

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

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

Purpose

TA’s purpose is to invite the world to experience the Australian way of life. We deliver this through our Australian Government Outcome, which is “to grow demand and foster a competitive and sustainable Australian tourism industry through partnership marketing to targeted global consumers in key markets”.

Operating environment and industry outlook

Trends impacting Australian tourism have been explored and addressed in the development of TA’s strategies for 2019-20.

EXTERNAL CHANGES IMPACTING AUSTRALIAN TOURISM		IMPLICATIONS FOR TA
Economic	<ul style="list-style-type: none"> Slowing global economic growth is predicted (with GDP relatively flat, up 3.6 per cent for 2019), with GDP in TA’s Star markets forecast to slow due to uncertainty around Brexit and trade disputes between the USA and China. Growth in TA’s Solid Deliverer and Distribution Focused markets is predicted to be flat, while robust growth is predicted in Rising Star markets (India, up 7.4 per cent, Indonesia, up 5.2 per cent).¹ The price of jet fuel is predicted to increase, impacting airfares. 	Overall slowing economic environment, with mixed consumer confidence across TA’s key markets. A softening in visitor expenditure is predicted.
Marketing channels	<ul style="list-style-type: none"> Digital disruption will continue, impacting communications with target consumers. Programmatic advertising and media buying and personalisation will be fundamental to success. Digital and video content will continue to be important to reaching and influencing target consumers. 	Continue to develop TA as a connected, digitally focused marketing organisation.

¹ International Monetary Fund, *World Economic Outlook*, October 2018.

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Consumer	<ul style="list-style-type: none"> Continued demand for experiential travel. Mobile/ digital channels favoured; more direct transactions between consumers and tourism experiences/products. Visitor numbers from Asia, particularly from China, India and Japan, will outperform other overseas markets. 	Continue to make the most of consumer and technology trends; work with industry to connect travellers to experiences.
Travel industry	<ul style="list-style-type: none"> Continuing importance of the sharing economy. Increasing presence of online travel agencies as consumers manage their own travel plans. Global aviation capacity is projected to grow 5.8 per cent in 2019; capacity in the Asia Pacific is forecast to grow 7.1 per cent². 	Continue work with industry on developments impacting demand for Australia as a tourism destination.

Tourism 2020

Tourism 2020 is a long-term whole-of-government and industry strategy to build the resilience and competitiveness of Australia's tourism industry and grow its economic contribution to Australia's economy. The industry has set a goal to increase overnight tourism expenditure from \$70 billion in 2009 to more than \$115 billion in 2020. In 2019-20 TA's goal is to increase overnight tourism expenditure to \$121.3 billion (up five per cent year on year).

In 2019-20, TA will continue to champion Tourism 2020, working in partnership with Austrade, state and territory governments and the Australian tourism industry. We will also plan for the years beyond 2020 as a member of the Beyond Tourism 2020 Steering Committee, an initiative of the Australian Government to support the development of a new long-term vision for tourism.

Strategies

Customer strategy: Target high value leisure and business events travellers.

High value travellers travel out of region on a regular basis, are considering visiting Australia in the short or long term and their travel interests align with Australia's destination strengths. TA's business events' target customers are in two sectors – associations and incentives. Activities targeting Youth/Working Holiday Makers will continue to be supported by the Australian Government's Working Holiday Maker Fund.

Markets strategy: Invest in markets that present the best potential to deliver high spending consumers to 2020 and beyond.

An outline of TA's market categories and approach is provided in the table below. This remains unchanged from 2018-19.

² IATA, *Industry Fact Sheet*, December 2018.

MARKET CATEGORIES				
LEISURE MARKETING				
CATEGORY	Stars	Solid deliverers	Distribution focused	Rising stars
VALUE BY 2025	>\$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	

Leisure marketing strategy: Invite the world to experience the Australian way of life.

In 2019-20, TA's brand platform will evolve to focus more on Australia's people and lifestyle. This will be undertaken through a new brand campaign that will be launched in September 2019. TA's marketing campaigns will have a new brand design look and feel but will fall under the overarching theme of *There's nothing like Australia*.

Brand messaging will focus on Australia's culture, character and way of life. Indigenous tourism experiences will continue to be promoted in selected markets and TA's Working Holiday Maker/Youth campaign will continue. Marketing campaigns will be delivered through social media, websites (Australia.com and Australia.cn), targeted global media buying and personalisation, taking advantage of consumer travel buying behaviours.

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

Through its dedicated unit, Business Events Australia (BEA), TA will continue to 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: Commercial partnerships will be a supporting tactic for extending the reach of TA's campaigns through partner marketing channels and direct access to booking channels.

TA collaborates with government and industry. This includes partnering with state and territory tourism organisations (STOs) to deliver campaigns with commercial partners; 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.

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Distribution strategy: Heighten knowledge and expertise.

TA's 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 familiarisations, and providing platforms for distributors to meet with Australian industry through events, missions and familiarisations.

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 2019-20 as at Budget April 2019

	2018-19 (a) Estimated actual \$'000	2019-20 Estimate \$'000
Opening balance/cash reserves at 1 July (b)	-	-
Funds from Government		
Annual appropriations - ordinary annual services (b)		
Outcome 1	132,488	135,618
Total annual appropriations	132,488	135,618
Amounts received from related entities		
Amounts from portfolio department (c)	16,500	18,500
Total amounts received from related entities	16,500	18,500
Total funds from Government	148,988	154,118
Funds from industry sources		
Funds from industry sources	20,700	20,700
Total funds from industry sources	20,700	20,700
Funds from other sources		
Interest	600	600
Total funds from other sources	600	600
Total net resourcing for Tourism Australia	170,288	175,418
	2018-19	2019-20
Average staffing level (number) (d)	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) Annual appropriation amounts appearing for 2018-19 do not include the Appropriation Bills (No. 3) and (No. 4) 2018-2019, as they had not been enacted at the time of publication.
- (b) Appropriation Bill (No. 1) 2019-20.
- (c) Funding provided by the portfolio department (Asia Marketing Fund, Working Holiday Makers and Implementing Sport 2030) as payment to Tourism Australia (from portfolio department's administered programs).
- (d) Average Staffing Level (ASL) figures are estimates only.

1.3 BUDGET MEASURES

Budget measures in Part 1 relating to entity Tourism Australia are detailed in *Budget Paper No. 2* and are summarised below.

**Table 1.2: Tourism Australia 2019-20 Budget measures
Part 1: Measures announced since the 2018-19 Mid-Year Economic and Fiscal Outlook (MYEFO)**

	Program	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Expense measures (if applicable)						
Implementing Sport 2030	1.1					
Departmental expenses		-	2,000	3,000	-	-
Total		-	2,000	3,000	-	-
Total expense measures						
Departmental		-	2,000	3,000	-	-
Total		-	2,000	3,000	-	-

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 this measure is the Department of Health. The full measure description and package details appear in *Budget Paper No. 2* under the Department of Health portfolio.

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/en/about/our-organisation/our-performance-and-reporting.html>

The most recent annual performance statement can be found at: <http://www.tourism.australia.com/content/dam/assets/document/1/7/2/i/5/2009453.pdf>

2.1 BUDGETED EXPENSES AND PERFORMANCE FOR OUTCOME 1

Outcome 1: Grow demand and foster a competitive and sustainable Australian 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 export and other international economic interest
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 Immigration and Border Protection
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 the DIBP by providing advice on visa and traveller facilitation policy relevant to the Australian tourism industry.
Department of Infrastructure and Regional Development
Programs
<ul style="list-style-type: none"> Program 2.4 - Air Transport
Contribution to Outcome 1 made by linked programs
An efficient, sustainable, competitive, safe and secure air transport system contributes increasing international visitor arrivals and expenditure, and growing demand for Australia as a destination for tourism and business events.

Table continued on the following page.

Linked programs (continued)

Department of Infrastructure and Regional Development (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 Australian tourism industry through partnership marketing to targeted global consumers in key markets					
	2018-19 Estimated actual \$'000	2019-20 Budget \$'000	2020-21 Forw ard estimate \$'000	2021-22 Forw ard estimate \$'000	2022-23 Forw ard estimate \$'000
Program 1.1: Supporting Outcome 1					
Revenue from Government					
Ordinary annual services (Appropriation Bill No. 1)	135,141	135,618	138,041	142,403	147,136
Amounts from portfolio department (a)	19,000	18,500	22,923	19,981	20,040
Revenues from industry sources	20,700	20,700	20,700	20,700	20,700
Revenues from other independent sources	600	600	600	600	600
Total expenses for Program 1.1	175,441	175,418	182,264	183,684	188,476
Outcome 1 totals by resource type					
Revenue from Government					
Ordinary annual services (Appropriation Bill No. 1)	135,141	135,618	138,041	142,403	147,136
Payment from related entities	19,000	18,500	22,923	19,981	20,040
Revenues from industry sources	20,700	20,700	20,700	20,700	20,700
Revenues from other independent sources	600	600	600	600	600
Total expenses for Outcome 1	175,441	175,418	182,264	183,684	188,476
	2018-19	2019-20			
Average staffing level (number) (b)	207	207			

(a) Asia Marketing Fund, Working Holiday Makers and Implementing Sport 2030.

(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					
	2018-19	2019-20	2020-21	2021-22	2022-23
	Estimated	Budget	Forward	Forward	Forward
	actual		estimate	estimate	estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
1.1.1 - Component 1: Grow Demand					
Annual departmental expenses:					
Program Support	149,125	149,105	154,924	156,131	160,205
Total component 1 expenses	149,125	149,105	154,924	156,131	160,205
1.1.2 - Component 2: Industry Development					
Annual departmental expenses:					
Program Support	26,316	26,313	27,340	27,553	28,271
Total component 2 expenses	26,316	26,313	27,340	27,553	28,271
Total program expenses	175,441	175,418	182,264	183,684	188,476

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 2019-20 Budget measures have created new programs or materially changed existing programs.

Outcome 1 - Grow demand and foster a competitive and sustainable Australian tourism industry through partnership marketing to targeted global consumers in key markets		
Program component 1.1.1 – 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>Target groups: high value leisure travellers and 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; • marketing activities to stimulate target customers, including brand advertising and promotions, broadcasts, public relations, international media hosting, content development and social media; • campaigns, supported by commercial partners, state and territory tourism organisations; and • 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 • 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
2018-19	<p>Key Metric Tourism 2020: overnight tourism expenditure</p> <p>International tourism expenditure International tourism visitors Total expenditure from TA target markets Leisure expenditure from TA target markets Business Events spend from TA target markets Earned advertising value from TA marketing activities Total unique visitors to TA websites Destination brand – consumer considering Australia</p>	<p>Estimated performance \$115.5 billion</p> <p>\$44.9 billion 9.8 million \$36.1 billion \$19.6 billion \$2.1 billion</p> <p>\$320 million</p> <p>34 million 40%</p>
2019-20	<p>Key Metric Tourism 2020: overnight tourism expenditure</p> <p>Other metrics as outlined in Tourism Australia’s 2019-23 Corporate Plan</p>	<p>Target \$121.3 billion</p>
2020-21 and beyond	<p>Key Metric Tourism 2020: overnight tourism expenditure</p> <p>Other metrics as outlined in Tourism Australia’s 2019-23 Corporate Plan</p>	<p>Target \$128.4 billion</p>

Table continued on the following page.

Table 2.1.3: Performance criteria for Outcome 1 (continued)

Outcome 1 - Grow demand and foster a competitive and sustainable Australian tourism industry through partnership marketing to targeted global consumers in key markets		
Program component 1.1.2 – 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
2018-19	Key Metric Stakeholders indicate TA adds value to their business Stakeholder Net Promoter Score – Stakeholders recommend working with TA	Estimated performance >90% 40
2019-20	Key Metric Stakeholders indicate TA adds value to their business Ana Other metrics as outlined in Tourism Australia's <i>2019-23 Corporate Plan</i>	Target >90%
2020-21 and beyond	Key Metric Stakeholders indicate TA adds value to their business Other metrics as outlined in Tourism Australia's <i>2019-23 Corporate Plan</i>	Target >90%

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2019-20 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 2019-20 is estimated at \$175.4 million and is made up of the Government funding of \$154.1 million, and revenue from other sources of \$21.3 million. The Government funding includes (1) appropriations of \$135.6 million, (2) \$14.0 million for the Asian Marketing Fund; (3) \$2.5 million for the Working Holiday Makers (was \$5.0 million in 2018-19); and (4) \$2.0 million for Implementing Sport 2030 (support for the International Cricket Council T20 World Cup).

The change from 2018-19 includes:

- appropriation for 2019-20 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 Working Holiday Makers and Implementing Sport 2030, are protected from indexation and the efficiency dividend (that apply to appropriation);
- the Working Holiday Makers has been extended one more year to 2019-20; and
- Implementing Sport 2030 is a new two-year commitment with \$2.0 million in 2019-20 and \$3.0 million in 2020-21.

Corresponding total expenses are also estimated to be \$175.4 million.

Budgeted departmental balance sheet

Tourism Australia is budgeting a net asset position of \$20.0 million in 2019-20. Net assets are projected to remain the same beyond 2019-20.

3.2 BUDGETED FINANCIAL STATEMENTS TABLES

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

	2018-19 Estimated actual \$'000	2019-20 Budget \$'000	2020-21 Forw ard estimate \$'000	2021-22 Forw ard estimate \$'000	2022-23 Forw ard estimate \$'000
EXPENSES					
Employee benefits	35,000	35,700	36,414	37,142	37,804
Suppliers	127,741	132,718	141,350	142,042	146,172
Depreciation and amortisation	12,700	7,000	4,500	4,500	4,500
Total expenses	175,441	175,418	182,264	183,684	188,476
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Interest	600	600	600	600	600
Rental income	1,700	1,700	1,700	1,700	1,700
Other	19,000	19,000	19,000	19,000	19,000
Total own-source revenue	21,300	21,300	21,300	21,300	21,300
Gains					
Other	-	-	-	-	-
Total gains	-	-	-	-	-
Total own-source income	21,300	21,300	21,300	21,300	21,300
Net (cost of)/contribution by services	(154,141)	(154,118)	(160,964)	(162,384)	(167,176)
Revenue from Government	154,141	154,118	160,964	162,384	167,176
Surplus/(deficit) attributable to the Australian Government	-	-	-	-	-
Total comprehensive income/(loss)	-	-	-	-	-
Total comprehensive income/(loss) attributable to the Australian Government	-	-	-	-	-

Prepared on Australian Accounting Standards basis.

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

	2018-19 Estimated actual \$'000	2019-20 Budget \$'000	2020-21 Forw ard estimate \$'000	2021-22 Forw ard estimate \$'000	2022-23 Forw ard estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	16,323	18,823	18,823	18,823	18,823
Trade and other receivables	6,533	6,533	6,533	6,533	6,533
Total financial assets	22,856	25,356	25,356	25,356	25,356
Non-financial assets					
Land and buildings	1,999	1,999	1,999	1,999	1,999
Property, plant and equipment	1,732	1,732	1,732	1,732	1,732
Intangibles	11,068	8,568	8,568	8,568	8,568
Other non-financial assets (a)	4,998	4,998	4,998	4,998	4,998
Total non-financial assets	19,797	17,297	17,297	17,297	17,297
Total assets	42,653	42,653	42,653	42,653	42,653
LIABILITIES					
Payables					
Suppliers	9,870	9,870	9,870	9,870	9,870
Other payables	7,642	7,642	7,642	7,642	7,642
Total payables	17,512	17,512	17,512	17,512	17,512
Provisions					
Employee provisions	4,254	4,254	4,254	4,254	4,254
Other provisions	674	674	674	674	674
Total provisions	4,928	4,928	4,928	4,928	4,928
Total liabilities	22,440	22,440	22,440	22,440	22,440
Net assets	20,213	20,213	20,213	20,213	20,213
EQUITY*					
Parent entity interest					
Contributed equity	1,543	1,543	1,543	1,543	1,543
Reserves	2,484	2,484	2,484	2,484	2,484
Retained surplus (accumulated deficit)	16,186	16,186	16,186	16,186	16,186
Total parent entity interest	20,213	20,213	20,213	20,213	20,213
Total equity	20,213	20,213	20,213	20,213	20,213

Prepared on Australian Accounting Standards basis.

(a) Prepayments - Supplier and other.

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

Table 3.3: Departmental statement of changes in equity — summary of movement (Budget year 2019-20)

	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	16,186	2,484	-	1,543	20,213
Adjusted opening balance	16,186	2,484	-	1,543	20,213
Comprehensive income					
Other comprehensive income	-	-	-	-	-
Total comprehensive income	-	-	-	-	-
of which:					
Attributable to the Australian Government	-	-	-	-	-
Estimated closing balance as at 30 June 2020	16,186	2,484	-	1,543	20,213
Closing balance attributable to the Australian Government	16,186	2,484	-	1,543	20,213

Prepared on Australian Accounting Standards basis.

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

	2018-19 Estimated actual \$'000	2019-20 Budget \$'000	2020-21 Forw ard estimate \$'000	2021-22 Forw ard estimate \$'000	2022-23 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	135,141	135,618	138,041	142,403	147,136
Appropriation provided by portfolio department	19,000	18,500	22,923	19,981	20,040
Interest	600	600	600	600	600
Other	20,700	20,700	20,700	20,700	20,700
Total cash received	175,441	175,418	182,264	183,684	188,476
Cash used					
Employees	35,000	35,700	36,414	37,142	37,804
Suppliers	127,741	132,718	141,350	142,042	146,172
Other	-	-	-	-	-
Total cash used	162,741	168,418	177,764	179,184	183,976
Net cash from/(used by) operating activities	12,700	7,000	4,500	4,500	4,500
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment and intangibles	4,500	4,500	4,500	4,500	4,500
Total cash used	4,500	4,500	4,500	4,500	4,500
Net cash from/(used by) investing activities	(4,500)	(4,500)	(4,500)	(4,500)	(4,500)
Net increase/(decrease) in cash held	8,200	2,500	-	-	-
Cash and cash equivalents at the beginning of the reporting period	8,123	16,323	18,823	18,823	18,823
Cash and cash equivalents at the end of the reporting period	16,323	18,823	18,823	18,823	18,823

Prepared on Australian Accounting Standards basis.

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

	2018-19 Estimated actual \$'000	2019-20 Budget \$'000	2020-21 Forw ard estimate \$'000	2021-22 Forw ard estimate \$'000	2022-23 Forw ard 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

Prepared on Australian Accounting Standards basis.

(a) Includes the following sources of funding:

- internally developed assets.

Table 3.6: Statement of asset movements (Budget year 2019-20)

	Buildings	Other property, plant and equipment	Computer software and intangibles	Total
	\$'000	\$'000	\$'000	\$'000
As at 1 July 2019				
Gross book value	9,888	3,155	44,192	57,235
Accumulated depreciation/ amortisation and impairment	(7,889)	(1,423)	(33,124)	(42,436)
Opening net book balance	1,999	1,732	11,068	14,799
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)	(6,400)	(7,000)
Total other movements	(500)	(100)	(6,400)	(7,000)
As at 30 June 2020				
Gross book value	10,388	3,255	48,092	61,735
Accumulated depreciation/ amortisation and impairment	(8,389)	(1,523)	(39,524)	(49,436)
Closing net book balance	1,999	1,732	8,568	12,299

Prepared on Australian Accounting Standards basis.

(a) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No.1) 2019-20 for depreciation/amortisation expenses, DCBs or other operational expenses.