

Tourism Australia

Entity resources and planned performance

TOURISM AUSTRALIA

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TOURISM AUSTRALIA

Section 1: Entity overview and resources

1.1 STRATEGIC DIRECTION STATEMENT

Purpose

Tourism Australia’s purpose is to grow demand and foster a competitive and sustainable Australian tourism industry through partnership marketing to targeted global consumers in key markets. This purpose is synonymous with our Australian Government outcome, reflecting the desired results and impact of our activities for the Australian community as influenced by the Australian Government.

Operating environment and industry outlook

Trends impacting Australian tourism have been explored and addressed in the development of Tourism Australia’s strategies for 2017-18.

TRENDS IMPACTING AUSTRALIAN TOURISM	
Economic	<ul style="list-style-type: none"> • Overall outlook remains mixed: continuing growth of Asian, economies led by China; concerns around the impact of Brexit on the United Kingdom and upcoming elections in Europe. • Increasing competitiveness of global tourism as countries identify tourism as a source of economic growth.
Marketing channels	<ul style="list-style-type: none"> • Increasing use of programmatic advertising to target consumers. • Costly mass-market media challenging the ability to cut through. • Increasing use of digital, video and content across activity.
Consumer	<ul style="list-style-type: none"> • Rising demand for experience-based travel and personalisation. • Increasing use of mobile technologies and direct transactions between consumers and tourism experiences and products. • Continued digital disruption, impacting communications – including increasing use of video and moving from bundled to fragmented media and content.
Travel industry	<ul style="list-style-type: none"> • Continuing rise of the sharing economy, including the provision of accommodation and transport services. • Continuing growth and consolidation of online travel agencies. • Australia’s open skies agreement with China, which provides Chinese airlines with unrestricted capacity into Australia. • Expansion of low cost carriers, changing global airline configurations.

Tourism 2020

Tourism 2020 is a whole-of-government and industry long-term strategy to build the resilience and competitiveness of Australia’s tourism industry and grow its economic contribution to Australia’s economy. Tourism Australia works with industry, state and federal agencies to maximise the economic contribution of Australian tourism.

Tourism Australia Budget Statements

The industry has set a goal to increase overnight tourism expenditure from \$70 billion in 2009 to more than \$115 billion in 2020. In 2017-18 Tourism Australia’s goal is to increase overnight tourism expenditure by 8 percent to \$108.8 billion.

Strategies

Customer strategy: Target two types of consumers: (1) leisure customers and (2) business events customers.

Leisure target customers are high value, out-of-region travellers who want to come to Australia and whose travel interests align with Australia’s destination strengths – aquatic and coastal, food and wine, nature and wildlife. From 2017-18 Tourism Australia will transition from a demographically defined leisure target customer to a behavioural and attitudinally defined customer. Tourism Australia’s business events target customers remain the same as last year, being key decision makers from the associations and incentives sectors.

Markets strategy: Invest effort and resources in a balanced portfolio of priority markets that present the greatest expenditure opportunity to 2020.

Markets fall into one of four categories with marketing activity aimed at maximising the opportunity in each market based on their level of maturity.

MARKET PORTFOLIO FRAMEWORK				
CATEGORY	Build access and distribution	Full build	Partnership-led conversion	Maintain access and distribution
STRATEGIC OBJECTIVE	Establish access and distribution	Focus on distribution supported by broad marketing including with partners	Capitalise on established distribution through partnership marketing	Ongoing distribution and partnership
COUNTRIES	Indonesia	China, India, United States	Hong Kong, Japan, Malaysia, Singapore, South Korea, United Kingdom	Germany, France, Italy

Marketing strategy: Invite the world to experience the Australian way of life through global campaigns that reinforce why *There’s nothing like Australia*.

Tourism Australia will continue to create global campaigns that position Australia as the most desirable and memorable destination on earth. This strategy will leverage partnerships to boost customer reach, reinforce messaging and convert awareness into travel bookings. Messaging will continue under the campaign umbrella *There’s nothing like Australia* and will focus on the most important reasons for travel, including aquatic and coastal and food and wine experiences. Competitive positioning will be strengthened by a range of support activities that promote Indigenous tourism, youth/Working Holiday Makers (WHM) and premium tourism experiences. Marketing campaigns will be delivered through social media, content, our websites

(Australia.com and Australia.cn), targeted global media buying and personalisation, taking advantage of changing consumer travel buying behaviours.

Business Events strategy: Grow international demand for Australian business events products, destinations and experiences.

Through its dedicated unit, Business Events Australia (BEA), Tourism Australia will deliver 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 strategy: Select partners that extend our ability to target customers, enable conversion to booking and facilitate industry development.

Tourism Australia is a partnership marketing organisation that actively collaborates with government and industry. It secures commercial partnerships to extend its ability to target customers, enable conversion to booking and facilitate industry development. This includes partnering with state and territory tourism organisations (STOs) to deliver campaigns with commercial partners. It also includes strengthening aviation access by working closely with airlines, airports and STOs and working with federal and state governments to influence and facilitate tourism investment opportunities in Australia.

Distribution strategy: Drive greater conversion from intention to visitation.

The focus of our distribution strategy is to ensure the target customer has the right information and can easily access and book quality Australian tourism products. This will be achieved by increasing the presence of Australian tourism experiences in the programs of international distributors. This will also include educating frontline sellers on how to best sell Australian tourism experiences and connecting buyers of Australian tourism product with sellers through trade events both in Australia and overseas.

Enabling Strategy: Tourism Australia's activity is underpinned by a committed, high performing workforce, government and industry engagement and collaboration and effective systems and processes that support delivery of robust corporate governance.

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 1.1' 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 2017-18 as at Budget May 2017

	<i>2016-17 estimated actual \$'000</i>	<i>2017-18 estimate \$'000</i>
Opening balance/cash reserves at 1 July	-	-
Funds from Government		
Annual appropriations - ordinary annual services (a) Outcome 1 - Grow demand and foster a competitive and sustainable Australian tourism industry through partnership marketing to targeted global consumers in key markets.	140,266	129,308
Annual appropriations - other items (b) Appropriation provided by portfolio department	16,500	19,000
<i>Total annual appropriations</i>	<i>156,766</i>	<i>148,308</i>
Total funds from Government	156,766	148,308
Funds from industry sources		
Other	22,756	17,718
Total funds from industry sources	22,756	17,718
Funds from other sources		
Interest	850	909
Total funds from other sources	850	909
Total net resourcing for Tourism Australia	180,372	166,935
	<i>2016-17</i>	<i>2017-18</i>
Average staffing level (number) (c)	207	207

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

Please note: All figures shown above are GST exclusive – these may not match figures in the cash flow statement.

(a) Appropriation Bill (No. 1) 2017-18.

(b) Asian Marketing Fund and Working Holiday Makers.

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

1.3 BUDGET MEASURES

Table 1.2: Entity 2017-18 Budget measures

Part 1: Measures announced since the 2016-17 Mid-Year Economic and Fiscal Outlook (MYEFO)

	2016-17	2017-18	2018-19	2019-20	2020-21
Program	\$'000	\$'000	\$'000	\$'000	\$'000
Measures					
Queensland Tourism Cyclone Debbie Recovery Package (a)	1.1				
Departmental expenses	500	-	-	-	-
Total	500	-	-	-	-
Gold Coast 2018 Commonwealth Games - additional Australian Government support (b)					
Departmental expenses	-	-	-	-	-
Total	-	-	-	-	-
Total measures					
Departmental	500	-	-	-	-
Total	500	-	-	-	-

Prepared on a Government Finance Statistics (fiscal) basis. Figures displayed as a negative (-) represent a decrease in funds and a positive (+) represent an increase in funds.

(a) The lead entity for measure Queensland Tourism Cyclone Debbie Recovery Package is the Treasury. The full measure description and package details appear in Budget Paper No. 2 under the Treasury portfolio. The actual funding was only received in 2017-18 Appropriation Bill 1.

(b) Gold Coast 2018 Commonwealth Games – additional Australian Government support is a cross portfolio measure led by the Department of Human Services. Tourism Australia will absorb \$1.1m in funding for this measure within existing resources.

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:
http://www.tourism.australia.com/documents/corporate/corporate_plan_2016-2017.pdf

The most recent annual performance statement can be found at:
http://www.tourism.australia.com/documents/corporate/TA_Annual_Report_2016_Web.pdf

2.1 BUDGETED EXPENSES AND PERFORMANCE FOR OUTCOME 1

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

Linked programs

<p>Department of Foreign Affairs and Trade</p> <ul style="list-style-type: none"> • Program 1.8 - Programs to promote Australia's International Tourism Interests.
<p>Contribution of this program to Tourism Australia's Outcome 1</p> <ul style="list-style-type: none"> - The program provides funding to Tourism Australia to deliver Outcome 1.
<p>Austrade</p> <ul style="list-style-type: none"> • Program 1.2 - Programs to promote Australia's export and other international economic interests.
<p>Contribution of this program to Tourism Australia's Outcome 1</p> <ul style="list-style-type: none"> - 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.
<p>Department of Immigration and Border Protection</p> <ul style="list-style-type: none"> • Program 3.2 Trade Facilitation and Industry Engagement
<p>Contribution of this program to Tourism Australia's Outcome 1</p> <ul style="list-style-type: none"> - Tourism Australia works with the DIBP by providing advice on visa and traveller facilitation policy relevant to the Australian tourism industry.
<p>Department of Infrastructure and Regional Development</p> <ul style="list-style-type: none"> • Program 2.4 Air Transport
<p>Contribution of this program to Tourism Australia's Outcome 1</p> <ul style="list-style-type: none"> - 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.
<ul style="list-style-type: none"> • Program 3.1 Regional development
<p>Contribution of this program to Tourism Australia's Outcome 1</p> <ul style="list-style-type: none"> - 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.

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 Administered and Departmental funding sources.

Table 2.1.1: Budgeted expenses for Outcome 1

	2016-17 Estimated actual \$'000	2017-18 Budget \$'000	2018-19 Forward estimate \$'000	2019-20 Forward estimate \$'000	2020-21 Forward estimate \$'000
Outcome 1: - Grow demand and foster a competitive and sustainable Australian tourism industry through partnership marketing to targeted global consumers in key markets.					
Program 1.1: Support Outcome 1					
Revenue from Government					
Ordinary annual services (Appropriation Bill No. 1)	140,266	129,308	128,374	131,759	143,978
Appropriation provided by portfolio department (a)	16,500	19,000	16,500	14,000	14,000
Revenues from industry sources	22,756	17,718	17,718	17,718	17,718
Revenues from other independent sources	850	909	909	909	909
Total expenses for Program 1.1	180,372	166,935	163,501	164,386	176,605
Outcome 1 totals by resource type					
Revenue from Government					
Ordinary annual services (Appropriation Bill No. 1)	140,266	129,308	128,374	131,759	143,978
Appropriation provided by portfolio department (a)	16,500	19,000	16,500	14,000	14,000
Revenues from industry sources	22,756	17,718	17,718	17,718	17,718
Revenues from other independent sources	850	909	909	909	909
Total expenses for Outcome 1	180,372	166,935	163,501	164,386	176,605
Average staffing level (number) (b)					
	2016-17	2017-18			
	207	207			

(a) Asia Marketing Fund and Working Holiday Makers.

(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					
	2016-17 Estimated actual \$'000	2017-18 Budget \$'000	2018-19 Forward estimate \$'000	2019-20 Forward estimate \$'000	2020-21 Forward estimate \$'000
1.1.1 - Component 1 (Grow demand)					
Annual departmental expenses:					
Program Support (a)	153,691	142,720	139,651	139,728	150,114
Total component 1 expenses	153,691	142,720	139,651	139,728	150,114
1.1.2 - Component 2: (Industry development)					
Annual departmental expenses:					
Program Support	26,681	24,215	24,150	24,658	26,491
Total component 2 expenses	26,681	24,215	24,150	24,658	26,491
Total program expenses	180,372	166,935	163,801	164,386	176,605

(a) Includes estimated expenses incurred in relation to measure Working Holiday Makers – employer register and compliance; and measure Queensland Tourism Cyclone Debbie Recovery Package.

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 2017-18 Budget measures have created new programs or materially changed existing programs.

Outcome and purpose – Grow demand and foster a competitive and sustainable Australian tourism industry through partnership marketing to targeted global consumers in key markets		
Program component 1.1 – Grow demand		
Objective: Identify and target best prospect consumers, inspire them to travel to Australia. To focus activities and resources, utilise a dedicated market categorisation approach.		
Delivery	<p><i>Target groups:</i> High value leisure travellers and the Business Events decision-makers in key international markets.</p> <p>Leisure travellers in key international markets:</p> <ul style="list-style-type: none"> • Consumer research to build knowledge about what motivates the target customer when choosing a travel destination • Campaigns in partnership with commercial partners, state and territory tourism organisations. • Marketing activities to stimulate target customers, including brand advertising and promotions, broadcasts, public relations, international media hosting, content development and social media. • Work in partnership with government and industry to align efforts and activities increasing Australia's collective share of voice in the global marketplace to achieve efficiency and effectiveness. <p>Business Events decision-makers in key international markets:</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 and incentives and to understand the needs and decision-making patterns of individual delegates. • Deliver activities to promote Australia as a business events destination, including trade events, buyer and agent familiarisation visits, direct marketing and public relations. 	
Performance information		
Year	Performance criteria (a)	Targets
2016-17	<p>Metric</p> <p>Tourism 2020: Overnight Tourism Expenditure International Tourism Expenditure International Expenditure from TA markets International Leisure Expenditure from TA markets International BE Expenditure from TA markets Earned advertising value Total unique visitors to TA websites Return on marketing investment</p>	<p>Estimated performance</p> <p>\$100.7 bn \$40.7 bn \$30.2 bn \$17.0 bn \$2.2 bn \$265 m \$31.3 m \$16:1</p>
2017-18	<p>Metric</p> <p>Tourism 2020: Overnight Tourism Expenditure Tourism 2020: International Tourism Expenditure Tourism 2020: International Tourism Visitors Total Expenditure from TA markets Leisure Expenditure from TA markets Business Events expenditure from TA markets Earned advertising value Total unique visitors to TA websites</p>	<p>Targets 2017-18</p> <p>\$108.8 bn \$44.0 bn \$8.8m \$33.1 bn \$19.6 bn \$2.4 bn \$291.5 m \$34.0 m</p>
2018-19 and	<p>Metric (same as 2017-18)</p> <p>Tourism 2020: Overnight Tourism Expenditure Tourism 2020: International Tourism Expenditure</p>	<p>Targets 2020-21</p> <p>\$128.0 bn \$54.0 bn</p>

Outcome and purpose – Grow demand and foster a competitive and sustainable Australian tourism industry through partnership marketing to targeted global consumers in key markets		
Program component 1.1 – Grow demand		
Objective: Identify and target best prospect consumers, inspire them to travel to Australia. To focus activities and resources, utilise a dedicated market categorisation approach.		
beyond	Tourism 2020: International Tourism Visitors	\$10.4 m
	Total Expenditure from TA markets	\$42.7 bn
	Leisure Expenditure from TA markets	\$28.2 bn
	Business Events expenditure from TA markets	\$2.9 bn
	Earned advertising value	\$387.9 m
	Total unique visitors to TA websites	\$45.2 m
Outcome and purpose – Grow demand and foster a competitive and sustainable Australian tourism industry through partnership marketing to targeted global consumers in key markets		
Program component 1.2 – Industry development		
Objective: An Australian tourism industry that is competitive and sustainable and delivers on the needs of the target customer.		
Delivery	<p><i>Target group:</i> The Australian tourism industry and trade and distribution partners in key international markets.</p> <p><i>Key activities:</i></p> <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
2016-17	Metric Stakeholders indicate TA adds value to their business	Estimated performance 90%
2017-18	Metric Stakeholders indicate TA adds value to their business	Target 2017-18 90%
2018-19 and beyond	Metric Stakeholders indicate TA adds value to their business	Targets 2020-21 90%

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2017-18 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 its operations.

Total operating revenue for 2017-18 is estimated at \$166.9 million and is made up of government funding of \$148.3 million and revenue from other sources of \$18.6 million. The government funding includes (1) appropriations of \$129.3 million, (2) \$14 million for the Asian Marketing Fund and (3) \$5 million for the Working Holiday Makers budget measure.

The changes from 2016-17 include:

- A reduction in appropriations for 2017-18 due to the application of parameter adjustments, such as foreign exchange movements, domestic inflation and the efficiency dividend.
- Both the Asian Marketing Fund and the Working Holiday Makers budget measure are protected from indexation and the efficiency dividend (that apply to appropriations).

Corresponding total expenses are also estimated to be \$166.9 million. Funding for Working Holiday Makers has increased to \$5 million in 2017-18 from \$2.5 million in 2016-17.

Budgeted departmental balance sheet

Tourism Australia is budgeting a net asset position of \$20 million in 2017-18. Net assets are projected to remain the same beyond 2017-18.

3.2 BUDGETED FINANCIAL STATEMENTS TABLES

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

	2016-17 Estimated actual \$'000	2017-18 Budget \$'000	2018-19 Forward estimate \$'000	2019-20 Forward estimate \$'000	2020-21 Forward estimate \$'000
EXPENSES					
Employee benefits	32,846	32,229	32,711	33,200	33,697
Suppliers	143,026	130,206	126,290	126,686	138,408
Depreciation and amortisation	4,500	4,500	4,500	4,500	4,500
Total expenses	180,372	166,935	163,501	164,386	176,605
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Interest	850	909	909	909	909
Total own-source revenue	850	909	909	909	909
Gains					
Sale of assets	-	-	-	-	-
Other	22,756	17,718	17,718	17,718	17,718
Total gains	22,756	17,718	17,718	17,718	17,718
Total own-source income	23,606	18,627	18,627	18,627	18,627
Net (cost of)/contribution by services	(156,766)	(148,308)	(144,874)	(145,759)	(157,978)
Revenue from Government (a)	156,766	148,308	144,874	145,759	157,978
Surplus/(deficit) attributable to the Australian Government	-	-	-	-	-
OTHER COMPREHENSIVE INCOME					
Changes in asset revaluation surplus	-	-	-	-	-
Total other comprehensive income	-	-	-	-	-
Total comprehensive income/(loss)	-	-	-	-	-
Total comprehensive income/(loss) attributable to the Australian Government	-	-	-	-	-

(a) Departmental: Appropriation Bill (No. 1) 2017-18 and Appropriation provided by portfolio department: Asian Marketing Fund and Working Holiday Makers.

Prepared on Australian Accounting Standards basis.

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

	2016-17 Estimated actual \$'000	2017-18 Budget \$'000	2018-19 Forw ard estimate \$'000	2019-20 Forw ard estimate \$'000	2020-21 Forw ard estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	13,271	13,271	13,271	13,271	13,271
Trade and other receivables	5,670	5,670	5,670	5,670	5,670
Total financial assets	18,941	18,941	18,941	18,941	18,941
Non-financial assets					
Land and buildings	3,355	3,355	3,355	3,355	3,355
Property, plant and equipment	568	568	568	568	568
Intangibles	12,471	12,471	12,471	12,471	12,471
Other non-financial assets (a)	4,116	4,116	4,116	4,116	4,116
Total non-financial assets	20,510	20,510	20,510	20,510	20,510
Assets held for sale					
Total assets	39,451	39,451	39,451	39,451	39,451
LIABILITIES					
Payables					
Suppliers	7,080	7,080	7,080	7,080	7,080
Other payables	5,888	5,888	5,888	5,888	5,888
Total payables	12,968	12,968	12,968	12,968	12,968
Provisions					
Employee provisions	5,673	5,673	5,673	5,673	5,673
Other provisions	761	761	761	761	761
Total provisions	6,434	6,434	6,434	6,434	6,434
Liabilities included in disposal groups held for sale					
Total liabilities	19,402	19,402	19,402	19,402	19,402
Net assets	20,049	20,049	20,049	20,049	20,049
EQUITY*					
Parent entity interest					
Contributed equity	1,543	1,543	1,543	1,543	1,543
Reserves	2,457	2,457	2,457	2,457	2,457
Retained surplus (accumulated deficit)	16,049	16,049	16,049	16,049	16,049
Total parent entity interest	20,049	20,049	20,049	20,049	20,049

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

a) Prepayments - Supplier and other.

Prepared on Australian Accounting Standards basis.

Table 3.3: Departmental statement of changes in equity — summary of movement (Budget year 2017-18)

	Retained earnings	Asset revaluation reserve	Other reserves	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2017					
Balance carried forward from previous period	16,049	2,457	-	1,543	20,049
Adjustment for changes in accounting policies	-	-	-	-	-
Adjusted opening balance	16,049	2,457	-	1,543	20,049
Comprehensive income					
Other comprehensive income	-	-	-	-	-
Surplus/(deficit) for the period	-	-	-	-	-
Total comprehensive income	-	-	-	-	-
of which:					
Attributable to the Australian Government	-	-	-	-	-
Transactions with owners					
Transfers between equity					
Transfers between equity components	-	-	-	-	-
Estimated closing balance as at 30 June 2018	16,049	2,457	-	1,543	20,049
Less: non-controlling interests*					-
Closing balance attributable to the Australian Government	16,049	2,457	-	1,543	20,049

Prepared on Australian Accounting Standards basis.

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

	2016-17 Estimated actual \$'000	2017-18 Budget \$'000	2018-19 Forward estimate \$'000	2019-20 Forward estimate \$'000	2020-21 Forward estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations (a)	140,266	129,308	128,374	131,759	143,978
Appropriation provided by portfolio department) (b)	16,500	19,000	16,500	14,000	14,000
Interest	850	909	909	909	909
Other	26,100	17,718	17,718	17,718	17,718
Total cash received	183,716	166,935	163,501	164,386	176,605
Cash used					
Employees	32,849	32,229	32,711	33,200	32,995
Suppliers	143,089	130,239	126,323	126,719	139,143
Total cash used	175,938	162,468	159,034	159,919	172,138
Net cash from/(used by) operating activities	7,778	4,467	4,467	4,467	4,467
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment and intangibles	4,467	4,467	4,467	4,467	4,467
Total cash used	4,467	4,467	4,467	4,467	4,467
Net cash from/(used by) investing activities	(4,467)	(4,467)	(4,467)	(4,467)	(4,467)
FINANCING ACTIVITIES					
Cash received					
Contributed equity	-	-	-	-	-
Other	-	-	-	-	-
Total cash received	-	-	-	-	-
Cash used					
Other	-	-	-	-	-
Total cash used	-	-	-	-	-
Net cash from/(used by) financing activities	-	-	-	-	-
Net increase/(decrease) in cash held	3,311	-	-	-	-
Cash and cash equivalents at the beginning of the reporting period	9,960	13,271	13,271	13,271	13,271
Effect of exchange rate movements on cash and cash equivalents at the beginning of reporting period					
Cash and cash equivalents at the end of the reporting period	13,271	13,271	13,271	13,271	13,271

(a) Departmental: Appropriation Bill (No. 1) 2017-18

(b) Asian Marketing Fund and Working Holiday Makers.

Prepared on Australian Accounting Standards basis.

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

	2016-17 Estimated actual \$'000	2017-18 Budget \$'000	2018-19 Forward estimate \$'000	2019-20 Forward estimate \$'000	2020-21 Forward estimate \$'000
PURCHASE OF NON-FINANCIAL ASSETS					
Funded internally from departmental resources (a)	4,500	4,500	4,500	4,500	4,500
TOTAL	4,500	4,500	4,500	4,500	4,500
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	4,500	4,500	4,500	4,500	4,500
Total cash used to acquire assets	4,500	4,500	4,500	4,500	4,500

(a) Includes the following sources of funding:

- current Bill No. 1 and 3;
- internally developed assets;
- other independent sources.

Prepared on Australian Accounting Standards basis.

Table 3.6: Statement of asset movements (Budget year 2017-18)

	Buildings	Other property, plant and equipment	Computer software and intangibles	Total
	\$'000	\$'000	\$'000	\$'000
As at 1 July 2017				
Gross book value	9,189	4,965	54,292	68,446
Accumulated depreciation/ amortisation and impairment	(5,834)	(4,397)	(41,821)	(52,052)
Opening net book balance	3,355	568	12,471	16,394
Capital asset additions				
Estimated expenditure on new or replacement assets				
By purchase - appropriation ordinary annual services (a)	500	100	3,900	4,500
Total additions	500	100	3,900	4,500
Other movements				
Depreciation/amortisation expense	(500)	(100)	(3,900)	(4,500)
Total other movements	(500)	(100)	(3,900)	(4,500)
As at 30 June 2018				
Gross book value	9,689	5,065	58,192	72,946
Accumulated depreciation/ amortisation and impairment	(6,334)	(4,497)	(45,721)	(56,552)
Closing net book balance	3,355	568	12,471	16,394

(a) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No.1) 2016-17 for depreciation/amortisation expenses, DCBs or other operational expenses.

Prepared on Australian Accounting Standards basis.