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**Government
of South Australia**

**SOUTH AUSTRALIAN TOURISM
COMMISSION
2023-24 Annual Report**

SOUTH AUSTRALIAN TOURISM COMMISSION
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2023-24 ANNUAL REPORT for the South Australian Tourism Commission

To:

Hon Zoe Bettison MP

Minister for Tourism

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

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


Submitted on behalf of the South Australian Tourism Commission by:

Emma Terry

Chief Executive Officer

Date 26 / 09 / 2024

Signature



A handwritten signature in black ink, appearing to read 'Emma Terry', is written over a horizontal line.

From the Chief Executive Officer



In the past year, South Australia's visitor economy remained stable, while also facing an emerging number of headwinds that are impacting many sectors.

Tourism is not immune to national and global events. Higher interest rates and a rising cost of living have led to a lower household discretionary income. While natural disasters like the recent Murray River flood have also had an impact on tourism in our key regions.

While responding to these challenges, the South Australian Tourism Commission has worked with our industry to deliver important initiatives in marketing, events and destination development.

Achievements this year have included the reinstatement of direct Emirates flights to Adelaide, the launch of our new domestic marketing campaign 'Travel. Our Way.' and its winter version 'Winter. Our Way.', as well as delivering a substantial events program including the second instalments of LIV Golf Adelaide and AFL Gather Round.

A key priority for 2023-24 was to support our Murray River communities following the flooding event of summer 2022-23. The River Revival Voucher program and associated Rise Up for Our River marketing campaign were delivered in partnership with industry. This activity drove visitors back into the Riverland and Murray River, Lakes & Coorong tourism regions, aiding the recovery of flood-affected communities. This program resulted in an estimated \$12.4 million injected into the Murray River regions, returning \$5 to the regions for every dollar of investment from the State Government.

Tourism employment has grown by 9,800 jobs – its highest ever single year growth – bringing the total number of people directly employed by our state's tourism industry to 40,600.

As at the year ending June 2024, the value of tourism in South Australia is \$9.9 billion. International expenditure reached \$1.3 billion in the year ending June 2024, up from \$1.1 billion at the year end June 2023. International visitation has increased to 451,000 in the year end June 2024, 8 per cent down on pre-pandemic levels.

Interstate expenditure and visitation has been the standout. At \$3.6 billion, there were 3.0 million interstate visits to South Australia – an all-time high. Interstate is the only market so far to exceed pre-COVID levels, while intrastate travel in South Australia remains below pre-pandemic levels.

While we celebrate these wins, we must also position ourselves to overcome the challenges that current economic conditions pose for the visitor economy – a challenge that is being felt nation-wide. That is why we are continuing to invest in demand drivers such as marketing and major events, positioning South Australia as a must-see destination.

The 2023-24 year ended with the appointment of Mr David Koch as Chair of the South Australian Tourism Commission, commencing on 2 July 2024. Mr Koch is a leading media professional and small business advocate. His work with the SATC Board will set the strategic agenda for our agency and I look forward to him championing the thousands of diverse and innovative businesses which make up our state's tourism industry.

With that, I'd like to thank our previous Chair, Andrew Bullock, who served in the role since 2019 and made a tremendous contribution during this time. From helping steer the SATC and support industry through crises including the COVID pandemic and the once-in-a-century Murray River floods, as well as hitting new heights in the South Australian visitor economy.

Most importantly, I'd like to thank our state's hard-working and resilient tourism industry. Through innovation and showcasing the best of South Australia, you've delivered strong results for our state. I know our partnership will celebrate more achievements in the year ahead and find solutions to the current and future challenges we may encounter along the way.



Chief Executive Officer

South Australian Tourism Commission

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Overview: about the agency

Our strategic focus

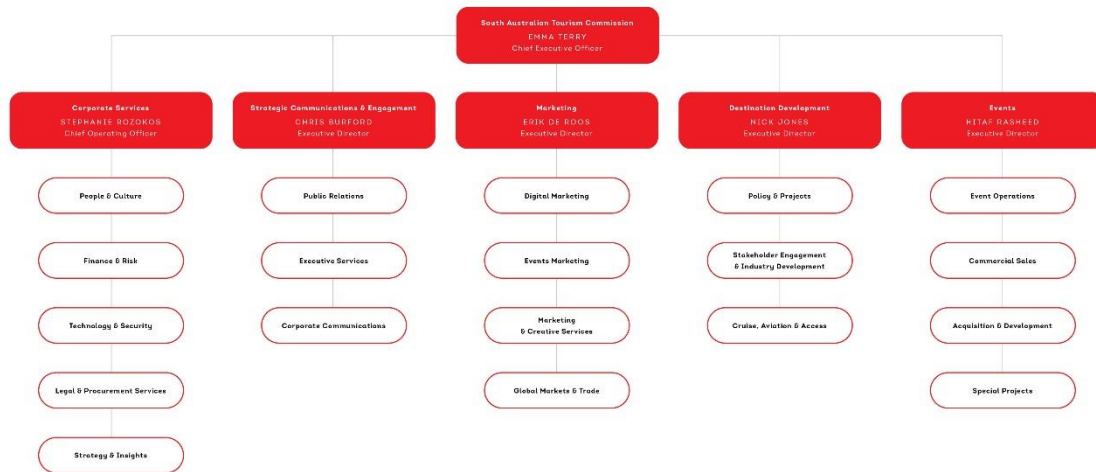
Our Purpose	Our role under the <i>South Australian Tourism Commission Act 1993</i> is to assist in securing economic and social benefits for the people of South Australia through promoting the state as a tourism destination and further developing and improving the state’s tourism industry.
Our Vision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

Our organisational structure

Our organisational structure as of 30 June 2024. 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

CURRENT AS OF JULY 2024



southaustralia.com



tourism.sa.gov.au

Our Board structure

Our Board structure as of 30 June 2024.

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

In 2023-24 there were seven Board Meetings held. All Board Directors attended all seven Board Meetings except for Mr Grant Wilckens and Ms Donna Gauci who attended six Board Meetings.

Changes to the agency


During 2023-24 there was one change to the agency’s structure and objectives as a result of internal reviews or machinery of government changes.





A new Group called Strategic Communications and Engagement was formed bringing together the PR capabilities of the organisation (Destination PR and Events PR), the Executive Services team to support government and Board interactions, as well as the Corporate and Government Communications team. The Agency’s marketing capabilities were also brought together under one Group. The Events Marketing team moved into the Marketing Group, working together to maximise tools, channels, expertise, resources and technology.

Our Minister

	<p>The Hon Zoe Bettison MP is the Minister for Tourism.</p>
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Our Executive team

	<p>Emma Terry is the Chief Executive Officer, responsible for leading the agency to grow tourism in South Australia and increase the recognition of the value of tourism and its contribution to employment in our state.</p>
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	<p>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.</p>
	<p>Chris Burford is the Executive Director of Strategic Communications and Engagement, responsible for driving the agency's communications and PR activity. Chris also oversees the executive services functions of the agency, providing support to the SATC Board, Executive and Office of the Minister for Tourism.</p>
	<p>Erik de Roos is the Executive Director of Marketing, responsible for leading the destination brand and developing and delivering marketing activity that promotes all that South Australia has to offer.</p> <p>The focus is on growing visitation and keeping South Australia top of mind as a compelling and accessible holiday destination.</p>
	<p>Hitaf Rasheed is the Executive Director of Events South Australia, responsible for growing events in South Australia and attracting new events to the state to round out our events calendar. She also leads the management and delivery of the Santos Tour Down Under, Tasting Australia presented by RAA Travel, National Pharmacies Christmas Pageant and the state's sponsored events, including AFL Gather Round and LIV Golf Adelaide.</p>



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

After a strong year in 2022-23 where the visitor economy grew by \$3.9 billion to \$10.0 billion, we have started to see this growth slow as economic conditions tighten. The latest statistics to June 2024 show visitor expenditure fell to \$9.9 billion, down 1 per cent on June 2023 and below the all-time high of \$10.3 billion in September 2023. The latest result is still above the predicted forecast result of \$9.2 billion.

Over the past year, expenditure in the visitor economy hit a record high before declining, influenced by external challenges such as rising living costs, higher interest rates, and an unstable international environment causing concerns.

The largest growth was in the international market as its expenditure recovers back to and beyond the record levels in 2019.

The latest results to June 2024 show that international expenditure grew \$230 million from \$1.1 billion to \$1.3 billion, a strong result. While international visitation has grown 24 per cent in the last year, it remains 8 per cent below its pre-pandemic level.

The interstate market has seen growth over the year of \$65 million and now sits at \$3.6 billion. Similarly, latest data shows interstate visitors are at a record high and have surpassed 2019 results. By the year end June 2024, South Australia welcomed 3.0 million interstate overnight visitors, up 6 per cent on 2023.

The intrastate market has fallen by \$76 million to \$3.1 billion for the year end June 2024 down on the record high December 2023 result of \$3.3 billion. Day trip expenditure across the year fell to \$1.9 billion, down 14 per cent on the year end June 2023. Intrastate and day trip visitation both suffered declines in the last year (down 1 per cent and 13 per cent respectively) as well as continuing to be down on pre-pandemic levels by 11 per cent and 22 per cent.

Agency specific objectives and performance

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

As of June 2024, the state's visitor economy is worth \$9.9 billion, ahead of the SATC's target of \$9.2 billion.

According to latest figures, tourism employment in the state is bouncing back following the severe impacts of the pandemic. To the year ending June 2023, 40,600 people were directly employed in the state's tourism industry, an increase of 9,800 from 2021-22.

This surge in tourism employment, driven by the post-pandemic recovery period, is the largest increase in tourism employment on record.

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

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

Agency objectives	Indicators	Performance
2030 Target – Total expenditure	Grow the value of our tourism sector to \$9.2 billion per annum by June 2024 (on the way to our December 2030 target of \$12.8 billion).	Target achieved: the value of South Australia’s tourism sector fell 1 per cent to \$9.9 billion in the year to June 2024.

<p>Election commitments that relate to 2030 Target – Total expenditure</p> <p>Tourism Industry Capability Building Program</p>	<p>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.</p>	<p>Target achieved</p> <p>Business Capability Program: delivered more than the contracted 30 workshops (41 total) that visited 10 tourism regions and conducted 34 business coaching sessions.</p> <p>Careers in Tourism Program: the tourism Careers Guide was developed with 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.</p> <p>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 independent law firm.</p>
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<p>Election commitments that relate to 2030 Target – Total expenditure</p> <p>Recreational Fishing Tourism Strategy</p>	<p>Develop a recreational fishing strategy in consultation with peak fishing bodies and other stakeholders to increase visitation motivated by fishing and to increase visitor spend and length of stay based on fishing opportunities. The strategy will be published in early 2024.</p>	<p>Target achieved.</p> <p>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.</p>
<p>Election commitments that relate to 2030 Target – Total expenditure</p> <p>Experience Nature Tourism Fund</p>	<p>Support the promotion of nature-based tourism activities in South Australia.</p>	<p>In progress.</p> <p>There are four rounds of funding available through the Experience Nature Tourism Fund.</p> <p>Round two closed in September 2023, with 15 projects receiving funding.</p> <p>Round one was delivered during 2022-23. Across both rounds of funding, 33 projects have been supported across South Australia, worth \$1.6 million in total project value.</p>

<p>Election commitments that relate to 2030 Target – Total expenditure</p> <p>Limestone Coast campaign</p>	<p>Develop a new campaign to lift the profile of the Limestone Coast region to Australia and the world.</p> <p>Support local events to grow and thrive such as the Generations in Jazz Festival, which draws tourists from across the state and interstate.</p>	<p>Target achieved.</p> <p>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.</p> <p>The documentary aired on Channel 9 on 6 July 2024.</p> <p>The Generations in Jazz event received support through the SATC's Regional Event Fund in 2023-24.</p>
<p>2030 Target – International expenditure</p>	<p>Grow international tourism expenditure in South Australia to \$934 million by June 2024 with a milestone of \$3.3 billion by December 2030.</p>	<p>Target achieved: the value of South Australia's international tourism grew to \$1.3 billion in the year to June 2024.</p>
<p>2030 target – Domestic expenditure</p>	<p>Grow interstate overnight expenditure in South Australia to \$3.4 billion by June 2024 and intrastate overnight expenditure to \$2.9 billion.</p>	<p>Target achieved: the value of South Australia's interstate tourism sector reached \$3.6 billion and intrastate reached \$3.1 billion in the year to June 2024.</p>

<p>2030 Target - Employment</p>	<p>Grow tourism direct employment to 44,300 by June 2024 and 52,000 by 2030*. June 2023 target was 40,400.</p> <p>*Due to the 12-month lag in receiving employment data, the SATC will not receive the June 2024 figures until June 2025. In the 2023-24 Annual Report, the SATC is reporting against its June 2023 employment target.</p>	<p>Target achieved for June 2023: the latest data shows direct employment in the tourism industry grew by 32 per cent to 40,600 people in the year to June 2023. This is ahead of the June 2023 target of 40,400.</p>
<p>2030 Target - Leisure events</p>	<p>Increase the economic value of events to the full potential of \$750 million by 2030, with a June 2024 waypoint of \$496 million.</p>	<p>Target achieved: the value of South Australia’s leisure events sector grew 23 per cent to \$546 million in the year to June 2024.</p>

Corporate performance summary

In 2023-24, 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 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 2023-24 financial year in line with budget and met all savings targets required. In 2023-24, funding was provided from the Major Events Fund, which sits within the Department of Premier and Cabinet, to develop new home-grown events, grow our existing owned and managed events and secure major national and international events.

The South Australian Aboriginal Tourism Operators Association (SAATOC) was established in 2023-24. SAATOC is an Aboriginal-led independent association and

Board, for Aboriginal tourism operators which recognises connection to Country, builds capacity, and supports Aboriginal tourism experiences as an integral part of South Australia's tourism industry. The Tourism Industry Council of South Australia (TiCSA) supported the establishment of SAATOC through State Government funding.

The SATC's Reflect Reconciliation Action Plan (RAP) supports our employee and tourism strategy with a set of key milestone deliverables which contribute towards the five dimensions of reconciliation: race relations, equality and equity, institutional integrity, unity, and historical acceptance. In 2023-24, the SATC's RAP Working Group delivered key activities including advanced Cultural Awareness Training programs, National Reconciliation Week and NAIDOC week events including staff participation in a range of educational programs.

In 2023-24, the SATC continued to provide a safe working environment and implemented workplace measures aimed at promoting physical and mental wellbeing such as establishing a framework to address and comply with Psychosocial Hazard regulations. Accredited Mental Health First Aid Training and targeted employee wellbeing activities were delivered from Men's Health Week to RUOK? Day. The new Resilience Project and Authentic Connection series were introduced, an online wellbeing series created 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. In 2023-24, there was a continued focus on leadership development for existing and emerging leaders, including Manager Essentials training, Courageous Conversations and Cultural Intelligence programs.

The SATC conducted a series of Workforce Planning workshops which saw a Workforce Planning Strategy developed to outline ongoing actions to support and progress a high-performance team culture. The Workforce Planning Strategy is aligned with the SATC organisational values and strategic objectives to maximise employee engagement and build organisational capability.

Staff took part in the SATC's annual staff engagement survey in December 2023. 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 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 2023-24 to ensure compliance including an improved Phriendly Phishing campaign (cyber security awareness training and phishing simulation solution), the appointment of a Cyber Security and Privacy Analyst and creation of a capability framework which will serve as the foundation for the SATC's Digital Strategy. The SATC also implemented a new policy on the acceptable use of Artificial Intelligence (AI) tools for staff to guide how and when AI tools can be used to assist in their roles.

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 2023-24, a total of 12 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 trainee who is enrolled in Certificate IV in Live Production and Technical Services.

Agency performance management and development systems

Performance management and development system	Performance
Employee Performance Management and Development Reviews (myCareer Performance Development tool was successfully implemented)	All employees are required to have individual performance management and development plans which are reviewed on a biannual basis. In 2023-24, 87.5 per cent of employees had a current performance review in place (the percentage without plans includes employees on periods of extended leave).
Employee Performance Management and Development Training	The SATC delivers in-house training to ensure employees have the knowledge required to complete biannual reviews. All employees attend training relating to the SATC's performance management and development review process.
Training Needs Analysis (TNA)	A TNA is conducted using information captured within Employee Performance Management and Development Reviews 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	<p>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.</p> <p>Contractors engaged by the SATC to undertake work on its sites are provided with site specific inductions and where required, provided with safety specific Work, Health and Safety documentation and briefings.</p>
Work Health and Safety Policies and Procedures	<p>The SATC has a suite of policies and procedures which address Work, Health and Safety matters and outline safe working practices. Policies are reviewed on an annual basis to ensure they remain current.</p> <p>Work, Health and Safety Management Plans are created for events and are reviewed yearly. All construction works conducted by the SATC are accompanied by the relevant Work, Health and Safety Management Plans as required by law, and regular inspections are conducted to ensure the requirements of the plans are carried out.</p>
Work Health and Safety Training	<p>The SATC has a specific Work, Health and Safety training needs analysis in place 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.</p>
Work Health and Safety Committee	<p>The SATC's Work Health and Safety Committee meets four times annually. The Committee provides a forum for management and employees to discuss Work, Health and Safety matters and acts as the key Work, Health and Safety consultative mechanism.</p>
Employee Assistance Program (EAP)	<p>The SATC provides a free and confidential EAP for all employees and their families.</p>
Health, Safety and Wellbeing Initiatives	<p>People and Culture and Work Health and Safety teams work to deliver a calendar of events aimed at promoting physical and mental wellbeing. The SATC's Culture and 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.</p>

Workplace injury claims	Current year 2023-24	Past year 2022-23	% Change (+ / -)
Total new workplace injury claims	0	0	NA
Fatalities	0	0	NA
Seriously injured workers*	0	0	NA
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	0	0	NA

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

Work health and safety regulations	Current year 2023-24	Past year 2022-23	% Change (+ / -)
Number of notifiable incidents (<i>Work Health and Safety Act 2012, Part 3</i>)	0	2	NA
Number of provisional improvement, improvement and prohibition notices (<i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i>)	0	0	NA

Return to work costs**	Current year 2023-24	Past year 2022-23	% Change (+ / -)
Total gross workers compensation expenditure (\$)	\$5,353	\$15,665	-65.83%
Income support payments – gross (\$)	\$0	\$0	NA

**before third party recovery

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

Executive employment in the agency

Executive classification	Number of executives
Executive A	1
Executive B	3
Executive C	1
Executive E	1

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

The [Office of the Commissioner for Public Sector Employment](#) has a [workforce information](#) page that provides further information on the breakdown of executive gender, salary and tenure by agency.

Financial performance

Financial performance at a glance

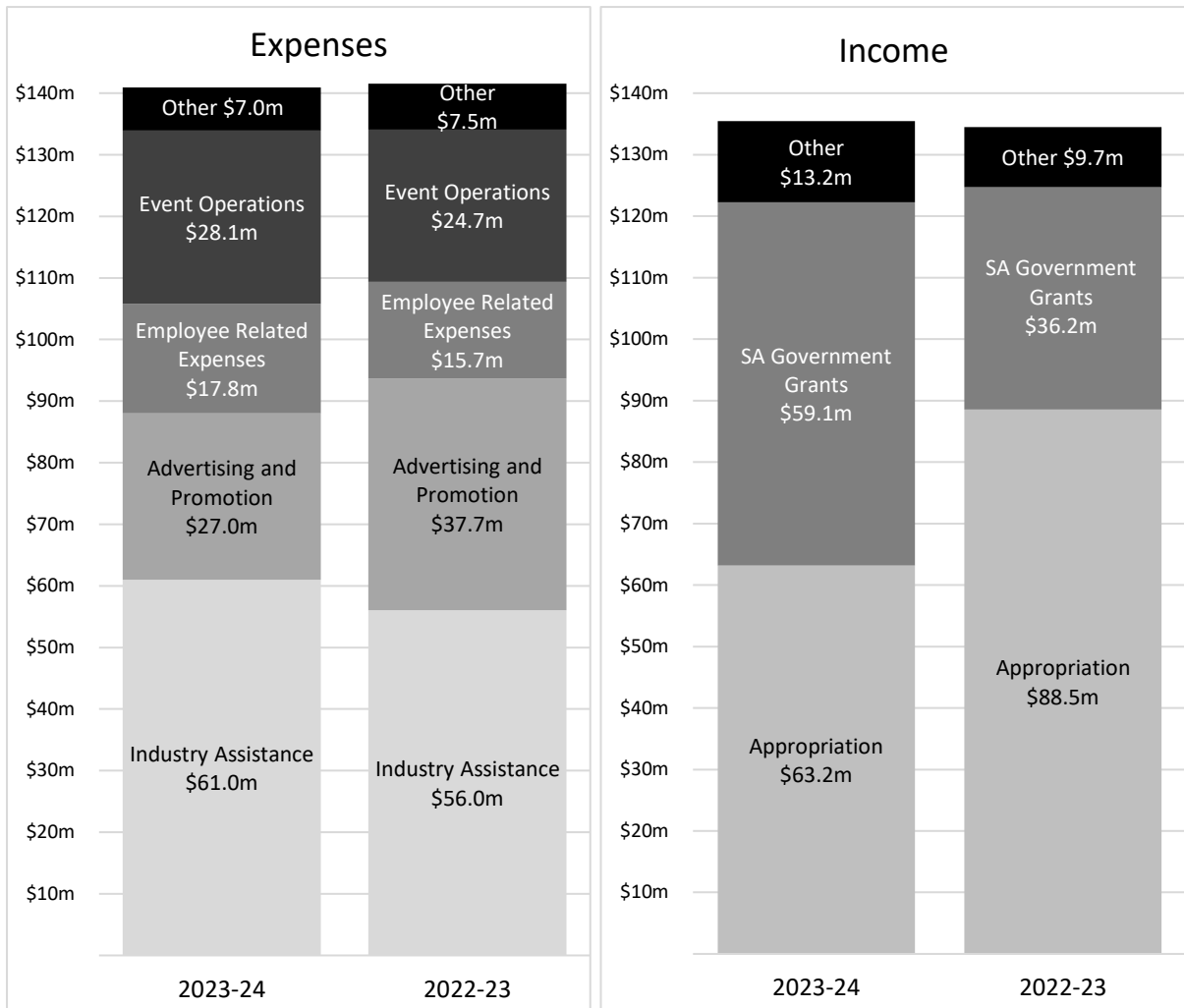
Financial report audit opinion: **unmodified**

The following is a brief summary of the overall financial performance and financial position of the agency. The information is unaudited. For further information refer to the audited financial statements for 2023-24, attached to this report.

Statement of Comprehensive Income for the year ended 30 June	2023-24 \$'000	2022-23 \$'000
Total Income	135 449	134 460
Total Expenses	140 904	141 543
Net Result	(5 455)	(7 083)
Total Comprehensive Result	(5 455)	(7 083)

Statement of Financial Position as at 30 June	2023-24 \$'000	2022-23 \$'000
Current assets	20 902	21 479
Non-current assets	5 537	5 059
Total assets	26 439	26 538
Current liabilities	16 879	13 537
Non-current liabilities	7 072	5 058
Total liabilities	23 951	18 595
Total equity (net assets)	2 488	7 943

The following graphs show the main items of income and expenses for 2023-24 and 2022-23.



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

Consultancy	Purpose
All consultancies below \$10,000 each - combined	Various
Total (\$)	
20,900	

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

Consultancy	Purpose
BDO Services Pty Ltd	Procurement advisory services

Consultancy	Purpose
Earthcheck Pty Ltd	Sustainability roadmap
Hannan & Partners Pty Ltd	Agency security plan
Instid Ltd	Marketing services
KPMG	WHS audit
KSJ Consulting Service Pty Ltd	Reconciliation Action Plan
Sparrowly Group Pty Ltd	Regional tourism
Total (\$)	493,519

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 services
1834 Hospitality Pty Ltd	Cooperative marketing and accommodation services
233 Victoria Square Hotel Pty Ltd	Event facilities, catering and accommodation services
A Faraway Fable Pty Ltd	Public relations services
A To B Furniture Removals Pty Ltd	Event operations services
A1 Caravans (SA) Pty Ltd	Event infrastructure services
A1 Tour and Charter Pty Ltd	Repair services
AAPC Ltd	Cooperative marketing

Contractor	Purpose
Absolute Safety Solutions Pty Ltd	Work health and safety services
Accenture Australia Pty Ltd	Market research
Adelaide Event Operations Pty Ltd	Event operations services
Adelaide Expo Hire Pty Ltd	Event infrastructure services
Adelaide Oval SMA Ltd	Event facilities and catering
Adfixus Pty Ltd	ICT services
Adobe Systems Software Ireland Ltd	Digital marketing services
Adventure Charters Investment Trust	Tourism services
Advertiser Newspapers Pty Ltd	Advertising services
Agoda International Pte Ltd	Cooperative marketing
Air New Zealand	Cooperative marketing
Altus Traffic Pty Ltd	Traffic management services
Amaury Sport Organisation	Broadcast services
Anabelle Bits Pty Ltd	ICT services
Apollo Lighting Service Pty Ltd	Event production services
Around Australia Motorhomes Pty Ltd	Event infrastructure services
Artcraft Pty Ltd	Tourism and event infrastructure
Asahi Beverages Pty Ltd	Event catering services
ATF Services Pty Ltd	Event infrastructure services
Atomix Design Pty Ltd	Creative/design services
Australia New Zealand Central Reservations Office Pty Ltd	Cooperative marketing
Australian Cruise Association	Tourism services
Australian Green Clean (Events) Pty Ltd	Cleaning and waste services

Contractor	Purpose
Australian Sports Medicine Federation SA Branch Inc	Event operations services
Australian Tourism Data Warehouse Pty Ltd	ICT services
Australian Tourism Export Council Ltd	Training services
Belgravia Sports Apparel Pty Ltd	Event uniforms
Beretta, Mark David	Commentary services
Bianco Hiring Service Pty Ltd	Event infrastructure services
Bicnen Pty Ltd	Event operations services
Big4 Holiday Parks of Australia Pty Ltd	Cooperative marketing
Bikesportz Imports Pty Ltd	Event operations services
Blight, David Robert	Creative/design services
Bold It Pty Ltd	HR services
Boltz Pty Ltd	Event infrastructure services
Box Inc	ICT services
Boyd Public Relations Ltd	Public relations services
Budget Rent a Car Australia Pty Ltd	Transport services
Bunnings Group Ltd	Event supplies
Burleigh Logistics Pty Ltd	Temporary staff (events)
Calicoan Pty Ltd	Event production services
Calypso Star Charter Pty Ltd	Tourism services
Carat Aotearoa Ltd	Advertising services
Carat Australia Media Services Pty Ltd	Advertising services
Caravan Sounds Pty Ltd	Event entertainment services
Choice Hotels Asia-Pac Pty Ltd	Cooperative marketing
Cirka Group Pty Ltd	Event operations services

Contractor	Purpose
Clarke, David John	Creative/design services
Coates Hire Operations Pty Ltd	Event infrastructure services
Coca-Cola Europacific Partners Australia Pty Ltd	Event catering services
Coles, Meaghan Katherine	Photography services
Connect Sport Australia Pty Ltd	Event management services
Conybeare, Charlie Theodore	Video production services
Cook SA Pty Ltd	Event management and catering services
Corporate Aircraft Charter Pty Ltd	Transport services
Corporate Cycling (Aust) Pty Ltd	Event management services
Costar UK Ltd	Market research
Crawford Containers Pty Ltd	Event infrastructure services
CSC Corporate Domains Inc	ICT services
CSE Crosscom Pty Ltd	Event infrastructure services
Cushman & Wakefield Pty Ltd	Facilities management services
Cyberops Pty Ltd	ICT services
D77 Pty Ltd	Transport services
Dagg Promotions Ltd	Public relations services
D'Aloia, Michele	Public relations services
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
Der Touristik Deutschland GmbH	Cooperative marketing

Contractor	Purpose
Detmold Australia Sales Pty Ltd	Marketing supplies
Diligent Board Services Australia Pty Ltd	ICT services
Discovery Holiday Parks Pty Ltd	Cooperative marketing
Docusign Inc	ICT services
Dotdigital Apac Pty Ltd	ICT services
Down Under Answers	Cooperative marketing
DXC Enterprise Australia Pty Ltd	ICT services
Earthcheck Pty Ltd	Tourism services
Edmondson, Annette	Event management services
Elegant Resorts Ltd	Cooperative marketing
Emma Humphreys Communications Ltd	Public relations services
Emotive Travel Marketing Ltd	Cooperative marketing
Emplifi Czech Republic A.S.	Marketing services
Encore Event Technologies Pty Ltd	Event production services
Event Timing Pty Ltd	Event infrastructure services
Exhibit Systems Pty Ltd	Event infrastructure services
Experience Australia Group Pty Ltd	Cooperative marketing
Expertise Events Pty Ltd	Event management services
Falcon.io APS Brandwatch	Market research
FBD Leigh Street Pty Ltd	Catering services
Flight Centre Travel Group Ltd	Cooperative Marketing
Flooring Solutions (SA) Pty Ltd	Event infrastructure services
Formile Events Pty Ltd	Traffic management services
Frame Creative Pty Ltd	Creative/design services

Contractor	Purpose
Frayne, Nicholas Bruce	Video production services
Gelista Pty Ltd	Event catering services
Giant International Pty Ltd	Event supplies
Glen Roy & Karen Davie	Printing services
Global Staging Pty Ltd	Event infrastructure services
Go Australia SRL	Trade marketing services
Goway Travel Ltd	Cooperative marketing
Grace Records Management (Australia) Pty Ltd	Records management services
Gravity Media (Australia) Pty Ltd	Broadcast services
Great Southern Rail Travel Pty Ltd	Travel services
Growth Generators Pty Ltd	Training services
Guangzhou Lizhi Network Technology Co Ltd	Cooperative marketing
Hygge Studio Pty Ltd	Event infrastructure services
Hyundai Motor Company Australia Pty Ltd	Event operations services
Ignite Holidays Pty Ltd	Cooperative marketing
Ika Shima Trading Pty Ltd	Accommodation services and event facilities
Illuminate Adelaide Foundation Ltd	Public relations and event operations services
Institute of Public Administration Australia South Australian Division Inc	Training services
International Testing Agency	Event operations services
Ive Group Australia Pty Ltd	Promotional merchandise
Jetstar Airways Pty Ltd	Cooperative marketing
JLGP Pty Ltd	Photography services

Contractor	Purpose
JTwo Solutions Pty Ltd	ICT services
Kangaroo Island Sealink Pty Ltd	Transport services
Kangaroo Island Tourism Food Wine and Beverage Association Incorporated	Event management services
Karena Armstrong Food Pty Ltd	Event management services
Keenan, Matthew William	Commentary services
Kiwanis Club of Reynella Incorporated	Event operations services
Klook Travel Technology Ltd	Cooperative marketing
Koben Digital Pty Ltd	ICT services
Kojo Studios Pty Ltd	Video production services
Kyocera Document Solutions Australia Pty Ltd	Print equipment and related services
Leaseplan Australia Ltd	Fleet management services
Lieb Management	Marketing representation and public relations services
Light Social Enterprise Pty Ltd	Event facilities
Lincoln College Inc	Accommodation and catering services
Lion-Beer, Spirits & Wine Pty Ltd	Event catering services
Lot 100 Pty Ltd	Event catering and operations services
Mangiola, Joshua John	ICT services
Market Street Hotelier Pty Ltd	Accommodation and catering services
Marshall Power Australia Pty Ltd	Event infrastructure services
Martin, Stephen Ashley	Event operations services
Mash One Pty Ltd	Promotional services
Mawson Lakes Volkswagen Pty Ltd	Event operations services
Max Events Pty Ltd	Event management services

Contractor	Purpose
McKenzie, David Cameron	Commentary services
McMahon Services Australia Pty Ltd	Event infrastructure services
Media Equation Pty Ltd	ICT services
Media Nest Pty Ltd	Printing services
Medibank Private Ltd	Training and health services
Megt (Australia) Ltd	Temporary staff (trainees)
Mercer Consulting (Australia) Pty Ltd	HR services
Michael Lynagh	Public relations services
Mike Smith Pictures Pty Ltd	Video production services
Monday.com Pty Ltd	ICT services
Morton Philips Pty Ltd	Staff recruitment services
Nabooki Pty Ltd	Voucher agency service
National Jet Express Pty Ltd	Transport services
Natrasha Pty Ltd	Event infrastructure services
NEC Australia Pty Ltd	ICT services
Nestle Australia Ltd	Catering services
New Age Marketing	Cooperative marketing
Newco Group Pty Ltd	Cleaning services
News Pty Ltd	Advertising services
Nexstage Staging & Rigging Technologies Pty Ltd	Event infrastructure services
Nine Network Australia Pty Ltd	Cooperative marketing and advertising services
Nova Entertainment Pty Ltd	Advertising services
Novatech Creative Event Technology Pty Ltd	Event production services

Contractor	Purpose
Ochre Dawn Pty Ltd	Advertising services
Odin Ice Baths Pty Ltd	Event operations services
Olympic Investments (SA) Pty Ltd	Event infrastructure services
Operational Systems Pty Ltd	ICT services
Optible Ventures Pty Ltd	ICT services
Optimizely North America Inc	Digital services
Origin Energy Electricity Ltd	Utilities
PATA Denmark Chapter	Trade marketing services
Peter Fuller & Associates Pty Ltd	Video production services
Pineapple Media (SA) Pty Ltd	Advertising services and public relations
Pivotal Business Technology Pty Ltd	ICT services
Platinum Aircraft Charter Pty Ltd	Transport services
Play Sports Network Ltd	Social media services
Pon.Bike (Australia) Pty Ltd	Event operations services
PPI Promotion & Apparel Pty Ltd	Promotional merchandise/uniforms
Praytell Australia Pty Ltd	Public relations services
Praytell Strategy Inc	Public relations services
Protouchglobal GmbH	Event management services
Publicis Communications Australia Pty Ltd	Public relations services
Qantas Airways Ltd	Cooperative marketing
Qantas Group Accommodation Pty Ltd	Cooperative marketing
QBT Pty Ltd	Travel services
RAA Insurance Ltd	Cooperative Marketing
Randstad Pty Ltd	Temporary staff (backfill)

Contractor	Purpose
Rawnsley Park Tourism Pty Ltd	Accommodation, event catering and operations services
Ready Industries Pty Ltd	Event infrastructure services
Real Aussie Adventures Pty Ltd	Tourism services
Recordpoint Software Apac Pty Ltd	Records management services
Reed Events Ltd	Trade marketing services
Regional Express Holdings Ltd	Cooperative marketing
Rex Airlines Pty Ltd	Transport services
Ricoh Australia Pty Ltd	Print equipment and related services
Roadside Services and Solutions Pty Ltd	Tourism infrastructure services
Rosterfy Pty Ltd	Event operations services
Royal Agricultural & Horticultural Society of SA Inc	Event operations services
Royal Flying Doctor Service of Australia Central Operations	Event medical services
Royal Throne Pty Ltd	Event infrastructure services
RRGQ Pty Ltd	Event operations services
S.A Lift & Loader Pty Ltd	Equipment hire
SA Security & Communications Pty Ltd	Video production services
Salter Brothers (Adelaide) Hotel Company Pty Ltd	Accommodation services
Satalyst Pty Ltd	ICT services
Saville Hotel Group Pty Ltd	Accommodation and catering services
Seppeltsfield Wines Pty Ltd	Event catering and tourism services
Seven Network (Operations) Ltd	Cooperative marketing and advertising services

Contractor	Purpose
Shanghai Linzhi Information Technology Development Co Ltd	Marketing representation services
Shimano Australia Cycling Pty Ltd	Event operations services
Showpony Adelaide Pty Ltd	Creative/design services
Signs Incorporated Pty Ltd	Tourism and event signage services
Simmons & Sons Enterprises Pty Ltd	Freight and distribution services
Simple Integrated Marketing Pty Ltd	Creative/design services
Singapore Airlines Ltd	Cooperative marketing and transport services
Skycity Adelaide Pty Ltd	Accommodation and catering services
Skyscanner Private Ltd	Cooperative marketing
SLC Representation Ltd	Cooperative marketing
Sloane Dog Pty Ltd	Promotional services
Snap Modular Pty Ltd	Event infrastructure services
Solidteknics Pty Ltd	Event operations services
South Australian Contemporary Music Company Ltd	Entertainment services
Southern Cross Austereo Pty Ltd	Advertising services
Splashdown (Aust) Corporate Bathroom Rentals Pty Ltd	Event infrastructure services
Sports Drug Testing International Pty Ltd	Event medical services
Sports Travel and Hospitality New Zealand Ltd	Cooperative marketing
SRS Security Pty Ltd	Event security services
St John Ambulance Australia South Australia Ltd	Event medical services
Steppes Travel	Cooperative marketing

Contractor	Purpose
Stewie's Rigging and Hire Pty Ltd	Event infrastructure services
Story9 Ltd	Public relations services
Swain Destinations	Cooperative marketing
System1 Research Pty Ltd	Market research
Taylor, Carlee	Event management services
TBWA New Zealand Ltd	Advertising services
Telstra Ltd	Telecommunications services
Telum Media Australia Pty Ltd	Public relations services
Temporary Fence Hire Pty Ltd	Event infrastructure services
TGI Sport Marketing (Aust) Pty Ltd	Marketing services
The Gayler Family Trust	Event production services
The GK Long Room Trust & The Trustee for Myclub Trust	Venue hire and event catering services
The Grange Golf Club Inc	Event operations services
The Hot Water Trust & The Trustee for Andros Family Trust No 2	Event catering services
The One Picture Group Ltd	Market research
The Scout Association of Australia, South Australian Branch Inc	Event operations services
The Trustee for Adelaide Event Group Unit Trust	Event infrastructure services
The Trustee for Adelaide Oval Hotel Trust	Accommodation services
The Trustee for Adelaide Traffic Control Trust	Event operations services
The Trustee for Anna Meares Trust	Commentary services
The Trustee for Bada Bing Family Trust	Event signage services
The Trustee for BDA Unit Trust	Market research

Contractor	Purpose
The Trustee for Choons and Moovz Trading Trust	Event entertainment services
The Trustee for Cool Breeze Rentals Unit Trust	Event infrastructure services
The Trustee for Coonawarra Experiences Trust	Tourism services
The Trustee for Eckersley Development Trust	Accommodation and services
The Trustee for Event Managers Australia Trust	Event management services
The Trustee for EVR Catering Trust	Event operations services
The Trustee for Frankie the Creative Trust	Photography services
The Trustee for Goin Off Safaris Trust	Tourism services
The Trustee for Harel Harris Plane Family Trust	Event management services
The Trustee for Haydyn & Lele Family Trust	Tourism and training services
The Trustee for Hernandez Trading Trust	Event medical services
The Trustee for Johnson Investment Trust	Event operations services
The Trustee for JZ's Hire Unit Trust	Equipment hire
The Trustee for McEwen Family Trust	Commentary services
The Trustee for Mt Lofty Operations Unit Trust	Accommodation and catering services
The Trustee for Mt Lofty Properties No 2 Trust	Accommodation and catering services
The Trustee for National Wine Centre Trust	Event catering and tourism services
The Trustee for P & J Hurley Family Trust	Accommodation services

Contractor	Purpose
The Trustee for Parsons Plumbing and Gas	Event infrastructure services
The Trustee for Pierce Family Trust	Transport services
The Trustee for Plus Group Unit Trust	Event medical services
The Trustee for Pollard Family Trust & the Trustee for the Camerlengo Family Trust	Event management services
The Trustee for Precizion Est 2011 Family Trust	Event entertainment services
The Trustee for Salopian Inn Unit Trust	Catering services
The Trustee for Scuzzi Trust	Event catering services
The Trustee for Success Venture (Melbourne) Unit Trust	Accommodation services
The Trustee for the A & J Lawson Family Trust No 2	Event signage services
The Trustee for the Blunden Family Trust	Event infrastructure services
The Trustee for the Carree Unit Trust	Event operations services
The Trustee for the Innes Operations Trust	Event catering and promotional services
The Trustee for the Jag Trading Trust	Event operations services
The Trustee for the McGrory Family Trust	Commentary services
The Trustee for the Migliaccio Family Trust Fund	Promotional services
The Trustee for the Powell Family Trust	Event operations services
The Trustee for the Roskvist Family Trust	Event operations services
The Trustee for the TFH Hire Trust	Event infrastructure services
The Trustee for the Veld Family Trust	Printing services

Contractor	Purpose
The Trustee for the Whaite Family Trust	Event operations services
The Trustee for TIR Family Trust	Event management services and temporary staff (labour)
The Trustee for Two Hotel Management Unit Trust	Accommodation services
The Trustee for UTMG Unit Trust	Event operations services
The Trustee for WDM Advertising Unit Trust	Creative/design services
The Trustee for Wendt Farms Trust	Accommodation services
The Trustee for Ziptrak Settlement	Event infrastructure services
Thinkex Holdings Pty Ltd	Event infrastructure services
Thomson Reuters (Professional) Australia Ltd	ICT services
Tick Services Enterprises Pty Ltd	Event signage and uniforms
Tiffany Cromwell	Promotional services
Titan Containers Pty Ltd	Event infrastructure services
Titan Hoarding Systems Australia Pty Ltd	Event infrastructure services
To Travel Australia Pty Ltd	Cooperative marketing
Tobin Productions Pty Ltd	Promotional services
Toll Global Forwarding Pty Ltd	Freight and customs services
Topline Promotions Pty Ltd	Promotional merchandise and event apparel
Traffic Group Australia Pty Ltd	Traffic management services
Trailfinders Ltd	Cooperative marketing
Travel Link Digital Co Ltd	Social media services
Travel Nation	Cooperative marketing
Trip.com Travel Singapore Pte Ltd	Cooperative marketing

Contractor	Purpose
United Rentals Australia Pty Ltd	Event infrastructure services
Van Der Knaap, Jonathan	Photography services
Verian Group Australia Pty Ltd	Market research
Village Gate Pty Ltd	Signage and printing services
Virgin Australia Airlines Pty Ltd	Cooperative marketing
Virt Pty Ltd	Event infrastructure services
Vision Development Strategies Pty Ltd	Printing services
Visualcom Pty Ltd	Signage and printing services
Viva Global Pty Ltd	Event apparel
Vok Beverages Pty Ltd	Event catering services
Wagstaff Marketing LLC	Marketing representation services
Wallis Holdings No 2 Pty Ltd	Cinema tickets
Wasabi Entertainment Pty Ltd	Event entertainment services
Wavemaker Australia Pty Ltd	Advertising services
Waverley Forklifts Pty Ltd	Event infrastructure services
Webcoda Pty Ltd	ICT services
Webjet Marketing Pty Ltd	Cooperative marketing
Williams, Riley Matthew	Photography and video production services
Wilson Parking Australia 1992 Pty Ltd	Event operations services
Winc Australia Pty Ltd	Storage and distribution services
Yao Marketing Consulting Co Ltd	Marketing representation services
Yamaha Motor Australia Pty Ltd	Event infrastructure services
Your DC Pty Ltd	Event infrastructure services
Zamslade Pty Ltd	Accommodation 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 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, as well as to investigate and recover the proceeds of fraud, have been taken.

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

Public interest disclosure

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

Nil

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

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

Reporting required under any other act or regulation

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

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

Overall, the value of South Australia's visitor economy remained stable in 2023-24, as the state's tourism industry faced 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 are being felt across the country.

As at the year ending June 2024, the value of tourism in South Australia is \$9.9 billion. This is below its record high of \$10.3 billion reached in September 2023, but still well ahead of its recovery forecast of \$9.2 billion. International expenditure grew \$230 million from \$1.1 billion to \$1.3 billion, while interstate expenditure has reached \$3.6 billion.

In terms of visitation, there have been mixed results. Interstate visitation is at a record high, with South Australia welcoming 3.0 million overnight visitors as of June 2024. International visitation grew 24 per cent in the same period to 451,000, however, it is still 8 per cent down on its 2019 pre-pandemic value of 488,000. Likewise, intrastate visitation remains below pre-pandemic levels.

Tourism employment is recovering strongly, following the impacts of the pandemic, growing by 9,800 jobs, the highest growth in a single year, with 40,600 people directly employed by our state's tourism industry.

Marketing

A key priority for 2023-24 was to support the recovery of our state's Murray River communities following the once-in-a-century flooding event in 2022-23. The River Revival Voucher program and associated Rise Up for Our River marketing campaign were delivered in partnership with industry. This activity drove visitors back into the Riverland and Murray River, Lakes & Coorong tourism regions, aiding the recovery of flood-affected communities and not only reclaiming the regions' pre-flood visitor expenditure, but building on it. In the year to March 2024, visitor spend in the Riverland and Murray River, Lakes & Coorong regions reached a combined \$451 million – up on the \$441 million spent in the year to December 2022, prior to the full impacts of the flooding event. In total, an estimated \$12.4 million was injected into the Murray River regions through the voucher program, returning \$5 to the regions for every dollar of investment from the State Government.

The state's new domestic marketing campaign, 'Travel. Our Way.', was launched on 28 September 2023. It aired for the first time during the broadcast of the 2023 AFL Grand Final, targeting South Australia's biggest interstate market, Victoria. The campaign calls on visitors to 'Travel Our Way' and features some of the state's most unique tourism offerings such as shark cage diving in Port Lincoln, the iconic Prairie Hotel in the Flinders Ranges & Outback, and the vast coastlines of the Yorke Peninsula. The campaign aims to drive domestic visitation and expenditure to the state, with a focus on the three biggest domestic markets – Victoria, New South Wales and South Australia.

The campaign has performed well, with key metrics of awareness, consideration and intention tracking above average when compared to similar SATC campaigns. Among the intrastate target audience, awareness reached 25 per cent (average 20 per cent), consideration of booking a trip within South Australia reached 54 per cent (average 44 per cent) and intention to book a trip within South Australia reached 47 per cent (average 35 per cent). Among the interstate target audience, awareness reached 21 per cent (average 13 per cent), consideration of booking a trip to South Australia reached 58 per cent (average 42 per cent) and intention to book a trip to South Australia reached 30 per cent (average 25 per cent).

To continue to drive visitation and expenditure during the traditionally quieter months, in May 2024 the SATC launched the next iteration of the 'Travel. Our Way.' campaign - 'Winter. Our Way.' The campaign targets the state's three biggest interstate markets and the intrastate market. It was designed to entice potential visitors to explore and book winter-based holiday experiences by driving traffic to the consumer website, southaustralia.com, and to its deals and offers pages, connecting consumers with a range of winter product and industry-led deals and offers. Experiences promoted included seeing the migration of giant cuttlefish in the Eyre Peninsula, off-grid cosy stays, luxury escapes and heli-camping. As at the end of

June 2024, page views to the Holiday Deals and Offers page were up 104 per cent on the two months prior (May-June 2024 compared to March-April 2024) and 20 per cent up when compared to the same period in 2023. "Claim deal" button clicks increased 262 per cent on the two months prior (May-June 2024 compared to March-April 2024) and 240 per cent compared to the same period in 2023. The campaign concluded at the end of August 2024.

In May 2024, the 'Go Places with a Career in Tourism' campaign was launched to promote tourism as a career to young South Australians aged 18-24. The campaign focussed on showcasing the behind-the-scenes experiences of three young adults completing work experience at various businesses in different parts of the state, from Kangaroo Island to the Barossa, giving potential tourism employees the chance to discover what a career in tourism is like. The campaign was produced with support from the Australian Trade and Investment Commission's \$7.5 million Choose Tourism Grant Program.

During 2023-24, the SATC's consumer website, southaustralia.com recorded approximately 10.6 million visits and generated 2.24 million leads to South Australian tourism businesses and industry partners.

To support the return of international tourism, the SATC hosted the 2023 Australian Tourism Export Council (ATEC) Meeting Place event. ATEC Meeting Place was held in Adelaide from 30 October to 1 November 2023. More than 500 travel trade delegates attended the event, further promoting South Australia to those who help sell our state internationally.

The SATC also had a presence at Tourism Australia's flagship trade event, the Australian Tourism Exchange in Melbourne from 19-23 May, with 48 tourism operators exhibited in the South Australia area. More than 200 people attended the South Australia hosted networking event for operators and key buyers. This provided another valuable opportunity to further promote the state to key international trade partners.

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 and Malaysia Airlines. 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).

In 2023-24, 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), Flight Centre Travel Group and Helloworld.

This financial year, SATC PR activity delivered 9,645 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 a brand advocacy partnership with actor Teresa Palmer as part of the 'Travel. Our Way.' campaign, a brand advocacy partnership with professional cyclist Tiffany Cromwell and Formula One driver Valtteri Bottas as part of the Santos Tour Down Under and promotion of the Mid-Murray region, including three separate broadcasts on 9News, Hello SA, and SAFM.

Events

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

In 2023-24, the SATC delivered three **managed events**: The National Pharmacies Christmas Pageant, Santos Tour Down Under and Tasting Australia presented by RAA Travel.

2023 National Pharmacies Christmas Pageant: the southern hemisphere's largest public street parade, had an audience of approximately 320,000 people.

2024 Santos Tour Down Under: around 770,600 spectators lined the streets of Adelaide and its tourism regions for the event, up from 685,630 in 2023. The event injected a total of \$87.2 million in attendee spend into the South Australian economy and resulted in an attendee tourism contribution of \$54.5 million in economic value.

2024 Tasting Australia presented by RAA Travel: 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 record crowd attendance of 77,000 people over the 10 days, which was up from 68,000 (the previous highest) in 2023.

The SATC **sponsors** a range of events, designed to give visitors a reason to travel 'right now'. Highlights for 2023-24 include:

Illuminate Adelaide 2023: Generated more than \$54 million in economic activity for the state – making it a new record-high for the event in its third year. Recorded more than 1.3 million attendances across the free and ticketed events, with more than 15,000 visitors from out-of-state contributing to nearly 66,000 of those attendances.

FIFA Women's World Cup 2023: Adelaide was one of nine host cities for this event which saw: five sold-out matches at Hindmarsh Stadium, 53.9 million viewers in China tuned in to watch the China PR v England match at Hindmarsh Stadium – the highest reach for a single match anywhere in the world for the tournament and more than 87,000 fans experiencing the two fan sites in the Adelaide CBD.

AFL Gather Round 2024: A total of 265,011 fans attended the sold out four-day footy festival from April 4 to 7. The 2024 event delivered an economic impact of \$91.6 million, a 10 per cent increase on 2023. More than 190,000 visitor nights were recorded with the Saturday night of the footy festival achieving the highest night of revenue ever at \$3.9 million.

LIV Golf Adelaide 2024: Held at The Grange Golf Club, the event attracted an official attendance of more than 94,000 across the tournament. The event helped

generate an average nightly revenue of \$2.8 million and an average occupancy rate of 86 per cent. This was supported by 41 per cent of the tournament's tickets sold to interstate and overseas visitors.

Regional Event Fund

The Regional Event Fund supported 30 events staged between 1 September 2023 and 31 August 2024. The events covered a wide cross-section of arts, cultural, food and drink and sporting events across the eleven regions and metropolitan Adelaide. Some highlights included Generations in Jazz (Limestone Coast), SALT Festival (Eyre Peninsula), Clare Valley Gourmet Week (Clare Valley) and Gutsy Kangaroo Island (Kangaroo Island).

Destination Development

Destination Development focusses on the supply side of tourism for South Australia. In 2023-24, achievements included confirmation that Emirates airlines will reinstate direct daily flights to Adelaide, record cruise expenditure was achieved, and support to industry was delivered through the Experience Nature Tourism Fund and a new pilot, the Experience Development Program.

Aviation

An important part of our state's post-pandemic economic recovery has been to reinstate direct international flights to Adelaide, making it easier for business and leisure visitors to travel to South Australia. In February 2024, Emirates confirmed it will recommence flights from Dubai to Adelaide from 28 October 2024. Emirates flies to more than 140 destinations around the world and will provide Adelaide with flights from the Middle East, UK, Europe, India, and the east coast of the United States. Discussions continued this financial year with other international airlines to re-build direct access from other key markets.

At year ending 30 June 2024, the eight airlines flying international services into Adelaide were Qatar Airways, Singapore Airlines, Malaysia Airlines, Air New Zealand, Jetstar International, Fiji Airways, Viet Jet Air and Batik Air Malaysia providing 46 flights per week. This is an increase of 9 per cent compared to the same time in 2023. At year ending June 2024, there were 519 domestic flights per week to Adelaide. This is an increase of 4 per cent compared to the same time in 2023.

Cruise

In 2023-24, South Australia welcomed a record 122 cruise and expedition ship visits to our state from, with approximately 210,000 passengers and crew on board. The economic impact figure for the 2023-24 season is yet to be confirmed. In October 2023, an economic impact assessment jointly commissioned by Cruise Lines International Association and the Australian Cruise Association was released. It showed the 2022-23 cruise season injected a record high \$215 million into South Australia's economy and supported 704 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 launched a new pilot program called the 'Experience Development Program' in March 2024. Supporting up to 20 operators across the state, 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 2 of the \$2 million Experience Nature Tourism Fund ran during 2023-24 which saw 15 projects receive funding worth \$464,000. Projects funded included an eco-tour which encourages visitors to participate in citizen science on Kangaroo Island, camel treks in the outback and walking tours in national parks across the 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 further two rounds of funding will be made available over the next two financial years.

The SATC continues to have discussions with potential investors and developers regarding accommodation development. As of 30 June 2024, there are 17 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 2023-24 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 2023-24 Annual Report.

Reporting required under the *Carers' Recognition Act 2005*

Not applicable to the agency.

Public complaints

Number of public complaints reported

Complaint categories	Sub-categories	Example	Number of Complaints 2023-24
Professional behaviour	Staff attitude	Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency	0
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or incomplete service provided	0
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	2
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	0
Service delivery	Systems/technology	System offline; inaccessible to customer; incorrect result/information provided; poor system design	20
Service delivery	Access to services	Service difficult to find; location poor; facilities/environment poor standard; not accessible to customers with disabilities	2
Service delivery	Process	Processing error; incorrect process used; delay in processing application; process not customer responsive	0
Policy	Policy application	Incorrect policy interpretation; incorrect policy applied; conflicting policy advice given	0

Complaint categories	Sub-categories	Example	Number of Complaints 2023-24
Policy	Policy content	Policy content difficult to understand; policy unreasonable or disadvantages customer	0
Service quality	Information	Incorrect, incomplete, out-dated or inadequate information; not fit for purpose	3
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	0
Service quality	Timeliness	Lack of staff punctuality; excessive waiting times (outside of service standard); timelines not met	0
Service quality	Safety	Maintenance; personal or family safety; duty of care not shown; poor security service/ premises; poor cleanliness	3
Service quality	Service responsiveness	Service design doesn't meet customer needs; poor service fit with customer expectations	31
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	60
		Total	121

Additional Metrics	Total
Number of positive feedback comments	11
Number of negative feedback comments	56
Total number of feedback comments	67
% complaints resolved within policy timeframes	97

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 2023-24, 188 complaints and feedback were recorded, compared to 166 in 2022-23.

The main categories that complaints fell into were:

- **service delivery: systems technology (20)** – mainly due to a minor issue that occurred while conducting a marketing activity. In this case, a voucher program ballot closed online two hours earlier than advertised. Lessons learnt from this event will be applied to future activities to improve the consumer experience.
- **service quality: service responsiveness (31)** – 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.
- **no case to answer (60)** – the SATC receives a diverse range of complaints on travel related topics that don't fall into its area of responsibility. Where possible, these complaints are forwarded onto the relevant party for follow up and resolution.

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: Audited financial statements 2023-24



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To the Chair South Australian Tourism Commission

Opinion

I have audited the financial report of the South Australian Tourism Commission for the financial year ended 30 June 2024.

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 2024, 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 2024
- a Statement of Financial Position as at 30 June 2024
- a Statement of Changes in Equity for the year ended 30 June 2024
- a Statement of Cash Flows for the year ended 30 June 2024
- notes, comprising material accounting policy information and other explanatory information
- a Certificate from the Chair, the Chief Executive Officer and the Chief Operating Officer.

Basis for opinion

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

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

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

The Chief Executive Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987* and 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 Officer 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 Officer is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

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

Auditor's responsibilities for the audit of the financial report

As required by section 31(1)(b) of the *Public Finance and Audit Act 1987* and section 23(3) of the *South Australian Tourism Commission Act 1993*, I have audited the financial report of the South Australian Tourism Commission for the financial year ended 30 June 2024.

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

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

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the South Australian Tourism Commission's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive Officer
- conclude on the appropriateness of the Chief Executive Officer's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify the opinion. My conclusion is based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause an entity to cease to continue as a going concern
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation

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

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



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

3 September 2024

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.

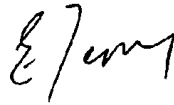
We certify that the internal controls employed by the SATC for the financial year over its financial reporting and its preparation of the financial statements have been effective.

Signed in accordance with a resolution of the board members.



David Koch
Chair
South Australian Tourism
Commission Board

28 / 8 / 2024



Emma Terry
Chief Executive Officer
South Australian Tourism
Commission

28 / 08 / 2024



Stephanie Rozokos
Chief Operating Officer
South Australian Tourism
Commission

28 / 08 / 2024

SOUTH AUSTRALIAN TOURISM COMMISSION

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2024

	Note	2024 \$'000	2023 \$'000
INCOME			
Appropriation	2.1	63 193	88 531
SA Government grants, subsidies and transfers	2.2	59 063	36 203
Commonwealth-sourced grants	2.3	800	7
Sponsorship and participation	2.4	9 521	6 309
Entry fees, licence fees and sales	2.5	2 301	2 276
Other income	2.6	571	1 134
TOTAL INCOME		135 449	134 460
EXPENSES			
Employee related expenses	3.3	17 769	15 674
Advertising and promotion	4.1	27 021	37 654
Industry assistance	4.2	60 999	56 043
Administration and accommodation	4.3	5 604	5 685
Event operations	4.4	28 119	24 698
Depreciation expense	4.5	1 302	1 667
Borrowing costs	4.6	79	98
Loss on impairment of receivables	5.2.1	11	24
TOTAL EXPENSES		140 904	141 543
NET RESULT		(5 455)	(7 083)
TOTAL COMPREHENSIVE RESULT		(5 455)	(7 083)

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 2024

	Note	2024 \$'000	2023 \$'000
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5.1	18 507	18 261
Receivables	5.2	1 969	3 063
Other financial assets	5.3	-	155
Other current assets	5.4	426	-
TOTAL CURRENT ASSETS		20 902	21 479
NON-CURRENT ASSETS			
Plant and equipment	6.1	3 972	5 059
Other non-current assets	5.4	1 565	-
TOTAL NON-CURRENT ASSETS		5 537	5 059
TOTAL ASSETS		26 439	26 538
LIABILITIES			
CURRENT LIABILITIES			
Payables	7.1	14 617	11 029
Financial liabilities	7.2	253	960
Employee related liabilities	3.4	1 768	1 483
Provisions	7.3	24	43
Other current liabilities	7.4	217	22
TOTAL CURRENT LIABILITIES		16 879	13 537
NON-CURRENT LIABILITIES			
Financial liabilities	7.2	3 251	3 468
Employee related liabilities	3.4	1 870	1 454
Provisions	7.3	103	136
Other non-current liabilities	7.4	1 848	-
TOTAL NON-CURRENT LIABILITIES		7 072	5 058
TOTAL LIABILITIES		23 951	18 595
NET ASSETS		2 488	7 943
EQUITY			
Contributed capital		64	64
Retained earnings		2 424	7 879
TOTAL EQUITY		2 488	7 943

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 2024

	Contributed Capital \$'000	Retained Earnings \$'000	Total Equity \$'000
BALANCE AT 30 JUNE 2022	64	14 962	15 026
Net result for 2022-23	-	(7 083)	(7 083)
Total comprehensive result for 2022-23	-	(7 083)	(7 083)
BALANCE AT 30 JUNE 2023	64	7 879	7 943
Net result for 2023-24	-	(5 455)	(5 455)
Total comprehensive result for 2023-24	-	(5 455)	(5 455)
BALANCE AT 30 JUNE 2024	64	2 424	2 488

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 2024

		2024	2023
		Inflows	Inflows
		(Outflows)	(Outflows)
		\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES	Note		
CASH INFLOWS			
Receipts from SA Government		122 256	124 734
Receipts from the Commonwealth		800	353
Receipts from the sale of goods and services		10 461	7 614
GST recovered from the ATO		10 088	9 056
Receipts for Paid Parental Leave scheme		70	136
CASH GENERATED FROM OPERATIONS		143 675	141 893
CASH OUTFLOWS			
Employee related payments		(17 070)	(15 594)
Payments for supplies, services and industry assistance		(125 072)	(136 114)
Payments for Paid Parental Leave scheme		(74)	(128)
Interest paid		(79)	(98)
CASH USED IN OPERATIONS		(142 295)	(151 934)
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	8.5.1	1 380	(10 041)
CASH FLOWS FROM INVESTING ACTIVITIES			
CASH OUTFLOWS			
Purchase of plant and equipment		(176)	(136)
CASH USED IN INVESTING ACTIVITIES		(176)	(136)
NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES		(176)	(136)
CASH FLOWS FROM FINANCING ACTIVITIES			
CASH OUTFLOWS			
Repayment of leases		(963)	(1 264)
Cash transferred to SA Motor Sport Board		-	(113)
CASH USED IN FINANCING ACTIVITIES		(963)	(1 377)
NET CASH USED IN FINANCING ACTIVITIES		(963)	(1 377)
Effect of exchange rate on cash and cash equivalents		5	266
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS		246	(11 288)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD		18 261	29 549
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	5.1	18 507	18 261

The accompanying notes form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

1. ABOUT THE SOUTH AUSTRALIAN TOURISM COMMISSION

1.1 REPORTING ENTITY

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

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

1.2 BASIS OF PREPARATION

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

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

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

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

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

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

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

Material accounting policy information is set out in the notes of 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 2024

	<i>Tourism Development</i>		<i>Tourism Events</i>		<i>Tourism Marketing</i>		<i>Total</i>	
	2024	2023	2024	2023	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME								
Appropriation	5 916	6 297	27 193	40 930	30 084	41 304	63 193	88 531
SA Government grants, subsidies and transfers	3	-	58 051	34 203	1 009	2 000	59 063	36 203
Commonwealth-sourced grants	300	7	-	-	500	-	800	7
Sponsorship and participation	10	5	9 338	6 235	173	69	9 521	6 309
Entry fees, licence fees and sales	71	-	2 230	2 276	-	-	2 301	2 276
Other income	40	34	201	397	330	703	571	1 134
TOTAL INCOME	6 340	6 343	97 013	84 041	32 096	44 076	135 449	134 460
EXPENSES								
Employee related expenses	2 734	2 327	7 546	7 001	7 489	6 346	17 769	15 674
Advertising and promotion	920	774	6 114	5 812	19 987	31 068	27 021	37 654
Industry assistance	5 487	9 593	52 870	45 317	2 642	1 133	60 999	56 043
Administration and accommodation	1 175	1 035	1 844	1 777	2 585	2 873	5 604	5 685
Event operations	226	267	27 893	24 431	-	-	28 119	24 698
Depreciation expense	169	220	655	811	478	636	1 302	1 667
Borrowing costs	12	14	34	43	33	41	79	98
Loss on impairment of receivables	9	-	1	22	1	2	11	24
TOTAL EXPENSES	10 732	14 230	96 957	85 214	33 215	42 099	140 904	141 543
NET RESULT	(4 392)	(7 887)	56	(1 173)	(1 119)	1 977	(5 455)	(7 083)

1.5 ASSETS AND LIABILITIES BY PROGRAM

as at 30 June 2024

	<i>Tourism Development</i>		<i>Tourism Events</i>		<i>Tourism Marketing</i>		<i>General or Not Attributable</i>		<i>Total</i>	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Cash and equivalents	-	-	3 019	3 017	7 086	7 328	8 402	7 916	18 507	18 261
Receivables	158	51	1 269	783	375	93	167	2 136	1 969	3 063
Other financial assets	-	-	-	155	-	-	-	-	-	155
Other assets	-	-	-	-	-	-	1 991	-	1 991	-
Plant and equipment	-	-	3 920	4 241	-	-	52	818	3 972	5 059
TOTAL ASSETS	158	51	8 208	8 196	7 461	7 421	10 612	10 870	26 439	26 538
LIABILITIES										
Payables	360	617	11 678	5 310	2 251	5 143	328	350	14 617	11 420
Financial liabilities	-	-	3 452	3 665	-	-	52	763	3 504	4 428
Employee related liabilities	423	288	1 122	759	959	678	1 134	821	3 638	2 546
Provisions	-	-	-	-	-	-	127	179	127	179
Other liabilities	-	-	4	22	-	-	2 061	-	2 065	22
TOTAL LIABILITIES	783	905	16 256	9 756	3 210	5 821	3 702	2 113	23 951	18 595

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 3.1 for 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 grants, sponsorships and contributions received from the Department of the Premier and Cabinet totalling \$58.0 million (\$34.3 million) (included in notes 2.2 and 2.4)
- grants paid to the Department of Treasury and Finance totalling \$3.2 million (\$7.7 million) for payment to Tourism Industry Development Fund grant recipients (included in note 4.2)

- net contributions paid to Adelaide Venue Management of \$1.9 million for venue services (included in note 4.4)
- sponsorship paid to the Adelaide Festival Corporation \$1.5 million (included in note 4.2)
- office accommodation and event operations totalling \$1.1 million (\$0.5 million) provided by the Department for Infrastructure and Transport (included notes 4.3 and 4.4)
- rent, maintenance, outgoings and services of \$0.9 million (\$1.3 million) paid to the South Australian Water Corporation for an office lease (refer to notes 4.3 and 6.1.3).

2. INCOME

2.1 APPROPRIATION

	2024 \$'000	2023 \$'000
Appropriations from Consolidated Account pursuant to the <i>Appropriation Act</i>	65 738	88,530
Carryover of funds into 2024-25 for event sponsorships	(2 500)	-
Transfer to Department of Premier and Cabinet for ICT services	(30)	-
Transfer to Department of Treasury and Finance for Shared Services SA variation	(15)	1
Total appropriation	63 193	88 531

Appropriation is recognised as income on receipt.

Total appropriation consists of \$62 437 000 (\$87 793 000) of operational funding and \$756 000 (\$738 000) for capital purposes.

2.2 SA GOVERNMENT GRANTS, SUBSIDIES AND TRANSFERS

	2024 \$'000	2023 \$'000
State Government grants	58 042	34 203
Contingency funding provided by the Department of Treasury and Finance	1 021	2 000
Total revenues from SA Government	59 063	36 203

State Government grants mainly consist of funding from the Department of Premier and Cabinet's Major Events Fund. As the grants are non-recourse grants, they have been recognised as income on receipt. Contingency funding provided by the Department of Treasury and Finance mostly consists of funding for the River Revival Voucher program (\$1 million).

2.3 COMMONWEALTH-SOURCED GRANTS

	2024 \$'000	2023 \$'000
Commonwealth grants	800	7
Total Commonwealth-sourced grants	800	7

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

2.4 SPONSORSHIP AND PARTICIPATION

	2024 \$'000	2023 \$'000
Sponsorship income	6 791	6 230
Industry contributions	2 565	5
Cooperative marketing/advertising	165	19
Industry participation fees	-	55
Total sponsorship and participation	9 521	6 309

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

2.5 ENTRY FEES, LICENCE FEES AND SALES

	2024 \$'000	2023 \$'000
Event entry fees	830	994
Licence fees	1 163	1 087
Sale of merchandise	230	159
Service fees	71	15
Rental income	7	21
Total entry fees, licence fees and sales	2 301	2 276

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

2.6 OTHER INCOME	2024	2023
	\$'000	\$'000
Resources received free of charge	452	475
Gain on foreign exchange	119	659
Total other income	571	1 134

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

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

3. BOARD, COMMITTEES AND EMPLOYEES

3.1 KEY MANAGEMENT PERSONNEL

The key management personnel of the SATC during 2023-24 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*.

3.1.1 Compensation	2024	2023
	\$'000	\$'000
Salaries and other short-term employee related expenses	1 541	1 602
Post-employment related expenses	168	150
Termination related expenses	-	81
Total compensation	1 709	1 833

3.1.2 Significant Transactions with Key Management Personnel

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

3.2 BOARD DIRECTORS

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

Andrew Bullock	Ian Horne	Grant Wilckens
Donna Gauci	Justyna Jochym	Jayne Flaherty (until 30 September 2023)
Jess Greatwich	Eoin Loftus	Emma Terry ¹ (<i>ex officio</i>)

The number of directors whose total remuneration received or receivable falls within the following bands:	2024	2023
	Number	Number
\$0 - \$19 999	8	12
\$20 000 - \$39 999	1	1
Total number of directors	9	13

The total remuneration received or receivable by directors was \$152 000 (\$158 000). Remuneration of directors includes sitting fees, superannuation contributions, salary sacrifice benefits, fringe benefits and related fringe benefits tax.

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

3.3 EMPLOYEE RELATED EXPENSES

	2024	2023
	\$'000	\$'000
Salaries and wages	13 427	12 088
Long service leave	470	221
Annual leave	1 164	1 017
Skills and experience retention leave	29	28
Employment on-costs – superannuation	1 626	1 363
Employment on-costs – other	833	731
Board and committee fees	137	143
Other employee related expenses	83	83
Total employee related expenses	17 769	15 674

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

3.3.1 Employee Remuneration

	2024	2023
	Number	Number
The number of employees whose remuneration received or receivable falls within the following bands:		
\$160 001 - \$166 000 ¹		2
\$166 001 - \$186 000	2	-
\$186 001 - \$206 000	-	2
\$206 001 - \$226 000	1	2
\$226 001 - \$246 000	1	-
\$246 001 - \$266 000	1	1
\$266 001 - \$286 000	1	-
\$326 001 - \$346 000	1	1
\$426 001 - \$446 000	1	-
	8	8

The total remuneration received by these employees for the year was \$2 096 000 (\$1 745 000).

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.

3.4 EMPLOYEE RELATED LIABILITIES

	2024	2023
	\$'000	\$'000
Current:		
Annual leave	1 178	1 000
Long service leave	184	171
Skills and experience retention leave	39	28
Employment on-costs	361	284
Accrued salaries and wages	6	-
Total current employee related liabilities	1 768	1 483
Non-Current:		
Long service leave	1 720	1 347
Employment on-costs	150	107
Total non-current employee related liabilities	1 870	1 454
Total employee related liabilities	3 638	2 937

Employee related liabilities accrue from services provided up to the reporting date that remain unpaid. Long-term employee benefits are measured at present value and short-term employee related liabilities are measured at nominal amounts.

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

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

The annual leave liability and the skills and experience retention leave liability are expected to be payable within twelve months and are measured at the undiscounted amounts expected to be paid.

¹ This band has been included to report comparative figures based on the executive base level remuneration for 2022-23.

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

3.4.2 Long Service Leave Liability

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

AASB 119 *Employee Benefits* determines the calculation methodology for long service leave liability.

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

The actuarial assessment determined that the salary inflation rate for long service leave was 3.5%, unchanged from 2022-23, resulting in no change to the reported long service leave liability.

AASB 119 *Employee Benefits* requires the use of the yield on long term Commonwealth Government bonds as the discount rate in the measurement of the long service leave liability. The yield on long term Commonwealth Government bonds has increased to 4.25% from 4.0% in 2022-23, resulting in a decrease in the reported long service leave liability.

The net financial effect in the current financial year of the changes to actuarial assumptions and the bond yield rate is an increase in the long service leave liability of \$100 000 and employee benefits expenses of \$109 000. 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.

3.4.3 Employment On-Costs

Employment on-costs 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 11.5% in 2023-24 from 11.1% in 2022-23. The percentage of long service leave taken as leave is 31.0% (25.5%), 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 \$25 000. The estimated future impact is an increase of \$26 000 in 2024-25 and \$27 000 in 2025-26.

4. EXPENSES

Employee related expenses are disclosed in note 3.3.

4.1 ADVERTISING AND PROMOTION

	2024	2023
	\$'000	\$'000
Consumer advertising	12 720	19 382
Cooperative consumer marketing	3 356	7 247
Familiarisations	1 282	1 666
Other consumer marketing	100	307
Production	4 333	3 347
Representation and contractors	2 329	2 479
Marketing research	1 258	962
Trade marketing	656	1 063
Other advertising and promotion	987	1 201
Total advertising and promotion	27 021	37 654

4.1.1 Resources Provided Free of Charge

Services provided free of charge included in marketing research were \$182 000 (\$216 000) and were expensed at fair value.

4.2 INDUSTRY ASSISTANCE	2024	2023
	\$'000	\$'000
Sponsorship of events	52 800	42 071
Marketing/industry support	3 783	1 414
Tourism infrastructure	3 632	7 967
SA Government grants and transfers	117	3 810
Tourism marketing boards/information centre grants	592	575
Trade show subsidies/membership of tourism industry bodies	75	206
Total industry assistance	60 999	56 043

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

4.3 ADMINISTRATION AND ACCOMMODATION	2024	2023
	\$'000	\$'000
Accommodation and service costs	1 428	970
Communication and computing	1 349	2 278
Stationery, postage, couriers and freight	38	77
Contractors and consultants	821	431
Motor vehicles, taxis and car parking	90	87
Domestic and international travel	434	401
Seminars, courses and training	301	306
Insurance	239	209
Audit, legal and other fees	394	562
Other	510	364
Total administration and accommodation	5 604	5 685

4.3.1 Consultants

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

	2024		2023	
	No.	\$'000	No.	\$'000
Below \$10 000	3	21	1	9
\$10 000 and above	7	493	2	203
Total paid/payable to the consultants engaged	10	514	3	212

4.3.2 Audit Fees

Audit fees paid/payable to the Audit Office of South Australia relating to work performed under the *Public Finance and Audit Act 1987* were \$96 000 (\$84 000). No other services were provided by the Audit Office of South Australia.

4.3.3 Resources Provided Free of Charge

Services provided free of charge included in communication and computing were \$270 000 (\$234 000) and were expensed at fair value.

4.4 EVENT OPERATIONS	2024	2023
	\$'000	\$'000
Event facilities	8 195	7 685
Catering and entertainment	2 282	2 028
Communications	883	934
Transport	1 584	1 055
Participants and contractors	8 466	6 698
Television and media	4 723	4 676
Fees and permits	523	522
Event management	1 463	1 100
Total event operations	28 119	24 698

4.5 DEPRECIATION EXPENSE	2024	2023
	\$'000	\$'000
General and events assets	165	157
Fitouts	230	305
Right-of-use assets	907	1 205
Total depreciation expense	1 302	1 667

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

4.5.1 Review of Accounting Estimates

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

4.5.2 Useful Life

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

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

4.6 BORROWING COSTS	2024	2023
	\$'000	\$'000
Interest expense on lease liabilities	79	98
Total borrowing costs	79	98

5. FINANCIAL ASSETS

5.1 CASH AND CASH EQUIVALENTS	2024	2023
	\$'000	\$'000
Deposits with the Treasurer	8 397	7 911
Cash at bank	10 105	10 345
Cash on hand	5	5
Total cash and cash equivalents	18 507	18 261

Cash is measured as nominal amounts.

5.1.1 Deposits with the Treasurer

In 2023-24 the SATC held four deposit accounts with the Treasurer, consisting of three general operating accounts and the Accrual Appropriation Excess Funds Account (AAEFA). The balance of the AAEFA was \$2 557 000 (\$2 746 000). The SATC controls the money in the AAEFA but its use must be approved by the Treasurer. The SATC does not earn interest on its deposits with the Treasurer.

5.2 RECEIVABLES	2024	2023
	\$'000	\$'000
Current:		
Contractual receivables		
From government entities	64	483
From non-government entities	480	303
Less allowance for impairment loss on contractual receivables	(16)	(10)
Total contractual receivables	528	776
Statutory receivables		
GST input tax recoverable	837	2 050
Total statutory receivables	837	2 050
Prepayments	310	237
Contract assets	294	-
Total receivables	1 969	3 063

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.

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.

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 but are not classified as financial instruments for disclosure purposes.

The net amount of GST payable to the ATO is included as part of receivables. Receivables and prepayments are non-interest bearing. Contractual receivables are held with the objective of collecting the contractual cash flows and they are measured at amortised cost.

Refer to note 10.1 for information on risk management.

5.2.1 Allowance for Impairment Loss on Contractual Receivables

	2024	2023
	\$'000	\$'000
Movement in the allowance for impairment loss on receivables		
Carrying amount at 1 July	10	79
Increase in the allowance	11	10
Amounts recovered during the year	-	(14)
Increase (decrease) in allowance recognised in profit or loss	11	24
Amounts written off	(5)	(65)
Carrying amount at 30 June	16	10

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

5.2.2 Contract Assets

	2024	2023
	\$'000	\$'000
Balance at 1 July	-	1
Add additional costs incurred that are recoverable from the customer	294	-
Less transfer to receivables	-	(1)
Total contract assets	294	-

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

Contract assets are non-interest bearing.

Refer to note 10.4 for information on market risk.

5.3 OTHER FINANCIAL ASSETS

	2024	2023
	\$'000	\$'000
Foreign currency forward contracts	-	155
Total other financial assets	-	155

Refer to note 10.4 for information on market risk.

5.4 OTHER ASSETS

	2024	2023
	\$'000	\$'000
Current:		
Accommodation incentive assets	426	-
Total other current assets	426	-
Non-Current:		
Accommodation incentive assets	1 565	-
Total other non-current assets	1 565	-
Total other assets	1 991	-

Accommodation incentive assets relate to an arrangement with the Department for Infrastructure and Transport for office accommodation. This arrangement is not recognised under AASB 16 *Leases*, and therefore no right-of-use asset or corresponding lease liability has been recognised. See note 6.1.3. The incentive is a discount in accommodation expenses for five years. See also note 7.4.

6. NON-FINANCIAL ASSETS

6.1 PLANT AND EQUIPMENT BY ASSET CLASS

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

	2024	2023
	\$'000	\$'000
General and events assets		
At cost (deemed fair value)	2 477	2 349
Accumulated depreciation at the end of the period	(1 640)	(1 521)
Total general and events assets	837	828
Fitouts		
At cost (deemed fair value)	1 867	1 868
Accumulated depreciation at the end of the period	(1 751)	(1 522)
Total fitouts	116	346
Right-of-use assets		
At cost	4 357	8 632
Accumulated depreciation at the end of the period	(1 338)	(4 747)
Total right-of-use assets	3 019	3 885
Total plant and equipment	3 972	5 059

6.1.1 Owned Plant and Equipment

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

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

Plant and equipment includes \$526 000 (\$633 000) of fully depreciated plant and equipment still in use.

6.1.2 Impairment of Owned Plant and Equipment

The SATC holds its plant and equipment assets for their service potential (value in use). There were no indications of impairment of plant and equipment at 30 June 2024.

6.1.3 Leased Plant and Equipment

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

The SATC had the following leases during 2023-24:

- 9 (9) motor vehicle leases with the South Australian Government Financing Authority (SAFA). Motor vehicle leases are non-cancellable with rental payments monthly in arrears. Motor vehicle lease terms can range from 3 years or 60,000 km, up to 5 years or 100,000 km. The lease agreements contain no contingent rental provisions and no options to renew the leases at the end of their term.
- A lease of office accommodation under a Memorandum of Administrative Agreement (MoAA) with SA Water. The term of the lease was 5 years 9 months with rent payable monthly in advance. The MoAA with SA Water ceased in March 2024. A new office accommodation MoAA was then entered into with the Department for Infrastructure and Transport (DIT) for a 5-year term, with an option for a further 5-years. The new 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.
- A commercial lease of warehouse, workshop and office space for the term of 10 years, with the option to extend for up to a further 10 years. The option to extend has been included in the term because management is reasonably certain to exercise the option. Rent is payable monthly in advance.

The lease liabilities related to the right-of-use assets are disclosed in note 7.2. Refer to note 10.5 for maturity analysis of lease liabilities. Expenses related to leases, including other and interest, are disclosed in notes 4.5 and 4.6. Cash outflows related to leases are disclosed in note 8.5.1.

6.1.4 Impairment of Leased Plant and Equipment

Plant and equipment leased by the SATC has been assessed for impairment. There was no indication of impairment at 30 June 2024.

6.1.5 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 1 July	828	346	3 885	5 059
Additions	174	-	41	215
Depreciation	(165)	(230)	(907)	(1 302)
Carrying amount at 30 June	837	116	3 019	3 972

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

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

6.2 FAIR VALUE MEASUREMENT

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

6.2.1 Acquisition and Recognition

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

6.2.2 Revaluation

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

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

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

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

6.2.3 Fair Value Hierarchy

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

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

Fair value measurements recognised in the Statement of Financial Position are categorised into level 3 at 30 June. The SATC had no valuations categorised into level 1 or level 2. There were no transfers of assets between fair value hierarchy levels and there were no changes in valuation techniques during 2023-24.

6.2.4 Fair Value Measurements

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

7. LIABILITIES

Employee related liabilities are disclosed in note 3.4.

7.1 PAYABLES	2024	2023
	\$'000	\$'000
Current:		
Contractual payables		
Creditors	1 981	6 956
Accrued expenses	12 527	3 980
Total contractual payables	14 508	10 936
Statutory payables		
Audit fees payable	104	84
Paid Parental Leave scheme payable	5	9
Total statutory payables	109	93
Total current payables	14 617	11 029
Total payables	14 617	11 029

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

7.1.1 Creditors

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

7.1.2 Accrued Expenses

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

7.2 FINANCIAL LIABILITIES	2024	2023
	\$'000	\$'000
Current:		
Lease liabilities	253	960
Total current financial liabilities	253	960
Non-Current:		
Lease liabilities	3 251	3 468
Total non-current financial liabilities	3 251	3 468
Total financial liabilities	3 504	4 428

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

7.3 PROVISIONS	2024	2023
	\$'000	\$'000
Current:		
Provision for workers compensation	24	43
Total current provisions	24	43
Non-Current:		
Provision for workers compensation	103	136
Total non-current provisions	103	136
Total provisions	127	179

7.3.1 Movement in Provisions

	2024	2023
	\$'000	\$'000
Carrying amount at 1 July	179	144
Additional provisions recognised	32	40
Reductions resulting from payments/other sacrifice of future economic benefits	(6)	(16)
Adjustments resulting from re-measurement or settlement without cost	(78)	11
Carrying amount at 30 June	127	179

The workers compensation provision is based on an actuarial assessment of the outstanding liability as at 30 June 2024 provided by a consulting actuary engaged through the Office of the Commissioner for Public Sector Employment. The provision reflects unsettled workers compensation claims and is for the estimated cost of ongoing payments to employees as required under current legislation.

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

7.4 OTHER LIABILITIES	2024	2023
	\$'000	\$'000
Current:		
Accommodation incentive liabilities	213	-
Contract liabilities	4	22
Total current other liabilities	217	22
Non-Current:		
Accommodation incentive liabilities	1 848	-
Total non-current other liabilities	1 848	-
Total other liabilities	2 065	22

Accommodation incentive liabilities relate to an arrangement with the Department for Infrastructure and Transport for office accommodation. This arrangement is not recognised under AASB 16 *Leases*, and therefore no right-of-use asset or corresponding lease liability has been recognised. See note 6.1.3. 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 5.4.

7.4.1 Contract Liabilities	2024	2023
	\$'000	\$'000
Balance at 1 July	22	124
Add payments received for performance obligations yet to be completed	4	22
Less performance obligations transferred to the SA Motor Sport Board	-	(113)
Less revenue recognised for completion of performance obligations	(22)	(11)
Total contract liabilities	4	22

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

8. OTHER DISCLOSURES

8.1 CHANGES IN ACCOUNTING POLICY

The SATC assessed Australian Standards and Interpretations that first applied in 2023-24 and determined that they do not have a material impact on its financial statements. No new Australian Accounting Standards or Interpretations have been early adopted.

8.2 PROCUREMENT EXPENDITURE

Total expenditure on contracts above \$55 000 per contract (including GST) resulting from procurements under Treasurer's Instruction 18 <i>Procurement</i> :	2024	Proportion
	\$'000	%
South Australian businesses	26 356	68.1%
Non-South Australian businesses	12 318	31.9%
Total expenditure on contracts above \$55 000 resulting from procurements	38 674	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.

8.2.1 Classification of South Australian or Non-South Australian Business

The classification of 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.

Treasurer's Instruction 18 defines a South Australian business in relation to a procurement as one that operates in SA and more than 50% of the workforce delivering the contract resulting from the procurement are residents of SA. A business operates in SA by previously or currently providing goods, services or construction in SA or by having an office location or staff located in SA. A resident of SA is defined as a resident of SA for tax purposes.

8.3 BUDGET PERFORMANCE

The budget performance tables compare the SATC's outcome against budget information presented to Parliament (2023-24 Budget Paper 4). The original budget amounts have been presented and classified on a basis that is consistent with line items in the financial statements and have not been adjusted to reflect revised budgets or administrative restructures. The budget process is not subject to audit.

8.3.1 Statement of Comprehensive Income

	Note	Original Budget 2024 \$'000	Actual 2024 \$'000	Variance \$'000
Income				
Appropriation		65 738	63 193	(2 545)
SA Government grants, subsidies and transfers	(a)	10 500	59 063	48 563
Commonwealth-sourced grants		-	800	800
Sponsorship and participation	(b)	4 514	9 521	5 007
Entry fees, licence fees and sales		1 233	2 301	1 068
Other income		-	571	571
Total income		81 985	135 449	53 464
Expenses				
Employee related expenses		15 151	17 769	2 618
Advertising and promotion		23 104	27 021	3 917
Industry assistance	(c)	27 264	60 999	33 735
Administration and accommodation		4 514	5 604	1 090
Event operations	(d)	11 678	28 119	16 441
Depreciation expense		1 804	1 302	(502)
Borrowing costs		106	79	(27)
Loss (gain) on impairment of receivables		-	11	11
Total expenses		83 621	140 904	57 283
Net result		(1 636)	(5 455)	(3 819)
Total comprehensive result		(1 636)	(5 455)	(3 819)

8.3.2 Investing Expenditure Summary

		Original Budget 2024 \$'000	Actual 2024 \$'000	Variance \$'000
Investing expenditure				
Total annual programs		756	174	(582)
Total leases	(e)	5 742	41	(5 701)
Total investing expenditure		6 498	215	(6 283)

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

- (a) The variance in SA Government grants, subsidies and transfers 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 sponsorship and participation relates to the recognition of additional events sponsorship income and offsetting expenses for managed and sponsored events.
- (c) 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.
- (d) 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.
- (e) The variance in leases investing expenditure is due to the expected extension of an office lease originally being budgeted in accordance with AASB 16 *Leases*. The lease was replaced with an office accommodation agreement with the Department for Infrastructure and Transport. The new arrangement is not recognised as a lease under AASB 16 and is therefore not budgeted as investing expenditure.

8.4 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.

8.5 CASH FLOWS

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

8.5.1 Cash Flow Reconciliation

	2024	2023
	\$'000	\$'000
Reconciliation of cash and cash equivalents at 30 June:		
Cash and cash equivalents disclosed in the Statement of Financial Position	18 507	18 261
Balance as per the Statement of Cash Flows	18 507	18 261
Reconciliation of net cash provided by operating activities to net result:		
Net cash provided by (used in) operating activities	1 380	(10 041)
Non-cash items		
Depreciation expense	(1 302)	(1 667)
Effect of exchange rate on cash and cash equivalents	5	266
Assets transferred to SA Motor Sport Board	-	(113)
Assets acquired for significantly less than fair value	-	25
Movement in assets and liabilities		
Receivables	(1 094)	768
Other financial assets	(155)	155
Other assets	1 991	-
Payables	(3 588)	3 462
Employee related liabilities	(701)	(5)
Provisions	52	(35)
Other liabilities	(2 043)	102
Net result	(5 455)	(7 083)

9. UNRECOGNISED CONTRACTUAL COMMITMENTS

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

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

9.1 EXPENDITURE COMMITMENTS

	2024	2023
	\$'000	\$'000
Expenditure commitments at the reporting date not recognised as liabilities are payable as follows:		
Within one year	59 309	44 874
Later than one year but not longer than five years	65 460	5 293
Later than five years	9 074	-
Total expenditure commitments	133 843	50 167

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

10. FINANCIAL INSTRUMENTS

10.1 FINANCIAL RISK MANAGEMENT

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

10.2 LIQUIDITY RISK

The SATC is funded principally from appropriation by the SA Government. The SATC works with the Department of Treasury and Finance to determine the cash flows associated with its Government-approved program of work and to ensure funding is provided through SA Government budgetary processes to meet the expected cash flows. Refer to notes 8.3 and 8.5 for further information.

10.3 CREDIT RISK

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

10.3.1 Impairment of Financial Assets

Loss allowances for receivables are measured at an amount equal to lifetime expected credit loss using the simplified approach in AASB 9 *Financial Instruments*. The SATC uses an allowance matrix to measure the expected credit loss of 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.

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

	Gross Carrying Amount	Loss	Lifetime Expected Losses
	\$'000	%	\$'000
Non-government debtors at 30 June 2024			
Current (not past due)	372	0.2%	1
1 – 30 days past due	41	0.3%	-
31 – 60 days past due	43	0.9%	-
61 – 90 days past due	4	1.6%	-
91 – 120 days past due	4	2.8%	-
More than 120 days past due	16	94.0%	15
Total loss allowance			16

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 \$5 000 written off during the year are still subject to enforcement activity.

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

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

10.4 MARKET RISK

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

At 30 June 2024 SAFA had no (5) foreign exchange forward contracts in place on behalf of the SATC. In 2023-24 the SATC had 11 (13) foreign exchange forward contracts mature totalling \$12 326 000 (\$13 341 000). 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 2023-24 are included in the Statement of Comprehensive Income, and where material are shown separately as losses in note 4.3 and as gains in note 2.6. Refer to note 5.3 for further information.

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

10.5 CATEGORISATION OF FINANCIAL INSTRUMENTS

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

The SATC measures all financial instruments at amortised cost.

10.5.1 Category of financial asset and financial liability

	Note	2024 Carrying Amount \$'000	2024 Contractual Maturities ¹		
			Within 1 year \$'000	1–5 years \$'000	More than 5 years \$'000
Financial assets					
Cash and equivalents					
Cash and cash equivalents	5.1, 8.5	18 507	18 507	-	-
Amortised cost					
Receivables	5.2	822	822	-	-
Total financial assets		19 329	19 329	-	-
Financial liabilities					
Amortised cost					
Payables	7.1	14 508	14 508	-	-
Lease liabilities	7.2	3 504	325	1 285	2 359
Other financial liabilities	7.4	4	4	-	-
Total financial liabilities		18 016	14 837	1 285	2 359
2023					
	Note	Carrying Amount \$'000	2023 Contractual Maturities ¹		
			Within 1 year \$'000	1–5 years \$'000	More than 5 years \$'000
Financial assets					
Cash and equivalents					
Cash and cash equivalents	5.1, 8.5	18 261	18 261	-	-
Amortised cost					
Receivables	5.2	776	776	-	-
Other financial assets	5.3	155	155	-	-
Total financial assets		19 192	19 192	-	-
Financial liabilities					
Amortised cost					
Payables	7.1	10 936	10 936	-	-
Lease liabilities	7.2	4 428	1 038	1 245	2 685
Other financial liabilities	7.4	22	22	-	-
Total financial liabilities		15 386	11 996	1 245	2 685

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

10.5.2 Statutory Receivables and Payables

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

10.6 CREDIT STANDBY ARRANGEMENTS

The SATC has a \$500 000 (\$300 000) purchasing card facility with ANZ Bank. The unused portion of this facility at 30 June 2024 was \$344 000 (\$24 000).

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

Appendix B: SATC Board Performance Agreement 2023-24

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**2023-24
PERFORMANCE AGREEMENT**

Between

THE SOUTH AUSTRALIAN TOURISM COMMISSION BOARD

and

THE MINISTER FOR TOURISM

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KEY FOCUS

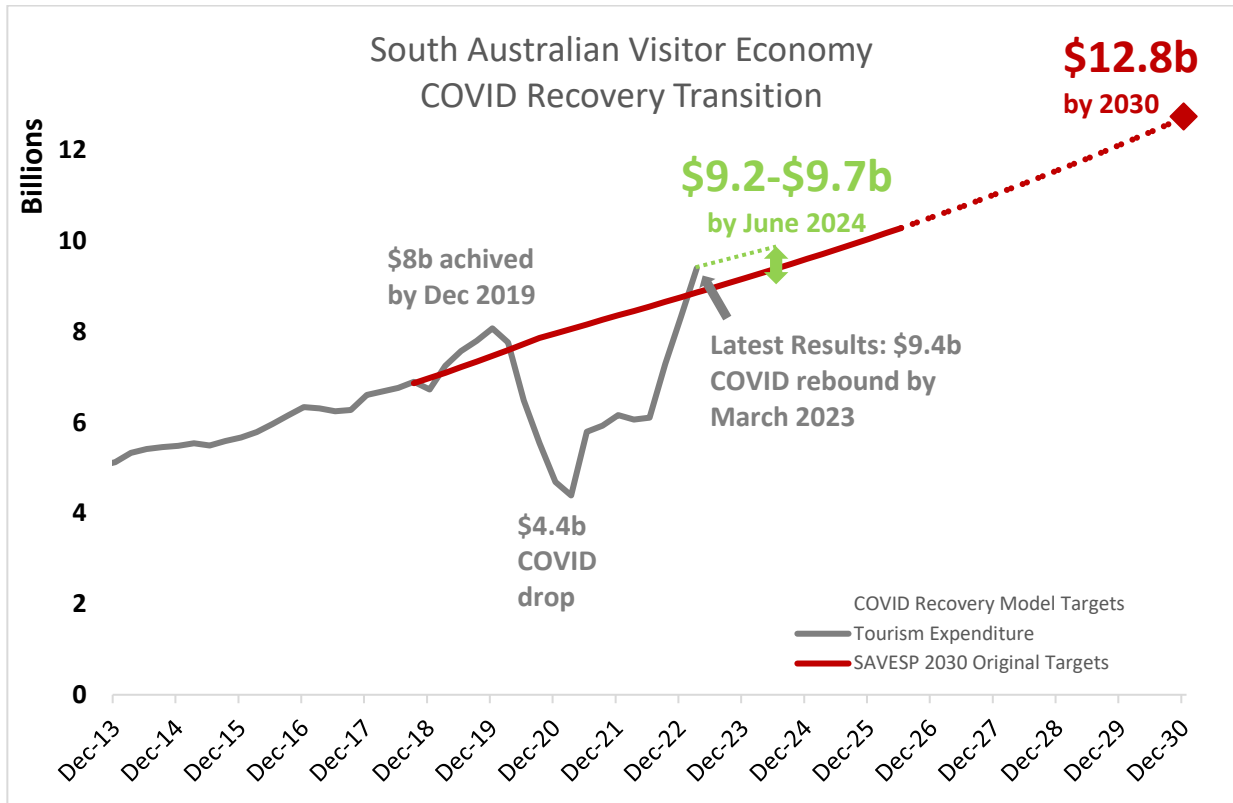
The 2023-24 Board Performance Agreement with the Minister for Tourism reflects a period of optimism and growth after unprecedented disruption to the South Australian Visitor Economy through many years of COVID impacts. While we are not without challenges in the coming year (rising cost of living, interest rates and an unstable international environment, to name a few), we can finally approach these challenges unencumbered by a global pandemic.

The Agreement includes the path from COVID impacted results to resuming the original ambition outlined in the *South Australian Visitor Economy Sector Plan 2030* of reaching \$12.8 billion in visitor expenditure. This Board Performance Agreement also identifies the government's commitments relevant to the Visitor Economy and affirms the South Australian Tourism Commission's (SATC) support for the achievement of these initiatives.

As conditions in the Visitor Economy continue to improve, the recovery targets outlined in this Performance Agreement have yet again been revised upwards.

With the tourism recovery occurring faster than expected and consumer demand remaining buoyant despite broader economic challenges, there is an unprecedented opportunity for South Australia to reposition ourselves in the minds of our consumers, punching well above our weight and out-competing our state rivals. As such, this performance agreement seeks to not only achieve the current KPIs set for 2023-24 of \$9.2 billion in visitor expenditure, but in light of recent strong performance achieve 2024-25's target of \$9.7 billion.

The key assumptions underpinning the 2023-24 KPIs are a strong and stable intrastate market, a booming interstate market and a rapidly recovering international market. Importantly, this brings South Australia back on track to achieve the previously held ambition of \$12.8 billion by 2030, as demonstrated by the chart below.



KEY PERFORMANCE INDICATORS

In 2023-24, the SATC Board will pursue the achievement of reaching a record high \$9.7 billion in visitor expenditure (2024-25's target). The Board will monitor the strategic direction of the SATC towards the goal of achieving the following targets by June 2024:

	Dec 2019 (Pre-COVID)	Mar 2023 (Latest Available)	June 2023 Target	June 2024 Target	Stretch Target	2030 Plan (Original Targets)
Total Expenditure	\$8.1b	\$9.4b	\$8.6b	\$9.2b	\$9.7b	\$12.8b
International	\$1.2b	\$814m	\$657m	\$934m	\$1.2b	\$3.3b
Interstate	\$2.7b	\$3.5b	\$3.3b	\$3.4b	\$3.5b	\$3.9b
Intrastate	\$2.6b	\$3.0b	\$2.8b	\$2.9b	\$3.0b	\$2.9b
Day Trips	\$1.7b	\$2.0b	\$1.8b	\$1.9b	\$2.0b	\$2.6b
Weekly airline seats (Dom.)	84,000	83,000 (May 2023)	83,000	87,000	92,000	116,000
Weekly airline seats (Int.)	13,200	13,500 (May 2023)	10,000	12,000	14,000	23,800
Leisure Events and Festivals	\$383m	\$399m (Dec 2022)	\$465m	\$496m	\$529m	\$750m

STRATEGIC PRIORITIES

Our Core Priorities:

The Board and SATC Executive have established the following core priorities for the SATC in the 2023-24 financial year:

- South Australian Place Brand: Bridging campaign leading to a comprehensive new marketing campaign and development of South Australia's Destination Place Brand to drive a bold vision for the value proposition and consumer appeal of our state.
- Support a Thriving River: Murray River recovery including rounds two and three of the River Revival Voucher scheme and international icon status work.
- Deliver new exceptional Leisure Events, particularly AFL Gather Round, LIV Golf and the FIFA Women's World Cup.
- Develop and implement a new events and festival strategy for South Australia.
- Bring Back the Airlines: particularly Emirates and China Southern to support the recommencement and expansion of services to Adelaide by international airlines.
- Lead Sustainable Tourism: including inclusive and accessible tourism in partnership with TiCSA.

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 Limestone Coast Campaign, the Agritourism Plan 2025 and the Recreational Fishing Tourism Strategy.

In addition to these core priorities, the broader activities of the SATC are outlined below, structured using the Strategic Priorities of the South Australian Visitor Economy Sector Plan 2030.

Marketing:

- Provide inspiring content on SATC owned digital channels and make southaustralia.com the premier digital resource and maximise the rate at which website visits generate leads.
- Grow Earned Media and change perceptions of South Australia through innovative, effective and quantifiable PR campaigns and activations.
- Continue efforts to promote South Australia in priority International Markets to the influential travel trade through trade events and trade marketing initiatives.
- Reach and convert High Value Travelers in Global Markets through effective co-operative marketing campaigns with selected travel trade partners.

Experience and Supply Development:

- Support tourism operators with diversification of new products and experiences that appeal to current and emerging target markets.
- Work with the cruise industry and regions to drive ongoing growth.
- Work with domestic airlines to grow domestic capacity into Adelaide and regional airports, ensuring continuity and growth of services.
- Lead the ongoing development of tourism sectors, including Wellness, Aboriginal Tourism, Golf, Fishing, Adventure, Arts and Culture, Wine and Culinary, Road Trips and SA Trails.
- Work with the 11 Tourism Regions and their councils to develop infrastructure and experiences in regions that align with targets identified in the Regional Visitor Strategy 2025.
- Work with investors and developers to ensure balanced supply and demand for tourism accommodation.

Collaboration:

- Work with Tourism Australia to ensure alignment and to ensure that South Australia is well featured and promoted in international campaigns.
- Collaborate with Austrade and the Federal Government on a range of initiatives, including Sustainability, labour supply and workforce issues and the THRIVE 2030 National Tourism Strategy.
- Continue to work with industry groups and government departments to achieve the goals outlined in this Agreement.

Industry Capability:

- Address workforce and skill shortages in South Australia through Austrade's "Choose Tourism" Grant to promote tourism as a career pathway.
- Continue to provide digital capability support to operators to keep their ATDW listings accurate and current and continue to support development of ATDW at a National level.

Managed Leisure Events:

- Administer the Regional Events Fund.
- Deliver the National Pharmacies Christmas Pageant, Santos Tour Down Under and Tasting Australia presented by RAA Travel, aligning with new strategic plans.
- Achieve agreed commercial revenue targets through existing and commercially sustainable new partnerships to grow the managed events portfolio.
- Generate and utilise insights to help drive managed events.

Promote the Value of Tourism:

- Identify opportunities to promote the value of tourism and advocate the activities of the SATC.
- Provision of relevant, accurate information and advice, including research and statistics, to ensure the SATC's strategic approach is well represented and respected across government and industry.

Organisational Effectiveness:

- Commence development of the next stage of the SATC's Reconciliation Action Plan.
- Implement the actions from the 2022 Employee Engagement Survey, including further health and wellbeing initiatives.
- Build organisational capability and ensure appropriate workforce planning to adequately resource SATC projects.
- Deliver on the procurement election commitments, including increasing annual spend with South Australian businesses.
- Comply with South Australian Government Cyber Security and Protective Security Frameworks.

SIGNATURES

We the undersigned do hereby agree to the outcomes outlined in the 2023-24 Performance Agreement between the South Australian Tourism Commission Board and the Minister for Tourism.

Signed:  _____ Dated: 13/7/23 _____
Hon Zoe Bettison MP, MINISTER FOR TOURISM

Signed:  _____ Dated: 15/7/23 _____
Andrew Bullock, CHAIR on behalf of the SOUTH AUSTRALIAN TOURISM COMMISSION BOARD

Appendix C: SATC Board Performance Agreement Report 2023-24

**SOUTH AUSTRALIAN TOURISM COMMISSION BOARD PERFORMANCE AGREEMENT 2023-24
REPORT AGAINST STRATEGIC PRIORITIES**

PRIORITY 1: MARKETING	
Priority	Action
Provide inspiring content on SATC owned digital channels and make southaustralia.com the premier digital resource and maximise the rate at which website visits generate leads.	<p>Investments continue to be made to deliver personalised content via website, email, and digital advertising to maximise content engagement. A comprehensive A/B testing (comparing the performance of two versions of content) and conversion rate optimisation program contributed to a lead generation rate of more than 21 per cent during 2023-24. While this was a slight decrease from the 25 per cent seen last year, it was the second highest on record.</p> <p>After adjusting for users opting out of web analytics, southaustralia.com generated approximately 2.24 million leads to South Australian tourism operators and industry partners, which is six per cent down compared to last year.</p> <p>Activity on 'South Australia' profiles on Facebook and Instagram had a reach of 71 million, a 10 per cent increase on the previous year.</p> <p>There has been an increased focus on the production and distribution of short form videos across TikTok, Instagram and Facebook, generating approximately 17 million video views across these three platforms.</p> <p>High quality content for southaustralia.com has been produced, including the content series 'Untold'. southaustralia.com which received approximately 4.5 million visits via organic search.</p>
Grow Earned Media and change perceptions of South Australia through innovative, effective and quantifiable PR campaigns and activations.	<p>The SATC's destination public relations activity delivered 9,645 media articles and mentions across domestic and international markets.</p> <p>Domestic marketing activities included brand partnerships with Go Pro, Jetstar and Shameless media. Brand advocacy partnerships included Hollywood actor Teresa Palmer as part of the Travel. Our Way. campaign and professional cyclist Tiffany Cromwell and Formula One driver Valtteri Bottas as part of the Santos Tour Down Under.</p> <p>PR support of the Mid-Murray region included three separate broadcasts (9News, Hello SA and SAFM), and content partnerships with South Aussie with Cosi and Hello SA.</p>

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	<p>International markets activities included a mixed media famil to highlight the 30th anniversary of Priscilla: Queen of the Desert to LGBTQIA+ audiences in the UK across social, print and online media, and significant global coverage on the relaunch of Southern Ocean Lodge on Kangaroo Island.</p>
<p>Continue efforts to promote South Australia in priority International Markets to the influential travel trade through trade events and trade marketing initiatives.</p>	<p>To support the return of international tourism, the SATC hosted the 2023 Australian Tourism Export Council Meeting Place event. More than 500 travel trade delegates attended the event, and key travel trade delegates were hosted on familiarisation visits.</p> <p>Tourism Australia held its annual flagship trade event, the Australian Tourism Exchange in May. There were 48 operators exhibited in the South Australia area and more than 200 attendees at the South Australia hosted networking event for operators and key buyers.</p> <p>The SATC attended key international Tourism Australia marketplace events, including in Southeast Asia and India, North America and China. These events provided the opportunity to engage with key partners and build knowledge on South Australia and product offerings.</p>
<p>Reach and convert High Value Travellers in Global Markets through effective co-operative marketing campaigns with selected trade partners.</p>	<p>The SATC conducted cooperative marketing campaigns in key markets with airline partners, trade partners and online travel agents. Consumer facing marketing has included a New Zealand brand campaign, ongoing social media engagement in China and direct-to-consumer paid digital marketing.</p> <p>The SATC actively engaged with international travel trade through familiarisations providing the opportunity for buyers to experience South Australian tourism products and experiences.</p>
<p>PRIORITY 2: EXPERIENCE AND SUPPLY DEVELOPMENT</p>	
<p>Priority</p>	<p>Action</p>
<p>Support tourism operators with diversification of new products and experiences that appeal to current and emerging target markets.</p>	<p>Under Round 2 of the Experience Nature Tourism Fund, 15 applicants received funding, with a total of \$464,000 in grants provided towards projects worth \$764,000.</p> <p>The SATC established the Experience Development Program which supported local tourism operators to develop and promote their new experiences and products.</p>
<p>Work with the cruise industry and regions to drive ongoing growth.</p>	<p>The SATC continued to work closely with domestic and international cruise lines to advocate for South Australia’s cruise destinations, with a key focus on driving visitor dispersal.</p> <p>The SATC worked with state and local government, industry stakeholders, regional communities and tourism operators to ensure quality products and services were delivered to meet the expectations of visiting passengers and cruise lines.</p>

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	<p>The 2023-24 cruise ship season welcomed 122 cruise and expedition ship arrivals to South Australia, with approximately 210,000 passengers and crew on board. This was an increase of 18 per cent in cruise and expedition ship visits compared to the 2022-23 season.</p>
<p>Work with Adelaide Airport and other government departments to support the recommencement and expansion of priority services to Adelaide by international airlines.</p>	<p>The SATC and Adelaide Airport Limited continued to secure new airlines to South Australia and encourage existing airlines to expand their services.</p> <p>In February 2024, it was announced Emirates will reinstate daily flights from Dubai to Adelaide, commencing in October 2024. In November 2023, VietJet commenced flights from Ho Chi Minh City to Adelaide, via Perth. This is the first time a Vietnamese airline has flown to Adelaide as a regular destination.</p> <p>In May 2023, Singapore Airlines committed to increase year-round services to Adelaide from seven flights per week to 10 flights per week, commencing in October 2024.</p> <p>Discussions continued with other international airlines to re-build direct access from other key markets.</p> <p>At year ending 30 June 2024, there were eight airlines flying international services into Adelaide, namely Qatar Airways, Singapore Airlines, Malaysia Airlines, Air New Zealand, Jetstar International, Fiji Airways, Viet Jet Air and Batik Air Malaysia providing 46 flights per week. This is an increase of nine per cent compared to year ending 30 June 2023.</p>
<p>Work with domestic airlines to grow domestic capacity into Adelaide and regional airports, ensuring continuity and growth of services.</p>	<p>The SATC partnered with major domestic airlines, including Qantas, Virgin Australia, Jetstar, and Rex, to drive demand through joint marketing, route development, and promotional activities. Regular engagement with stakeholders, including local governments, tourism operators, and businesses, ensured a coordinated approach to growing air services.</p> <p>The SATC promoted major events and experiences to drive demand for travel during these peak periods and encouraged airlines to increase capacity.</p> <p>These efforts contributed to the growth of air services into Adelaide and regional airports, with domestic flights to Adelaide increasing by four per cent and flights across South Australia growing by seven per cent year-on-year as of June 2024.</p>
<p>Lead the ongoing development of tourism sectors, including Wellness, Aboriginal Tourism, Golf, Fishing, Adventure, Arts and Culture, Wine and Culinary, Road Trips and SA Trails.</p>	<p>The listed tourism sectors align with Tourism Australia's Signature Experience Collectives ensuring South Australia has product that will appeal to its key international markets. Support includes the development of action plans and fact sheets, involvement in working groups and hosting workshops, with a focus on increasing new tourism experiences in South Australia.</p>

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	<p>The Minister for Tourism established an Agritourism Working Group to activate initiatives identified in the Agritourism Sector Plan. Initiatives included digital assets (videos and photos) and a framework / roadmap that included a guide for businesses seeking to develop agritourism experiences.</p> <p>The SATC in partnership with RecFish SA developed the South Australian Recreational Fishing Tourism Strategy. The Strategy aims to grow recreational fishing tourism to \$468 million by 2030 and was released in February 2024.</p> <p>The SATC works with Aboriginal tourism operators to assist with developing new product and supporting the operator with business skills to deliver authentic Aboriginal experiences across South Australia.</p>
<p>Work with the 11 Tourism Regions and their councils to develop infrastructure and experiences in regions that align with targets identified in the Regional Visitor Strategy 2025.</p>	<p>The SATC works in partnership with the 11 Regional Tourism Organisations (RTOs) as well as a representative from Adelaide, to support product development, industry capability, promote the value of tourism and maintain ongoing engagement. This includes the SATC liaising with the tourism managers of the RTOs via regular meetings and forums.</p> <p>The RTOs continue to receive funding from the SATC for 'local contact services'. The SATC also provided each RTO with a grant to support marketing activities focused on increasing awareness and demand for regional destinations.</p> <p>The SATC supported and monitored the implementation of the <i>Regional Visitor Strategy 2025</i> to ensure projects aligned with the Strategy. The SATC releases a yearly Regional Visitor Strategy Progress Snapshot for each of the 11 regions. In the latest results for 1 July to 30 June 2024, five of the state's 11 tourism regions surpassed their 2025 visitor expenditure target.</p>
<p>Work with investors and developers to ensure balanced supply and demand for tourism accommodation.</p>	<p>The SATC continued to have discussions with potential investors and developers regarding new and refurbished accommodation in Adelaide and across regional South Australia.</p> <p>In 2023-24, three hotels opened in Adelaide (CBD and metro), namely the TRYP Hotel, The Vibe and The Mantra, Tonsley Park. The SATC aided these hotels through the provision of accommodation insights and data on occupancy.</p>
<p>PRIORITY 3: COLLABORATION</p>	
<p>Priority</p>	<p>Action</p>
<p>Work with Tourism Australia to ensure alignment and to ensure that South Australia is well featured</p>	<p>The SATC continued to work closely with Tourism Australia to discuss key projects and opportunities to ensure South Australia remains front of mind. A key component of the partnership is the SATC's participation</p>

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<p>and promoted in international campaigns.</p>	<p>in Tourism Australia’s One Voice marketing activities, providing a platform for South Australian content to be included and promoted in Tourism Australia’s global campaigns across key markets.</p> <p>The SATC continued its contribution towards the global Aussie Specialist program, a trade training program managed by Tourism Australia and the platform of its trade engagement. As a part of this program, the SATC participated in trade roadshows, training, familiarisation visits and trade events, including Tourism Australia Marketplace events and Tourism Australia’s Australian Tourism Exchange.</p> <p>Tourism Australia was hosted in Adelaide for the annual Immersion Session, providing a further opportunity for the SATC to reiterate key messages and priorities for the SATC.</p>
<p>Collaborate with Austrade and the Federal Government on a range of initiatives, including Sustainability, labour supply and workforce issues and the THRIVE 2030 National Tourism Strategy.</p>	<p>The SATC continued to collaborate with Austrade through the Australian Standing Committee on Tourism and provided support for the Tourism Ministers’ Meetings. Through this process, the SATC provided input into the THRIVE 2030 Consolidation Phase Action Plan, through direct written feedback as well as hosting industry workshops in June on behalf of Austrade. The SATC also has a representative on the Thrive Implementation Advisory Group.</p> <p>South Australia supported and contributed to the development of the national Sustainable Tourism Toolkit, as part of the National Sustainability Framework for the visitor economy. As part of this, the SATC in partnership with Austrade and The Tourism Collective, delivered ‘train the trainer’ workshops on the Sustainable Tourism Toolkit. Regional Tourism Managers and key industry leaders working in tourism attended.</p> <p>The SATC continued to advocate for further action on labour shortages, which included advocacy of the South Australian position.</p>
<p>PRIORITY 4: INDUSTRY CAPABILITY</p>	
<p>Priority</p>	<p>Action Taken</p>
<p>Address workforce and skill shortages in South Australia through Austrade’s “Choose Tourism” Grant to promote tourism as a career pathway.</p>	<p>The Federal Government’s Choose Tourism Grant Program provided funding for three initiatives aimed at attracting workers to the tourism industry. The SATC received \$800,000 and worked with TiCSA and the Department for Education on two initiatives.</p> <p>TiCSA delivered the Careers in Tourism program, creating digital assets and other resources to promote careers in tourism across multiple groups, including young tourism professionals, Aboriginal Peoples, older workers, and people living with disability. The Department of Education produced a Career Awareness Video to extend the audience reach of Hospitality and Tourism.</p> <p>The SATC delivered the ‘Go Places with a Career in Tourism’ marketing campaign, The Work Experience Do-Over targeted 18-24 year olds, providing an opportunity to participate in work experience as a young adult in</p>

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	the tourism and hospitality sector. Three applicants participated in their work experience week, developing content to be used to promote tourism as a career.
Continue to provide digital capability support to operators to keep their ATDW listings accurate and current and continue to support development of ATDW at a National level.	The Australian Tourism Data Warehouse (ATDW) Support and Marketing Hub on the SATC's corporate website continues to be a valuable resource for South Australian tourism operators. Encouraging new operators to create an ATDW listing remains a priority. In 2023-24, there were 6,451 live listings in the ATDW
PRIORITY 5: LEISURE EVENTS	
Priority	Action Taken
Administer the Regional Events Fund.	<p>The Regional Event Fund supported 30 events staged between 1 September 2023 and 31 August 2024. The events included arts, cultural, food and drink and sporting events across the 11 regions and metropolitan Adelaide. This included Generations in Jazz (Limestone Coast), SALT Festival (Eyre Peninsula), Clare Valley Gourmet Week (Clare Valley) and Gutsy Kangaroo Island (Kangaroo Island).</p> <p>The SATC further supported the marketing of regional events through paid and organic digital marketing, social media channels and Search Engine Marketing, driving traffic to the What's On webpage on southaustralia.com.</p>
Deliver the National Pharmacies Christmas Pageant, Santos Tour Down Under and Tasting Australia presented by RAA Travel.	<p>The National Pharmacies Christmas Pageant, Santos Tour Down Under and Tasting Australia presented by RAA Travel were delivered.</p> <p>The 2023 National Pharmacies Christmas Pageant attracted an audience of approximately 320,000 people.</p> <p>The 2024 Santos Tour Down Under saw 770,600 spectators enjoy the event, up from 685,630 in 2023. The event injected a total of \$87.2 million in attendee spend into the South Australian economy and resulted in an attendee tourism contribution of \$54.5 million in economic value.</p> <p>Tasting Australia presented by RAA Travel, Australia's premier food and drink festival, included a program of 150 events across South Australia. The event hub, Town Square, situated in Victoria Square / Tarntanyangga had a record crowd attendance of 77,000 over the 10 days, up from 68,000 (the previous highest) in 2023.</p>
Achieve agreed commercial revenue targets through existing and commercially sustainable new	The SATC grew existing partnerships and secured several new commercial partnerships for Santos Tour Down Under (TDU) and Tasting Australia presented by RAA Travel, with a focus on alignment and growth. New partners included Health Partners (Premier) and Seppeltsfield (Major) for the TDU and The Lane, who

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<p>partnerships to grow the managed events portfolio.</p>	<p>joined the TDU as a Premier Partner, Seppeltsfield joining the TDU as a Major Partner and The Lane coming on board with Tasting Australia as a supporting partner.</p>
<p>Generate and utilise insights to help drive managed events.</p>	<p>Market research and learnings from previous events were used to improve and evolve SATC managed events.</p> <p>The 2024 Santos Tour Down Under saw incremental growth of the women’s race; a men’s race start in Murray Bridge to showcase the region as it recovered from the 2022-23 flood event, a first-time finish in Port Elliot; and additional programming, including the UCI Paracycling Race World Cup.</p> <p>Tasting Australia delivered new offerings, including the sold-out Tasting Australia by Train product which used the Overland train journey from Melbourne to Adelaide to showcase a high-end food and drink experience and the Canteen Series, a new affordable lunch offering in Town Square, which also sold out. Tasting Australia’s first industry day was held, targeting those working in the hospitality industry.</p>
<p>PRIORITY 6: PROMOTE THE VALUE OF TOURISM</p>	
<p>Priority</p>	<p>Action Taken</p>
<p>Identify opportunities to promote the value of tourism and advocate the activities of the SATC.</p>	<p>SATC channels promoting the value of tourism included regular email industry updates, social media posts across corporate channels (Facebook, Instagram, LinkedIn, and X) and the SATC website, as well as via traditional media (print, radio, online, and television coverage).</p> <p>During 2023-24 key themes promoted included accommodation occupancy off the back of major events, results achieved through key SATC programs and events such as the River Revival Voucher initiative, Experience Nature Tourism Fund, Tasting Australia presented by RAA Travel and Santos Tour Down Under, as well as latest developments in sectors like aviation.</p> <p>Industry was also informed of opportunities to apply for funding available through the SATC and other agencies, as well as how to leverage SATC marketing campaigns to promote their businesses and attract visitation.</p>
<p>Provision of relevant, accurate information and advice, including research and statistics, to ensure the SATC’s strategic approach is well represented and respected across government and industry.</p>	<p>Relevant and accurate information continued to be provided by the SATC to inform decision making, including Tourism Research Australia’s quarterly and monthly data, as well as other data providers, which included STR (hotel accommodation), AirDNA (short term rental accommodation) and Tourism Australia’s Consumer Demand Project (international consumer research).</p> <p>The SATC continued to maintain the suite of more than 50 factsheets published to its corporate website. Where appropriate, visitor statistics and accommodation data were promoted through media and</p>

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	<p>communication channels, including traditional media, industry updates, and SATC corporate social media accounts. This information is used when representing the tourism industry on boards, committees and steering groups at the local and national level as well as when providing input and strategic advice on tourism matters to our stakeholders.</p> <p>The SATC continued to work with Tourism Research Australia to provide the latest domestic visitor numbers for South Australia. In addition, the standard reporting of the State Tourism Satellite Accounts, the Regional Tourism Satellite Accounts, the State of the Industry Report, and the Tourism Investment Monitor were reported.</p>
PRIORITY 7: ORGANISATIONAL EFFECTIVENESS	
Priority	Action Taken
Commence development of the next stage of the SATC's Reconciliation Action Plan.	The SATC's Reflect Reconciliation Action Plan (RAP) supports our employee and tourism strategy with a set of key milestone deliverables which contribute towards the five dimensions of reconciliation, race relations, equality and equity, institutional integrity, unity, and historical acceptance. The RAP Working Group delivered several programs, including Advanced Cultural Awareness Training, National Reconciliation Week and NAIDOC events. Initial planning of the next stage of the SATC's Reconciliation Action Plan has commenced.
Implement the actions from the 2022 Employee Engagement Survey, including further health and wellbeing initiatives.	<p>The results of the SATC's 2022-23 employee engagement survey demonstrated a high level of employee engagement, providing an objective assessment of our cultural environment. Accredited Mental Health First Aid Training and targeted employee wellbeing activities were delivered, including during Men's Health Week to RUOK? Day. The new Resilience Project and Authentic Connection series was introduced, an online wellbeing series created to support employee mental and physical health.</p> <p>The SATC continued to provide a safe working environment and implemented workplace measures aimed at promoting physical and mental wellbeing, including establishing a framework to address and comply with Psychosocial Hazard regulations.</p>
Build organisational capability and ensure appropriate workforce planning to adequately resource SATC projects.	<p>The SATC's People and Culture team worked closely with the senior leaders to ensure key skills and capability are assessed for all recruitment practices. This includes provision of training and development opportunities to ensure a successful workforce and succession planning for the future.</p> <p>The SATC conducted a series of Workforce Planning workshops which has resulted in establishing a Workforce Planning Strategy which outlines ongoing actions to support and develop a high-performance team culture. The Workforce Planning Strategy is aligned with the SATC organisational values and strategic objectives to maximise employee engagement and build organisational capability.</p>

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<p>Deliver on the procurement election commitments, including increasing annual spend with South Australian businesses.</p>	<p>The SATC has committed to report annually on procurement spending, including how much is spent on South Australian and non-South Australian goods and services. In 2023-24, for the first time, larger agencies including the SATC will make procurement reporting disclosures in their audited financial statements.</p> <p>The SATC will report its procurement spending for the year with South Australian and non-South Australian businesses on all contracts over \$55,000.</p>
<p>Comply with South Australian Government Cyber Security and Protective Security Frameworks.</p>	<p>Measures have been implemented to ensure compliance, including implementation of an improved Phriendly Phishing campaign (cyber security awareness training and phishing simulation solution) and initiatives to improve security and protection against cyber threats. Staff awareness activities and cyber security education have also been a focus. The SATC has engaged a Cyber Security and Privacy Analyst to ensure cyber security measures are maintained and has created a capability framework which will serve as the foundation for the SATC's Digital Strategy.</p> <p>The SATC has also produced an Agency Security Plan to outline the SATC's security objectives, roles and responsibilities of staff, as well as methods to manage security risks to elevate overall protective security maturity. This includes the establishment of an internal Security Working Committee.</p>