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# South Australian Tourism Commission ANNUAL REPORT 2014/2015

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Government  
of South Australia

South Australian  
Tourism Commission

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# CHAIR'S REVIEW

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The tourism sector is vital to our state and one that has been identified as a key economic priority for our state. This is an exciting time for tourism, with many new opportunities to grow the tourism industry and increase visitors to our state. The government has invested heavily in tourism and a flourishing tourism industry will positively impact the economy and most importantly will create jobs for the State.

Tourism is an important driver for our economy, contributing \$5.4 billion to our state. It is also critical for jobs; the sector employs 32,000 South Australians directly and that number rises to 57,000 when including indirect employment through the tourism industry.

The South Australian Tourism Commission recognises the critical role tourism plays in the economic future of South Australia. The SATC Board is determined and focussed on positioning South Australia as a destination of choice for international and domestic travellers, achieving the States full tourism potential and therefore creating jobs.

While the Commission plays a critical role in driving demand, there's a much broader responsibility. We know tourism dollars do not stop at the airport, or at our internationally acclaimed restaurants and wineries, hotels or at the newly developed Convention Centre. These dollars extend to make an essential contribution to the economic well-being of South Australians – supporting our small businesses, retail, hotels, schools, hospitals, transport network, the arts and other industries across our State.

2014-15 was a critical year for SATC, with significant focus on industry engagement, consultation and planning. The result of this investment in planning was the development of the South Australian Tourism Plan 2020 outlining the priorities and goals for the tourism sector and reaffirming our ambition for an \$8 billion tourism industry by 2020.

Achieving the \$8 billion tourism expenditure potential set out in the plan will generate nearly 10,000 additional direct jobs in the South Australian economy, widely distributed through our regions.

It is a plan for the whole tourism industry, from solo operators right through to major businesses, associations and all levels of Government. It takes the broadest possible scope, recognising many types of businesses are part of the visitor experience.

In 2014-15, the SATC continued its focus on the 'Barossa. Be Consumed.' campaign as part of SATC's interstate marketing activities, in-line with the State's Food and Wine strategy. As at year ending June 2015 (compared to year ending June 2014) an additional 318,000 interstate consumers have now considered the Barossa as a travel destination. The "Adelaide. Breathe" campaign activity was also showcased in Melbourne, Sydney and Brisbane.

Phase Four of the intrastate 'Best Backyard' campaign showcased the unique products and experiences of the State's individual regions, to give South Australians compelling reasons to visit the regions. As a call to action the SATC partnered with Stayz to point consumers to [stayz.com.au](http://stayz.com.au) for great accommodation deals around the State.

Self-drive holidays are one of the fastest growing tourism sectors and to promote South Australia's spectacular road trips, the SATC launched five Touring Routes at the Royal Adelaide Show in 2014 and developed a mobile responsive microsite promoting the touring routes. The five new touring routes highlight the best of our State and will encourage more interstate and overseas visitors to come to South Australia.

There has been a continued focus on building our digital content assets. Five new Through Local Eyes films including Dirty Apron, Kangaroo Island Hyperlapse, About Food, Chasing a Feeling and You Gotta Try Fleurieu were created. These five new films have amassed 475,000 views, contributing to a total of 1.7 million views across all 31 Through Local Eyes films.

The SATC has also been focussed on building partnerships and opportunities for South Australia's tourism operators with Tourism Australia's 'Best of Programs'; including the Ultimate Wineries Experience, Indigenous tourism, Great Walks and Best of Golfing experiences. Cruise ships arrivals to South Australia continue to grow with 32 cruise ship arrivals to South Australia in the 2014/15 season, an increase of five cruise ship visits to South Australian ports from 2013/14. This included 19 cruise ship visits at the Port Adelaide Passenger Terminal, seven on Kangaroo Island and six at Port Lincoln.

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# CHAIR'S REVIEW

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The SATC continues to work with airline partners, Tourism Australia and key trade partners internationally to ensure South Australia continues to be a viable destination. We maintain international marketing and PR representation in all our key international markets. We are focussed on maintaining the momentum in our key international markets. In addition, we are increasing our focus on emerging growth markets like China, South East Asia and India. Rising incomes and maturity of the travellers from the Asian region bodes well for our State.

The SATC in its role of industry engagement and advocacy represented the tourism sector in a wide range of government policy initiatives, including provision of 10 year licences for shark cage dive operators, the review of South Australia's planning system and creation of Mount Lofty Ranges as an international mountain bike destination. The SATC successfully negotiated with Austrade to secure \$4 million in matched Federal investment over four years towards tourism projects through the Tourism Demand Driver Infrastructure (TDDI) program. The SATC also collaborated with the Department of Environment, Water and Natural Resources on the preparation of a Nature-Based Tourism Action Plan.

Events South Australia (ESA) continues to grow South Australia's reputation as an ideal destination for World Class events. Building on the strength of South Australia's events reputation and our world-renowned food and wine industry is crucial to the growth of the tourism industry as a whole. 2014-15 saw events leverage and shine the spotlight on our State on an international platform. These events have also fully utilised the potential of the newly redeveloped Adelaide Convention Centre and Riverbank. In addition to our repertoire of major managed events like the Santos Tour Down Under and The Credit Union Christmas Pageant, ESA supported 12 other major events like, South Australian Living Artists (SALA) Festival, AFL Masters National Carnival, The Suit, Australian Duathlon Championships,

2014 Australian Short Course Swimming Championships, Australian International 3 Day Event, Feast Festival, Australian All School Championships, World Tennis Challenge, ICC Cricket World Cup, Australian Baseball League Championship Series and WOMADelaide. ICC Cricket World Cup 2015 had great impact for the State, and generated \$80 million into the state's economy. International visitors from India to South Australia have reached an all-time high of 17,000 visitors. The economic benefit for the State went well beyond the massive tourism injection and gave South Australia unprecedented visibility globally. The match was viewed by a vast international audience, not only in India and Pakistan, but also into the United Kingdom, USA and around the world

It has been a remarkable year for tourism and SATC is well poised to help realise the State's tourism potential. What I have outlined above is just the tip of the iceberg when it comes to the activities and results achieved by the SATC locally, domestically and internationally in 2014-15.

The SATC board has been focussed on promoting the critical value of the visitor economy and the role of tourism in strengthening the economy. The State Government has recognised tourism as an economic priority for South Australia and the role of the SATC board has never been more critical.

The SATC recognises the key stakeholders in the visitor economy and is committed to working across government and industry to help deliver economic impact which will ultimately benefit the entire State. The 2015-16 State Budget is testament to the confidence the State Government has in the ability of tourism to deliver positive economic impact and jobs for the State.

The SATC has received \$50 million over two years to invest in promoting Adelaide and South Australia to the world and raising awareness for our competitive strengths in food and wine, festivals and events, accessible nature and wildlife and a vibrant Adelaide.

There is a lot of expectations from the tourism industry and the SATC is leading the charge to ensure that the industry and government working together can deliver against the targets set in the South Australian Tourism Plan 2020.

The SATC Board is committed to South Australia building a profitable and sustainable tourism industry. The SATC Board comprises of individuals with diverse experience and commercial acumen. They are all experts in their respective fields and connected through their passion and commitment to the tourism industry. Their skills and expertise collectively ensure the healthy operation and functioning of the SATC. We believe that leveraging our collective strengths and working together will help achieve the targets set out in the plan. We have new board members who have joined the Board in 2015-16. The SATC team and the Board is energised, driven and committed to delivering results.

I thank the Board for their commitment and look forward to working together in 2015-16.

**SEAN KEENIHAN**

Chair

South Australian Tourism Commission.

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# CHIEF EXECUTIVE'S REPORT

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I am very pleased to provide this year's annual report, which details the SATC's recent endeavors in helping to grow the State's visitor economy. Tourism is an economic development strategy, a critical pillar for South Australia, and the Government has recognised this potential and recently elevated its status as one of its ten economic priorities.

Tourism is spread deeply across the South Australian economy, covering all regions and consuming goods and services across cafes, restaurants, retail establishments, accommodation providers, transport services, bars, tour companies, the arts and events.

We as a Commission recognise our role in building a resilient tourism industry, one which supports 18,000 businesses and directly employs 32,000 South Australians, many of who are young people enjoying their first job and pursuing their career aspirations.

Currently contributing \$5.4-billion to our economy annually, we are steadfast in achieving the full potential of \$8-billion in tourism expenditure by 2020 – which would also generate a further 10,000 jobs in South Australia.

This year the Commission endeavored to realise this expenditure target by concentrating on the State's competitive strengths – food and wine, festivals and events, accessible nature and a vibrant Adelaide as the arrow head toward 11 accessible, and unique, regional experiences.

These were the attributes being promoted to South Australians, and effectively projected to domestic and international audiences from our traditional markets in the United Kingdom, Americas, Germany and New Zealand and emerging Asian markets of China and India.

Notably, 60 campaigns in international markets aimed at increasing awareness, and driving demand for South Australia as a holiday destination, helped to welcome a record number of international visitors, while our State prospered through an increase in international expenditure to \$735-million.

The Commission continued to engage with cruise lines to promote Adelaide and South Australia as a premium cruise destination in Australia. More cruise ships enjoyed our ports this year with passengers and crew dispersing into our city and regions.

We can't escape the impact that these challenging times have for our airline partners. While increased competition, compounded by other economic challenges and global aviation tragedies affected flight numbers, our State witnessed over 10,000 international seats – already above the Tourism Plan 2020 target, and serving our airport in its recent status as the fastest growing international airport in Australia.

Building on the strength of South Australia's reputation of world-renowned food and wine is crucial to the growth of the tourism industry as a whole. That is why the Commission continued to implement the 'Barossa 'Be Consumed' campaign and created a series of touring routes – a succinct way to highlight the best of our regions.

Yet, our city needed to be more visible – highlighted by the lure of vibrant, welcoming Adelaide, the 'Greater Adelaide' campaign continued to be presented to national audiences.

These campaigns also played a part in reminding South Australian's of what is on their door step, and what is truly special about their State. It also shaped, and ignited, a renewed image, driving growth in domestic airline weekly seats, overnight visits and importantly expenditure.

Events, both leisure and business, are mainstays of the State's Tourism Strategy. Positively, they continued to drive visitation, expenditure and hotel occupancy, while also helping to create a vibrancy and a sense of pride in our State.

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# CHIEF EXECUTIVE'S REPORT

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The Adelaide Convention Centre Bid Fund has already helped to secure 12 major conventions, welcoming more than 14,000 delegates to Adelaide and generating over \$55-million in economic benefit. But the net worth of these events far exceeded their commercial returns. They validated South Australia's business capabilities, facilitated stronger international links and showcased major redevelopments to the iconic Adelaide Oval, the Adelaide Casino and the creation of one of the world's largest and most significant health and medical clusters, the South Australian Health and Medical Research Institute (SAHMRI).

Major leisure events not only display our State as a unique destination, they attract visitors, spectators and event participants as well as create jobs, increase spend and lengthen the time visitors stay.

This year, ten events were secured through the Events Bidding Fund, injecting over \$51-million into the State's economy. These funds allowed us to present football royalty, in the Liverpool Football Club, and in future play host to other events, such as, the Australian Swimming Championships and the World Lifesaving Championships.

Events undoubtedly showcase our people and places on a global stage. We again opened our door to the heart of our city and regions, greeting world class athletes to the Santos Tour Down Under –contributing nearly \$48-million to our economy.

This year we proved our capabilities further in the international event arena. The ICC Cricket World Cup captured the attention of international audiences with the inspirational Adelaide Oval hosting one of the world's most viewed sporting events.

In closing, I would like to welcome the appointment of the new Chair of the SATC, Mr Sean Keenihan. I look forward to his leadership in continuing to pursue the implementation of the Tourism Plan 2020, and expertise on pivotal areas critical to realising our ambitions.

Likewise, I would like to acknowledge Jane Jeffreys for her exemplary leadership as Chair of the SATC over a numbers of years. Her vision and governance is validated by the respect the Commission has earned across both Government and industry.

The SATC looks forward to continuing to grow the visitor economy through working with industry, our regions, our partners in Study Adelaide, Primary Industries and Regions SA, the Department of Environment, Water and Natural Resources, and importantly, the broader community to achieve much more for our State.

Collectively, we are committed, and continue to be motivated, in delivering real economic benefits – promoting confidence and pride amongst South Australians, helping to deliver on the principle of a vibrant city and establishing our State as the destination of choice for international and domestic travelers.



**ROD HARREX**

Chief Executive

South Australian Tourism Commission

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# SATC BOARD

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The South Australian Tourism Commission (SATC) Board is the governing body of the South Australian Tourism Commission and was established under the South Australian Tourism Commission Act 1993.

## The Board has overall responsibility for:

- Planning the strategic direction and monitoring achievements of goals of the SATC
- Maintaining strong partnerships with the South Australian Tourism Industry
- Ensuring sound corporate governance

The Board meets regularly and comprises up to nine members subject to the control and direction by the Minister for Tourism via an annual Performance Agreement. The Board is required to report annually on the SATC's operations and its performance objectives in relation to the Performance Agreement.

## During 2014-15 the Board comprised:

- Jane Jeffreys  
Chair up to 14 May 2015 – still a director
- Ian Horne
- Lyn Tuit  
Expired 30 September 2014
- Kris Lloyd
- Jan Turbill
- Brian Hayes
- John Irving
- Andrew Bullock
- Mark Young
- Sean Keenihan  
Appointed 14 May 2015 to the Board and as Chair
- Rodney Harrex  
Chief Executive (Ex Officio)

The 2014-15 Performance Agreement between the Board of the South Australian Tourism Commission and the Minister for Tourism lists seven strategic priorities to work towards the 2020 industry potential base targets.

## PRIORITY 1: DRIVING DEMAND.

Influence Brand perceptions, awareness, consideration and intention of the interstate target market via marketing campaigns and public relations activities that build brand and encourage visitation through retail distribution partners and via traditional and digital mechanisms.

Tourism is a key driver of the South Australian economy and the SATC has invested to build on the strength of South Australia's reputation for our world-renowned food and wine, arts and festivals and vibrant Adelaide culture. The perception and awareness of South Australia's best assets is crucial to continue growing the tourism industry as a whole.

The SATC has undertaken international, domestic and intrastate marketing campaigns to highlight South Australia's best assets and experiences

In the domestic market, activities predominantly focussed on the Barossa and Adelaide. The "Barossa. Be Consumed" campaign positions the Barossa as a leading food and wine destination with Sydney, Melbourne and Brisbane targeted in 2014-15. The "Adelaide. Breathe." Campaign's primary objective is to create awareness of Adelaide as a tourism destination and increase positive perceptions of Adelaide, with food and wine and arts/festivals as a key strength and contributing to SA's Vibrant Adelaide initiative. This campaign targeted Sydney, Melbourne and Brisbane in 2014-15.

In the digital space, activity included the development of a Search Engine Marketing strategy which sees South Australian product being prominent in Google and online search results, thereby increasing the SA reach to consumers looking for a holiday. The SATC also continued the Through Local Eyes YouTube channel, with six new films being created. The YouTube channel sees South Australian filmmakers creating short films which promote the best of South Australia and the 32 films have attracted more than 1.7 million views.

Continue intrastate marketing and public relations activities to increase consideration and visitation by South Australians within South Australia's 11 regions, via traditional and digital mechanisms.

In the intrastate market, the Best Backyard campaign continued with all of the State's 11 regions now having their own TV commercial or short film showcasing the products and experiences of those regions. In 2014-15, three new TV commercials were produced for the Adelaide Hills, Limestone Coast and Kangaroo Island. All TV commercials aired on TV for two week bursts on TV and the Yorke Peninsula short film ran for three, two week bursts in cinema. Other activity included targeted cinema screenings, radio, outdoor and digital marketing activity.

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# SATC BOARD

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## Deliver brand, tactical marketing and public relations activities, in priority international markets and leverage this with partners using traditional and digital mechanisms.

The SATC maintains international representation in the UK, Germany, France, Italy, North America, New Zealand, Singapore, India and China. The overall objective of international marketing is to position South Australia as a compelling part of the Australian holiday and as a destination in its own right.

In 2014-15, the SATC worked with Tourism Australia to leverage international campaigns such as 'There is Nothing Like Australia' brand activities, where all states and territories are promoted under the Tourism Australia brand.

Other campaign highlights included:

- Conducting a digital campaign through the Wechat social media platform aimed at increasing the awareness of four of the touring routes in South Australia; Great Southern Drive, Epicurean Way, Seafood Frontier and Explorer's Way in the China market.
- Conducted a significant consumer campaign with House of Travel (a leading travel agent) with the theme of 'Something Different' in New Zealand. The campaign offered a range of special deals to consumers to encourage sales growth. Campaign elements included a TV ad, print insertions in popular newspapers and digital activity.
- Partnered with Trailfinders (a leading travel retailer) to promote a set of videos filmed with UK personality Kate Humble in South Australia. The videos were uploaded to YouTube and promoted through a campaign microsite and on social media channels. The campaign focused on promoting the State's nature and wildlife, and food and wine experiences; and

- Partnered with Expedia in a cooperative online campaign in the USA. The campaign targeted online consumers who have displayed search or booking behaviour for the Australian gateways through targeting software.

## Provide targeted, brand-aligned, user friendly content and images to help get shared messages out more strongly across our target markets and via multiple digital platforms including mobile, tablet and desktop.

In 2014-15, the SATC continued to develop branded content for distribution across our own, and third party, platforms.

Six new 'Through Local Eyes' films were created ('Dirty Apron', 'Kangaroo Island Hyperlapse', 'About Food', 'Chasing a Feeling', 'You Gotta Try...Fleurieu Peninsula' and 'Pleasure and Pain'). These were distributed through YouTube, social media and online. These new films have achieved 503,735 views during 2014-15, contributing to over 1.75 million views across all 31 Through Local Eyes films since the films were launched in 2013. Between December and February, Virgin Australia featured various Through Local Eyes films on their in-flight entertainment.

The SATC formed a new advertising partnership with youth site 'AWOL'; which saw 12 individual articles created promoting South Australia to a Sydney and Melbourne-based readership. 'Junkee' is another website we have partnered with for distribution of articles (also shared through social media platforms). The SATC also supported the production of 'Plonk', a satirical comedy which featured South Australian wineries, winemakers, restaurants and events. This launched on the new subscription TV network Stan, followed by a local timeslot on NWS 9, and will be distributed on YouTube in 2015.

The SATC's media gallery also continued to be updated with new images. New photoshoots included Flinders Ranges and Outback, and Adelaide (Central Market, landscapes, laneways and dining). The SATC also worked in partnership with events such as KI Festival, Barossa Vintage Festival, and the Crush Festival to obtain more photography from these events. There were 15,000 site visits to our media gallery in 2014-15 and over 5000 orders (up 24% from the previous year).

## PRIORITY 2: WORKING BETTER TOGETHER:

### Leverage third party brand equity to further distribute South Australia's key marketing messages to all visitors through a wide range of partners.

The SATC develops and executes co-operative campaigns with key domestic distribution partners such as retail agents, online retail agents, wholesalers and domestic airlines

In 2014-15, the SATC ran 22 campaigns with 15 cooperative partners promoting South Australia to consumers nationally. Major campaigns were undertaken with Flight Centre, Virgin Australia (including Virgin Australia Holidays) and the Wotif Group.

\$1.07 million of SATC spend generated \$2.49 million of campaign value from our partners, featuring South Australia. This value covers press, online, radio, digital advertising and targeted communications to their clients.

### Update the Destination Action Plans and actively partner with each region to deliver Tourism 2020 outcomes.

In 2014-15, the SATC continued to work with and market South Australia's 11 tourism regions.



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The SATC worked with regional tourism organisations (RTOs) to prepare and implement Destination Action Plans (DAPs). These action plans identify achievable priorities which will deliver tourism growth in each region. The first round of DAPs covered the period 2012 to 2015. The second three-year plans covering the period 2015 to 2017 were drafted in close consultation with RTOs in 2014-15.

The SATC hosted regular meetings with the chairs of the 11 RTOs and with the Regional Tourism Managers and will continue to do so, to ensure a coordinated approach to the development of tourism in SA's regions.

### **PRIORITY 3: SUPPORTING WHAT WE HAVE**

Work with partners on maintaining and increasing access to and within South Australia, including through joint marketing initiatives.

The SATC maintained strong working relationships with all the international and domestic airlines directly servicing Adelaide. This included partnering with airlines to undertake joint marketing activities to raise awareness of South Australia as a tourism destination which assists in ensuring the sustainability of the services.

In 2014-15, 32 cruise ship visits to South Australian ports took place, with a total capacity of up to 87 000 passengers and crew. This included 19 ship visits to the Port Adelaide Passenger Terminal, seven visits to Penneshaw (Kangaroo Island) and six visits to Port Lincoln.

The SATC also continued to pursue additional airline services to Adelaide in partnership with Adelaide Airport, via both existing carriers and international airlines which do not currently service Adelaide.

Work with Regional Tourism Organisations through the three-year funding agreement, as well industry and other key players to better connect our tourism industry.

In 2014-15, the SATC provided funding to each of the State's 11 Regional Tourism Organisations to contribute towards the employment of a local contact person responsible for providing a range of services. These include:

- Visitor guide content and PR/familiarisations support;
- Communicating to industry;
- Providing advice to regional operators and to the SATC; and
- Identifying and implementing projects of agreed strategic significance.

Additionally, with a focus on the International market, the SATC provided assistance to South Australian tourism operators with an international appeal to increase their capabilities. Assistance included the provision of advice, facilitation of industry partnerships and relationship development and engagement with tourism distribution channels.

### **PRIORITY 4: INCREASING THE RECOGNITION OF THE VALUE OF TOURISM**

Build on the current strong research program and make evidence based information available to increase the understanding of the value and relevance of tourism to our stakeholders.

In 2014-15, the SATC conducted strong evidence-based advocacy across the tourism industry and more broadly within government. Using the Tourism Satellite Accounts and projecting the creation of 10,000 jobs through achieving the \$8.0 billion tourism industry potential by 2020, the SATC demonstrated to stakeholders the important contribution the broader tourism industry can make to the South Australian economy.

In 2014-15, research resources were published to the SATC Corporate Website including the report series 'The Value of Regional Tourism' and the International Visitor Survey and National Visitor Survey results. The production of the 'Regional Satellite Accounts' which quantify the economic and jobs impact of tourism at a regional level were also predominantly produced in 2014-15 and are due for release in August 2015.

### **PRIORITY 5: USING EVENTS TO GROW VISITATION**

Manage, secure and sponsor events, in conjunction with partners, to build a balanced calendar of events contributing to Tourism 2020 outcomes.

The SATC continues to own and manage three major events with two held in the 2014/15 financial year, the Santos Tour Down Under and Credit Union Christmas Pageant as well as secured new events and sponsored a range of existing events and festivals such as WOMADelaide and the Australian International 3 Day Event to build a balanced calendar. These events deliver strong economic, promotional and community benefits for South Australia.

Focus sponsorships, including those targeted through the Events Bidding Fund, on core strength areas such as arts and culture, food and wine, sport and mass participation, with a particular focus on off-peak periods and utilising key infrastructure.

The SATC utilised the Events Bidding Fund to secure ten new major events. These included a Liverpool Football Club v Adelaide United match at the redeveloped Adelaide Oval which was held in July 2015, an off-peak period as well as three major swimming championships, including the 2016 Olympic qualifier and Australian Age Swimming Championships, a mass participation event, both of which are to be held at the South Australian Aquatic and Leisure Centre, a world-class facility completed in 2011. The SATC also provided sponsorship to a number of arts and cultural events, including the Adelaide Fringe Festival, Adelaide Festival of Arts, Adelaide Cabaret Festival, Feast and SALA. A range of food and wine events were supported through the Regional Events and Festivals Program.

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# SATC BOARD

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## Develop the capacity building program for major, regional and local/ community events and festivals across the State.

The SATC undertakes workshops with the aim of upskilling the local industry. In 2014-15, the SATC managed a successful Events and Festivals Industry Workshop held on 19 November 2014 in American River, Kangaroo Island. Thirty people registered to attend. Events South Australia continued its role as a leader of the industry by communicating current issues and trends through its newsletter Events South Australia News.

The SATC sponsors a range of events which align with the SATC's strategic objectives. Through these sponsorship agreements, the event organisers are provided with in-kind support through general advice, networking opportunities, as well as guidance in terms of marketing their event to new audiences.

In addition, the SATC works closely with the Regional Tourism Managers in each region to identify the needs in the region. The upskilling of key event organisers, as well as evaluating gaps and opportunities throughout the overall event calendar in the respective region are key issues that are usually high on the agenda. These areas are covered off in the new Destination Action Plans.

## Increase awareness and consideration of SA hero events, through collaborative marketing, public relations and partnerships to trigger visitation.

The SATC has worked to leverage and market our hero events in order to trigger additional visitation and help to raise the profile of South Australia as a destination. Marketing and PR activity has included social media campaigns promoting events, targeting high profile media to undertake familiarisations to reach a wider event specific audience and undertaking event specific advertising.

For example, for the 2015 ICC Cricket World Cup, the SATC produced three YouTube films targeted at the Indian market. These films amassed more than 141,000 views in the three months leading up to the India vs Pakistan game and coverage in India, highlighting the films. The films were also leveraged on the SATC's, Adelaide Oval's and Study Adelaide's facebook pages.

The Santos Tour Down Under uses partnerships to increase the awareness and consideration of the event. The Detours program is an example of a product that the Santos Tour Down Under has developed with Europcar which highlights and encourages visitors to the event to also experience the State's tourism products to drive further visitor expenditure.

## Ensure that jointly administered bid funds are used to win those business events that are identified as best utilising newly completed infrastructure and delivering the highest economic return for the tourism industry. This recognises that increased business events activity will boost expenditure by high value visitors.

The SATC continued to partner with the Adelaide Convention Centre and Adelaide Convention Bureau to support the business tourism sector by attracting more conventions to Adelaide. The Convention Bid Fund has helped secure thirteen major conventions due to be held between 2015 and 2020. These conventions combined will bring more than 15,000 delegates to Adelaide and generate \$61.2 million in economic benefit for the State. In May 2015, there were an additional fourteen active and proposed bids for events with a total of 16,900 delegates and an estimated economic value of more than \$89 million.

## PRIORITY 6: A SUPPORTIVE ENVIRONMENT FOR THE TOURISM INDUSTRY

### Deliver insights and drive advocacy across public and private enterprise to foster growth and investment.

The SATC plays an important role for the tourism industry by identifying where planning, policy and project objectives of other agencies and levels of government which can be utilised or improved for the benefit of tourism. In 2014-15, the SATC represented the tourism sector in a wide range of government policy initiatives, including the provision of ten year licences for shark cage dive operators, Naracoorte Caves master planning, creation of Mount Lofty Ranges as an international mountain bike destination and project development of the Kangaroo Island multi-day walk experience.

The SATC also continued to provide planning advice to investors and proponents to assist specific tourism developments throughout the State and provided assistance to South Australian tourism operators with an international appeal to increase their capabilities. Assistance included the provision of advice, facilitation of industry partnerships and relationship development and engagement with tourism distribution channels.

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## PRIORITY 7: ORGANISATIONAL EFFECTIVENESS

The SATC will assist with the implementation of the Government's proposed restructure of the SATC, namely abolishing the Board and bringing motor sport events under SATC management.

In collaboration with The Motor Sport Group (TMSG), the SATC undertook the planning and due diligence processes to identify and undertake the required actions to ensure a smooth transition process. The SATC team has been closely engaged with TMSG to gain a thorough understanding of the team's functions and specific activities.

Detailed project planning occurred for each area of integration, which details the specific activities to be undertaken and timeframes for completion of this activity. TMSG was transitioned in to the SATC on 1 July 2015.

Provide systems and support across all aspects of corporate services to maximise the effective and efficient use of SATC resources and ensure public accountability expectations are met.

The SATC has in place policies and procedures which establish essential controls necessary for good financial management, and the efficient use of the SATC's resources.

A review and update of these policies took place in 2014-15 to ensure they remain effective and in line with all requirements that the SATC adheres to.

In addition, the SATC undertakes an annual Financial Management Compliance Framework. This Framework assesses all relevant policies, procedures, systems, internal controls, risk management, statutory and other financial reporting. The 2014-15 Framework identified no items requiring attention.

Embed a strong planning and performance monitoring approach that links long term planning and outcomes to the daily work of each individual in the office, covers strategic risk as well as operational risks.

As part of its leadership role to the South Australian tourism industry, the SATC is responsible for the development and implementation of the South Australian Tourism Plan. The previous plan, the South Australian Tourism Plan 2009-2014, expired in 2014.

The South Australian Tourism Plan 2020, was developed and published in 2014. It is a whole-of-industry document, which identifies the key objectives for all tourism stakeholders to drive growth in tourism in South Australia.

The SATC Corporate Plan 2015-17 was also developed, flowing directly out of the Tourism Plan and relates to the specific activities of the SATC. Operational Planning was based on these plans which identified activities for all units within the SATC and included the consideration and treatment of risks associated with any activity.

In addition, the SATC has in place a Risk Management Policy which mandates all staff to undertake risk management in line with the International Standard (ISO31000:2009) to ensure risks are identified and treated.

Embed organisational values and drive continual improvement through review processes.

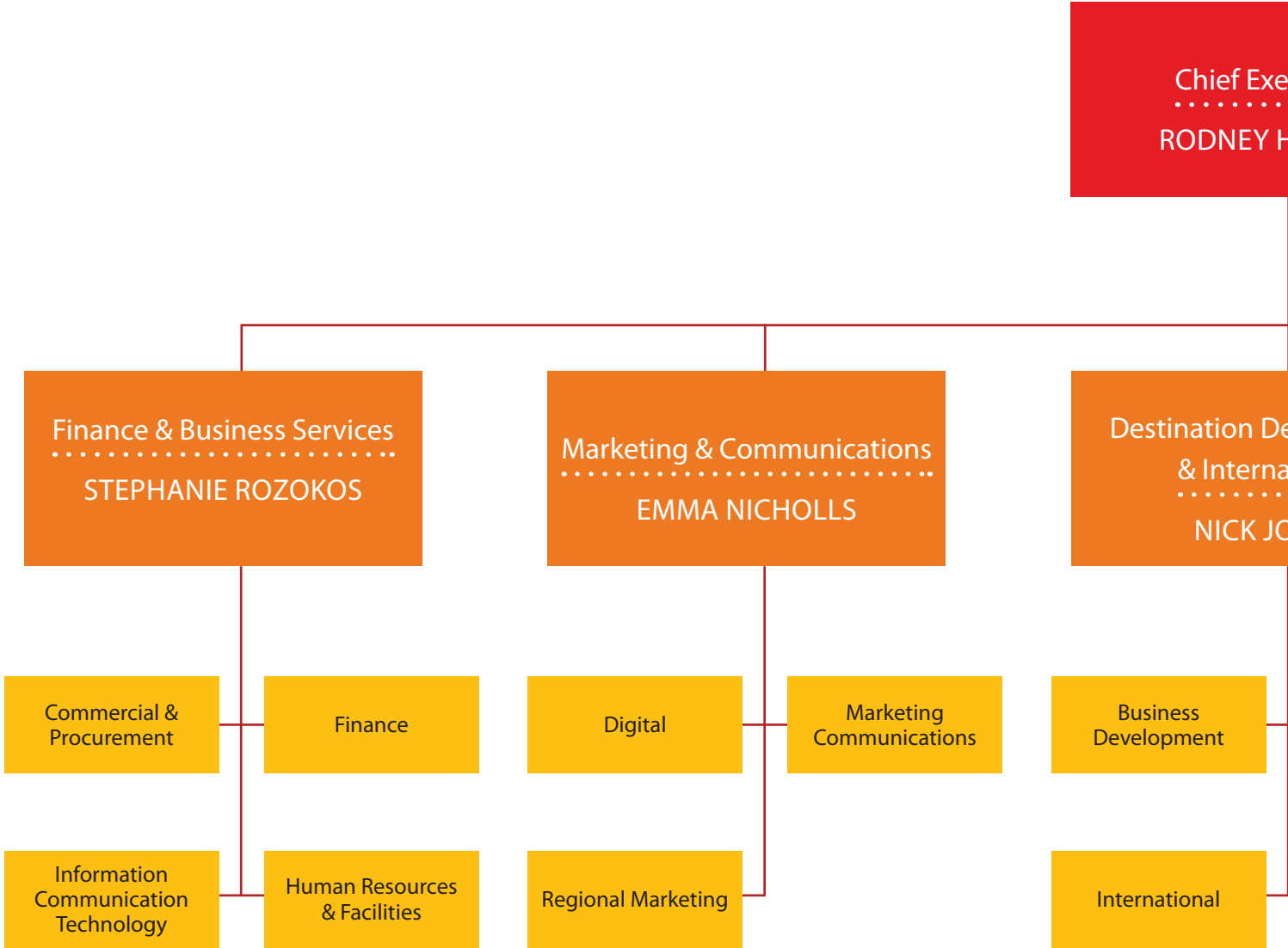
The SATC has embedded the organisational values into a series of both corporate and operational plans, providing a means of accountability and alignment of our actions (both as individuals and as an organisation). Functionally, the SATC is committed to continue to engage staff and develop SATC culture through regular interaction and implementation of initiatives through the SATC Culture and Values Group, including representation across all business groups.

The role of the Culture and Values Group is to drive and influence the culture of the organisation through staff engagement and understanding of our corporate values and how they are enacted throughout the business in order to foster greater collaboration and ultimately utilise the collective strengths of staff across the business.

Our values are to develop our staff and the state, act with integrity and respect, have courage to make bold decisions that align with our plans, enjoy our work and what we achieve, and support each other and the industry.

# ORGANISATION CHART

Effective – June 2015



Executive  
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HARREX

Development  
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Events South Australia  
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HITAF RASHEED

Corporate & Government  
Relations  
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JEHAD ALI

Access

Santos Tour  
Down Under

Credit Union  
Christmas Pageant

Publicity &  
Public Relations

Executive  
Services

Trade Events

Business  
Development

Tasting Australia

Strategy & Insights

Famils

Major & Regional  
Events & Festivals

Adelaide Fashion  
Festival

Policy

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# MARKETING & COMMUNICATIONS

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SATC marketing activity is designed to increase awareness and consideration for South Australia whilst building positive perceptions about SA as a tourism destination brand. This in turn will convert consumer consideration to actual visitation, thus contributing to the 2020 expenditure goal.

Marketing and Communications works across the SATC in the delivery of initiatives such as digital and visual content, partnership campaign activity, promotion of events, experiences and product. The group currently consists of three key areas: Marketing Communications, Digital Marketing and Regional Marketing.

The Marketing Communications team is responsible for the development and delivery of SATC interstate and intrastate marketing activity, including consumer and events management, partnerships marketing, brand and content management and marketing insights.

The Regional Marketing team is responsible for supporting regions, the production of visitor guides, visual assets and supporting the South Australian Visitor Information Centre network.

The Digital team manages digital and online marketing development and maintenance, including content management of all tourism and event websites, Search Engine Marketing activity and social media management.

## DIGITAL MARKETING

### Digital Development

The Digital Development team is responsible for the project management and implementation of the digital 'evolution' of SATC's online channels. This includes ensuring they are in-line with consumer needs and industry best practice.

### Online Management

The Online unit is responsible for the management of SATC's online and mobile assets, including southaustralia.com, m.southaustralia.com, events.

southaustralia.com, trade.southaustralia.com, tourdownunder.com.au, m.tourdownunder.com.au, cupageant.com.au, tasting-australia.com.au, tourism.sa.gov.au, Australian Tourism Data Warehouse (ATDW) and social media, as well as providing online marketing services and advice to other SATC units and to the tourism industry. The key focus for the team is delivering user-friendly relevant content using core capabilities in social media, analytics, search engine optimisation and web copywriting techniques.

## MARKETING COMMUNICATIONS

### Consumer Marketing

The SATC Consumer Marketing unit, in conjunction with creative agency partner KWP!, implements integrated campaigns through a variety of media booked through master media agency MEC (including television, cinema, print, magazine, digital/online and outdoor) to best reach our relevant target markets both interstate and intrastate. The team works closely with the Online and Destination Public Relations teams to amplify campaign messages across our social media platforms and through publicity.

### Events Marketing

Events Marketing is responsible for the marketing, advertising and promotion of all SATC's owned and managed events; Santos Tour Down Under, Tasting Australia and the Credit Union Christmas Pageant. This unit also supports SATC sponsored events and provides marketing advice and assistance to regional markets with their event plans. Advertising agencies Jam, WDM, and George Patterson Y&R were the creative

agency partners for the 2014/2015 owned events marketing campaigns.

Master media agency MEC is also pertinent to media requirements for particular campaigns. The objective of the Events Marketing team is to ensure that all event marketing fulfils not only the strategic objectives set for Events South Australia, but also the overall objectives of the State's Strategic Plan.

### Partnership Marketing

Partnership Marketing is responsible for SATC's partnerships with domestic airlines, wholesalers, retail travel agents, online travel agents and other tourism partners. The aim of the partnership team is to increase the amount of SA product contracted and sold by these partners, leverage and grow investment with partners, undertake cooperative marketing campaign activities and educate reservation staff on South Australia's key experiences; enabling them to be better sellers of South Australia.

The team plays a vital role in linking South Australian tourism operators to our industry partners, and identifying opportunities for tactical promotions, as well as identifying opportunities for packaging of South Australian events including the Santos Tour Down Under.

### Marketing Insights

Research is an integral part of marketing strategy development, and the tracking and monitoring of SATC marketing activity. Insights are gathered from various sources, including BDA tracker reporting, and where necessary, commissioned research.

The Insights unit works closely with SATC's Strategy team to ensure alignment and to leverage available data (NVS, TOMM, BDA). Interstate and intrastate marketing campaigns are tracked on a monthly basis via a BDA communications tracker, allowing for ongoing optimisation of marketing activity.

Management of SATC-supported sponsorships for key South Australian events (including Cabaret Festival, Adelaide Festival, Adelaide Fringe etc.) is also the responsibility of the Marketing Insights area. This ensures these events are effectively leveraged to build the South Australian tourism brand and grow awareness, particularly for the interstate market. The Marketing Insights unit is also responsible for managing SATC-supported programs SA Life, South Aussie with Cosi and PLONK to ensure optimal return on investment, and strategic alignment from these sponsorships.

## Brand Management

The brand team is responsible for managing the output of all SATC marketing collateral and materials including print, photography and video, as well as providing advice and approvals across all advertising campaigns on an intrastate and interstate level. Working with a panel of nine external creative service agencies, these companies provide design and artwork creation for SATC's creative requirements including brochures, events and marketing collateral, branding, signage, newspaper and magazine advertisements, reports and online advertising.

The team manages a panel of contracted photographers who undertake photo shoots creating visual assets in-line with SATC's marketing brand, which are uploaded to an online media gallery for access by the tourism industry, associated industries and the media. The Brand team manages SATC's content marketing initiatives, where the team works with independent filmmakers, writers and photographers to create video, articles and photo blogs for SATC to distribute online in the promotion of South Australia, which includes southaustralia.com, YouTube, social media and an email database of 100,000 domestic consumers.

## REGIONAL MARKETING

### Regional Marketing

This unit communicates with key tourism contacts, regional operators, and the Regional Tourism Offices (RTOs) in each region, to communicate with them SATC marketing activities and the opportunities for involvement in these activities. The regional marketing team assists operators and RTOs in relation to the marketing of their region and ensures regional marketing is in-line with regional brand positioning.

The Regional Marketing team produces key regional collateral (primarily the 12 regional visitor guides, and the Wine & Food Guide), also having input into development of campaigns for intrastate and interstate markets, regional events promotion, coordinating SATC presence at consumer events such as Caravan and Camping shows, the Royal Adelaide Show and the AFTA Sunday Mail Holiday Expo.

### Visitor Information Centre

The SATC closed the South Australian Visitor Information Centre on June 30, 2014, which was co-located with ServiceSA on North Terrace. From July 1, 2014, SATC has worked in collaboration with the Adelaide City Council to operate the Adelaide Visitor Information Centre located in James Place, off Rundle Mall. The new Centre is open seven days and is staffed by Adelaide City Council volunteers. The Centre provides free access for consumers to computers and free Wi-Fi for those visitors who wish to research their Adelaide and regional holidays using their own devices.

The SATC will support the Adelaide Visitor Information Centre via regional training for volunteers, advertising and listings in relevant guides and publications, as well as the provision of SATC regional visitor guides.

SATC assists and supports the Accredited Visitor Information Centre network of which there are 44 across the state. SATC has contracted SATIC to manage the auditing of the accreditation program.

## KEY ACHIEVEMENTS AND HIGHLIGHTS:

- The 'Barossa. Be Consumed.' campaign was the main focus of the SATC's interstate marketing activities, in-line with the State's Food and Wine strategy. The Barossa campaign included TV, cinema, an activation in Sydney and online activity. As at year ending June 2015 (compared to Year ending June 2014) an additional 318,000 interstate consumers have now considered the Barossa as a travel destination.
- The 'Adelaide. Breathe' campaign activity included cinema, online and press. The campaign was seen in Melbourne, Sydney and Brisbane.
- Phase Four of the intrastate 'Best Backyard' campaign showcased the unique products and experiences of the State's individual regions, to give South Australians compelling reasons to visit the regions. Region-specific TV commercials aired on TV and this was supported by outdoor and online activity. A radio campaign was executed to promote specific regional events and seasonal experiences from each of the regions, including pre-recorded and live reads, talent integrated competitions, online and social media. SATC partnered with Stayz to point consumers to stayz.com.au for great accommodation deals around the State.
- Over the 2014/15 financial year, the SATC's partnership marketing team has:
  - Trained, presented and facilitated 1,114 individual travel consultants and other key trade personnel about South Australian product, attractions and experiences.
  - Secured \$200,000 sponsorship for four premier South Australian events covering Santos Tour Down Under, Adelaide Fringe, Clipsal 500 and WOMAdelaide from Virgin Australia assisting to grow awareness and visitation from the interstate market.
  - Implemented 22 campaigns with 15 partners promoting South Australia including Flight Centre, Virgin Australia and wotif.com.

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# MARKETING & COMMUNICATIONS

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- Development and implementation of content and social media strategies for the Credit Union Christmas Pageant, Santos Tour Down Under events and southaustralia.com websites. In addition, the development of campaign sites for multiple international marketing campaigns.
- The creation of six new Through Local Eyes films. These include Dirty Apron, Kangaroo Island Hyperlapse, About Food, Chasing a Feeling, You Gotta Try Fleurieu and Pleasure and Pain. These six new films have amassed 503,735 views, contributing to a total of 1.75 million views across all 31 Through Local Eyes films.
- Consumer events the SATC coordinated a South Australian presence included; the Royal Adelaide Show, Made in SA Expo held in the newly opened Convention Centre, and the AFTA Sunday Mail Holiday Expo. Over 33,000 regional visitor guides were distributed to consumers at these events. The SATC also coordinated a South Australian stand at Caravan and Camping Shows in Melbourne, Adelaide, Sydney, Brisbane and Perth.
- Launched five Touring Routes at the Royal Adelaide Show in 2014 and developed a mobile responsive microsite promoting the touring routes; advertised in the 'Wanderer' magazine targeted at this drive market and produced marketing collateral including tear-off maps for each touring route to be distributed via the Visitor Information Centre network throughout the state. The roadtrips.southaustralia.com website, designed and developed by Jaba Multimedia Design, received an Honorable Mention in the Awwwards.com web and interactive category. The Awwwards.com jury recognise the talent and effort of the best web designers, developers and agencies in the world.
- Produced 13 regional visitor guides including the Adelaide guide and the South Australian Food & Wine Guide as well as supporting the production of the 10th edition of the Nullarbor Guide. Each guide has printed and online versions.
- Worked closely with the regions in partnership on Destination Action Plans (DAP) for their region. Each DAP identifies achievable priorities which will deliver tourism growth in each region. The first round of DAPs covered the period 2012/15. The DAPs were reviewed with the regions every six months during this time.
- SATC delivered 10 regional workshops with various units within SATC presenting to approximately 370 operators. An additional four workshops were held in June 2014, with around 60 attendees. Each workshop was tailored to the individual regions in collaboration with the Regional Manager, so each workshop involved different elements. These included topics presented, one on one meeting with operators, networking opportunities as well as family opportunities for SATC staff. Survey results post workshops saw operators rate these workshops for usefulness with 7.5 out of 10 (average) and 98% said they would attend another similar workshop.
- SATC images sourced via the Media Gallery have appeared in a range of publications, online, TV as well as marketing collateral for travel, trade and tourism operators, contributing to positive exposure of South Australia as a destination. Statistics for 2014/15 indicate a total of 5,159 orders were placed; this is an increase of 24% from 2013/14. The total number of items downloaded reached over 35,000 (this is a 19% increase from the previous year). There have been over 980 new registrations and over 2000 new items uploaded, ensuring SATC is continually providing updated, brand aligned and relevant photography to users to showcase South Australia.



# DESTINATION DEVELOPMENT & INTERNATIONAL MARKETING

The Destination Development and International Marketing group contributes to the SATC objectives by developing more appealing and accessible tourism experiences based on the State's inherent tourism strengths. It seeks investment in iconic tourism products that reinforce the South Australian brand. In addition International Marketing activities aim to position South Australia as both a compelling part of the Australian journey and destination in its own right.

The group also works to grow cruise visitation to South Australian ports as well supporting and increasing services from international and domestic airlines. In addition, via international marketing initiatives, it aims to position South Australia as both a compelling part of the Australian journey and an iconic destination in its own right.

## PRODUCT AND EXPERIENCE DEVELOPMENT

The Product and Experience Development unit works with South Australia's tourism industry, enhancing and building capabilities of tourism products to create desired sellable experiences across the State. This is achieved by actively working with existing products and experiences that have high international and domestic appeal and strategically aligning them with South Australia's key international target markets.

- Identifying desired experiences for our target markets and highlighting opportunities to existing tourism operators we believe have the capacity to expand their current operations.
- Providing resources, education and advice to enhance South Australia's existing tourism experiences to increase their capability and saleability in both the domestic and international tourism markets.
- Ensuring key industry partners and targeted investors are aware of South Australia's tourism opportunities by introducing them to the State through familiarisations.

## CRUISE DEVELOPMENT

The cruise development unit works closely with industry stakeholders, tourism operators and cruise lines to attract more cruise ships to South Australian ports and anchorage.

- Presenting South Australia's product and service offerings to cruise lines including sales calls, undertaking famils of South Australia's regions with key decision makers and attendance at key international trade events.
- Encouraging state and private investment into critical cruise ship infrastructure to cater for business growth potential.
- Managing the 'Meet and Greet' programs offered at all ports and anchorages in partnership with key state and regional stakeholders.
- Working with South Australia's tourism industry to create desirable experiences for cruise passengers.
- Ensure key South Australian cruise industry partners are working together collaboratively to create a desirable destination (Flinders Ports, State and Local Government and regional communities).

## AVIATION DEVELOPMENT

The Aviation Development unit develops and supports international, domestic and regional air access to South Australia. The unit worked with key stakeholders who have a mutual interest in direct air services to Adelaide, such as airports, travel wholesalers, Tourism Australia and other government agencies to increase international airline services and to support existing airlines to grow demand.

The unit worked to maintain relationships with airline partners, established cooperative marketing initiatives with international airlines and worked with regional airlines to improve connectivity for South Australia's regional tourism destinations.

## INTERNATIONAL MARKETING

The SATC maintains international representations in the UK, Germany, France, Italy, North America, New Zealand, Singapore, India and China. The overall objective of international marketing is to position South Australia as a compelling part of the Australian holiday experience as well as a destination in its own right.

Each SATC international representative develops an annual plan which consists of cooperative marketing campaigns, public relations activities, training of agents, familiarisations to South Australia for travel, trade, key media and online promotions of southaustralia.com.

# DESTINATION DEVELOPMENT & INTERNATIONAL MARKETING

## REGIONAL PARTNERSHIPS

The Regional Partnerships unit works closely with RTOs and other key stakeholders including local councils and the State's network of Regional Development Australia boards. The aim is to strengthen the alignment between these stakeholders and the SATC in developing tourism in the regions. During 2014/15 the regional Destination Action Plans continued as the focus of that engagement. These plans identify priorities and assign responsibilities and ownership through this partnership. Meetings were held in all regions to review progress in implementing the plans.

## TRADE EVENTS

The Trade Events and Projects team are responsible for professionally and creatively representing South Australia at key trade shows, managing SATC initiated trade events and roadshows and the production of two major publications.

## KEY ACHIEVEMENTS AND HIGHLIGHTS

- Supporting the development of premium tourism experiences across the state including food and wine tour packages in McLaren Vale and the Barossa, enhancement of product offerings at the Adelaide Oval and West End Brewery, Big Duck Boat Tours on the Fleurieu Peninsula, Gawler Ranges Wilderness Safaris, Fowlers Bay Eco Tours and Goin' Off Safaris on the Eyre Peninsula and the development of air touring packages from Melbourne to regional South Australia.
- Providing education and support for the tourism industry and building the capabilities of our tourism operators through the development of an industry tool kit and international market profiles focussed on enhancing the saleability of our experiences, hosting educational trade distribution workshops in regional South Australia and

facilitating relationships with key industry bodies including ATEC and SATIC.

- Continue to build partnerships and opportunities for South Australia's tourism operators with Tourism Australia's 'Best of Programs'; including the Ultimate Wineries Experience, Indigenous tourism, Great Walks and Best of Golfing experiences.
- There were 32 cruise ship arrivals to South Australia in the 2014/15 season, 19 cruise ship visits at the Port Adelaide Passenger Terminal, seven on Kangaroo Island and six at Port Lincoln. Increase of five cruise ship visits to South Australian ports from 2013/14 to the 2014/15 cruise ship seasons.
- P&O Cruises Australia undertook their first season of dedicated South Australian itineraries, with the Pacific Jewel and Pacific Pearl, out of Melbourne, Sydney and Adelaide visiting South Australian regional ports. There were six itineraries between February and March 2015 with a total of 11 port visits to Adelaide, Port Lincoln and Kangaroo Island.
- Investment in infrastructure at the Port Adelaide Passenger Terminal of new seating for embarking and disembarking passengers inside the terminal, improved Wi-Fi functionality and a new dedicated on-site drop off pick up area for passengers and vehicles including undercover shelter waiting area. An independent review of infrastructure and service requirements for the future of the Port Adelaide Passenger Terminal in Outer Harbor was also conducted.
- Attended World Routes aviation forum to meet with existing and new airline network planners. After a year of challenges in the international aviation sector, South Australia consolidated its position relative to national trends. Domestic seat supply increased from 82,640 seats per week in 2014 to 84,940 seats per week in 2015. This includes a new regional service to Whyalla on QantasLink.
- The UK – The SATC worked with UK personality Kate Humble on a campaign featuring extensive South Australian content on The Telegraph website. Leading tour operator Trailfinders were the trade partner in the promotion.
- Germany – The SATC printed and distributed 145,000 eight-page South Australian supplements with two leading travel magazines during May 2015 which was supported by billboard advertising. Cathay Pacific was the airline partner and Dertour (a leading German tour operator) was the campaign partner. The SATC also partnered with Swiss tour operator Knecht Reisen on consumer show and print media activity in late 2014. Knecht Reisen booked over 1,000 people to South Australia during the campaign period.
- France – The SATC partnered with Cathay Pacific, Tourism Australia and Tourism Tropical North Queensland on a digital campaign. The bookings exceeded Cathay Pacific's targets and provided wide exposure for South Australia in the French market. In Italy, the SATC partnered with Singapore Airlines and Tourism Australia to produce a 24-page supplement which was distributed with Dove travel magazine in Italy.
- Pan Continental Europe – The SATC partnered with the Opodo network (a large online travel agent) on a European campaign. The activity enabled South Australia to feature on a variety of travel websites (Opodo, eDreams, GoVoyages) in France, Italy and Germany.

- New Zealand – A number of marketing initiatives were undertaken in New Zealand during the 2014/15 financial year including the development of a new New Zealand website to use as a call to action on campaign activity and act as a ‘one stop shop’ for planning a South Australian holiday. In May 2015, the SATC conducted a successful Roadshow across nine venues on the North Island, where nine South Australian operators showcased their products to over 500 consumers and 70 travel agents.
- The US – The majority of the marketing campaigns undertaken in the United States during 2014/15 were digital. This is a different market to New Zealand with a greater emphasis on working closely with the Travel Trade. The SATC worked with a range of traditional and online travel agents and wholesalers including Expedia, Sojern, Down Under Answers, Swain Destinations and Stella/Qantas to increase awareness of South Australia and sell tailored holiday packages. In April 2015 the SATC teamed up with McLaren Vale and the Barossa to showcase South Australia’s premium food and wine and the newly developed Epicurean Way touring route at the Vancouver Wine Show.
- Hong Kong – Conducted a consumer campaign and social media competition with Ocean Park and Singapore Airlines to leverage the arrival of the first South Australian koalas in Hong Kong and drive awareness of South Australia as a tourism destination. The SATC also collaborated with Tourism Australia to conduct a promotion on a web portal including mini-movies with food personalities. And in China, the team conducted the largest tactical campaign to date with Tourism Australia with four travel agents in addition to significant digital campaigns with key airline partners to stimulate independent travel to South Australia.
- The SATC convened regular meetings with regional chairs and with the managers of regional tourism organisations. The unit managed service agreements with regional tourism organisations for the Local Contact Person role. Under these agreements regional organisations provide a point of contact for the SATC in their region. A particular focus of the agreement was the strengthening of communication to regional tourism operators via newsletters and bulletins published by the regional tourism organisations. RTOs also contributed to the development of the State’s touring routes initiative.
- Corroboree Europe – hosting nearly 300 Australian Specialist retail travel agents from Europe for a three day workshop in Adelaide as well as having 56 agents explore our regions on six different famils. Excellent feedback received from buyer and seller participants.
- Australian Tourism Exchange was successfully represented by South Australia and coordinated the participation of 28 operators at ATE in Melbourne, including the annual South Australian Dinner with 170 attendees experiencing a Tasting Australia themed dinner. The feedback received was that it was one of the best dinners we have ever held.
- South Australia – Uncorked! was held in Sydney, offering a record number of 78 buyers the opportunity to meet with 32 South Australia operators to learn more about SA product. The team also attended the DiscoverSA 2015 workshop held in March in McLaren Vale and exceeded our anticipated target with 60 buyer participants attending.
- The team provided a successful International motivational consumer brochure and SA Holiday Planner 2015-17 provided a successful update and delivery of both publications including new images and more touring route information.

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# EVENTS SOUTH AUSTRALIA

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Events South Australia is the major events arm of the South Australian Government and a division of the SATC. It exists to attract visitors to the State and promote South Australia as a tourism destination through securing, managing, developing and supporting leisure events and festivals and providing leadership to the events and festivals industry.

The priority actions for Events South Australia, in line with the Tourism 2020 Priority Action Areas, and particularly the action area of *Using Events to Grow Visitation* are:

- Manage, secure and sponsor events, in conjunction with partners, to build a balanced calendar of events
- Focus sponsorship on core strength areas such as arts and culture, food and wine, sport and mass participation, with a particular focus on off-peak periods and utilising key infrastructure
- Develop the capacity building program for major, regional and local/community events and festivals across the state
- Increase awareness and consideration of SA hero events through collaborative marketing and partnerships to trigger visitation

In addition to this, Events South Australia works to contribute to the Government's economic priorities, particularly *Premium Food and Wine Produced in Our Clean Environment and Exported to the World and Adelaide, the Heart of a Vibrant City*.

Events South Australia manages four events: The Santos Tour Down Under, the Credit Union Christmas Pageant, Tasting Australia (currently a biennial event that will become annual from 2016) and the Adelaide Fashion Festival (an announcement was made in February 2015 that Events South Australia would manage the event from 2015 onwards). In 2014-15 two of these events were held – the Credit Union Christmas Pageant and Santos Tour Down Under. Furthermore, Events South Australia supported 39 events ranging from large scale events such as WOMADelaide and

AFL Masters to smaller events across South Australia as part of the Regional Events and Festivals Program.

Events South Australia comprises two business units:

## EVENT MANAGEMENT

This unit manages events owned by the SATC as well as providing support to sponsored events and the industry.

### Credit Union Christmas Pageant

8 November 2014

The Credit Union Christmas Pageant, in its 82nd year is a truly South Australian community event. In 2014, 170 moving theatrical sets kept the 345,000 people lining the streets entertained through colour, movement, dancing, singing and wonderful designs as they welcomed Father Christmas and heralded the start of the Christmas season.

Partnerships are integral to the success of the Credit Union Christmas Pageant and the most significant of these is that of the naming right sponsor of 19 years, the Credit Union Pageant Company which includes the People's Choice Credit Union, Beyond Bank, Credit Union SA and Police Credit Union.

The 2014 Credit Union Christmas Pageant was broadcast on the Nine Network. It secured the number one ratings position in Adelaide on pageant day, peaking at 146,221 viewers and totalling 215,000 for the live broadcast and replay. For the first time in 2014, the TV broadcast program was streamed on the internet via the Nine Network's 9jumpin, enabling viewers from around Australia the ability to watch the event online at any time.

Five months of media activity was created in the lead-up to the 2014 event, with a total audience reach of approximately 35.1 million providing a total PR value of \$18.2 million. This figure has more than tripled the PR value in 2011, illustrating the increasing interest and fascination with this world-class event.

A new Credit Union Christmas Pageant event website was created in 2014 delivering 12% growth. The Pageant Facebook community reached 14,098 and has had significant growth in the last four years growing from 457 fans in 2010.

### Santos Tour Down Under

17-25 January, 2015

The Santos Tour Down Under is the first cycling race on the UCI WorldTour calendar. The 2015 event marked the 18th edition of the Santos Tour Down Under, and one of the most successful tours to date. The overall attendance at the event was 786,022, up from 762,666 in 2014. The event attracted 37,370 interstate and overseas visitors, an increase of 26,807 from the 2014 event. This equated to an economic impact of \$47.9 million which was also an increase on the 2014 event where the economic impact was \$45.9 million.

In addition to the increase in visitation and dollars into the South Australian economy, we also had great growth in the promotional value of the event. The editorial media coverage for the Santos Tour Down Under increased PR value of \$167 million in 2014 to \$194 million and the national and international television broadcast hours increased by 50 percent to 527 hours programming highlighting South Australia's tourism assets to

viewers in key national and international markets. This included a live 2.5 hour program daily on Nine Network's GEM (with Stage 1 on Channel Nine) and one hour of highlights on Channel Nine each night.

Australia's only Tour de France winner, Cadel Evans, proved a great drawcard as he competed in his very last UCI WorldTour race at the 2015 Santos Tour Down Under. South Australia and our visitors gave him a wonderful send-off. South Australian rider Rohan Dennis, from team BMC, won the overall event. This was the first time a South Australian has won the Santos Tour Down Under since Patrick Jonker in 2004.

Three time Tour de France winner Greg LeMond was honoured at the Legend's Night Dinner, the gala dinner of the Santos Tour Down Under, a place to celebrate and mingle with the legends of world cycling.

The inaugural Santos Women's Tour took place in conjunction with the 2015 Santos Tour Down Under and formed part of Cycling Australia's Subaru National Road Series. 95 entrants competed, including riders from 11 countries, making it one of the strongest women's races ever held in Australia. Italy's Valentina Scandalora, riding for Australian team ORICA-AIS, was crowned the winner in front of more than 4,000 supporters at Victoria Park.

A number of new events and activities were added to the event in addition to the existing street parties and Adelaide City Tour Village and Bike Expo. These included the Subaru Tour Tracker, a mobile and tablet app which allowed users to track the race and view the live broadcast. This proved extremely popular with almost 21,000 downloads. Family Day was introduced to Stage 6 with activities on offer such as a mini BMX track and healthy make-your-own breakfasts to complement the existing Bupa Mini Tour for Kids. The *Ladies Day on Tour* hosted by Liza Emanuele, a leading Adelaide fashion designer and the designer of the Santos Tour Down Under tour host outfits, was held during Stage 3. Guests were able to experience a race start and lunch along the race route at Stirling. *Ladies Day on Tour* sold out within two days of going on sale.

In addition to this, the Santos Tour Down Under announced cycling legends German Jens Voigt (a recently retired professional cycling with a huge public following) and Australian Anna Meares (an Olympic, World Champion and Commonwealth Gold Medallist in track cycling) would be ambassadors for the event. Their roles include pre-promotion of the 2016 Santos Tour Down Under and its activities, as well as attendance at key functions throughout the year and at the event.

### Tasting Australia

Tasting Australia is South Australia's premier food and wine festival and one of the pre-eminent food and wine festivals in Australia. The event is currently held biennially, with the most recent event being held from 27 April to 4 May 2014. From 2016, Tasting Australia will become an annual event with the 2016 event to be held from 1-8 May. An annual event will better promote the Premier's economic priority of premium food and wine produced in our clean environment and exported to the world. Annualisation will also provide better opportunities to secure sponsorship and create momentum with consumers and media.

Strategic and program planning as well as producing a brand framework for the event have been the priorities in 2014-15. The aim of Tasting Australia is to be 'the must attend' culinary festival in Australia and the creative campaign will focus on the idea that you will heighten your eating and drinking experience at Tasting Australia.

Key programming elements from the 2014 event will be included in 2016, along with a series of new program offerings and consumer experiences. Town Square will return as the Tasting Australia hub and will be open for the eight days of the festival. Conferencing and industry focussed events will be added to the Town Square program to ensure consistent visitation over the eight days.

### Adelaide Fashion Festival

In February 2015, the State Government announced that the South Australian Tourism Commission would take ownership of the Adelaide Fashion Festival which was established in 2008 by the City of Norwood, Payneham and St Peters Council. Since its inception the focus of the event has been on profiling upcoming South Australian designers, promoting the council district and driving a retail spike.

The Adelaide Fashion Festival will be held from 22-25 October which is a shorter event than previously held, with the impetus on having a compact, high impact international standard event.

The key goals for the event include promoting South Australia to a target audience which includes Asia, particularly Shandong in China; driving further growth in South Australia's local fashion and creative industries, from retail to design (and associated industries); adding another significant event to South Australia's event calendar which contributes to the State brand and is consistent with the vibrant city agenda.

### BUSINESS DEVELOPMENT

The Business Development unit of Events South Australia has a focus on maximising the tourism, economic and social outcomes of events through securing, developing and sponsoring leisure events and festivals.

The State Government has committed to an Events Bid Fund totalling \$6 million over four years, starting in 2014-15. The Events Bid Fund allows South Australia to strategically attract events which complement the State's ongoing annual events and deliver significant tourism and economic outcomes for the State.

To date ten events have been secured through the Events Bid Fund including the Liverpool Football Club v Adelaide United Match, Rescue 2018 World Lifesaving Championships and the 2016 Australian Swimming Championships (which will be the selection trials for the 2016 Olympic Games in Rio). These ten events are forecast to inject \$51.4 million into the State's economy.

### Sponsored Events

Events South Australia provides support for growth to a range of events through sponsorship, public relations and activities.

In 2014-15, Events South Australia supported 12 major events:

South Australian Living Artists (SALA) Festival, AFL Masters National Carnival, The Suit, Australian Duathlon Championships, 2014 Australian Short Course Swimming Championships, Australian International 3 Day Event, Feast Festival, Australian All School Championships, World Tennis Challenge, ICC Cricket World Cup, Australian Baseball League Championship Series and WOMADelaide.

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# EVENTS SOUTH AUSTRALIA

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Examples of sponsored events success include:

## AFL Masters

The AFL Masters national carnival is an opportunity for footballers over 35 years of age to represent their State in its 34th year, the National Carnival was held in Adelaide and played at the Westminster School in Marion in October 2014. Forty teams attended the 2014 event, with 819 players, well above the average of 600-700 players the competition usually receives. 84 per cent of attendees were visitors to the State. It is estimated that the total expenditure by carnival participants, supporters and families was just over \$3.7m.

## ICC Cricket World Cup

Events South Australia managed South Australia's involvement in the 2015 ICC Cricket World Cup, coordinating the various working committees to deliver and maximise the impact of this significant event. South Australia hosted six 2015 ICC Cricket World Cup matches, including a pool match involving India vs Pakistan which was a sell out with more than 45 per cent attendees travelling from interstate and 10 per cent from overseas. The match was viewed by a vast international audience, not only in India and Pakistan, but also in the United Kingdom, USA and around the world. The Economic Impacts and Benefits Analysis Report of the 2015 ICC Cricket World Cup showed that the matches played in Adelaide generated about \$80 million to the State's economy, attracted 73,289 visitors and accumulated 255,000 bed nights. Of these visitors, nearly 34,000 were international tourists staying an average of 3.9 bed nights and generating approximately \$50 million in expenditure.

Leveraging of this event opportunity was maximised by a partnership with the Department of State Development and Austrade to host the India- South Australia Business Forum where business representatives explored trade and investment opportunities across a three-day program of activities.

In addition to this, the Dream Team 15 Program was established which offered the opportunity of a lifetime to 15 young males from across India to visit Adelaide in February 2015 for extensive cricket training, coaching and competition against local schools, plus the chance to promote and attend the ICC Cricket World Cup match between India and Pakistan.

## WOMADelaide

Held from 6 to 9 March 2015, the 23rd WOMADelaide was held in Botanic Park and included headline artists Sinead O'Connor (Ireland) and Abdullah Ibrahim (South Africa). This world music festival attracted attendances of more than 90,000 and contributed \$11.8 million to the State's economy. For the first time, the event introduced The Street ADL in The Park – Taste the World Restaurant with founder and creator Jock Zonfrillo (Orana Restaurant) preparing the best of the world's street food and inspired recipes within a festive sit down atmosphere.

## Regional Events and Festival

In 2014-15 Events South Australia supported 26 regional events. These were as follows: Bay to Birdwood Run, Ceduna Oysterfest, Coonawarra Cabernet Celebrations, Adelaide Fashion Festival, Renmark Rose Festival, Barossa Duathlon, Flinders Ranges Outback Epic, Murray Man, Gorgeous Festival, Bay Sheffield, Sounds by the River, Tunarama Festival, Crush, SA Wooden Boat Festival, Kangaroo Island Cup Carnival, Coober Pedy Centenary Celebrations, Barossa Vintage Festival, Fleurieu Peninsula Golf Championships, Kangaroo Island FEASTival, FloatFest, Kernewek Lowender, Clare Valley Gourmet Weekend, Melrose Fat Tyre Festival, Winter Reds Weekend and South Australian Living Artists Festival. A feasibility study for the Clare Valley Cruise was also supported.

## Industry Development

In 2014-15 Events South Australia managed a successful Events and Festivals Industry Workshop held on 19 November 2014 in American River, Kangaroo Island. Thirty people registered to attend. The day was a success with participants learning how to develop an event concept, and the processes to consider before implementing the event plans. Funding for events was also a topic that many showed interest in. The Events South Australia also enjoyed working closely with a range of other events to help them grow and develop throughout the year.

In 2014-15 Events South Australia began communicating current issues and trends through its newsletter Events South Australia News.

## Thank you

Events South Australia thanks all sponsors, supporters and organisations which partnered with it either to deliver its managed events or to bring a range of exciting events to South Australia.

# CORPORATE & GOVERNMENT RELATIONS

Corporate & Government Relations is responsible for maintaining relationships and communications with the SATC's key stakeholders including Government, industry, regional bodies, media, operators and consumers.

Through these relationships, the group strives to raise the profile of the industry and ensure decision makers understand the value of the industry and an economic driver and as a creator of jobs for the State.

The group is made up of five teams that drive the work to facilitate and grow those key relationships for the organisation to develop better networks and lines of communication throughout the State.

## PUBLICITY AND PUBLIC RELATIONS

The Publicity and Public Relations team works with key influencers and stakeholders both domestically and internationally, to drive demand for South Australia as a holiday destination among consumers. The unit is responsible for all internal and external communications for the organisation and works with media, influencers, industry and government to enhance the reputation of the organisation and the tourism industry in South Australia and increase visibility of South Australian regions and tourism offerings.

The destination PR team generates positive media exposure for South Australia highlighting our tourism regions, key operators and experiences. The team works closely with domestic and international marketing to amplify tourism messages for South Australia. The team engages with travel, lifestyle, general print, broadcast, electronic and online media to create inspirational editorial content to trigger the aspiration to visit South Australia.

The team generated an estimated ASR value of \$85 million in domestic and international coverage (including family coverage) for South Australia in 2014/15.

The Corporate PR team manages highly regarded communication channels for media, industry and other key stakeholders, ensuring they are well informed of all news impacting the industry. The team also provides briefings and speeches to Government ministers and agencies on tourism matters.

The PR team is also responsible for media and communications activities related to all major events owned and managed by the SATC, including the Santos Tour Down Under, the Credit Union Christmas Pageant, Tasting Australia (including the blogger event, Words to Go) and The Cricket World Cup 2015. In addition, the team supports other key sponsored events including World Tennis Challenge, WOMAD and a range of regional events and festivals.

## FAMILIARISATIONS

The Familiarisations (or Famils) team plays an important role in generating favourable publicity for South Australia through the organisation of media famils. These media famils generate tens of millions of dollars' worth of publicity in the markets where the articles and experiences appear.

This valuable return comes from a relatively small investment. The purpose of SATC's trade famils is to enhance the product knowledge and motivation of the retail trade in selling South Australian tourism product and to demonstrate to wholesalers and inbound operators that South Australia has a broad range of saleable product.

## STRATEGY AND INSIGHTS

The Strategy and Insights team has a responsibility across the SATC to provide evidence-based recommendations to operational units that will drive strategies to deliver the \$8.0 billion tourism potential. The team is also responsible for managing the research function of the SATC, including tracking the State's tourism performance using existing national research programs and data and also commissioning bespoke market research.

In the last year, the team has led the implementation of the new South Australian Tourism Plan 2020 through the launch of the SATC Corporate Plan FY15-17 and the development of the SATC Operational Plan 2015-16. Working directly with the Department of Premier and Cabinet (DPC), the Strategy and Insights team conducted the analysis underpinning tourism's recognition as the Premier's Economic Priority 5: "a growing destination of choice for international and domestic travellers", which was an instrumental step in securing increased funding for the South Australian tourism industry.

## POLICY

The Policy team contributes to the success of the SATC by identifying where planning, policy and project objectives of other agencies and levels of government can be utilised or improved for the benefit of tourism.

# CORPORATE & GOVERNMENT RELATIONS

The team has worked with other agencies to undertake specific projects, such as the development of a world standard multi-day walk on Kangaroo Island and Naracoorte Caves master planning (with the Department of Environment, Water and Natural Resources), formalising South Australia as a Great Wine Capital (with Primary Industries and Regions SA), leveraging families of students studying in Adelaide (with StudyAdelaide) and improving service excellence in the taxi industry (with the Department of Planning, Transport and Infrastructure).

It also continued to participate in projects under the National Long Term Tourism Strategy (Tourism 2020), including advancing and reporting on investment and regulatory reform needed to make the tourism sector more competitive and collaborating on investment attraction activities with the Federal Government. The unit has also provided input to the preparation by the Federal Government of the Tourism 2020 Strategic Plan (2015–2020). This includes contributing and supporting the Tourism Ministers' Meeting and the Australian Standing Committee on Tourism.

The Policy team is the key SATC contact point for the South Australian Tourism Industry Council and oversaw the negotiation of two year funding agreements between the two organisations for provision of the South Australian Tourism Awards and Visitor Information Centre accreditation.

The unit provides advice across the three tiers of Government and prepares SATC submissions and responses in response to consultation requests. For 2014/15, the Policy team represents the SATC on the Nature Based Tourism Reference Group, Marine Park Steering Committee, the Coast Protection Board, the Naracoorte Caves Interagency Reference Group, the Mount Lofty Ranges Mountain Bike Tourism Reference Group, the Reservoir Recreational Fishing Taskforce, the Giant Cuttlefish Working Group, the State Cycling Strategy Reference Group, plus the Investment Attraction Partnership Group with Austrade as part of the Federal Tourism 2020 Strategy.

Consistent with the focus of the Destination Development Unit, the Unit continues to play a significant role in providing planning advice to assist specific tourism developments throughout the State.

## EXECUTIVE SERVICES

The Executive Services team provides support to the Board of the SATC through the preparation and compilation of Board papers, taking minutes at Board meetings, preparing papers for discussion and determination and organising of regional visits.

The team supports the Chief Executive of the SATC by preparing correspondence and communications, undertaking research and projects and facilitating liaison between the Chief Executive and industry, other government agencies and the Minister for Tourism.

The preparation of briefing notes, parliamentary material and Cabinet documents for the Minister for Tourism and Premier is also an important function of the team. The unit is also responsible for completing Freedom of Information applications.

## KEY ACHIEVEMENTS AND HIGHLIGHTS

- Placement and promotion of Adelaide on the New York Times 'Top Places to Go' in 2015.
- Successfully delivered a strong media campaign in India for the 2015 ICC Cricket World Cup resulting in over 13,568, print and online news items, with an estimated ASR value of \$48,601,322 million and potential reach of 2,560,764,180 billion.
- Conceptualisation, development and delivery of three YouTube Films targeted at the Indian market for the ICC Cricket World Cup, with ex Indian Cricketer and now commentator, Ajay Jadeja. The films amassed over 141,000 views on YouTube.

- Management of the DreamTeam 15 Young Cricketer Initiative, resulting in more than 178 print and electronic media articles across India and Australia resulting in an estimated dollar value of more than AUD\$1.8 million .
- Content development for the ICC Cricket microsite aimed at visitors when in Adelaide for the Cricket matches.
- Hosted 'The Today Show' national broadcast 'We love Australia' in the Barossa with additional segments on regions including Adelaide, the Adelaide Hills, McLaren Vale and Coober Pedy.
- Delivered a Restaurant Australia PR campaign with Tourism Australia, in domestic and international markets with local, national and international media, showcasing premium South Australian food and wine, restaurants and local food entities.
- 1,337 participants took part in the familiarisation program (471 media and 866 travel trade). There were 204 individual visits and 974 coordinated itinerary days.
- An estimated ASR value of \$45.3 million of publicity coverage recorded as a direct result of Domestic and International media famil visits.
- Recognition of tourism as a key economic and employment driver for South Australia, through inclusion in the Premier's Economic Priorities and securing of increased funding.
- Development of Regional Tourism Satellite Accounts, quantifying the impact of tourism in South Australian regions.
- Events impact modelling using Adelaide hotels data, identifying strong tourism gains due to the Adelaide Oval redevelopment and the 2015 March leisure events season.



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- Represented the tourism sector in a wide range of government policy initiatives, including provision of 10 year licences for shark cage dive operators, the review of South Australia's planning system and creation of Mount Lofty Ranges as an international mountain bike destination.
  - Negotiated with Austrade to secure \$4 million in matched Federal investment over four years towards tourism projects through the TDDI program).
  - Collaborated with the Department of Environment, Water and Natural Resources on the preparation of a Nature-Based Tourism Action Plan.
  - Negotiated new two year funding agreements with the South Australian Tourism Industry Council for provision of the South Australian Tourism Awards and Visitor Information Centre accreditation.

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# FINANCE & BUSINESS SERVICES

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The Group comprises the Human Resources and Facilities Unit, the Finance Unit, the Commercial and Procurement Unit and the Information Communication Technology Unit; all of which contribute to the achievement of the SATC's goals by providing a comprehensive range of corporate support services.

The Group is responsible for the provision of quality financial reporting, information technology support, administrative services, procurement of goods and services, contract management, audit and risk management, security and accommodation services.

## FINANCE

The Finance Unit plays a vital role in the effective financial management of the SATC by providing timely and accurate budget and financial information and advice, as well as maintaining a high level of financial controls over its domestic and international operations. Finance provides a range of financial and business services, supporting the SATC business units and ensuring accountability for government resources.

In 2014/15, the Finance Unit developed and implemented a suite of standardised budget management tools, providing efficiencies and transparent budget forecasting across the organisation. The Unit has reviewed its tax obligations in foreign jurisdictions to minimise tax payable across its international markets while maintaining a rigorous taxation compliance regime. The Finance Unit is also in the final stage in the project to deliver a seamless and robust international accounts processing system.

The Finance Unit continues to manage the relationship with Shared Services SA to maximise the level of support and efficiency of services provided to SATC's employees, suppliers and customers.

## COMMERCIAL AND PROCUREMENT

The Commercial and Procurement Unit is responsible for monitoring and assisting with the procurement of goods and services within the SATC. This includes the development of tender documents, evaluation of submissions and reporting to the Accredited Purchasing Unit as well as liaising with the State Procurement Board. The Unit is also responsible for assisting with drafting, monitoring and compliance of SATC contracts in consultation with SATC employees as well as providing high level advice, evaluation and reporting in relation to SATC's commercial matters. In addition, the Unit is responsible for the management and facilitation of SATC's risk management process, insurance and business continuity plans.

In 2014/15, the Commercial and Procurement Unit undertook 23 procurements each valued at more than \$22,000; with a total value of over \$4.6 million. During this period the SATC entered into 399 agreements including 144 service agreements, 82 sponsorship agreements, 74 cooperative marketing agreements, 43 licence agreements and 56 other agreements.

During 2014/15, the SATC further consolidated its procurement and contract management system and provided a number of demonstrations to other government agencies, a number of who have progressed implementation of a similar system within their own agency. The Commercial and Procurement Unit also undertook a significant amount of preparatory work in expectation of the abolishment of the South Australian Motor Sport Board and the functions of this authority transferring to the SATC.

## INFORMATION COMMUNICATION TECHNOLOGY

The Information Communication Technology (ICT) Unit ensures the provision of appropriate ICT systems to facilitate the delivery of SATC business. The Unit also manages and provides support for internet and network services for the SATC and is responsible for the technical systems that support all day-to-day office activity within the SATC. To meet the growing demands of innovation and technology, the Unit maintains reliable wireless internet, project management tools and systems, network access and ICT hardware for media centres created for SATC managed events.

The records management function is the responsibility of the ICT Unit and this ensures that the SATC discharges its responsibilities under the State Records Act and involves the tracking and registration of correspondence and the maintenance of a records management system.

In 2014/15, the ICT Unit continued to roll-out electronic records management across the SATC. The gradual adoption has started to reduce compliance and records management risk through better email and document management.

The SATC's Customer Relations Management (CRM) system has had a number of modules added including the Famils Data Management System, Contracts Management, Feedback Register and electronic direct mail (eDM). The SATC CRM now centralises tourism business contact information and ensures all information is up to date and relevant.

## HUMAN RESOURCES AND FACILITIES

The Human Resources and Facilities Unit is responsible for developing, implementing and advising on a range of human resources strategies, policies and procedures. Human Resources play a key role in facilitating a number of initiatives to ensure that SATC people are assisted to perform at their best in a healthy climate of ongoing learning and development. The Human Resources and Facilities Unit is also responsible for monitoring and assisting with employees' participation in the SATC's bi-annual Performance Development Program along with managing and maintaining the SATC's work health and safety obligations.

Other responsibilities of the unit include general administration tasks, facilities management, fleet management, procurement of office equipment and stationery, provision of reception and switchboard services and the coordination of incoming and outgoing mail and couriers.

Key projects during the 2014/15 financial year included continued development of Work Health and Safety (WHS) policies and programs, including involvement in WHS management and planning for SATC's key managed events.

The Human Resources and Facilities Unit engaged the business in a number of staff programs, including the SATC's performance review and development process, staff culture and engagement survey, and collectively developing a series of core values for the organisation to provide a means of accountability and alignment of our actions to the Corporate and Operational plans. Operationally, the Unit facilitated a number of training and development programs that were key to both business and individual capability growth, including both an Executive and Mid-Level Management program.

### Disability and Equity

The SATC currently has a Disability Action Plan and the purpose of this Plan is to ensure that unlawful discrimination on the grounds of disability does not occur in the administration of policies, facilities, services and programs.

### Below is a table listing the SATC's record in relation to WHS

Statistics	2011-12	2012-13	2013-14	2014-15
Active Workers Compensation Claims	0	0	0	0
Closed Workers Compensation Claims	2	1	0	0
New Workers Compensation Claims	2	0	0	0
Number of Notifiable Occurrences/ injuries pursuant to WHS Regulations	0	0	0	1
New Workplace Fatalities	0	0	0	0
Rehabilitation and Return to Work	0	0	0	0
Incident Advices Only	9	5	9	11
Reopened Workers Compensation Claims	0	0	0	0
No. of Days of Lost Time Injuries	0	0	0	0
Total Expenditure	\$4,527.70	\$1,865.65	\$86.00	\$297.50
Total Expenditure on New Claims	\$4,527.70	\$0	\$0	\$0

### Work Health and Safety

SATC staff continued their commitment to safety excellence, aiming to be injury free with proactive health programs to support the well being of staff. The SATC continued to implement the initiatives included in the 2014-16 WHS Action Plan.

### Energy Efficiency Action Plan

The SATC Head Office, located at 121 – 125 King William Street, is housed within a building that carries a 5 Star Green Rating (using the Green Building Council of Australia Office Design rating tools for reduced energy and greenhouse emissions). The building has achieved certified reduction of CO2 emissions to meet Five Star NABERS Energy rating requirements including:

- Extensive sub metering for major base building energy uses
- Timed sensors to common area lighting including basement carpark
- Sub metering for each tenancy
- Low energy T5 fluorescent lighting restricting power densities to 2W/M2 per 100 Lux
- Addressable lighting with dimmable ballasts in zones of no more than 100m2
- High performance low E façade glazing balancing daylight penetration and thermal performance
- The Building has a 237 MJ/m2 p.a. energy consumption and 515,207 kgCO2 p.a. actual greenhouse emissions

### Greening of Government Operations

In 2014-15, the SATC continued with minimising and mitigating SATC's environmental impacts through general business duties.

Key items and programs incorporated into SATC's Finance and Business Services responsibilities include:

- Improving SATC's Nabers rating from 4.5 star to 5 star. This will be done by reviewing and implementing the recommendations from an audit conducted as part of SATC's participation in the City Switch Program.
- Continuation of participation in the City Switch Program.
- Reduction in paper consumption and printing output – managed and monitored through ICT Unit.
- Improvements to our waste management system – raising awareness of the three bin system and maintain an estimated recycle rate of 73.0% of hard waste within the organisation along with improving our e-waste recycling.
- Liaise and comply with building management requirements around utilities usage and processes (ie. low flow water usage, sensor lighting outside of peak business hours, building temperature controlled during core business hours).
- Continue to look for ways to monitor and reduce our energy consumption and carbon emissions.

# FINANCE & BUSINESS SERVICES

- Continue to look at and evaluate various green initiatives to participate in as opportunities arise e.g Earth Hour.

## Asbestos Management

With regard to asbestos management within buildings leased by the SATC, the following occurred:

- Elimination of asbestos from the workplace, wherever reasonably practicable, and the placement of hazard warnings to identify workplace areas that contained asbestos;
- Reference to appropriately qualified persons as needed in the identification, assessment and control of asbestos and dust in the Pageant buildings at Woodville;
- Regular air monitoring of buildings (including swab testing of pageant floats) and the maintenance of records covering air-monitoring results;
- Signing in of contractors before work commences to confirm they comply with WHS policies and are aware of site Asbestos Registers

## Whistleblowers Protection Act 1993

The South Australian Tourism Commission has appointed a responsible officer for the purposes of the *Whistleblowers Protection Act 1993* (WPA) pursuant to Section 7 of the *Public Sector Act 2009*. There were no instances of disclosure of public interest information to a responsible officer of the SATC under the WPA.

Below is a table listing the SATC's asbestos management

Category	Number of Sites		Category Description	Interpretation
	At start of year	At end of year		
				<b>One or more item at this sites...</b>
1	Nil	Nil	Remove	Should be removed promptly.
2	Nil	Nil	Remove as soon as practicable	Should be scheduled for removal at a practicable time.
3	Nil	Nil	Use care during maintenance	May need removal during maintenance works.
4	One	One	Monitor condition	Has asbestos present. Inspect according to legislation and policy.
5	Nil	Nil	No asbestos identified / identified asbestos has been removed	All asbestos identified as per WHS Regulations 2010 (Division 2 – Asbestos) has been removed.
6	Nil	Nil	Further information required	These sites not yet categorised or some asbestos items do not have recommended actions.

# HUMAN RESOURCES TABLES

Number of Employees		
	Persons	FTEs
SA Tourism Commission	112	101.54
Gender	%Persons	%FTE
Male	31.25	32.59
Female	68.75	67.41
Number of persons separated from the agency during the last 12 months	21	
Number of persons recruited to the agency during the 2014-15 financial year	29	
Number of persons recruited to the agency during the 2014-15 financial year AND who were active/paid at June 2014	21	
Number of persons on leave without pay at 30 June 2015	4	

Number of Employees by Salary Bracket			
Salary Bracket	Male	Female	Total
\$0 - \$56,199	6	10	16
\$56,200 - \$71,499	5	32	37
\$71,500 - \$91,499	11	23	34
\$91,500 - \$115,499	9	9	18
\$115,500+	4	3	7
<b>Total</b>	<b>35</b>	<b>77</b>	<b>112</b>

Status of Employees in Current Position					
FTEs					
Gender	Ongoing	Short-term contract	Long-term contract	Casual	Total
Male	9.60	0	21.00	2.49	33.09
Female	18.20	9.60	38.74	1.91	68.45
<b>Total</b>	<b>27.80</b>	<b>9.60</b>	<b>59.74</b>	<b>4.40</b>	<b>101.54</b>
Persons					
Gender	Ongoing	Short-term contract	Long-term contract	Casual	Total
Male	10	0	21	4	35
Female	21	11	41	4	77
<b>Total</b>	<b>31</b>	<b>11</b>	<b>62</b>	<b>8</b>	<b>112</b>

Number of Executives by Status in Current Position, Gender and Classification													
Classification	Ongoing		Term Tenured		Term Untenured		Other (invalid Combination - please correct)		Total				
	Male	Female	Male	Female	Male	Female	Male	Female	Male	% total Execs	Female	% total Execs	Total
EXEC0A	0	0	0	0	1	1	0	0	1	20	1	20	2
EXEC0B	0	0	0	0	0	2	0	0	0	0	2	40	2
EXEC0D	0	0	0	0	1	0	0	0	1	20	0	0	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>40</b>	<b>3</b>	<b>60</b>	<b>5</b>

# HUMAN RESOURCES TABLES

## Total Days Leave Taken

Needs to be divided by average FTE figure for the financial year for per FTE figure

Leave Type	2014-15
1) Sick Leave Taken	622.53
2) Family Carer's Leave Taken	97.27
3) Miscellaneous Special Leave	47.33

## Number of Aboriginal and/or Torres Strait Islander Employees

Salary Bracket	Aboriginal Employees	Total staff	% Aboriginal employees
\$0 - \$56,199	0	16	0
\$56,200 - \$71,499	0	37	0
\$71,500 - \$91,499	0	34	0
\$91,500 - \$115,499	0	18	0
\$115,500+	0	7	0
<b>Total</b>	<b>0</b>	<b>112</b>	<b>0</b>

## Number of Employees by Age Bracket by Gender

Age Bracket	Male	Female	Total	% of Total
15 - 19	0	0	0	0
20 - 24	1	2	3	2.68
25 - 29	3	11	14	12.50
30 - 34	5	17	22	19.64
35 - 39	5	15	20	17.86
40 - 44	5	6	11	9.82
45 - 49	6	8	14	12.50
50 - 54	4	5	9	8.04
55 - 59	1	7	8	7.14
60 - 64	3	5	8	7.14
65+	2	1	3	2.68
<b>Total</b>	<b>33</b>	<b>77</b>	<b>112</b>	<b>100.00</b>

## Cultural and Linguistic Diversity

	Male	Female	Total	% of Agency
Number of employees born overseas	4	11	15	13.39
Number of employees who speak language(s) other than English at home	3	8	11	9.82

# HUMAN RESOURCES TABLES

Number of Employees with Disabilities (according to Commonwealth DDA definition)				
	Male	Female	Total	% of Agency
<b>Total</b>	0	0	0	0

Types of Disability (where specified)				
Disability	Male	Female	Total	% of Agency
Disability Requiring Workplace Adaptation	0	0	0	0
Physical	0	0	0	0
Intellectual	0	0	0	0
Sensory	0	0	0	0
Psychological/Psychiatric	0	0	0	0

Number of Employees using Voluntary Flexible Working Arrangements by Gender				
Leave Type	Male	Female	Total	
Purchased Leave	0	0	0	
Flexitime	5	36	41	
Compressed Weeks	0	1	1	
Part-time	5	23	28	
Job Share	1	11	12	
Working from Home	0	0	0	

Documented Review of Individual Performance Management		Total
Documented Review of Individual Performance Management		
% Reviewed within the last 12 months		96
% Review older than 12 months		0
% Not reviewed		4

Leadership and Management Training Expenditure		
Training and Development	Total Cost	% of Total Salary Expenditure
Total training and development expenditure	\$118,194	1.13%
Total leadership and management development	\$29,222	0.28%

Accredited Training Packages by Classification
No Record found

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# CERTIFICATION OF THE FINANCIAL STATEMENTS

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## South Australian Tourism Commission

We certify that the attached general purpose financial statements for the South Australian Tourism Commission (the Commission):

- comply with relevant Treasurer's Instructions issued under section 41 of the *Public Finance and Audit Act 1987*, and relevant Australian Accounting Standards;
- are in accordance with the accounts and records of the Commission; and
- present a true and fair view of the financial position of the Commission as at 30 June 2015 and the results of its operation and cash flows for the financial year.

We certify that the internal controls employed by the Commission for the financial year over its financial reporting and its preparation of the general purpose financial statements have been effective throughout the reporting period.

Signed in accordance with a resolution of the board members.



**S. KEENIHAN**  
Chairman  
South Australian  
Tourism Commission Board  
15/9/2015



**R. HARREX**  
Chief Executive Officer  
South Australian  
Tourism Commission  
15/9/2015



**S. ROZOKOS**  
Chief Financial Officer  
South Australian  
Tourism Commission  
15/9/2015



# STATEMENT OF COMPREHENSIVE INCOME

For the Year Ended 30 June 2015			
		2015	2014
	Note	\$'000	\$'000
<b>EXPENSES</b>			
Employee benefits expenses	5	10 210	11 105
Advertising and promotion	6	21 091	24 316
Industry assistance	7	11 052	7 058
Administration and accommodation	8	6 100	6 682
Event operations		11 310	11 334
Depreciation expense	9	497	494
Impairment of financial assets	10	-	400
Net loss from the disposal of non-current assets	14	-	1
<b>Total Expenses</b>		<b>60 260</b>	<b>61 390</b>
<b>INCOME</b>			
Participation fees	11	5 282	5 002
Entry fees, merchandise sales and commission	12	857	1 191
Refunds and recoups		858	485
Other income	13	887	953
Net gain from the disposal of non-current assets	14	1	-
<b>Total Income</b>		<b>7 885</b>	<b>7 631</b>
<b>NET COST OF PROVIDING SERVICES</b>		<b>52 375</b>	<b>53 759</b>
<b>REVENUES FROM SA GOVERNMENT</b>			
Revenues from SA Government	15	54 483	53 584
<b>Total Revenues from SA Government</b>		<b>54 483</b>	<b>53 584</b>
<b>NET RESULT</b>		<b>2 108</b>	<b>(175)</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
Changes in plant and equipment revaluation reserve	18	146	-
<b>Total Other Comprehensive Income</b>		<b>146</b>	<b>-</b>
<b>TOTAL COMPREHENSIVE RESULT</b>		<b>2 254</b>	<b>(175)</b>
The net result and total comprehensive result are attributable to the SA Government as owner.			
The above statement should be read in conjunction with the accompanying notes.			

# STATEMENT OF FINANCIAL POSITION

As at 30 June 2015				
			2015	2014
ASSETS	Note	\$'000	\$'000	\$'000
<b>CURRENT ASSETS</b>				
Cash and cash equivalents	16	4 410		1 287
Receivables	17	1 049		1 311
<b>Total Current Assets</b>		<b>5 459</b>		<b>2 598</b>
<b>NON-CURRENT ASSETS</b>				
Plant and equipment	18	1 869		2 059
<b>Total Non-Current Assets</b>		<b>1 869</b>		<b>2 059</b>
<b>Total Assets</b>		<b>7 328</b>		<b>4 657</b>
<b>LIABILITIES</b>				
<b>CURRENT LIABILITIES</b>				
Payables	20	2 717		2 356
Other current liabilities	21	154		218
Employee benefits	22	1 050		1 040
Provisions	23	11		12
<b>Total Current Liabilities</b>		<b>3 932</b>		<b>3 626</b>
<b>NON-CURRENT LIABILITIES</b>				
Payables	20	120		115
Other non-current liabilities	21	321		475
Employee benefits	22	1 530		1 242
Provisions	23	25		53
<b>Total Non-Current Liabilities</b>		<b>1 996</b>		<b>1 885</b>
<b>Total Liabilities</b>		<b>5 928</b>		<b>5 511</b>
<b>NET ASSETS</b>		<b>1 400</b>		<b>(854)</b>
<b>EQUITY</b>				
Contributed capital		64		64
Retained earnings		1 190		(918)
Asset revaluation surplus		146		-
<b>TOTAL EQUITY</b>	24	<b>1 400</b>		<b>(854)</b>
The total equity is attributable to the SA Government as owner.				
Unrecognised contractual commitments	25			

The above statement should be read in conjunction with the accompanying notes.

Statement of Changes in Equity for the Year Ended 30 June 2015					
		Contributed Capital	Revaluation Surplus	Retained Earnings	Total Equity
	Note	\$'000	\$'000	\$'000	\$'000
<b>BALANCE AT 30 JUNE 2013</b>		<b>64</b>	<b>-</b>	<b>(743)</b>	<b>(679)</b>
Net result for 2013-14		-	-	(175)	(175)
Total comprehensive result for 2013-14		-	-	(175)	(175)
<b>BALANCE AT 30 JUNE 2014</b>		<b>64</b>	<b>-</b>	<b>(918)</b>	<b>(854)</b>
Net result for 2014-15		-	-	2 108	2 108
Gain on revaluation of plant and equipment during 2014-15	18	-	146	-	146
Total comprehensive result for 2014-15		-	146	2 108	2 254
<b>BALANCE AT 30 JUNE 2015</b>	24	<b>64</b>	<b>146</b>	<b>1 190</b>	<b>1 400</b>
All changes in equity are attributed to the SA Government as owner. The above statement should be read in conjunction with the accompanying notes.					

# STATEMENT OF CASH FLOWS

For the Year Ended 30 June 2015			
		2015 Inflows (Outflows)	2014 Inflows (Outflows)
	Note	\$'000	\$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>CASH OUTFLOWS</b>			
Employee benefits payments		(9 914)	(11 162)
Payments for supplies and services		(52 831)	(56 619)
Payments for Paid Parental Leave scheme		(54)	(19)
<b>Cash used in operations</b>		<b>(67 799)</b>	<b>(67 800)</b>
<b>CASH INFLOWS</b>			
Receipts from the sale of goods and services		8 413	8 293
GST recovered from the ATO		3 126	3 881
Receipts for Paid Parental Leave scheme		60	19
<b>Cash generated from operations</b>		<b>11 599</b>	<b>12 193</b>
<b>CASH FLOWS FROM SA GOVERNMENT</b>			
Receipts from SA Government		54 483	53 584
<b>Cash generated from SA Government</b>		<b>54 483</b>	<b>53 584</b>
<b>Net cash provided by (used in) operating activities</b>	28	<b>3 283</b>	<b>(2 023)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>CASH OUTFLOWS</b>			
Purchase of plant and equipment		(161)	(164)
<b>Cash used in investing activities</b>		<b>(161)</b>	<b>(164)</b>
<b>CASH INFLOWS</b>			
Proceeds from sale of plant and equipment		1	22
<b>Cash generated from investing activities</b>		<b>1</b>	<b>22</b>
<b>Net cash used in investing activities</b>		<b>(160)</b>	<b>(142)</b>
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>			
CASH AND CASH EQUIVALENTS AT 1 JULY		1 287	3 452
<b>CASH AND CASH EQUIVALENTS AT 30 JUNE</b>	16	<b>4 410</b>	<b>1 287</b>

The above statement should be read in conjunction with the accompanying notes.

# DISAGGREGATED DISCLOSURES

## Expenses and Income for the Year Ended 30 June 2015

(Refer to Note 4)	Tourism Development		Tourism Events		Tourism Marketing		Total	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
<b>EXPENSES</b>								
Employee benefits expenses	1 390	2 318	2 696	2 373	6 124	6 414	10 210	11 105
Advertising and promotion	748	980	2 582	2 943	17 761	20 283	21 091	24 316
Industry assistance	1 776	3 299	6 475	2 552	2 801	1 207	11 052	7 058
Administration and accommodation	687	954	1 510	1 613	3 903	4 115	6 100	6 682
Event operations	89	159	10 994	11 162	227	13	11 310	11 334
Depreciation expense	44	63	234	209	219	222	497	494
Impairment of financial assets	-	66	-	98	-	236	-	400
Net loss from the disposal of non-current assets	-	-	-	1	-	-	-	1
<b>Total Expenses</b>	<b>4 734</b>	<b>7 839</b>	<b>24 491</b>	<b>20 951</b>	<b>31 035</b>	<b>32 600</b>	<b>60 260</b>	<b>61 390</b>
<b>INCOME</b>								
Participation fees	-	130	4 391	4 456	891	416	5 282	5 002
Entry fees, merchandise sales and commission	-	-	850	1 179	7	12	857	1 191
Refunds and recoups	80	70	304	148	474	267	858	485
Other income	-	-	583	659	304	294	887	953
Net gain from the disposal of non-current assets	-	-	-	-	1	-	1	-
<b>Total Income</b>	<b>80</b>	<b>200</b>	<b>6 128</b>	<b>6 442</b>	<b>1 677</b>	<b>989</b>	<b>7 885</b>	<b>7 631</b>
<b>NET COST OF PROVIDING SERVICES</b>	<b>4 654</b>	<b>7 639</b>	<b>18 363</b>	<b>14 509</b>	<b>29 361</b>	<b>31 611</b>	<b>52 375</b>	<b>53 759</b>
<b>REVENUES FROM SA GOVERNMENT</b>								
Revenues from SA Government	4 809	7 569	19 360	14 259	30 314	31 756	54 483	53 584
<b>Total Revenues From SA Government</b>	<b>4 809</b>	<b>7 569</b>	<b>19 360</b>	<b>14 259</b>	<b>30 314</b>	<b>31 756</b>	<b>54 483</b>	<b>53 584</b>
<b>NET RESULT</b>	<b>155</b>	<b>(70)</b>	<b>997</b>	<b>(250)</b>	<b>956</b>	<b>145</b>	<b>2 108</b>	<b>(175)</b>
<b>OTHER COMPREHENSIVE INCOME</b>								
Changes in plant and equipment revaluation reserve	18	-	41	-	87	-	146	-
<b>Total Other Comprehensive Income</b>	<b>18</b>	<b>-</b>	<b>41</b>	<b>-</b>	<b>87</b>	<b>-</b>	<b>146</b>	<b>-</b>
<b>TOTAL COMPREHENSIVE RESULT</b>	<b>173</b>	<b>(70)</b>	<b>1 038</b>	<b>(250)</b>	<b>1 043</b>	<b>145</b>	<b>2 254</b>	<b>(175)</b>

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# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

## 1. OBJECTIVES OF THE SOUTH AUSTRALIAN TOURISM COMMISSION

The purpose of the South Australian Tourism Commission (the Commission) established under the *South Australian Tourism Commission Act 1993* 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 and the further development and improvement of the State's tourism industry. The principal goals of the Commission are to:

- add value to the efforts of the tourism industry and other government agencies, by ensuring a coordinated approach to the promotion of South Australia which results in an increase in visitor numbers to all regions of the State thereby increasing the value of tourism to the economy and generating employment for South Australians;
- attract, develop, own and support major and strategic events that generate substantial economic and social benefits for South Australia and promote the image and profile of Adelaide and South Australia;
- ensure the development of South Australia's tourism resources in a socially responsible way with emphasis on the continued maintenance and preservation of South Australia's environmental and cultural heritage and the profitability and effective utilisation of infrastructure; and
- achieve a strong corporate team and positive corporate culture that uses its resources in the most effective and efficient manner.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### (a) Statement of Compliance

The Commission has prepared these financial statements in compliance with section 23 of the *Public Finance and Audit Act 1987*.

The financial statements are general purpose financial statements. The accounts have been prepared in accordance with relevant Australian Accounting Standards and comply with Treasurer's Instructions and Accounting Policy Statements promulgated under the provision of the *Public Finance and Audit Act 1987*.

The Commission has applied Australian Accounting Standards that are applicable to not-for-profit entities, as the Commission is a not-for-profit entity.

Except for AASB 2015-7 which the Commission has early adopted, Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet effective have not been adopted by the Commission for the reporting period ending 30 June 2015. Refer to note 3.

### (b) Basis of Preparation

The preparation of the financial statements requires:

- the use of certain accounting estimates and requires management to exercise its judgement in the process of applying the Commission's accounting policies. The areas involving a higher degree of judgement or where assumptions and estimates are significant to the financial statements are outlined in the applicable notes;
- accounting policies to be selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transaction or other events are reported; and
- compliance with Accounting Policy Statements issued pursuant to section 41 of the *Public Finance and Audit Act 1987*. In the interest of public accountability and transparency the Accounting Policy Statements require the following note disclosures, which have been included in these financial statements:

- a) revenues, expenses, financial assets and liabilities where the counterparty/ transaction is with an entity within the SA Government as at the reporting date, classified according to their nature;
- b) expenses incurred as a result of engaging consultants (as reported in the Statement of Comprehensive Income);
- c) employee targeted voluntary separation package information;

d) employees whose normal remuneration is equal to or greater than the base executive remuneration level (within \$10 000 bandwidths) and the aggregate of the remuneration paid or payable or otherwise made available, directly or indirectly by the Commission to those employees; and

e) board/committee member and remuneration information, where a board/committee member is entitled to receive income from membership other than a direct out-of-pocket reimbursement.

The Commission's Statement of Comprehensive Income, Statement of Financial Position and Statement of Changes in Equity have been prepared on an accrual basis and are in accordance with historical cost convention, except for certain assets that were valued in accordance with the valuation policy applicable.

The Statement of Cash Flows has been prepared on a cash basis.

The financial statements have been prepared on a twelve month period and presented in Australian currency.

The accounting policies set out below have been applied in preparing the financial statements for the year ended 30 June 2015 and the comparative information presented.

### (c) Reporting Entity

The Commission is a statutory authority of the State of South Australia, established pursuant to the *South Australian Tourism Commission Act 1993*.

The financial statements and accompanying notes include all the controlled activities of the Commission. The Commission does not control any other entity and has no interests in unconsolidated structured entities. In forming this view, the Commission considered its involvement with Australian Tourism Data Warehouse Limited (ATDW) and determined that it does not control ATDW. In making this assessment, the Commission considered its power over ATDW, its exposure or rights including protective and substantive rights to variable returns from its involvement with ATDW and the ability to use its power to affect return amounts (that is the ability to direct relevant major activities).

The Commission has not entered into any contractual arrangements which involve the sharing of control or significant influence over another entity.

Transactions and balances relating to administered resources are not recognised as Commission income, expenses, assets and liabilities. As administered items are insignificant in relation to the Commission's overall financial performance and position, they are disclosed separately in note 33. Administered items are accounted for on the same basis and using the same accounting policies as for controlled items.

#### (d) Financial Arrangements

The Commission's principal source of funding consists of monies appropriated by Parliament. The Commission is reliant on the continued provision of funding by SA Government. The financial activities of the Commission are primarily conducted through a Special Deposit Account pursuant to section 21 of the *Public Finance and Audit Act 1987*.

#### (e) Budgeted Amounts

Budget information refers to the amounts presented to Parliament in the original budgeted financial statements in respect of the reporting period (2014-15 Budget Paper 4). These original budgeted amounts have been presented and classified on a basis that is consistent with line items in the financial statements. However, these amounts have not been adjusted to reflect revised budgets or administrative restructures or machinery of government changes. The budget process is not subject to audit.

#### (f) Comparative Information

The presentation and classification of items in the financial statements are consistent with prior periods except where specific accounting standards and/or Accounting Policy Statements have required a change.

Where presentation or classification of items in the financial statements have been amended, comparative figures have been adjusted to conform to changes in presentation or classification in these financial statements unless impracticable. The restated comparative amounts do not replace the original financial statements for the preceding period.

#### (g) Rounding

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

#### (h) Taxation

The Commission is not subject to income tax. The Commission is liable for payroll tax, fringe benefits tax and goods and services tax (GST).

Income, expenses and assets are recognised net of the amount of 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 the asset or as part of an expense item as applicable; and
- receivables and payables, which are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables in the Statement of Financial Position.

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.

Unrecognised contractual commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to the ATO. If GST is not payable to, or recoverable from the ATO, the commitments are disclosed on a gross basis.

#### (i) Events after the Reporting Period

Adjustments are made to amounts recognised in the financial statements, where an event occurs after 30 June and before the date the financial statements are authorised for issue, where those events provide information about conditions that existed at 30 June.

Note disclosure is made about events between 30 June and the date the financial statements are authorised for issue where the events relate to a condition which arose after 30 June and which may have material impact on the results of subsequent years.

#### (j) Income

Income is recognised to the extent that it is probable that the flow of economic benefits to the Commission will occur and can be reliably measured.

Income has been aggregated according to its nature and has not been offset unless required or permitted by a specific accounting standard, or where offsetting reflects the substance of the transactions or other event.

The following are specific recognition criteria:

#### Contributions received

Contributions are recognised as an asset and income when the Commission obtains control of the contributions or obtains the right to receive the contributions and the income recognition criteria are met (that is, the amount can be reliably measured and the flow of resources is probable).

Generally, the Commission has obtained control or the right to receive for:

- Contributions with unconditional stipulations - this will be when the agreement becomes enforceable, that is, the earlier of when the receiving entity has formally been advised that the contribution has been approved; the agreement/contract is executed; and/or the contribution is received.
- Contributions with conditional stipulations - this will be when the enforceable stipulations specified in the agreement occur or are satisfied; that is income would be recognised for contributions received or receivable under the agreement.

All contributions received by the Commission have been contributions with unconditional stipulations attached and have been recognised as an asset and income upon receipt.

#### Revenues from SA Government

Appropriations for program funding are recognised as revenues when the Commission obtains control over the funding. Control over appropriations is normally obtained upon receipt.

Where money has been appropriated in the form of an equity contribution, the Treasurer has acquired a financial interest in the net assets of the Commission and the contribution is recorded as contributed equity.

#### Participation fees

The Commission earns income from participants in the tourism industry through cooperative marketing schemes, sponsorship of events, subscriptions and training fees.

#### Entry fees, merchandise sales and commission

Income from entry fees and merchandise sales is derived in respect of events owned and managed by the Commission. Commission consists of income earned on online sales made through the Commission's website (southaustralia.com).

#### Other income

Other income consists of supply commissions, gain on foreign exchange and sundry income.

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

## Net gain from the disposal of non-current assets

Income from the disposal of non-current assets is recognised when control of the asset has passed to the buyer and has been determined by comparing proceeds with carrying amount. When revalued assets are sold, the revaluation surplus is transferred to retained earnings.

## (k) Expenses

Expenses are recognised to the extent that it is probable that the flow of economic benefits from the Commission will occur and can be reliably measured.

Expenses have been aggregated according to their nature and have not been offset unless required or permitted by a specific accounting standard, or where offsetting reflects the substance of the transaction or other event.

The following are specific recognition criteria:

### Employee benefits expenses

Employee benefits expenses include all costs related to employment including salaries and wages, non-monetary benefits and leave entitlements. These are recognised when incurred.

### Superannuation

The amount charged to the Statement of Comprehensive Income represents the contributions made by the Commission to the superannuation plan in respect of current services of current Commission staff. The Department of Treasury and Finance centrally recognises the superannuation liability in the whole of government financial statements.

### Industry assistance

For contributions payable, the contribution will be recognised as a liability and expense when the entity has a present obligation to pay the contribution and the expense recognition criteria are met. All contributions paid by the Commission have been contributions with unconditional stipulations attached.

## Depreciation

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.

Assets' residual values, useful lives and depreciation methods are reviewed and adjusted if appropriate, on an annual basis.

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, which is a change in accounting estimate.

The value of fitouts is amortised over the estimated useful life of each fitout, or the unexpired period of the relevant lease, whichever is shorter.

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 (years)
General and events plant and equipment	3-10
Pageant plant and equipment	3-32
Fitouts	10-11

## (l) Current and Non-Current Classification

Assets and liabilities are characterised as either current or non-current in nature. Assets and liabilities that are sold, consumed or realised as part of the normal operating cycle even when they are not expected to be realised within twelve months after the reporting date have been classified as current assets or current liabilities. All other assets and liabilities are classified as non-current.

Where asset and liability line items combine amounts expected to be realised within twelve months and more than twelve months, the Commission has separately disclosed the amounts expected to be recovered or settled after more than twelve months.

## (m) Assets

Assets have been classified according to their nature and have not been offset unless required or permitted by a specific accounting standard, or where offsetting reflects the substance of the transaction or other event.

Where an asset line item combines amounts expected to be recovered within twelve months and more than twelve months, the Commission has separately disclosed the amounts expected to be recovered after more than twelve months.

## Cash and Cash Equivalents

Cash and cash equivalents in the Statement of Financial Position includes cash at bank and on hand and in other short-term, highly liquid investments with maturities of three months or less that are readily converted to cash and which are subject to insignificant risk of changes in value.

For the purposes of the Statement of Cash Flows, cash and cash equivalents consist of cash and cash equivalents as defined above.

Cash is measured at nominal value.

## Receivables

Receivables include amounts receivable from goods and services, GST input tax credits recoverable, prepayments and other accruals.

Receivables arise in the normal course of selling goods and services to other government agencies and to the public. Receivables are generally settled within 30 days after the issue of an invoice or the goods and services have been provided under a contractual arrangement.

Collectability of receivables is reviewed on an ongoing basis. An allowance for doubtful debts is raised where there is objective evidence that the Commission will not be able to collect the debt. Bad debts are written off when identified.

## Non-current assets

### Acquisition and recognition

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

All non-current tangible assets with a value equal to or in excess of \$10 000 are capitalised. All Pageant Floats, regardless of their value, are recognised as non-current assets in the Statement of Financial Position. Pageant Floats are recorded at historic cost less accumulated depreciation.



### Revaluation of non-current assets

All 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 million and estimated useful life is greater than three years.

Every three years, the Commission revalues its fitouts using internal estimates based on indices or recent transactions. 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 revaluation increment is credited to the asset revaluation surplus, except to the extent that it reverses a revaluation decrease of the same asset class previously recognised as an expense, in which case the increase is recognised as income. Any revaluation decrease is recognised as an expense, except to the extent that it offsets a previous revaluation increase for the same asset class, in which case the decrease is debited directly to the asset revaluation surplus to the extent of the credit balance existing in revaluations reserve for that asset class. 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 asset. Upon disposal or derecognition, any revaluation surplus relating to that asset is transferred to retained earnings.

### Impairment

All non-current tangible assets are tested for indication of impairment at each reporting date. Where there is an indication of impairment, the recoverable amount is estimated. An amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss. For revalued assets, an impairment loss is offset against the respective asset revaluation surplus.

### Fair Value measurement

AASB 13 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. The Commission 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.

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

### Non-financial assets

In determining fair value, the Commission has taken into account the characteristic of the asset, such as the condition and location of the asset and any restrictions on the sale or use of the asset, and the asset's highest and best use (that is physically possible, legally permissible and financially feasible). The Commission's current use is the highest and best use of the asset unless other factors suggest an alternative use is feasible. As the Commission has not identified any factors to suggest an alternative use, fair value measurement is based on current use.

The carrying amount of non-financial assets with a fair value at the time of acquisition which was less than \$1 million, or an estimated useful life that was less than three years, are deemed to approximate fair value. Refer to notes 18 and 19 for disclosure regarding fair value measurement techniques and inputs used to develop fair value measurements for non-financial assets.

### Financial assets/liabilities

The Commission does not recognise any financial assets or financial liabilities at fair value.

### (n) Liabilities

Liabilities have been classified according to their nature and have not been offset unless required or permitted by a specific accounting standard, or where offsetting reflects the substance of the transaction or other event.

Where a liability line item combines amounts expected to be settled within twelve months and more than twelve months, the Commission has separately disclosed the amounts expected to be settled after more than twelve months.

### Payables

Payables include creditors, accrued expenses, employment on-costs and Paid Parental Leave scheme payable.

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 Commission.

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.

The Paid Parental Leave scheme payable represents amounts which the Commission has received from the Commonwealth Government to forward onto eligible employees via the Commission's standard payroll processes. That is, the Commission is acting as a conduit through which the payment to eligible employees is made on behalf of the Family Assistance Office.

All payables are measured at their nominal amount, are unsecured and are normally settled within 30 days from the date of the invoice or date the invoice is first received.

Employee benefits on-costs include payroll tax, workers compensation levies and superannuation contributions in respect to outstanding liabilities for salary and wages, long service leave, annual leave and skills and experience retention leave.

The Commission makes contributions to several State Government and externally managed superannuation schemes. These contributions are treated as an expense when they occur. There is no liability for payments to beneficiaries as they have been assumed by the respective superannuation schemes. The only liability outstanding at balance date relates to any contributions due but not yet paid to the South Australian Superannuation Board.

### Leases

The determination of whether an arrangement is or contains a lease is based on the substance of the arrangement. The Commission has entered into operating leases.

### Operating leases

Operating lease payments are recognised as an expense in the Statement of Comprehensive Income on a straight-line basis over the lease term. The straight-line basis is representative of the pattern of benefits derived from the leased assets.

### Lease incentives

All incentives for the operating lease for office accommodation are recognised as an integral part of the net consideration agreed for the use of the leased accommodation. Incentives received to enter into operating leases are recognised as a liability.

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

The aggregate benefits of lease incentives received by the Commission in respect of operating leases have been recorded as a reduction of rental expense over the lease term, on a straight line basis.

The lease incentive received is in the form of fitouts, and as such is capitalised as an asset and depreciated over the remaining term of the lease or estimated useful life of the asset, whichever is shorter.

## Employee Benefits

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

### Salaries, wages, annual leave, skills and experience retention leave and sick leave

The liability for salaries and wages is measured as the amount unpaid at the reporting date at remuneration rates current at 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 amount expected to be paid.

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.

### Long service leave

The liability for long service leave is measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method.

The estimated liability for long service leave is based on actuarial assumptions over expected future salary and wage levels, experience of employee departures and periods of services. These assumptions are based on employee data over SA government entities. Expected future payments are discounted using market yields at the end of the reporting periods on government bonds with durations that match, as closely as possible, the estimated future cash outflows.

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.

## Provisions

Provisions are recognised when the Commission has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

When the Commission expects some or all of a provision to be reimbursed, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the Statement of Comprehensive Income net of any reimbursement.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. If the effect of the time value of money is material, provisions are discounted for the time value of money and the risks specific to the liability.

The workers compensation provision is an actuarial estimate of the outstanding liability as at 30 June 2015 provided by a consulting actuary engaged by the Office for the Public Sector. The provision is for the estimated cost of ongoing payments to employees as required under current legislation.

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

## (o) Unrecognised Contractual Commitments and Contingent Assets and Liabilities

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

Contingent assets and liabilities are not recognised in the Statement of Financial Position, but are disclosed by way of note and, if quantifiable, are measured at nominal value.

Unrecognised contractual commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to the ATO. If GST is not payable to, or recoverable from the ATO, the commitments and contingencies are disclosed on a gross basis.

## (p) Foreign Currency

Transactions denominated in a foreign currency are converted at the exchange rate at the date of the transaction. Associated currency gains and losses, where material, are disclosed separately in note 8 and note 13 to the Statement of Comprehensive Income.

## 3. NEW AND REVISED ACCOUNTING STANDARDS AND POLICIES

In accordance with the new AASB 1055 *Budgetary Reporting*, which became effective for the first time in 2014-15, the Commission has included a comprehensive new note "Budgetary reporting and explanations of major variances" (note 30). This note discloses, in respect of the Statement of Comprehensive Income and Investing Expenditure Summary for controlled amounts:

- the Commission's original budget as published in Budget Paper 4;
- a comparison of the original budget to actual results; and
- explanations of major variances.

The new AASB 10 *Consolidated Financial Statements* and AASB 11 *Joint Arrangements* became effective for the first time in 2014-15. In accordance with AASB 10 the Commission has reviewed its control assessments (that is, the Commission's involvement with the entity, protective and substantive rights and the ability to direct major relevant activities) and has concluded that there is no impact. The Commission does not currently control another entity and does not have any joint arrangements within the scope of AASB 11.

The Commission will continue to review its involvement and arrangements with entities it is connected with to determine the impact of AASB 10 and AASB 11 for future years.

Except for AASB 2015-7 which the Commission has early adopted, Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet effective have not been adopted by the Commission for the period ending 30 June 2015. The Commission has assessed the impact of the new and amended standards and interpretations and considers there will be no impact on the accounting policies or the financial statements of the Commission.

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#### 4. ACTIVITIES OF THE COMMISSION

In achieving its objective, the Commission provides a range of services classified into the following activities:

##### Activity 1: Tourism Development

Promote and assist tourism development, improve visitor access into and around the state, and advise industry in terms of research, policy and planning.

##### Activity 2: Tourism Events

To strategically build and promote the state's event calendar by developing and attracting new events and managing and growing existing events.

##### Activity 3: Tourism Marketing

Develop and implement marketing activities and campaigns to increase the number of international and national visitors to and within South Australia.

The disaggregated disclosures schedule presents expenses and income information attributable to each of the activities for the years ended 30 June 2015 and 30 June 2014. Expenses and income attributed to the Commission as a whole have been allocated to each of the activities on the basis of full time equivalent employees in each of the activities. A disaggregated disclosure of the Commission's assets and liabilities has not been provided as the information is not reliably available.

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

## 5 Employee Benefits Expenses

	2015	2014
	\$'000	\$'000
Salaries and wages	7 747	8 004
TVSPs (refer below)	-	661
Long service leave	317	253
Annual Leave	680	681
Skills and experience retention leave	20	16
Employment on-costs – superannuation	809	820
Employment on-costs – other	480	520
Board fees	157	168
<b>Total employee benefits expenses</b>	<b>10 210</b>	<b>11 105</b>
<b>TARGETED VOLUNTARY SEPARATION PACKAGES (TVSPs)</b>		
Amount paid during the reporting period to separated employees:	\$'000	\$'000
TVSPs	-	661
Annual leave and long service leave paid to those employees	-	229
Recovery from the Department of Treasury and Finance	-	661
Net cost to the Commission	-	229

The number of employees who received a TVSP during the reporting period was 0 (5).

## REMUNERATION OF EMPLOYEES

The number of employees whose remuneration received or receivable falls within the following bands:	Number	Number
\$141 500 - \$151 499	1	2
\$161 500 - \$171 499	-	1
\$171 500 - \$181 499	1	1
\$191 500 - \$201 499	1	4
\$201,500 - \$221,499	1	-
\$271 500 - \$281 499	-	2
\$321 500 - \$331 499	-	1
\$341,500 - \$351,499	1	-
<b>Total number of employees</b>	<b>5</b>	<b>11</b>

The table includes all employees who received remuneration equal to or greater than the base executive remuneration level during the year. The base executive remuneration level for 2014/15 is the same as 2013/14. There has been no increase in executive remuneration since 1 July 2013. Remuneration of employees reflects all costs of employment and includes salaries and wages, termination payments, TVSPs, payments in lieu of leave, superannuation contributions, salary sacrifice benefits and fringe benefits and any fringe benefits tax paid or payable in respect of those benefits. The total remuneration received by these employees for the year was \$1 063 000 (\$2 298 000).

## 6 Advertising and Promotion

	2015	2014
	\$'000	\$'000
Consumer advertising	7 265	9 447
Cooperative consumer marketing	3 334	3 893
Familiarisations	1 501	1 573
Other consumer marketing	247	124
Production	3 514	4 253
Marketing research	922	897
Trade marketing	1 401	931
Other advertising and promotion	2 907	3 198
<b>Total advertising and promotion</b>	<b>21 091</b>	<b>24 316</b>

<b>7 Industry Assistance</b>			
	<b>2015</b>		2014
	<b>\$'000</b>		<b>\$'000</b>
Sponsorship of events	<b>7 600</b>		2 950
Tourism infrastructure grants	<b>231</b>		1 176
Tourism marketing boards/information centre grants	<b>354</b>		20
Marketing/industry support	<b>2 798</b>		2 872
Trade show subsidies/membership of tourism industry bodies	<b>69</b>		40
<b>Total industry assistance</b>	<b>11 052</b>		<b>7 058</b>

<b>8 Administration and Accommodation</b>			
	<b>2015</b>		2014
	<b>\$'000</b>		<b>\$'000</b>
Communication and computing	<b>1 971</b>		2 006
Stationery, postage, couriers and freight	<b>101</b>		127
Contractors and consultants	<b>246</b>		269
Motor vehicles, taxis and car parking	<b>246</b>		355
Domestic and international travel	<b>578</b>		611
Seminars, courses and training	<b>118</b>		153
Accommodation and service costs	<b>2 067</b>		2 187
Loss on foreign exchange	<b>20</b>		81
Insurance	<b>171</b>		212
Audit, legal and other fees	<b>322</b>		343
Other	<b>260</b>		338
<b>Total administration and accommodation</b>	<b>6 100</b>		<b>6 682</b>

<b>Consultants</b>			
	<b>2015</b>		2014
	<b>No.</b>	<b>\$'000</b>	<b>No.</b>
		<b>\$'000</b>	<b>\$'000</b>
The number and dollar amount of consultancies paid/payable (included in administration and accommodation) that fell within the following bands:			
\$10 000 to \$50 000	<b>1</b>	<b>37</b>	2
<b>Total paid/payable to the consultants engaged</b>	<b>1</b>	<b>37</b>	<b>40</b>

<b>9 Depreciation Expense</b>			
	<b>2015</b>		2014
	<b>\$'000</b>		<b>\$'000</b>
<b>Depreciation expense</b>	<b>88</b>		101
General and events plant and equipment	<b>132</b>		116
Pageant plant and equipment	<b>277</b>		277
Fitouts	<b>497</b>		494
<b>Total depreciation expense</b>	<b>497</b>		<b>494</b>

#### **Change in Depreciation due to a Revaluation**

The Commission revalued its fitouts upward during 2014-15. As a result, depreciation on these assets will increase in future years by \$46 000. The depreciation expense remained unchanged in the current reporting period.

<b>10 Impairment of Financial Assets</b>			
	<b>2015</b>		2014
	<b>\$'000</b>		<b>\$'000</b>
Impairment of investments		-	400
<b>Total impairment of financial assets</b>		<b>-</b>	<b>400</b>

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

## 11 Participation Fees

	2015	2014
	\$'000	\$'000
Cooperative marketing/advertising	116	353
Sponsorship revenue	4 319	4 370
Trade/consumer show participation/workshops/training	563	128
In-kind revenue	284	151
<b>Total participation fees</b>	<b>5 282</b>	<b>5 002</b>

## 12 Entry Fees, Merchandise Sales and Commission

	2015	2014
	\$'000	\$'000
Event entry fees	824	1 138
Sales of merchandise	28	48
Commission on sales	5	5
<b>Total entry fees, merchandise sales and commission</b>	<b>857</b>	<b>1 191</b>

## 13 Other Income

	2015	2014
	\$'000	\$'000
Service fees and supply commissions	219	229
Gain on foreign exchange	286	282
Sundry income	382	442
<b>Total other income</b>	<b>887</b>	<b>953</b>

## 14 Net Gain (Loss) from the Disposal of Non-Current Assets

	2015	2014
	\$'000	\$'000
<b>Plant and equipment</b>		
Proceeds from disposal	1	22
Net book value of assets disposed	-	23
<b>Total net gain (loss) from the disposal of non-current assets</b>	<b>1</b>	<b>(1)</b>

## 15 Revenues from SA Government

	2015	2014
	\$'000	\$'000
<b>Revenues from SA Government</b>		
Appropriations from Consolidated Account pursuant to the <i>Appropriation Act</i>	53 335	52 884
Other revenues from SA Government	1 148	700
<b>Total revenues from SA Government</b>	<b>54 483</b>	<b>53 584</b>

Total revenues from SA Government consist of \$54 353 000 (\$53 458 000) of operational funding and \$130 000 (\$126 000) for capital purposes. For details on the expenditure associated with the operational and capital funding received refer to notes 5 to 10 and note 18. There was no material variance between the amount appropriated and the expenditure associated with this appropriation. The original amount appropriated to the Commission under the annual *Appropriation Act* was \$50 502 000. An additional \$2 833 000 was received from the Treasurer via the Governor's Appropriation Fund.

16 Cash and Cash Equivalents		
	2015	2014
	\$'000	\$'000
Cash on hand	3	3
Cash at bank	2 859	621
Deposits with the Treasurer	1 548	663
<b>Total cash and cash equivalents</b>	<b>4 410</b>	<b>1 287</b>

#### Deposits with the Treasurer

Includes funds held in the Accrual Appropriation Excess Funds Account. The balance of these funds is not available for general use, and can only be used in accordance with the Treasurer's or Under Treasurer's approval.

#### Interest Rate Risk

Cash on hand and at bank is non-interest bearing. The carrying amount of cash and cash equivalents represents fair value.

17 Receivables		
	2015	2014
	\$'000	\$'000
<b>Current:</b>		
Receivables	317	448
Allowance for doubtful debts	-	-
	<b>317</b>	<b>448</b>
GST input tax recoverable	630	370
Accrued revenues	-	1
Prepayments	102	492
<b>Total receivables</b>	<b>1 049</b>	<b>1 311</b>

#### Movement in the Allowance for Doubtful Debts

The allowance for doubtful debts (allowance for impairment loss) is recognised when there is objective evidence (that is, calculated on past experience and current and expected changes in client credit rating) that a receivable is impaired. An allowance for impairment loss would be recognised under "administration and accommodation" in the Statement of Comprehensive Income for specific debtors for which such evidence exists.

#### Interest Rate and Credit Risk

Receivables are raised for all goods and services provided for which payment has not been received. Receivables are normally settled within 30 days. Receivables, prepayments and accrued revenues are non-interest bearing.

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

Refer to note 31 for categorisation of financial instruments, maturity analysis of receivables and risk exposure information.

18 Plant and Equipment		
	2015	2014
	\$'000	\$'000
<b>General, events and Pageant plant and equipment</b>		
Plant and equipment at cost (deemed fair value)	2 152	2 449
Accumulated depreciation at the end of the period	1 239	1 477
<b>Total general, events and Pageant plant and equipment</b>	<b>913</b>	<b>972</b>
<b>Fitouts</b>		
Fitouts at fair value	1 272	2 809
Accumulated depreciation at the end of the period	316	1 722
<b>Total fitouts</b>	<b>956</b>	<b>1 087</b>
<b>Total plant and equipment</b>	<b>1 869</b>	<b>2 059</b>

#### Valuation of Fitouts

An independent valuation of the fitout of the Commission's leased office accommodation was performed in May 2015. The professional valuers engaged to perform the independent valuation were Finn Sievwright, Member American Society of Appraisers and Andrea Carolan BAppSc PRM FAPI Certified Practising Valuer of Maloney Field Services (Australia) Pty Ltd. The valuers used depreciated replacement cost as the best indicator of fair value, considering the need for ongoing provision of government services and assuming the assets are held for continued use. The valuer assessed the current cost of replacing the assets with their modern equivalents less deductions for physical deterioration and all relevant forms of obsolescence and optimisation.

#### Carrying Amount of Plant and Equipment

In accordance with APF III all items of plant and equipment that had a fair value at the time of acquisition which was less than \$1 million or an estimated useful life less than three years have not been revalued. The carrying values of these items are deemed to approximate fair value. These assets are classified in level 3 as there have been no subsequent adjustments to their value, except for management assumptions about the assets' condition and remaining useful life.

Plant and equipment includes \$410 000 (\$396 000) of fully depreciated plant and equipment still in use.

#### Impairment

There were no indications of impairment of plant and equipment at 30 June 2015.

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

## Reconciliation of Non-Current Assets

The following table shows the movement of non-current assets during 2014-15

2015	General & Events Plant & Equipment	Pageant Plant & Equipment	Fitouts	Total
	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	127	845	1 087	2 059
Additions	-	161	-	161
Revaluation increment	-	-	146	146
Depreciation	(88)	(132)	(277)	(497)
<b>Carrying amount at 30 June</b>	<b>39</b>	<b>874</b>	<b>956</b>	<b>1 869</b>

The following table shows the movement of non-current assets during 2013-14

2014	General & Events Plant & Equipment	Pageant Plant & Equipment	Fitouts	Total
	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	246	802	1 364	2 412
Additions	-	164	-	164
Disposals	(18)	(5)	-	(23)
Depreciation	(101)	(116)	(277)	(494)
<b>Carrying amount at 30 June</b>	<b>127</b>	<b>845</b>	<b>1 087</b>	<b>2 059</b>

## 19 Fair Value Measurement

### Fair Value Hierarchy

The fair value of non-financial assets must be estimated for recognition and measurement or for disclosure purposes. The Commission categorises non-financial assets measured at fair value into hierarchy based on the level of inputs used in measurement.

Fair value measurements recognised in the Statement of Financial Position are categorised into the following levels at 30 June 2015.

The Commission had no valuations categorised into level 1 or level 2.

	2015	2014
Level 3	\$'000	\$'000
Recurring fair value measurements		
General, events and Pageant plant and equipment	913	972
Fitouts	956	1 087
<b>Total recurring fair value measurements</b>	<b>1 869</b>	<b>2 059</b>

### Valuation Techniques and Inputs

Valuation techniques used to derive level 3 fair values are at note 18. There were no changes in valuation techniques during 2015.

### Reconciliation of Level 3 Recurring Fair Value Measurements

The following table is a reconciliation of fair value measurements using significant unobservable inputs (level 3)

	2015	2014
Plant and Equipment	\$'000	\$'000
Opening balance at 1 July	2 059	2 412
Capitalised subsequent expenditure	161	164
Disposals	-	(23)
Losses for the period recognised in net result		
Depreciation	(497)	(494)
Gains for the period recognised in other comprehensive result		
Revaluation increment	146	-
<b>Carrying amount at 30 June</b>	<b>1 869</b>	<b>2 059</b>



20 Payables		
	2015	2014
	\$'000	\$'000
<b>Current:</b>		
Creditors	1 579	219
Accrued expenses	963	1 961
Employment on-costs	169	176
Paid Parental Leave scheme payable	6	-
<b>Total current payables</b>	<b>2 717</b>	<b>2 356</b>
<b>Non-Current:</b>		
Employment on-costs	120	115
<b>Total non-current payables</b>	<b>120</b>	<b>115</b>
<b>Total payables</b>	<b>2 837</b>	<b>2 471</b>

As a result of an actuarial assessment performed by the Department of Treasury and Finance, the average proportion of long service leave taken as leave at a whole of government level decreased from an estimate of 40% (2014) to 37% (2015). In accordance with APF IV, management has determined that the Commission's experience has been sufficiently different over several years to render the use of this average unreliable. The percentage of long service leave taken as leave is 26.7%. The average factor for the calculation of employer superannuation contribution on-cost has remained at the 2014 rate of 10.3%. These rates are used in the employment on-cost calculation. The net financial effect of the changes in the current financial year is a decrease in employment on-costs of \$26 000. The estimated impact on 2016 and 2017 is \$27 000 and \$28 000 respectively.

#### Interest Rate and Credit Risk

Creditors and accruals are raised for amounts billed but unpaid. Sundry creditors are normally settled within 30 days. Employment on-costs are settled when the respective employee benefit that they relate to is discharged. All payables are non-interest bearing. The carrying amount of payables represents fair value due to the amounts being payable on demand.

Refer to note 31 for categorisation of financial instruments, maturity analysis of payables and risk exposure information.

21 Other Liabilities		
	2015	2014
	\$'000	\$'000
<b>Current:</b>		
Lease incentive	154	154
Foreign exchange forward contracts	-	64
<b>Total current other liabilities</b>	<b>154</b>	<b>218</b>
<b>Non-Current:</b>		
Lease incentive	321	475
<b>Total non-current other liabilities</b>	<b>321</b>	<b>475</b>
<b>Total other liabilities</b>	<b>475</b>	<b>693</b>

Lease liabilities are effectively secured as the rights to the leased assets revert to the lessor in the event of default.

22 Employee Benefits		
	2015	2014
	\$'000	\$'000
<b>Current:</b>		
Annual leave	598	603
Long service leave	259	289
Skills and experience retention leave	31	19
Accrued salaries and wages	162	129
<b>Total current employee benefits</b>	<b>1 050</b>	<b>1 040</b>
<b>Non-Current:</b>		
Long service leave	1 530	1 242
<b>Total non-current employee benefits</b>	<b>1 530</b>	<b>1 242</b>
<b>Total employee benefits</b>	<b>2 580</b>	<b>2 282</b>

AASB 119 *Employee Benefits* contains the calculation methodology for long service leave liability. An actuarial assessment performed by the Department of Treasury and Finance has provided the basis for the measurement of long service leave.

AASB 119 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 decreased from 3.5% (2014) to 3.0% (2015). This decrease in the bond yield, which is used as the rate to discount future long service leave cash flows, results in an increase in the reported long service leave liability.

The net financial effect of the change in the bond rate in the current financial year is an increase in the long service leave liability of \$68 000, employment on-costs payables of \$5 000 and employee benefits expense of \$73 000. The impact in future periods is impracticable to estimate as the long service leave liability is calculated using a number of assumptions, of which a key assumption is the long-term discount rate.

The actuarial assessment performed by the Department of Treasury and Finance left the salary inflation rate at 4.0% for long service leave liability and revised the salary inflation rate down from 4.0% (2014) to 3.0% (2015) for annual leave liability and skills, experience and retention leave liability. The net financial effect resulting from changes in the salary inflation rate in the current financial year is a decrease in the annual leave liability and skills, experience and retention leave liability of \$6 000, employment on-costs payables of \$1 000 and employee benefits expense of \$7 000. The estimated impact in 2016 is \$13 000, \$2 000 and \$15 000 respectively. The estimated impact in 2017 is \$20 000, \$3 000 and \$23 000 respectively.

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

## 23 Provisions

	2015	2014
<b>Current:</b>	<b>\$'000</b>	<b>\$'000</b>
Provision for workers compensation	11	12
<b>Total current provisions</b>	<b>11</b>	<b>12</b>
<b>Non-Current:</b>		
Provision for workers compensation	25	53
<b>Total non-current provisions</b>	<b>25</b>	<b>53</b>
<b>Total provisions</b>	<b>36</b>	<b>65</b>
Carrying amount at 1 July	65	64
Additional provisions recognised	7	10
Reductions resulting from re-measurement or settlement without cost	(36)	(9)
<b>Carrying amount at 30 June</b>	<b>36</b>	<b>65</b>

A liability has been reported to reflect unsettled workers compensation claims. The workers compensation provision is based on an actuarial assessment performed by the Office for the Public Sector.

## 24 Equity

	2015	2014
	<b>\$'000</b>	<b>\$'000</b>
Contributed Capital	64	64
Retained earnings	1 190	(918)
Asset revaluation surplus	146	-
<b>Total equity</b>	<b>1 400</b>	<b>(854)</b>

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.

## 25 Unrecognised Contractual Commitments

	2015	2014
<b>(a) Operating Lease Commitments</b>	<b>\$'000</b>	<b>\$'000</b>
Commitments in relation to operating leases contracted for at the reporting date but not recognised as liabilities are payable as follows:		
Within one year	1 657	1 608
Later than one year but not longer than five years	3 158	4 827
<b>Total operating lease commitments</b>	<b>4 815</b>	<b>6 435</b>

The Commission's operating leases are for office accommodation and warehousing. These commitments have been calculated at rates specified in the lease agreements. The leases are non-cancellable with terms ranging up to 11 years with some leases having the right of renewal. Rent is payable monthly in advance.

	2015	2014
<b>(b) Expenditure Commitments – Remuneration</b>	<b>\$'000</b>	<b>\$'000</b>
Commitments for the payment of salaries and other remuneration under fixed-term employment contracts in existence at the reporting date but not recognised as liabilities are payable as follows:		
Within one year	6 561	5 615
Later than one year but not longer than five years	6 211	7 386
<b>Total remuneration commitments</b>	<b>12 772</b>	<b>13 001</b>

Amounts disclosed include commitments arising from executive and other service contracts. The Commission does not offer fixed-term employment contracts greater than five years.

<b>(c) Expenditure Commitments – Other</b>	<b>2015</b>	<b>2014</b>
	<b>\$'000</b>	<b>\$'000</b>
Other expenditure commitments in existence at the reporting date but not recognised as liabilities are payable as follows:		
Within one year	<b>8 143</b>	15 112
Later than one year but not longer than five years	<b>6 218</b>	9 087
<b>Total other commitments</b>	<b>14 361</b>	24 199

The Commission's other commitments arise from agreements for marketing services, tourism development projects, event sponsorship and other cooperative and service contracts. There are no purchase options available to the Commission.

<b>26 Auditor's Remuneration</b>		
	<b>2015</b>	<b>2014</b>
	<b>\$'000</b>	<b>\$'000</b>
Audit fees paid/payable to the Auditor-General's Department relating to the audit of financial statements	<b>123</b>	112
<b>Total auditor's remuneration</b>	<b>123</b>	112

No other services were provided by the Auditor-General's Department.

Auditor's remuneration costs are recognised in the Statement of Comprehensive Income and included in the balance of audit, legal and other fees in Note 8.

<b>27 Remuneration of Board Members</b>							
Members of the Board during the 2014-15 financial year were:							
<b>South Australian Tourism Commission Board</b>							
B Hayes	J Irving	J Turbill	S Keenihan (from 14 May 2015)	K Lloyd (until 30 June 2015)			
I Horne	J Jeffreys	M Young	A Bullock (until 30 June 2015)	L Tuit (until 30 September 2014)			
						<b>2015</b>	<b>2014</b>
<b>The number of members whose total remuneration received or receivable falls within the following bands:</b>						<b>No.</b>	<b>No.</b>
\$0 - \$9 999						<b>2</b>	1
\$10 000 - \$19 999						<b>7</b>	8
\$20 000 - \$29 999						<b>1</b>	1
<b>Total number of members</b>						<b>10</b>	10

Remuneration of members reflects all costs of performing board member duties including sitting fees, superannuation contributions, salary sacrifice benefits and fringe benefits, and any fringe benefits tax paid or payable in respect of those benefits. The total remuneration received or receivable by members was \$172 000 (\$184 000). Amounts paid to a superannuation plan for board members was \$15 000 (\$16 000).

In accordance with Premier and Cabinet Circular PC016, government employees did not receive any remuneration for board duties during the financial year.

Unless otherwise disclosed, transactions between members and the Commission are on conditions no more favourable than those that it is reasonable to expect the Commission would have adopted if dealing with the related party at arm's length in the same circumstances.

<b>28 Cash Flow Reconciliation</b>		
	<b>2015</b>	<b>2014</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Reconciliation of cash and cash equivalents at 30 June:</b>		
Cash and cash equivalents disclosed in the Statement of Financial Position	<b>4 410</b>	1 287
Balance as per the Statement of Cash Flows	<b>4 410</b>	1 287
<b>Reconciliation of net cash provided by (used in) operating activities to net cost of providing services:</b>		
Net cash provided by (used in) operating activities	<b>3 283</b>	(2 023)
Revenues from SA Government	<b>(54 483)</b>	(53 584)
<b>Non cash items</b>		
Depreciation expense	<b>(497)</b>	(494)
Impairment of financial assets	<b>-</b>	(400)
Net gain (loss) from disposal of non-current assets	<b>1</b>	(1)
<b>Movement in assets and liabilities</b>		
Receivables	<b>(262)</b>	88
Employee benefits	<b>(298)</b>	52
Provisions	<b>29</b>	(1)
Other liabilities	<b>218</b>	90
Payables	<b>(366)</b>	2 514
<b>Net cost of providing services</b>	<b>(52 375)</b>	(53 759)

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

## 29 Transactions with SA Government

The following table discloses revenue, expenses, financial assets and liabilities where the counterparty/transaction is with an entity within the SA Government as at the reporting date, classified according to their nature.

	2015	2014
	\$'000	\$'000
<b>EXPENSES</b>		
Employee benefits expenses	478	1 321
Advertising and promotion	171	33
Industry assistance	610	424
Administration and accommodation	1 745	1 808
Event operations	292	330
<b>Total Expenses</b>	<b>3 296</b>	<b>3 916</b>
<b>INCOME</b>		
Participation fees	330	364
Refunds and recoups	91	74
<b>Total Income</b>	<b>421</b>	<b>438</b>
<b>NET COST OF PROVIDING SERVICES</b>	<b>2 875</b>	<b>3 478</b>
<b>REVENUES FROM SA GOVERNMENT</b>		
Revenues from SA Government	54 483	53 584
<b>Total Revenues From SA Government</b>	<b>54 483</b>	<b>53 584</b>
<b>NET RESULT</b>	<b>51 608</b>	<b>50 106</b>
<b>TOTAL COMPREHENSIVE RESULT</b>	<b>51 608</b>	<b>50 106</b>
<b>FINANCIAL ASSETS</b>		
Receivables	-	19
<b>Total Financial Assets</b>	<b>-</b>	<b>19</b>
<b>FINANCIAL LIABILITIES</b>		
Payables		
Creditors	48	-
Accrued expenses	149	168
Employment on-costs	169	289
<b>Total Financial Liabilities</b>	<b>366</b>	<b>457</b>

### 30 Budgetary Reporting and Explanations of Major Variances between Budget and Actual Amounts

The following table discloses variances between original budget and actual amounts. No expenses or income exceed the greater of 10% of the original budgeted amount and 5% of the original budgeted total expenses.

2015	Original Budget <sup>(1)</sup>	Actual	Variance
<b>EXPENSES</b>	\$'000	<b>\$'000</b>	\$'000
Employee benefits expenses	9 090	<b>10 210</b>	1 112
Advertising and promotion	21 636	<b>21 091</b>	(545)
Industry assistance	9 414	<b>11 052</b>	1 638
Administration and accommodation	8 159	<b>6 100</b>	(2 059)
Event operations	9 498	<b>11 310</b>	1 812
Depreciation expenses	494	<b>497</b>	3
<b>Total Expenses</b>	58 291	<b>60 260</b>	1 969
<b>INCOME</b>			
Participation fees	5 883	<b>5 282</b>	(601)
Entry fees, merchandise sales and commission	1 196	<b>857</b>	(339)
Refunds and recoups	311	<b>858</b>	547
Other income	744	<b>887</b>	143
Net gain from the disposal of non-current assets	-	<b>1</b>	1
<b>Total Income</b>	8 134	<b>7 885</b>	(249)
<b>NET COST OF PROVIDING SERVICES</b>	50 157	<b>52 375</b>	2 218
<b>REVENUES FROM SA GOVERNMENT</b>			
Revenues from SA Government	50 502	<b>54 483</b>	3 981
<b>Total Revenues From SA Government</b>	50 502	<b>54 483</b>	3 981
<b>NET RESULT</b>	345	<b>2 108</b>	1 763
<b>OTHER COMPREHENSIVE INCOME</b>			
Changes in plant and equipment revaluation reserve	-	<b>146</b>	146
<b>Total Other Comprehensive Income</b>	-	<b>146</b>	146
<b>TOTAL COMPREHENSIVE RESULT</b>	345	<b>2 254</b>	1 909

(1) The budget process is not subject to audit. Budget information refers to the amounts presented to Parliament in the original budgeted financial statements in respect of the reporting period (2014-15 Budget Paper 4). These original budgeted amounts have been presented and classified on a basis that is consistent with line items in the financial statements. However, these amounts have not been adjusted to reflect revised budgets.

2015	Original Budget <sup>(2)</sup>	Actual	Variance
<b>INVESTING EXPENDITURE SUMMARY</b>	\$'000	<b>\$'000</b>	\$'000
Total annual programs	130	<b>161</b>	31
<b>Total Investing Expenditure</b>	130	<b>161</b>	31

(2) The budget process is not subject to audit. Budget information refers to the amounts presented to Parliament in the original budgeted financial statements in respect of the reporting period (2014-15 Budget Paper 4). These amounts have not been adjusted to reflect revised budgets.

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

## 31 Financial Instruments / Financial Risk Management

### (a) Financial Risk Management

Risk management is managed by the Commission's Finance and Business Services group. Risk management policies are in accordance with the Risk Management Policy Statement issued by the Premier and Treasurer and the principles established in the Australian Standard Risk Management Principles and Guidelines. The Commission is exposed to financial risk – liquidity risk, credit risk and market risk. There have been no changes in risk exposure since the last reporting period.

### (b) Categorisation of Financial Instruments

Details of the significant accounting policies and methods adopted including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised with respect to each class of financial assets, financial liability and equity instrument are disclosed in note 2 Summary of Significant Accounting Policies. The Commission does not recognise any financial assets or financial liabilities at fair value. The carrying value less impairment provisions of receivables and payables is a reasonable approximation of their fair values due to their short-term nature. All of the resulting fair value estimates are included in level 2 as all significant inputs are observable.

### (c) Liquidity Risk

Liquidity risk arises where the Commission is unable to meet its financial obligations as they are due to be settled. The Commission is funded principally from appropriation by the SA Government. The Commission 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.

The Commission settles undisputed accounts within 30 days from the date of the invoice or date the invoice is first received. In the event of a dispute, payment is made within 30 days from the date of resolution.

The Commission's exposure to liquidity risk is insignificant based on past experience and current assessment of risk. The carrying amount of financial liabilities recorded in table 31.1 represents the Commission's maximum exposure.

The following table discloses the carrying amount of each category of financial instrument held by the Commission including the contractual maturity analysis for financial assets and liabilities, that is, liquidity risk. The Commission has assessed the maturity of its financial assets and financial liabilities as being less than one year.

Table 31.1 Categorisation of Financial Assets and Financial Liabilities			Carrying Amount	
			2015	2014
Category of financial asset and financial liability	Statement of Financial Position line item	Note	\$'000	\$'000
<b>FINANCIAL ASSETS</b>				
Cash and cash equivalents	Cash and cash equivalents	16, 28	4 410	1 287
Loans and receivables	Receivables <sup>(1)(2)</sup>	17	317	430
<b>Total Financial Assets</b>			<b>4 727</b>	<b>1 717</b>
<b>FINANCIAL LIABILITIES</b>				
Financial liabilities at cost	Payables <sup>(1)</sup>	20	2 345	2 012
	Other current liabilities	21	-	64
<b>Total Financial Liabilities</b>			<b>2 345</b>	<b>2 076</b>

(1) Receivables and payables amounts disclosed above exclude amounts relating to statutory receivables and payables. In government, certain rights to receive or pay cash may not be contractual and therefore in these situations, the requirements will not apply. Where rights or obligations have their source in legislation such as levy receivables/payables, tax equivalents, commonwealth tax and audit receivables/payables they are excluded from the disclosure. The standard defines contract as enforceable by law. All amounts recorded are carried at cost (not materially different from amortised cost).

(2) Receivables amount disclosed here excludes prepayments. Prepayments are presented in note 17 as trade and other receivables in accordance with paragraph 78(b) of AASB 101. However, prepayments are not financial assets as defined in AASB 132 as the future economic benefit of these assets is the receipt of goods and services rather than the right to receive cash or another financial asset.

#### (d) Credit Risk

Credit risk arises when there is the possibility of the Commission's debtors defaulting on their contractual obligations resulting in financial loss to the Commission. The Commission measures credit risk on a fair value basis and monitors risk on a regular basis. The carrying amount of financial assets as detailed in table 31.1 represents the Commission's maximum exposure to credit risk. No collateral is held as security and no credit enhancements relate to financial assets held by the Commission.

The Commission has minimal concentration of credit risk. The Commission has policies and procedures in place to ensure that transactions occur with customers with appropriate credit history. The Commission does not engage in high risk hedging for its financial assets.

The following table discloses the ageing of financial assets past due, including impaired assets past due.

**Table 31.2 Ageing Analysis of Financial Assets**

	Past due by < 30 days	Past due by 30 - 60 days	Past due by >60 days	Total
2015	\$'000	\$'000	\$'000	\$'000
<b>Not Impaired</b>				
Receivables <sup>(1)</sup>	67	241	1	309
<b>Impaired</b>				
Receivables	-	-	-	-
<b>2014</b>				
<b>Not Impaired</b>				
Receivables <sup>(1)</sup>	61	12	112	185
<b>Impaired</b>				
Receivables	-	-	-	-

(1) Receivable amounts disclosed here exclude amounts relating to statutory receivables. In government, certain rights to receive or pay cash may not be contractual and therefore in these situations, the requirements will not apply. Where rights or obligations have their source in legislation such as levy receivables/payables, tax equivalents, commonwealth tax and audit receivables/payables they are excluded from the disclosure. The standard defines contract as enforceable by law. All amounts recorded are carried at cost.

#### (e) Market Risk

The Commission does not engage in high risk hedging for its financial assets. To manage exchange risk for 2015 16, as at 30 June 2015 the Commission had in place 7 (11) foreign exchange forward contracts totalling \$3 512 000 (\$5 412 000). In 2014 15 the Commission had 11 (15) foreign exchange forward contracts mature totalling \$5 412 000 (\$5 421 000). The forward contracts are to cover commitments denominated in foreign currencies, including for the payment of representation fees, event participation fees and marketing activity in overseas offices. As with all hedges there are financial risks. Cashflows from foreign exchange forward contracts in 2014 15 are included in the Statement of Comprehensive Income, and where material are shown separately as losses in note 8 and as gains in note 13.

#### (f) Sensitivity Disclosure Analysis

A sensitivity analysis has not been undertaken for the interest rate risk and exchange risk of the Commission as it has been determined that the possible impact on total comprehensive result or total equity from fluctuations in interest rates and exchange rates is immaterial.

#### (g) Credit Standby Arrangements

The Commission has a \$283 000 (\$283 000) purchasing card facility with the ANZ Bank. The unused portion of this facility as at 30 June 2015 was \$194 000 (\$231 000).

### 32 Events after the Reporting Period

The *Statutes Amendment (Boards and Committees – Abolition and Reform) Act 2015* dissolved the South Australian Motor Sport Board (SAMSB) and vested all assets and liabilities of the SAMSB at 1 July 2015 in the Commission. Estimated net assets of SAMSB at 30 June 2015 were \$14 957 000. By notice in the Government Gazette all employees of SAMSB were transferred to employment by the employing authority under the *South Australian Tourism Commission Act 1993* from 1 July 2015. The financial effect of these changes has not been reflected in the financial statements.

### 33 Administered Items

Until 30 June 2011 the Commission was responsible for the operation of the South Australian Visitor and Travel Centre, which arranged bookings of tourism products on behalf of tourism operators. The following table discloses the financial details for residual carryover items.

	2015	2014
	\$'000	\$'000
<b>South Australian Visitor and Travel Centre</b>		
Expenditure to tourism operators	-	15
<b>Total Administered Expenses</b>	-	15

# INDEPENDENT AUDITOR'S REPORT



Government of South Australia  
Auditor-General's Department

Level 9  
State Administration Centre  
200 Victoria Square  
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## To the Chairman South Australian Tourism Commission

As required by section 31 (1)(b) of the *Public Finance and Audit Act 1987* and section 23(3) the *South Australian Tourism Commission Act 1993*, I have audited the accompanying financial report of the South Australian Tourism Commission for the financial year ended 30 June 2015. The financial report comprises:

- a Statement of Comprehensive Income for the year ended 30 June 2015
- a Statement of Financial Position as at 30 June 2015
- a Statement of Changes in Equity for the year ended 30 June 2015
- a Statement of Cash Flows for the year ended 30 June 2015
- Disaggregated Disclosures - Expenses and Income for the year ended 30 June 2015 notes, comprising a summary of significant accounting policies and other explanatory information
- a Certificate from the Chairman, Chief Executive Officer and the Chief Financial Officer.

## The Board of Directors' Responsibility for the Financial Report

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

## Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the requirements of the *Public Finance and Audit Act 1987* and Australian Auditing Standards. The auditing standards require that the auditor comply with relevant ethical requirements and that the auditor plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the board of directors, as well as the overall presentation of the financial report. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## Opinion

In my opinion, the financial report gives a true and fair view of the financial position of the South Australian Tourism Commission as at 30 June 2015, its financial performance and its cash flows for the year then ended in accordance with the Treasurer's Instructions promulgated under the provisions of the *Public Finance and Audit Act 1987* and Australian Accounting Standards.

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

Andrew Richardson  
Auditor-General  
16 September 2015



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# APPENDICES

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FREEDOM OF INFORMATION STATEMENT  
BOARD PERFORMANCE AGREEMENT  
BOARD ATTENDANCE  
OVERSEAS TRAVEL  
USE OF CONSULTANTS  
CONTRACTUAL ARRANGEMENTS  
INDUSTRY PARTICIPATION POLICY OUTCOMES

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# FREEDOM OF INFORMATION STATEMENT

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## Freedom of Information Act 1991 Information Statement

### SECTION 9(2)(A) – STRUCTURE AND FUNCTIONS

In July 1993, the South Australian Tourism Commission was established by the Government of South Australia as a body corporate, pursuant to the *South Australian Tourism Commission Act 1993*. A board appointed by the Minister for Tourism administers the Act.

The principal goals of the South Australian Tourism Commission are to:

- ensure a co-ordinated approach to the promotion of South Australia, nationally and internationally, which results in an increase in visitor numbers to all regions of the state, thereby increasing the value of tourism to the economy and generating employment for South Australians
- attract, develop, support and manage major and strategic events that generate substantial economic and social benefits for South Australia and promote the image and profile of Adelaide and South Australia
- ensure the development of South Australia's tourism resources in a socially responsible way with emphasis on the continued maintenance and preservation of South Australia's environmental and cultural heritage and the profitability and effective utilisation of infrastructure
- achieve a strong corporate team and positive corporate culture that uses its resources in the most effective and efficient manner.

### SECTION 9(2)(B) – SUMMARY FUNCTION

The purpose of the South Australian Tourism Commission is, on behalf of the State Government, to work in partnership with the tourism industry and other stakeholders in marketing South Australia, nationally and internationally, as a world-class tourist and event destination.

### SECTION 9(2)(C) – PUBLIC PARTICIPATION IN AGENCY POLICY DEVELOPMENT

The success of marketing South Australia as a premier tourist destination requires input from the tourism industry and stakeholders. The South Australian Tourism Commission welcomes feedback and comments on agency policy development through inviting various local government, tourism industry and community organisations to open forums and discussion groups held on formal and informal consultations.

### SECTION 9(2)(D) – DOCUMENTS HELD

- SATC Annual Report
- South Australian Tourism Plan 2020
- Various research and policy papers
- Occupational Health, Safety and Welfare Policy
- Various marketing and event brochures
- Regional Events and Festivals Program and Community Events Development Fund Guidelines and Application

### SECTION 9(2)(E) AND (F) – ACCESS TO DOCUMENTS

Requests under the FOI Act for access to documents in the possession of the South Australian Tourism Commission should be accompanied by a \$33.00 application fee (cheque or money order) and directed in writing to:

The FOI Officer  
South Australian Tourism Commission  
GPO Box 1972  
ADELAIDE SA 5001

After the first two hours spent by the Agency in dealing with the application and giving access, an additional fee of \$12.30 per 15 minutes applies and a deposit may be required. Where access is to be given in the form of a photocopy of the document (per page), a fee of 20 cents applies. Further fees may also apply, depending on the complexity of the application.

Note: If the applicant requires that a document be posted or delivered, the applicant must pay the actual costs incurred by the agency in posting or delivering the document.

On application for review by an agency of a determination made by the agency under Part 3 of the Act (section 29(2)(b)) = \$33.00.

Access to documents listed under section 9(2)(d) can be arranged between 9.00am and 4.30pm, Monday to Friday, at Tower 2, 121-125 King William Street, Adelaide SA 5000, by contacting the FOI Officer, telephone (08) 8463 4518.

Copies of this information statement are available, free of charge, by contacting the FOI Officer. Other publications are also available on request.

# 2014/2015 PERFORMANCE AGREEMENT

Between the South Australian Tourism Commission Board  
and the Minister for Tourism

## 2014 / 2015 PERFORMANCE AGREEMENT

### KEY FOCUS

The 2014/15 Board Performance Agreement with the Minister for Tourism directly flows from the industry-wide Tourism planning that has occurred in 2014

The *South Australian Tourism Plan 2020* outlines the strategic priorities and goals for tourism. The *South Australian Tourism Plan 2020* is a whole-of-industry document, which identifies the key objectives for all tourism stakeholders, to drive growth in tourism in South Australia. The new Tourism Plan takes into consideration all aspects of tourism in South Australia – from solo tourism operators to major businesses and all levels of government.

In developing the Tourism Plan, the SATC consulted extensively across all regions of South Australia, government and industry. The consultation process involved the holding of consultation sessions in all regional areas of the State and in Adelaide, an online stakeholder survey and the release of the Draft Tourism Plan for public comment and the review of written submissions. The Plan was officially launched in July 2014.

The *South Australian Tourism Plan 2020* identifies five key priority action areas.

- Driving demand
- Working better together
- Supporting what we have
- Increasing the recognition of the value of tourism
- Using events to grow visitation

Recognising the need to provide a supportive environment for the tourism industry's growth, an additional two areas have been identified as areas to influence:

- Investment in public infrastructure
- The cost of doing business

The Board believes that achievement of the key priority action areas identified in the *South Australian Tourism Plan 2020* is critical to the future of the Tourism Industry in South Australia.

The *SATC Corporate Plan 2015-17* implements the *South Australian Tourism Plan 2020* and establishes the planning framework for the SATC.

The *SATC Operational Plan 2014-15* sets out in detail the key focus areas and projects for the SATC in 2014-15 which align to the priority action areas of the new Tourism Plan.

A summary of the key strategic focus areas for the SATC are set out hereunder.

# 2014/2015 PERFORMANCE AGREEMENT

## STRATEGIC PRIORITIES

- **Driving demand:**
  - Influence Brand perceptions, awareness, consideration and intention of the interstate target market via marketing campaigns and public relations activities that build brand and encourage visitation through retail distribution partners and via traditional and digital mechanisms.
  - Continue intrastate marketing and public relations activities to increase consideration and visitation by South Australians within South Australia's 11 regions, via traditional and digital mechanisms.
  - Deliver Brand, tactical marketing and public relations activities, in priority international countries and leverage this with partners using traditional and digital mechanisms.
  - Provide targeted, Brand-aligned, user friendly content and images to help get shared messages out more strongly across our target markets and via multiple digital platforms including mobile, tablet and desktop.
- **Working better together**
  - Leverage third party Brand equity to further distribute South Australia's key marketing messages to all visitors through a wide range of partners
  - Update the Destination Action Plans and actively partner with each region to deliver Tourism 2020 outcomes.
- **Supporting what we have**
  - Work with partners on maintaining and increasing access to and within South Australia, including through joint marketing initiatives.
  - Work with Regional Tourism Organisations through the three-year funding agreement, as well industry and other key players to better connect our tourism industry
- **Increasing the recognition of the value of tourism**
  - Build on the current strong research program and make evidence based information available to increase the understanding of the value and relevance of tourism to our stakeholders.
- **Using events to grow visitation**
  - Manage, secure and sponsor events, in conjunction with partners, to build a balanced calendar of events contributing to Tourism 2020 outcomes.
  - Focus sponsorships, including those targeted through the Events Bidding Fund, on core strength areas such as arts and culture, food and wine, sport and mass participation, with a particular focus on off-peak periods and utilising key infrastructure.
  - Develop the capacity building program for major, regional and local/ community events and festivals across the State.
  - Increase awareness and consideration of SA hero events, through collaborative marketing, public relations and partnerships to trigger visitation.
  - Ensure that jointly administered bid funds are used to win those business events that are identified as best utilising newly completed infrastructure and delivering the highest economic return for the tourism industry. This recognises that increased business events activity will boost expenditure by high value visitors.
- **A supportive environment for the tourism industry**
  - Deliver insights and drive advocacy across public and private enterprise to foster growth and investment.
- **Organisational effectiveness**
  - The SATC will assist with the implementation of the Government's proposed restructure of the SATC, namely abolishing the Board and bringing motor sport events under SATC management.
  - Provide systems and support across all aspects of corporate services to maximise the effective and efficient use of SATC resources and ensure public accountability expectations are met.
  - Embed a strong planning and performance monitoring approach that links long term planning and outcomes to the daily work of each individual in the office, covers strategic risk as well as operational risks
  - Embed organisational values and drive continual improvement through review processes.

# 2014/2015 PERFORMANCE AGREEMENT

## SIGNATURES

We the undersigned do hereby agree to the outcomes outlined in the 2014-15 Performance Agreement between the South Australian Tourism Commission Board and the Minister for Tourism

Signed:  Dated: 17/11/14  
Leon Bignell MP  
MINISTER FOR TOURISM

Signed:  Dated: 26/11/14  
Jane Jeffreys  
CHAIR  
On behalf of the SOUTH AUSTRALIAN TOURISM COMMISSION BOARD

# BOARD ATTENDANCE

Board Attendance												
SATC Board Meeting	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
J Jeffreys				Apology		Apology						
L Tuit*												
I Horne					NO BOARD MEETING	Apology	NO BOARD MEETING			NO BOARD MEETING	Apology	
K Lloyd				Apology								
J Turbill												
B Hayes		Apology										Apology
J Irving		Apology										
A Bullock												
M Young												
R Harrex			Rik Morris Represented									
S Keenihan**												

\* Lyn Tuit came off the Board 30/9/14

\*\* Sean Keenihan appointed to the Board as Chair 14/5/15

# OVERSEAS TRAVEL

Information on overseas travel by employees is available at [www.tourism.sa.com/about-satc/annual-reports.aspx](http://www.tourism.sa.com/about-satc/annual-reports.aspx).

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## USE OF CONSULTANTS

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Use of Consultants for the year ended 30 June 2015			
Consultant	Purpose of consultancy	Number	Total (\$)
<b>\$10,000 and above</b>			
Thompson Clarke Shipping Pty Ltd	Review and recommendations for future development of South Australian cruise ship infrastructure and investment.	1	\$37 416
<b>Total</b>		<b>1</b>	<b>\$37 416</b>

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## FRAUD

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The South Australian Tourism Commission has in place appropriate fraud prevention, detection, investigation, reporting and data collection procedures and policies, in line with its fraud risk assessment and fraud control plan. These arrangements meet the specific needs of the SATC, and all reasonable measures to minimise the incidence of fraud, as well as to investigate and recover the proceeds of fraud, have been taken. There were no reported fraud incidents during 2014–15.

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## CONTRACTUAL ARRANGEMENTS

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Information on contracts disclosed by South Australian Tourism Commission in accordance with *Department of the Premier and Cabinet Circular 27 - Disclosure of Government Contracts* is available at <https://www.tenders.sa.gov.au/tenders/tenders/index.do>

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## INDUSTRY PARTICIPATION POLICY OUTCOMES

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The South Australian Tourism Commission has not executed any contracts which involve Industry Participation Plans in the 2014/15 year.



[southaustralia.com](http://southaustralia.com)