

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 as a compelling tourism destination for leisure and business events travel. TA's purpose is to grow demand to enable a competitive and sustainable Australian tourism industry, with our goal in 2024-25 to increase total overnight tourism visitor expenditure to \$169.9 billion by 30 June 2025.

Operating environment and industry outlook

Overall, Australia's tourism sector continues to recover well. Domestic activity remains solid, while the return of international visitors to Australia is growing, although inbound travel remains impacted by constraints in aviation capacity. Economic factors also continue to influence the outlook, along with a volatile geopolitical environment. Concerns about cost of living are evident in Australia and among our key international source markets, however intention to spend on travel remains strong⁽¹⁾.

In Tourism Research Australia's (TRA) visitor economy outlook for the period 2023-2028⁽²⁾, both international and domestic travel are predicted to continue to grow. TRA expects: International visitor numbers to Australia will exceed pre-pandemic levels in 2025; International visitor spend in Australia will exceed pre-pandemic levels in 2024; Domestic tourism spend, which already exceeds pre-pandemic levels, will continue to rise; Domestic tourism nights in all states and territories will recover to pre-pandemic levels.

From a destination marketing perspective, we are fortunate that Australia's attractiveness as a tourism destination remains strong and Australia continues to be an aspirational holiday and business events destination for consumers around the world. At a global level, Australia is consistently one of the top three most desirable holiday destinations in the world across our priority markets, but the margin between Australia and our competitors has been narrowing. We will continue to use consumer insights to inform our marketing channel selection, recognising the highly competitive tourism marketing environment and changing media consumption habits. Our work on attention and marketing effectiveness will inform channel selection, recognising that as the number of advertising platforms increases, the importance of choosing channels that attract the attention of our target audiences is important to ensure value for money. We will also monitor forward bookings and searches to inform delivery of the right messaging at the right time.

⁽¹⁾ Skift, 2024, Skift Research 2024 Travel Outlook

⁽²⁾ Tourism Research Australia, Tourism forecasts for Australia, November 2023.

Marketing focus

TA will provide a competitive edge for Australian tourism by continuing the roll-out of our *Come and Say G'Day* global campaign. The aim of the campaign is to convert those people who are thinking about visiting Australia to take the next step and book a holiday or business event in Australia. At the same time, we will begin the next phase of the campaign, with strategic and creative development aimed at broadening the perception of Australia as a tourism destination. Campaign activity will include working with industry partners to convert demand into visitation and trade engagement and programs to support industry's return to growth. Partnership and distribution development activities will include trade familiarisation programs to inspire distributors and frontline travel sellers to promote and sell Australian tourism experiences to their customers; partnership marketing activities to extend the reach of our campaigns through bought media and our partners' marketing channels; and connecting Australian industry with global distributors through trade event platforms such as in-market marketplaces and events; and continuing to educate through the Aussie Specialist Program.

Target audiences and markets

TA will target leisure and business events consumers in markets that offer the best potential to build Australia's tourism recovery and return to growth.

| Leisure | | |
|------------------------------|--|--|
| Audience | Definition | Markets |
| High Yield Travelers (HYT) | Purpose of trip: Holiday and visiting friends and relatives (VFR) Spend per night: >\$200 Total trip spend: >\$1,500 | Stars – United Kingdom, United States of America, China, Germany, Singapore, Japan, India, Republic of Korea Solid Deliverers – New Zealand, France, Indonesia, Italy, Malaysia, Canada |
| HYT – Luxury | Purpose of trip: Holiday and VFR Spend per person per night: >\$1,000 | China, United States of America, United Kingdom |
| HYT – Working Holiday Makers | Purpose of trip: Employment Length of stay: >31 days Age group: <35 years | United Kingdom |
| Business Events (BE) | | |
| Audience | Definition | Markets |
| HYT – BE Incentive | Incentive agents and corporate decision makers | New Zealand, China, North America, United Kingdom, South/Southeast Asia |
| HYT – BE Association | Association planners and decision-makers | United Kingdom/Europe, North America |

Strategic priorities and enabling factors

TA will focus effort on three strategic priorities:

- **Create demand:** We will make Australia the most memorable and desirable destination on earth.
- **Convert demand:** We will work with industry and partners to convert demand into visitation.
- **Champion industry:** We will help industry and partners to convert demand into visitation.

The following enabling factors will be important to deliver our strategic priorities:

- Engaged and supportive stakeholders;
- Timely and accessible data and insights;
- Motivated staff;
- Agile resourcing;
- Strategic financial management; and
- Robust governance.

Further detail will be available in our Corporate Plan 2024 to 2028, with outcomes presented in our annual report.

1.2 Entity resource statement

Table 1.1 shows the total resourcing 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 the *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' tables in Section 2 and the financial statements in Section 3 are presented on an accrual basis. Amounts presented below are consistent with amounts presented in the Appropriation Bills themselves.

Table 1.1: Tourism Australia resource statement — Budget estimates for 2024-25 as at Budget May 2024

| | 2023-24 <i>Estimated actual \$'000</i> | 2024-25 Estimate \$'000 |
|--|---|-------------------------------|
| Opening balance/cash reserves at 1 July | | |
| Funds from Government | | |
| Annual appropriations - ordinary annual services (a) | | |
| Outcome 1 | 148,291 | 150,196 |
| Total annual appropriations | 148,291 | 150,196 |
| Amounts received from related entities | | |
| Amounts from portfolio department (b) | 25,100 | 20,161 |
| Total amounts received from related entities | 25,100 | 20,161 |
| Total funds from Government | 173,391 | 170,357 |
| Funds from industry sources | | |
| Rendering services | 17,700 | 20,000 |
| Total funds from industry sources | 17,700 | 20,000 |
| Funds from other sources | | |
| Interest | 400 | 600 |
| Total funds from other sources | 400 | 600 |
| Total net resourcing for Tourism Australia | 191,491 | 190,957 |
| Average staffing level (number) (c) | 2023-24 207 | 2024-25 207 |

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) 2024-25.

(b) Funding provided by the portfolio department (Asia Marketing Fund and Tourism Support) as payment to Tourism Australia from portfolio department's administered programs.

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

1.3 Budget measures

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

Table 1.2: Entity 2024-25 Budget measures
Part 1: Measures announced since the 2023-24 Mid-Year Economic and Fiscal Outlook (MYEFO)

| | Program | 2023-24 \$'000 | 2024-25 \$'000 | 2025-26 \$'000 | 2026-27 \$'000 | 2027-28 \$'000 |
|--|---------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Payment measures | | | | | | |
| Savings from external labour - extension | 1.1 | | | | | |
| Departmental expenses (a) | | - | (634) | (707) | (730) | (5,412) |
| Total | | - | | | | - |
| Total measures | | | | | | |
| Departmental | | - | (634) | (707) | (730) | (5,412) |
| Total | | - | (634) | (707) | (730) | (5,412) |

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

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 Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measure 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 a complete picture of an entity's planned and actual performance.

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 Australian tourism industry through partnership marketing to targeted global consumers in key markets

Linked programs

| |
|---|
| Department of Foreign Affairs and Trade |
| <p>Programs</p> <ul style="list-style-type: none"> • Program 1.7 – Programs to promote Australia’s international tourism interests |
| <p>Contribution to Outcome 1 made by linked programs</p> <p>The program provides funding to Tourism Australia to deliver Outcome 1.</p> |
| Australian Trade and Investment Commission |
| <p>Programs</p> <ul style="list-style-type: none"> • Program 1.2 – Programs to promote Australia’s export and other international economic interests |
| <p>Contribution to Outcome 1 made by linked programs</p> <p>Austrade has Commonwealth responsibility for international and domestic tourism policy and issues official tourism statistics. Austrade provides the information to Tourism Australia to promote the export of Australian tourism services, contributing to Australia’s prosperity.</p> |
| Department of Home Affairs |
| <p>Programs</p> <ul style="list-style-type: none"> • Program 3.1 – Trade facilitation and industry engagement |
| <p>Contribution to Outcome 1 made by linked programs</p> <p>Tourism Australia works with the Department of Home Affairs by providing advice on visa and traveller facilitation policy relevant to the Australian tourism industry.</p> |

Table continued on the next page.

Linked programs (continued)

| |
|---|
| <p>Department of Infrastructure, Transport, Regional Development and Communications</p> |
| <p>Programs</p> <ul style="list-style-type: none"> • Program 2.3 – Air transport |
| <p>Contribution to Outcome 1 made by linked programs</p> <p>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.</p> |
| <p>Programs</p> <ul style="list-style-type: none"> • Program 3.1 – Regional development |
| <p>Contribution to Outcome 1 made by linked programs</p> <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 Administered and 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

| | 2023-24 Estimated actual \$'000 | 2024-25 Budget \$'000 | 2025-26 Forward estimate \$'000 | 2026-27 Forward estimate \$'000 | 2027-28 Forward estimate \$'000 |
|--|--|-----------------------------|--|--|--|
| Program 1.1: Supporting Outcome 1 | | | | | |
| Revenue from Government | | | | | |
| Ordinary annual services (Appropriation Bill No. 1) | 148,291 | 150,196 | 151,908 | 153,564 | 156,230 |
| Payment from portfolio department (a) | 25,100 | 20,161 | 20,223 | 20,285 | 20,348 |
| Revenues from Own-sources | 18,100 | 20,600 | 20,400 | 20,400 | 20,400 |
| Total expenses for Program 1.1 | 191,491 | 190,957 | 192,531 | 194,249 | 196,978 |
| Outcome 1 totals by resource type | | | | | |
| Revenue from Government | | | | | |
| Ordinary annual services (Appropriation Bill No. 1) | 148,291 | 150,196 | 151,908 | 153,564 | 156,230 |
| Payment from portfolio department (a) | 25,100 | 20,161 | 20,223 | 20,285 | 20,348 |
| Revenues from Own-sources | 18,100 | 20,600 | 20,400 | 20,400 | 20,400 |
| Total expenses for Outcome 1 | 191,491 | 190,957 | 192,531 | 194,249 | 196,978 |
| | 2023-24 | 2024-25 | | | |
| Average staffing level (number) (b) | 207 | 207 | | | |

(a) Asia Marketing Fund and Tourism Support.

(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**

| | 2023-24 Estimated actual \$'000 | 2024-25 Budget \$'000 | 2025-26 Forward estimate \$'000 | 2026-27 Forward estimate \$'000 | 2027-28 Forward estimate \$'000 |
|--|--|-----------------------------|--|--|--|
| <i>1.1.1 - Component 1: Grow Demand</i> | | | | | |
| Annual departmental expenses: | | | | | |
| Programme Support | 162,767 | 161,664 | 162,997 | 164,451 | 166,762 |
| Total component 1 expenses | 162,767 | 161,664 | 162,997 | 164,451 | 166,762 |
| <i>1.1.2 - Component 2: Industry Development</i> | | | | | |
| Annual departmental expenses: | | | | | |
| Programme Support | 28,724 | 29,293 | 29,534 | 29,798 | 30,216 |
| Total component 2 expenses | 28,724 | 29,293 | 29,534 | 29,798 | 30,216 |
| Program support | | | | | |
| Total program expenses | 191,491 | 190,957 | 192,531 | 194,249 | 196,978 |

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 measure for Outcome 1

Table 2.1.3 details the performance measures for each program associated with Outcome 1. It is used by entities to describe the results they plan to achieve and the related key activities, as detailed in the current corporate plan, the context in which these activities are delivered, and how the performance of these activities are measured. Where relevant, details of the 2024-25 Budget measures that have created new programs or materially changed existing programs are provided.

| 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: Supporting Outcome 1 | | |
| Component 1.1.1: Grow Demand | | |
| Objective: Identify and target best prospect consumers in our target markets, inspire them to travel to and throughout Australia. | | |
| Key Activities | Premium/Luxury High Yield Travellers (HYT), Working Holiday Maker HYT Key activities: <ul style="list-style-type: none"> • Consumer research to build knowledge about what motivates target audiences when choosing a travel destination. • Marketing activities to stimulate target audiences (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. Target audiences: Business Events decision-makers in key international markets. Key activities: <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 familiarisations. | |
| Year | Performance measures | Expected Performance Results |
| Current year 2023-24 | <u>Key metric</u> Total tourism expenditure Total International tourism expenditure International leisure expenditure Business events expenditure Destination brand – awareness Destination brand – consideration | <u>Est performance at 30 June 2024</u> \$156.5 billion \$42 billion \$25.3 billion \$1.7 billion 54.6 per cent 39.5 per cent |

Table continued on the next page

Table 2.1.3: Performance measure for Outcome 1 (continued)

| Program 1.1: Supporting Outcome 1 | | |
|---|---|--|
| Component 1.1.1: Grow Demand (continued) | | |
| Objective: Identify and target best prospect consumers in our target markets, inspire them to travel to and throughout Australia. | | |
| Year | Performance measures | Planned Performance Results |
| Budget Year 2024-25 | <u>Key metric</u> International tourism expenditure Other metrics as outlined in Tourism Australia's 2024-28 Corporate Plan | <u>Estimated performance</u> \$47.5 billion |
| Forward Estimates 2025-28 | <u>Key metric</u> International tourism expenditure Other metrics as outlined in Tourism Australia's 2024-28 Corporate Plan | <u>Target</u> \$71.8 billion |

Table continued on the next page

| | | |
|---|---|---|
| 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: 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. | | |
| Key Activities | <p>Target audiences: The Australian tourism industry and trade and distribution partners in key international markets</p> <p>Key activities:</p> <ul style="list-style-type: none"> • Driving industry recovery through programs and platforms for the distribution system to do business • Supporting supply-side industry goals • Dissemination of insights and engagement of industry stakeholders. | |
| Year | Performance measures | Expected Performance Results |
| Current year 2023-24 | <p><u>Key metric</u> Industry stakeholder net promoter score (NPS)</p> <p>Event satisfaction of participants BE Bid Fund Program, total ROI</p> | <p><u>Est performance at 30 June 2023)</u> 42</p> <p>98 per cent \$49:1</p> |
| Year | Performance measures | Planned Performance Results |
| Budget Year 2024-25 | <p><u>Key metric</u> Industry stakeholder NPS</p> <p>Other metrics as outlined in Tourism Australia's 2024-28 Corporate Plan</p> | <p><u>Target</u> 43</p> |
| Forward Estimates 2025-28 | <p><u>Key metric</u> Industry stakeholder NPS</p> <p>Other metrics as outlined in Tourism Australia's 2024-28 Corporate Plan</p> | <p><u>Target</u> 46</p> |

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2024-25 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 2024-25 is estimated at \$191.0 million and is made up of the Government funding of \$170.4 million, and revenue from other sources of \$20.6 million. The Government funding includes (1) appropriations of \$150.2 million and (2) \$20.2 million for the Asian Marketing Fund.

The change from 2023-24 includes:

- Appropriation for 2024-25 reflects additional level of funding for Tourism Australia adjusted for foreign exchange movements, domestic inflation and the efficiency dividend.
- Budget measures: the Asian Marketing Fund.

Corresponding total expenses are estimated to be \$191.0 million.

Budgeted departmental balance sheet

Tourism Australia is budgeting a net asset position of \$23.3 million in 2024–25. Net assets are projected to remain the same beyond 2024–25.

3.2. Budgeted financial statements tables

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

| | 2023-24 Estimated actual \$'000 | 2024-25 Budget \$'000 | 2025-26 Forward estimate \$'000 | 2026-27 Forward estimate \$'000 | 2027-28 Forward estimate \$'000 |
|--|--|-----------------------------|--|--|--|
| EXPENSES | | | | | |
| Employee benefits | 37,500 | 40,300 | 41,107 | 41,930 | 43,077 |
| Suppliers | 142,452 | 138,616 | 139,383 | 140,278 | 141,860 |
| Depreciation and amortisation | 11,178 | 11,678 | 11,678 | 11,678 | 11,678 |
| Finance costs | 361 | 363 | 363 | 363 | 363 |
| Total expenses | 191,491 | 190,957 | 192,531 | 194,249 | 196,978 |
| LESS: | | | | | |
| OWN-SOURCE INCOME | | | | | |
| Own-source revenue | | | | | |
| Rendering services | 16,600 | 18,700 | 18,700 | 18,700 | 18,700 |
| Interest | 400 | 600 | 400 | 400 | 400 |
| Rental income | 1,100 | 1,300 | 1,300 | 1,300 | 1,300 |
| Total own-source revenue | 18,100 | 20,600 | 20,400 | 20,400 | 20,400 |
| Total own-source income | 18,100 | 20,600 | 20,400 | 20,400 | 20,400 |
| Net (cost of)/contribution by services | (173,391) | (170,357) | (172,131) | (173,849) | (176,578) |
| Revenue from Government (a) | 173,391 | 170,357 | 172,131 | 173,849 | 176,578 |
| Surplus/(deficit) attributable to the Australian Government | - | - | - | - | - |
| OTHER COMPREHENSIVE INCOME | | | | | |
| Total comprehensive income/(loss) attributable to the Australian Government | - | - | - | - | - |

Table continued on the next page.

Table 3.1: Comprehensive income statement (showing net cost of services) for the period ended 30 June (continued)**Note: Impact of net cash appropriation arrangements**

| | 2023-24 Estimated actual \$'000 | 2024-25 Budget \$'000 | 2025-26 Forward estimate \$'000 | 2026-27 Forward estimate \$'000 | 2027-28 Forward estimate \$'000 |
|--|--|-----------------------------|--|--|--|
| Total comprehensive income/(loss) | | | | | |
| - as per statement of | | | | | |
| Comprehensive Income | - | - | - | - | - |
| plus: depreciation/amortisation expenses for ROU assets (a) | | | | | |
| less: lease principal repayments (b) | | | | | |
| Net Cash Operating Surplus/ (Deficit) | - | - | - | - | - |

Prepared on Australian Accounting Standards basis.

(a) From 2010-11, the Government introduced net cash appropriation arrangements where Bill 1 revenue appropriations for the depreciation/amortisation expenses of non-corporate Commonwealth entities (and select corporate Commonwealth entities) were replaced with a separate capital budget (the Departmental Capital Budget, or DCB) provided through Bill 1 equity appropriations. For information regarding DCBs, please refer to Table 3.5 Departmental Capital Budget Statement.

(b) Applies leases under AASB 16 Leases.

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

| | 2023-24 Estimated actual \$'000 | 2024-25 Budget \$'000 | 2025-26 Forward estimate \$'000 | 2026-27 Forward estimate \$'000 | 2027-28 Forward estimate \$'000 |
|---|--|-----------------------------|--|--|--|
| ASSETS | | | | | |
| Financial assets | | | | | |
| Cash and cash equivalents | 20,871 | 20,871 | 20,871 | 20,871 | 20,871 |
| Trade and other receivables | 6,281 | 6,281 | 6,281 | 6,281 | 6,281 |
| Total financial assets | 27,152 | 27,152 | 27,152 | 27,152 | 27,152 |
| Non-financial assets | | | | | |
| Land and buildings | 22,082 | 19,904 | 21,099 | 13,921 | 16,743 |
| Property, plant and equipment | 207 | 207 | 207 | 207 | 207 |
| Intangibles | 6,423 | 6,423 | 6,423 | 6,423 | 6,423 |
| Other non-financial assets | 3,664 | 3,664 | 3,664 | 3,664 | 3,664 |
| Total non-financial assets | 32,376 | 30,198 | 31,393 | 24,215 | 27,037 |
| Total assets | 59,528 | 57,350 | 58,545 | 51,367 | 54,189 |
| LIABILITIES | | | | | |
| Payables | | | | | |
| Suppliers | 7,803 | 7,803 | 7,803 | 7,803 | 7,803 |
| Other payables | 4,795 | 4,795 | 4,795 | 4,795 | 4,795 |
| Total payables | 12,598 | 12,598 | 12,598 | 12,598 | 12,598 |
| Interest bearing liabilities | | | | | |
| Lease Liability | | | | | |
| Lease liabilities | 15,378 | 13,200 | 14,395 | 7,217 | 10,039 |
| Total interest bearing liabilities | 15,378 | 13,200 | 14,395 | 7,217 | 10,039 |
| Provisions | | | | | |
| Employee provisions | 6,665 | 6,665 | 6,665 | 6,665 | 6,665 |
| Other provisions | 1,594 | 1,594 | 1,594 | 1,594 | 1,594 |
| Total provisions | 8,259 | 8,259 | 8,259 | 8,259 | 8,259 |
| Total liabilities | 36,235 | 34,057 | 35,252 | 28,074 | 30,896 |
| Net assets | 23,293 | 23,293 | 23,293 | 23,293 | 23,293 |
| EQUITY* | | | | | |
| Parent entity interest | | | | | |
| Contributed equity | 1,543 | 1,543 | 1,543 | 1,543 | 1,543 |
| Reserves | 4,850 | 4,850 | 4,850 | 4,850 | 4,850 |
| Retained surplus (accumulated deficit) | 16,900 | 16,900 | 16,900 | 16,900 | 16,900 |
| Total parent entity interest | 23,293 | 23,293 | 23,293 | 23,293 | 23,293 |
| Total equity | 23,293 | 23,293 | 23,293 | 23,293 | 23,293 |

Prepared on Australian Accounting Standards basis.

*'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 2024-25)

| | Retained earnings \$'000 | Asset revaluation reserve \$'000 | Other reserves \$'000 | Contributed equity/ capital \$'000 | Total equity \$'000 |
|--|--------------------------------|---|-----------------------------|---|---------------------------|
| Opening balance as at 1 July 2024 | | | | | |
| Balance carried forward from previous period | 16,900 | 4,850 | - | 1,543 | 23,293 |
| Adjusted opening balance | 16,900 | 4,850 | - | 1,543 | 23,293 |
| Comprehensive income | | | | | |
| Surplus/(deficit) for the period | - | - | - | - | - |
| Total comprehensive income | - | - | - | - | - |
| of which: | | | | | |
| Attributable to the Australian Government | - | - | - | - | - |
| Estimated closing balance as at 30 June 2025 | 16,900 | 4,850 | - | 1,543 | 23,293 |
| Closing balance attributable to the Australian Government | 16,900 | 4,850 | - | 1,543 | 23,293 |

Prepared on Australian Accounting Standards basis

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

| | 2023-24 Estimated actual \$'000 | 2024-25 Budget \$'000 | 2025-26 Forward estimate \$'000 | 2026-27 Forward estimate \$'000 | 2027-28 Forward estimate \$'000 |
|---|--|-----------------------------|--|--|--|
| OPERATING ACTIVITIES | | | | | |
| Cash received | | | | | |
| Appropriation provided by portfolio department | 174,730 | 170,357 | 172,131 | 173,849 | 176,578 |
| Sale of goods and rendering of services | 17,700 | 20,000 | 20,000 | 20,000 | 20,000 |
| Interest | 400 | 600 | 400 | 400 | 400 |
| Total cash received | 192,830 | 190,957 | 192,531 | 194,249 | 196,978 |
| Cash used | | | | | |
| Employees | 37,500 | 40,300 | 41,107 | 41,930 | 43,077 |
| Suppliers | 142,452 | 138,616 | 139,383 | 140,278 | 141,860 |
| Interest payments on lease liability | 361 | 363 | 363 | 363 | 363 |
| Total cash used | 180,313 | 179,279 | 180,853 | 182,571 | 185,300 |
| Net cash from/(used by) operating activities | 12,517 | 11,678 | 11,678 | 11,678 | 11,678 |
| INVESTING ACTIVITIES | | | | | |
| Cash received | | | | | |
| Proceeds from sales of property, plant and equipment | - | - | - | - | - |
| Total cash received | - | - | - | - | - |
| Cash used | | | | | |
| Purchase of property, plant and equipment and intangibles | 2,000 | 4,500 | 4,500 | 4,500 | 4,500 |
| Total cash used | 2,000 | 4,500 | 4,500 | 4,500 | 4,500 |
| Net cash from/(used by) investing activities | (2,000) | (4,500) | (4,500) | (4,500) | (4,500) |
| FINANCING ACTIVITIES | | | | | |
| Cash received | | | | | |
| Contributed equity | - | - | - | - | - |
| Total cash received | - | - | - | - | - |
| Cash used | | | | | |
| Principal payments on lease liability | 6,110 | 7,178 | 7,178 | 7,178 | 7,178 |
| Total cash used | 6,110 | 7,178 | 7,178 | 7,178 | 7,178 |
| Net cash from/(used by) financing activities | (6,110) | (7,178) | (7,178) | (7,178) | (7,178) |
| Net increase/(decrease) in cash held | 4,407 | - | - | - | - |
| Cash and cash equivalents at the beginning of the reporting period | 16,464 | 20,871 | 20,871 | 20,871 | 20,871 |
| Cash and cash equivalents at the end of the reporting period | 20,871 | 20,871 | 20,871 | 20,871 | 20,871 |

Prepared on Australian Accounting Standards basis.

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

| | 2023-24 Estimated actual \$'000 | 2024-25 Budget \$'000 | 2025-26 Forward estimate \$'000 | 2026-27 Forward estimate \$'000 | 2027-28 Forward estimate \$'000 |
|--|--|-----------------------------|--|--|--|
| PURCHASE OF NON-FINANCIAL ASSETS | | | | | |
| Funded internally from departmental resources (a) | 2,000 | 4,500 | 4,500 | 4,500 | 4,500 |
| TOTAL | 2,000 | 4,500 | 4,500 | 4,500 | 4,500 |
| RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE | | | | | |
| Total purchases | 2,000 | 4,500 | 4,500 | 4,500 | 4,500 |
| Total cash used to acquire assets | 2,000 | 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 departmental asset movements (Budget year 2024-25)

| | Buildings | Other property, plant and equipment | Computer software and Intangibles | Total |
|--|----------------|--|---|-----------------|
| | \$'000 | \$'000 | \$'000 | \$'000 |
| As at 1 July 2024 | | | | |
| Gross book value | 9,432 | 1,310 | 49,892 | 60,634 |
| Gross book value - ROU assets | 34,668 | - | - | 34,668 |
| Accumulated depreciation/ amortisation and impairment | (2,424) | (1,103) | (43,469) | (46,996) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (19,594) | - | - | (19,594) |
| Opening net book balance | 22,082 | 207 | 6,423 | 28,712 |
| Capital asset additions | | | | |
| Estimated expenditure on new or replacement assets | | | | |
| By purchase - appropriation ordinary annual services (a) | 500 | 100 | 3,900 | 4,500 |
| By purchase - appropriation ordinary annual services - ROU assets | 5,000 | - | - | 5,000 |
| Total additions | 5,500 | 100 | 3,900 | 9,500 |
| Other movements | | | | |
| Depreciation/amortisation expense | (500) | (100) | (3,900) | (4,500) |
| Depreciation/amortisation on ROU assets | (7,178) | - | - | (7,178) |
| Other - ROU assets | - | - | - | - |
| Total other movements | (7,678) | (100) | (3,900) | (11,678) |
| As at 30 June 2025 | | | | |
| Gross book value | 9,932 | 1,410 | 53,792 | 65,134 |
| Gross book value - ROU assets | 39,668 | - | - | 39,668 |
| Accumulated depreciation/ amortisation and impairment | (2,924) | (1,203) | (47,369) | (51,496) |
| Accumulated depreciation/amortisation and impairment - ROU assets | (26,772) | - | - | (26,772) |
| Closing net book balance | 19,904 | 207 | 6,423 | 26,534 |

Prepared on Australian Accounting Standards basis.

(a) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No. 1) 2024-25 for DCBs.