



**Government
of South Australia**

SOUTH AUSTRALIAN TOURISM COMMISSION 2024-25 Annual Report

SOUTH AUSTRALIAN TOURISM COMMISSION

Level 9, 250 Victoria Square/ Tarntanyangga, Adelaide SA 5000

GPO Box 1972, Adelaide SA 5001

www.tourism.sa.gov.au

www.southaustralia.com

Contact phone number:	08 7133 8000
Contact email:	industrymail@sa.com.au
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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 *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 30 September 2025

Signature



From the Chief Executive

Tourism is key economic driver for South Australia, with the visitor economy generating \$27 million each day for our State.

Growing our sector requires a team effort, and we are lucky that we have a tourism industry that is committed to delivering great experiences each and every day. Our role at the South Australian Tourism Commission is to capture and promote these stories and experiences and support the industry to grow and be its best.

The total number of people directly employed by our State's tourism industry to 41,600, which is equivalent to 1 in 25 workers – three times that of the mining industry.

As at the year ending June 2025, the value of tourism in South Australia was \$9.9 billion, up 3% on June 2024. This was made up of international expenditure of \$1.7 billion, interstate spend of \$3.0 billion, intrastate spend of \$2.8 billion and day-trip spend of \$2.4 billion.

While this is a positive outcome overall, in recent months, our industry has been grappling with the impacts of the algal bloom which has affected many of our coastal tourism regions. The SATC has been working in a coordinated response across government and with industry stakeholders to provide support for our sector.

Despite this significant current challenge, there have been some great achievements in the past year, with the launch of our new destination brand platform *Celebrate the Simple Pleasures*, record international airline connections, a first-class events calendar, securing the Australian Tourism Exchange event for Adelaide in 2026, and the release of our *South Australia Tourism Plan 2030*.

The refreshed Plan reaffirms an ambitious goal to grow the State's visitor economy to \$12.8 billion and support a further 4,400 jobs by 2030. It also includes a bold ambition for the State to move from sixth to third in national appeal by amplifying the State's three distinct competitive drivers including nature, food and drink, as well as events and festivals.

Important to our Plan is our commitment to a "True South" approach, where people, planet and place are celebrated. We are working in collaboration with the Tourism Industry Council of South Australia to drive positive change within our industry through a Tourism for Good approach.

Our Plan was developed with input from more than 400 industry stakeholders across all 12 tourism regions.

The Plan maps out a way forward for the industry, including leveraging the State's new tourism brand, *Celebrate the Simple Pleasures*. Launched in April, the brand platforms the abundance of experiences (both big and small) readily available in our State.

South Australia is now more globally connected than ever. All international airlines operating prior to COVID have committed to returning, including Emirates, China Southern Airlines, and Cathay Pacific. Most notably, our State has entered an important partnership with United Airlines to bring the first direct service from the USA to South Australia with a new San Francisco to Adelaide route.

Our major events have seen South Australia make headlines across the world – including the most visited Chihuly in Botanic Garden exhibition in history, celebrating the 25th Santos Tour Down Under, and AFL Gather Round shining the spotlight on our tourism regions.

We continue to support the development of attractive new tourism products across the State, while empowering our operators to sell their offerings to the world through initiatives such as the Experience Nature Tourism Fund, Experience Development Program, and Regional Event Fund.

Thank you to our State's dedicated and passionate tourism industry. Together, we will continue innovating to achieve our ambitious objectives set in our South Australia Tourism Plan 2030, creating an environment where everyone feels truly welcome in our State.

A handwritten signature in black ink, appearing to read 'Emma Terry', with a large loop at the bottom.

Emma Terry

Chief Executive Officer

South Australian Tourism Commission

Contents

Overview: about the agency.....	7
Our strategic focus.....	7
Our organisational structure.....	7
Our Board structure	8
Changes to the agency	9
Our Minister (s)	9
Our Executive team	9
Legislation administered by the agency	10
<i>South Australian Tourism Commission Act 1993</i>	10
<i>Major Events Act 2013</i>	10
The agency's performance.....	11
Performance at a glance.....	11
Agency specific objectives and performance	11
Corporate performance summary	17
Employment opportunity programs	19
Agency performance management and development systems.....	19
Work health, safety and return to work programs	20
Executive employment in the agency.....	22
Financial performance.....	23
Financial performance at a glance	23
Consultants disclosure.....	24
Contractors disclosure	25
Other information	42
Risk management.....	43
Risk and audit at a glance.....	43
Fraud detected in the agency.....	43
Strategies implemented to control and prevent fraud.....	43
Public interest disclosure	44
Reporting required under any other act or regulation.....	45
Reporting required under the <i>Carers' Recognition Act 2005</i>	50

Public complaints.....	51
Number of public complaints reported	51
Additional Metrics.....	52
Service Improvements	53
Compliance Statement.....	53
Appendix A: Audited financial statements 2024-25	54
Appendix B: SATC Board Performance Agreement 2024-25	81
Appendix C: SATC Board Performance Agreement 2024-25 Report Against Strategic Priorities	86

Overview: about the agency

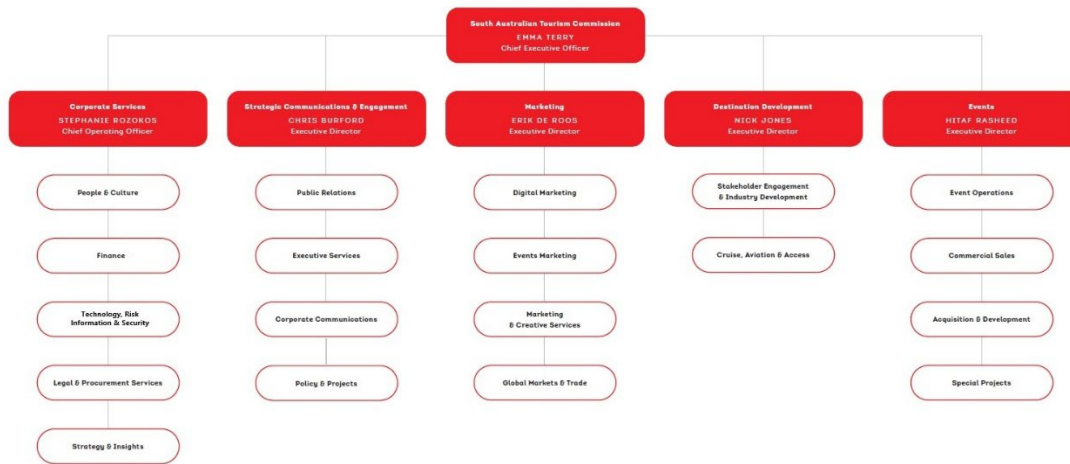
Our strategic focus

Our Purpose	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.
Our Vision	To grow the visitor economy in South Australia to \$12.8 billion by December 2030 and increase appeal as an Australian tourism destination from 6 th to 3 rd .
Our Values	Go Boldly - We thrive on taking risks and enjoy stepping outside our comfort zone. Dig Deeper - We never settle for simply scratching the surface. We're hungry for knowledge, fresh ideas and innovations. Can Do - We believe there's nothing we can't do as a team. Share The Love - We have a passion for excellence and exceeding expectations
Our functions, objectives and deliverables	To help us achieve our vision, our work is guided by three Strategic Focus Areas, outlined in the <i>South Australia Tourism Plan 2030</i>: • Increase appeal to drive demand • New and evolving products and experiences • Tourism: A force for good

Our organisational structure

Our organisational structure as of 30 June 2025. This can also be viewed on the SATC's corporate website: <https://tourism.sa.gov.au/about/business-groups-and-roles>.

SOUTH AUSTRALIAN TOURISM COMMISSION
ORGANISATIONAL STRUCTURE



southaustralia.com



tourism.sa.gov.au

Our Board structure

Our Board structure as of 30 June 2025.

Name	Position	Initial Appointment	Appointment Expiry date
Mr David Koch	Chair and Director	2 July 2024	1 July 2027
Mr Ian Horne	Director	5 October 2006	1 July 2025
Ms Donna Gauci	Director	2 July 2019	1 July 2025
Mr Grant Wilckens	Director	2 July 2019	1 July 2025
Mr Eoin Loftus	Director	19 September 2022	18 September 2026
Ms Justyna Jochym	Director	7 October 2022	22 June 2025
Ms Jess Greatwich	Director	7 October 2022	18 September 2025

In 2024-25 there were eight Board Meetings held. All Board Directors attended all eight Board Meetings, except for Grant Wilckens and Jessica Greatwich who attended seven Board Meetings and Eoin Loftus and Donna Gauci who attended six Board Meetings.

Changes to the agency

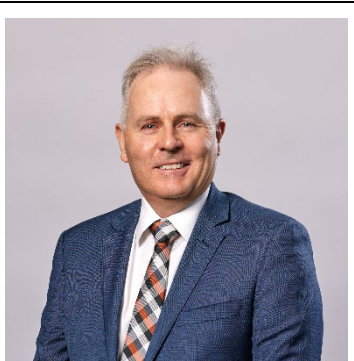
During 2024-25 there were no changes to the agency's structure and objectives as a result of internal reviews or machinery of government changes.

Our Minister (s)

	The Hon Zoe Bettison MP is the Minister for Tourism.
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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.
	Stephanie Rozokos is the Chief Operating Officer, responsible for driving the financial, business services and cultural direction of the agency, leading finance, legal, procurement, risk management, people and culture, strategy and insights and information communications technology functions at the SATC.

	Chris Burford is the Executive Director of Strategic Communications and Engagement, responsible for driving the agency's media and communications, as well as destination and events public relations activity. Chris also oversees the policy and projects, as well as the executive services functions of the agency, providing support to the SATC Board, Executive and Minister for Tourism.
	Erik de Roos is the Chief Marketing Officer, responsible for leading the destination brand and developing and delivering marketing activity that promotes all that South Australia has to offer. The focus is on growing visitation and keeping South Australia top of mind as a compelling and accessible holiday destination.
	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 presented by Journey Beyond, National Pharmacies Christmas Pageant and the State's sponsored events, including AFL Gather Round and LIV Golf Adelaide.
	Nick Jones is the Executive Director, Destination Development, responsible for increasing accessibility to and within South Australia, attracting new hotel and infrastructure development, experience development and regional tourism development.

Legislation administered by the agency

South Australian Tourism Commission Act 1993

Major Events Act 2013

The agency's performance

Performance at a glance

As at the year ending June 2025, the value of tourism in South Australia was \$9.9 billion, up 3% on June 2024 and above the June 2025 KPI of \$9.7 billion. This was made up of international expenditure of \$1.7 billion, interstate spend of \$3.0 billion, intrastate spend of \$2.8 billion and day trip spend of \$2.4 billion.

Strong growth was recorded in the international market, with spend reaching a record \$1.7 billion, representing a 33% increase on the previous year and above the State's pre-pandemic high of \$1.2 billion and the current KPI of \$1.2 billion.

Interstate performance saw visits to South Australia increase by 7%, while expenditure was softer, down 9% to \$3.0 billion and below the KPI of \$3.5 billion. This was supported by 2.1 million overnight visitors across the year.

The intrastate market generated \$2.8 billion in expenditure, in line with June 2024 and below the KPI of \$3.0 billion. The intrastate market saw 5.8 million domestic overnight trips for the year.

The day trip segment outperformed expectations, delivering \$2.4 billion in spend, up 8% on June 2024 and above the \$2.0 billion June 2025 KPI. The day trip segment saw 15.9 million visits for the year.

The latest domestic tourism statistics outlined above, including comparatives, are from the new Domestic Tourism Statistics (DoTS) methodology that replaced the previous National Visitor Survey (NVS) as at January 1, 2025. DoTS adopts a hybrid approach, integrating traditional survey methods with large-scale mobile phone mobility data to enhance the efficiency, accuracy, reliability, and geographic detail of domestic tourism insights. The International Visitor Survey (IVS) which measures the international market is unaffected.

Agency specific objectives and performance

The *South Australia Tourism Plan 2030* outlines a bold vision to grow the State's visitor economy to \$12.8 billion and generate 4,400 new jobs by 2030. The plan will achieve this by increasing South Australia's appeal to become a top three Australian destination, developing new and evolving tourism experiences that reflect the State's brand, and positioning tourism as a positive force for economic, social, and environmental outcomes, including sustainable and inclusive tourism.

As of June 2025, the State's visitor economy is worth \$9.9 billion, ahead of the waypoint of \$9.7 billion as outlined in the *South Australia Tourism Plan 2030*.

According to the latest figures, tourism employment in South Australia has slowed in the year ending June 2024, with 41,600 people directly employed in the sector—a decrease of 1,000 compared to 2023. This small decline follows the significant growth seen in 2022–23, which was driven by the post-pandemic recovery as

businesses scaled up to meet renewed demand. As the sector transitions into a more stable phase, employment levels are now beginning to normalise.

The below table outlines the SATC’s high level targets and progress towards achieving its 2030 goals and 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 \$9.7 billion per annum by June 2025 (on the way to our December 2030 target of \$12.8 billion).	Target achieved: the value of South Australia's tourism sector grew 3% to \$9.9 billion in the year to June 2025.
2030 Target – Appeal of South Australia	Increase appeal and consideration of South Australia to grow demand on the journey to be a top three destination (long term goal - top four by 2030)	In progress: South Australia currently ranks 6 th in overall interstate appeal
2030 Target – Sustainable Tourism Destination	Position South Australia's sustainability credentials and propel South Australia to be recognised as a top three sustainable destination.	In progress: South Australia currently ranks 7 th in overall association by interstate audiences as a Sustainable Tourism destination.

Election commitments that relate to 2030 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.	Target achieved: Business Capability Program: delivered 41 workshops across 10 tourism regions and conducted 34 business coaching sessions. Careers in Tourism Program: Over 2,000 copies distributed to schools and industry partners. TiCSA attended several career expos and school events, promoting tourism career pathways for young people, school leavers and individual with disabilities. Cultural Development Program: the South Australian Aboriginal Tourism Operators Association (SAATOC) was officially formed in collaboration with Aboriginal tourism operators. An interim board has been established, while terms of reference are being finalised through an
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		independent law firm.
Election commitments that relate to 2030 Target – Total expenditure Recreational Fishing Tourism Strategy	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.	Target achieved: The SATC, in partnership with RecFish SA, published this strategy in February 2024 after a period of industry and public consultation that occurred from March through to August 2023, including the YourSAy platform.
Election commitments that relate to 2030 Target – Total expenditure Experience Nature Tourism Fund	Support the promotion of nature based tourism activities in South Australia.	In progress: There are four rounds of funding available through the Experience Nature Tourism Fund. Round three closed in August 2024, with 13 projects receiving funding. Across the three rounds of funding, 46 projects have been supported across South Australia, worth \$2.5 million in total project value.

Election commitments that relate to 2030 Target – Total expenditure Limestone Coast campaign	Develop a new campaign to lift the profile of the Limestone Coast region to Australia and the world.	Target achieved: The SATC partnered with 57 Films to deliver a documentary-style program to promote the Limestone Coast, starring Dr Richard Harris OAM to profile the unique geography and sinkholes of the region. The documentary aired on Channel 9 on 6 July 2024.
2030 Target – International expenditure	Grow international tourism expenditure in South Australia to \$1.2 Billion by June 2025 with a milestone of \$2.2 billion by December 2030.	Target achieved: the value of South Australia's international tourism grew to \$1.7 billion in the year to June 2025.
2030 target – Domestic expenditure	Grow interstate overnight expenditure in South Australia to \$3.5 billion by June 2025 and intrastate overnight expenditure to \$3.0 billion.	Target not achieved: the value of South Australia's interstate tourism sector reached \$3.0 billion and intrastate reached \$2.8 billion in the year to June 2025. Noting that visitation numbers increased.

2030 Target - Employment	Grow tourism direct employment to 40,300 by June 2025 and 46,000 by 2030*. *Due to the 12-month lag in receiving employment data, the SATC will not receive the June 2025 figures until June 2026.	Target achieved for June 2024: the latest data shows direct employment in the tourism industry fell by 2% to 41,600 people in the year to June 2024. This is ahead of the June 2025 target of 40,300.
2030 Target - Leisure events	Increase the economic value of events to the full potential of \$750 million by 2030, with a June 2025 waypoint of \$529 million.	Target achieved: the value of South Australia's leisure events sector grew to \$546 million in the year to December 2024 ahead of the June 2025 target of \$529 million.

Corporate performance summary

In 2024-25, the SATC continued to administer a range of processes and practices in delivering its responsibilities under the *South Australian Tourism Commission 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, public relations 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 2024-25 financial year in line with budget and met all savings targets required. In 2024-25, funding was provided from the Major Events Fund, which sits within the Department of Premier and Cabinet, to develop new homegrown events, grow our existing owned and managed events and secure major national and international events.

In 2024-25, the SATC's Reconciliation Action Plan (RAP) Working Group delivered key activities including advanced Cultural Awareness Training programs, Kaurna language workshops, National Reconciliation Week and NAIDOC week events

including staff participation in a range of educational programs. The SATC is also making progress on the development of its next Reflect Reconciliation Action Plan with support of Reconciliation South Australia Inc.

The SATC continued to provide a safe working environment and implemented workplace measures aimed at promoting physical and mental wellbeing including flu vaccinations and targeted employee wellbeing activities such as Men's Health Week and RUOK? Day. The SATC provided accredited Mental Health First Aid Training and became a recognised Workplace with Mental Health First Aid International. The Resilience Project and Authentic Connection digital online series continued to support employee mental and physical health. 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 2024. This survey provided an objective mechanism for assessing the cultural environment. Results from the survey reported high levels of staff engagement, above available industry benchmarks. Individual performance reviews were used to identify both organisational and individual learning and development needs and opportunities.

The SATC prepared and began implementing a Digital Strategy outlining how the SATC will leverage digital technologies to achieve its objectives, enhancing performance and fostering innovation. The SATC has increased organisational cyber security maturity in accordance with the South Australian Government cyber security requirements, namely the 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 2024-25 to ensure compliance with the Frameworks including the creation of an Agency Security Plan and the establishment of the SATC's Security Working Committee to oversee and coordinate the implementation of security policies and practices within the SATC. Other initiatives include an improved Phriendly Phishing campaign (cyber security awareness training and phishing simulation solution) and the creation of a Cyber Security Plan.

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 2024-25, a total of 13 student placements were supported.
Aboriginal Employment Strategy	In line with the deliverables of the SATC's Reflect Reconciliation Action Plan, the SATC continues to focus on developing Aboriginal and Torres Strait Islander employment opportunities as they arise. The SATC also works across government and with local higher education and Aboriginal recruitment providers to promote employment opportunities to candidates.
Traineeships & Apprenticeships	The SATC supports one apprentice who is enrolled in Certificate III in Carpentry

Agency performance management and development systems

Performance management and development system	Performance
Employee Performance Management and Development Reviews using the myCareer Performance Development tool	All employees are required to have individual performance management and development plans which are reviewed on a biannual basis. In 2024-25, 91.7 percent 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 and the Employee Engagement Survey. 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 delivered on a regular basis to ensure knowledge remains current. 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.
Work Health and Safety Policies and Procedures	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. 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.
Work Health and Safety Training	The SATC has a specific Work, Health and Safety training needs analysis in place to identify required Work, Health and Safety Training for individual roles. The SATC supports the appointment of two trained Bullying and Harassment Contact Officers. The SATC offers accredited Mental Health First Aid Training for all staff.
Work Health and Safety Committee	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.
Employee Assistance Program (EAP)	People & Culture and Work, Health & Safety teams work to deliver a calendar of events aimed at promoting physical and mental wellbeing. The SATC's Culture & Values 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.

Workplace injury claims	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Total new workplace injury claims	2	0	N/A
Fatalities	0	0	+/-0%
Seriously injured workers*	0	0	+/-0%
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	13/1000	0	N/A

*number of claimants assessed during the reporting period as having a whole person impairment meeting the relevant threshold under the Return to Work Act 2014 (Part 2 Division 5)

Work health and safety regulations	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Number of notifiable incidents (<i>Work Health and Safety Act 2012, Part 3</i>)	3	0	N/A
Number of provisional improvement, improvement and prohibition notices (<i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i>)	0	0	0+/-0%

Return to work costs**	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Total gross workers compensation expenditure (\$)	\$17,422	\$5,353	+325%
Income support payments – gross (\$)	\$5,367	\$0	N/A

**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
EXEC0E	1
EXEC0C	1
EXEC0B	3
EXEC0A	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

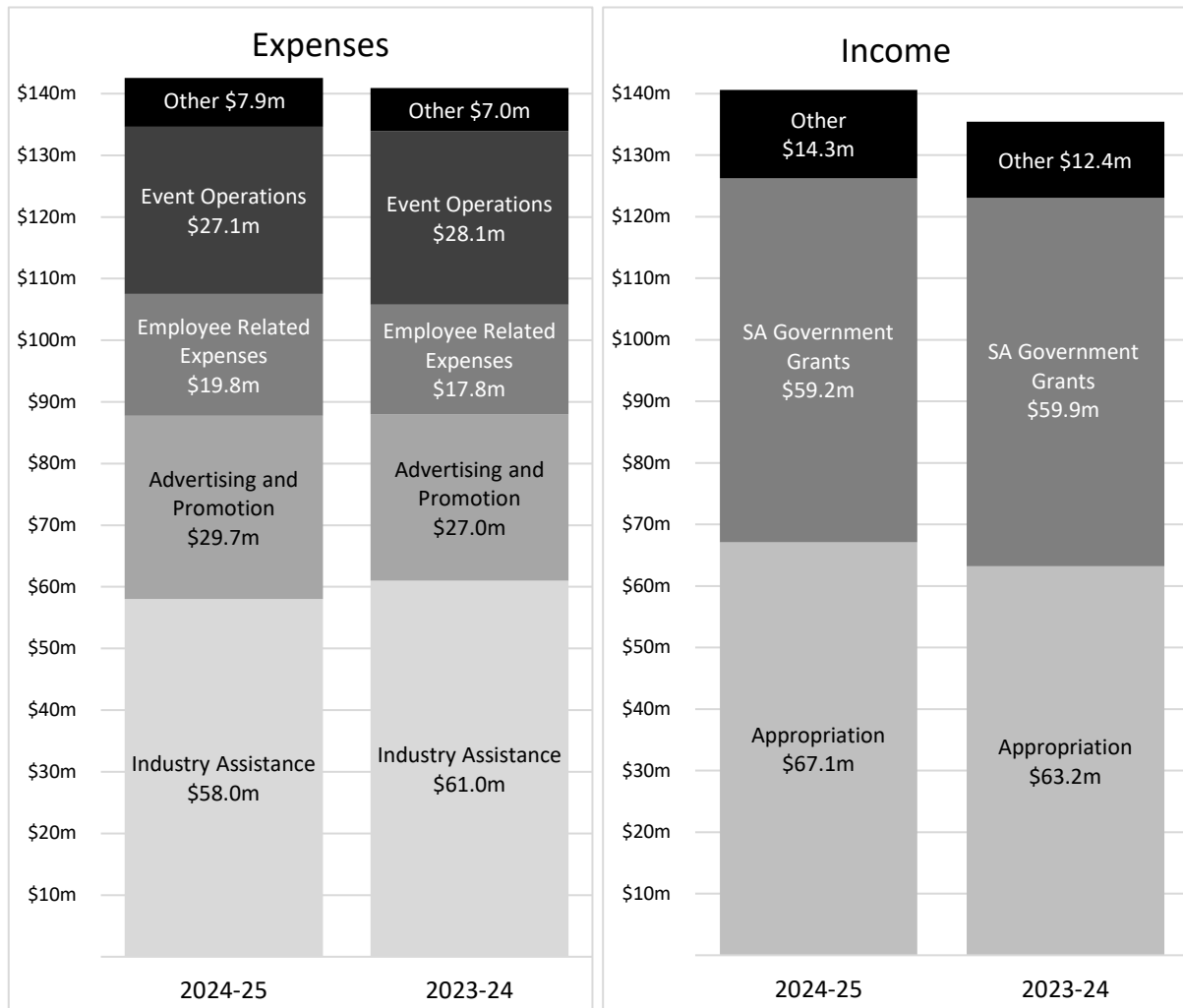
Financial report audit opinion: **unmodified**

The following is a brief summary of the overall financial performance and financial position of the agency. The information is unaudited. For further information refer to the full audited financial statements for 2024-25, attached to this report.

Statement of Comprehensive Income for the year ended 30 June	2024-25 \$'000	2023-24 \$'000
Total Income	140 593	135 449
Total Expenses	142 548	140 904
Net Result	(1 955)	(5 455)
Total Comprehensive Result	(1 955)	(5 455)

Statement of Financial Position as at 30 June	2024-25 \$'000	2023-24 \$'000
Current assets	13 258	20 902
Non-current assets	4 916	5 537
Total assets	18 174	26 439
Current liabilities	10 665	16 879
Non-current liabilities	6 976	7 072
Total liabilities	17 641	23 951
Total equity (net assets)	533	2 488

The following graphs show the main items of income and expenses for 2024-25 and 2023-24.



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 amounts paid or payable below \$10,000 each

Consultancies	Purpose
All consultancies below \$10,000 each - combined	Various
Total	\$18,420

Consultancies with amounts paid or payable above \$10,000 each

Consultancy	Purpose
Cornerstone Consulting Group Pty Ltd	Regional advisory services

Consultancy	Purpose
Fragile to Agile (Asia Pac) Pty Ltd	Digital strategy
Future Urban Pty Ltd	Regional planning code strategy
Synco Lab Pty Ltd	Major event strategy
The People Plugin Pty Ltd	Capability framework
Think Human Pty Ltd	Regenerative tourism model
Total	
\$276,426	

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 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
1834 Hospitality Pty Ltd	Cooperative marketing and accommodation
233 Victoria Square Hotel Pty Ltd	Event facilities, catering and accommodation
700C Management Ltd	Promotional services
A To B Furniture Removals Pty Ltd	Event operations
A1 Tour and Charter Pty Ltd	Transport services
AAPC Ltd	Cooperative marketing
Absolute Safety Solutions Pty Ltd	Work health and safety services
Accenture Australia Pty Ltd	Market research
Action Line Marking (SA) Pty Ltd	Event operations

Contractor	Purpose
Adelaide Airport Ltd	Promotional services
Adelaide Event Operations Pty Ltd	Event operations
Adelaide Expo Hire Pty Ltd	Event infrastructure
Adelaide Oval SMA Ltd	Event facilities and catering
Adfixus Pty Ltd	ICT services
Adobe Systems Software Ireland Ltd	Digital marketing
Advanced Tent Technology Pty Ltd	Event infrastructure
Advanced Traffic Management Pty Ltd	Event operations
Air New Zealand	Cooperative marketing
Airdna LLC	Market research
Altus Traffic Pty Ltd	Event operations
Amuse Event Lighting & Audio Visual Pty Ltd	Event production
Amaury Sport Organisation	Broadcast and distribution services
Anabelle Bits Pty Ltd	ICT services
Andre Greipel GmbH	Commentary and promotional services
Ao Miao International Travel Service (Beijing) Co Ltd	Cooperative marketing
AOT Inbound Pty Ltd	Travel services
Apollo Lighting Service Pty Ltd	Event production
Arabica Foods Pty Ltd	Event operations and catering
Arkaroola Pty Ltd	Accommodation and tourism services
Around Australia Motorhomes Pty Ltd	Event infrastructure
Artcraft Pty Ltd	Tourism and event infrastructure
Asahi Beverages Pty Ltd	Event catering
ATF Services Pty Ltd	Event infrastructure

Contractor	Purpose
Atomix Design Pty Ltd	Creative/design services
Australia Day Council of South Australia Inc	Cooperative marketing
Australian Football League	Marketing services
Australian Green Clean (Events) Pty Ltd	Cleaning and waste services
Australian Integrated Security CCTV Unit Trust	Security equipment
Australian Sports Medicine Federation SA Branch Inc	Event operations
Australian Tourism Data Warehouse Pty Ltd	ICT services
AYBS Pty Ltd	Event catering and supplies
B P Australia Pty Ltd	Event operations
Barmy Army Ltd	Cooperative marketing
Beijing 6Renyoun International Travel Service Co Ltd	Cooperative marketing
Beijing Hantu International Travel Service Co Ltd	Cooperative marketing
Beretta, Mark David	Commentary and promotional services
Bianco Hiring Service Pty Ltd	Event infrastructure
Bikesportz Imports Pty Ltd	Event operations
Boltz Pty Ltd	Event infrastructure
Box Inc	ICT services
Boyd Public Relations Ltd	Public relations services
Brisbane QSS Pty Ltd & Pro-Invest Brisbane NQ Pty Ltd	Accommodation and conference facilities
Budget Rent a Car Australia Pty Ltd	Vehicle hire
Bunnings Group Ltd	Event supplies

Contractor	Purpose
Calicoan Pty Ltd	Event production
Carat Aotearoa Ltd	Brand advertising
Carat Australia Media Services Pty Ltd	Brand advertising
Caravan Sounds Pty Ltd	Event entertainment
Chicken and Bees Pty Ltd	Event participation and promotion
China International Travel Service Shenzhen Co Ltd	Cooperative marketing
Clarke, David John	Creative/design services
Clean Vibes Pty Ltd	Cleaning and waste services
Coca-Cola Europacific Partners Australia Pty Ltd	Event catering
Coles, Meaghan Katherine	Photography
Comfort International Travel Service (GZ) Co Ltd	Cooperative marketing
Connect Sport Australia Pty Ltd	Event management
Content with Purpose Ltd	Film production
Conybeare, Charlie Theodore	Video production
Corporate Aircraft Charter Pty Ltd	Transport services
Corporate Cycling (Aust) Pty Ltd	Event management
Corporate Health Group Pty Ltd	Employee assistance program, training and health services
Corporate Travel Management Group Pty Ltd	Travel management
Costar UK Ltd	Market research
Crawford Containers Pty Ltd	Event infrastructure
CSC Corporate Domains Inc	ICT services
CSE Crosscom Pty Ltd	Event infrastructure

Contractor	Purpose
Cushman & Wakefield Pty Ltd	Facilities management
CYTS Aoyou Technology Development Co Ltd	Cooperative marketing
Damstra Technology Pty Ltd	ICT services
Data#3 Ltd	ICT services
Datacom Systems (AU) Pty Ltd	ICT services
Dell Australia Pty Ltd	ICT services
Deloitte Access Economics Pty Ltd	Market research
Dertour Deutschland GmbH	Cooperative marketing
Digital Discovery Pty Ltd	Market research
Diligent Board Services Australia Pty Ltd	ICT services
Discovery Holiday Parks Pty Ltd	Cooperative marketing
DJOF	Conference facilities
Dotdigital Apac Pty Ltd	ICT services
Doyle, Cameron Mark	Video production
DXC Enterprise Australia Pty Ltd	ICT services
Edmondson, Annette	Event management
EEC Station Road Pty Ltd	Event catering
Ellis, Russell Stuart	Photography
Emma Humphreys Communications Ltd	Public relations services
Emotive Travel Marketing Ltd	Cooperative marketing
Emplifi Czech Republic A.S.	Social media marketing
Encore Event Technologies Pty Ltd	Event production
Envyus Design Pty Ltd	Creative/design services
EU Holidays Pte Ltd	Cooperative marketing

Contractor	Purpose
Experience Australia Group Pty Ltd	Cooperative marketing
Expertise Events Pty Ltd	Event management
Falcon.io APS Brandwatch	Market research
Fenby, Jack	Photography
Finsbury Green Pty Ltd	Printing and merchandise
Fleurieu Cranes Pty Ltd	Event infrastructure
Flight Centre Travel Group Ltd	Cooperative marketing
Flooring Solutions (SA) Pty Ltd	Event infrastructure
Fonde Creative Pty Ltd	Event theming and printing
Formile Events Pty Ltd	Event operations
Frame Creative Pty Ltd	Creative/design services
Frankie Films Pty Ltd	Video production
Gelista Pty Ltd	Event catering
GGPC Trading Pty Ltd	Event facilities and catering
Global Staging Pty Ltd	Event infrastructure
Goway Travel Ltd	Cooperative marketing
Grace Records Management (Australia) Pty Ltd	Records management
Gravity Media (Australia) Pty Ltd	Television production and broadcast
Great Southern Rail Travel Pty Ltd	Travel services
Grunter, Harrison James	Photography and video production
Guangdong Kings Tours International Travel Service Co Ltd	Cooperative marketing
Guangzhou Lizhi Network Technology Co Ltd	Cooperative marketing
Guangzhou New Star International Travel Co Ltd	Cooperative marketing

Contractor	Purpose
GZL International Travel Service Ltd	Cooperative marketing
Hawkins, Martin	Event operations
Helloworld Services Pty Ltd	Cooperative marketing
Heyne's Nurseries Pty Ltd	Event supplies
Hoban Recruitment Pty Ltd	Temporary staff
Holidays of Australia Pty Ltd	Cooperative marketing
Hotels Combined Pty Ltd	Cooperative marketing
House of Travel Ltd	Cooperative marketing
House of Travel Upper Riccarton Ltd	Consumer travel expo
Howard & Sons Pyrotechnics (Displays) Pty Ltd	Event entertainment
Howden Printing Pty Ltd	Printing
Hygge Studio Pty Ltd	Event theming and design
Hyundai Motor Company Australia Pty Ltd	Event operations
Ignite Holidays Pty Ltd	Cooperative marketing
Ika Shima Trading Pty Ltd	Accommodation and event facilities
In the Roundhouse Pty Ltd	Event supplies and cooperative marketing
Insight Enterprises Australia Pty Ltd	ICT services
Institute of Public Administration Australia South Australian Division Inc	Training and professional development
International Management Group of America Pty Ltd	Promotional services
J.A Hannon-Tan & P.E Rowett & R White	Destination management plans
Jamfactory Contemporary Craft & Design Inc	Event trophies and awards

Contractor	Purpose
Jaybro Group Pty Ltd	Event supplies
Jennie Bell Ink Pty Ltd	Event management
Jetstar Airways Pty Ltd	Cooperative marketing
JLGP Pty Ltd	Photography
Johns Print Centre Pty Ltd	Printing and signage
Kangaroo Island Sealink Pty Ltd	Transport and cooperative marketing
Kangaroo Island Tourism Food Wine and Beverage Association Inc	Tourism management services
Karena Armstrong Food Pty Ltd	Event management
Keen Office Furniture Trust	Office furniture
Keenan, Matthew William	Commentary and promotional services
Kitchenhand Pty Ltd	Event catering
Klook Travel Technology Ltd	Cooperative marketing
Koben Digital Pty Ltd	ICT services
Kojo Studios Pty Ltd	Creative and promotional services
Kristy Langdon Pty Ltd	Event theming and design
Kyocera Document Solutions Australia Pty Ltd	Print equipment and related services
Leaseplan Australia Ltd	Fleet management
Legend Sportswear (Australia) Pty Ltd	Event uniforms
Licensys Pty Ltd	Event supplies
Lieb Management	Marketing representation and public relations
Lincoln College Inc	Accommodation and event catering
Lindsay, Karen Mary	Creative/design services
Lion-Beer, Spirits & Wine Pty Ltd	Event catering

Contractor	Purpose
Lot 100 Pty Ltd	Event catering and participation
M.R Hart & S Hart	Event supplies
Malaysia Airlines Berhad	Cooperative marketing
Market Street Hotelier Pty Ltd	Accommodation and event catering
Marsh Pty Ltd	Insurance valuation
Marshall Power Australia Pty Ltd	Event supplies
Matsport	Event operations
Mawson Lakes Volkswagen Pty Ltd	Event operations
Max Events Pty Ltd	Event management
McGregor Tan Research Pty Ltd	Market research
McKenzie, David Cameron	Event commentary
McMahon Services Australia Pty Ltd	Event infrastructure
Media Equation Pty Ltd	ICT services
Media Nest Pty Ltd	Advertising services
MEGT (Australia) Ltd	Temporary staff
Minor Hotels Australasia Ltd	Cooperative marketing
Mirador Talent Group Ltd	Event participation and promotion
Monday.com Pty Ltd	ICT services
More Better Pte Ltd	Cooperative marketing
Morrissey Management Pty Ltd	Promotional services
Musolino, Melissa Jayne	Event management
Nabooki Pty Ltd	Voucher agency service
NEC Australia Pty Ltd	ICT services
Nestle Australia Ltd	Event catering
New Age Marketing e.K	Cooperative marketing

Contractor	Purpose
Newco Group Pty Ltd	Cleaning services
News Pty Ltd	Digital and print media
Nexstage Staging & Rigging Technologies Pty Ltd	Event infrastructure
Novatech Creative Event Technology Pty Ltd	Event production
Ochre Dawn Pty Ltd	Office furniture
Optimizely North America Inc	Digital services
Origin Energy Electricity Ltd	Utilities
Pacific Arena Private Ltd	Cooperative marketing
Painted Dog Research Pty Ltd	Market research
Parachilna Unit Trust	Accommodation and event catering
Peoplebank Australia Ltd	Temporary staff
Pig Mary Pty Ltd	Event catering and venue hire
Pirate Life Brewing Ptd Ltd	Event catering
Pivotal Business Technology Pty Ltd	ICT services
PJ Corporate Electrical Pty Ltd	Electrical testing and installation
Plaspro Enterprises Pty Ltd	Event supplies
Platinum Aircraft Charter Pty Ltd	Transport services
Polite Playground Pty Ltd	Event operations
Pon.Bike (Australia) Pty Ltd	Event operations
PPI Promotion & Apparel Pty Ltd	Promotional merchandise and uniforms
Praytell Australia Pty Ltd	Public relations services
Praytell Strategy Inc	Public relations services
Precision Models Pty Ltd	Promotional services
Prime Protection (SA) Pty Ltd	Event security

Contractor	Purpose
Protouchglobal GmbH	Event management
Qantas Airways Ltd	Cooperative marketing
Randstad Pty Ltd	Temporary staff
Ready Industries Pty Ltd	Event infrastructure
Real Aussie Adventures Pty Ltd	Cooperative marketing
Recordpoint Software Apac Pty Ltd	Records management
Respektive 1 GmbH	Digital services
Rocket Lab Pty Ltd	ICT services
Roof Racks Chantal BV	Event equipment
Rosterfy Pty Ltd	ICT services
Royal Agricultural & Horticultural Society of SA Inc	Event operations
Royal Automobile Association of South Australia Inc	Cooperative marketing
Royal Throne Pty Ltd	Event infrastructure
S.A Lift & Loader Pty Ltd	Equipment hire
Salter Brothers (Adelaide) Hotel Company Pty Ltd	Accommodation
Salter Brothers (Guesthouse) Pty Ltd	Accommodation
Satalyst Pty Ltd	ICT services
Saville Hotel Group Pty Ltd	Accommodation and event catering
Seppeltsfield Wines Pty Ltd	Event catering and tourism services
Seven Network (Operations) Ltd	Television broadcast
Shanghai Linzhi Information Technology Development Co Ltd	Marketing representation
Shanghai Mint International Travel Service Co Ltd	Cooperative marketing

Contractor	Purpose
Shimano Australia Cycling Pty Ltd	Event operations
Sichuan Oriental Light International Travel Service Co Ltd	Cooperative marketing
Signature Travel Network Cooperative Inc	Cooperative marketing
Signs Incorporated Pty Ltd	Event signage
Simmons & Sons Enterprises Pty Ltd	Freight and distribution
Simple Integrated Marketing Pty Ltd	Creative/design services
Singapore Airlines Ltd	Cooperative marketing, transport and freight
Skycity Adelaide Pty Ltd	Accommodation, catering and venue hire
Skyscanner Private Ltd	Cooperative marketing
Snap Modular Pty Ltd	Event infrastructure
Soapbox Holdings Pty Ltd	Event entertainment
South Aussie with Cosi Pty Ltd	Promotional services
Southern Cross Traveltech Pty Ltd	Trade training
SPH Media Ltd	Advertising services
Splashdown (Aust) Corporate Bathroom Rentals Pty Ltd	Event infrastructure
Sports Drug Testing International Pty Ltd	Event medical services
SRS Security Pty Ltd	Event security
St John Ambulance Australia South Australia Ltd	Event medical services
Stirling Hotel Joint Venture	Event catering
Swain Destinations	Cooperative marketing
Swallow, Ashley	Photography and video production

Contractor	Purpose
Talent Code HR Pty Ltd	Professional development
Taylor, Carlee	Event management
Team Global Express Pty Ltd	Courier and postage
Telstra Ltd	Telecommunications
TGI Sport Marketing (Aust) Pty Ltd	Event management and promotion
The Gayler Family Trust	Event production
The Grange Golf Club Inc	Event operations and facilities
The Hot Water Trust & The Trustee for Andros Family Trust No 2	Event catering
The Lane Wine Co Pty Ltd	Tourism services and event catering
The One Picture Group Ltd	Market research
The Renmark Hotel Inc	Accommodation and event catering and participation
The Scout Association of Australia, South Australian Branch Inc	Event operations
The Trustee for A & B Fantasia Family Trust	Event theming and design
The Trustee for A & E Misale Family Trust	Event catering
The Trustee for Adelaide Event Group Unit Trust	Event infrastructure
The Trustee for Anna Meares Trust	Commentary and promotional services
The Trustee for Bada Bing Family Trust	Event signage
The Trustee for BDA Unit Trust	Market research
The Trustee for Choons and Moovz Trading Trust	Event entertainment services
The Trustee for Computers Now Unit Trust	ICT services

Contractor	Purpose
The Trustee for Cool Breeze Rentals Unit Trust	Event infrastructure
The Trustee for East End Cellars Unit Trust	Event catering
The Trustee for Event Managers Australia Trust	Event management
The Trustee for Foodland Promotions Unit Trust	Event catering
The Trustee for Frankie the Creative Trust	Photography
The Trustee for Greateon GPO Management Unit Trust	Accommodation
The Trustee for Harel Harris Plane Family Trust	Event management
The Trustee for Hernandez Trading Trust	Event medical services
The Trustee for Johnson Investment Trust	Event operations
The Trustee for KJ Schulz Family Trust	Event operations
The Trustee for McEwen Family Trust	Commentary and promotional services
The Trustee for Mt Lofty Operations Unit Trust	Accommodation and venue hire
The Trustee for Mt Lofty Properties No 2 Trust	Accommodation
The Trustee for Nelson Teamwear Trust	Event uniforms
The Trustee for P & J Hurley Family Trust	Accommodation
The Trustee for Parsons Plumbing and Gas	Event infrastructure
The Trustee for Pierce Family Trust	Transport services
The Trustee for Plus Group Unit Trust	Event medical services

Contractor	Purpose
The Trustee for Pollard Family Trust & the Trustee for the Camerlengo Family Trust	Event management
The Trustee for Precizion Est 2011 Family Trust	Event entertainment
The Trustee for Scuzzi Trust	Event catering
The Trustee for the A & J Lawson Family Trust No 2	Event signage
The Trustee for the Blunden Family Trust	Event infrastructure
The Trustee for the Jag Trading Trust	Event operations
The Trustee for the Majestic Roof Garden Hotel Class Trust	Accommodation and cooperative marketing
The Trustee for the Migliaccio Family Trust Fund	Writing services
The Trustee for the Ochre Digital Trust	Event signage
The Trustee for the Powell Family Trust	Event infrastructure
The Trustee for the Rent a Fence Australia Trust	Temporary fencing
The Trustee for the Roskvist Family Trust	Event signage
The Trustee for the Tony Sharley Family Trust	Tourism services
The Trustee for the Veld Family Trust	Printing
The Trustee for TIR Family Trust	Event management and temporary staff
The Trustee for Two Hotel Management Unit Trust	Accommodation
The Trustee for Uraidla Hotel Trust	Event catering
The Trustee for UTMG Unit Trust	Event operations
The Trustee for WDM Advertising Unit Trust	Creative/design services

Contractor	Purpose
The Trustee for Ziptrak Settlement	Event infrastructure
Thinkex Holdings Pty Ltd	ICT services
Thomson Reuters (Professional) Australia Ltd	Research services
Tick Services Enterprises Pty Ltd	Event operations, signage and uniforms
Titan Containers Pty Ltd	Event refrigeration
Titan Hoarding Systems Australia Pty Ltd	Event infrastructure
TLB Barossa Pty Ltd	Accommodation
TNT Molnar Pty Ltd	Video production
To Travel Australia Pty Ltd	Cooperative marketing
Tobin Productions Pty Ltd	Commentary and promotional services
Toll Global Forwarding Pty Ltd	Freight and customs services
Topline Promotions Pty Ltd	Promotional merchandise and uniforms
Tour South Pty Ltd	Tourism services
Tourism and Events Queensland	Cooperative marketing
Tourism Australia	Cooperative marketing
Trailfinders Ltd	Cooperative marketing
Travel Auctions Pty Ltd	Cooperative marketing
Travel Counsellors Ltd	Cooperative marketing
Travel Link Digital Co Ltd	Social media marketing
Tripadvisor Singapore Pte Ltd	Cooperative marketing
United(Beijing) International Travel Service Co Ltd	Cooperative marketing
Venn Sydney Pty Ltd	Event participation and promotion
View Clubs of Australia	Event operations

Contractor	Purpose
Village Gate Pty Ltd	Event signage and printing
Virgin Australia Airlines Pty Ltd	Cooperative marketing
Virt Pty Ltd	Event equipment
Vision Development Strategies Pty Ltd	Printing and merchandise
Visualcom Pty Ltd	Event signage and printing
Viva Global Pty Ltd	Event printing and uniforms
Vok Beverages Pty Ltd	Event catering
Wagstaff Marketing LLC	Marketing representation
Wasabi Entertainment Pty Ltd	Event entertainment
Watersedge Events Pty Ltd	Conference facilities
Wavemaker Australia Pty Ltd	Brand and functional advertising
Waverley Forklifts Pty Ltd	Equipment hire
Webcoda Pty Ltd	ICT services
Webjet Marketing Pty Ltd	Cooperative marketing
Williams, Jeremy Scott	Writing services
Williams, Riley Matthew	Photography and video production
Wilson Parking Australia 1992 Pty Ltd	Event car parking
Winc Australia Pty Ltd	Storage, distribution and office supplies
Yao Marketing Consulting Co Ltd	Marketing representation
Yamaha Motor Australia Pty Ltd	Event motorcycles
Young, James Michael	Event operations
Zamslade Pty Ltd	Accommodation and tourism 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, security environment, 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. 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 Control 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. All reasonable measures to minimise the incidence 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
<i>South Australian Tourism Commission Act 1993</i>	(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. (2) The report must contain— (a) the audited statements of account of the Commission for the preceding financial year; and (b) a report on— (i) the state of tourism and the tourism industry in the State; and (ii) the Commission's plans and the extent to which they have been implemented; and (iii) the extent to which the Commission met the targets set in the performance agreement for the preceding financial year; and (c) any other information required by or under the provisions of this Act or any other Act.

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

The value of South Australia's visitor economy grew 3% in 2024-25, despite the State's tourism industry facing a range of challenges that are impacting many sectors. Higher interest rates, rising living costs and recovery from natural disasters are not unique to South Australia and have been experienced across the country.

As at the year ending June 2025, the value of tourism in South Australia is \$9.9 billion. This is well ahead of the KPI of \$9.7 billion.

The latest results to June 2025 show that international expenditure grew 33% to \$1.7 billion, a strong result. However, international visitation has fallen 4% in the last year and remains 11% below its pre-pandemic level.

The interstate market has seen an increase in interstate visitors, welcoming 2.1 million overnight visitors, up 7% on 2024. Expenditure though declined over the year of 9% and now sits at \$3.0 billion. Intrastate overnight expenditure was flat on the previous year at \$2.8 billion, and day trips grew 8% to \$2.0 billion.

According to the latest figures, tourism employment in South Australia, with 41,600 people directly employed in the sector—a decrease of 1,000 compared to 2023. This small decline follows the significant growth seen in 2022–23, which was driven by the post-pandemic recovery as businesses scaled up to meet renewed demand.

Marketing

The State's domestic marketing campaign, 'Travel. Our Way.', continued through to December 2024 and performed well, with key metrics of awareness, consideration and intention tracking above average when compared to similar SATC campaigns.

In April 2025, the SATC launched a new long term brand platform and destination marketing campaign, 'Celebrate the Simple Pleasures'. The launch coincided with AFL Gather Round, allowing South Australia to capitalise on national attention.

'Celebrate the Simple Pleasures' positions South Australia as a sanctuary for the burnt-out and overwhelmed – showcasing the State as a place where these rare and desirable simple pleasures in life are abundant. Early campaign results show the new campaign is resonating with audiences. In the three months following campaign launch, 724,000 leads were generated from southaustralia.com to South Australian tourism operators and industry partners – a 34% increase year on year. A brand lift study on YouTube found that people exposed to the campaign's ads are up to 5% more likely to consider a trip to South Australia.

Developed by Adelaide-based creative agency Frame Creative, the campaign showcases the unique culture, creativity and lifestyle of South Australia through a distinctly local lens. Unlike previous campaigns, 'Celebrate the Simple Pleasures' features episodic storytelling across a range of content formats rather than a single hero TV ad and is designed for long-term brand building.

To continue to drive visitation and expenditure during the traditionally quieter winter months, 'The Simple Pleasures Guide to Winter' launched in May 2025 – a seasonal activation under the Simple Pleasures brand platform. The campaign encouraged South Australians to rediscover the joy of winter by exploring their own backyard and promote the simple pleasures unique to South Australia in winter.

To help drive direct bookings to South Australian tourism businesses, the SATC executed 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), TripAdvisor, Flight Centre Travel Group and Helloworld.

The SATC partnered with Tourism and Event Queensland to deliver the Down Under Summit trade event in Colorado in July/August 2024. This event provided an opportunity for 11 South Australian tourism operators to showcase their product and destination to key distribution partners from North America.

The SATC ran its own South Australia – Uncorked! event in Sydney on 26 November 2024, connecting 39 South Australian operators and 49 travel trade buyers (inbound tour operators, domestic wholesalers and online travel agents). The SATC also participated in Tourism Australia's Japan and Korean Marketplace events.

In November 2024, the SATC and 10 South Australian tourism operators participated in the Tourism Australia Marketplace United Kingdom / Europe trade event in London. The SATC then facilitated an add on dedicated South Australian event in Copenhagen to engage key travel companies in the Scandinavian market. The Scandinavian market is a strong source market for South Australia with a long length of stay and good dispersal around the State.

The SATC had a presence at Tourism Australia's flagship trade event, the Australian Tourism Exchange (ATE) in Brisbane from 28 April - 1 May 2025, with 52 tourism operators exhibiting in the South Australia area. During ATE 25, it was announced that Adelaide will host ATE in 2026 from 10-14 May.

Globally, the SATC conducted cooperative marketing campaigns and projects in all represented key markets. This included working with airline partners Air New Zealand, Singapore Airlines, China Southern Airlines, Qatar Airways and Emirates. The SATC also worked with selected trade partners and online travel agents in each market including, but not limited to, House of Travel (New Zealand), Klook (Singapore), Trailfinders (United Kingdom), Dertour (Germany), Down Under Answers (North America) and Ctrip.com (China).

During 2024-25, the SATC continued running an 'always on' digital marketing programme, including the use of the consumer facing website southaustralia.com; social media accounts on Facebook, Instagram, and TikTok; consumer facing emails, and targeted digital advertising. This activity generated approximately 2.53 million leads to South Australian tourism operators via their ATDW product pages on southaustralia.com, and 39,000 leads to key industry partners such as airlines, travel agents, and ticketing companies.

Events marketing promoted SATC's three managed events the Santos Tour Down Under, Tasting Australia presented by Journey Beyond and the National Pharmacies Christmas Pageant. Marketing programs also supported the promotion of major sponsored events for the state, including Chihuly in the Botanic Gardens, LIV Golf Adelaide and AFL Gather Round.

Public Relations

In the 2024-25 financial year, the SATC's PR activity delivered 7,811 articles across domestic and international markets. This has generated significant media coverage for South Australian tourism products and regions in key national and international markets.

PR activity has included brand advocacy partnership with professional cyclist Tiffany Cromwell and Formula One driver Valtteri Bottas for the Santos Tour Down Under, Simple Pleasures brand launch media event and content partnerships with Frankie and Broadsheet, as well as Simple Pleasures of Winter promotion including Channel 9 News Weather Road trip in Limestone Coast, Illuminate Adelaide media famil, and Kati Thanda-Lake Eyre Media famils.

Events

South Australia continues to deliver on its promise of world-class events, including the third iterations of AFL Gather Round and LIV Golf Adelaide, further showcasing our State on the national and international stage.

In 2024-25, the SATC delivered three **managed events**: The National Pharmacies Christmas Pageant, Santos Tour Down Under and Tasting Australia presented by Journey Beyond.

2024 National Pharmacies Christmas Pageant: the southern hemisphere's largest public street parade, had an audience of approximately 320,000 people.

2025 Santos Tour Down Under: around 807,900 spectators attending the event across Adelaide and its tourism regions, up from 770,600 in 2024. The event injected a total of \$98 million in attendee spend into the South Australian economy and resulted in an attendee tourism contribution of \$59.5 million in economic value.

2025 Tasting Australia presented by Journey Beyond: Australia's premier food and drink festival had a program that included 150 events across South Australia. The event hub, Town Square, situated in Victoria Square / Tarntanyangga had a crowd attendance of 65,000 people over the 10 days.

The SATC **sponsors** a range of events, designed to give visitors a reason to travel 'right now'. Highlights for 2024-25 include:

Chihuly in the Botanic Garden: For its one-off season in Australia, Chihuly in the Botanic Garden recorded 1.4 million visits to Adelaide Botanic Garden during its seven-month season. This success positions Adelaide Botanic Garden ahead of the globally renowned Kew Gardens in London and Singapore's Gardens By The Bay as the venue to achieve the highest attendance figures for any of Chihuly's Botanic Garden exhibitions.

AFL Gather Round 2025: A total of 269,506 fans attended the sold out four-day festival of footy from April 10 to 13. The 2025 event delivered an economic impact of \$113.9 million, a 24% increase on 2024. More than 241,600 visitor nights were recorded with the Friday night recording the strongest night ever for hotel rooms occupied and revenue across greater metropolitan Adelaide at the time, with 10,640 rooms occupied, generating revenue of \$4.9 million. More than 54,000 visitors came to SA from out of the State, up 18% on 2024.

LIV Golf Adelaide 2025: Held at The Grange Golf Club, the event attracted an official attendance of more than 102,483 across the tournament and contributed a total of 86,530 visitor nights – both figures up 9% on the previous year. The event generated \$81.46 million to South Australia's economy, up 14% on the previous year. LIV Golf Adelaide 2025 had a broadcast global household reach of 785 million across more than 100 territories exceeding the 2024 results by more than 50% and almost tripled that of 2023.

Regional Event Fund

The Regional Event Fund supported 35 events staged between 1 September 2024 and 31 August 2025. The events covered a wide cross-section of arts, cultural, food and drink and sporting events across SA's tourism regions and metropolitan Adelaide. Some highlights included Flinders Ranges - A Brush with Art (Flinders Ranges & Outback), Riverland Rose and Garden Festival (Riverland), Seafood on Spencer (Yorke Peninsula) and Port MacDonnell Bay Festival (Limestone Coast).

Destination Development

Destination Development focusses on the supply side of tourism for South Australia.

In 2024-25, achievements included securing the first direct flight from the United States of America to Adelaide and the first Christchurch to Adelaide service, record cruise expenditure, and support to industry was delivered through the Experience Nature Tourism Fund and two intakes of the Experience Development Program, and a new Distribution Ready Program.

Aviation

South Australia is more globally connected than ever, with all international airlines operating prior to COVID having committed to returning and new airlines committing to direct routes from key global markets.

Discussions continued this financial year with other international airlines to re-build direct access from other key markets. At year ending 30 June 2025, the eight airlines flying international services into Adelaide were Indonesia AirAsia, Air New Zealand, Qatar Airways, Singapore Airlines, Malaysia Airlines, Fiji Airways, Jetstar, and Emirates providing 51 flights per week - an increase of 11% compared to the same time in 2024. At year ending June 2025, there were 516 domestic flights per week to Adelaide.

Cruise

In 2024-25, South Australia welcomed 114 cruise and expedition ship visits to our State, with approximately 206,000 passengers and crew on board. The economic impact figure for the 2024-25 season is yet to be confirmed. In October 2024, an economic impact assessment jointly commissioned by Cruise Lines International Association and the Australian Cruise Association was released. It showed the 2023-24 cruise season injected a record high \$227 million into South Australia's economy and supported 738 jobs. Work continues to advocate for South Australia with all domestic and international cruise lines, with a focus on encouraging visitors to come ashore through tours and activities.

Industry support programs

To support local tourism operators to develop and sell their new and innovative product or experience idea, the SATC delivered its second and third intakes of the 'Experience Development Program. Supporting up to 20 operators across the State in each intake, the program is designed to provide tourism businesses with the tools they need to deliver world-class tourism offerings. The training is being delivered as

a series of workshops and presentations, with operators completing around 10 hours of work outside the program.

Round three of the \$2 million Experience Nature Tourism Fund ran during 2024-25 which saw 13 projects receive funding worth more than \$500,000. Projects funded included the purchase of cold weather snorkelling gear to increase offering in the off season on Kangaroo Island, purchase of a Pontoon Boat to run new on-river nature-based tours from Murray Bridge, and purchase of e-bikes to conduct tours of Penola in Limestone Coast. The Fund aims to spur investment in nature-based tourism experiences and make South Australia more competitive in luring domestic and international tourists. A fourth and final round of funding will be made available over the next financial year.

A new Distribution Ready Program was introduced to support commissionable tourism businesses to confidently and successfully work with international travel trade partners. The pilot intake saw nine operators from across the State participate in three modules including an overview of working with international trade and trade events, Q&A sessions with experts, and a Tourism Australia immersion day from May to June 2025. Following the program's success, a second intake will be held from August to October 2025.

The SATC continues to have discussions with potential investors and developers regarding accommodation development. As of 30 June 2025, there are 6 hotel developments proposed for the Adelaide area that are progressing through various stages of development.

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

This information is outlined throughout the 2024-25 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 2024-25 Annual Report.

Reporting required under the *Carers' Recognition Act 2005*

Not applicable to the agency.

Public complaints

Number of public complaints reported

Reporting on the number of complaints received is mandated. If your agency does not have an approved set of complaint categories in place, please use the complaint categories in the table below.

Complaint categories	Sub-categories	Example	Number of Complaints 2024-25
Professional behaviour	Staff attitude	Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency	3
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or incomplete service provided	3
Professional behaviour	Staff knowledge	Lack of service specific knowledge; incomplete or out-of-date knowledge	0
Communication	Communication quality	Inadequate, delayed or absent communication with customer	10
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	1
Service delivery	Systems/technology	System offline; inaccessible to customer; incorrect result/information provided; poor system design	4
Service delivery	Access to services	Service difficult to find; location poor; facilities/ environment poor standard; not accessible to customers with disabilities	1
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	0

Complaint categories	Sub-categories	Example	Number of Complaints 2024-25
Policy	Policy content	Policy content difficult to understand; policy unreasonable or disadvantages customer	1
Service quality	Information	Incorrect, incomplete, out-dated or inadequate information; not fit for purpose	2
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	0
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	9
Service quality	Service responsiveness	Service design doesn't meet customer needs; poor service fit with customer expectations	6
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	34
		Total	77

Additional Metrics	Total
Number of positive feedback comments	18
Number of negative feedback comments	44
Total number of feedback comments	62
% complaints resolved within policy timeframes	99%

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.

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 are reviewed and analysed regularly to identify systemic issues and trends and to determine resolution of outcomes and improvements to remedy issues.

In 2024-25, 139 complaints and feedback were recorded, compared to 188 in 2023-24.

The main categories that complaints fell into were:

- **No case to answer (34)** - the SATC receives a diverse range of complaints on travel related topics that do not fall into its area of responsibility. Where possible, these complaints are forwarded onto the relevant party for follow up and resolution.
- **Communication: Communication quality (10)** – mainly due to lack of Australian flag on SATC managed websites and the use of the Aboriginal flag to represent and link to the Acknowledgement of Country. Alternative ways to display the Acknowledgment of Country are being considered.
- **Service quality: Safety (9)** - mainly due to consumer expectations for SATC managed events not being met. All feedback and complaints were reviewed as part of the event debrief process and where possible, suggestions for improvement will be incorporated into future editions of the events.

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 2024-25

INDEPENDENT AUDITOR'S REPORT



Government of South Australia

Audit Office of South Australia

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

**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 2025.

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 2025, 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 2025
- a Statement of Financial Position as at 30 June 2025
- a Statement of Changes in Equity for the year ended 30 June 2025
- a Statement of Cash Flows for the year ended 30 June 2025
- 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 and the Board Members for the financial report

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

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

The Board Members are responsible for overseeing the South Australian Tourism Commission'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 2025.

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

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

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



Daniel O'Donohue
Deputy Auditor-General

10 September 2025

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.



David Koch
Chair
South Australian Tourism
Commission Board

2 / 9 / 2025



Emma Terry
Chief Executive Officer
South Australian Tourism
Commission

2 / 9 / 2025



Stephanie Rozokos
Chief Operating Officer
South Australian Tourism
Commission

2 / 9 / 2025

SOUTH AUSTRALIAN TOURISM COMMISSION

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 \$'000	2024 \$'000
INCOME			
Appropriation	2.1	67 093	63 193
Government grants, subsidies and transfers	2.2	59 163	59 863
Sponsorship and participation	2.3	8 592	9 521
Entry fees, licence fees and sales	2.4	4 710	2 301
Net gain from disposal of plant and equipment	2.5	5	-
Other income	2.6	1 030	571
TOTAL INCOME		140 593	135 449
EXPENSES			
Employee related expenses	3.1	19 784	17 769
Advertising and promotion	3.2	29 718	27 021
Industry assistance	3.3	58 022	60 999
Administration and accommodation	3.4	7 275	5 604
Event operations	3.5	27 120	28 119
Depreciation expense	3.6	555	1 302
Interest	3.7	72	79
Loss on impairment of receivables	4.3.2	2	11
TOTAL EXPENSES		142 548	140 904
NET RESULT		(1 955)	(5 455)
TOTAL COMPREHENSIVE RESULT		(1 955)	(5 455)

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 2025

		2025	2024
	Note	\$'000	\$'000
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	4.2	10 131	18 507
Receivables	4.3	2 697	1 969
Other financial assets	4.4	4	-
Other non-financial assets	4.5	426	426
TOTAL CURRENT ASSETS		13 258	20 902
NON-CURRENT ASSETS			
Plant and equipment	5.1	3 777	3 972
Other non-financial assets	4.5	1 139	1 565
TOTAL NON-CURRENT ASSETS		4 916	5 537
TOTAL ASSETS		18 174	26 439
LIABILITIES			
CURRENT LIABILITIES			
Payables	6.2	7 680	14 617
Other financial liabilities	6.3	700	253
Employee related liabilities	6.4	1 969	1 768
Provisions	6.5	46	24
Other non-financial liabilities	6.6	270	217
TOTAL CURRENT LIABILITIES		10 665	16 879
NON-CURRENT LIABILITIES			
Other financial liabilities	6.3	2 990	3 251
Employee related liabilities	6.4	2 220	1 870
Provisions	6.5	131	103
Other non-financial liabilities	6.6	1 635	1 848
TOTAL NON-CURRENT LIABILITIES		6 976	7 072
TOTAL LIABILITIES		17 641	23 951
NET ASSETS		533	2 488
EQUITY			
Contributed capital		64	64
Retained earnings		469	2 424
TOTAL EQUITY		533	2 488

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 2025

	Contributed Capital \$'000	Retained Earnings \$'000	Total Equity \$'000
BALANCE AT 30 JUNE 2023	64	7 879	7 943
Net result and total comprehensive result from 2023-24	-	(5 455)	(5 455)
BALANCE AT 30 JUNE 2024	64	2 424	2 488
Net result and total comprehensive result from 2024-25	-	(1 955)	(1 955)
BALANCE AT 30 JUNE 2025	64	469	533

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 2025

		2025	2024
		Inflows	Inflows
		(Outflows)	(Outflows)
		\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES	Note		
CASH INFLOWS			
Receipts from government		126 256	123 056
Receipts from the sale of goods and services		9 207	10 461
GST recovered from the ATO		10 190	10 088
Receipts for Paid Parental Leave scheme		76	70
CASH OUTFLOWS			
Employee related payments		(19 227)	(17 070)
Payments for supplies, services and industry assistance		(134 255)	(125 072)
Payments for Paid Parental Leave scheme		(68)	(74)
Interest paid		(72)	(79)
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	7.1	(7 893)	1 380
CASH FLOWS FROM INVESTING ACTIVITIES			
CASH OUTFLOWS			
Proceeds from sale of plant and equipment		5	-
CASH OUTFLOWS			
Purchase of plant and equipment		(387)	(176)
NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES		(382)	(176)
CASH FLOWS FROM FINANCING ACTIVITIES			
CASH OUTFLOWS			
Repayment of leases		(249)	(963)
NET CASH USED IN FINANCING ACTIVITIES		(249)	(963)
Effect of exchange rate on cash and cash equivalents		148	5
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS		(8 376)	246
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD		18 507	18 261
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	4.2	10 131	18 507

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.

All amounts in tables in the financial statements and accompanying notes are rounded to the nearest thousand dollars (\$'000).

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
- contractual receivables and contractual payables, which are stated with the amount of GST included.

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

Assets that are to be sold, consumed or realised as part of the normal operating cycle have been classified as current assets. Liabilities that are due to be settled within twelve months after the end of the reporting period or for which the SATC has no right to defer the settlement for at least twelve months after the end of the reporting period are classified as current liabilities. All other assets and liabilities are classified as non-current.

Material accounting policy information is set out in the notes to the financial statements.

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 EXPENSES AND INCOME BY PROGRAM

for the year ended 30 June 2025

	Tourism Development		Tourism Events		Tourism Marketing		Total	
	2025	2024	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME								
Appropriation	7 407	5 916	28 481	27 193	31 205	30 084	67 093	63 193
Government grants, subsidies and transfers	1 504	303	56 546	58 051	1 113	1 509	59 163	59 863
Sponsorship and participation	6	10	8 319	9 338	267	173	8 592	9 521
Entry fees, licence fees and sales	76	71	4 634	2 230	-	-	4 710	2 301
Net gain from disposal of non-current assets	-	-	5	-	-	-	5	-
Other income	59	40	330	201	641	330	1 030	571
TOTAL INCOME	9 052	6 340	98 315	97 013	33 226	32 096	140 593	135 449
EXPENSES								
Employee related expenses	2 873	2 734	8 582	7 546	8 329	7 489	19 784	17 769
Advertising and promotion	860	920	6 108	6 114	22 750	19 987	29 718	27 021
Industry assistance	3 880	5 487	53 779	52 870	363	2 642	58 022	60 999
Administration and accommodation	1 462	1 175	2 903	1 844	2 910	2 585	7 275	5 604
Event operations	173	226	26 947	27 893	-	-	27 120	28 119
Depreciation expense	46	169	349	655	160	478	555	1 302
Interest	9	12	31	34	32	33	72	79
Loss on impairment of receivables	-	9	2	1	-	1	2	11
TOTAL EXPENSES	9 303	10 732	98 701	96 957	34 544	33 215	142 548	140 904
NET RESULT	(251)	(4 392)	(386)	56	(1 318)	(1 119)	(1 955)	(5 455)

1.5 ASSETS AND LIABILITIES BY PROGRAM

as at 30 June 2025

	Tourism Development		Tourism Events		Tourism Marketing		General or Not Attributable		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Cash and equivalents	-	-	-	3 019	2 823	7 086	7 308	8 402	10 131	18 507
Receivables	52	158	1 833	1 269	622	375	190	167	2 697	1 969
Other financial assets	-	-	-	-	4	-	-	-	4	-
Other non-financial assets	-	-	-	-	-	-	1 565	1 991	1 565	1 991
Plant and equipment	-	-	3 777	3 920	-	-	-	52	3 777	3 972
TOTAL ASSETS	52	158	5 610	8 208	3 449	7 461	9 063	10 612	18 174	26 439
LIABILITIES										
Payables	685	360	2 972	11 678	3 931	2 251	92	328	7 680	14 617
Other financial liabilities	-	-	3 635	3 452	55	-	-	52	3 690	3 504
Employee related liabilities	520	423	1 352	1 122	965	959	1 352	1 134	4 189	3 638
Provisions	-	-	-	-	-	-	177	127	177	127
Other non-financial liabilities	-	-	4	4	53	-	1 848	2 061	1 905	2 065
TOTAL LIABILITIES	1 205	783	7 963	16 256	5 004	3 210	3 469	3 702	17 641	23 951

1.6 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 1.7.2 for significant transactions with key management personnel.

1.6.1 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 grant income received from the Department of the Premier and Cabinet totalling \$55.9 million (\$58.0 million) and from the Economic Recovery Fund of the Department of Treasury and Finance totalling \$2.6 million (nil) (included in note 2.2)
- office accommodation and event operations totalling \$2.1 million (\$1.1 million) provided by the Department for Infrastructure and Transport (included in notes 3.4 and 3.5).

1.7 KEY MANAGEMENT PERSONNEL

The key management personnel of the SATC during 2024-25 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 Minister for Tourism. The Minister's remuneration and allowances are set by the *Parliamentary Remuneration Act 1990* and the Remuneration Tribunal of SA respectively and are payable from the Consolidated Account under section 6 the *Parliamentary Remuneration Act 1990*.

1.7.1 Compensation

	2025 \$'000	2024 \$'000
Salaries and other short-term employee related expenses	1 837	1 541
Post-employment related expenses	210	168
Total compensation	2 047	1 709

1.7.2 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.

1.8 BOARD DIRECTORS

Members of the South Australian Tourism Commission Board during the 2024-25 financial year were:

Andrew Bullock (to 1 July 2024)	Donna Gauci	Eoin Loftus
David Koch (from 2 July 2024)	Jess Greatwich	Grant Wilckens
Justyna Jochym (to 22 June 2025)	Ian Horne	Emma Terry ¹ (ex officio)

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

	2025 Number	2024 Number
\$0 - \$19 999	8	8
\$20 000 - \$39 999	1	1
Total number of directors	9	9

The total remuneration received or receivable by directors was \$148 000 (\$152 000). Remuneration of directors includes sitting fees, superannuation contributions, salary sacrifice benefits, fringe benefits and related fringe benefits tax.

2. INCOME

2.1 APPROPRIATION

	2025 \$'000	2024 \$'000
Appropriations from Consolidated Account pursuant to the <i>Appropriation Act</i>	66 625	65 738
Reprofile of event sponsorships timing	395	(2 500)
Additional marketing support	165	-
Transfers to other SA Government agencies	(92)	(45)
Total appropriation	67 093	63 193

Appropriation is recognised as income on receipt.

Total appropriation consists of \$66 318 000 (\$62 437 000) of operational funding and \$775 000 (\$756 000) for capital purposes.

2.2 GOVERNMENT GRANTS, SUBSIDIES AND TRANSFERS

	2025 \$'000	2024 \$'000
SA Government grants	59 133	58 042
Contingency funding provided by the Department of Treasury and Finance	30	1 021
Commonwealth grants	-	800
Total government grants, subsidies and transfers	59 163	59 863

SA Government grants consist of funding from the Department of the Premier and Cabinet's Major Events Fund and the Department of Treasury and Finance's Economic Recovery Fund, and are recognised in accordance with AASB 1058 *Income of Not-for-Profit Entities* as income on receipt.

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

South Australian Tourism Commission

2.3 SPONSORSHIP AND PARTICIPATION

	2025 \$'000	2024 \$'000
Sponsorship income	7 052	6 791
Industry contributions	1 272	2 565
Cooperative marketing/advertising	239	165
Industry participation fees	29	-
Total sponsorship and participation	8 592	9 521

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 6.6 as a contract liability.

2.4 ENTRY FEES, LICENCE FEES AND SALES

	2025 \$'000	2024 \$'000
Event entry fees	854	830
Event support	2 450	-
Licence fees	1 050	1 163
Sale of merchandise	229	230
Service fees	114	71
Rental income	13	7
Total entry fees, licence fees and sales	4 710	2 301

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 6.6 as a contract liability.

2.5 NET GAIN FROM DISPOSAL OF PLANT AND EQUIPMENT

	2025 \$'000	2024 \$'000
Net proceeds from disposal	5	-
Total net gain from disposal of plant and equipment	5	-

2.6 OTHER INCOME

	2025 \$'000	2024 \$'000
Resources received free of charge	627	452
Gain on foreign exchange	368	119
Salary recoups	34	-
Net gain from derecognition of financial liabilities	1	-
Total other income	1 030	571

2.6.1 Resource Received Free of Charge

Resources received free of charge consist of IT, telecommunications and media monitoring services provided by the Department of the Premier and Cabinet and audit services provided by the Audit Office of South Australia. Services of this nature would otherwise have been purchased. The associated expenses are included in notes 3.2 and 3.4.

2.6.2 Gain on Foreign Exchange

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 on foreign exchange arise when items are translated at less favourable rates than those at which they were translated when initially recognised or in previous financial statements.

3.3 INDUSTRY ASSISTANCE

	2025 \$'000	2024 \$'000
Sponsorship of events	53 714	52 800
Marketing/industry support	2 734	3 783
Tourism infrastructure	477	3 632
SA Government grants and transfers	154	117
Tourism marketing boards/information centre grants	898	592
Trade show subsidies/membership of tourism industry bodies	45	75
Total industry assistance	58 022	60 999

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.

3.4 ADMINISTRATION AND ACCOMMODATION

	2025 \$'000	2024 \$'000
Accommodation and service costs	2 352	1 428
Communication and computing	1 636	1 349
Contractors	289	307
Consultants	295	514
Motor vehicles, taxis and car parking	103	90
Domestic and international travel	547	434
Seminars, courses and training	290	301
Insurance	262	239
Audit, legal and other fees	485	394
Loss on foreign exchange	671	4
Other	345	544
Total administration and accommodation	7 275	5 604

3.4.1 Audit Services Received Free of Charge

The fair value of audit services received from the Audit Office of South Australia relating to work performed under the *Public Finance and Audit Act 1987* was \$88,000 (\$96 000). No other services were provided by the Audit Office of South Australia. The associated income is included in note 2.6.

3.4.2 Other Services Received Free of Charge

Communication and computing includes the fair value of services received free of charge of \$277 000 (\$270 000). The associated income is included in note 2.6.

3.4.3 Loss on Foreign Exchange

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. Losses on foreign exchange arise when items are translated at more favourable rates than those at which they were translated when initially recognised or in previous financial statements.

3.5 EVENT OPERATIONS

	2025 \$'000	2024 \$'000
Event facilities	6 831	8 195
Catering and entertainment	2 046	2 282
Communications	1 101	883
Transport	1 810	1 584
Participants and contractors	8 938	8 466
Television and media	4 705	4 723
Fees and permits	602	523
Event management	1 087	1 463
Total event operations	27 120	28 119

3. EXPENSES

3.1 EMPLOYEE RELATED EXPENSES

	2025 \$'000	2024 \$'000
Salaries and wages	14 927	13 427
Long service leave	450	470
Annual leave	1 295	1 164
Skills and experience retention leave	36	29
Employment on-costs – superannuation	1 929	1 626
Employment on-costs – other	926	833
Board and committee fees	133	137
Other employee related expenses	88	83
Total employee related expenses	19 784	17 769

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

3.1.1 Employee Remuneration

	2025 Number	2024 Number
The number of employees whose remuneration received or receivable falls within the following bands:		
\$166 001 - \$171 000 ¹	n/a	1
\$171 001 - \$191 000	3	1
\$191 001 - \$211 000	1	1
\$211 001 - \$231 000	2	-
\$231 001 - \$251 000	2	1
\$251 001 - \$271 000	-	2
\$271 001 - \$291 000	2	-
\$291 001 - \$311 000	1	-
\$331 001 - \$351 000	-	1
\$351 001 - \$371 000	1	-
\$431 001 - \$451 000	-	1
\$451 001 - \$471 000	1	-
	13	8

The total remuneration received or receivable by these employees for the year was \$3 351 000 (\$2 096 000).

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.

3.2 ADVERTISING AND PROMOTION

	2025 \$'000	2024 \$'000
Consumer advertising	14 069	12 720
Cooperative consumer marketing	4 137	3 356
Familiarisations	1 788	1 282
Other consumer marketing	183	100
Production	4 772	4 333
Representation and contractors	2 306	2 329
Marketing research	1 023	1 258
Trade marketing	597	656
Other advertising and promotion	843	987
Total advertising and promotion	29 718	27 021

3.2.1 Services Received Free of Charge

Marketing research includes the fair value of services received free of charge of \$166 000 (\$182 000). The associated income is included in note 2.6.

¹ This band is included for reporting comparative figures based on the executive base remuneration rate for 2023-24.

3.6 DEPRECIATION EXPENSE

	2025 \$'000	2024 \$'000
General and events assets	196	165
Fitouts	75	230
Right-of-use assets	284	907
Total depreciation expense	555	1 302

All plant and equipment, having limited useful lives, are systematically depreciated over their useful lives in a manner that reflects the consumption of their service potential.

3.6.1 Review of Accounting Estimates

Plant and equipment's 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.

3.6.2 Useful Life

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

Class of Asset	Useful Life
General and events assets	3-35
Fitouts	3-10
Right-of-use assets	3-20

3.7 INTEREST

	2025 \$'000	2024 \$'000
Interest expense on lease liabilities	72	79
Total interest	72	79

4. ASSETS

4.1 FINANCIAL ASSETS

	2025 Carrying Amount \$'000	2024 Carrying Amount \$'000
Financial assets measured at amortised cost		
Cash and cash equivalents	10 131	18 507
Contractual receivables and contract assets	1 110	822
Other financial assets	4	-
Total financial assets	11 245	19 329

All financial assets are measured at amortised cost.

4.2 CASH AND CASH EQUIVALENTS

	2025 \$'000	2024 \$'000
Deposits with the Treasurer	7 303	8 397
Cash at bank	2 823	10 105
Cash on hand	5	5
Total cash and cash equivalents	10 131	18 507

Cash is measured as nominal amounts.

4.2.1 Deposits with the Treasurer

Deposits with the Treasurer in 2024-25 consisted of one deposit account for general operating purposes, and one special deposit account, the Accrual Appropriation Excess Funds Account (AAEFA). The balance of the AAEFA was \$1 593 000 (\$2 557 000). 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.

4.3 RECEIVABLES

	2025 \$'000	2024 \$'000
Current receivables		
Contractual receivables		
From sale of goods and services to government entities	250	64
From sale of goods and services to non-government entities	876	480
Less allowance for impairment loss on contractual receivables	(16)	(16)
Total contractual receivables	1 110	528
Statutory receivables		
GST input tax recoverable	1 127	837
Total statutory receivables	1 127	837
Prepayments	460	310
Contract assets	-	294
Total current receivables	2 697	1 969
Total receivables	2 697	1 969

All receivables are non-interest bearing.

4.3.1 Contractual Receivables

Contractual receivables arise in the normal course of selling goods and services to the public and to other government agencies. Contractual receivables are normally settled within 30 days of the receipt of an invoice or provision of the goods or services under a contractual arrangement. Contractual receivables are held with the objective of collecting the contractual cash flows and are measured at amortised cost.

Contractual receivables are presented on a gross basis and include the GST component arising from contracts with customers.

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

Refer to note 9.1 for information on risk management.

4.3.2 Allowance for Impairment Loss on Contractual Receivables

	2025 \$'000	2024 \$'000
Movement in the allowance for impairment loss on contractual receivables		
Carrying amount at the beginning of the period	16	10
Increase in the allowance	16	11
Amounts recovered during the year	(14)	-
Increase in allowance recognised in profit or loss	2	11
Amounts written off	(2)	(5)
Carrying amount at the end of the period	16	16

Impairment losses relate to contracts with customers external to SA Government. Refer to note 9.3 for information on credit risk and the methodology for determining impairment.

4.3.3 Statutory Receivables

Statutory receivables do not arise from contracts with customers. They are related to taxes and equivalents as well as statutory fees and charges. Statutory receivables are recognised and measured similarly to contractual receivables. Statutory receivables are not financial assets. No impairment loss was recognised in relation to statutory receivables.

4.3.4 Prepayments

Prepayments relate to payments made to suppliers before receiving the purchased goods or services. They are not contractual receivables or contract assets, both of which are related to payments to be received from customers. Prepayments are not financial assets or statutory receivables.

4.3.5 Contract Assets

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

4.4 OTHER FINANCIAL ASSETS

	2025 \$'000	2024 \$'000
Current other financial assets		
Foreign currency forward contracts	4	-
Total current other financial assets	4	-
Total other financial assets	4	-

Refer to note 9.4 for information on market risk.

4.5 OTHER NON-FINANCIAL ASSETS

	2025 \$'000	2024 \$'000
Current other non-financial assets		
Accommodation incentive assets	426	426
Total current other non-financial assets	426	426
Non-current other non-financial assets		
Accommodation incentive assets	1 139	1 565
Total non-current other non-financial assets	1 139	1 565
Total other non-financial assets	1 565	1 991

Accommodation incentive assets relate to an arrangement with the Department for Infrastructure and Transport for office accommodation, described in note 5.1.3. The incentive is a discount in accommodation expenses for five years. See also note 6.6.

5. PLANT AND EQUIPMENT**5.1 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.

	2025 \$'000	2024 \$'000
General and events assets		
At cost (deemed fair value)	2 678	2 477
Accumulated depreciation at the end of the period	(1 704)	(1 640)
Total general and events assets	974	837
Fitouts		
At cost (deemed fair value)	1 917	1 867
Accumulated depreciation at the end of the period	(1 825)	(1 751)
Total fitouts	92	116
Right-of-use assets		
At cost	4 248	4 357
Accumulated depreciation at the end of the period	(1 537)	(1 338)
Total right-of-use assets	2 711	3 019
Total plant and equipment	3 777	3 972

5.1.1 Owned Plant and Equipment

Plant and equipment owned by the SATC is valued at deemed fair value. Refer to note 5.2 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 \$15 000 or greater are capitalised.

Plant and equipment includes \$1 722 000 (\$1 737 000) of fully depreciated plant and equipment still in use and \$2 000 (nil) of plant and equipment retired from active use but not classified as held for sale.

5.1.2 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 2025.

5.1.3 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 included in note 3.4.

The SATC had the following leases during 2024-25:

- 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.
- Twelve (9) motor vehicle leases with the South Australian Government Financing Authority (SAFA). Motor vehicle leases are non-cancellable with rental payments monthly in arrears. Effective 1 April 2025, SAFA issued new lease agreements with a standard clause giving them substantive substitution rights. Consequently, SAFA's motor vehicle leases no longer meet the AASB 16 definition of a lease. The SATC has derecognised the right-of-use assets and lease liabilities relating to the motor vehicle leases. The associated vehicle rental charges are recognised as expenses and included in note 3.4.
- A lease of office accommodation under a Memorandum of Administrative Agreement (MoAA) with the Department for Infrastructure and Transport (DIT) for a 5-year term, with an option for a further 5 years. The MoAA is within the scope of Premier and Cabinet Circular *PC018 Government Office Accommodation Framework*, and therefore does not meet the definition of a lease under AASB 16. No right-of-use asset or corresponding lease liability has been recognised.

The lease liabilities related to the right-of-use assets are disclosed in note 6.3. Refer to note 9.5 for maturity analysis of lease liabilities. Expenses related to leases, including depreciation and interest, are disclosed in notes 3.6 and 3.7. Cash outflows related to leases are disclosed in note 7.1.1.

5.1.4 Impairment of Leased Plant and Equipment

There was no indication of impairment of leased plant and equipment at 30 June 2025.

5.1.5 Reconciliation of Movements in Plant and Equipment during 2024-25

	General and Events Assets \$'000	Fitouts \$'000	Right-of-Use Assets \$'000	Total \$'000
Carrying amount at the beginning of the period	837	116	3 019	3 972
Additions	333	51	23	407
Disposal	-	-	(47)	(47)
Depreciation	(196)	(75)	(284)	(555)
Carrying amount at the end of the period	974	92	2 711	3 777

5.1.6 Reconciliation of Movements in Plant and Equipment during 2023-24

	General and Events Assets \$'000	Fitouts \$'000	Right-of-Use Assets \$'000	Total \$'000
Carrying amount at the beginning of the period	828	346	3 885	5 059
Additions	174	-	41	215
Depreciation	(165)	(230)	(907)	(1 302)
Carrying amount at the end of the period	837	116	3 019	3 972

5.2 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.

5.2.1 Initial Recognition

Plant and equipment assets are initially recorded at cost or at the value of any liabilities assumed, plus any incidental costs involved with the acquisition.

5.2.2 Revaluation

Plant and equipment, other than right-of-use assets, are subsequently measured at fair value after allowing for accumulated depreciation. Right-of-use assets are subsequently measured at cost.

The valuation process is reviewed by the Chief Operating Officer at each reporting date.

For plant and equipment subsequently measured at fair value, a revaluation of assets or group of assets is only performed on assets that have a cost greater than \$1.5 million at time of acquisition and an estimated useful life greater than three years.

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.

5.2.3 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 (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 2024-25.

5.2.4 Fair Value Measurements

All items of general and events assets 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.

6. LIABILITIES

6.1 FINANCIAL LIABILITIES

	2025 Carrying Amount \$'000	2024 Carrying Amount \$'000
Financial liabilities measured at amortised cost		
Contractual payables	7 667	14 508
Other financial liabilities	3 690	3 504
Total financial liabilities	11 357	18 012

All financial liabilities are measured at amortised cost.

6.2 PAYABLES

	2025 \$'000	2024 \$'000
Current payables		
Contractual payables		
Creditors	4 580	1 981
Accrued expenses	3 087	12 527
Total contractual payables	7 667	14 508
Statutory payables	13	109
Total current payables	7 680	14 617
Total payables	7 680	14 617

All payables are non-interest bearing.

6.2.1 Contractual Payables

Contractual payables are recognised for all 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 represent amounts unpaid where an invoice has been received before the end of the reporting period. Accrued expenses represent amounts unpaid where an invoice has not been received.

Contractual payables are normally settled within 15 days from the date the invoice is first received.

Refer to note 9.1 for information on risk management.

6.2.2 Statutory Payables

Statutory payables do not arise from contracts. Statutory payables include government taxes and equivalents, and statutory fees and charges.

6.3 OTHER FINANCIAL LIABILITIES

	2025 \$'000	2024 \$'000
Current other financial liabilities		
Lease liabilities	237	253
Foreign exchange forward contracts	463	-
Total current other financial liabilities	700	253
Non-current other financial liabilities		
Lease liabilities	2 990	3 251
Total non-current other financial liabilities	2 990	3 251
Total other financial liabilities	3 690	3 504

All material cash outflows are reflected in the lease liabilities disclosed above.

Refer to note 9.4 for information on market risk.

6.4 EMPLOYEE RELATED LIABILITIES

	2025 \$'000	2024 \$'000
Current employee related liabilities		
Annual leave	1 324	1 178
Long service leave	175	184
Skills and experience retention leave	56	39
Employment on-costs	351	361
Accrued salaries and wages	63	6
Total current employee related liabilities	1 969	1 768
Non-current employee related liabilities		
Long service leave	2 004	1 720
Employment on-costs	216	150
Total non-current employee related liabilities	2 220	1 870
Total employee related liabilities	4 189	3 638

Employee related liabilities accrue from services provided up to the reporting date that remain unpaid. Apart from long service leave, employee related liabilities are measured at nominal amounts.

6.4.1 Salaries and Wages, Annual Leave, Skills and Experience Retention Leave and Sick Leave

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. The Department of Treasury and Finance increased the salary inflation rate used in the calculation of short-term employee benefits to 3.2% in 2024-25 from 2.4% in 2023-24. The net result is an increase in the annual leave liability and skills and experience retention leave liability of \$11 000 and employee related expenses of \$13 000.

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.

6.4.2 Long Service Leave

The liability for long service leave is measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. The measurement of long service leave payments is determined by whole of government actuarial calculations performed by the Department of Treasury and Finance, based on actuarial assumptions on expected future salaries and wages 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%, unchanged from 2023-24, with no resulting change in the reported long service leave liability.

The discount rate used in the measurement of the long service leave liability reflects the yield on long term Commonwealth Government bonds. The yield on long term Commonwealth Government bonds was 4.25%, unchanged from 2023-24, with no resulting change in the reported long service leave liability.

Changes to actuarial assumptions in the current financial year had no net financial effect on the long service leave liability or employee related expenses. The impact on future periods is impracticable to estimate as the long service leave liability is calculated using several demographic and financial assumptions, including the long-term discount rate.

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.

6.4.3 Employment On-Costs

Employment on-costs liabilities 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 annual leave, skills and experience retention leave and long service leave increased to 12.0% in 2024-25 from 11.5% in 2023-24. The percentage of long service leave taken as leave is 46.4% (31.0%), 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 an increase in the employment on-cost of \$18 000. The estimated future impact is an increase of \$19 000 in 2025-26 and \$20 000 in 2026-27.

6.5 PROVISIONS

	2025 \$'000	2024 \$'000
Current provisions		
Provision for workers compensation	46	24
Total current provisions	46	24
Non-current provisions		
Provision for workers compensation	131	103
Total non-current provisions	131	103
Total provisions	177	127

6.5.1 Movement in Provisions

	2025 \$'000	2024 \$'000
Carrying amount at the beginning of the period	127	179
Additional provisions recognised	58	32
Reductions resulting from payments/other sacrifice of future economic benefits	(18)	(6)
Adjustments resulting from re-measurement or settlement without cost	10	(78)
Carrying amount the end of the period	177	127

The workers compensation provision is based on an actuarial assessment of the outstanding liability as at 30 June 2025 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.

6.6 OTHER NON-FINANCIAL LIABILITIES

	2025 \$'000	2024 \$'000
Current other non-financial liabilities		
Accommodation incentive liabilities	213	213
Contract liabilities	57	4
Total current other liabilities	270	217
Non-current other non-financial liabilities		
Accommodation incentive liabilities	1 635	1 848
Total non-current other non-financial liabilities	1 635	1 848
Total other non-financial liabilities	1 905	2 065

6.6.1 Accommodation Incentive Liabilities

Accommodation incentive liabilities relate to an arrangement with the Department for Infrastructure and Transport for office accommodation, described in note 5.1.3. The incentive is a discount in accommodation expenses for the first 5 years of the 10-year accommodation term. The benefit of the incentive is spread over the full term so that reported expenses reflect the economic substance of the arrangement and related benefits provided. See also note 4.5.

6.6.2 Contract Liabilities

	2025 \$'000	2024 \$'000
Balance at the beginning of the period	4	22
Payments received for performance obligations yet to be completed	57	4
Revenue recognised for completion of performance obligations	(4)	(22)
Total contract liabilities	57	4

Contract liabilities relate to 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.

7. OTHER DISCLOSURES**7.1 CASH FLOWS**

Cash flows are included in the Statement of Cash Flows on a gross basis. 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.

7.1.1 Cash Flow Reconciliation

	2025 \$'000	2024 \$'000
Reconciliation of cash and cash equivalents at the end of the period		
Cash and cash equivalents disclosed in the Statement of Financial Position	10 131	18 507
Balance as per the Statement of Cash Flows	10 131	18 507
Reconciliation of net cash provided by operating activities to net result		
Net cash provided by (used in) operating activities	(7 893)	1 380
Non-cash items		
Depreciation expense	(555)	(1 302)
Net gain from the derecognition of financial liabilities	1	-
Effect of exchange rate on cash and cash equivalents	148	5
Net gain from the disposal of plant and equipment	5	-
Movement in assets and liabilities		
Receivables	728	(1 094)
Other financial assets	4	(155)
Other non-financial assets	(426)	1 991
Payables	6 937	(3 588)
Other financial liabilities	(463)	-
Employee related liabilities	(551)	(701)
Provisions	(50)	52
Other non-financial liabilities	160	(2 043)
Net result	(1 955)	(5 455)

7.2 PROCUREMENT EXPENDITURE

	2025 \$'000	Proportion %
Total expenditure on contracts above \$55 000 per contract (including GST) resulting from procurements under Treasurer's Instruction 18 <i>Procurement</i>		
South Australian businesses	29 221	69.5%
Non-South Australian businesses	12 799	30.5%
Total expenditure on contracts above \$55 000 resulting from procurements	42 020	100.0%

Arrangements between public authorities and with other governments are not included. Total expenditure with South Australian businesses may include the cost of goods sourced from outside SA.

7.2.1 Classification of South Australian or Non-South Australian Business

Treasurer's Instruction 18 defines a South Australian business as one that operates in SA and more than 50% of the workforce delivering the contract resulting from the procurement are residents of SA.

The classification as South Australian business or non-South Australian business is generally based on circumstances at the time of entering into a contract. For contracts entered into before 20 February 2023, assessments made under previous procurement requirements are used to determine the classification where sufficient evidence is available to the SATC. For contracts entered into before 20 February 2023 where such evidence is not available, and for all other contracts, the classification is based on the definition of a South Australian business provided in Treasurer's Instruction 18. In many cases the classification is based on representations made by suppliers at a point in time which have not been subject to independent verification.

7.3 CHANGES IN ACCOUNTING POLICY

The SATC assessed Australian Standards and Interpretations that first applied in 2024-25 and determined that they do not have a material impact on the financial statements. No new Australian Accounting Standards or Interpretations have been early adopted.

The SATC assessed new and changed Australian Accounting Standards and Interpretations not yet effective and does not expect a material impact on the financial statements from the adoption of these standards when they become effective.

7.4 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.

7.5 BUDGET PERFORMANCE

The budget performance tables compare the SATC's outcome against budget information presented to Parliament (2024-25 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.

7.5.1 Statement of Comprehensive Income

	Note	Original Budget 2025 \$'000	Actual 2025 \$'000	Variance \$'000
Income				
Appropriation		66 625	67 093	468
Government grants, subsidies and transfers	(a)	17 464	59 163	41 699
Sponsorship and participation		6 277	8 592	2 315
Entry fees, licence fees and sales		2 074	4 710	2 636
Net gain from disposal of plant and equipment		-	5	5
Other income		-	1 030	1 030
Total income		92 440	140 593	48 153
Expenses				
Employee related expenses		16 629	19 784	3 155
Advertising and promotion		28 495	29 718	1 223
Industry assistance	(b)	23 564	58 022	34 458
Administration and accommodation		4 987	7 275	2 288
Event operations	(c)	18 585	27 120	8 535
Depreciation expense		817	555	(262)
Interest		76	72	(4)
Loss on impairment of receivables		-	2	2
Total expenses		93 153	142 548	49 395
Net result		(713)	(1 955)	(1 242)
Total comprehensive result		(713)	(1 955)	(1 242)

7.5.2 Investing Expenditure Summary

	Original Budget 2025 \$'000	Actual 2025 \$'000	Variance \$'000
Investing expenditure			
Total annual programs	775	384	(391)
Total leases	50	23	(27)
Total investing expenditure	825	407	(418)

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 government grants, subsidies and transfers mainly 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 and support 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. UNRECOGNISED CONTRACTUAL COMMITMENTS

Commitments include operating, capital and outsourcing arrangements arising from contractual sources. They are disclosed at their nominal value and are inclusive non-recoverable GST.

8.1 EXPENDITURE COMMITMENTS

	2025 \$'000	2024 \$'000
Expenditure commitments at the reporting date not recognised as liabilities		
Within one year	78 298	59 309
Later than one year but not longer than five years	79 156	65 460
Later than five years	7 243	9 074
Total expenditure commitments	<u>164 697</u>	<u>133 843</u>

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

9. FINANCIAL INSTRUMENTS

9.1 FINANCIAL RISK MANAGEMENT

Risk management is managed by the SATC's Corporate 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.

9.2 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 7.1 and 7.5 for further information.

9.3 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.

9.3.1 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 contractual receivables from non-government debtors. Contractual 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 contractual 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.

Exposure to credit risk and expected credit loss for non-government debtors	Gross Carrying Amount \$'000	Lifetime Expected Loss %	Losses \$'000
Non-government debtors at 30 June 2025			
Current (not past due)	561	0.2%	1
1 – 30 days past due	10	1.4%	-
31 – 60 days past due	47	1.3%	1
61 – 90 days past due	251	2.4%	6
More than 120 days past due	8	91.8%	8
Total loss allowance			<u>16</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 contractual receivables. Impairment losses are presented on a net basis within net result. Subsequent recoveries of amounts previously written off are credited against the same line item.

Contractual 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. Receivables with a contractual amount of \$3 000 written off during the year are still subject to enforcement activity.

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

9.3.2 Cash and Cash Equivalents

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.

9.4 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 2025 SAFA had 11 (0) foreign exchange forward contracts in place on behalf of the SATC totalling \$21 166 000 (nil). In 2024-25 the SATC had 2 (11) foreign exchange forward contracts mature totalling \$1 100 000 (\$12 326 000). 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.

As with all forward foreign exchange contracts there are financial risks. Cashflows from foreign exchange forward contracts in 2024-25 are included in the Statement of Comprehensive Income, and where material are shown separately as gains in note 2.6 and losses in note 3.4. Refer to notes 4.4 and 6.3 for further information.

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

9.5 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.

9.5.1 Maturity Analysis of Financial Instruments

Category of financial asset and financial liability	Note	2025	2025 Contractual Maturities ¹		
		Carrying Amount \$'000	Within 1 year \$'000	1–5 years \$'000	More than 5 years \$'000
Financial assets					
Cash and equivalents					
Cash and cash equivalents	4.2, 7.1	10 131	10 131	-	-
Amortised cost					
Receivables	4.3	1 110	1 110	-	-
Other financial assets	4.4	4	4		
Total financial assets		11 245	11 245	-	-
Financial liabilities					
Amortised cost					
Payables	6.2	7 667	7 667	-	-
Lease liabilities	6.3	3 227	303	1 289	2 025
Other financial liabilities	6.36.6	463	463	-	-
Total financial liabilities		11 357	8 433	1 289	2 025
Category of financial asset and financial liability	Note	2024	2024 Contractual Maturities ¹		
		Carrying Amount \$'000	Within 1 year \$'000	1–5 years \$'000	More than 5 years \$'000
Financial assets					
Cash and equivalents					
Cash and cash equivalents	4.2, 7.1	18 507	18 507	-	-
Amortised cost					
Receivables	4.3	822	822	-	-
Total financial assets		19 329	19 329	-	-
Financial liabilities					
Amortised cost					
Payables	6.2	14 508	14 508	-	-
Lease liabilities	6.3	3 504	325	1 285	2 359
Total financial liabilities		18 012	14 833	1 285	2 359

¹ Contractual maturities are presented using undiscounted cashflows and therefore may not equal the total carrying amount of the financial instrument.

Amounts disclosed here exclude prepayments, statutory receivables, statutory payables and contract liabilities because they are not financial assets or financial liabilities.

Prepayments are presented in note 4.3 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.

Statutory receivables and statutory payables include Commonwealth, State and Local Government taxes and equivalents, fees and charges 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 obligations to pay cash may not be contractual but have their source in legislation and the disclosure requirements of AASB 7 *Financial Instruments: Disclosures* do not apply.

Contract liabilities are not financial liabilities as they represent a future obligation to provide goods and services in return for consideration already received.

9.6 CREDIT STANDBY ARRANGEMENTS

The SATC has a \$500 000 (\$500 000) purchasing card facility with ANZ Bank. The unused portion of this facility at 30 June 2025 was \$364 000 (\$344 000).

Appendix B: SATC Board Performance Agreement 2024-25

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**2024-25
PERFORMANCE AGREEMENT**

Between

THE SOUTH AUSTRALIAN TOURISM COMMISSION BOARD

and

THE MINISTER FOR TOURISM

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KEY FOCUS

The 2024-25 Board Performance Agreement with the Minister for Tourism reflects an uncertain period of cautious optimism, with normalisation of conditions counterbalanced with demand side risks, particularly from the rising cost of living.

The Agreement continues the path as outlined in the *South Australian Visitor Economy Sector Plan 2030* of reaching \$12.8 billion in visitor expenditure. The 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.

Based on the external operating conditions and the opportunity for the Visitor Economy within South Australia, the following strategic goals have been identified for achievement by 2030:

- Increase appeal and consideration of South Australia to grow demand.
- Deliver greater economic, social and environmental benefits for South Australia.
- Contribute \$12.8 billion from visitor expenditure to the South Australian economy.
- Position South Australia's sustainability credentials and propel South Australia to a top two sustainable destination.
- Develop a pipeline of demand driving products and experiences that deliver on the South Australian brand promise.
- Ensure tourism is valued as a key industry by community and government.
- Develop a team of creative and impactful leaders.
- Be rated as a genuine leader, partner and collaborator of choice.

While the recovery to tourism expenditure has occurred in full, overall volumes of visitation to South Australia remains below 2019 levels. In the latest data to March 2024, interstate visitation rose above pre-COVID levels for the first time, while international, intrastate and domestic day trip visitation remained below.

Despite the broader economic challenges, there is an unprecedented opportunity to reposition South Australia in the minds of our consumers, punching well above our weight and out-competing our state rivals. In line with this, this performance agreement seeks to not only achieve the current KPIs set for 2024-25 of \$9.7 billion in visitor expenditure, but also in light of recent performance achieve 2025-26's target of \$10.3 billion on year ahead of time.

The key assumptions underpinning the 2024-25 KPIs are a strong and stable intrastate market, a growing interstate market and a fully recovered international market. Importantly, this brings South Australia ahead of the milestone required to achieve the long-held ambition of \$12.8 billion by 2030.

KEY PERFORMANCE INDICATORS

The Board will monitor the strategic direction of the SATC towards the goal of achieving the following targets by June 2025, with the ambition of achieving the Stretch Target one year early:

	Dec 2019 (Pre-COVID)	Mar 2024 (Latest Available)	June 2024 Target	June 2025 Target	Stretch Target	2030 Plan (Original Targets)
Total Expenditure	\$8.1b	\$10.2b	Achieved	\$9.7b	\$10.3b	\$12.8b
International	\$1.2b	\$1.3b	Achieved	\$1.2b	\$1.5b	\$3.3b
Interstate	\$2.7b	\$3.7b	Achieved	\$3.5b	\$3.6b	\$3.9b
Intrastate	\$2.6b	\$3.1b	Achieved	\$3.0b	\$3.1b	\$2.9b
Day Trips	\$1.7b	\$2.2b	Achieved	\$2.0b	\$2.1b	\$2.6b
Weekly airline seats (Dom.)	84,000	80,000 (May 2024)	87,000	92,000	95,000	116,000
Weekly airline seats (Int.)	13,200	10,500 (Jun 2024)	12,000	14,000	15,100	23,800
Leisure Events	\$383m	\$501m	Achieved	\$529m	\$564m	\$750m

STRATEGIC PRIORITIES

Our Core Priorities:

The Board and SATC Executive have established the following core priorities for the SATC in 2024-25:

- Development of a distinct South Australian Destination Brand: launch a new integrated marketing campaign, leveraging the insights of South Australia's Place Brand research, to drive a bold and consistent vision for South Australia's tourism value proposition and increase consumer appeal.
- Continue to invest in demand generating marketing activities in priority global markets, including travel trade marketing, co-operative marketing, direct-to-consumer marketing and PR activity.
- Deliver existing SATC managed events, including the Santos Tour Down Under, Tasting Australia presented by RAA Travel and the National Pharmacies Christmas Pageant. Continue to develop and deliver sponsored events and festivals through the Major Events Fund, including AFL Gather Round and LIV Golf and continue to support other sponsored events through other sources.
- Develop the 'supply' side of tourism with new, innovative products and experiences, including icons, across key focus segments of Good Food and Wine, Nature and Events.
- Bring back the Airlines: particularly the recommencement of Emirates and other international airlines to support the expansion of services to Adelaide.
- Lead Regenerative tourism, support industry capability growth, including inclusive and accessible tourism in partnership with TICSA.
- Commence implementing a revised model arising from the Regional Tourism Review, creating a more efficient and collaborative approach to delivering regional outcomes.
- Promote tourism's potential for delivering economic, social and environmental benefits to contribute to thriving communities, by showcasing tourism operators and practices which are leading the way in key focus areas.

Also of critical importance is the delivery of SATC's Election Commitments and government priorities, which include the Experience Nature Tourism Fund, TICSA's Industry Capability Building Program, the Agritourism Plan 2025 and the Recreational Fishing Tourism Strategy.

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SIGNATURES

We the undersigned do hereby agree to the outcomes outlined in the 2024-25 Performance Agreement between the South Australian Tourism Commission Board and the Minister for Tourism.

Signed:  Dated: 16/7/24

Hon Zoe Bettison MP, MINISTER FOR TOURISM

Signed:  Dated: 16/7/24

David Koch, CHAIR on behalf of the SOUTH AUSTRALIAN TOURISM COMMISSION BOARD

Appendix C: SATC Board Performance Agreement 2024-25 Report Against Strategic Priorities

SOUTH AUSTRALIAN TOURISM COMMISSION BOARD PERFORMANCE AGREEMENT 2024-25

REPORT AGAINST STRATEGIC PRIORITIES

PRIORITY 1: MARKETING	
Priority	Action
Development of a distinct South Australian Destination Brand: launch a new integrated marketing campaign, leveraging the insights of South Australia's Place Brand research, to drive a bold and consistent vision for South Australia's tourism value proposition and increase consumer appeal.	In 2024–25, the SATC delivered a new destination brand platform, <i>Celebrate the Simple Pleasures</i>. Launched in April 2025, the campaign adopted an episodic storytelling approach, with initial content focused on South Australia's key competitive driver, food and drink, including television commercials titled <i>Harvest Eyes</i> and <i>The Simple Pleasure of a Long, Long Lunch</i>. The campaign was rolled out across priority domestic markets and timed to leverage AFL Gather Round. To stimulate off-peak visitation, the SATC also launched <i>The Simple Pleasures Guide to Winter</i> in May 2025, encouraging travel during the quieter winter period. Southaustralia.com generated approximately 2.57 million leads to South Australian tourism operators and key industry partners in the 2024-25 financial year. This represented a 15 per cent increase compared to the previous year.
Continue to invest in demand generating marketing activities in priority global markets, including travel trade marketing, co-operative marketing, direct-to-consumer marketing and PR activity.	In 2024-25, the SATC executed 27 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 114:1 (benchmark 15:1). Globally, the SATC has conducted cooperative marketing campaigns and projects in markets in which it has representation. This has included work with airline partners United Airlines, Air New Zealand, Qatar Airways, Emirates, China Southern Airlines, Singapore Airlines, Malaysia Airlines and Fiji Airways.

	The SATC also worked with selected trade in each market including, but not limited to; House of Travel (New Zealand), EU Holidays (Singapore), Ctrip (China), Trailfinders (United Kingdom), Dertour (Germany) and Down Under Answers (North America).
Develop the 'supply' side of tourism with new, innovative products and experiences, including icons, across key focus segments of Good Food and Wine, Nature and Events.	In 2024-25, the SATC delivered the Experience Development Program to 41 tourism operators with new tourism experiences across Food & Wine, Nature, Adventure and Unique accommodation. To support the supply side and growth of travel-trade experiences, the SATC delivered the Distribution Ready Program to 19 tourism businesses that are now ready to market their tourism experience to the international markets.
PRIORITY 2: EXPERIENCE AND SUPPLY DEVELOPMENT	
Priority	Action
Bring back the Airlines: particularly the recommencement of Emirates and other international airlines to support the expansion of services to Adelaide.	In 2024–25, the SATC worked with Adelaide Airport Limited and airline partners to secure new airlines to South Australia and encourage existing airlines to expand their services. Emirates recommenced daily Adelaide-Dubai flights in October 2024 and announced an upgrade of the service using an Airbus A350-900ULR aircraft. United Airlines announced direct Adelaide-San Francisco seasonal services from December 2025, while Cathay Pacific also announced it would re-commence a three weekly seasonal service in November 2025. Air New Zealand confirmed seasonal Adelaide-Christchurch flights from November 2025, and Qantas also announced seasonal Adelaide-Auckland services from November.
PRIORITY 3: COLLABORATION	

Priority	Action
Lead Regenerative tourism, support industry capability growth, including inclusive and accessible tourism in partnership with TiCSA.	In 2024–25, the SATC and TICSA embarked on a transformative co-design initiative to reimagine the future of tourism in South Australia. The work focused on shaping a distinctly South Australian visitor experience; one that embraces regenerative and inclusive practices while honouring and respecting Aboriginal culture. More than 90 participants contributed to the process, including tourism operators, industry specialists, Aboriginal cultural custodians and elders, community members, experts in regeneration and inclusion, and key partners from across the not-for-profit and government sectors. Significant outcomes included the framing of tourism as a ‘force for good’, articulated through the True South Promise; a statement that captures the essence of hosting and visiting in South Australia.
Commence implementing a revised model arising from the Regional Tourism Review, creating a more efficient and collaborative approach to delivering regional outcomes.	As part of the Strengthening Regional Tourism initiative, the SATC worked with representatives from Clare Valley, Southern Flinders and Yorke Peninsula, to establish a Pilot Zone Working Group. In 2024-25, the Pilot Zone established a Company Limited by Guarantor entity known as South Australia’s Mid North and Yorke Ltd. The development of a constitution, appointment of a Chair, and inaugural Board of Directors set the foundation for the new Pilot Zone. To support regional collaboration and identify opportunities to grow tourism, a Destination Management Plan (DMP) for Clare Valley, Southern Flinders and Yorke Peninsula has been developed. The three DMPs will provide the framework on a shared vision and agreed priorities for tourism development.
PRIORITY 4: INDUSTRY CAPABILITY	

Priority	Action Taken
Promote tourism's potential for delivering economic, social and environmental benefits to contribute to thriving communities, by showcasing tourism operators and practices which are leading the way in key focus areas.	In 2024-25, the SATC worked with South Australian tourism operators to feature them as part of a video content series titled <i>Travel Redefined: Tourism for People and Planet</i>. This content highlighted what South Australian tourism operators are doing on the sustainable and regenerative tourism front within their own businesses and was showcased at the Global Sustainable Tourism Conference in Fiji.
PRIORITY 5: LEISURE EVENTS	
Priority	Action Taken
Deliver existing SATC managed events, including the Santos Tour Down Under, Tasting Australia presented by RAA Travel and the National Pharmacies Christmas Pageant. Continue to develop and deliver sponsored events and festivals through the Major Events Fund, including AFL Gather Round and LIV Golf and continue to support other sponsored events through other sources.	In 2024-25, the SATC delivered three managed events: The National Pharmacies Christmas Pageant, Santos Tour Down Under and Tasting Australia presented by Journey Beyond. The 2025 Santos Tour Down Under which celebrated its 25th year, saw approximately 807,900 spectators attend which was up from 770,600 in 2024 and had a total of \$98 million in attendee spend in the South Australian economy. Events across the State were supported through the Major Events Fund, which supported 19 events in 2024-25. Highlights included Chihuly in the Botanic Garden, a one-off event for Australia which attracted a record 1.4 million visits to the Adelaide Botanic Garden in its seven-month season. This is the highest attendance figures in the world for any Chihuly Botanic Garden exhibition. AFL Gather Round 2025 delivered an economic impact of \$113.9 million which was a 24 per cent increase on 2024. A total of 54,000 were visitors to the State which was 18 per cent up from 2024. More than 241,600 visitor nights were recorded with Friday night being the strongest night

	ever for hotel rooms occupied and revenue across greater metropolitan Adelaide at the time of the event. Furthermore, the Regional Event Fund supported 35 events staged between 1 September 2024 and 31 August 2025.
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