

TOURISM AUSTRALIA

ENTITY RESOURCES AND PLANNED PERFORMANCE

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TOURISM AUSTRALIA

Section 1: Entity overview and resources

1.1 STRATEGIC DIRECTION STATEMENT

Tourism Australia (TA) is Australia’s national tourism marketing organisation that promotes Australia as a compelling tourism destination for leisure and business events travel.

TA’s purpose is to grow demand and to foster a competitive and sustainable tourism industry.

This purpose has never been more pertinent as Australia’s tourism industry remains in the grips of its toughest ever crisis, with the impacts of drought, the worst bushfire season on record and the complete shutdown of global travel because of COVID-19. To address these challenges, TA has received specific additional funding and carryover of funding. This record funding will allow TA to stimulate demand from the domestic market whilst international borders remain closed.

Operating environment and industry outlook

An overview of trends impacting Australian tourism and TA’s operating model for 2020-21 are outlined below. Further detail is available in our Corporate Plan 2020-24.

EXTERNAL CHANGES IMPACTING AUSTRALIAN TOURISM		IMPLICATIONS FOR TA
Economic	<ul style="list-style-type: none"> Bushfires of early 2020 decimated tourism communities, with news coverage impacting Australia’s reputation as a tourism destination. COVID-19 protection measures severely damaged economic activity – global GDP is forecast to decline 5 per cent in 2020 and Australia’s GDP to decline 6 per cent.¹ Forty-seven per cent of tourism jobs are in regional Australia. The bushfires and COVID-19 have had significant impacts on Australia’s regional and rural communities. 	<ul style="list-style-type: none"> Overall negative macro-economic environment, with low levels of consumer confidence. Maintaining a balanced market portfolio remains relevant, while adjusting our approach by market to ensure best use of resources. A return to domestic tourism marketing, tapping into demand for travel by Australians, after months in lockdown, as well as a desire to support regional Australia.
Travel industry	<ul style="list-style-type: none"> A deluge of information about the crises, which was not always accurate 	<ul style="list-style-type: none"> Significant crisis management and industry outreach, timely, accurate information and direct industry engagement to inform our strategy and recovery efforts.

¹ International Monetary Fund (June 2020), World Economic Outlook

Tourism Australia Budget Statements

	<ul style="list-style-type: none"> • From an industry worth \$152 billion in 2019, tourism spend is forecast to decline by 40 per cent in 2020-21² • Significant impacts on tourism jobs – with one in three jobs lost³ • Major impacts on aviation, with international capacity falling by more than 90 per cent⁴ • Many operators who had focused on international markets have moved into the domestic market. 	<ul style="list-style-type: none"> • Ramp-up and sharing of our analysis and insights with industry and STOs • Development of an aviation recovery strategy in partnership with airports and airlines; expansion of our domestic programs across leisure, business events and distribution.
Marketing channels	<ul style="list-style-type: none"> • While travel bans are in place, it is not appropriate to undertake tactical marketing. • Importance of digital, video and content have increased, by ‘virtually’ inspiring consumers during their time in lock-down. • Increasing competition from other destinations, particularly those that have reopened their international borders to travellers. 	<ul style="list-style-type: none"> • We have recalibrated our promotional activity, including pausing our international brand campaign. Most of our international activity has been paused due to COVID-19 travel restrictions. • With much of the world in lockdown, we are concentrating effort on ‘travel dreaming’ delivered through digital, video and content, and programmatic media buying.
Consumer	<ul style="list-style-type: none"> • While there has been a softening in consideration of Australia for a holiday by prospective international travellers, longer-term consideration of Australia is positive. It is anticipated that Australia’s relatively low rate of coronavirus cases and its effective management of the pandemic will have a positive impact on consumer perception of travel to Australia. • Research into the travel plans of Australians regarding domestic travel found that a third of Australians are planning a trip.⁵ • With social distancing becoming the ‘new normal’, preference for self-drive, outdoor and nature experiences are increasing, along with a renewed preference for booking via travel agents. 	<ul style="list-style-type: none"> • Monitoring of consumer sentiment, tracking of forward bookings and searches has been continuous, to inform delivery of the right messaging, at the right time. We are also monitoring the segments and markets that are most likely to return early so we are ready to take action. • We continue to make the most of consumer and technology trends, supporting industry by sharing their stories and connecting travellers to experiences. This includes continued development of immersive video content on Australia.com to help Australians plan their Aussie holiday; as well as content partnerships to inspire holiday dreaming.

² Tourism Research Australia, 2020

³ Tourism Research Australia, 2020

⁴ LEK Consulting (2020). Modelling by LEK Consulting indicates it may take until 2023-24 for Australian airports and airlines to recover to 2019 passenger levels.

⁵ Tourism Research Australia, 2020

Tourism 2020

Tourism 2020 is a government and industry long-term strategy to build the resilience and competitiveness of Australia's tourism industry and grow its contribution to Australia's economy. The industry set a goal to increase overnight tourism expenditure from \$70.0 billion in 2009 to more than \$115.0 billion in 2020. Prior to the summer bushfires and COVID-19, Australian tourism was a solid performer, with significant growth since the launch of *Tourism 2020*. At year ending 31 December 2019, total overnight visitor expenditure reached \$126.1 billion, up 9 per cent.

In 2020-21, our efforts will concentrate on delivering the Australian Government's Recovery Plan, working in partnership with Austrade, state and territory governments and the Australian tourism industry. It is anticipated that return to the development of a long-term strategy for tourism will be undertaken at a later stage.

Strategies

INDUSTRY RECOVERY: *Guide industry and help prepare for recovery, remaining solutions focused while adapting and responding to the needs of the industry.* To guide our effort, TA has implemented a dedicated engagement and communications framework to understand what is happening 'on the ground' and to ensure industry has access to the information and support they need. We will continue to share this intelligence with Government to inform potential policy and funding decisions.

DOMESTIC CUSTOMER: *Target Australians who holiday or want a short break / Target Australian business events decision-makers.* Our domestic leisure target customers are all Australian holiday makers and day trippers. This includes specific audiences such as nomads, youth and families. Our business events target customers are decision-makers in corporate meetings, events, exhibition and association conferences.

INTERNATIONAL CUSTOMER: *Target high value leisure travellers and business events decision-makers.* TA will continue to target high value travellers (HVTs) in both the leisure and business events segments. These travellers prioritise travel above all other things in their life and usually travel long haul on a regular basis. Activity targeting youth / Working Holiday Makers will continue. Our business events target customers are decision-makers in the incentive and association sectors.

DOMESTIC MARKET: *Encourage Australians to support communities and tourism businesses affected by the bushfires and coronavirus to turnaround the immediate downturn in tourism.*

INTERNATIONAL MARKETS: *Invest in markets with the best potential to drive Australia's tourism recovery.* An outline of TA's international market categories and is provided in Table 1. Initial planning in 2020-21 will use this approach, but we will undertake a review of this framework, recognising our approach by market will need to be adjusted to meet the needs of the post-COVID-19 environment.

TABLE 1: 2020-21 MARKET CATEGORIES - INTERNATIONAL				
LEISURE MARKETING				
CATEGORY	Stars	Solid deliverers	Distribution focused	Rising stars
VALUE BY 2025 ⁶	>\$6 billion	>\$2 billion	>\$2 billion	>\$1.6 billion
MARKETS	China, UK, USA	Germany, Hong Kong, Japan, Malaysia, Singapore	Canada, France, Italy, South Korea	India, Indonesia
BUSINESS EVENTS MARKETING				
CATEGORY	Incentive		Association	
MARKETS	Greater China, USA, NZ		UK/Europe, USA	

RESOURCES: *Ensure marketing resources are only spent where and when the funds will be most effective.* This will be informed by our Green Light project, a strategic framework to assist in identifying our approach and timing of re-investment in key markets.

DOMESTIC LEISURE MARKETING: *Holiday here this year.* Marketing activity will aim to drive patriotism to holiday at home, dialing up rural and regional experiences to encourage and promote dispersal across Australia.

INTERNATIONAL LEISURE MARKETING: *Invite the world to experience the Australian way of life.* We will initially concentrate on social media and content initiatives, inspiring ‘holiday dreaming’, while continuing to position Australia as the most desirable and memorable destination on Earth. As we move into recovery, marketing will focus on brand and partnership activity to promote bookings and travel to and around Australia.

DOMESTIC BUSINESS EVENTS MARKETING: *Event here this year.* Activity will focus on education, along with brand and content initiatives to encourage Australian event planners and decision makers to event in Australia.

INTERNATIONAL BUSINESS EVENTS MARKETING: *Grow demand for Australian business events experiences and destinations.* TA will continue to deliver differentiated partnership marketing and trade programs that target key decision-makers in the international associations and incentives sectors. The aim is to drive awareness, intention and booking of business events in Australia.

PARTNERSHIP: *Partnerships will be a supporting tactic for extending the reach of TA’s campaigns through partner marketing channels and direct access to booking channels.* This includes partnering with state and territory tourism organisations to deliver campaigns with commercial partners.

DISTRIBUTION: *Heighten knowledge and expertise.* Our distribution efforts will aim to ensure target customers have the right information and can easily access and book quality Australian tourism products. This will be delivered by continuing to educate frontline travel sellers through the Aussie Specialist Program and Corroboree events and

⁶ Forecast value prior to COVID-19 impacts

familiarisations and providing platforms for distributors to meet with Australian industry through events, missions and familiarisations (when borders re-open)

Aviation development: *Lead sustainable return to growth.* TA will lead a Team Australia approach to the recovery of the aviation sector from the impacts of COVID-19. This will be achieved by motivating carriers to re-establish these routes through commercial partnerships, creating demand through destination marketing and building aviation capacity and frequency.

1.2 ENTITY RESOURCE STATEMENT

Table 1.1 shows the total funding from all sources available to the entity for its operations and to deliver programs and services on behalf of the Government.

The table summarises how resources will be applied by outcome (government strategic policy objectives) and by administered (on behalf of the Government or the public) and departmental (for the entity's operations) classification.

For more detailed information on special accounts and special appropriations, please refer to *Budget Paper No. 4 – Agency Resourcing*.

Information in this table is presented on a resourcing (that is, appropriations/cash available) basis, whilst the 'Budgeted expenses by Outcome 1' tables in Section 2 and the financial statements in Section 3 are presented on an accrual basis.

Table 1.1: Tourism Australia resource statement — Budget estimates for 2020-21 as at Budget October 2020

	2019-20 Estimated actual \$'000	2020-21 Estimate \$'000
Opening balance/cash reserves at 1 July (a)	-	-
Funds from Government		
Annual appropriations - ordinary annual services (a)		
Outcome 1	139,534	139,445
Total annual appropriations	139,534	139,445
Amounts received from related entities		
Amounts from portfolio department (b)	60,000	52,423
Total amounts received from related entities	60,000	52,423
Total funds from Government	199,534	191,868
Funds from industry sources		
Funds from industry sources	13,873	13,700
Total funds from industry sources	13,873	13,700
Funds from other sources		
Interest	665	400
Total funds from other sources	665	400
Total net resourcing for Tourism Australia	214,072	205,968
	2019-20	2020-21
Average staffing level (number) (c)	207	207

All figures shown above are GST exclusive - these may not match figures in the cash flow statement.

Prepared on a resourcing (that is, appropriations available) basis.

(a) Appropriation Bill (No. 1) 2020-21.

(b) Funding provided by the portfolio department (Asia Marketing Fund, Support for the International Cricket Council T20 World Cup and Bushfire Response Package) as payment to Tourism Australia (from portfolio department's administered programs).

(c) Average Staffing Level (ASL) figures are estimates only.

Section 2: Outcomes and planned performance

Government outcomes are the intended results, impacts or consequences of actions by the Government on the Australian community. Commonwealth programs are the primary vehicle by which government entities achieve the intended results of their outcome statements. Entities are required to identify the programs which contribute to government outcomes over the Budget and forward years.

Each outcome is described below together with its related programs. The following provides detailed information on expenses for each outcome and program, further broken down by funding source.

Note:

Performance reporting requirements in the Portfolio Budget Statements are part of the enhanced Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance criteria described in Portfolio Budget Statements will be read with broader information provided in an entity's corporate plans and annual performance statements – included in Annual Reports – to provide an entity's complete performance story.

The most recent corporate plan for (Tourism Australia) can be found at: <https://www.tourism.australia.com/en/about/our-organisation/our-performance-and-reporting.html>

The most recent annual performance statement can be found at: <https://www.tourism.australia.com/en/about/our-organisation/our-performance-and-reporting.html>

2.1 BUDGETED EXPENSES AND PERFORMANCE FOR OUTCOME 1

Outcome 1: Grow demand and foster a competitive and sustainable tourism industry through partnership marketing to targeted global consumers in key markets

Linked programs

Department of Foreign Affairs and Trade
Programs
<ul style="list-style-type: none"> Program 1.7 – Programs to Promote Australia’s International Tourism Interests
Contribution to Outcome 1 made by linked programs
The program provides funding to Tourism Australia to deliver Outcome 1.
Austrade
Programs
<ul style="list-style-type: none"> Program 1.2 – Programs to promote Australia’s exports and other international economic interests
Contribution to Outcome 1 made by linked programs
Austrade provides research and policy support to Tourism Australia’s activities by promoting the export of Australian tourism services. These exports contribute to Australia’s prosperity.
Department of Home Affairs
Programs
<ul style="list-style-type: none"> Program 3.2 – Trade facilitation and industry engagement
Contribution to Outcome 1 made by linked programs
Tourism Australia works with Home Affairs by providing advice on visa and traveller facilitation policy relevant to the Australian tourism industry.
Department of Infrastructure, Transport, Regional Development and Communications
Programs
<ul style="list-style-type: none"> Program 2.3 – Air Transport
Contribution to Outcome 1 made by linked programs
An efficient, sustainable, competitive, safe and secure air transport system contributes to increasing international visitor arrivals and expenditure, and growing demand for Australia as a destination for tourism and business events.

Linked programs (continued)

Department of Infrastructure, Transport, Regional Development and Communications (continued)
Programs <ul style="list-style-type: none">• Program 3.1 – Regional development
Contribution to Outcome 1 made by linked programs <p>Tourism Australia works in partnership with state and territory governments, industry and commercial partners to build demand and increase visitor arrivals and spend in Australia, including encouraging international visitors to disperse beyond gateway cities into regional areas.</p>

Budgeted expenses for Outcome 1

This table shows how much the entity intends to spend (on an accrual basis) on achieving the outcome, broken down by program, as well as by Departmental funding sources.

Table 2.1.1: Budgeted expenses for Outcome 1

Outcome 1: Grow demand and foster a competitive and sustainable tourism industry through partnership marketing to targeted global consumers in key markets					
	2019-20 Estimated actual \$'000	2020-21 Budget \$'000	2021-22 Forw ard estimate \$'000	2022-23 Forw ard estimate \$'000	2023-24 Forw ard estimate \$'000
Program 1.1: Supporting Outcome 1					
Revenue from Government					
Ordinary annual services (Appropriation Bill No. 1)	139,534	139,445	137,048	138,211	138,974
Amounts from portfolio department (a)	60,000	52,423	19,981	20,040	20,100
Revenues from industry sources	13,873	13,700	16,400	16,400	16,400
Revenues from other independent sources	665	400	400	400	400
Total expenses for Program 1.1	214,072	205,968	173,829	175,051	175,874
Outcome 1 totals by resource type					
Revenue from Government					
Ordinary annual services (Appropriation Bill No. 1)	139,534	139,445	137,048	138,211	138,974
Payment from related entities	60,000	52,423	19,981	20,040	20,100
Revenues from industry sources	13,873	13,700	16,400	16,400	16,400
Revenues from other independent sources	665	400	400	400	400
Total expenses for Outcome 1	214,072	205,968	173,829	175,051	175,874
	2019-20	2020-21			
Average staffing level (number) (b)	207	207			

(a) Asia Marketing Fund, Support for the International Cricket Council T20 World Cup and Bushfire Response Package.

(b) Average Staffing Level (ASL) figures are estimates only.

Note: Departmental appropriation splits and totals are indicative estimates and may change in the course of the budget year as government priorities change.

Table 2.1.2: Program components of Outcome 1

Program 1.1: Supporting Outcome 1					
	2019-20	2020-21	2021-22	2022-23	2023-24
	Estimated	Budget	Forw ard	Forw ard	Forw ard
	actual		estimate	estimate	estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
1.1.1 - Component 1: Grow Demand					
Annual departmental expenses:					
Programme Support	171,258	154,476	130,372	131,288	131,906
Total component 1 expenses	171,258	154,476	130,372	131,288	131,906
1.1.2 - Component 2: Industry Development					
Annual departmental expenses:					
Programme Support	42,814	51,492	43,457	43,763	43,968
Total component 2 expenses	42,814	51,492	43,457	43,763	43,968
Total program expenses	214,072	205,968	173,829	175,051	175,874

Note: Departmental appropriation splits and totals are indicative estimates and may change in the course of the budget year as government priorities change.

Table 2.1.3: Performance criteria for Outcome 1

Table 2.1.3 below details the performance criteria for each program associated with Outcome 1. It also summarises how each program is delivered and where 2020-21 Budget measures have created new programs or materially changed existing programs.

Outcome 1 – Grow demand and foster a competitive and sustainable tourism industry through partnership marketing to targeted global consumers in key markets		
Program 1.1: Supporting Outcome 1		
Component 1.1.1: Grow Demand		
Objective: Identify and target best prospect consumers both in Australia and in our target markets, inspire them to travel to and throughout Australia.		
Delivery	<p>Target groups: high value leisure travellers and business events decision-makers in Australia and key international markets.</p> <p>Leisure travellers:</p> <ul style="list-style-type: none"> • Consumer research to build knowledge about what motivates the target customer when choosing a travel destination • Marketing activities to stimulate target customers, focusing on ‘dreaming’ initially, then moving to full marketing activity as we move into recovery (brand advertising and promotions, broadcasts, public relations, international media hosting, content development and social media) • Campaigns, supported by state and territory tourism organisations and commercial partners • Work in partnership with government and industry to align efforts and activities increasing Australia’s collective share of voice to achieve efficiency and effectiveness. <p>Business Events decision-makers:</p> <ul style="list-style-type: none"> • Consumer research to build knowledge of the needs of incentive and association decision-makers when choosing destinations for corporate and association meetings • Marketing activities to promote Australia as a business events destination, including brand advertising, content and public relations, trade events and buyer and agent familiarisation visits. 	
Performance information		
Year	Performance criteria (a)	Targets
2019-20	Key Metrics Tourism 2020: overnight tourism expenditure International tourism expenditure International tourism visitors BE expenditure from TA markets Destination brand – consideration Destination NPS – visitors recommend Australia	<i>Estimated performance</i> \$93 billion \$32 billion \$6.7 million \$1.33 billion 34% 39
2020-21	Key Metrics Overnight tourism expenditure Other metrics as outlined in Tourism Australia’s 2020-21 Corporate Plan	<i>Target</i> \$14 billion
2021-22 and beyond	Key Metrics Overnight tourism expenditure Other metrics as outlined in Tourism Australia’s 2020-21 Corporate Plan	<i>Target</i> \$82 billion

Table 2.1.3: Performance criteria for Outcome 1 (continued)

Program 1.1 (continued): Supporting Outcome 1		
Component 1.1.2: Industry development		
Objective: An Australian tourism industry that is competitive and sustainable and delivers on the needs of the target customer		
Delivery	Target group: The Australian tourism industry and trade and distribution partners in key international markets Key activities:	
	<ul style="list-style-type: none"> • Development of the distribution system • Provision of platforms to do business • Support of supply-side industry goals • Dissemination of insights and engagement of industry stakeholders. 	
Performance information		
Year	Performance criteria (a)	Targets
2019-20	Key Metric Stakeholders indicate TA adds value to their business Stakeholder NPS	<i>Performance</i> >95% 64 ⁷
2020-21	Key Metric Stakeholders indicate TA adds value to their business Stakeholder NPS	<i>Target</i> >90% 48
2021-22 and beyond	Key Metric Stakeholders indicate TA adds value to their business Stakeholder NPS	<i>Target</i> >90% 49

⁷ Stakeholder NPS score in 2019-20 was high, showing strong support for TA's activity during COVID-19. As we return to normal, it is anticipated Stakeholder NPS scores will also revert to normal levels.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements, which provide a comprehensive snapshot of entity finances for the 2020-21 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 BUDGETED FINANCIAL STATEMENTS

3.1.1 Differences between entity resourcing and financial statements

Tourism Australia has no significant differences between the resource information presented in the Budget Papers and in the Portfolio Budget Statements as a result of differences between whole-of-government level reporting (under Australian Accounting Standard 1049) and entity level financial reporting.

3.1.2 Explanatory notes and analysis of budgeted financial statements

The departmental financial statements represent the assets, liabilities, revenues and expenses which are controlled by Tourism Australia. Departmental expenses include employee and supplier expenses and other administrative costs which are incurred by Tourism Australia in undertaking marketing operations.

Total operating revenue for 2020-21 is estimated at \$206.0 million and is made up of the Government funding of \$191.9 million, and revenue from other sources of \$14.1 million. The Government funding includes (1) appropriations of \$139.5 million, (2) \$14.0 million for the Asian Marketing Fund; (3) \$3.0 million for Support for the International Cricket Council T20 World Cup; and (4) \$29.5 million for the Bushfire Response Package.

The change from 2020-21 includes:

- Appropriation for 2020-21 reflects normal level of funding for Tourism Australia adjusted for foreign exchange movements, domestic inflation and the efficiency dividend.
- Three budget measures: the Asian Marketing Fund, the Support for the International Cricket Council T20 World Cup and the Bushfire Repose Package are protected from indexation and the efficiency dividend (that apply to appropriations).
- The Support for the International Cricket Council T20 World Cup is \$3.0 million in 2020-21 (\$2.0 million in 2019-20).
- The Bushfire Response Package is a new two-year commitment with \$41.5 million in 2019-20 and \$29.5 million in 2020-21.

Corresponding total expenses are also estimated to be \$245.7 million.

Budgeted departmental balance sheet

Tourism Australia is budgeting a net asset position of \$22.5 million in 2020-21. Net assets are projected to remain the same beyond 2020-21.

3.2. BUDGETED FINANCIAL STATEMENTS TABLES

Table 3.1: Comprehensive income statement (showing net cost of services) for the period ended 30 June

	2019-20	2020-21	2021-22	2022-23	2023-24
	Estimated actual	Budget	Forw ard estimate	Forw ard estimate	Forw ard estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
EXPENSES					
Employee benefits	35,991	35,614	37,645	38,307	38,766
Suppliers	114,985	198,758	124,786	125,181	125,383
Depreciation and amortisation	14,686	11,200	11,299	11,460	11,620
Finance costs	86	96	99	103	105
Write-down and impairment of assets	7,862	-	-	-	-
Other expenses	730				
Total expenses	174,340	245,668	173,829	175,051	175,874
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Interest	665	400	400	400	400
Rental income	1,673	1,200	1,400	1,400	1,400
Other	12,200	12,500	15,000	15,000	15,000
Total own-source revenue	14,538	14,100	16,800	16,800	16,800
Gains					
Other	-	-	-	-	-
Total gains	-	-	-	-	-
Total own-source income	14,538	14,100	16,800	16,800	16,800
Net (cost of)/contribution by services	(159,802)	(231,568)	(157,029)	(158,251)	(159,074)
Revenue from Government	199,534	191,868	157,029	158,251	159,074
Surplus/(deficit) attributable to the Australian Government	39,732	(39,700)	-	-	-
Total comprehensive income/(loss)	39,732	(39,700)	-	-	-
Total comprehensive income/(loss) attributable to the Australian Government	39,732	(39,700)	-	-	-

Prepared on Australian Accounting Standards basis.

Table 3.2: Budgeted departmental balance sheet (as at 30 June)

	2019-20 Estimated actual \$'000	2020-21 Budget \$'000	2021-22 Forw ard estimate \$'000	2022-23 Forw ard estimate \$'000	2023-24 Forw ard estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	68,661	29,256	29,405	29,561	29,721
Trade and other receivables	6,588	6,588	6,588	6,588	6,588
Total financial assets	75,249	35,844	35,993	36,149	36,309
Non-financial assets					
Land and buildings	12,014	5,514	718	885	8,352
Property, plant and equipment	841	600	600	600	600
Intangibles	2,906	2,947	2,947	2,947	2,947
Other non-financial assets (a)	2,559	2,600	2,600	2,600	2,600
Total non-financial assets	18,320	11,661	6,865	7,032	14,499
Total assets	93,569	47,505	42,858	43,181	50,808
LIABILITIES					
Payables					
Suppliers	11,440	11,440	11,440	11,440	11,440
Other payables	4,238	4,238	4,238	4,238	4,238
Total payables	15,678	15,678	15,678	15,678	15,678
Interest bearing liabilities					
Lease Liability					
Lease liabilities - Adjustments	-	-	2,003	7,127	14,587
Lease liabilities - Opening Balance	9,959	9,959	4,709	62	385
Lease liabilities - Principal payments	-	(5,250)	(6,650)	(6,804)	(6,960)
Total interest bearing liabilities	9,959	4,709	62	385	8,012
Provisions					
Employee provisions	4,614	3,500	3,500	3,500	3,500
Other provisions	1,071	1,071	1,071	1,071	1,071
Total provisions	5,685	4,571	4,571	4,571	4,571
Total liabilities	31,322	24,958	20,311	20,634	28,261
Net assets	62,247	22,547	22,547	22,547	22,547
EQUITY*					
Parent entity interest					
Contributed equity	1,543	1,543	1,543	1,543	1,543
Reserves	3,244	3,244	3,244	3,244	3,244
Retained surplus (accumulated deficit)	57,460	17,760	17,760	17,760	17,760
Total parent entity interest	62,247	22,547	22,547	22,547	22,547
Total equity	62,247	22,547	22,547	22,547	22,547

(a) Prepayments - Supplier and other.

*'Equity' is the residual interest in assets after deduction of liabilities.

Prepared on Australian Accounting Standards basis.

Table 3.3: Departmental statement of changes in equity — summary of movement (Budget year 2020-21)

	Retained earnings	Asset revaluation reserve	Other reserves	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2019					
Balance carried forward from previous period	17,760	3,244	-	1,543	22,547
Adjusted opening balance	17,760	3,244	-	1,543	22,547
Comprehensive income					
Other comprehensive income	-	-	-	-	-
Total comprehensive income	-	-	-	-	-
of which:					
Attributable to the Australian Government	-	-	-	-	-
Estimated closing balance as at 30 June 2020	17,760	3,244	-	1,543	22,547
Closing balance attributable to the Australian Government	17,760	3,244	-	1,543	22,547

Prepared on Australian Accounting Standards basis.

Table 3.4: Budgeted departmental statement of cash flows (for the period ended 30 June)

	2019-20 Estimated actual \$'000	2020-21 Budget \$'000	2021-22 Forw ard estimate \$'000	2022-23 Forw ard estimate \$'000	2023-24 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations (a)	139,534	139,445	137,048	138,211	138,974
Appropriation provided by portfolio department) (b)	60,000	52,423	19,981	20,040	20,100
Interest	684	400	400	400	400
Sale of goods and rendering of services	3,293	3,700	4,400	4,400	4,400
Other	17,558	10,000	12,000	12,000	12,000
Total cash received	221,069	205,968	173,829	175,051	175,874
Cash used					
Employees	36,017	36,728	37,645	38,307	38,766
Suppliers	109,794	198,703	124,687	125,078	125,278
Interest payments on lease liability	86	96	99	103	105
Other	(553)	-	-	-	-
Total cash used	145,344	235,527	162,431	163,488	164,149
Net cash from/(used by) operating activities	75,725	(29,559)	11,398	11,563	11,725
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment and intangibles	10,241	4,500	4,500	4,500	4,500
Total cash used	10,241	4,500	4,500	4,500	4,500
Net cash from/(used by) investing activities	(10,241)	(4,500)	(4,500)	(4,500)	(4,500)
FINANCING ACTIVITIES					
Cash used					
Principal payments on lease liability	6,440	5,250	6,650	6,804	6,960
Total cash used	6,440	5,250	6,650	6,804	6,960
Net cash from/(used by) financing activities	(6,440)	(5,250)	(6,650)	(6,804)	(6,960)
Net increase/(decrease) in cash held	55,751	(39,405)	149	156	160
Cash and cash equivalents at the beginning of the reporting period	13,640	68,661	29,256	29,405	29,561
Effect of exchange rate movements on cash and cash equivalents at the beginning of reporting period	(730)	-	-	-	-
Cash and cash equivalents at the end of the reporting period	68,661	29,256	29,405	29,561	29,721

Prepared on Australian Accounting Standards basis.

Table 3.5: Departmental capital budget statement (for the period ended 30 June)

	2019-20 Estimated actual \$'000	2020-21 Budget \$'000	2021-22 Forw ard estimate \$'000	2022-23 Forw ard estimate \$'000	2023-24 Forw ard estimate \$'000
PURCHASE OF NON-FINANCIAL ASSETS					
Funded internally from departmental resources (a)	12,000	4,500	4,500	4,500	4,500
TOTAL	12,000	4,500	4,500	4,500	4,500
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	12,000	4,500	4,500	4,500	4,500
Total cash used to acquire assets	12,000	4,500	4,500	4,500	4,500

Prepared on Australian Accounting Standards basis.

(a) Includes the following sources of funding:

- current Bill 1 appropriations; and
- internally developed assets.

Table 3.6: Statement of asset movements (Budget year 2020-21)

	Buildings	Other property, plant and equipment	Computer software and intangibles	Total
	\$'000	\$'000	\$'000	\$'000
As at 1 July 2020				
Gross book value	10,677	3,283	49,601	63,561
Gross book value - ROU assets	15,852	-	-	15,852
Accumulated depreciation/amortisation and impairment	(8,314)	(2,442)	(46,695)	(57,451)
Accumulated depreciation/amortisation and impairment - ROU assets	(6,201)	-	-	(6,201)
Opening net book balance	12,014	841	2,906	15,761
Capital asset additions				
Estimated expenditure on new or replacement assets				
By purchase - appropriation ordinary annual services (a)	500	359	3,641	4,500
By purchase - appropriation ordinary annual services (a) - ROU assets	-	-	-	-
Total additions	500	359	3,641	4,500
Other movements				
Depreciation/amortisation expense	(500)	(600)	(3,600)	(4,700)
Depreciation/amortisation on ROU assets	(6,500)	-	-	(6,500)
Total other movements	(7,000)	(600)	(3,600)	(11,200)
As at 30 June 2021				
Gross book value	11,177	3,642	53,242	68,061
Gross book value - ROU assets	15,852	-	-	15,852
Accumulated depreciation/amortisation and impairment	(8,814)	(3,042)	(50,295)	(62,151)
Accumulated depreciation/amortisation and impairment - ROU assets	(12,701)	-	-	(12,701)
Closing net book balance	5,514	600	2,947	9,061

Prepared on Australian Accounting Standards basis.

(a) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No.1) 2020-21 for depreciation/amortisation expenses, DCBs or other operational expenses.