltd	ICT services
NEC Australia Pty Ltd	ICT services
Nestle Australia Ltd	Catering services
New Age Marketing eK	Cooperative marketing
New York Marriott Marquis	Accommodation services
Newcastle Airport Pty Ltd	Cooperative marketing
Newco Group Pty Ltd	Cleaning services
News Pty Ltd	Advertising services
Nexstage Staging & Rigging Technologies Pty Ltd	Event infrastructure services
Nicholas Bruce Frayne	Creative/design services
Nicholas William Bellotti	Video production services
Nine Network Australia Pty Ltd	Cooperative marketing, advertising services
Nova Entertainment	Advertising services
Novatech Creative Event Technology Pty Ltd	Event production services
NRMA Limited	Cooperative marketing
NTT Australia Pty Ltd	ICT services
Nuago Pty Ltd	ICT services
Ochre Dawn Pty Ltd	Advertising services
Office of the Commissioner for Public Sector Employment	Training services
Olympic Investments (SA) Pty Ltd	Event infrastructure services
On Pty Ltd	Signage services
OOH!Media Operations Pty Ltd	Signage services

Contractor	Purpose
Optimizely North America Inc	Digital services
Parachilna Unit Trust	Accommodation, catering services
Park Plaza Westminster Bridge Hotel	Accommodation services
Performance54 Pty Ltd	Event operations, catering services
Peter Fuller & Associates Pty Ltd	Video production services
Pirate Life Brewing	Event catering services
Pivotal Business Technology Pty Ltd	ICT services
Pizzateca Pty Ltd	Catering services
PJ Corporate Electrical Pty Ltd	Event infrastructure services
Plaspro Enterprises Pty Ltd	Promotional merchandise
Platinum Aircraft Charter Pty Ltd	Transport services
Playford Hotel Pty Ltd	Accommodation services
PPI Promotion & Apparel Pty Ltd	Promotional merchandise/uniforms
Priya Sid Media Pty Ltd	Promotional services
ProTouchGlobal GmbH	Event management services
Public Caffè (SA) Pty Ltd	Catering services
Publicis Communications Australia Pty Ltd	Public relations services
Qantas Airways Ltd	Cooperative marketing, transport services
Qantas Group Accommodation Pty Ltd	Cooperative marketing
QBT Pty Ltd	Travel services
R.A Jordan Pty Ltd	Event infrastructure services
Randstad Pty Ltd	Temporary staff (backfill)
Rawnsley Park Tourism Pty Ltd	Accommodation, event catering, operations services
Real Aussie Adventures Pty Ltd	Tourism services
Recordpoint Software Apac Pty Ltd	Records management services
Recruitco Pty Ltd	Temporary staff (events)
Regional Express Holdings Ltd	Cooperative marketing
Reitschule Gastronomie GmbH	Travel services
Respektive 1 GmbH	Advertising services
Riley Matthew Williams	Video productions services
R Kelly-Mansell & M.A. Motlop	Entertainment services
R.M. Williams Pty Ltd	Cooperative marketing, promotional services

Contractor	Purpose
Roadside Services and Solutions Pty Ltd	Tourism infrastructure services
Rosterfy Pty Ltd	Event operations services
Royal Agricultural & Horticultural Society of SA Inc	Event operations services
Royal Automobile Association of South Australia Inc	Cooperative marketing
Royal Automobile Club of Victoria (RACV) Limited	Cooperative marketing
Royal Flying Doctor Service of Australia Central Operations	Event medical services
Royal Over-Seas League (Inc)	Catering services
Royal Throne Pty Ltd	Event infrastructure services
SA Ambulance Service Inc	Event medical services
SA Lift and Loader Pty Ltd	Equipment rental
SARL France Cyclisme	Sporting services
SAS Pro Cycling Breizh	Sporting services
SA Security & Communications Pty Ltd	Video production services
Satalyst Pty Ltd	ICT services
Saville Hotel Group Pty Ltd	Accommodation, catering services
Scout Association of Aust SA Branch	Catering services
Select Music Agency Pty Ltd	Entertainment services
Seven Network (Operations) Ltd	Cooperative marketing, advertising services
Shabren Pty Ltd	Transport services
Shanghai Ctrip Commerce Co	Cooperative marketing
Shanghai Linzhi Information Technology Development Co Ltd	Marketing representation services
Shanghai Yi Plus Cultural Media Co Ltd	Cooperative marketing
Shimano Australia Cycling Pty Ltd	Event operations services
Showpony Adelaide Pty Ltd	Creative/design services
Signs Incorporated Pty Ltd	Tourism and event signage services
Simmons & Sons Enterprises Pty Ltd	Freight and distribution services
Simon Burley Pty Ltd	Tourism services
Simple Integrated Marketing Pty Ltd	Creative/design services
Singapore Airlines Ltd	Cooperative marketing, transport services

Contractor	Purpose
Six Boroughs Management Pty Ltd	Catering services
Skycity Adelaide Pty Ltd	Accommodation, catering services
Skyscanner Pte Ltd	Cooperative marketing
Skyfii Group Pty Ltd	ICT Services
SMS Cycling BV	Sporting services
Snap Event	Accommodation services
Societe de Gestion de l'Echappe	Sporting services
Solidteknics Pty Ltd	Event operation services
South Australian Contemporary Music Co Ltd	Entertainment services
South Australian Water Corporation	Event infrastructure services
Specialised Event Solutions Pty Ltd	Event infrastructure services
Specialised Solutions Pty Ltd	Event infrastructure services
Splashdown (Aust) Corporate Bathroom Rentals Pty Ltd	Event infrastructure services
Sports Drug Testing International Pty Ltd	Event medical services
SRS Security Pty Ltd	Event security services
St John Ambulance Australia South Australia Inc	Event medical services
Stewie's Rigging and Hire Pty Ltd	Event infrastructure services
STR Global Ltd	Market research
Superloop Broadband Pty Ltd	Event infrastructure services
Surevision Global Pty Ltd	Event infrastructure services
Surf Life Saving South Australia Inc	Event infrastructure services
Swain Destinations	Cooperative marketing
TBWA Melbourne Pty Ltd	Creative/design services
TBWA New Zealand Ltd	Creative/design services
Telstra Corporation Ltd	Telecommunications services
Terrazza Martini Milano	Transport services
The One Picture Group Ltd	Market research
The Tailor Pty Ltd	Tourism services
The Ventures & Co Pty Ltd	Catering services
Thinkex Holdings Pty Ltd	Event infrastructure services
Thomson Reuters (Professional) Australia Ltd	ICT services

Contractor	Purpose
Titan Containers NZ Ltd	Event infrastructure services
TLA Worldwide (Aust) Pty Ltd	Public relation services
TLB Barossa Pty Ltd	Accommodation services
Toll Global Forwarding Pty Ltd	Freight services
Topline Promotions Pty Ltd	Promotional merchandise, event apparel
To The Top Cycling LLC	Sporting services
Tourism Australia	Administrative, cooperative marketing, market research, promotional and training services
Tourism Holdings Australia Pty Ltd	Cooperative marketing
Tourism Marketing Committee Flinders Ranges & Outback SA Inc	Cooperative marketing
Traffic Group Australia Pty Ltd	Traffic management services
Travel Bag Ltd	Cooperative marketing
Travel Essence Systems	Cooperative marketing
Travel Link Digital Co Ltd	Social media services
Travelscape LLC	Cooperative marketing
Travellers Choice	Cooperative marketing
Trek Factory Racing BVBA	Sporting services
Trento Fuller Building Certifiers & Consultants Pty Ltd	Event infrastructure services
Tripadvisor Singapore Pte Ltd	Cooperative marketing
Trip.Com Travel Singapore Pte Ltd	Cooperative marketing
Trustee for Adelaide Event Group Unit Trust	Event infrastructure services
Trustee for Airquip & Pipetool Trust	Events infrastructure services
Trustree for Anna Meares Trust	Commentary services
Trustee for Arcblue Consulting Trust	Legal services
Trustee for BDA Unit Trust	Market research
Trustee for Cool Breeze Rentals Unit Trust	Event infrastructure services
Trustee for Dirty Food Family Trust	Event management, catering services
Trustee for Eckersley Development Trust	Accommodation services
Trustee for Edmonds Family Trust	Accommodation services
Trustee for F T Unit Trust	Entertainment services

Contractor	Purpose
Trustee for Gema Hybrid Discretionary Trust	Catering services
Trustee for Goin Off Safaris Trust	Tourism services
Trustee for Gray Andreotti Advisory Trust	Legal services
Trustee for Harel Harris Plane Family Trust	Event management services
Trustee for Haydyn & Lele Family Trust	Tourism services
Trustee for JZ's Hire Unit Trust	Event infrastructure services
Trustee for KKIT	ICT services
Trustee for March Family Trust	Event infrastructure services
Trustee for Matthew & Rebecca Bond Family Trust	Event operations services
Trustee for McEwen Family Trust	Commentary services
Trustee for Millrob Unit Trust	Signage services
Trustee for Mt Lofty Operations Unit Trust	Accommodation, catering services
Trustee for P & J Hurley Family Trust	Accommodation services
Trustee for Parsons Plumbing and Gas	Event infrastructure services
Trustee for Perks Hotel Trust	Catering services
Trustee for Salopian Inn Unit Trust	Catering services
Trustee for the A & AM Palumbo Family Trust No. 2	Accommodation services
Trustee for the Carree Unit Trust	Event infrastructure services
Trustee for the Eventelec Trust	Event infrastructure services
Trustee for the JAG Trading Trust	Temporary staff (labour)
Trustee for the Majestic Roof Garden Hotel Class Trust	Accommodation services
Trustee for the Migliaccio Family Trust Fund	Public relation services
Trustee for the New Windsor Hotel Unit Trust	Catering services
Trustee for the Pink Fence Hire Trust	Event infrastructure services
Trustee for the Powell Family Trust	Event infrastructure services
Trustee for the Roskvist Family Trust	Printing services
Trustee for the Veld Family Trust	Printing services
Trustee for TIR Family Trust	Event management, temporary staff (labour)

Contractor	Purpose
Trustee for Two Hotel Management Unit Trust	Accommodation services
Trustee for WDM Advertising Unit Trust	Creative/design services
Trustee for Wendt Farms Trust	Accommodation services
Union Cycliste Internationale	Event management services
United Rentals Australia Pty Ltd	Event infrastructure services
Vailo Pty Ltd	Event infrastructure services
Vandenbroek Mechanical Pty Ltd	Event infrastructure services
Videoguys Australia Pty Ltd	Photography services
Village Gate Pty Ltd	Signage, printing services
Villari & Co Pty Ltd	Legal services
Virgin Australia Airlines Pty Ltd	Cooperative marketing, transport services
Virt Pty Ltd	Event infrastructure services
Virtuoso Australia Pty Ltd	Cooperative marketing
Vision Development Strategies	Printing services
Visualcom Pty Ltd	Signage, printing services
Viva Global Pty Ltd	Event apparel
Voice Project Pty Ltd	Research services
Wagstaff Worldwide Inc	Marketing representation services
Wavemaker Australia Pty Ltd	Advertising services
Waverley Forklifts Pty Ltd	Event infrastructure services
Webjet Marketing Pty Ltd	Cooperative marketing
Wejugo Pty Ltd	Market research
Wielerteam Ciclismo Mundial BV	Sporting services
Wilson Parking Australia Pty Ltd	Parking services
Winc Australia Pty Ltd	Storage and distribution services
Winning SRL	Sporting services
XPO Exhibitions Ltd	Promotional services
Yaa Marketing Consulting Co Ltd	Marketing representation services
Yamaha Motor Australia Pty Ltd	Event infrastructure services
Yew C Liew	Event catering services
YouGov Singapore Pte Ltd	Digital services
Zamslade Pty Ltd	Accommodation services
Ziptrak Pty Ltd	Event infrastructure services

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/contractors-reporting-south-australian-tourism-commission>

The details of South Australian Government-awarded contracts for goods, services, and works are displayed on the SA Tenders and Contracts website. [View the agency list of contracts](#).

The website also provides details of [across government contracts](#).

Other information

None to report.

Risk management

Risk and audit at a glance

The Audit and Risk Committee assists the SATC Board in fulfilling its responsibilities relating to the annual financial statements as well as reviewing the adequacy of the SATC’s accounting and reporting systems, internal controls, risk management practices, and administrative policies and procedures.

The Audit and Risk Committee has also taken on responsibility as the SATC’s Agency Security Committee, a requirement under the Government’s Protective Security Framework. Reporting on security matters is provided to the Committee as part of its regular meetings.

The Committee’s roles and responsibilities and scope are defined in its Terms of Reference which is reviewed annually.

The SATC is committed to ensuring that a risk management approach is applied to all business activities to ensure that the Agency maximises opportunities while not exposing the organisation to unacceptable levels of risk. The SATC aims to ensure that risk management is embedded in its decision-making, processes, and culture, and contributes to the achievement of its strategic objectives.

The SATC’s risk management practices are based on the International Risk Management Standard (ISO 31000:2018). The Framework provides minimum requirements and practical guidance to all staff on how to implement risk management processes across a wide range of activities undertaken by the SATC.

The SATC continued to manage its risks throughout the year by undertaking regular reviews of the risk register, developing detailed risk management plans for SATC funded or supported events and SATC managed events, and completing risk assessments for new projects and procurements.

Each year the SATC tests its Business Continuity Plan and key learnings from this exercise are actioned and business continuity processes and documentation updated accordingly.

Fraud detected in the agency

Category/nature of fraud	Number of instances
Nil	Nil

NB: Fraud reported includes actual and reasonably suspected incidents of fraud.

Strategies implemented to control and prevent fraud

The SATC is committed to maintaining a work environment free of fraud and corrupt behaviour. The SATC has in place appropriate fraud prevention, detection,

investigation, reporting and data collection procedures and policies, in line with its fraud risk assessment and Fraud and Corruption Policy. The SATC offers protection to genuine whistleblowers to enable disclosure of illegal activities or corruption to be made. These arrangements meet the specific needs of the SATC, and all reasonable measures to minimise the incidence of fraud, as well as to investigate and recover the proceeds of fraud, have been taken.

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/fraud-reporting-south-australian-tourism-commission>

Public interest disclosure

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the *Public Interest Disclosure Act 2018*:

Nil

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/whistle-blowers-reporting-south-australian-tourism-commission>

Note: Disclosure of public interest information was previously reported under the *Whistleblowers Protection Act 1993* and repealed by the *Public Interest Disclosure Act 2018* on 1/7/2019.

Reporting required under any other act or regulation

Act or Regulation	Requirement
<p>South Australian Tourism Commission Act 1993</p>	<p>(1) The Commission must, on or before 30 September in every year, forward to the Minister a report on the Commission's operations for the preceding financial year.</p> <p>(2) The report must contain—</p> <p>(a) the audited statements of account of the Commission for the preceding financial year; and</p> <p>(b) a report on—</p> <p>(i) the state of tourism and the tourism industry in the State; and</p> <p>(ii) the Commission's plans and the extent to which they have been implemented; and</p> <p>(iii) the extent to which the Commission met the targets set in the performance agreement for the preceding financial year; and</p> <p>(c) any other information required by or under the provisions of this Act or any other Act.</p>

(i) report on the state of tourism and the tourism industry in the state.

It's been a strong year for South Australia's tourism industry with a record-breaking \$9.9 billion in visitor spend for the year end June 2023. When you consider that this time last year, South Australia's visitor economy was sitting at \$6.1 billion with a \$7.6 billion visitor economy target by June 2023, it is an incredibly strong result.

This growth is off the back of a resurgence in interstate spend throughout the year and increased international spend since Australia's borders reopened in February 2022. It's worth noting the results also reflect that travel is more expensive due to inflationary pressures and workforce shortages which are contributing to an increased spend per visitor.

Looking at each tourism source market, the interstate market saw strong growth in spend over the year. It reached a record high expenditure of \$3.5 billion at year end June 2023, up \$872 million on the pre-COVID December 2019 result of \$2.7 billion and well above the target of \$2.4 billion. Likewise, intrastate expenditure continues to be strong, reaching a record high \$3.2 billion, well above the target of \$2.8 billion.

While recovery in the international market has been slower, we have also seen growth here that is above forecasts. It's been over a year since the reopening of international borders and this market has grown from virtually zero to \$1.0 billion, above the year end June 2023 target of \$560 million. This shows we are on the right track to reclaiming this market's pre-COVID record high of \$1.2 billion.

In terms of tourism employment, the latest figures for 2021-22 show there were 34,000 people employed in the sector. This is down on the 2020-21 results where the industry saw employment of 34,700. It needs to be remembered that the 2020-21 results were held up by the Federal Government's 'Job Keeper' program and without this, tourism employment would have been lower. With the strengthening of the state's visitor economy from mid-2022 onwards, we should start to see employment rise in the figures for 2022-23, when the next State Tourism Satellite Accounts are released in June 2024.

During 2022-23 the SATC has undertaken a range of activities to support and further grow tourism in South Australia.

Marketing

Supporting our state's river communities following the once-in-a-century flood over the summer of 2022-23 was a key priority for the SATC. To that end, the agency worked in partnership with key stakeholders including affected tourism operators to deliver the River Revival Voucher program and Rise Up for Our River marketing campaign. With the first round of vouchers complete, data shows it injected an estimated \$3.1 million in total economic impact into the state's river regions. While the travel period for round two continues until late November 2023, at the end of the booking period, round two had generated more than \$5.6 million in total booking value alone. Meanwhile, the round one Rise Up for Our River marketing campaign reached 98 per cent of its target audience (South Australians), recording a total of 9.9 million advertising impressions which achieved more than 644,640 page views to relevant River Revival website landing pages on the SATC's consumer website, www.southaustralia.com.

The domestic advertising campaign, 'For those who want a little more' wrapped up in June 2023, after running for two years (2021-2023). It promoted South Australia to both intrastate and interstate audiences, targeting the high yield experience seeker in the 25–54-year-old age group. Featuring a range of experiences including shark cage diving, the d'Arenberg Cube and diving at the Kilsby Sinkhole, the campaign was featured on television, outdoor and digital advertising.

Through regular campaign tracking, the campaign during 2022-23 was well received by the intrastate and interstate markets with awareness, consideration and intention measurements tracking above average when compared to similar SATC campaigns.

Awareness of the whole campaign among intrastate and interstate high yield experience seekers reached 18 per cent (average 16 per cent), consideration of booking a trip reached 47 per cent (average 43 per cent) and intention to book a trip reached 33 per cent (average 30 per cent).

During 2022-23, the SATC's consumer website, southaustralia.com recorded 4.86 million visits from South Australians, generating 1.42 million leads to tourism operators. The website also saw 3.82 million visits from the interstate market, generating over 877,000 leads to tourism businesses.

Domestic expenditure (intra and interstate) also reached record highs this financial year.

Designed to help recover international travel in our key markets, the SATC delivered two major roadshows in North America (March 2023) and UK/Europe (June 2023). A total of 24 operators attended the North America roadshow, 29 attended the UK, and 24 continued onto Europe. Operators were given the opportunity to meet directly with key travel trade partners to promote South Australia with the aim of getting more South Australian products and experiences on international itineraries.

In 2022-23, the SATC executed 75 co-operative marketing campaigns with trade partners, including, but not limited to, Qantas, Virgin Australia, Jetstar, Webjet, the Expedia Group (Wotif.com, Stayz and Expedia brands), Flight Centre Travel Group and Helloworld. Collectively, these campaigns generated a potential economic impact of approximately \$678 million.

Globally, the SATC has conducted cooperative marketing campaigns or projects in all key markets in which it has representation. This has included work with airline partners Air New Zealand, Qatar Airways, Singapore Airlines, Fiji Airways and Malaysia Airlines. The SATC also worked with selected trade in each market including, but not limited to, House of Travel (New Zealand), Chan Brothers (Singapore), Trailfinders (United Kingdom), Australia Unlimited (Germany) and Down Under Answers (North America).

In 2022-23, the SATC delivered significant earned media coverage across international and domestic markets. Public relations (PR) produced 2,455 articles promoting South Australia as a must-see travel destination through media familiarisations, broadcast sponsorships, events, and brand partnerships.

Other key domestic PR activity included a partnership with Frontier Touring, production of a special episode called 'River Revival with Cosi and Friends' in partnership with Channel 7 to support the SATC's River Revival Voucher program, a TODAY show outside broadcast along the River Torrens to support AFL Gather Round and the River Revival campaign, as well as a week-long TODAY show weather sponsorship to highlight festivals and events in SA for 'Mad March'.

Key international PR activity included supporting the UK's OutThere magazine content partnership with its dedicated South Australian issue, and a media event in Auckland, New Zealand. Additional media events were run in New York, Napa Valley, London and Munich as part of the industry roadshows.

Events South Australia

Our state is known for 'putting on a show' and 2022-23 further cemented this reputation with our managed events back to their pre-COVID formats and the success of new blockbuster major events such as the AFL Gather Round and LIV Golf Adelaide, promoting our state to national and international audiences.

Managed events

During 2022-23, the SATC delivered three managed events:

- **2022 National Pharmacies Christmas Pageant:** back on the streets of Adelaide for the first time since 2019, the 2022 event marked the 90th anniversary of the National Pharmacies Christmas Pageant and was enjoyed by a live audience of 240,000. Additionally, there was a live broadcast and a replay national broadcast audience of more than 583,000 people.
- **2023 Santos Tour Down Under:** welcomed international teams back after a two-year COVID hiatus and saw the elevation of the women's race to UCI Women's WorldTour status, the highest level of road cycling competition. The event also delivered an economic impact of over \$66 million, attracted over 38,000 event-specific visitors, and saw 685,630 spectators line the streets of Adelaide and regional communities.
- **2023 Tasting Australia presented by RAA Travel:** over 150 events were held across South Australia during the festival. Town Square, the festival hub in Adelaide, attracted record crowds with more than 68,000 people enjoying it over the 10 days.

Sponsored events

The SATC continues to attract, secure, support and leverage major events. Events secured in 2022-23 included:

- 2023 AFL Gather Round, which saw 268,107 attendances across nine matches over the four-day event and drove Adelaide accommodation revenue to an all-time high. The Saturday of the AFL Gather Round saw the highest ever revenue for a single night on record at \$3.5 million.
- 2023 LIV Golf Adelaide, an Australian first and exclusive to Adelaide, held at The Grange Golf Club. It attracted an official attendance of 77,076 across the tournament.
- Ampol State of Origin Game 1 proved to be a great success generating the highest ever Wednesday night, exceeding \$3 million in hotel revenue. More

than 20,000 interstate visitors attended, injecting an estimated \$15 million into the South Australian economy.

- 2024 National Athletics Championships, the largest annual athletics event in Australia and the Oceania region. It is expected it will attract more than 3,500 athletes vying for selection ahead of the Paris 2024 Olympic Games.
- 2025 FIVB Beach Volleyball World Championships, which will be hosted in Adelaide and staged in Australia for the first time. This event was secured through the Major Events Attraction Committee (MEAC) and the sponsorship agreement will be managed by the SATC.

A highlight of our state's year-round calendar of events, Illuminate Adelaide, returned for a second year in July 2022 to bolster the quieter winter period. The 2022 event drew a record 1.2 million attendances and generated more than \$44.8 million in economic activity for the state.

Regional Event Fund

The Regional Event Fund sponsored 37 events in 2022-23, including events such as the Coonawarra Cabernet Celebrations (Limestone Coast), The Opal Festival (Flinders Ranges and Outback), Clare Valley Gourmet Week, SALA Festival (statewide), and True Grit SA (Riverland).

Destination Development

In 2022-23 we welcomed the return of the first cruise season since the pause in operations due to the pandemic, and work has continued on growing aviation capacity for the international and domestic markets.

Cruise

Cruising made a buoyant return to South Australia, after a two-and-a-half-year COVID induced hiatus. The 2022-23 season saw a record 103 cruise and expedition ship visits to our state's ports. This is up from the 82 cruise ship visits to South Australian ports made in 2018-19 when the sector contributed \$145 million to the state pre-COVID.

The SATC worked with SA Health and regional and national cruise industry stakeholders to prepare for the restart of the cruise industry and support the development of national COVID protocols. These protocols were then implemented for the 2022-23 cruise ship season, helping ensure the health and safety of both passengers and operators, as well as the general community.

Aviation

The SATC continued to work with Adelaide Airport, the State Government and other key stakeholders to encourage existing airlines to expand their services and to investigate opportunities for new airline routes. Work also centred on re-establishing international routes from pre-COVID.

The SATC continued to focus on ensuring that visitors can reach the state easily and affordably. Air access is a critical factor for tourism and economic growth and in a

competitive post-COVID environment, the SATC continued discussions with airlines to re-build direct access from key markets as quickly as possible.

As of 30 June 2023, eight international carriers flying direct into Adelaide were Qatar Airways, Singapore Airlines, Malaysia Airlines, Air New Zealand, Jetstar International, Fiji Airways, Virgin Australia and Batik Air Malaysia providing 42 flights per week. This is an increase of 55 per cent compared to the same time in 2022.

While demand for flying has grown strongly, each of the domestic airlines are still experiencing staffing challenges with flight crew, cabin crew and operational staff. As of 30 June 2023 there were 499 domestic flights per week to Adelaide compared to 459 flights per week at June 2022 across four domestic carriers (Qantas Airlines, Virgin Australia, Jetstar, and Rex Airlines). This is an increase of 8 per cent compared to the same time in 2022.

Experience Nature Tourism Fund

The \$2 million Experience Nature Tourism Fund was established, with the aim to support tourism projects that create nature-based tourism experiences that enhance the visitor experience and encourage visitors to enjoy and learn more about South Australian national parks.

Under round one (there are four rounds over four financial years, commencing in 2022-23), 18 projects were allocated funding, with a combined project value worth \$824,000. Some of these projects included: sailing journeys of marine parks from the far west coast to Kangaroo Island, a cultural immersion experience at Deep Creek in the Fleurieu Peninsula, a luxury camping experience on the Murray River, upgraded cottage accommodation with solar power in the Riverland, and e-bike tours at Cleland in the Adelaide Hills.

Accommodation development

The SATC continues to have discussions with potential investors and developers regarding new and/or refurbished accommodation. In 2022-23, three new hotels opened in Adelaide (CBD and metro). These were: La Loft Hotel, Tonsley Park, Vibe Hotel and TRYP Hotel, contributing to a total of 331 new rooms. As of 30 June 2023, there are 19 hotel developments proposed for the Adelaide area.

(ii) the Commission's plans and the extent to which they have been implemented.

This information is outlined throughout the 2022-23 Annual Report.

(iii) the extent to which the Commission met the targets set in the performance agreement for the preceding financial year.

The SATC's Board Performance Agreement and Board Performance Agreement Report can be found at Appendix B and Appendix C at the end of the 2022-23 Annual Report.

Reporting required under the *Carers' Recognition Act 2005*

Not applicable to the agency.

Public complaints

Number of public complaints reported

Complaint categories	Sub-categories	Example	Number of Complaints 2022-23
Professional behaviour	Staff attitude	Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency	
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or incomplete service provided	
Professional behaviour	Staff knowledge	Lack of service specific knowledge; incomplete or out-of-date knowledge	
Communication	Communication quality	Inadequate, delayed or absent communication with customer	4
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	
Service delivery	Systems/technology	System offline; inaccessible to customer; incorrect result/information provided; poor system design	6
Service delivery	Access to services	Service difficult to find; location poor; facilities/ environment poor standard; not accessible to customers with disabilities	5
Service delivery	Process	Processing error; incorrect process used; delay in processing application; process not customer responsive	2
Policy	Policy application	Incorrect policy interpretation; incorrect policy applied; conflicting policy advice given	2
Policy	Policy content	Policy content difficult to understand; policy unreasonable or disadvantages customer	1

Complaint categories	Sub-categories	Example	Number of Complaints 2022-23
Service quality	Information	Incorrect, incomplete, out-dated or inadequate information; not fit for purpose	3
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	
Service quality	Timeliness	Lack of staff punctuality; excessive waiting times (outside of service standard); timelines not met	1
Service quality	Safety	Maintenance; personal or family safety; duty of care not shown; poor security service/ premises; poor cleanliness	7
Service quality	Service responsiveness	Service design doesn't meet customer needs; poor service fit with customer expectations	9
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	54
		Total	94

Additional Metrics	Total
Number of positive feedback comments	14
Number of negative feedback comments	58
Total number of feedback comments	72
% complaints resolved within policy timeframes	85%

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/public-complaints-reporting-south-australian-tourism-commission>

Service Improvements

In line with PC039 - Complaint Management in the South Australian Public Sector, the SATC continued to monitor its Complaints and Feedback Policy and process. This included the Complaint Management System which allows for collecting, reporting and monitoring complaints and feedback to inform service improvement.

Improvements made in 2022-23 around information sharing across the agency and capturing of complaints and feedback, has led to an increase in the number of complaints and feedback reported this financial year (166) compared to 2021-22 (44). The Policy is designed to identify opportunities to improve customer experience and satisfaction within the delivery of services.

The Policy conforms to the principles of the Australian/New Zealand Standard: Guidelines for Complaint Management in Organisations (AS/NZS10002:2014) (the Standard) and the Commonwealth Ombudsman Complaint Management Framework and Department of the Premier and Cabinet Circular PC039 Complaint Management in the South Australian Public Sector.

The complaints and feedback data will be reviewed and analysed regularly to identify systemic issues and trends and to determine resolution of outcomes and improvements to remedy issues.

Compliance Statement

The SATC is compliant with Premier and Cabinet Circular 039 – complaint management in the South Australian public sector	Y
The SATC has communicated the content of PC 039 and the agency’s related complaints policies and procedures to employees.	Y

Appendix A: Audited financial statements 2022-23



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To the Chair South Australian Tourism Commission

Opinion

I have audited the financial report of the South Australian Tourism Commission for the financial year ended 30 June 2023.

In my opinion, the accompanying financial report gives a true and fair view of the financial position of the South Australian Tourism Commission as at 30 June 2023, its financial performance and its cash flows for the year then ended in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987* and Australian Accounting Standards.

The financial report comprises:

- a Statement of Comprehensive Income for the year ended 30 June 2023
- a Statement of Financial Position as at 30 June 2023
- a Statement of Changes in Equity for the year ended 30 June 2023
- a Statement of Cash Flows for the year ended 30 June 2023
- notes, comprising material accounting policy information and other explanatory information
- a Certificate from the Chair, the Chief Executive Officer and the Chief Operating Officer.

Basis for opinion

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

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

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

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

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

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

Auditor's responsibilities for the audit of the financial report

As required by section 31(1)(b) of the *Public Finance and Audit Act 1987* and section 23(3) of the *South Australian Tourism Commission Act 1993*, I have audited the financial report of the South Australian Tourism Commission for the financial year ended 30 June 2023.

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

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

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the South Australian Tourism Commission's internal control

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive Officer
- conclude on the appropriateness of the Chief Executive Officer's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify the opinion. My conclusion is based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause an entity to cease to continue as a going concern
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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

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



Daniel O'Donohue
Assistant Auditor-General (Financial Audit)

05 September 2023

SOUTH AUSTRALIAN TOURISM COMMISSION

CERTIFICATION OF THE FINANCIAL STATEMENTS

We certify that the financial statements of the South Australian Tourism Commission (SATC):

- are in accordance with the accounts and records of the SATC,
- comply with relevant Treasurer's Instructions,
- comply with relevant accounting standards, and
- present a true and fair view of the financial position of the SATC at the end of the financial year and the results of its operation and cash flows for the financial year.

We certify that the internal controls employed by the SATC for the financial year over its financial reporting and its preparation of the financial statements have been effective.

Signed in accordance with a resolution of the board members.



Andrew Bullock
Chair
South Australian Tourism
Commission Board

4 / 9 / 2023



Emma Terry
Chief Executive Officer
South Australian Tourism
Commission

4 / 9 / 2023



Stephanie Rozokos
Chief Operating Officer
South Australian Tourism
Commission

4 / 9 / 2023

SOUTH AUSTRALIAN TOURISM COMMISSION

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2023

	Note	2023 \$'000	2022 \$'000
INCOME			
Appropriation	2.1	88 531	66 273
SA Government grants, subsidies and transfers	2.2	36 203	20 100
Commonwealth-sourced grants	2.3	7	732
Sponsorship and participation	2.4	6 309	3 725
Entry fees, licence fees and sales	2.5	2 276	1 352
Net gain from the disposal of non-current assets	2.6	-	140
Other income	2.7	1 134	361
TOTAL INCOME		134 460	92 683
EXPENSES			
Employee benefits expenses	3.3	15 674	13 368
Advertising and promotion	4.1	37 654	25 758
Industry assistance	4.2	56 043	46 358
Administration and accommodation	4.3	5 685	4 974
Event operations	4.4	24 698	8 820
Depreciation expense	4.5	1 667	1 700
Borrowing costs	4.6	98	117
Loss on impairment of receivables	5.2.1	24	50
Loss on impairment of non-current assets	1.4	-	2 072
TOTAL EXPENSES		141 543	103 217
NET RESULT		(7 083)	(10 534)
TOTAL COMPREHENSIVE RESULT		(7 083)	(10 534)

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

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2023

	Note	2023 \$'000	2022 \$'000
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5.1	18 261	29 549
Receivables	5.2	3 063	2 295
Other financial assets	5.3	155	-
TOTAL CURRENT ASSETS		21 479	31 844
NON-CURRENT ASSETS			
Plant and equipment	6.1	5 059	6 547
TOTAL NON-CURRENT ASSETS		5 059	6 547
TOTAL ASSETS		26 538	38 391
LIABILITIES			
CURRENT LIABILITIES			
Payables	7.1	11 313	14 772
Financial liabilities	7.2	960	1 262
Employee benefits	3.4	1 199	1 175
Provisions	7.3	43	36
Other current liabilities	7.4	22	124
TOTAL CURRENT LIABILITIES		13 537	17 369
NON-CURRENT LIABILITIES			
Payables	7.1	107	110
Financial liabilities	7.2	3 468	4 412
Employee benefits	3.4	1 347	1 366
Provisions	7.3	136	108
TOTAL NON-CURRENT LIABILITIES		5 058	5 996
TOTAL LIABILITIES		18 595	23 365
NET ASSETS		7 943	15 026
EQUITY			
Contributed capital		64	64
Retained earnings		7 879	14 962
TOTAL EQUITY		7 943	15 026

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

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2023

	Contributed Capital	Asset Revaluation Surplus	Retained Earnings	Total Equity
Note	\$'000	\$'000	\$'000	\$'000
BALANCE AT 30 JUNE 2021	64	517	24 979	25 560
Net result for 2021-22	-	-	(10 534)	(10 534)
Total comprehensive result for 2021-22	-	-	(10 534)	(10 534)
Transfer between equity components	6.2.2	(517)	517	-
BALANCE AT 30 JUNE 2022	64	-	14 962	15 026
Net result for 2022-23	-	-	(7 083)	(7 083)
Total comprehensive result for 2022-23	-	-	(7 083)	(7 083)
BALANCE AT 30 JUNE 2023	64	-	7 879	7 943

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

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2023

		2023	2022
		Inflows	Inflows
		(Outflows)	(Outflows)
		\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
CASH INFLOWS			
Receipts from SA Government		124 734	87 548
Receipts from the Commonwealth		353	386
Receipts from the sale of goods and services		7 614	3 641
GST recovered from the ATO		9 056	6 701
Receipts for Paid Parental Leave scheme		136	29
CASH GENERATED FROM OPERATIONS		141 893	98 305
CASH OUTFLOWS			
Employee benefits payments		(15 594)	(14 060)
Payments for supplies, services and industry assistance		(136 114)	(83 485)
Payments for Paid Parental Leave scheme		(128)	(37)
Interest paid		(98)	(117)
CASH USED IN OPERATIONS		(151 934)	(97 699)
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	8.3	(10 041)	606
CASH FLOWS FROM INVESTING ACTIVITIES			
CASH INFLOWS			
Proceeds from the sale of plant and equipment		-	600
CASH GENERATED FROM INVESTING ACTIVITIES		-	600
CASH OUTFLOWS			
Purchase of plant and equipment		(136)	(152)
CASH USED IN INVESTING ACTIVITIES		(136)	(152)
NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES		(136)	448
CASH FLOWS FROM FINANCING ACTIVITIES			
CASH OUTFLOWS			
Repayment of leases		(1 264)	(1 200)
Cash transferred to SA Motor Sport Board	1.4.1	(113)	-
CASH USED IN FINANCING ACTIVITIES		(1 377)	(1 200)
NET CASH USED IN FINANCING ACTIVITIES		(1 377)	(1 200)
Effect of exchange rate on cash and cash equivalents		266	25
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS		(11 288)	(121)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD		29 549	29 670
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	5.1	18 261	29 549

The accompanying notes form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

1. ABOUT THE SOUTH AUSTRALIAN TOURISM COMMISSION

1.1 REPORTING ENTITY

The South Australian Tourism Commission (SATC) is a not-for-profit statutory corporation of the State of South Australia, established pursuant to the *South Australian Tourism Commission Act 1993*. The SATC is an instrumentality of the Crown and holds its property on behalf of the Crown.

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

1.2 BASIS OF PREPARATION

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

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

The financial statements have been prepared on a twelve-month reporting period and presented in Australian currency. The historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured.

Income, expenses, assets and liabilities are recognised net of the amount of goods and services tax (GST) except:

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

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

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

Significant accounting policies are set out in the notes.

1.3 OBJECTIVES AND PROGRAMS

The purpose of the SATC is to assist in securing economic and social benefits for the people of South Australia through the promotion of South Australia as a tourism destination, including the promotion of events, festivals and other activities, and the further development and improvement of the State's tourism industry.

In achieving its objectives, the SATC provides a range of services classified into the following programs:

- **Tourism Development**
To build tourism opportunities by improving visitor access into and around the state, building industry capability and providing advice to the industry in terms of research, policy and planning.
- **Tourism Events**
To strategically build and promote the state's event calendar by developing and attracting new events and managing and growing existing events.
- **Tourism Marketing**
To develop and implement marketing activities and campaigns to increase the number of international and national visitors to and within South Australia.

The following tables present income, expenses, assets and liabilities attributed to each program. Income and expenses attributed to the SATC as a whole have been proportionally allocated to each of the programs based on full time equivalent employees in each of the programs.

1.4 CHANGES TO THE SATC

Under amendments to the *South Australian Motor Sport Act 1984* (SAMS Act):

- administration of the SAMS Act was transferred from the SATC to the South Australian Motor Sport Board (SAMSBB)
- assets and liabilities of the SATC relating to the functions and powers under the SAMS Act were vested in the SAMSBB.

1.4.1 Transferred Out

	2023 \$'000
Cash	113
Total assets	113
Contract liabilities	113
Total liabilities	113

The effective date of the transfer was 6 January 2023.

The SATC also transferred motor sport infrastructure assets to the SAMSB, effective 6 January 2023. As no future cashflows could be derived from these assets, in 2021-22 the SATC impaired them to a carrying amount of zero and recorded a \$2.072 million impairment loss on that asset class in the 2022 financial statements.

1.5 EXPENSES AND INCOME BY PROGRAM

for the year ended 30 June 2023

	<i>Tourism Development</i>		<i>Tourism Events</i>		<i>Tourism Marketing</i>		<i>Total</i>	
	2023	2022	2023	2022	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME								
Appropriation	6 297	5 299	40 930	33 852	41 304	27 122	88 531	66 273
SA Government grants, subsidies and transfers	-	10 000	34 203	-	2 000	10 100	36 203	20 100
Commonwealth-sourced grants	7	532	-	-	-	200	7	732
Sponsorship and participation	5	123	6 235	3 400	69	202	6 309	3 725
Entry fees, licence fees and sales	-	13	2 276	1 339	-	-	2 276	1 352
Net gain from the disposal of non-current assets	-	-	-	140	-	-	-	140
Other income	34	48	397	140	703	173	1 134	361
TOTAL INCOME	6 343	16 015	84 041	38 871	44 076	37 797	134 460	92 683
EXPENSES								
Employee benefits expenses	2 327	2 395	6 999	5 593	6 346	5 380	15 674	13 368
Advertising and promotion	774	794	5 811	2 496	31 068	22 468	37 654	25 758
Industry assistance	9 593	9 634	45 318	20 242	1 133	16 482	56 043	46 358
Administration and accommodation	1 035	491	1 777	1 823	2 873	2 660	5 685	4 974
Event operations	267	213	24 432	8 605	-	2	24 698	8 820
Depreciation expense	220	220	811	814	636	666	1 667	1 700
Borrowing costs	14	17	43	49	41	51	98	117
Loss on impairment of receivables	-	-	23	50	2	-	24	50
Loss on impairment of non-current assets	-	-	-	2 072	-	-	-	2 072
TOTAL EXPENSES	14 230	13 764	85 214	41 744	42 099	47 709	141 543	103 217
NET RESULT	(7 887)	2 251	(1 173)	(2 873)	1 977	(9 912)	(7 083)	(10 534)

1.6 ASSETS AND LIABILITIES BY PROGRAM

as at 30 June 2023

	<i>Tourism Development</i>		<i>Tourism Events</i>		<i>Tourism Marketing</i>		<i>General or Not Attributable</i>		<i>Total</i>	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Cash and equivalents	-	-	3 017	663	7 328	5 427	7 916	23 459	18 261	29 549
Receivables	51	367	783	162	93	552	2 136	1 214	3 063	2 295
Other financial assets	-	-	155	-	-	-	-	-	155	-
Plant and equipment	-	-	4 241	4 571	-	-	818	1 976	5 059	6 547
TOTAL ASSETS	51	367	8 196	5 396	7 421	5 979	10 870	26 649	26 538	38 391
LIABILITIES										
Payables	617	3 683	5 310	5 708	5 143	5 004	350	487	11 420	14 882
Financial liabilities	-	-	3 665	3 868	-	-	763	1 806	4 428	5 674
Employee benefits	288	320	759	687	678	646	821	888	2 546	2 541
Provisions	-	-	-	-	-	-	179	144	179	144
Other liabilities	-	-	22	124	-	-	-	-	22	124
TOTAL LIABILITIES	905	4 003	9 756	10 387	5 821	5 650	2 113	3 325	18 595	23 365

1.7 RELATED PARTY TRANSACTIONS

Related parties of the SATC include all key management personnel and their close family members, all Cabinet Ministers and their close family members, any entities controlled or jointly controlled by a related party, all public authorities that are controlled and consolidated into the whole of government financial statements and other interests of the Government. See note 3.1 for transactions with key management personnel.

1.7.1 Significant Transactions with Government Related Entities

Other than as disclosed elsewhere in the financial statements, the SATC had the following significant transactions with government:

- net grants, sponsorships and contributions received from the Department of the Premier and Cabinet totalling \$34.3 million (\$0.7 million) (included in notes 2.2 and 2.4)
- grants paid to the Department of Treasury and Finance totalling \$7.7 million (\$8.3 million) for payment to Tourism Industry Development Fund grant recipients (included in note 4.2)
- contribution paid to the South Australian Motor Sport Board totalling \$3.2 million (nil) for marketing support and transfer of operational expenses (included in notes 4.2 and 1.4)
- rent, maintenance, outgoings and services of \$1.3 million (\$1.2 million) paid to the South Australian Water Corporation for an office lease (refer to notes 4.3 and 6.1.3).

2. INCOME

2.1 APPROPRIATION

	2023	2022
	\$'000	\$'000
Appropriations from Consolidated Account pursuant to the <i>Appropriation Act</i>	88,530	66 288
Transfer from Department of Treasury and Finance for Shared Services SA variation	1	4
Budget adjustment for enterprise agreement	-	(19)
Total appropriation	88,531	66 273

Appropriation is recognised as income on receipt.

Total appropriation consists of \$87 793 000 (\$65 553 000) of operational funding and \$738 000 (\$720 000) for capital purposes.

2.2 SA GOVERNMENT GRANTS, SUBSIDIES AND TRANSFERS

	2023	2022
	\$'000	\$'000
State Government grants	34 203	20 100
Contingency funding provided by the Department of Treasury and Finance	2 000	-
Total revenues from SA Government	36 203	20 100

State Government grants mainly consist of funding from the Department of Premier and Cabinet's Major Events Fund. As the grants are non-recourse grants, they have been recognised as income on receipt. Contingency funding provided by the Department of Treasury and Finance consists of funding for the River Revival Voucher program.

2.3 COMMONWEALTH-SOURCED GRANTS

	2023	2022
	\$'000	\$'000
Commonwealth grants	7	732
Total Commonwealth-sourced grants	7	732

Commonwealth grants consist of a grant received under the Recovery for Regional Tourism Program. Commonwealth-sourced grants are recognised in accordance with AASB 1058 *Income of Not-for-Profit Entities* as income on receipt.

2.4 SPONSORSHIP AND PARTICIPATION

	2023	2022
	\$'000	\$'000
Sponsorship income	6 230	2 810
Industry contributions	5	813
Cooperative marketing/advertising	19	100
Industry participation fees	55	2
Total sponsorship and participation	6 309	3 725

Sponsorship and participation is recognised as income from contracts with customers. Revenue is recognised in the period in which the services are provided. Where payment is received for sponsorship and participation in an earlier period, it is disclosed in note 7.4 as a contract liability.

2.5 ENTRY FEES, LICENCE FEES AND SALES	2023	2022
	\$'000	\$'000
Event entry fees	994	879
Licence fees	1 087	138
Sale of merchandise	159	289
Service fees	15	13
Rental income	20	33
Sundry sales	1	-
Total entry fees, licence fees and sales	2 276	1 352

Income from event entry fees, licence fees and sales is recognised as income from contracts with customers. Revenue is recognised in the period in which the services are provided. Where payment is received for event entry fees and licence fees in an earlier period, it is disclosed in note 7.4 as a contract liability.

2.6 NET GAIN (LOSS) FROM THE DISPOSAL OF NON-CURRENT ASSETS	2023	2022
	\$'000	\$'000
Plant and equipment		
Net proceeds from disposal	-	600
Net book value of assets disposed	-	(460)
Total net gain (loss) from the disposal of non-current assets	-	140

Gains and losses on disposal are recognised at the date control of the asset is passed to the buyer and are determined after deducting the cost of the asset from the proceeds at that time. When revalued assets are disposed, the revaluation surplus is transferred to retained earnings.

2.7 OTHER INCOME	2023	2022
	\$'000	\$'000
Resources received free of charge	475	228
Gain on foreign exchange	659	123
Recoup of employee benefits expenses	-	10
Total other income	1 134	361

Resources received free of charge consist of IT, telecommunications and media monitoring services provided by the Department of the Premier and Cabinet. Services of this nature would otherwise have been purchased.

Foreign currency transactions are translated using exchange rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated using exchange rates at the reporting date. Gains and losses on foreign exchange arise when items are translated at rates different from those at which they were translated when initially recognised or in previous financial statements.

3. BOARD, COMMITTEES AND EMPLOYEES

3.1 KEY MANAGEMENT PERSONNEL

The key management personnel of the SATC during 2022-23 were the Minister for Tourism, Board directors, the Chief Executive Officer and the members of the Executive Team who have responsibility for the strategic direction and management of the SATC. Total compensation for key management personnel detailed in this note excludes salaries and other benefits received by the Premier. The Premier's remuneration and allowances are set by the *Parliamentary Remuneration Act 1990* and the Remuneration Tribunal of SA respectively and are payable from the Consolidated Account under section 6 the *Parliamentary Remuneration Act 1990*.

3.1.1 Compensation	2023	2022
	\$'000	\$'000
Salaries and other short-term employee benefits	1 602	1 352
Post-employment benefits	150	198
Termination benefits	81	-
Total compensation	1 833	1 550

3.1.2 Significant Transactions with Key Management Personnel

The SATC had no individually significant transactions with key management personnel, their close family members or any entities controlled or jointly controlled by key management personnel or their close family members.

3.2 BOARD DIRECTORS

Members of the South Australian Tourism Commission Board during the 2023 financial year were:

Andrew Bullock	Jess Greatwich (from 7 October 2022)	Helen Edwards (until 18 September 2022)
Jayne Flaherty	Justyna Jochym (from 7 October 2022)	Rodney Harrex ¹ (<i>ex officio</i>) (until 22 July 2022)
Donna Gauci	Eoin Loftus (from 19 September 2022)	John Irving (until 7 October 2022)
Ian Horne	Emma Terry ¹ (<i>ex officio</i>) (from 9 January 2023)	
Grant Wilckens	Stephanie Rozokos ¹ (<i>ex officio</i>) (from 23 July 2022 until 8 January 2023)	

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

	2023	2022
	Number	Number
\$0 - \$19 999	12	7
\$20 000 - \$39 999	1	1
Total number of directors	13	8

The total remuneration received or receivable by directors was \$158 000 (\$126 000). Remuneration of directors includes sitting fees, superannuation contributions, salary sacrifice benefits, fringe benefits and related fringe benefits tax.

3.3 EMPLOYEE BENEFITS EXPENSES

	2023	2022
	\$'000	\$'000
Salaries and wages	12 088	10 804
Long service leave	221	(284)
Annual leave	1 017	863
Skills and experience retention leave	28	18
Employment on-costs – superannuation	1 363	1 168
Employment on-costs – other	731	622
Board and committee fees	143	115
Other employment related expenses	83	62
Total employee benefits expenses	15 674	13 368

Superannuation employment on-costs represent the SATC's contributions to superannuation plans for the current services of current employees.

3.3.1 Executive Remuneration

	2023	2022
	Number	Number
The number of employees whose remuneration received or receivable falls within the following bands:		
\$154 001 - \$160 000 ²		1
\$160 001 - \$180 000	2	2
\$180 001 - \$200 000	1	-
\$200 001 - \$220 000	2	2
\$220 001 - \$240 000	1	1
\$240 001 - \$260 000	1	1
\$320 001 - \$340 000	1	-
\$440 001 - \$460 000	-	1
	8	8

The total remuneration received by these employees for the year was \$1 745 000 (\$1 850 000).

The table includes all employees whose normal remuneration was equal to or greater than the base executive remuneration level during the year. Remuneration of employees reflects all costs of employment including salaries and wages, termination payments, payments in lieu of leave, superannuation contributions, salary sacrifice benefits, fringe benefits and related fringe benefits tax.

¹ In accordance with Premier and Cabinet Circular PC016, no director received remuneration for board duties during the financial year while employed by the SA Government.

² This band has been included to report comparative figures based on the executive base level remuneration for 2021-22.

3.4 EMPLOYEE BENEFITS LIABILITY	2023	2022
	\$'000	\$'000
Current:		
Annual leave	1 000	978
Long service leave	171	173
Skills and experience retention leave	28	24
Total current employee benefits	1 199	1 175
Non-Current:		
Long service leave	1 347	1 366
Total non-current employee benefits	1 347	1 366
Total employee benefits	2 546	2 541

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

3.4.1 Salaries and Wages, Annual Leave, Skills and Experience Retention Leave and Sick Leave Liabilities

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

The annual leave liability and the skills and experience retention leave liability are expected to be payable within twelve months and are measured at the undiscounted amounts expected to be paid. An actuarial assessment performed by the Department of Treasury and Finance determined that the salary inflation rate for annual leave and skills and experience retention leave was 2.0%, an increase from 1.5% in 2022. The net financial effect in the current financial year of the changes to the salary inflation rate is an increase in the annual leave and skills and experience retention leave liability of \$5 000 and employee benefits expenses of \$6 000.

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

3.4.2 Long Service Leave Liability

The liability for long service leave is measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Current long service leave reflects the portion of leave expected to be settled within the next twelve months based on previous experience. All other long service leave is classified as non-current.

AASB 119 *Employee Benefits* determines the calculation methodology for long service leave liability. An actuarial assessment performed by the Department of Treasury and Finance provided a basis for the measurement of long service leave and is based on actuarial assumptions on expected future salary and wage levels, experience of employee departures and periods of service. These assumptions are based on employee data over SA Government entities.

The actuarial assessment determined that the salary inflation rate for long service leave was 3.5%, an increase from 2.5% in 2022, resulting in an increase in the reported long service leave liability.

AASB 119 *Employee Benefits* requires the use of the yield on long term Commonwealth Government bonds as the discount rate in the measurement of the long service leave liability. The yield on long term Commonwealth Government bonds has increased to 4.0% from 3.5% in 2022, resulting in a decrease in the reported long service leave liability.

The net financial effect in the current financial year of the changes to actuarial assumptions and the bond yield rate is a decrease in the long service leave liability of \$54 000 and employee benefits expenses of \$58 000. The impact on future periods is not possible to estimate as the long service leave liability is calculated using several demographic and financial assumptions, including the long-term discount rate.

4. EXPENSES

Employee benefits expenses are disclosed in note 3.3.

4.1 ADVERTISING AND PROMOTION	2023	2022
	\$'000	\$'000
Consumer advertising	19 382	12 257
Cooperative consumer marketing	7 247	5 083
Familiarisations	1 666	737
Other consumer marketing	307	106
Production	3 347	3 141
Representation and contractors	2 479	2 472
Marketing research	962	930
Trade marketing	1 063	196
Other advertising and promotion	1 201	836
Total advertising and promotion	37 654	25 758

4.1.1 Resources Provided Free of Charge

Services provided free of charge included in marketing research were \$216 000 (nil) and were expensed at fair value.

4.2 INDUSTRY ASSISTANCE	2023	2022
	\$'000	\$'000
Sponsorship of events	42 071	20 801
Marketing/industry support	1 414	16 607
Tourism infrastructure	7 967	8 300
SA Government grants and transfers	3 810	-
Tourism marketing boards/information centre grants	575	564
Trade show subsidies/membership of tourism industry bodies	206	86
Total industry assistance	56 043	46 358

Industry assistance is recognised as a liability and expense when the SATC has a contractual obligation to pay and the expense recognition criteria are met.

4.3 ADMINISTRATION AND ACCOMMODATION	2023	2022
	\$'000	\$'000
Accommodation and service costs	970	1 051
Communication and computing	2 278	2 336
Stationery, postage, couriers and freight	77	32
Contractors and consultants	431	196
Motor vehicles, taxis and car parking	87	62
Domestic and international travel	401	157
Seminars, courses and training	306	151
Insurance	209	170
Audit, legal and other fees	562	419
Loss on foreign exchange	-	142
Other	364	258
Total administration and accommodation	5 685	4 974

4.3.1 Consultants

The number and dollar amount of consultancies included in Administration and Accommodation that fell within the following bands:

	2023		2022	
	No.	\$'000	No.	\$'000
Below \$10 000	1	9	-	-
\$10 000 and above	2	203	-	-
Total paid/payable to the consultants engaged	3	212	-	-

4.3.2 Audit Fees

Audit fees paid/payable to the Auditor-General's Department relating to work performed under the *Public Finance and Audit Act 1987* were \$84 000 (\$82 000). No other services were provided by the Auditor-General's Department.

4.3.3 Resources Provided Free of Charge

Services provided free of charge included in communication and computing were \$234 000 (\$228 000) and were expensed at fair value.

4.4 EVENT OPERATIONS	2023	2022
	\$'000	\$'000
Event facilities	7 685	2 363
Catering and entertainment	2 028	710
Communications	934	601
Transport	1 055	314
Participants and contractors	6 698	2 861
Television and media	4 676	842
Fees and permits	522	208
Event management	1 100	921
Total event operations	24 698	8 820

4.5 DEPRECIATION EXPENSE	2023	2022
	\$'000	\$'000
General and events assets	157	187
Fitouts	305	306
Right-of-use assets	1 205	1 207
Total depreciation expense	1 667	1 700

All non-current assets, having limited useful lives, are systematically depreciated over their useful lives in a manner that reflects the consumption of their service potential.

4.5.1 Review of Accounting Estimates

Assets' residual values, useful lives and amortisation methods are reviewed annually and adjusted if appropriate. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for prospectively by changing the time period or method, as appropriate. The value of fitouts is amortised over the estimated remaining useful life of each fitout, or the unexpired period of the relevant lease, whichever is shorter.

4.5.2 Useful Life

Depreciation is calculated on a straight-line basis over the estimated useful life of the following classes of assets as follows:

Class of Asset	Useful Life
General and events assets	3-35
Fitouts	3-9
Right-of-use assets	3-20

4.6 BORROWING COSTS	2023	2022
	\$'000	\$'000
Interest expense on lease liabilities	98	117
Total borrowing costs	98	117

5. FINANCIAL ASSETS

5.1 CASH AND CASH EQUIVALENTS	2023	2022
	\$'000	\$'000
Deposits with the Treasurer	7 911	23 454
Cash at bank	10 345	6 090
Cash on hand	5	5
Total cash and cash equivalents	18 261	29 549

Cash is measured as nominal amounts.

5.1.1 Deposits with the Treasurer

The SATC has three deposit accounts with the Treasurer, consisting of two general operating accounts and the Accrual Appropriation Excess Funds Account (AAEFA). The balance of the AAEFA was \$2 746 000 (\$2 179 000). The SATC controls the money in the AAEFA but its use must be approved by the Treasurer. The SATC does not earn interest on its deposits with the Treasurer.

5.2 RECEIVABLES	2023	2022
	\$'000	\$'000
Current:		
Contractual receivables		
From government entities	483	346
From non-government entities	303	655
Less allowance for impairment loss on receivables	(10)	(79)
Total contractual receivables	776	922
Statutory receivables		
GST input tax recoverable	2 050	1 145
Total statutory receivables	2 050	1 145
Prepayments	237	227
Contract assets	-	1
Total receivables	3 063	2 295

Contractual receivables arise in the normal course of selling goods and services to the public and to other government agencies. Trade receivables are normally settled within 30 days. Contractual receivables and prepayments are non-interest bearing. Trade receivables are held with the objective of collecting the contractual cash flows and they are measured at amortised cost. The net amount of GST payable to the ATO is included as part of trade receivables.

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

Refer to note 10.1 for information on risk management.

5.2.1 Allowance for Impairment Loss on Receivables

	2023	2022
	\$'000	\$'000
Movement in the allowance for impairment loss on receivables		
Carrying amount at 1 July	79	29
Increase in the allowance	10	50
Amounts recovered during the year	(14)	-
Increase (decrease) in allowance recognised in profit or loss	24	50
Amounts written off	(65)	-
Carrying amount at 30 June	10	79

Impairment losses relate to contracts with customers external to SA Government. Refer to note 10.3 for information on credit risk and the methodology for determining impairment.

5.2.2 Contract Assets

	2023	2022
	\$'000	\$'000
Balance at 1 July	1	-
Add additional costs incurred that are recoverable from the customer	-	1
Less transfer to receivables	(1)	-
Total contract assets	-	1

Contract assets relate to the SATC's right to consideration in exchange for goods and services transferred to customers for works completed, but not yet billed at the reporting date. The contract assets are transferred to receivables when the rights become unconditional. This usually occurs when the SATC issues an invoice to the customer.

Contract assets are non-interest bearing.

Refer to note 10.4 for information on market risk.

5.3 OTHER FINANCIAL ASSETS

	2023	2022
	\$'000	\$'000
Foreign currency forward contracts	155	-
Total other financial assets	155	-

Refer to note 10.4 for information on market risk.

6. NON-FINANCIAL ASSETS

6.1 PLANT AND EQUIPMENT BY ASSET CLASS

Plant and equipment comprises owned and leased (right-of-use) tangible assets. The assets presented below do not meet the definition of an investment property.

	2023	2022
	\$'000	\$'000
General and events assets		
At cost (deemed fair value)	2 349	2 277
Accumulated depreciation at the end of the period	(1 521)	(1 449)
Total general and events assets	828	828
Fitouts		
At cost (deemed fair value)	1 868	1 868
Accumulated depreciation at the end of the period	(1 522)	(1 217)
Total fitouts	346	651
Right-of-use assets		
At cost	8 632	8 643
Accumulated depreciation at the end of the period	(4 747)	(3 575)
Total right-of-use assets	3 885	5 068
Total plant and equipment	5 059	6 547

6.1.1 Owned Plant and Equipment

Plant and equipment owned by the SATC is valued at deemed fair value. Refer to note 6.2 for information about fair value.

All Pageant floats, regardless of their value, are recognised as non-current assets. Pageant floats are recorded at historic cost less accumulated depreciation. All other non-current tangible assets with a value equal to or in excess of \$15 000 are capitalised.

Plant and equipment includes \$633 000 (\$632 000) of fully depreciated plant and equipment still in use.

6.1.2 Impairment of Owned Plant and Equipment

The SATC holds its plant and equipment assets for their service potential (value in use). There were no indications of impairment of plant and equipment at 30 June 2023.

6.1.3 Leased Plant and Equipment

Right-of-use plant and equipment assets leased by the SATC are measured at cost. Short term leases of 12 months or less and low value leases where the underlying asset value is less than \$15 000 are not recognised as right-of-use assets. The associated rent payments are recognised as expenses and disclosed in note 4.3.

The SATC had the following leases during 2022-23:

- 9 (9) motor vehicle leases with the South Australian Government Financing Authority (SAFA). Motor vehicle leases are non-cancellable with rental payments monthly in arrears. Motor vehicle lease terms can range from 3 years or 60,000 km, up to 5 years or 100,000 km. The lease agreements contain no contingent rental provisions and no options to renew the leases at the end of their term.
- A lease of office accommodation under a Memorandum of Administrative Agreement (MOAA) with SA Water. The term of the lease is 5 years 9 months with rent payable monthly in advance. The MOAA contains an option to extend up to a further 10 years, subject to the head lease being extended. The option to extend has not been included in the term because the head lessee does not intend to exercise its option to extend.
- A commercial lease of warehouse, workshop and office space for the term of 10 years, with the option to extend for up to a further 10 years. The option to extend has been included in the term because management is reasonably certain to exercise the option. Rent is payable monthly in advance.

The lease liabilities related to the right-of-use assets are disclosed in note 7.2. Refer to note 10.5 for maturity analysis of lease liabilities. Expenses related to leases, including depreciation and interest, are disclosed in notes 4.5 and 4.6. Cash outflows related to leases are disclosed in note 8.3.

6.1.4 Donations

On 20 December 2022 the SATC was donated a fit for purpose caravan for use in event operations.

6.1.5 Impairment of Leased Plant and Equipment

Plant and equipment leased by the SATC has been assessed for impairment. There was no indication of impairment at 30 June 2023.

6.1.6 Reconciliation of Movements in Plant and Equipment during 2022-23

	General and Events Assets \$'000	Fitouts \$'000	Right-of-Use Assets \$'000	Total \$'000
Carrying amount at 1 July	828	651	5 068	6 547
Additions	157	-	22	179
Depreciation	(157)	(305)	(1 205)	(1 667)
Carrying amount at 30 June	828	346	3 885	5 059

6.1.7 Reconciliation of Movements in Plant and Equipment during 2021-22

	General and Events Assets \$'000	Fitouts \$'000	Right-of-Use Assets \$'000	Total \$'000
Carrying amount at 1 July	883	957	6 229	8 069
Additions	140	-	46	186
Disposals	(8)	-	-	(8)
Depreciation	(187)	(306)	(1 207)	(1 700)
Carrying amount at 30 June	828	651	5 068	6 547

6.2 FAIR VALUE MEASUREMENT

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

6.2.1 Acquisition and Recognition

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

6.2.2 Revaluation

The valuation processes and fair value changes are reviewed by the Chief Operating Officer at each reporting date.

Non-current tangible assets are valued at fair value and revaluation of non-current assets or group of assets is only performed when its fair value at the time of acquisition is greater than \$1.5 million and estimated useful life is greater than three years. A valuation appraisal by a Certified Practising Valuer is performed at least every six years.

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

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amounts of the assets and the net amounts are restated to the revalued amounts of the assets. Upon disposal or derecognition, any revaluation surplus relating to that asset is transferred to retained earnings.

6.2.3 Fair Value Hierarchy

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

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

Fair value measurements recognised in the Statement of Financial Position are categorised into level 3 at 30 June. The SATC had no valuations categorised into level 1 or level 2. There were no transfers of assets between fair value hierarchy levels and there were no changes in valuation techniques during 2022-23.

6.2.4 Fair Value Measurements

All items of general plant and equipment, events plant and equipment and fitouts had a fair value at the time of acquisition less than \$1.5 million or had an estimated useful life less than three years. In accordance with *Treasurer's Instructions (Accounting Policy Statements) 2019* APS 116.D these assets have not been revalued. The carrying value of assets not revalued is deemed to approximate fair value.

7. LIABILITIES

Employee benefits liabilities are disclosed in note 3.4.

7.1 PAYABLES	2023	2022
	\$'000	\$'000
Current:		
Contractual payables		
Creditors	6 956	6 470
Accrued expenses	3 980	7 972
Total contractual payables	10 936	14 442
Statutory payables		
Employment on-costs	284	248
Audit fees payable	84	82
Paid Parental Leave scheme payable	9	-
Total statutory payables	377	330
Total current payables	11 313	14 772
Non-Current:		
Statutory payables		
Employment on-costs	107	110
Total non-current payables	107	110
Total payables	11 420	14 882

All payables are non-interest bearing. The net amount of GST recoverable from the ATO is included as part of creditors. The carrying amount of payables represents fair value due to their short-term nature. Refer to note 10.1 for information on risk management.

7.1.1 Creditors

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

7.1.2 Accrued Expenses

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

7.1.3 Employment On-Costs

Employment on-costs are statutory payables and include payroll tax, workers compensation levies and superannuation contributions. The SATC makes contributions to several State Government and externally managed superannuation schemes. These contributions are treated as expenses when they occur. There is no liability for payments to beneficiaries as they have been assumed by the respective superannuation schemes. The liabilities outstanding at the reporting date are for contributions due but not yet paid to superannuation schemes, payroll tax payable to Revenue SA and the estimated on-costs on liabilities for accrued salaries and wages, long service leave, annual leave and skills and experience retention leave.

An actuarial assessment performed by the Department of Treasury and Finance determined that the average factor for the calculation of employer superannuation contribution on-cost on long service leave increased to 11.1% in 2023 from 10.6% in 2022. The percentage of long service leave taken as leave is 25.5% (27.9%), calculated as the actual percentage of leave taken during the last five years. These rates are used in the employment on-cost calculation. The net financial effect of the changes in the current financial year is a decrease in the employment on-cost of \$4 000 and the estimated future impact is a decrease of \$4 000 in both 2024 and 2025.

7.2 FINANCIAL LIABILITIES	2023	2022
	\$'000	\$'000
Current:		
Lease liabilities	960	1 262
Total current financial liabilities	960	1 262
Non-Current:		
Lease liabilities	3 468	4 412
Total non-current financial liabilities	3 468	4 412
Total financial liabilities	4 428	5 674

Financial liabilities are measured at amortised cost. All material cash outflows are reflected in the lease liabilities disclosed above.

7.3 PROVISIONS

	2023	2022
	\$'000	\$'000
Current:		
Provision for workers compensation	43	36
Total current provisions	43	36
Non-Current:		
Provision for workers compensation	136	108
Total non-current provisions	136	108
Total provisions	179	144

7.3.1 Movement in Provisions

	2023	2022
	\$'000	\$'000
Carrying amount at 1 July	144	789
Additional provisions recognised	40	41
Reductions resulting from payments/other sacrifice of future economic benefits	(16)	(703)
Adjustments resulting from re-measurement or settlement without cost	11	17
Carrying amount at 30 June	179	144

The workers compensation provision is based on an actuarial assessment of the outstanding liability as at 30 June 2023 provided by a consulting actuary engaged through the Office of the Commissioner for Public Sector Employment. The provision reflects unsettled workers compensation claims and is for the estimated cost of ongoing payments to employees as required under current legislation.

The SATC is responsible for the payment of workers compensation claims.

7.4 OTHER LIABILITIES

	2023	2022
	\$'000	\$'000
Current:		
Contract liabilities	22	124
Total current other liabilities	22	124
Total other liabilities	22	124

7.4.1 Contract Liabilities

	2023	2022
	\$'000	\$'000
Balance at 1 July	124	283
Add payments received for performance obligations yet to be completed	22	11
Less performance obligations transferred to the SA Motor Sport Board	(113)	-
Less revenue recognised for completion of performance obligations	(11)	(170)
Total contract liabilities	22	124

Contract liabilities include consideration received in advance from customers in respect of events managed by SATC and are recognised in the reporting period when the performance obligation is complete. All contract liabilities are expected to be realised as revenue within 12 months.

8. OTHER DISCLOSURES

8.1 BUDGET PERFORMANCE

The budget performance tables compare the SATC's outcome against budget information presented to Parliament (2022-23 Budget Paper 4). The original budget amounts have been presented and classified on a basis that is consistent with line items in the financial statements and have not been adjusted to reflect revised budgets or administrative restructures. The budget process is not subject to audit.

8.1.1 Statement of Comprehensive Income

	Note	Original Budget 2023 \$'000	Actual 2023 \$'000	Variance \$'000
Income				
Appropriation		88 530	88 531	1
SA Government grants, subsidies and transfers	(a)	-	36 203	36 203
Commonwealth-sourced grants		-	7	7
Sponsorship and participation		3 792	6 309	2 517
Entry fees, licence fees and sales		1 925	2 276	351
Other income		-	1 134	1 134
Total income		94 247	134 460	40 213
Expenses				
Employee benefits expenses		14 283	15 674	1 391
Advertising and promotion		33 648	37 654	4 006
Industry assistance	(b)	41 406	56 043	14 637
Administration and accommodation		4 118	5 685	1 567
Event operations	(c)	10 554	24 698	14 144
Depreciation expense		1 734	1 667	(67)
Borrowing costs		100	98	(2)
Loss (gain) on impairment of receivables		-	24	24
Total expenses		105 843	141 543	35 700
Net result		(11 596)	(7 083)	4 513
Total comprehensive result		(11 596)	(7 083)	4 513

8.1.2 Investing Expenditure Summary

	Original Budget 2023 \$'000	Actual 2023 \$'000	Variance \$'000
Investing expenditure			
Total annual programs	738	157	(581)
Total leases	11	22	11
Total investing expenditure	749	179	(570)

Explanations are only provided for variances where the variance is more than 10% of the original budgeted amount and more than 5% of original budgeted total expenses.

- (a) The variance in SA Government grants, subsidies and transfers relates to funding received from the Department of the Premier and Cabinet through the Major Events Fund to grow existing owned and managed events and to secure and support major national and international events.
- (b) The variance in industry assistance is mainly due to expenditure associated with grants from the Major Events Fund to secure major national and international events.
- (c) The variance in events operations is mainly due to expenditure associated with grants from the Major Events Fund to grow existing owned and managed events and to support major national and international events.

8.2 EQUITY

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

8.3 CASH FLOWS

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

8.3.1 Cash Flow Reconciliation

	2023	2022
	\$'000	\$'000
Reconciliation of cash and cash equivalents at 30 June:		
Cash and cash equivalents disclosed in the Statement of Financial Position	18 261	29 549
Balance as per the Statement of Cash Flows	18 261	29 549
Reconciliation of net cash provided by operating activities to net result:		
Net cash provided by (used in) operating activities	(10 041)	606
Non-cash items		
Depreciation expense	(1 667)	(1 700)
Impairment of non-current assets	-	(2 072)
Net gain from disposal of non-current assets	-	140
Effect of exchange rate on cash and cash equivalents	266	25
Assets transferred to SA Motor Sport Board	(113)	-
Assets acquired for significantly less than fair value	25	-
Movement in assets and liabilities		
Receivables	768	110
Other assets	155	-
Payables	3 462	(9 074)
Employee benefits	(5)	615
Provisions	(35)	645
Other liabilities	102	171
Net result	(7 083)	(10 534)

8.4 CHANGES IN ACCOUNTING POLICY

The SATC has assessed that the Australian Accounting Standards and Interpretations that first applied in 2022-23 did not have a material impact on the SATC's financial statements.

9. UNRECOGNISED CONTRACTUAL COMMITMENTS

Commitments include operating, capital and outsourcing arrangements arising from contractual or statutory sources and are disclosed at their nominal value.

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

9.1 EXPENDITURE COMMITMENTS

	2023	2022
	\$'000	\$'000
Expenditure commitments at the reporting date not recognised as liabilities are payable as follows:		
Within one year	44 874	31 825
Later than one year but not longer than five years	5 293	17 467
Total expenditure commitments	50 167	49 292

The SATC's commitments arise from agreements for marketing services, event operations, event sponsorship, infrastructure grants and other cooperative and service contracts. There are no purchase options available to the SATC.

10. FINANCIAL INSTRUMENTS

10.1 FINANCIAL RISK MANAGEMENT

Risk management is managed by the SATC's Finance and Business Services group. Risk management policies are in accordance with the *SA Government Risk Management Guide* and the principles established in the Australian Standard *Risk Management Principles and Guidelines*. The SATC's exposure to financial risk (liquidity risk, credit risk and market risk) is low due to the nature of the financial instruments held. There have been no changes in risk exposure since the last reporting period.

10.2 LIQUIDITY RISK

The SATC is funded principally from appropriation by the SA Government. The SATC works with the Department of Treasury and Finance to determine the cash flows associated with its Government-approved program of work and to ensure funding is provided through SA Government budgetary processes to meet the expected cash flows. Refer to notes 8.1 and 8.3 for further information.

10.3 CREDIT RISK

The SATC has policies and procedures in place to ensure that transactions occur with customers with appropriate credit history. No collateral is held as security and no credit enhancements relate to financial assets held by the SATC.

10.3.1 Impairment of Financial Assets

Loss allowances for receivables are measured at an amount equal to lifetime expected credit loss using the simplified approach in AASB 9 *Financial Instruments*. The SATC uses an allowance matrix to measure the expected credit loss of receivables from non-government debtors. Receivables are grouped based on shared risks characteristics and days past due, taking into account reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the SATC's historical experience and informed credit assessment, including any relevant forward-looking information. Loss rates are calculated based on the probability of a receivable progressing through stages to write-off based on the common risk characteristics of the transaction and debtor.

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

The following table provides information about the SATC's exposure to credit risk and expected credit loss for non-government debtors.

	Gross Carrying Amount	Loss	Lifetime Expected Losses
	\$'000	%	\$'000
Non-government debtors at 30 June 2023			
Current (not past due)	20	0.2	-
1 – 30 days past due	60	0.2	-
61 – 90 days past due	166	1.2	2
91 – 120 days past due	44	1.9	1
More than 120 days past due	12	61.2	7
Total loss allowance			<u>10</u>

Loss rates are based on the actual history of credit loss, adjusted to reflect differences between previous economic conditions, current conditions and the SATC's view of the forecast economic conditions over the expected life of the receivables.

Impairment losses are recognised on a net basis in profit and loss. Subsequent recoveries of amounts previously written off credited against the same line item. Receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include the failure of a debtor to enter into a payment plan with the SATC and a failure to make contractual payments for a period of greater than 120 days past due.

Cash and cash equivalents have low credit risk due to the external credit ratings of the counterparties and therefore the expected credit loss is nil.

All impairment losses on receivables arise from contracts with customers. No impairment losses were recognised in relation to contract assets during the year.

10.4 MARKET RISK

The SATC does not trade in foreign currency, enter into transactions for speculative purposes nor engage in high risk hedging for its financial assets. To manage its exchange risk the SATC implements forward foreign exchange cover through SAFA in accordance with Treasurer's Instruction 23 *Management of Foreign Currency Exposures*. Due to their short-term nature, the SATC does not designate its foreign currency forward contracts as hedging instruments.

At 30 June 2023 SAFA had in place 5 (nil) foreign exchange forward contracts on behalf of the SATC, totalling \$7 387 000. In 2022-23 the SATC had 13 (10) foreign exchange forward contracts mature totalling \$13 341 000 (\$5 186 000). Forward contracts are to cover commitments denominated in foreign currencies, including for the payment of representation fees, sponsorships, event participation fees and global marketing activity.

The fair value of a forward contract is affected by changes in the spot rate and changes in the forward points, which arise from the interest rate differential between currencies specified in a forward contract. On commitment date, the net fair value of the forward contract is nil, as their fair value of the rights and obligations are equal.

As with all forward foreign exchange contracts there are financial risks. Cashflows from foreign exchange forward contracts in 2022-23 are included in the Statement of Comprehensive Income, and where material are shown separately as losses in note 4.3 and as gains in note 2.7. Refer to note 5.3 for further information.

The SATC does not undertake any hedging of interest rate risk. There is no exposure to other price risks.

10.5 CATEGORISATION OF FINANCIAL INSTRUMENTS

Details of the material accounting policy information and methods adopted including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised for each class of financial asset, financial liability and equity instrument are disclosed in the respective financial asset or financial liability note.

The SATC measures all financial instruments at amortised cost.

10.5.1 Category of financial asset and financial liability

	Note	2023 Carrying Amount \$'000	2023 Contractual Maturities ¹		
			Within 1 year \$'000	1–5 years \$'000	More than 5 years \$'000
Financial assets					
Cash and equivalents					
Cash and cash equivalents	5.1, 8.3	18 261	18 261	-	-
Amortised cost					
Receivables	5.2	760	760	-	-
Other financial assets	5.3	155	155	-	-
Total financial assets		19 176	19 176	-	-
Financial liabilities					
Amortised cost					
Payables	7.1	10 936	10 936	-	-
Lease liabilities	7.2	4 428	1 038	1 245	2 685
Other financial liabilities	7.4	22	22	-	-
Total financial liabilities		15 386	11 996	1 245	2 685
2022					
	Note	Carrying Amount \$'000	2022 Contractual Maturities ¹		
			Within 1 year \$'000	1–5 years \$'000	More than 5 years \$'000
Financial assets					
Cash and equivalents					
Cash and cash equivalents	5.1, 8.3	29 549	29 549	-	-
Amortised cost					
Receivables	5.2	922	922	-	-
Total financial assets		30 471	30 471	-	-
Financial liabilities					
Amortised cost					
Payables	7.1	14 442	14 442	-	-
Lease liabilities	7.2	5 674	1 361	1 946	3 003
Other financial liabilities	7.4	124	124	-	-
Total financial liabilities		20 240	15 927	1 946	3 003

Amounts disclosed here exclude prepayments and statutory receivables and payables. Prepayments are presented in note 5.2 as receivables but are not financial assets as the future economic benefit is the receipt of goods and services rather than the right to receive cash or another financial asset.

10.5.2 Statutory Receivables and Payables

Receivables and payables amounts disclosed above exclude amounts relating to statutory receivables and payables. This includes Commonwealth, State and Local Government taxes and equivalents, fees and charges, Auditor-General's Department audit fees and employee-related payables, such as payroll tax, Fringe Benefits Tax, Pay As You Go withholding and ReturnToWorkSA levies. In government, certain rights to receive or pay cash may not be contractual but have their source in legislation and therefore, in these situations, the disclosure requirements of AASB 7 *Financial Instruments: Disclosures* will not apply. The standard defines contract as enforceable by law. All amounts recorded are carried at cost (not materially different from amortised cost).

10.6 CREDIT STANDBY ARRANGEMENTS

The SATC has a \$300 000 (\$250 000) purchasing card facility with ANZ Bank. The unused portion of this facility at 30 June 2023 was \$24 000 (\$93 000).

¹ Maturities analysis is presented using undiscounted cashflows and therefore may not equal the total carrying amount of the financial instrument.

Appendix B: SATC Board Performance Agreement 2022-23

**2022-23
PERFORMANCE AGREEMENT**

Between

THE SOUTH AUSTRALIAN TOURISM COMMISSION BOARD

and

THE MINISTER FOR TOURISM

KEY FOCUS

The 2022-23 Board Performance Agreement with the Minister for Tourism responds to the COVID recovery period after unprecedented disruption to the South Australian Visitor Economy. In the coming year there are additional emerging challenges, including rising cost of living, particularly including fuel and interest rates, instability arising from the conflict in Ukraine, uncertainty in China and practical challenges associated with restarting sectors of the Visitor Economy that have been dormant for up to 2 years. The Agreement continues to include COVID related adjustments to the waypoints originally outlined in the *South Australian Visitor Economy Sector Plan 2030* and sets a path to returning to pre-COVID levels of economic activity. This Board Performance Agreement also identifies the government's commitments relevant to the Visitor Economy and affirms the South Australian Tourism Commission's (SATC) support for the achievement of these initiatives.

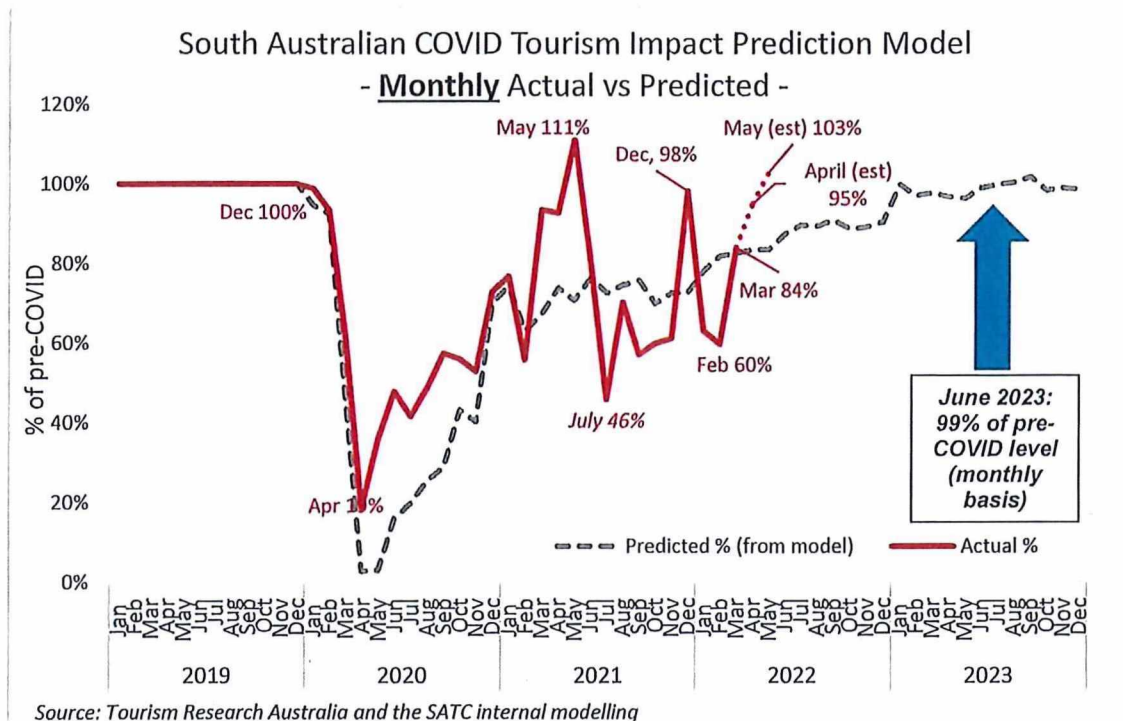
Leading up to the crises of 2020, tourism in South Australia was growing strongly, having achieved some significant milestones, including the achievement of the substantial stretch target of reaching \$8 billion in visitor expenditure by 2020, as set in the *South Australian Tourism Plan 2020*, which was launched in 2013.

The planning framework to 2030 establishes the tourism industry expenditure potential of \$12.8 billion and the recovery waypoints to achieve this are contained within this agreement.

The targets outlined in this Performance Agreement were developed by the SATC, using Tourism Research Australia data and calibrated against the work of external parties, including Adelaide Airport Ltd, STR Global (Accommodation) and various forecast predictions from Tourism Australia, the International Air Transport Association (IATA), Oxford Economics and the consensus estimates of other State and Territory Tourism Organisations. The ongoing impact of the COVID-19 crisis, and the significant opportunity represented by the upcoming recovery phase, has been considered in detail by the SATC Board and its analysis and recommendations have been integrated into the Agreement.

With the removal of travel restrictions in early 2022 and consumer demand showing significant opportunities the current forecasts for 2022-23 outlines a robust recovery to the interstate market in the coming year and international markets commence the early stages of recovery. The key assumptions underpinning the 2022-23 KPIs are the continued strength in intrastate visitation, a strong rebound in interstate and the early stages of recovery to international markets.

This overall forecast is presented monthly and summarised in the chart below. Note that it is expected that recovery will continue to occur in surges of newly released demand.

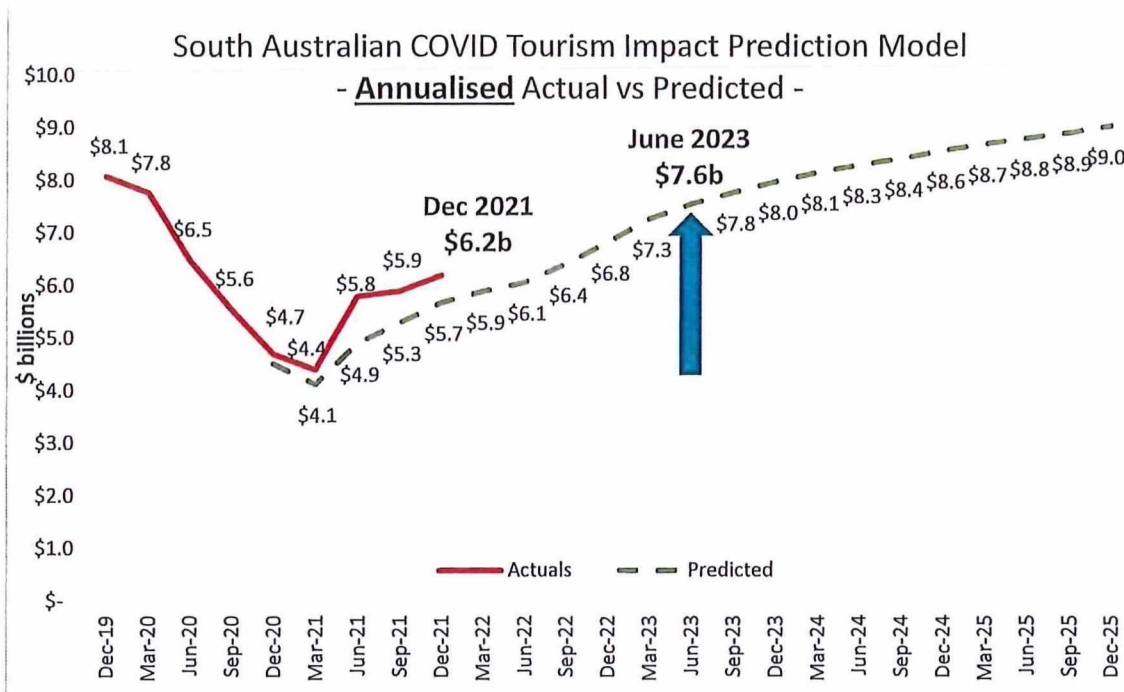


While monthly data is the most useful to consider the rapid changes in consumer behaviour associated with COVID and other external drivers, this Performance Agreement considers overall targets on an annualised basis. As such, in the 12 months to June 2023 the model outlined above sets the target of the South Australian Visitor Economy to recover to \$7.6 billion, just behind the record high of \$8.1 billion in the 12 months to 2019. This is the headline target of this Performance Agreement.

These assumptions have the following implications for the return to the pre-COVID levels of visitor activity in South Australia:

- Overall recovery to the pre-COVID level of \$8 billion is likely to occur in the 12 months to December 2023, with strong domestic expenditure compensating for the slower recovery in international markets.
- Excluding international expenditure, overall domestic expenditure is predicted to recover in the 12 months to March 2023, driven by a surging interstate market and a resilient intrastate market.
- Contrasting the rapidly recovering domestic markets, full recovery of international expenditure to the record levels seen in 2019 is predicted to occur in 2025.

The overall model is presented on an annualised basis below:



The SATC will continue to monitor this impact model as further economic and consumer data comes to hand, noting it needs to be recognised there will continue to be emerging challenges which will require the SATC to respond accordingly.

KEY PERFORMANCE INDICATORS

In 2022-23, the SATC Board will pursue the achievement of exceeding \$7.6 billion in visitor expenditure. The Board will refine the targets as new information or impacts come to light, and monitor the strategic direction of the SATC toward the achievement of the following targets to be achieved by June 2023:

	Dec 2019 (Pre-COVID)	Dec 2021 (Latest Available)	June 2022 Target	June 2023 Target	2030 Target (Sector Plan)
Total Expenditure	\$8.1b	\$6.2b	\$6.1b	\$7.6b	\$12.8b
Direct Jobs	40,500 (June 2019)	37,300 (June 2021)	32,000	40,400	52,000
International	\$1.2b	\$38m	\$136m	\$560m	\$3.3b
Interstate	\$2.7b	\$1.8b	\$1.5b	\$2.4b	\$3.9b
Intrastate	\$2.6b	\$2.7b	\$2.6b	\$2.8b	\$2.9b
Day Trips	\$1.7b	\$1.6b	\$1.8b	\$1.9b	\$2.6b
Weekly airline seats (Dom.)	83,800	77,000 (May 2022)	48,000	75,000	116,000
Weekly airline seats (Int.)	13,200	5,000 (May 2022)	1,500	6,100	23,800
Leisure Events	\$383m	\$275m	\$298m	\$359m	\$750m

STRATEGIC PRIORITIES

Marketing:

- Utilise the \$15 million additional funding marketing provided by the state government in 2022-23 to assist in delivering the priorities outlined below.
- Establish a new, long-term brand platform for South Australia's tourism marketing efforts to become more distinctive, consistent and memorable.
- Provide ongoing quantitative and qualitative research and consumer insight to guide the marketing strategy.
- Conduct targeted on-brand integrated domestic marketing campaigns (intra- and interstate) informed by consumer research and targeting key themes including nature-based tourism and aboriginal experiences, as well as targeting seasonality and winter visitation and driving increased length of stay.
- Consider short-term incentivisation schemes, to help drive industry bookings as needed.
- Conduct targeted trade partner cooperative marketing campaigns to drive bookings.
- Provide inspiring content on SATC owned digital channels and make southaustralia.com the premier digital resource to help potential travellers to South Australia plan their South Australian holiday. Use audience data and insights to maximise on-site engagement and maximise the rate at which website visits generate leads.
- Continue to provide training and resources to South Australian tourism operators to ensure their digital presence is maximised, both via the Australian Tourism Data Warehouse (ATDW) and other channels. Ensure that southaustralia.com generates ATDW leads and direct sales opportunities to as many operators as possible, and that operators are given the tools and resources to leverage SATC campaign activity.
- Continue to work with key Australian media and influencers to change perceptions of South Australia.
- Work and partner with high-end international luxury travel and lifestyle media publications and influencers that target relevant demographics to ensure we are reaching our primary audience.

Experience and Supply Development:

- Finalise Tourism Industry Development Fund administrative requirements in line with allocation of funding to successful applicants.
- Develop new products and experiences that showcase South Australia's strengths, around nature-based tourism, including administering the newly established \$2 million 'Escape to Reality' Tourism Fund.
- Develop a scoping paper, including industry consultation and engagement, to review Agritourism as an opportunity for tourism in South Australia.
- Support tourism operators with diversification of new products and experiences that appeal to current and emerging target markets.
- Work with the cruise industry and regions to determine an appropriate and safe resumption.
- Work with Adelaide Airport and other government departments to support the recommencement and expansion services to Adelaide by international airlines, with key priorities of Singapore Airlines, Air New Zealand and Qatar Airways.
- Work with domestic airlines to consolidate domestic capacity into Adelaide and regional airports, ensuring continuity and growth of services.
- Monitor emerging opportunities, including for regional aviation.
- Lead the development of tourism sectors, including Wellness, Aboriginal Tourism, Golf, Fishing, Adventure, Wine and Culinary, Road Trips and SA Trails.
- Work with the 11 Tourism Regions and their councils to develop infrastructure and experiences in regions that align with targets identified in the Regional Visitor Strategy 2025.
- Work with investors and developers to ensure balanced supply and demand for tourism accommodation in Adelaide CBD and metro.

Collaboration:

- Commence development of the Recreational Fishing Tourism Strategy.
- Engage with tourism operators and relevant businesses to ensure timely awareness of emerging issues and provide support on matters that affect business capabilities.
- Work with industry groups, including Tourism Industry Council of South Australia, Tourism & Transport Forum Australia, the Australian Hotels Association (SA) and the Major Event Group to pursue the actions outlined in this Performance Agreement.
- Progress infrastructure needs through working with a range of key government stakeholders, including local and federal government, the Department of Premier and Cabinet (DPC), Department for Infrastructure and Transport (DIT), Department of Treasury and Finance, Primary Industries and Regions South Australia (PIRSA), Department for Environment and Water (DEW), the Office for Recreation, Sport and Racing (ORSR) and the Department for Trade and Investment (DTI). These priorities include roads, rail, ferry, signage, marine infrastructure, toilets, sporting and event facilities.
- Work with SA Health to support the tourism and event industry with any new or ongoing delivery requirements relating to COVID-19.
- Liaison with State Government/Ministerial offices to ensure the strategic activities and relevant insights of the SATC are shared with key Ministerial staff.
- Foster relationships with local government to help drive greater investment and growth of regional events.
- Work with airline partners, government, and Adelaide Airport to quickly respond to international and domestic route opportunities.
- Work closely with Regional Tourism Organisations to understand and address their challenges and needs.
- Support the implementation of the Regional Visitor Strategy 2025.
- Work with Tourism Australia to ensure alignment and to ensure that South Australia is well featured and promoted in international campaigns.
- Collaborate with Austrade and the Federal Government on a range of initiatives, including labour supply and workforce issues and the THRIVE 2030 National Tourism Strategy.
- Work with Arts South Australia to drive the implementation of the Arts and Cultural Tourism Strategy.
- Work with DEW to support and develop nature-based tourism opportunities.
- Work with Department for Aboriginal Affairs and Reconciliation to support the development of Aboriginal tourism in South Australia.
- Develop and launch a Sustainable Tourism Strategy.

Industry Capability

- Work with and support the Tourism Industry Council of South Australia, including ensuring deliverables relating to election commitments achieve agreed KPIs.
- Implement the actions of the SATC's Aboriginal Tourism Action Plan 2025, including product development, industry capability, marketing and collaboration. Undertake an audit of Aboriginal tourism products in South Australia and identify actions to build the sector.
- Support and deliver the resources available on the SATC Corporate Website, including the SATC Industry Toolkit, and provide relevant workshops and programs to industry.
- Address workforce and skill shortages in South Australia through advocacy to a broad range of stakeholders, including advocacy for changes to visa working restrictions, the attraction of a backpacker workforce and the promotion of tourism as a career pathway.
- Continue to provide digital capability support to operators to improve SATC reporting and continue to support development of ATDW at a National level. Support operators to keep their ATDW listings accurate and current.

Leisure Events

- Continue to develop the Events South Australia group to be a high performing team.
- Secure additional budget (mix of public and commercial) to ensure the Santos Tour Down Under can be successfully returned in 2023 after three years out of the market.
- Implement the updated Acquisition and Development strategic plan, including identifying event opportunities to grow the Visitor Economy.
- Effectively manage and leverage existing event sponsorships to support organisers and maximise the opportunity for the state.
- Implement the Regional Events Fund.
- Implement year-round marketing campaign to support Regional Events growth.
- Design, deliver and evaluate the most viable program for the National Pharmacies Christmas Pageant, Santos Tour Down Under and Tasting Australia presented by RAA Travel.
- Develop and execute marketing and communications plans for events.
- Achieve agreed commercial revenue targets through existing and commercially sustainable new partnerships to grow the Events South Australia managed events portfolio.
- Generate and utilise insights to help drive managed events.
- Provide marketing support to key managed and sponsored events.
- Acquire events related visual assets in line with current brand style and of a high quality.

Promote the Value of Tourism

- Investigate new data sources and 'Smart Tourism' initiatives to drive deeper insights guiding SATC decision making across marketing, events and destination development.
- Identify opportunities to promote the value of tourism and advocate the activities of the SATC.
- Utilise data, insights and case studies to quantify the value of our sector.
- Leveraging the SATC's research and statistics to communicate with industry and key stakeholders about the state of the industry including the impact of COVID-19.
- Continue to share and promote the Tourism Trailblazer videos and case studies.
- Provision of relevant, accurate information and advice to ensure the SATC's strategic approach is well represented and respected across government and industry.
- Work with Tourism Research Australia to ensure that timely and accurate data is available to industry and government, with a particularly focus on forward indicators.
- Continually monitor and review the impacts of COVID-19 to ensure that priorities of the SATC, government and industry are optimised to drive recovery.

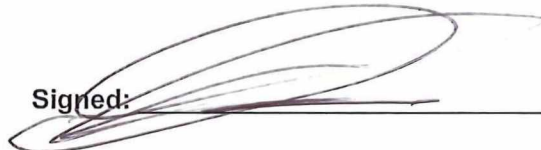
Organisational Effectiveness:

- Implement the actions from the SATC's Reflect Reconciliation Action Plan
- Implement the actions from the 2021 Employee Engagement Survey.
- Continue to provide a COVID-safe workplace.
- Implement new human resources systems, including Recruitment, Performance Management and Learning and Development.
- Build organisational capability and ensure appropriate workforce planning to adequately resource SATC projects.
- Maintain and enhance financial controls using a risk-based approach.
- Adoption of new technologies to gain efficiencies.
- Comply with South Australian Government cyber security requirements South Australian Protective Security Framework and the South Australian Cyber Security Framework.

SIGNATURES

We the undersigned do hereby agree to the outcomes outlined in the 2022-23 Performance Agreement between the South Australian Tourism Commission Board and the Minister for Tourism.

Signed:  _____ Dated: 16/6/22 _____
Hon Zoe Bettison MP, MINISTER FOR TOURISM

Signed:  _____ Dated: 29/6/22 _____
Andrew Bullock, CHAIR on behalf of the SOUTH AUSTRALIAN TOURISM COMMISSION BOARD

Appendix C: SATC Board Performance Agreement Report 2022-23

SOUTH AUSTRALIAN TOURISM COMMISSION BOARD PERFORMANCE AGREEMENT 2022-23
REPORT AGAINST STRATEGIC PRIORITIES

PRIORITY 1: MARKETING	
Priority	Action
Utilise the \$15 million additional funding marketing provided by the state government in 2022-23 to assist in delivering priorities outlined below.	The additional marketing investment of \$15 million has contributed to the rapid recovery of the South Australian Visitor Economy following COVID, resulting in record-breaking visitor expenditure of \$9.9 billion for the 12 months year ending 30 June 2023.
Establish a new, long-term brand platform for South Australia's tourism marketing efforts to become more distinctive, consistent, and memorable.	The SATC has identified a strategic opportunity to grow awareness and consideration for South Australia by investing in a long-term brand positioning for South Australia that will grow brand salience and create a unifying identity across all entry points, including travel, investment, work and study. Prior to developing a long-term destination brand platform for the SATC, the ambition is to first cement a place brand for South Australia that all government sectors can leverage and buy into. Place Brand research is currently underway.
Provide ongoing quantitative and qualitative research and consumer insight to guide the marketing strategy.	The SATC maintained an extensive research program throughout 2022-23 to ensure evidence-based decision-making was conducted to guide marketing strategy. Key achievements included communications testing of SATC brand and tactical marketing campaigns, as well as dedicated qualitative research into perceptions of South Australia across our key audience groups.
Conduct targeted on-brand integrated domestic marketing campaigns (intra- and interstate) informed by consumer research and targeting key themes including nature-based tourism and Aboriginal experiences, as well as targeting seasonality and winter visitation and driving increased length of stay.	<p>Marketing activity focused on driving interstate and intrastate visitation through targeted campaigns and incentives that built brand awareness and consideration, as well as driving demand and bookings.</p> <p>The domestic advertising campaign 'For Those Who Want a Little More', informed by consumer research, had several phases of activity throughout 2022-23 targeting key seasonal periods, positioning South Australia as an accessible holiday destination for South Australians. The campaign featured a diversity of experiences, including nature-based tourism and included television, outdoor and digital advertising. Messaging also highlighted road trips to encourage South Australians to take an extended trip into regions to encourage increased length of stay. Aboriginal tourism experiences have also been championed through marketing channels, including travel blogs on southaustralia.com and digital 'always on' advertising.</p> <p>Domestic expenditure reached \$6.7 billion in the latest available data to June 2023 year end. Intrastate travel accounted for \$3.2 billion in expenditure. Interstate travel accounted for \$3.5 billion in expenditure.</p>

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<p>Consider short-term incentivisation schemes, to help drive industry bookings as needed.</p>	<p>On 27 February 2023, the SATC launched the ‘Rise up for our River’ marketing campaign and the River Revival Voucher program, as part of the State Government’s River recovery plan. The campaign and voucher program are running from March to December 2023 to stimulate visitor demand for the Riverland and Murray River, Lakes & Coorong regions, with a minimum of 25,000 vouchers to be released.</p> <p>The first-round delivered a total economic impact of \$3.1 million. The round 1 marketing campaign reached 98 per cent of the target audience, with a total of 9.9 million advertising impressions served which attributed to more than 644,640 page views to relevant River Revival website landings pages. PR results from round 1 of this campaign reached an audience of 8.1 million.</p> <p>The second round of the River Revival Voucher Program activity went live on 26 May 2023, resulting in \$5.6 million in booking value alone.</p>
<p>Conduct targeted trade partner cooperative marketing campaigns to drive bookings.</p>	<p>In 2022-23, the SATC executed 75 co-operative marketing campaigns with trade partners, including, but not limited to, Qantas, Virgin Australia, Jetstar, Webjet, the Expedia Group (Wotif.com, Stayz and Expedia brands), Flight Centre Travel Group and Helloworld, recording an average return of investment of 168:1 (benchmark 15:1). The interstate and intrastate campaigns reported 527,734 passengers. For the campaigns measured on room nights, 70,173 nights were reported. Collectively, these campaigns generated a potential economic impact of approximately \$678 million.</p> <p>Globally, the SATC has conducted cooperative marketing campaigns and projects in all key markets in which it has representation. This has included work with airline partners Air New Zealand, Qatar Airways, Singapore Airlines, Fiji Airways and Malaysia Airlines. The SATC also worked with selected trade in each market including, but not limited to, House of Travel (New Zealand), Chan Brothers (Singapore), Trailfinders (United Kingdom), Australia Unlimited (Germany) and Down Under Answers (North America).</p>
<p>Provide inspiring content on SATC owned digital channels and make southaustralia.com the premier digital resource to help potential travellers to South Australia plan their South Australian holiday. Use audience data and insights to maximise on-site engagement and maximise the rate at which website visits generate leads.</p>	<p>Activity on SATC owned digital channels aimed at putting South Australia front of mind for potential holiday makers included the production and posting of inspirational video content on Facebook, Instagram and TikTok, along with accompanying longer form written content for southaustralia.com. In 2022-23, this resulted in a combined organic reach figure across the three social networks of more than 63 million, and total organic search visits to southaustralia.com of 3.2 million.</p> <p>Enhancements were made to customer facing online planning tools, including new features for the trip planner, an improved chatbot, and the introduction of a favourites function making southaustralia.com more useful for consumers planning a trip. Investments continued to be made in using customer data to deliver personalised content via website, email, and digital advertising to maximise content engagement, while a comprehensive A/B testing program and conversion rate optimisation program contributed to a record lead generation rate of more than 25 per cent over the course of the 2002-23 financial year.</p>

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	<p>In 2022-23, Australian Tourism Data Warehouse (ATDW) product pages on southaustralia.com generated 2,352,326 leads to South Australian tourism operators, including 9,460 products receiving at least one lead.</p> <p>The total number of live South Australian listings in the ATDW at the end of 2022-23 grew by seven per cent year on year to 6,420.</p>
<p>Continue to provide training and resources to South Australian tourism operators to ensure their digital presence is maximised, both via the ATDW and other channels.</p> <p>Continue to provide digital capability support to operators to improve SATC reporting and continue to support development of ATDW at a National level. Support operators to keep their ATDW listings accurate and current.</p>	<p>The ATDW Support and Marketing Hub on the SATC's corporate website was enhanced with how-to guides for public relations, social media and branding published to augment the existing resources covering digital marketing and how a tourism operator can optimise their digital presence.</p>
<p>Continue to work with key Australian and international media and Influencers to change perceptions of South Australia.</p>	<p>In 2022-23, the SATC achieved significant media coverage across international and domestic markets. PR produced 2,455 articles promoting South Australia as a must-see travel destination through media familiarisations, broadcast sponsorships, events, and brand partnerships. In addition, the SATC conducted media and influencer familiarisation visits to support the broader objective of changing perceptions of the state and driving earned media.</p> <p>Domestic PR activity included a partnership with Frontier Touring, production of a special episode called 'River Revival with Cosi and Friends' in partnership with Channel 7 to support the SATC's River Revival Voucher program, a TODAY show outside broadcast along the River Torrens to support AFL Gather Round and the River Revival campaign, and a week-long TODAY show weather sponsorship to highlight festivals and events in South Australia for 'Mad March'.</p> <p>Key international PR activity included supporting the UK's OutThere magazine content partnership with its dedicated South Australian issue and targeted media events as part of the industry trade roadshows in North America, United Kingdom and Europe.</p>

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	Through strategic influencer marketing, 567 pieces of content were produced across influencer social media channels which resulted in a total combined reach of more than 14.3 million across TikTok and Instagram, generating more than 19,412 sticker taps (operator leads).
Work and partner with high-end international luxury travel and lifestyle media publications and influencers that target relevant demographics to ensure we are reaching our primary audience.	The SATC partnered with luxury travel and lifestyle media, utilising influencers to reach target demographics in our key markets, including the United Kingdom, Central Europe, New Zealand and the USA. Leveraging publications, including Wanderlust, OutThere and Hearst (Elle, Esquire, Bazaar) and CondeNast Traveller, the SATC positioned the state as a luxury destination for world class experiences.
PRIORITY 2: EXPERIENCE AND SUPPLY DEVELOPMENT	
Priority	Action
Finalise Tourism Industry Development Fund administrative requirements in line with allocation of funding to successful applicants.	As at end of June 2023, 96 of the 114 supported projects were completed or nearly completed. The SATC continues to work with all outstanding projects to ensure completion and adherence to requirements of funding.
Develop new products and experiences that showcase South Australia's strengths, around nature-based tourism, including administering the \$2 million 'Experience Nature' Tourism Fund. Work with the Department for Environment and Water to support and develop nature-based tourism opportunities.	The \$2 million Experience Nature Tourism Fund was established, with the aim to support tourism projects that create nature-based tourism experiences which enhance the visitor experience and encourage visitors to enjoy and learn more about South Australian national parks. Under Round One (there are four rounds over four financial years, which commenced in 2022-23), 18 projects were allocated funding, with a combined project value worth \$824,000. The SATC continued to collaborate directly with the Department for Environment and Water (DEW) to drive nature-based tourism in South Australia. DEW is a key partner in the delivery of the Experience Nature Tourism Fund. The SATC continues to measure the value and contribution of Nature Based Tourism in South Australia. In the 12 months to March 2023, the sector was worth \$2.2 billion, a record high and significantly exceeding the previous record of \$1.9 billion result for the year end December 2022.

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<p>Develop a scoping paper, including industry consultation and engagement, to review Agritourism as an opportunity for tourism in South Australia.</p>	<p>The South Australian Agritourism Sector Plan 2025 was launched in May 2023. The Plan was developed in line with the National Agritourism Strategy Framework, and in consultation with Primary Industry and Regions South Australia.</p>
<p>Support tourism operators with diversification of new products and experiences that appeal to current and emerging target markets.</p> <p>Lead the development of tourism sectors, including wellness, Aboriginal tourism, golf, fishing, adventure, wine and culinary, road trips and SA Trails.</p> <p>Work with Aboriginal Affairs and Reconciliation to support the development of Aboriginal tourism in South Australia.</p> <p>Implement the actions of the SATC's Aboriginal Tourism Action Plan 2025, including product development, industry capability, marketing, and collaboration. Undertake an audit of Aboriginal tourism products in South Australia and identify actions to build the sector.</p>	<p>To support tourism operators to diversify their products and experiences, the SATC undertook a range of activities in 2022-23 including 1:1 business support, involvement in targeted workshops and provision of industry tools and resources.</p> <p>In 2022-23, the SATC developed and published the South Australian Agritourism Sector Plan 2025 to guide its actions in this growing sector. In June 2023, the SATC supported the delivery of a wellness tourism workshop and presented at an agritourism workshop. These workshops were designed to support business diversification into tourism, share knowledge and foster collaboration across industry sectors.</p> <p>The sectors noted align with Tourism Australia's Signature Experience Collectives ensuring South Australia has product that will appeal to the international markets. Support includes the development of action plans and fact sheets, involvement in working groups and hosting workshops, with a focus on increasing new tourism experiences in South Australia.</p> <p>The SATC engaged with Aboriginal Affairs and Reconciliation to assist in developing Aboriginal tourism experiences. A specific program of collaboration is the National Indigenous Australians Agency led 'Strategic Indigenous Tourism Projects'.</p> <p>The SATC produced an 'Aboriginal Tourism Action Plan Outcomes' infographic that summarised the 2022-23 activities aimed at growing Aboriginal tourism. Outcomes included 98 new images and 12 videos of South Australian Aboriginal tourism operators which are available on the SATC Media Gallery, as well as launching six new Aboriginal tourism products and experiences. Mentoring was provided to two Aboriginal tourism businesses to support their attendance at trade events. The SATC will continue to work with representatives from these two businesses to assist their progress and capability to deliver quality Aboriginal tourism experiences.</p> <p>The SATC created a Manager, Aboriginal and Experience Development position which has allowed for better engagement with stakeholders and working groups.</p>
<p>Work with the cruise industry and regions to determine an appropriate and safe resumption.</p>	<p>The SATC worked with SA Health and national cruise industry stakeholders to develop national COVID protocols that were implemented for the 2022-23 cruise ship season for both passengers and operators. The</p>

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	<p>2022-23 cruise ship season commenced in September 2022 and concluded in April 2023, with 103 cruise ship visits to South Australian ports and anchorages.</p>
<p>Work with Adelaide Airport and other government departments to support the recommencement and expansion services to Adelaide by international airlines, with key priorities of Singapore Airlines, Air New Zealand, and Qatar Airways.</p> <p>Work with airline partners, government, and Adelaide Airport to quickly respond to international and domestic route opportunities.</p> <p>Work with domestic airlines to consolidate domestic capacity into Adelaide and regional airports, ensuring continuity and growth of services.</p> <p>Monitor emerging opportunities, including for regional aviation.</p>	<p>The SATC and Adelaide Airport Limited (AAL) continued to work in partnership to support the return of international airlines and maintain and expand existing routes to Adelaide.</p> <p>At year ending June 2023, eight international airlines operated 42 direct flights per week into Adelaide.</p> <p>Air New Zealand has maintained direct services from Auckland to Adelaide. Singapore Airlines has continued daily direct flights from Singapore to Adelaide. Qatar Airways increased its frequency from five flights per week to daily flights from Doha to Adelaide.</p> <p>Batik Air Malaysia advised it was introducing three direct return flight services per week between Adelaide and Kuala Lumpur from July 2023. Jetstar advised it was introducing its new and most fuel-efficient aircraft, the A321neo LR, on its Bali and Adelaide route from July 2023. This new aircraft has an additional 46 seats on each flight.</p> <p>At year ending June 2023, there were 499 domestic flights per week to Adelaide compared to 459 at the same time in 2022. The SATC and AAL are having ongoing discussions with other targeted international and domestic airlines prioritising aviation route development based on the state's key target markets.</p> <p>The SATC and AAL had detailed discussions with Qantas regarding improving the frequency and landing times of flights to and from Kangaroo Island. Following these discussions, on 13 June 2023, QantasLink announced the current mid-afternoon flights will change to late afternoon service from 29 October 2023, which will better align with both resident and tourism travel needs. In addition, the State Government entered an agreement with QantasLink which has seen the airline increase flights to Kangaroo Island and provide a more consistent schedule for visitors and the community</p>
<p>Work closely with Regional Tourism Organisations to understand and address their challenges and needs.</p> <p>Support the implementation of the Regional Visitor Strategy 2025.</p>	<p>The SATC worked closely with the 11 Regional Tourism Organisations (RTOs) as well as a representative from Adelaide to provide support and advice to assist the regions to address specific challenges and needs. The SATC has a designated staff member to liaise directly with the tourism managers of the RTOs. Regular group meetings, one-on-one meetings and RTOs forums were held to ensure continuity in communications and provide immediate support when needed.</p> <p>The SATC continued to provide direct funding to the RTOs to support their role as the key contact between the SATC and regional stakeholders and industry. In addition, the SATC provided funding to each RTO for marketing through a grant fund to support marketing activities aimed at driving awareness and demand for regional destinations.</p>

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	The SATC continued to support and monitor the implementation of the <i>Regional Visitor Strategy 2025</i> to ensure projects aligned with the Strategy. The SATC releases a yearly Regional Visitor Strategy Progress Snapshot for each of the 11 regions. In the latest results to June 2023, 10 of the state's 11 tourism regions surpassed their 2025 visitor expenditure target and eight regions saw their visitor expenditure reach a record high.
Work with investors and developers to ensure balanced supply and demand for tourism accommodation in Adelaide CBD and metro.	The SATC continued to have discussions with potential investors and developers regarding new and/or refurbished accommodation. In 2022-23, three new hotels opened in Adelaide (CBD and metro – La Loft Hotel, Tonsley Park, Vibe Hotel and TRYP Hotel) and as of 30 June 2023, there are 19 hotel developments proposed for Adelaide area.
PRIORITY 3: COLLABORATION	
Priority	Action
Commence development of the Recreational Fishing Tourism Strategy.	The development of the <i>Recreational Fishing Tourism Strategy</i> is well underway, with public consultation and a YourSAy survey being conducted. The Strategy is on track to be finalised in late 2023 / early 2024. The Strategy is being developed in partnership with RecFish SA.
Engage with tourism operators and relevant businesses to ensure timely awareness of emerging issues and provide support on matters that affect business capabilities.	<p>The SATC responded to the impact of staff shortages by developing a campaign to target working holiday makers already in Australia and in the SATC's key international source markets (United Kingdom, France, and Germany). The campaign highlighted the real stories of working holiday makers in South Australia as they live, work, travel and explore the state focusing on our key messaging in this segment. Aimed at increasing awareness in market and drawing working holiday makers from other Australian states, the campaign 'Memory Makers' was a digitally integrated content rich campaign.</p> <p>To assist internationally focused businesses who were severely impacted by COVID, the SATC delivered two major roadshows in North America (March 2023) and United Kingdom/Europe (June 2023). A total of 24 operators attended the North America Roadshow, 29 attended the United Kingdom and 24 continued onto Europe. The roadshows made a significant impact amongst the trade in each of these markets and provided opportunities for South Australian operators to build their global business networks.</p>
Work with industry groups, including Tourism Industry Council of South Australia (TiCSA), Tourism & Transport Forum Australia, the Australian Hotels Association (SA) and the	The SATC continued to engage with a wide range of industry groups to ensure the outcomes of this performance agreement are progressed, including the Major Events Group, TiCSA, Tourism and Transport Forum Australia and the SA chapter of the Australian Hotels Association.

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<p>Major Event Group to pursue the actions outlined in this Performance Agreement.</p>	
<p>Progress infrastructure needs through working with a range of key government stakeholders, including local and federal government. These priorities include roads, rail, ferry, signage, marine infrastructure, toilets, sporting, and event facilities.</p>	<p>The SATC worked with state and federal government departments to ensure tourism infrastructure priorities in South Australia remain top of mind for consideration for funding support. This includes Infrastructure SA, the Department for Infrastructure and Transport and Austrade. The SATC provides presentation updates on the Adelaide accommodation pipeline, regional tourism infrastructure priorities and South Australian Tourism investment opportunities to government stakeholders.</p>
<p>Work with SA Health to support the tourism and event industry with any new or ongoing delivery requirements relating to COVID.</p>	<p>Events in the 2022-23 year were delivered without COVID-related restrictions.</p>
<p>Foster relationships with local government to help drive greater investment and growth of regional events.</p>	<p>Local government plays an important role in the management, delivery, and funding of regional events. Of the 37 regional events sponsored through the 2022-23 Regional Events Fund, seven events were managed and delivered by local councils in the regions, including the SA Wooden Boat Festival, Fringe in Mount Gambier, Ceduna Oyster Fest and Winter Whale Fest. The SATC, through its Regional Event Fund, works collaboratively with councils to develop and grow their events and maximise the economic benefits and job creation for their regions.</p> <p>Local governments who host race starts and finishes of the Santos Tour Down Under, invest heavily in the event, including in areas such as traffic management and public activations. The SATC values and recognises the important role they play in supporting the delivery of events.</p>
<p>Work with Tourism Australia to ensure alignment and to ensure that South Australia is well featured and promoted in international campaigns.</p>	<p>The SATC has a good working relationship with Tourism Australia. A key component of the partnership is the SATC's participation in Tourism Australia's One Voice marketing activities, providing a platform for South Australian content to be included and promoted in Tourism Australia's global campaigns. This has seen South Australia featured in campaigns in our key markets including China, United Kingdom, Western Europe, and United States.</p> <p>The SATC contributes towards the global Aussie Specialist program, a trade training program managed by Tourism Australia and the basis of its trade engagement. As a part of this program, the SATC participates in</p>

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	<p>trade roadshows, training, familiarisation visits and trade events, including Tourism Australia Marketplace events and Tourism Australia's Australian Tourism Exchange.</p> <p>The SATC also hosted Tourism Australia in Adelaide, providing a further opportunity to reiterate the key messages and priorities for the SATC.</p> <p>The SATC also attended the Tourism Australia led Team Australia Tourism delegation to China in June, providing a united Australian approach to reengage the China market and launch Tourism Australia's <i>Come and Say G'Day</i> campaign featuring all states and territories.</p>
<p>Collaborate with Austrade and the Federal Government on a range of initiatives, including labour supply and workforce issues and the THRIVE 2030 National Tourism Strategy.</p>	<p>The SATC continued to collaborate with Austrade through the Australian Standing Committee on Tourism and support for the Tourism Ministers' Meeting. The SATC participates in a range of sub-committees, including Sustainable Tourism and Insurance, to improve operating conditions for tourism providers in South Australia. In June 2023, the SATC provided input into Austrade's International Diversification Strategy.</p> <p>Regarding labour supply and workforce issues, please refer to the separate discussion under 'Industry Capability'.</p>
<p>Work with Arts South Australia to drive the implementation of the Arts and Cultural Tourism Strategy.</p>	<p>The SATC continues to measure the value and contribution of arts and cultural tourism in South Australia. In the 12 months to March 2023, the sector was worth \$1.6 billion, a record high and significantly exceeding the \$1.3 billion pre-COVID result from December 2019.</p> <p>SATC initiatives included the ongoing support for the arts and cultural events sector, including WOMADelaide, Adelaide Festival and Adelaide Fringe, the promotion of these and other arts and cultural events via Always On digital advertising, and the curation of an online arts and culture hub on https://southaustralia.com/things-to-do/arts-and-culture.</p> <p>The 2022-23 Regional Event Fund sponsored arts and cultural events, including the SALA Festival (statewide), Barossa Vintage Festival, Generations in Jazz, and Fringe in Mount Gambier.</p> <p>The development of Tarkarri continues, with the SATC providing feedback into the project.</p>
<p>Develop and launch a sustainable tourism strategy.</p>	<p>The SATC continued work on developing a sustainable tourism strategy, which included internal focus groups and discussion. A broader and bolder scope is being explored and it will involve a whole-of-industry approach in partnership with TiCSA.</p>

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PRIORITY 4: INDUSTRY CAPABILITY	
Priority	Action Taken
Work with and support the Tourism Industry Council of South Australia (TiCSA), including ensuring deliverables relating to election commitments achieve agreed KPIs.	The SATC administered the first year of the \$1.6 million commitment to provide funding to TiCSA over four years for three distinct programs, 'Industry Capability', 'Cultural Development' and 'Careers in Tourism'. The SATC also funded TiCSA to deliver the Tourism Awards Program and the annual South Australian Tourism Conference, which were both delivered by TiCSA.
Support and deliver the resources available on the SATC Corporate Website, including the SATC Industry Toolkit, and provide relevant workshops and programs to Industry.	<p>The SATC continued to deliver the resources available on the SATC corporate website, including the Industry Toolkit, to support tourism operators in creating new and enhanced products and experiences. Specific resources were shared with operators based on their needs and goals, and ongoing engagement was provided to support operators in understanding these resources.</p> <p>The SATC also delivered product development workshops across South Australia's regions to educate operators on the resources available through the SATC's corporate website, and through the product development team, to support the creation of new products and experiences.</p>
Address workforce and skill shortages in South Australia through advocacy to a broad range of stakeholders, including advocacy for changes to visa working restrictions, the attraction of a backpacker workforce and the promotion of tourism as a career pathway.	<p>The SATC continued to advocate for further action on labour shortages, which included advocacy of the South Australian position at the Tourism Job Summit in Canberra in August 2022.</p> <p>In June 2023, Austrade released the Choose Tourism grants program, for which the SATC successfully applied for funding to drive increased engagement from the domestic workforce for careers in tourism, with a particular focus on youth, older Australians, Aboriginal Australians, and those living with a disability. Also of note is the Working Holiday Maker Incentivisation scheme that stimulated tourism workforces, as discussed in the Marketing section.</p>
PRIORITY 5: LEISURE EVENTS	
Priority	Action Taken
Continue to develop the Events South Australia group to be a high performing team.	Development plans are driven by each team and are supported by management. A team development session has been held and work is ongoing.

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<p>Secure additional budget (mix of public and commercial) to ensure the Santos Tour Down Under can be successfully returned in 2023 after three years out of the market.</p>	<p>Additional funding was secured enabling the Santos Tour Down Under to elevate the women's race to a UCI WorldTour race, the highest level of international road cycling alongside the men's race. The additional funding achieved several 'firsts'; the women's race broadcast on free to air television, men's and women's teams showcased in the Tour Village and the women's teams were hosted in hotel accommodation in the Adelaide CBD.</p> <p>The 2023 Santos Tour Down Under also delivered its first prologue and Mt Lofty finish on stage 5 of the men's race. The City of Adelaide Tour Village had a new look and feel which included an indoor space for the Bike Expo, featuring more than 70 leading cyclist brands and elevated programming.</p>
<p>Implement the updated Acquisition and Development strategic plan, including identifying event opportunities to grow the Visitor Economy.</p>	<p>The SATC continued to attract, secure, support and leverage major events. Events secured in 2022-23 included:</p> <ul style="list-style-type: none"> • 2023 AFL Gather Round, which was secured with a contribution from the state's Major Events Fund. • 2023 LIV Golf Adelaide, an Australian-first and exclusive to Adelaide held at The Grange Golf Club. • 2024 National Athletics Championships, the largest annual athletics event in Australia and the Oceania region. It is expected it will attract more than 3,500 athletes vying for selection ahead of the Paris 2024 Olympic Games. • 2025 FIVB Beach Volleyball World Championships, which will be hosted in Adelaide and staged in Australia for the first time. This event was secured through the Major Events Attraction Committee and the sponsorship agreement will be managed by the SATC.
<p>Effectively manage and leverage existing event sponsorships to support organisers and maximise the opportunity for the state.</p> <p>Achieve agreed commercial revenue targets through existing and commercially sustainable new partnerships to grow the Events South Australia managed events portfolio.</p>	<p>The SATC continued its focus on growing event 'clusters' during the traditionally quieter months, including April/Easter and winter. The SATC focussed on elevating the way in which it supported a range of events in market, including activating the city from airport to CBD/venue. The level of partnerships, support and activation offered by the SATC, comparative to other jurisdictions, is evident.</p> <p>Following a record 'Mad March' festival season, including WOMADelaide's crowds peaking at 30,000 people per day, major events continued to take over the city and state throughout April which continued to generate high visitation and a prolonged spike in accommodation.</p> <p>The 2023 AFL Gather Round took over the city with AFL players, coaches, AFL Executive, media, commercial partners, and other AFL key stakeholders in Adelaide for the event. The inaugural event contributed more than \$83 million to the state's economy and generated more than 150,000 visitor nights in South Australia. The Saturday night of Gather Round generated the highest ever hotel revenue for a single night in Adelaide, with the Friday night generating the second highest on record.</p>

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<p>Provide marketing support to key managed and sponsored events.</p>	<p>The 2023 LIV Golf Adelaide had 77,076 people attending the tournament across the four days. The weekend of LIV Golf Adelaide was the third best weekend on record for Adelaide accommodation, with the week leading into the event, the second-best week on record for hotel bookings in Adelaide.</p> <p>The Adelaide Equestrian Festival saw record high ticket sales, with 37,000 people attending over the three days.</p> <p>The offering of major and regional events throughout autumn and winter across the state was incredibly strong encompassing the arts, cultural and major sports event genres, including:</p> <ul style="list-style-type: none">• Harvest Rock, which made its debut in Adelaide with great success.• Game One of the 2023 Ampol State of Origin Series which Adelaide hosted on 31 May 2023. More than 20,000 interstate visitors attended, injecting an estimated \$15 million into the South Australian economy.• Illuminate Adelaide which was delivered for the second year. The event injected \$44.8 million in economic activity (\$22.7 million in new income to the state), with 1.2 million attendances, 264,436 tickets sold, 9,863 interstate visitors, and overseas ticketed visitors generating 19,594 visitor nights. <p>The commercial program for the Santos Tour Down Under, Tasting Australia presented by RAA Travel and the National Pharmacies Christmas Pageant secured new partners, many of which were signed as multi-year partnerships. A revitalised Bike Expo as part of the City of Adelaide Tour Village included a total of 27 different bike distributors showcasing more than 70 leading cycling brands, as another revenue generator for the event. A record attendance for Town Square helped underpin record bar sales, further enhancing the commercial return on the event for the SATC and Tasting Australia beverage partners. The 90th edition of the National Pharmacies Christmas Pageant attracted two new partners and secured the renewal of National Pharmacies naming rights agreement for the event, for a further ten years which will see them through to the 100th edition of the event.</p> <p>Marketing support was provided by the SATC through paid media, PR, broadcast integration, city dressing, activations, and partnerships across the three managed events and multiple sponsored events. SATC support resulted in record breaking attendance for LIV Golf tournament, with more than 77,000 people attending over the four days and 42 per cent of ticket buyers outside of South Australia. The Gather Round achieved 268,107 attendances and reached a potential audience of 93.3 million while recording 33,800 total media mentions.</p>
<p>Implement the Regional Events Fund. Implement year-round marketing campaign to support Regional Events growth.</p>	<p>The Regional Event Fund sponsored 37 events in 2022-23, including the Coonawarra Cabernet Celebrations (Limestone Coast), The Opal Festival (Flinders Ranges and Outback), Clare Valley Gourmet Week, SALA Festival (statewide), and True Grit SA (Riverland).</p> <p>The SATC marketed regional events through paid and organic digital media, including Search Engine Marketing, website, and social media along with digital display, press advertising and editorial through a</p>

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	<p>partnership with News Corp. Activity drove traffic to the What's On webpage on southaustralia.com. Signature regional events, including the Handpicked Festival (Fleurieu Peninsula) sold out of tickets in record time (more than 7,000 in just over two weeks), and Barossa Vintage Festival and Clare Valley Gourmet Week saw record attendance and interstate visitation.</p>
<p>Design, deliver and evaluate the most viable program for the National Pharmacies Christmas Pageant, Santos Tour Down Under and Tasting Australia presented by RAA Travel.</p>	<p>The 90th edition of the National Pharmacies Christmas Pageant returned to the streets of Adelaide in November 2022 for the first time since 2019. A live audience of 240,000 attended the event, which included international jazz player James Morrison leading the pageant with a 90-piece band.</p> <p>After a three-year absence, the UCI WorldTour Santos Tour Down Under returned to South Australia in January 2023. The event delivered an economic impact of \$66.67 million, 38,488 event specific visitors, 685,630 spectators and 776 full time equivalent jobs. Seven Network broadcast 32 hours live and nine hours of highlights. Santos Tour Down Under broadcast on Seven regularly generated a bigger audience than the Australian Open Tennis across the men's and women's races in South Australia.</p> <p>The 2023 Tasting Australia program included more than 150 events held across all 11 tourism regions and Adelaide. Ticket sales were strong, with more than 130 sold out events. The event hub, Town Square, situated in Victoria Square / Tarntanyangga had record crowds with more than 68,000 people in attendance over the course of the festival with the previous highest being around 64,000.</p>
<p>Develop and execute marketing and communications plans for events.</p>	<p>The SATC has developed and executed marketing and communication plans for managed and sponsored events. These campaigns have contributed to the South Australian visitor economy reaching a record high \$9.9 billion for the 12 months year ending June 2023.</p>
<p>Generate and utilise insights to help drive managed events.</p>	<p>Independent market research, learnings from previous events and competitive market analysis insights are used to continually improve and evolve SATC managed events. The 2023 Santos Tour Down Under delivered a new and improved Tour Village, with a premium exhibitor space, more catering and entertainment, which was built from consumer insights and feedback from stakeholders. The 2023 Pageant continued to include live music, which was first introduced during COVID in 2021 and proved to be a popular addition to the Pageant programming.</p>
<p>Acquire events related visual assets in line with current brand style and of a high quality.</p>	<p>The SATC continued to acquire event related photography and video visual assets for the SA Media Gallery and internal use. These assets were captured across both managed and sponsored events to showcase South Australia's diverse attributes and year-round calendar of events.</p>

PRIORITY 6: PROMOTE THE VALUE OF TOURISM	
Priority	Action Taken
Investigate new data sources and 'Smart Tourism' initiatives to drive deeper insights guiding SATC decision making across marketing, events, and destination development.	Tourism Research Australia, through its Service Level Agreement with the SATC and the other state tourism offices, has strengthened the regional reliability of the National Visitor Survey using DSparks (Optus) telecommunications data. This is the culmination of several years of concept testing and is an important evolution in the way tourism data is collected. Further initiatives relating to the usage of credit card data are also planned, to complement the surveys-based approach that has been in place for many years.
<p>Identify opportunities to promote the value of tourism and advocate the activities of the SATC.</p> <p>Utilise data, insights, and case studies to quantify the value of our sector.</p> <p>Leveraging the SATC's research and statistics to communicate with industry and key stakeholders about the state of the industry including the impact of COVID-19.</p>	<p>The SATC's corporate communications included regular email industry alerts, social media posts across corporate channels (Facebook, Instagram, LinkedIn, and Twitter) and media releases. This communication was further amplified through print, radio, and television coverage, as well as an increased corporate social media presence.</p> <p>Key messages promoted in all corporate communications were the state of the tourism industry, using latest data, insights, and case studies, to show how the value of tourism increased as the industry recovered, overall. The importance of events, marketing, and destination development initiatives as drivers of visitation and helping industry grow were also widely communicated.</p> <p>LinkedIn was the SATC's strongest performing social media platform with more than 1.4 million impressions and a following of 30,100, up 20 per cent on the previous period. More than 1.2 million accounts were reached on the SATC's corporate Facebook, up 109 per cent compared to 2021-22, with a 13 per cent increase in profile visits. Instagram followers increased 10 per cent to 21,900 followers and reached 145,000 accounts, up almost four per cent compared to 2021-22. In the same period, Twitter followers increased by 12 per cent, with an average engagement rate of 2.5 per cent, up from 1.7 per cent last period.</p> <p>The SATC corporate website was accessed by 154,000 users, a decrease of 19 per cent compared to 2021-22. The Rise Up for our River campaign page was the most visited during this period, with more than 31,800 visitors to the page.</p> <p>The SATC's regular industry e-newsletter, Industry News, was sent out 41 times to its subscribers during 2022-23. The e-newsletter is dedicated to informing industry about latest tourism developments, opportunities they can get involved in and issues that impact them. Key topics included information and advice for tourism operators in the state's river communities during and after the flooding event over the summer of 2022-23 and key stimulus measures including the River Recovery Vouchers. The average open rate was 30 per cent, slightly</p>

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	<p>down on the Government industry standard of 32 per cent (DotDigital, 2021). The average percentage click to open rate was 10 per cent, down on the industry standard of 14 per cent (DotDigital, 2021).</p>
<p>Continue to share and promote the Tourism Trailblazer videos and case studies.</p>	<p>In 2022-23, the Tourism Trailblazers video case study campaign for industry continued. The campaign aimed to inspire tourism operators to take advantage of growth in the domestic market by sharing the stories of those who had taken a chance and done something different. Five case studies were released in 2022-23, completing the series which focused on one tourism operator per region, sharing their stories and lessons learnt with the wider industry.</p>
<p>Provision of relevant, accurate information and advice to ensure the SATC's strategic approach is well represented and respected across government and Industry.</p> <p>Liaison with State Government/Ministerial offices to ensure the strategic activities and relevant insights of the SATC are shared with key Ministerial staff.</p>	<p>The SATC continued to provide relevant and accurate information to inform decision making, including Tourism Research Australia's quarterly and monthly data, as well as other data providers such as STR (hotel accommodation), AirDNA (short term rental accommodation) and Tourism Australia's Consumer Demand Project (international consumer research).</p> <p>The SATC also continued to maintain the suite of more than 50 factsheets published to its corporate website, which were adapted to better assess post-COVID recovery. Where appropriate, visitor statistics and accommodation data were promoted through communication channels, including media releases, opinion pieces, social media, and industry alerts.</p> <p>This information is continually used when representing the tourism industry on boards, committees and steering groups at the local and national level as well as when providing input and strategic advice on tourism matters to our stakeholders. This has also expanded to using the accurate insights to inform key projects such as the Sustainable Tourism Strategy which is under development.</p> <p>The SATC works with the Minister's Office, providing information on activities, initiatives, data, and insights.</p>
<p>Work with Tourism Research Australia to ensure that timely and accurate data is available to Industry and government, with a particularly focus on forward Indicators.</p>	<p>The SATC continued to work with Tourism Research Australia to provide the latest domestic visitor numbers for South Australia, including monthly data to assist in analysing the post-COVID recovery. These monthly reports were regularly published by the SATC as well as regular quarterly and annual reporting. In addition, the standard reporting of the State Tourism Satellite Accounts, the Regional Tourism Satellite Accounts, the State of the Industry Report, and the Tourism Investment Monitor were reported. Forward leading indicators were also reported, including STR Adelaide Accommodation forward bookings, Consumer Confidence and future travel intention.</p>

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<p>Continually monitor and review the impacts of COVID-19 to ensure that priorities of the SATC, government and Industry are optimised to drive recovery.</p>	<p>With the Visitor Economy emerging from the challenges of COVID, the SATC continued to monitor performance. With recovery proving much stronger than anticipated, particularly driven by high traveller yield and inflationary impacts, the SATC has revised its KPIs upwards to ensure its strategies continue to be underpinned by ambitious targets.</p>
<p>PRIORITY 7: ORGANISATIONAL EFFECTIVENESS</p>	
<p>Priority</p>	<p>Action Taken</p>
<p>Implement the actions from the SATC's Reflect Reconciliation Action Plan.</p>	<p>The SATC's <i>Reflect Reconciliation Action Plan</i> (RAP) contains key milestone deliverables which contribute towards the five dimensions of reconciliation, race relations, equality and equity, institutional integrity, unity, and historical acceptance. The SATC's RAP Working Group delivered Advanced Cultural Awareness Training, Reconciliation Action Week and NAIDOC week events, including staff participation in a range of educational programs.</p>
<p>Implement the actions from the 2021 Employee Engagement Survey.</p>	<p>The results of the SATC's 2021-22 employee engagement survey demonstrated a high level of employee engagement, providing an objective assessment of our cultural environment. As a result of the survey, several initiatives were implemented. These included targeted employee health and wellbeing activities and the Resilience Project, a 10-part online wellbeing series created to support employee mental and physical health. There was also an increased focus on leadership development for existing and emerging leaders, including Manager Essentials training, Project Management training and Time Management training to foster growth and development.</p>
<p>Continue to provide a COVID-safe workplace.</p>	<p>In line with Government advice, the SATC continued to maintain a safe working environment and also provided ongoing health and wellbeing programs to assist staff with managing mental and physical health.</p>
<p>Implement new human resources systems, including Recruitment, Performance Management and Learning and Development.</p>	<p>The SATC is a lead agency in the implementation of the cross government My Career Project for the new human resources system. The first stage of the rollout included the delivery of a Performance Management and Learning Management System.</p>
<p>Build organisational capability and ensure appropriate workforce planning to adequately resource SATC projects.</p>	<p>The SATC's People and Culture team works closely with the Senior Leaders to ensure key skills and capability are assessed for all recruitment practices. This includes support for ongoing skills and experience development to ensure a successful workforce and succession planning for the future.</p>

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<p>Maintain and enhance financial controls using a risk-based approach.</p>	<p>The SATC has maintained its record of no findings being raised by the Auditor-General's Department nor control weaknesses identified by Audit in its review of the SATC's financial controls environment. These controls consist of processes (policies, procedures, and systems) that are operated and monitored to provide reasonable assurance about the effectiveness and efficiency of operations, reliability of management, statutory, financial and taxation reporting, the appropriate management and control of risk, and compliance with applicable legislation and other financial management policies.</p> <p>In 2022-23, the SATC developed a fraud and corruption risk management plan, assessing the effectiveness of financial controls specifically related to risks of fraud and corruption.</p>
<p>Adoption of new technologies to gain efficiencies.</p>	<p>The SATC implemented a new system for employee electronic forms to make entering data and the approval process more efficient. New audio-visual equipment was installed, along with new hardware to improve stability, speed, and security of internet across the Agency. Other areas of improvement included a new digital based telephone system and a large file sharing solution to replace a retired product.</p>
<p>Comply with South Australian Government cyber security requirements South Australian Protective Security Framework and the South Australian Cyber Security Framework.</p>	<p>Measures have been implemented to ensure compliance, including improved ICT backup testing and recovery procedures, implementation of a staff messaging platform to assist in incident management and initiatives to improve security and protection against cyber threats. Staff awareness activities and cyber security education have also been a focus.</p>