

# TASMANIAN

ANNUAL REPORT 2019-20  
BRAND TASMANIA

# TASMANIAN

## How to contact us

GPO Box 123  
Hobart Tasmania 7001 Australia  
Head Office:  
Level 6, 15 Murray Street  
Hobart Tasmania 7000 Australia  
+61 (03) 6232 7647  
[welcome@brandtasmania.com.au](mailto:welcome@brandtasmania.com.au)

## About our Annual Report

The Brand Tasmania Annual Report details the Authority's performance for the period 1 July 2019 to 30 June 2020.

The Annual Report is available online at [www.brandtasmania.com.au](http://www.brandtasmania.com.au)

# Aboriginal Acknowledgement

Brand Tasmania acknowledges the Aboriginal people as the traditional owners of lutruwita (Tasmania), the island home of many people today.

For generations, Tasmanian Aboriginal people's culture and language have been and continue to be based on a deep and continuous connection to family, community, and the land, sea, and waterways.

We meet today, from places across the islands, on country that is the ancestral and spiritual home of Tasmanian Aboriginal people, the traditional and original owners, and continuing custodians of this land.

Brand Tasmania stands for a future that respects and celebrates Tasmanian Aboriginal culture, language and history.

We honour the Tasmanian Aboriginal community, their Elders past, and present and thank them for caring for the place we all call home.

NITA EDUCATION



We honour the Tasmanian  
Aboriginal community,  
their Elders past, and present  
and thank them for caring  
for the place we all call home.

waranta tunapri pakana  
mana mapali waranta nayri  
nina-tu milaythina lumi



INTRODUCTION

**GORDON RIVER  
CRUISES**

Image supplied courtesy  
of RACT Destinations

# Submission to the Premier

Dear Premier,

We have pleasure in submitting to you for presentation to Parliament, this report on the activities of Brand Tasmania for the period 1 July 2019 to 30 June 2020.

Section 25 of the *Brand Tasmania Act 2018* (the Act) requires that the board must prepare for the Authority (Brand Tasmania) an annual report for each financial year. The Act states that the annual report is to be combined with the report required under section 36 of the *State Service Act 2000*.

We thank the Tasmanian Government for its support and encouragement during our first full year of operations.

Yours sincerely,

Handwritten signature of Nick Haddow, consisting of several overlapping loops and a vertical line.

**NICK HADDOW  
CHAIRPERSON**

Handwritten signature of Todd Babiak, featuring a stylized 'T' and 'B' with a long horizontal stroke.

**TODD BABIAK  
CHIEF EXECUTIVE OFFICER**

NICK HADDOW  
CHAIRPERSON



# Chairperson's Report

Brand Tasmania's role is to make an economic and cultural strength of our island's difference and a creative and productive strength of our isolation. With so much work to be done, it sometimes feels like we have taken the first strides of a marathon but our first full year of operation has been exciting, challenging and most of all, meaningful. I could not be more proud of the work Brand Tasmania has achieved so far.

As the first place-branding authority in Australia, we have worked with Tasmanians and communities across the state to promote and protect the Tasmanian brand. We've worked to support economic and social resilience across all sectors and communities and have met thousands of Tasmanians to help them understand and tell the Tasmanian story through their own lives and organisations.

## THE UNCONFORMITY

Image by We Are Explorers



## CHAIRPERSON'S REPORT



**HYDRO  
TASMANIA  
WEST COAST  
PIONEERS**

Image by Beatties Studio

I'd like to acknowledge the support of former Premier Will Hodgman, who has been one of our strongest supporters. On behalf of the Board and staff I extend my sincerest thanks to Will. Since January 2020 we have had the pleasure of working with Premier Peter Gutwein. We extend our gratitude and thanks to our Premier, and his government, for their commitment and support of Brand Tasmania. Leaders bring the Tasmanian brand to life every day in the decisions they make and in their conversations with Tasmanians. Having our work valued by Premier Gutwein is much appreciated and provides us with deeper confidence in what we deliver to the benefit of the Tasmania community.

I would like to recognise the exceptional work that our CEO, Todd Babiak and his team in Jess Radford, Nell Streets, Christie Sweeting and Fransina Kennedy have done in the past year to bring our strategy to life. Also, my thanks to my Board for their support and hard work during what has been a very challenging period.

Brand Tasmania works with Tasmanians, and those who aspire to be Tasmanian, to quietly pursue the extraordinary.

This last year has been extraordinary in a way that no one could have imagined. During the last months we have come together as a unified community and we have supported each other through some of the toughest times we will ever experience. At our best, we work hard for an extraordinary outcome, often leaving the easy path. We have learned to value our safety and our specialness in a whole new way. Most of all we have learned to value each other and the way that we are all connected.

It has been clear to the Brand Tasmania Board that having a well-articulated and understood brand has been advantageous to us in responding to the challenges and confusion caused

by the COVID-19 pandemic. Tasmania is well ahead of our mainland counterparts, and many other regions globally, in that we have a clear understanding of what makes us different here in Tasmania. Protecting and preserving that difference, and being able to communicate our brand values to the world is essential for our island's future economic, cultural and social prosperity. In short, throughout these recent months, our brand has proved again to be our strongest economic and cultural asset.

A strategic way we have been able to ensure we are protecting and promoting the Tasmanian brand is through the TASMANIAN website and the TASMANIAN partner toolkit. If you haven't signed up as a Brand Tasmania partner please do so at [www.tasmanian.com.au](http://www.tasmanian.com.au)

One of Brand Tasmania's key functions is guaranteeing our community is a part of our work. Our brand needs to be relevant to all Tasmanians. We should all feel we are represented in the brand, our "*unifying cultural expression*."

We have approached our job by partnering with the Tasmanian community, the private sector and all levels of Government to implement our united brand.

A simple and compelling brand story unifies our efforts. It saves us all money and time. It focuses on emotional power, not clichés and "best-guess" communications and marketing.

Brand Tasmania's first partner was Tourism Tasmania. The *Come Down for Air* tourism campaign was the first to tell the Tasmanian story narrative to audiences nationally and internationally. With the advent of COVID-19, that work was reimagined through the intrastate *Make Yourself at Home* campaign. The campaign tells Tasmanian stories which appeal to locals encouraging us to rediscover holidaying here.



## FAT PIG FARM

Image by Chris Phelps

## CHAIRPERSON'S REPORT

We continue to work closely with the Department of State Growth's Business and Trade Unit to tell unifying sector stories and to help Tasmanian entrepreneurs and exporters tell their own brand stories. Since we launched our updated TASMANIAN Brand Partner programme we have added over 1,117 partners. Overtime we'll help each of our partners tell their individual brand story by taking them through an in-person or digital brand workshop.

As part of the Tasmanian Government's response to the immediate impacts of COVID-19 we collaborated with Government and private enterprise partners to deliver a digital directory of Tasmanian Businesses, the Buy Something Tasmanian website.

As we approach a time where we will be able to claim that we are 100 per cent renewable energy, we have started working on a campaign that will be a bottom-up, community-by-community way to inspire action in Tasmania. Over the coming years, this action will to bring our "Tasmanian Renewable" brand to life, on the way to the island becoming 200 per cent renewable.

Apart from our ongoing work to unify and express the brand, a focus of our efforts has been to help our partners in Government and the community use it in their own words and in their own way. We will soon add the "external" element to the TASMANIAN story website. It will be a central "single door" for our audiences and customers on the mainland and around the world – for trade, for investment attraction, for talent and student attraction – as it continues to be a way to inspire and encourage Tasmanians. We are also working on how to link provenance storytelling to product traceability, which is so important for our premium products and to protect the Tasmanian brand.

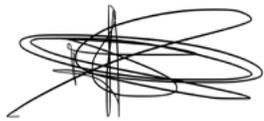
It has been an absolute privilege for the Board and team to meet and work with so many Tasmanians over the past 12 months. We collaborated with Tasmanians face to face as we travelled around the island to communities from King Island to Geeveston. When COVID-19 stopped us from gathering together we found ways to virtually keep connected through our webinars.

## CHAIRPERSON'S REPORT

Ninety-seven percent of Tasmanian businesses are small businesses, eighty-two percent of them are micro businesses. At Brand Tasmania we are inspired by the artisanal nature of our economy, an economy built by passionate Tasmanians who turn their obsessions into their careers. We're here to help these businesses, artists, and social thinkers in whatever way we can through the projects we deliver and by collaborating with our partners. Over the past 12 months the evolved Tasmanian brand has become a shared public asset. It's yours. You are the brand.

As we emerge from, and indeed better understand, the impacts of the COVID-19 pandemic our focus at Brand Tasmania will continue to be on inspiring and encouraging more of what is different and special here. We'll achieve this by helping our partners tell their stories in a uniquely Tasmanian way. I firmly believe that Tasmania is exceptionally well positioned to seek out and explore the many opportunities that will flow from this time and come out the other side stronger and even more Tasmanian than before.

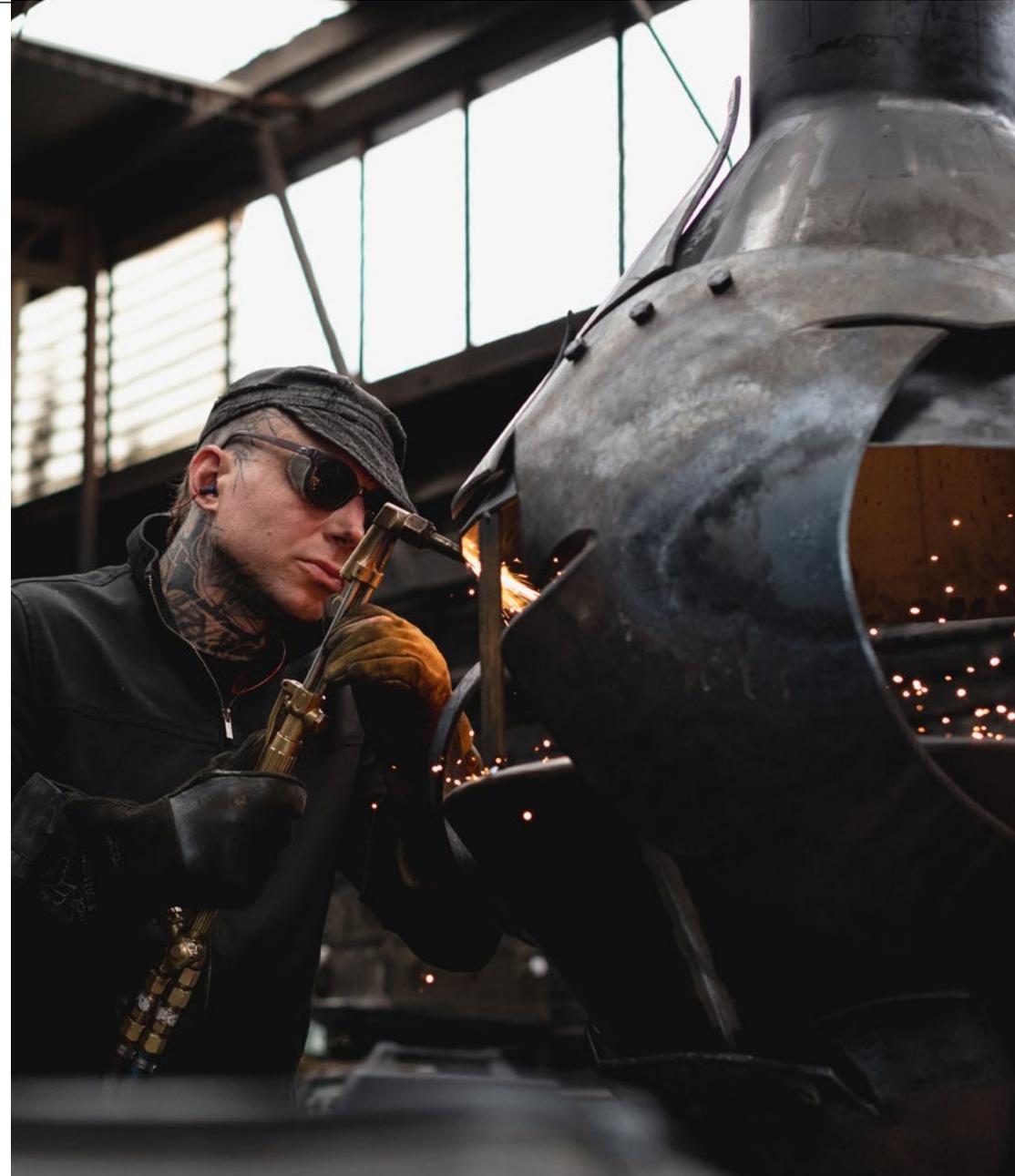
Thank you to all of you who have worked with us, generously shared your stories, and helped us to bring the brand to life over the past year. We couldn't do our work without your support.



**NICK HADDOW**  
**CHAIRPERSON**  
**BRAND TASMANIA BOARD**

## **MATILLA STUDIOS PETE MATILLA**

Image by Samuel Shelley





# Chief Executive Officer's Report

Brand can be a confusing and intimidating word, and there it is: right in the name of our organisation. Our job, in year one, was to tell the story we heard from Tasmanians back to them. We had to do this in a simple and inviting way. Complication and randomness are the enemies of good strategy. We had to use your story, the unifying cultural expression you helped us build, to create a five year plan.

Then everything changed.

Luckily, we had listened carefully. You told us what was different about Tasmania. You told us what was most appealing, what felt uniquely of this place and its people. You told us how to answer the question, "Is this Tasmanian or not?" when we had to make decisions. Tasmania is not for everyone. But for some people, this place and its people and its products, services, experiences and opportunities is precisely what they are looking for – even if they don't know it yet.

You know it, and felt it as you supported one another through the crisis.

Because our year-one focus has been relentlessly on you, we were able to tap into Tasmanian culture and "artisanal thinking" with Buy Something Tasmanian, a directory of extraordinary things your neighbours are doing and an easy way for you to support them in our "contact-less" COVID-19 economy. And, as with everything, we did this work with partners in Government and in the private sector.

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TODD BABIAK



We missed what has been our favourite work: getting in rooms with you, in workshops across the State, to build our brand strategy together. A brand is a unifying cultural expression, and "unifying" is the hardest part. We've been thrilled by the response, by the ways you want to work together to bring more value to everything Tasmanian: our people, our products and services, our experiences, our way of life, our wilderness. And the right way to invite people to be a part of it.

I hope you've already joined as a TASMANIAN partner at [www.tasmanian.com.au](http://www.tasmanian.com.au). I hope you've joined us for a workshop. If not, sign up now. We're working on version 2.0 of our storytelling strategy, targeting our audiences on the mainland and around the world. We're progressing our work with and for young people, and with our partners we're exploring ways to ensure our renewable energy opportunity is embedded in our brand. That is, in our culture.

Thank you for your imagination, your enthusiasm, and for your quiet pursuit of the extraordinary.

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TODD BABIAK  
CHIEF EXECUTIVE OFFICER

# 2019-20 Highlights

DELAMERE  
VINYARD

Image by Adam Gibson

**Brand Tasmania works with Tasmanians, and those who want to be Tasmanian, to quietly pursue the extraordinary.**

## Responding to COVID-19

- Working with partners across government and business to respond to the economic and social challenges of COVID-19, including through the Buy Something Tasmanian website.

## Brand Tasmania 2019-2024 Strategic Plan

- Development and implementation of Brand Tasmania's first five year Strategic Plan.

## TASMANIAN visual identity

- Development and implementation of a new TASMANIAN visual identity to complement the Tasmanian story work.
- Story-pairing imagery was created to visually tell the stories of people, products and place.

## www.tasmanian.com.au and online Brand Toolkit

- Launch of our new TASMANIAN website and online Brand Toolkit including an image library, Brand Book and Storytelling Workbook.

## Drink Something Tasmanian webinars

- To stay connected with our partners during lockdown we delivered a series of Drink Something Tasmanian webinar conversations with Tasmanians. Our webinar guests spoke about how they use brand storytelling in business, how they use creativity in their work and how they adapted their businesses to survive COVID-19.

## Buy Something Tasmanian

- Supporting Tasmanian businesses through the contact-less economy with an online directory of Tasmanian businesses, the Buy Something Tasmanian website.

## Brand Storytelling workshops

- We ran brand storytelling workshops across the state to help our partners learn the Tasmanian brand story and bring it to life in their own work. When COVID-19 restrictions stopped us from delivering face-to-face workshops, we created a digital version.

## Nation Brand collaboration

- Our colleagues in Austrade charged with delivering the Nation Brand Project were inspired by how the TASMANIAN brand was created. We shared with them what we learnt, recommended the tools to use and collaborated in developing best practice co-branding imagery.

## TASMANIAN mark

- Our success relies on our partners using the Tasmanian brand – it's theirs too after all. We're working hard with internal and external experts to make sure the terms of use of the TASMANIAN mark meets and exceeds expectations. This work will ensure we can manage its use to ensure the quality perception the Tasmanian brand, and Tasmanian, deserve.





MADI SEEBER-PEATTIE

# TASMANIAN

FARMGATE MARKET

# About Brand Tasmania

**Brand Tasmania is responsible for taking a best practice approach to ensure the Tasmanian brand is strengthened locally, nationally and internationally, and is promoted as a key asset of the Tasmanian community.**

**These are our broad objectives:**

- To develop, maintain, protect and promote a Tasmanian brand that is differentiated and enhances our appeal and competitiveness nationally and internationally.
- To strengthen Tasmania's image and reputation locally, nationally and internationally.
- To nurture, enhance and promote the Tasmanian brand as a shared public asset.

Brand Tasmania is the first statutory place-branding authority to be established in Australia. Because of the enormity of our ambition and the size of our team, we operate as a client-service organisation, partnering with stakeholders across business, all tiers of government and the community, to empower Tasmanians to tell their story in words, in images and, most importantly, through action.

## Our purpose

To bring more value to everything Tasmanian.

## Our mission

To inspire and encourage Tasmanians, and those who want to be Tasmanian, to quietly pursue the extraordinary.

## Our organisational values

No one succeeds alone.

We share and communicate.

We're obsessed with quality.

We find ways to have fun.

## Our team

Brand Tasmania is led by the Chief Executive Officer. It has a small and dynamic multi-skilled team.

At 30 June 2020, Brand Tasmania had five full-time equivalent employees.

Todd Babiak,  
CEO Brand Tasmania

Jessica Radford,  
Director Place Branding and Operations

Christie Sweeting,  
Media and Communications Manager

Fransina Kennedy,  
Partner Engagement Coordinator

Nell Streets,  
Senior Executive Officer



ATHRAA HASSOON

To inspire  
and encourage  
Tasmanians, and  
those who want  
to be Tasmanian,  
to quietly pursue  
the extraordinary.

BRAND TASMANIA MISSION

# Premier's Ministerial Statement of Expectations

The Premier's Ministerial Statement of Expectations to the Board was issued by the then Premier, Will Hodgman, on 29 March 2019. The Ministerial Statement of Expectations asks Brand Tasmania to:

- play a leading role in ensuring that a Tasmanian brand, which differentiates and enhances Tasmania's appeal, and national and international competitiveness, is developed, maintained, protected and promoted with a strong community focus;
- manage and develop a Tasmanian brand that is of relevance to, and representative of, Tasmania and Tasmanians; differentiates and enhances Tasmania's appeal and competitiveness locally, nationally and internationally and continually evolves and is kept current;
- furthermore, Brand Tasmania will ensure that the Tasmanian brand is nurtured, enhanced and promoted as a key asset of the Tasmanian community;
- communicate and promote a deeper explanation of our unique Tasmanian attributes in a way that more clearly differentiates us from our competitors;
- strengthen Tasmania's image and reputation; enhance the attractiveness of Tasmania as a place in which to live, work, study, visit, invest or trade and maximise the profile, and the competitive position, of Tasmanian goods, services, expectations and products in local, national and international markets; and
- actively collaborate with industry sectors, regional bodies, government agencies and the Tasmanian community in performing and exercising its functions and objectives.

## MEADOWBANK FARM AND VINEYARD

Image by Adam Gibson





# Responding to COVID-19

## Starting point

Everyone had a different plan for 2020. Different priorities to implement, different strategies to pursue. Instead, very early into this year political, business and community leaders from cities, nations, states and organisations all across the globe were meeting in boardrooms to discuss a way out of the economic and social uncertainty created by the COVID-19 pandemic.

Very few of those leaders understood the strengths, weaknesses and opportunities of their place's brand. They were trying to respond to the largest social and economic upheaval of our generation from a position of significant disadvantage. They were in danger of making random, expensive, and even dangerous decisions that just wouldn't help.

Why? They hadn't done the hard work of understanding what makes their jurisdiction and its people different. In Tasmania, we are ahead of our mainland counterparts and many other regions, in that we have a clear understanding of our brand.

What makes Tasmania different – our people, our place, and our products – is both our strongest cultural asset and our greatest economic advantage. Preserving that difference and being able to articulate it to the world is essential for our economic, cultural, and social prosperity.



DERBY

## Our brand advantage

Tasmanians have been through hard times before, economically and socially. While these moments in our history have wrought terrible suffering, they have also helped to define us – who we are, at our best.

Our partners – Tasmanians and those who want to be Tasmanian – know that there is something different and special here. Through our research and insights we understand the problems Tasmanians want to solve together. We understand their ambitions. We ask hard questions, and listen carefully to the story they tell, about what makes this place and its culture different.

BARRINGWOOD

Image by Kelly Slater

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**It isn't easy in Tasmania. It never has been. People said it was impossible, and for too long we believed it. This is why, for Tasmanians, good enough is never good enough. We work harder, we following our obsessions, we support one another, and we protect what makes this place different. Being Tasmanian is the quiet pursuit of the extraordinary.**

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# Where to from here: Is this Tasmanian or not?

The Tasmanian brand helps us answer the question “is this Tasmanian or not?”

For places just as for businesses, a strong brand means you know what to do when a crisis strikes. You understand your competitive advantages and how to invest in them.

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**Using our brand lens as part of a decision making framework is our ultimate risk mitigation strategy.**

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By understanding our brand, we can also use our strengths to build demand for Tasmanian products and opportunities off the back of the global trends that are emerging from the pandemic.

Our artisanal economy – with 97 per cent small businesses and 82 per cent micro businesses – forces us to think beyond massive. If we focus on Tasmania’s cultural strengths, Tasmania’s economic opportunities and Tasmania’s brand opportunity, and invite as many Tasmanians as possible to be part of it, we will have powerful and transformative economic and social outcomes.

High-performing places build a unified strategy around local culture. They invest in people, in the community, on enhancing and improving what is already working. Good strategy begins with an understanding of culture and using it for economic growth. Participation in that growth, and successful programs to encourage and inspire more of it, create powerful social outcomes.

Brand Tasmania is focused on tactics and strategies that unify government, business, and community efforts around our unique culture and our values – a powerful story we tell each other and the world. The output of this culture, and these values: extraordinary products, services, and experiences.

Our strategy began with Tasmanian pride and confidence. We uncovered the brand story, and we have helped Tasmanian businesses use it in their work.

The next phase was always going to be focused on our customers: to drive demand for Tasmanian products and services (through the Tasmanian Showcase), Tasmanian education, Tasmanian renewable energy, Tasmanian workforce and investment opportunities.

# The Tasmanian Story

This isn't something we invented. We didn't purchase it from a marketing agency or borrow it from any other place. Instead, we listened.

In 2018, we invited a representative sample of 200 Tasmanians across the state to participate in hour-long, one-on-one conversations. Some of them had just arrived. Others told us about connections to this place lasting six generations or sixty thousand years. We wanted to understand why they had chosen Tasmania, what would break their hearts if they had to leave, the source of their pride, their regret, what we had done right together and what we had done wrong. We wanted to understand who we were, at our best, and how we might express it together. What we heard was consistent and powerful.

We linked this research to a further 200 interviews in greater Hobart, from 2017. Then we introduced and tested a draft brand story with a Tourism Tasmania engagement, which included another 25 individual interviews and stakeholder workshops across the state with over 80 participants. The story at the heart of the Tourism Tasmania "*Come Down For Air*" campaign is based on the Tasmanian story that we unearthed from this research.

Tasmania has changed. You have changed. There's a quiet confidence, a new feeling of optimism here, though we have trouble expressing it.

The stories Tasmanians tell follow a "rags-to-riches" structure, though we swap out the word riches with meaning. Success in Tasmania is not about money. It's about finding *meaning* and purpose. It's about realising our individual and community potential.

Tasmanians are Cinderellas: hidden, misunderstood, beautiful but overlooked on a green jewel at the bottom of the world. Then, with hard work and hope, passion and obsession, we pursue the extraordinary. The difficulty makes the achievement... different.

Why quiet? The world is increasingly loud, and if you aren't loud, you can be forgotten. Yet Tasmanians are relentlessly, charmingly humble. Their new confidence is gentle. Shoutiness and boastfulness just doesn't work here.

Why the quiet pursuit? Those ancient and modern obstacles and struggles, errors, horrors, and the economic, social and cultural realities that come with isolation, the feeling of being misunderstood and underestimated, all this inspires hard work, imagination, and determination.

And why the extraordinary? It's the outcome. When you work hard, think differently, and feel like you can't quit... when you're told, again and again, that it isn't good enough... that you aren't good enough, good enough is never good enough. Then there's the courageous decision to preserve and protect the wilderness, when the rest of the world is going in the opposite direction. Is it extraordinary? It isn't a perfect word, but what's happening here is certainly not ordinary. It's Tasmanian.



Being Tasmanian  
is the quiet  
pursuit of the  
extraordinary.

# Brand values

## **Determination, hard work, and invention**

Tasmanians have learned they have to work harder than their interstate competitors to succeed, with determination and a spirit of invention. Tasmanians don't choose the 'easy' solution.

## **Quality over quantity**

Everything is more expensive in Tasmania, so we have to earn our price premium through artisanal passion and exceptional quality no matter what we are creating.

## **Protect, preserve and promote the unusual**

Protecting and preserving that which we hold dear is central to our way of life.

## **Quiet confidence**

Quiet success will always be supported in Tasmania.

## **Connected**

We are connected to each other, and to this place. This leads to a uniquely Tasmanian spirit of cooperation.

**AERIAL NORTH  
EAST RIVER  
FLINDERS  
ISLAND**

Image by Luke Tscharke





# Our Strategy

## Tasmanians are different.

We didn't always celebrate this. Even now, we sometimes struggle to answer the question, "Why Tasmania?".

Today, as the rest of the world feels increasingly bland and beige, our different-ness – our Tasmanian-ness – is among our most valuable assets.

When we use the word "brand" we don't mean logo.

Our brand is an expression of who we are as Tasmanians at our best, what we offer to each other and to the world. It's our unifying story: where we've come from, who we are today, and where we are going together. And at Brand Tasmania, our strategy is designed to bring it to life.

We are delivering four important outcomes through our Strategic Plan.

### OUTCOMES

01

#### Be Tasmanian

Using the words and wisdom of our partners, we create a simple and unifying brand expression – 'Tasmanian' – and a supporting strategy that helps us tell the story of who we are at our best. This will also help our partners in government, industry and the community to share their own unique stories about what it is to be Tasmanian. This cultural expression will be adopted and used by the private sector to reflect the quality and character of Tasmanian products and services.

02

#### Our partners are more Tasmanian

Secondly, we want our partners to feel more Tasmanian. Through our workshops and the advisory role we play, we will help our partners to make decisions, achieve their objectives, launch new projects and products, and bring increased value to everything Tasmanian.

03

#### Invent and execute a Tasmanian model of place-branding

Thirdly, our work will create a new model of place-branding, influencing how we research, measure, and translate our activities into action.

04

#### Live the Tasmanian brand

And finally, we will be a high-performing, valuable – and valued – public asset, developing, maintaining, promoting and protecting the Tasmanian brand.

# Be Tasmanian

TASMANIAN is a powerful, uniting brand, owned by Tasmanians and recognised by our audiences locally, nationally, and internationally. Our brand expression is unique, inviting, and true, and with our partners we have found inventive ways to tell the Tasmanian story.

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**The place is Tasmania.**

**The people are Tasmanians.**

**The call to action, is ‘Be Tasmanian’.**

**This is who we are, at our best.**

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Tasmanians tell a story of individuals working against impossible odds to quietly pursue the extraordinary. They tell it humbly and understand that “being different” – being Tasmanian – is positive, in a world that feels increasingly beige. And it is all happening in a pristine and wild environment, powered by one hundred percent renewable energy.

## Key activities in 2019–20

### TASMANIAN visual identity

The interviews with Tasmanians shaped and evolved the Tasmanian brand. To support communication of the evolved brand we worked with our partners and our Board to develop a visual representation of the brand.

The Tasmanian story is about hard work and extraordinary outcomes. But it’s also about humility in a boastful world.

Rather than create a flashy new logo, we admired the simple and elegant mark Tourism Tasmania had created.

The answer was right in front of us: put an N on it. TASMANIAN. Tasmania is the place. Tasmanian represents the people and what they do.

The visual identity is the backdrop for Tasmanian people and their stories: what they’re building and creating here,

from community gardens to software companies with customers around the world. Good storytelling is about showing, not telling, and we wanted a way to “show” charismatic Tasmanians and their ventures, what drives them, their struggles, their successes, their spirit of invention and cooperation.

The solution is something we refer to as a “story-pairing”, a split down the word TASMANIAN between the final A and the N. There are two images, one on each side of the split: one of a Tasmanian, or Tasmanians in the pursuit of something extraordinary and the other of a product – what they’ve achieved.

TASMANIAN story-pairing imagery captures the humans behind the product, art, invention, way of life.



# TASMANIAN

JAMIN



STREET ART

## TASMANIAN website

On 20 December 2019 we quietly launched our new TASMANIAN website.

Phase one of our plan to communicate the Tasmanian story was to focus on our Tasmanian audiences in year one of the digital platform.

The TASMANIAN website introduces the Tasmanian brand story and stories of individual Tasmanians – their businesses and their communities. It also houses our TASMANIAN brand partner toolkit.

Like the Tasmanian brand the TASMANIAN website will evolve over time. We are working with partners across government to add more resources to the toolkit. Currently we are working on adding elements for external audiences, to make it a showcase and a compelling portal into Tasmanian opportunities.

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**“Dear Brand Tasmania Team, I have just spent a considerable period of time delving into your website and all publications. I really appreciate the data-driven outputs. I love your story, our story. It obviously hit the mark with me. You have done your work well. So many lines resonated with me deeply...**

**My own life journey reflects all of these statements. Over the past ten years, on global stages, I have shared how the paper-girl from Smithton has worked in over 16 different countries, with leaders from 44 different nations. I consider myself a citizen of the world who is privileged enough to call Tasmania home.**

**Thank you for the work you are doing. It is much appreciated and made my heart sing. It also calls me to lean in to support our community, the leaders of our Island, and others who are rising now to make a difference in the Economic and Social recovery of our home.”**

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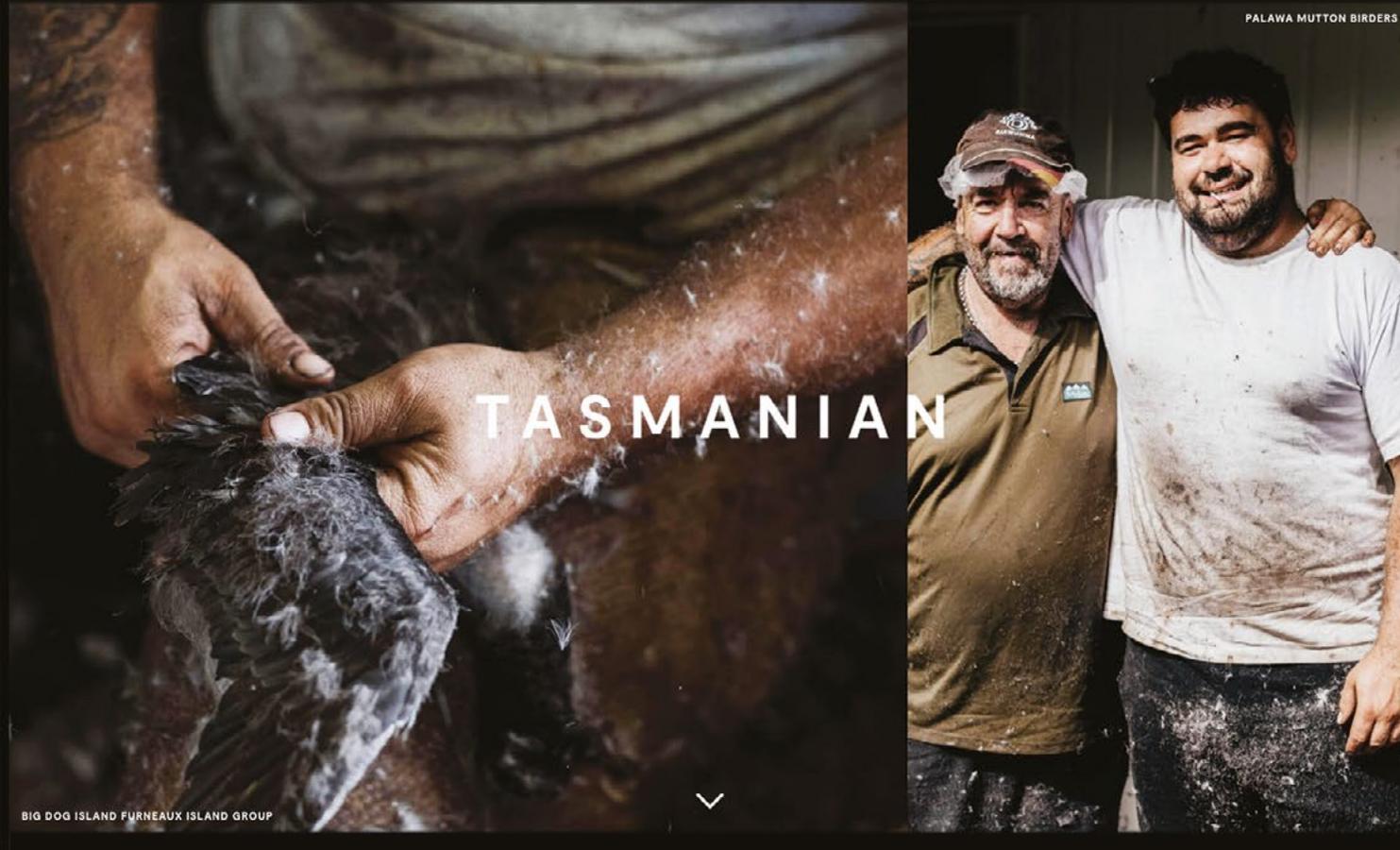
**MARY DWYER  
CEO OF IMPACT SOLUTIONS INTERNATIONAL**

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**“Have just been exploring your new online portal and it’s nothing short of incredible. A big congrats for developing something which is simple to use and full of insight. As someone who grew up in Tasmania, left after Uni and has since returned to play my part in taking Tasmania’s distilling industry to the world, your new brand promise rings very true to me.”**

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**DEMETRIUS GIOUZELI  
HEAD OF BRAND AND COMMERCIAL  
AUSTRALIAN WHISKY HOLDINGS (ASX:AWY)**



## TASMANIAN Brand Partner toolkit

Brand Tasmania's digital transformation has been achieved through the TASMANIAN website and its associated online toolkit.

Becoming a TASMANIAN Brand Partner is free. Once Brand Partners join the TASMANIAN community they can access the first evolution of our digital toolkit. Partners can download the TASMANIAN Brand Book and the TASMANIAN Brand Story Workbook. They can also access royalty free images to help promote their business in the context of the Tasmanian brand.

The Tasmanian Brand Book 1.0 and Tasmanian Brand Story Workbook not only tell Tasmanian

stories through the use of imagery and case studies, but through the Workbook partners are taught how to tell their own stories.

Both the Brand Book and Workbook tools will evolve over time. Since they became available in our toolkit on 20 December 2019 the publications have been the most downloaded items in our visual library.

In response to COVID-19 we also developed a digital Workbook and Storytelling webinar you can access through the toolkit.

Brand Tasmania will continue to grow the toolkit in response to the needs of partners and evolution of the TASMANIAN website.

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### Facts and figures – toolkit downloads

**The digital toolkit is a resource for our partners. Having a digital toolkit allows us to know what assets our partners are searching for, and where the gaps might be.**

Tasmanian Brand Book  
= 220 downloads

Tasmanian Brand Story Workbook  
= 221 downloads

Tasmanian digital Brand Book  
= 92 downloads

### Most popular searches:

Tasmanian Brand Book = 771

Food and Beverage = 389

TASMANIAN mark= 300

Tasmanian resources = 316

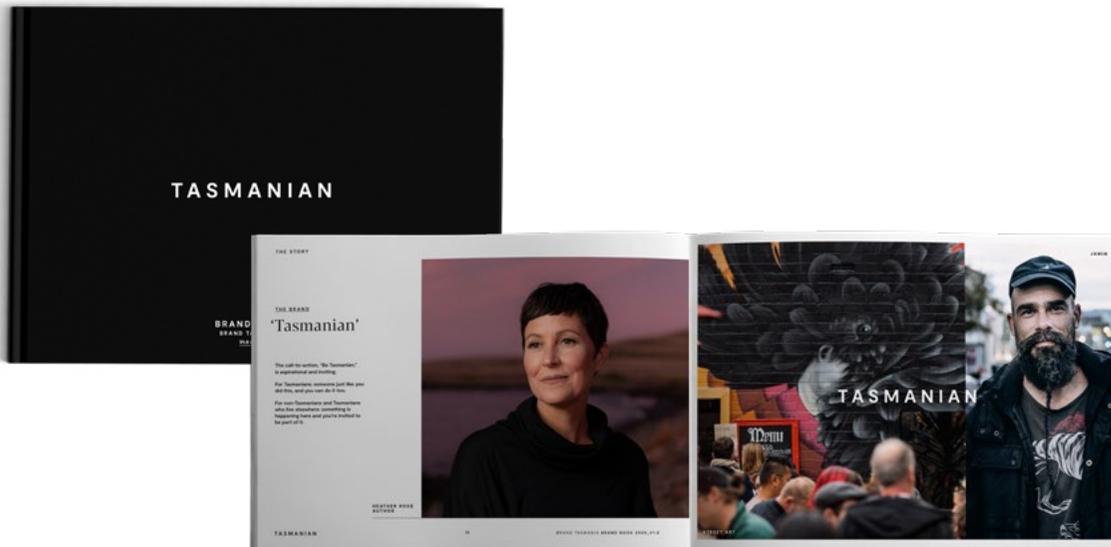
Landscapes and towns = 267

Tasmanians = 244

There was an almost even split across sector albums – Agriculture, Arts, Festivals & Markets, Community and Manufacturing – each recording 200 searches on average.

\*These figures relate to  
20 December 2019 – 30 June 2020.

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## TASMANIAN TONIC COMPANY

### CASE STUDY

#### Tasmanian tastes and using the brand

Tasmania's small businesses are rightly called the engine of the Tasmanian economy. Most of these businesses are owned and operated by sole traders, families and Tasmanians who see a gap in the market and fill it.

People end up in Tasmania for many reasons. Some are explorers, some students and others are drawn here by their hearts.

Dina Gregson married a Tasmanian. When they returned to the state, after working as we say 'overseas', they wanted to do something new. They wanted a challenge. Being lovers of Tasmanian gin they noticed that the tonic mixers were not Tasmanian. They saw an opportunity and took it – they started the Tasmanian Tonic Company.

Like many businesses they were impacted by the recent shutdowns. Not the type of people to rest, they used this time as an opportunity to pivot their company and boost their online sales. They also developed new tonics flavoured with native Tasmanian tastes.

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**“‘Tasmania’ is an integral attribute of our brand. For us, then, the work of Brand Tasmania is both vital and greatly appreciated. The impact of COVID-19 was a shock but we were definitely not alone feeling this way. We used the time to think about our brand in the context of Tasmania and what we’ve learned from Brand Tasmania. One of the great things about operating in Tasmania is the supportive nature of small businesses and the informal networks that develop. We know we’re in this together. With our community’s encouragement, we used the unexpected time we had to focus on how we can refine our business to be better in future.”**

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DINA GREGSON, TASMANIAN TONIC COMPANY.

## OUTCOME 01

### Drink Something Tasmanian webinars

We all missed many rituals when we first entered lockdown. One of the things we all missed was catching up with friends and colleagues at the end of the working week for a chat and a drink – particularly a drink of something Tasmanian.

Brand Tasmania also missed connecting with our community, our Brand Partners. To fill this gap, we developed a series of webinars. We decided to offer them late on a Friday afternoon when many of us would normally be getting together. We also wanted our partners who attended our webinars to benefit professionally from the sessions, to learn something new. Or to be inspired to pivot their businesses and adapt to a new way of working.

The webinars were hosted by Todd and four sessions were delivered from April to June 2020. Panel guests were invited to bring along their Tasmanian drink of choice and tell webinar participants the story behind the drink.

With over 60 partners attending each webinar we know that there is value in the delivering educational webinars into the future. Brand Tasmania intends to use this model of partner engagement when appropriate. We believe this platform provides partners with an opportunity to learn business insights from other Tasmanians and have the opportunity to ask questions and participate in the conversation – to make new connections.

#### WEBINARS

01

#### Buy something Tasmanian and have a drink with us

Buying local and responding to a new 'normal' with guests Nick Haddow (Bruny Island Cheese Co.) and Sheralee Davies (CEO, Wine Tasmania).

02

#### Storytelling and brand

How to build a brand through narrative with guests Bill Lark (Lark Distillery) and author Heather Rose.

03

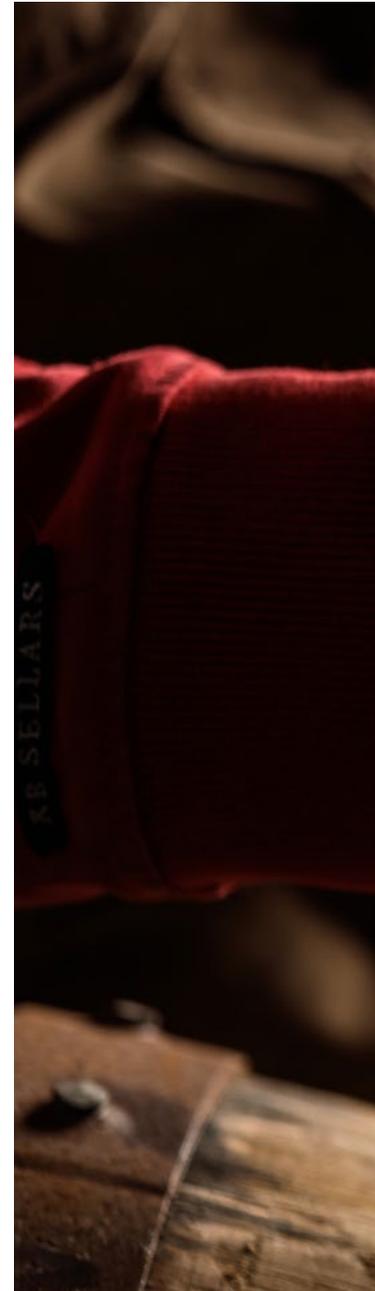
#### Adaptation and creativity

Adaptation and creativity on the East Coast with guests Kym Goodes (Chair of East Coast Tourism) Julia Fisher (Freycinet Marine Farm) and multitalented artist Ange Boxall.

04

#### Brand, tourism and you

Who are our audiences? How can we move them to choose us? How can we give them a quintessentially Tasmanian experience? With guests Lindene Cleary (Head of Brand and Content at Tourism Tasmania) and Tom Wootton (CEO West X North West Tourism).





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“The Drink Something Tasmanian webinars were an opportunity for us to connect and get ideas in an unusual and un-connected time. Many Tasmanians also felt a little isolated too so having the opportunity to learn and be inspired (while enjoying a glass of something Tasmanian) was a little virtual social outing to look forward to. Hearing how Julia Fisher and Ange Boxall used the ‘downtime’ to reimagine their businesses by being creative really moved me. The community support they spoke about was so delightful, so Tasmanian”.

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NATALIE HAYES  
TOURISM INDUSTRY  
DEVELOPMENT COORDINATOR,  
DESTINATION SOUTHERN TASMANIA.

## OUTCOME 01

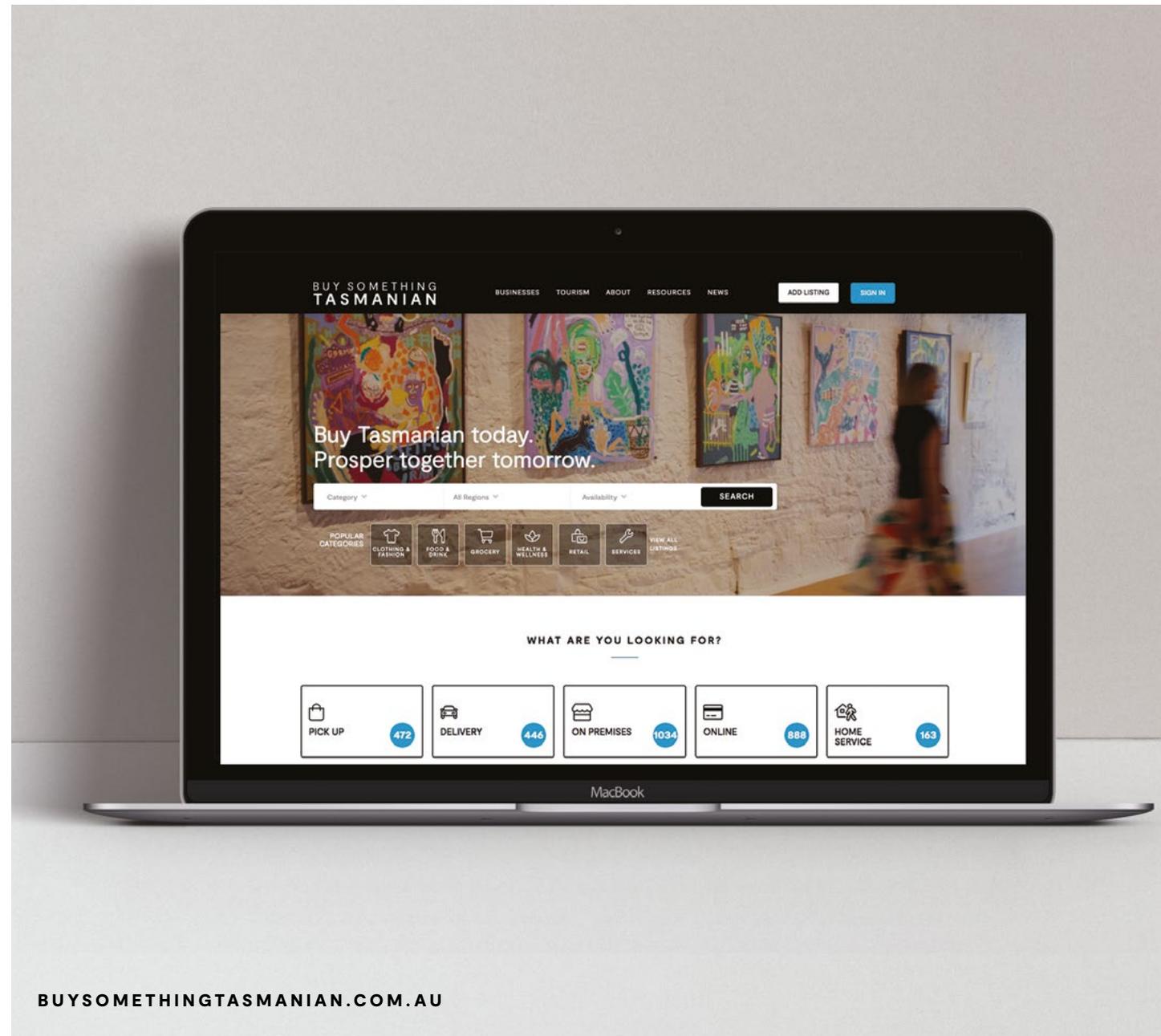
### Buy Something Tasmanian website

When COVID-19 lockdown restrictions hit Tasmania in March, like the rest of the planet, Tasmanians were shocked and more than a little confused. What we did know is that we wanted to support our fellow Tasmanians by buying local. But we did not know how to find who was open in this new contact-less economy.

In partnership with our friends at the Department of State Growth, the Tasmanian Chamber of Commerce and Industry and the private sector we helped to create an online directory of Tasmanian businesses, Buy Something Tasmanian website.

Tasmanians took up the opportunity to use the platform and they listed their businesses, or found local makers, growers, producers, and creators in their region. The same platform is being used by Tourism Tasmania for their *Make Yourself at Home* intrastate marketing campaign to help locals plan and book a Tasmanian holiday.

The Buy Something Tasmanian website helped Tasmanians to buy from Tasmanian businesses online. Almost 2,000 businesses were listed on the site by 30 June 2020.



## What's coming in 2020-21

### The TASMANIAN Showcase

The TASMANIAN website will undergo a transformation in 2020-21. It will increase its internal focus to service Tasmanians and add an externally facing platform.

The TASMANIAN Showcase will be a digital platform and expression to drive demand for Tasmanian products and services, investment opportunities and ultimately attract people to Tasmania to study, live and grow our skilled workforce.

Every town, city, state, and country is seeking what we are seeking: customers, investors, students, tourists. It's crushingly hard to stand out, as everyone uses the same language and similar images. We don't have unlimited resources for massive campaigns. As a small island state it is a huge challenge for us to have a voice, to be noticed and stand out. Our philosophy is to make every challenge an opportunity, to make a strength of our difference: Tasmanians have to work together.

Currently there are many 'Tasmanian' websites competing with each other for space. They all look different, with their own logos and taglines. They talk about Tasmania differently, usually using clichés that any place could use. It's confusing for our potential customers and clients and a barrier for them to find what they are looking for. It also tends to be boring. We need to overcome this by combining resources around a simple, unified expression and strategy.

The TASMANIAN Showcase will be crucial to help Tasmania "re-launch" from the global slowdown of COVID-19 by presenting a united Tasmanian digital presence. It won't solve all our problems but it will help promote Tasmanian opportunities to the world.

Trade, tourism, workforce attraction, investment, and student recruitment are easier to promote when they build on each other's strengths in a unified brand. Ideally, students and the parents of students, customers, and tourists are potential investors.

The TASMANIAN Showcase will be an outwardly facing digital tool to promote Tasmania to the world and to the state's identified customer markets.

We will use the TASMANIAN look and feel to help Tasmanians to tell their stories on the platform, and link it to our social media storytelling and our earned media strategies here and in key external markets.

Stage 1 has commenced and it is anticipated that additional elements of this project will be developed over the next four years.



UNIVERSITY  
OF TASMANIA

# Our partners are more Tasmanian

Through our workshops and advisory role we have helped our partners and clients tell their stories. They use the brand to make decisions, to achieve their objectives, and to bring more value to everything Tasmanian.

We have helped inspire positive action and aspiration in all communities. We haven't stopped listening.

We have helped create a unified brand expression and strategy across government, the private sector, and in all communities.

## Key activities in 2019-20

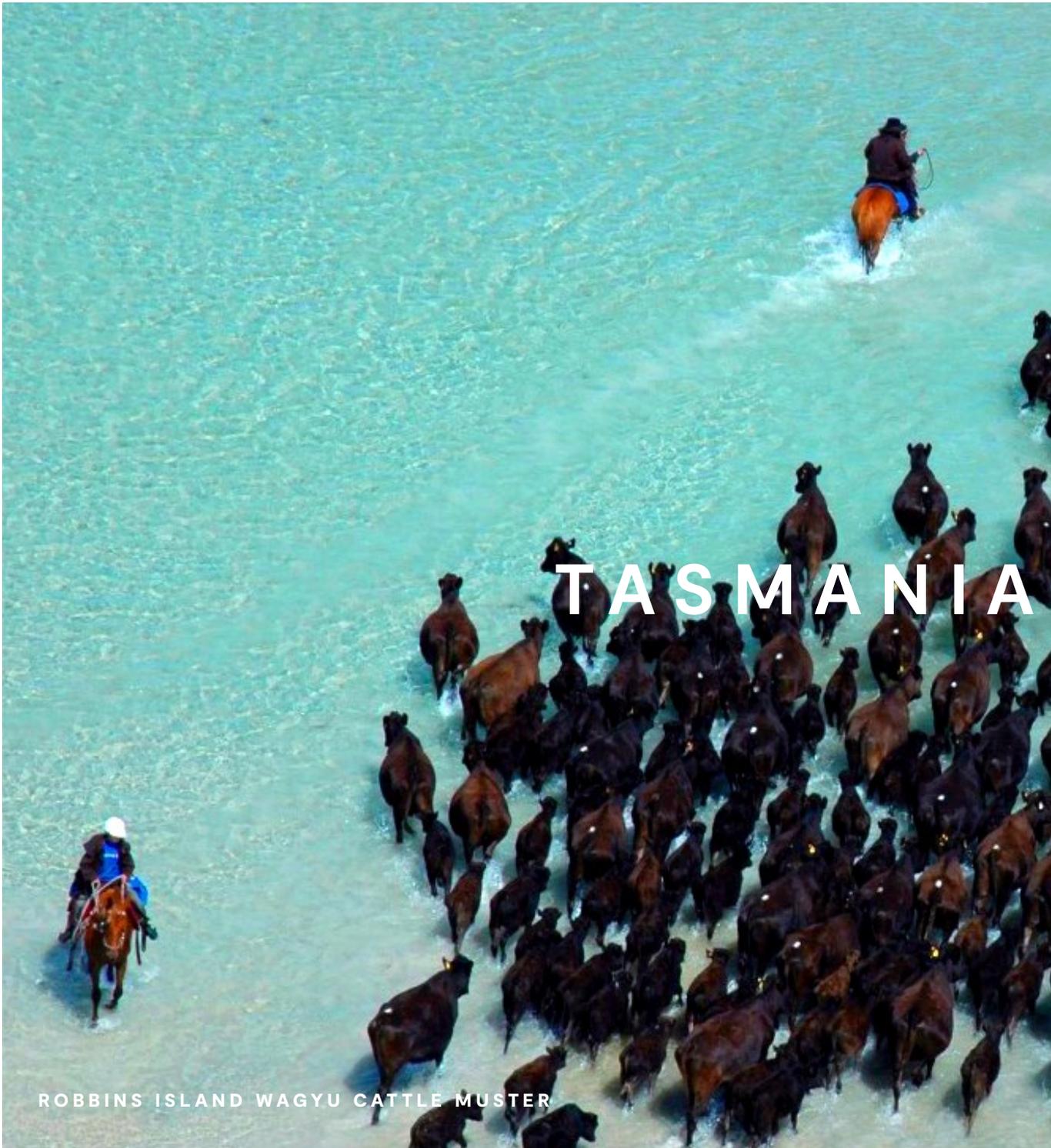
### Brand and Storytelling workshops

Brand Tasmania is a client focussed agency. Our work is concentrated solely on helping Tasmania thrive sustainably – in business, socially and culturally.

We help Tasmanians tell their own brand story in the TASMANIAN context. We encourage the telling of authentic stories, stories that are typically Tasmanian. One of the main ways we do this is through our Tasmanian brand and storytelling workshops.

In the first part of the 2019-20 financial year we worked across the island, with businesses and communities. We went to King Island and Flinders Island, George Town to Smithton. Brand and Storytelling workshops were presented to Tasmanian businesses and organisations in government and the private sector including at a Local Government Association of Tasmania (LGAT) General Managers meeting, to the Wine Tasmania Board, The Mercury and the Tasmanian Agricultural Productivity Group.

We worked directly with large Tasmanian multinational businesses and small boutique enterprises: Tasmanians who chose to take a risk, and create something new, 'to give something a go'. We also worked with our Local, State and Commonwealth Government partners to help them get to know the evolved TASMANIAN brand and how they can apply it to their work to help their clients and stakeholders.



# TASMANIAN

ROBBINS ISLAND WAGYU CATTLE MUSTER



ROBBINS ISLAND WAGYU BEEF

## Digital workshops

COVID-19 restrictions meant that we could no longer offer the Brand Storytelling workshops face-to-face. Like so many businesses we needed to adapt our business model. We worked with Tasmanian production company Hype TV to develop a digital TASMANIAN brand presentation and storytelling workshop video. To complement the storytelling video, local creative agency The20 was engaged to develop an integrated online storytelling workshop and 'story maker' which enabled participants to undertake the online workshop in their own time at their own pace. Participants can also submit their stories for comment to Brand Tasmania to allow them to ask the kinds of questions they might pose at a face-to-face workshop.

Our digital workshop experience will have a life beyond COVID-19 by providing access to our workshops to people who may not be able to attend a 'live' workshop for whatever reason. We'll make these tools useful and may grow the video suite to support new initiatives such as the TASMANIAN Showcase.

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### Facts and figures – workshops

**27 workshops were delivered across Tasmania.**

**880 Tasmanians attended the workshops.**

**92 Tasmanian partners have used the digital workshop and workbook.**

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## CASE STUDY

### Blundstone Boots – More than a Tasmanian brand name

The power of the TASMANIAN brand storytelling methodology has been used by our brand partners to articulate what makes their story individual, authentic: Tasmanian. Communicating our distinct brand advantages has helped their teams unite around a shared understanding and lead their marketing activities.

In 2020 one of Tasmania's longest running family businesses Blundstone Boots Pty Ltd celebrates its 150<sup>th</sup> anniversary. This brand was worn on the feet of soldiers in the Great War, on the feet of performers as they stomped the boards of the Opera House, on the feet of the rich and famous as they walked fashionable highstreets across the globe, on the feet of Tasmanian builders and labourers, and on the feet of Tasmanian farmers for generations.

These boots have a long story to tell.

Brand Tasmania presented the Tasmanian brand story to Blundstone's executive and creative team during their planning of the 150 years campaign.

We certainly did not teach them storytelling – this brand has been built on stories – and integrated and intertwined throughout their own story are powerful elements of the TASMANIAN brand.

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**“As a proud and long standing Tasmanian business we are encouraged by the work being done by Brand Tasmania to help shape the island’s brand identity that can be shared and leveraged globally. Todd Babiak presented the TASMANIAN brand research to the Blundstone creative and brand team in the lead up to our 150<sup>th</sup> anniversary, and this really helped us to crystalise our brand history and align it with a sense of place. The outcomes of that session flowed into the narrative and creative executions we have since used globally. The brand essence TASMANIAN resonates authentically with Blundstone.”**

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**ADAM BLAKE  
CO-CHIEF OPERATING OFFICER  
GLOBAL BRANDS, SALES AND  
RANGE MANAGEMENT**

## OUTCOME 02

### State-wide engagement

Feeding into the brand are stories from the regional areas of Tasmania. Areas where primary industries traditionally led the way and where new industries such as tourism enable visitors to experience the life Tasmanians have: to briefly live like we do, taste our seasonal and artisanal produce, be part of the community and enjoy our culture.

Brand Tasmania, in collaboration with King Island Council, worked with members of that local community to help them develop their brand stories in the Tasmanian context. The stories that evolved from this session have been put into practice by the businesses and the community, and featured prominently in a series of events for a visiting delegation of European Union Ambassadors in January 2020.

**Facebook** 48,615 followers

**Instagram Brand Tasmania**  
159 posts 2,295 followers 573 following

**Twitter** 10,300 followers 1,134 following

**LinkedIn** 1,527 followers

**Instagram Buy Something Tasmanian**  
16 posts 1,076 followers 287 following

**TASMANIAN partners** as of  
30 June 2020 we had 1,117 partners

### CURRIE KING ISLAND

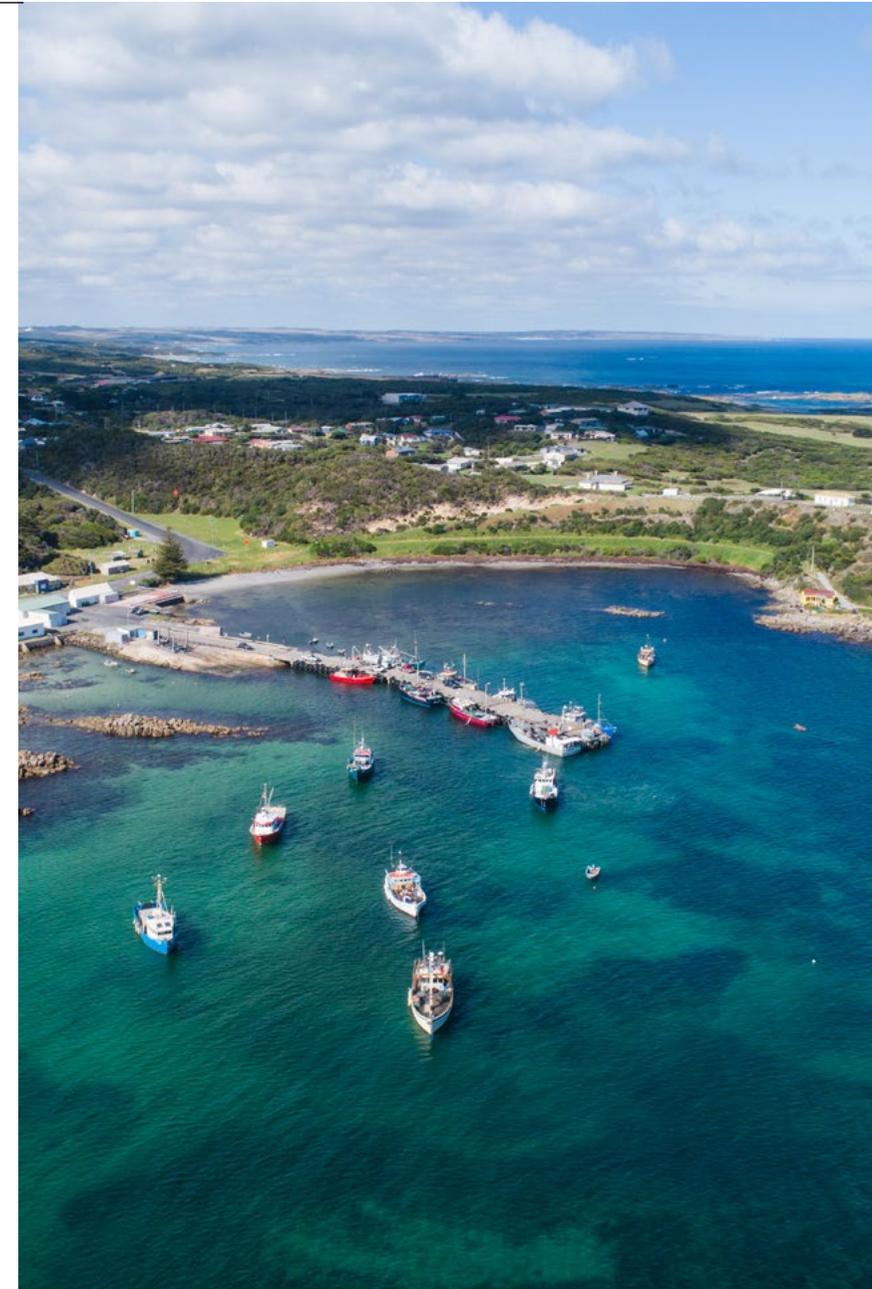
Image by Stu Gibson

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**“The TASMANIAN place brand really resonates with King Islanders. We all have our individual stories, our differences, but they share so much of their essence and this is really bought to life through storytelling. The TASMANIAN brand provides us all with the opportunity to celebrate our place, our individual brand stories, within our shared Tasmanian experience”.**

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**DUNCAN MCFIE,  
CHAIR OF THE BOARD  
MANAGEMENT GROUP.**



## What's coming in 2020-21

### Youth enterprise

How about a statewide team-based business plan competition, with the support of industries and government, designed to make Youth Enterprise a central component of learning?

We want young Tasmanians to see and feel that something is happening here, and they are part of it. To understand the unifying pattern of success, and the possibilities that are here for them in Tasmania.

A big part of our mission, and a government priority, is to invite more people into the pattern of Tasmanian success. Our partners have helped us understand that with a small team, and a client-service model, an ideal way to do this would be to embed Tasmanian culture in the school curriculum. In a state with an “artisanal” economy, we can help prepare young people to think and act like entrepreneurs. We can encourage them to finish year 12 and continue, to build careers here and beyond with an understanding of what it means to be Tasmanian.

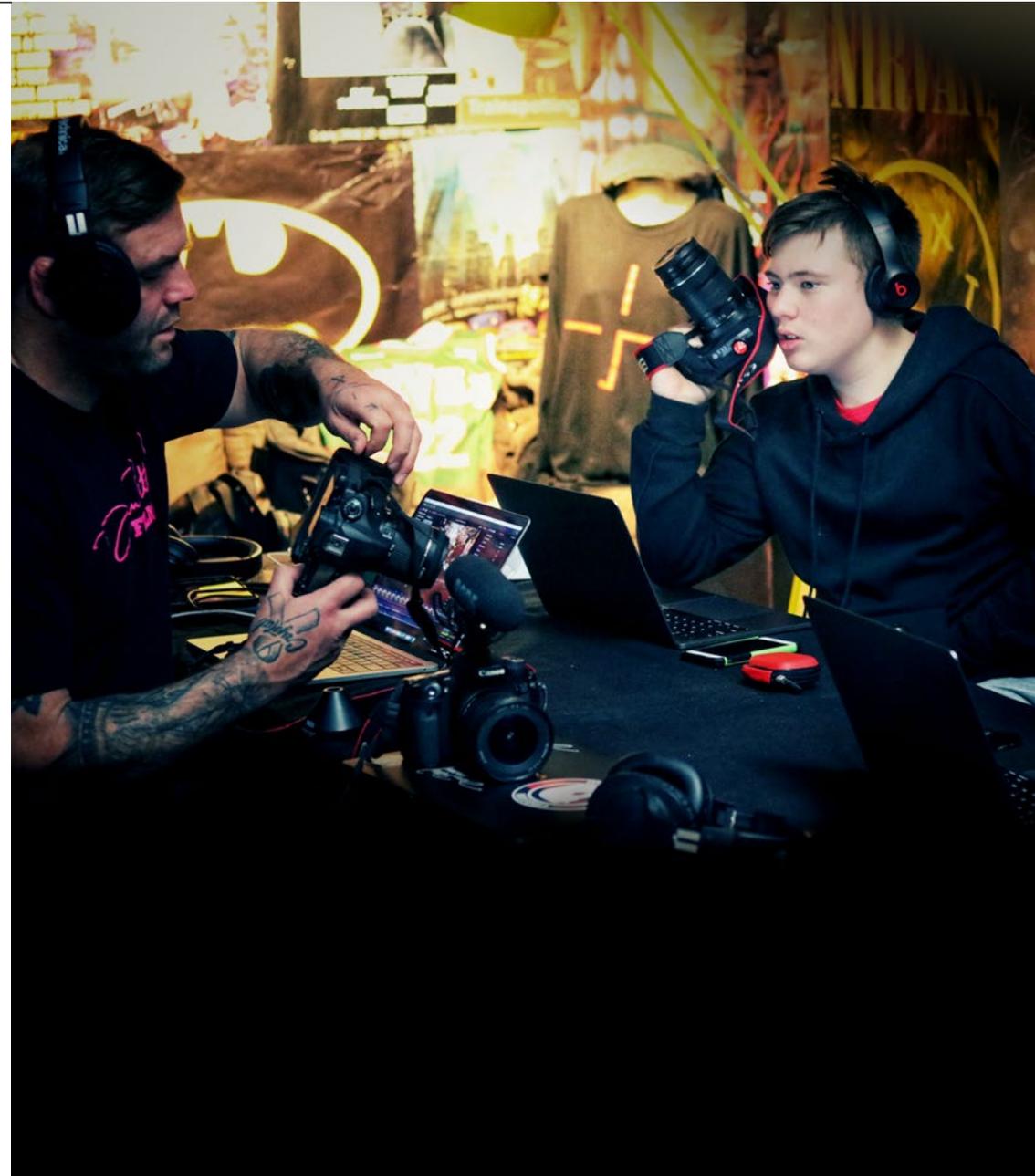
Studying “in a Tasmanian way” will set us apart from our competitors on the mainland and around the world: when you study here, you are prepared for a new economy. This will help build a powerful and authentic Tasmanian Education brand.

This is an important part of Tasmania’s medium to long-term economic recovery plan, focused on the power and opportunity for small business, artisanal enterprise, and entrepreneurship.

We will work with the Department of Education’s curriculum team to “package” learning into uniquely Tasmanian case studies and modules. In the future, every student graduating from the Tasmanian school system will understand the Tasmanian brand values, and be prepared to launch a business, a cultural organisation, or a social venture. Every student will understand principles of business planning, marketing, teamwork, and finance wrapped around their passion, whether that passion sends them to TasTAFE, to University of Tasmania, or into a small business.

**DARRAN  
PETTY FILMS**

Image by Darran Petty



@BRANDTASMANIA



## OUTCOME 02

### CASE STUDY

**Social media communications in a time of crisis – invite the Tasmanian community to be an active part of bringing the brand to life through communication and action.**

Social media is a powerful tool to help tell brand stories and to engage communities. In a time of crisis this platform can be used to communicate messages of empathy and support in the community. As a customer service agency this is where Brand Tasmania concentrated our social media communications at the beginning of the crisis brought on by the COVID-19 pandemic.

Messages of hope were communicated through stories and images of Tasmanians across Facebook and Instagram. Opinion pieces published in Tasmanian newspaper editorials attributed to Nick Haddow and Todd Babiak were republished on Brand Tasmania's social channels. These stories communicated a message of how the Tasmanian brand can, in a small but important way, help the state recover from this terrible time. How as Tasmanians we need to be led by the authenticity of the Tasmanian brand and what sets us apart – the physicality of the place, how this encourages us to be resourceful and innovative. To do what we do well – to lead with a boutique, artisanal economy.

**Tone of Voice: Tasmanians are inventive. They are bold. They are determined. They break the rules. They understand, more than ever, what makes this place different and special and they want to protect it – the wilderness and our towns and cities – from becoming beige and ordinary. They are quietly confident, which is another way of saying 'humble'. It's crucial to remember this, as we develop a tone of voice for how we communicate and inject the word "Tasmanian" with all of these values and truths.**

**Voice: Confident but humble, down-to-earth, friendly, playful and energetic.**

**Tone: Honest, atmospheric, emotional, uplifting and inspiring.**

**Style: Conversational with a sense of humour (without mocking ourselves), in plain English.**

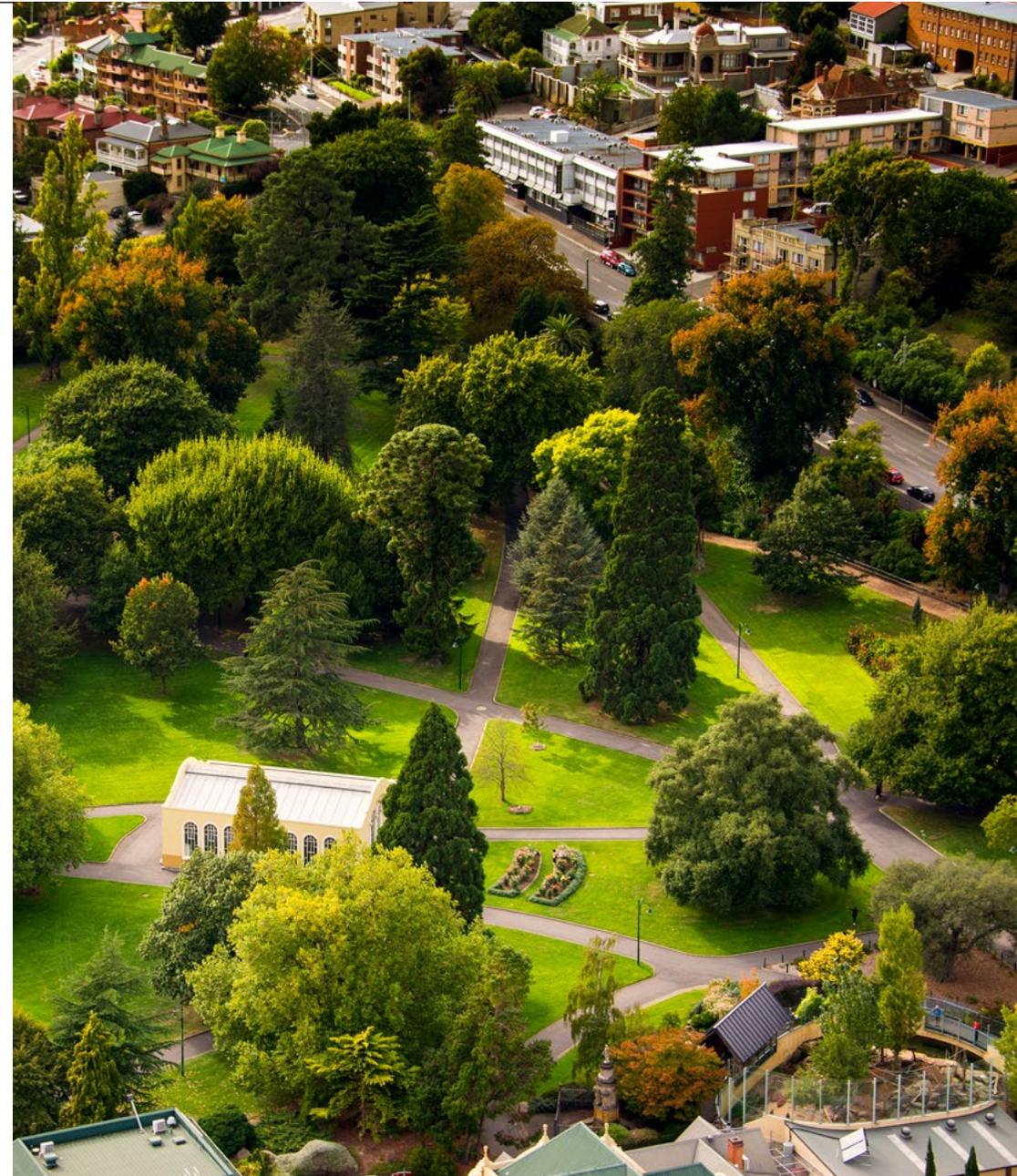
# Invent and execute a Tasmanian model of place-branding

Place-branding is an evolving field. Even in the broader context of economic development, it is difficult to measure the effectiveness of our activities over time.

Macro-economic forces like a resource boom or global financial crisis, trade disputes, a nationwide recession, housing prices rising or falling due to mortgage rate or bank defaults, or natural disasters move a lot faster than a slowly evolving place-brand.

Brand Tasmania's goal is to work with Tasmanians to create a new place-branding model and be seen as global leaders in place-brand research, measurement, and translating communication into action.

CITY PARK  
LAUNCESTON



## Key activities in 2019–20

### Be Tasmanian podcasts

It's been a couple of years since over 400 interviews took place with Tasmanians: the evolution of the Tasmanian brand in its current form. Brand Tasmania wanted to take another look at the journey we've been on together, to tell the story of this place-branding project. How it began and where we can take it together.

This is a project in progress, with the first two episodes recorded in June 2020. We are very much looking forward to sharing the six part podcast series in 2020–21. Written and narrated by Todd each episode talks about the origins of place-branding and what this actually means (hint: it's not about logos or taglines). Todd talks with Tasmanians who are part of the Tasmanian brand, how we are all part of this island's story, our struggles, our disappointments, our inventiveness and the inexplicable love that many locals have for the island – how we can only do what we do here.

We can't tell you more, you'll have to listen to the story.

### Nation Brand

The approach Tasmania and Tasmanians took to evolve the Tasmanian brand resonated not only with locals but also with other government agencies.

Brand Tasmania collaborated with Australia Brand Hub who were working on the Nation Brand project.

Our involvement was in relation to the tools used to manage the brand, engage with partners. Brand Tasmania also worked with Australia Brand Hub to design a visual representation of co-branding best practice.



**BE TASMANIAN  
PODCAST**

## OUTCOME 03

### Talking to City Nation Place (CNP) about 'Unpicking the DNA of your Destination'

City Nation Place provides a forum for cities, nations and places to collaborate and share best practice on place branding and place marketing strategies in order to generate sustainable tourism and economic development, build cohesive communities, and encourage global cooperation.

In a March 2020 interview with CNP, Todd spoke about unearthing the Tasmanian brand from Tasmanians themselves, and developing a sustainable strategy for Brand Tasmania and its partners.

### UNITY VS RANDOMNESS

In the past, Tasmanians felt like second class Australians; the media reinforced images of isolation, poverty, even backwardness. But now there is a new feeling in Tasmania. Tasmanians have responded to adversity and hardship by working harder. The economy is not based on commodities, but on premium products and services. The state will derive 100% of its energy from renewable sources in two years, which puts it ahead of the game.

In Todd's eyes his job is to harness this energy and bring unity to the state. You could say he is in the unity business. But unity is hard. Randomness is easy. And it's a fine line to tread.

He wants to bring people together and give them a sense of ownership of their place brand. On the other hand, he doesn't want to squash ideas or be the brand police.

Having said that, he has found little resistance to his approach in Tasmania. He believes this is because the research was based on listening. His team only tells the story they heard from Tasmanians.

The first phase of his work is to operate as a client service - to help the people of Tasmania to build and tell their stories with a sense of ownership and pride. To facilitate this, he is running workshops and because he realised that people don't have time to tell their own stories, he has built a website for Tasmanians to build their own story and to use the Tasmanian brand.

The goal is to turn ideas into action and spark something really special; to bring the Tasmania brand to life and achieve unity (and sustainable economic development) through story and action.

Published in *City Nation Place Unpicking the DNA of your destination*, 11 March 2020.

[www.citynationplace.com/unpicking-the-dna-of-your-destination](http://www.citynationplace.com/unpicking-the-dna-of-your-destination)

**NATION  
BRAND AND  
TASMANIAN  
BRAND**





## What's coming in 2020-21

### Traceability – a smart trademark

By necessity, Tasmania is moving from a commodity-based economy to one based in quality. Most relevant to our work here are elements of craft, artisanship, value-added manufacturing and processing, and niche products. Better, not more.

To earn our premium, and to build strong emotional connections between creators and producers and their customers, we need a powerful machine for provenance storytelling. We also need science: a way to verify the authenticity of Tasmanian products.

Brand Tasmania wants to do this through a 'Smart Trademark' that applies technology (such as QR codes, Blockchain or related distributed ledger technologies) to tell brand stories through images, text, and video, and to protect and promote Tasmanian provenance.

Premium products are almost always counterfeited. We know ultra-premium Tasmanian fruit, lobster, fish, beef, and value-added products like fine merino wool and alcoholic beverages such as wine are being counterfeited in overseas markets. The Smart Trademark will help protect Tasmanian products by proving authenticity. It will also allow Tasmanian producers and creators to tell their stories directly to their customers, in a simple way.

This initiative would see Tasmania become one of the first jurisdictions in the world to take a whole-of-jurisdiction approach to protecting and promoting provenance through these new technology applications.

The Smart Trademark initiative is closely linked to the Tasmanian Showcase. The Showcase will serve as the digital platform that allows Tasmanian businesses to talk to the provenance of their high-value products, and the Smart Trademark will complement this through applying chain-of-custody technology to protect against counterfeiting.

# Live the Tasmanian brand

Brand Tasmania is a high-performing, valuable – and valued – public asset, developing, maintaining, promoting, and protecting the Tasmanian brand.

We have worked with government partners, large and small businesses, the University, TasTAFE and other educational institutions, arts organisations, and community leaders and institutions to bring power and unity to the Tasmanian brand.

We have delivered on the functions and objects of our legislation, and the priorities of the Premier's Ministerial Statement of Expectations.

We have accomplished this with comprehensive governance and a client service business model. Our success relies on Tasmanians' success.

**WILLIE SMITH'S CIDER AND APPLE SHED**



## Key activities in 2019-20

### Corporate support and governance

Brand Tasmania undertook the following key activities in 2019-20:

- We completed the job design and recruitment of all staff positions in the Authority.
- We continued the development and implementation of corporate policies and procedures, and undertook a compliance audit to assess our compliance with applicable State and Commonwealth Government legislation and regulations; and to provide recommendations to prioritise the development of key corporate policies, procedures and guidelines to achieve compliance with legislation and regulatory requirements and meet best practice corporate governance principles.
- We supported the delivery of eight Brand Tasmania board meetings and four Audit, Finance and Risk Committee meetings.

### TASMANIAN mark in action

The power and success of our efforts will be driven through our partners across the private sector, Government and throughout our community using the TASMANIAN brand. While Brand Tasmania is not a 'logo' driven organisation, we do have a visual representation of the Tasmanian brand through the TASMANIAN mark.

Rather than create a new logo, we simply took the elegant mark Tourism Tasmania had created. And we put an N on it. TASMANIAN. Tasmania is the place. Tasmanian represents the people and what they do.

The TASMANIAN mark operates as a 'place of origin' marker which our partners can use on their collateral including packaging, digital assets and signage.

The TASMANIAN mark will be available for use through an application process managed by Brand Tasmania. The approval process will ensure the mark will only be applied to Tasmanian products and services in accordance with the Terms of Use. In the future we will explore the possibilities to integrate the mark into the traceability project.

The TASMANIAN mark had a 'soft' release in 2019-20, but has already been used by a number of our partners across a range of business sectors and applications.

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**“It is with great pride that we use the Tasmanian mark developed by Brand Tasmania in our branding and imagery. We are a Tasmanian company owned by three passionate lifelong Tasmanians. In growing our company we are aiming to support other local organisations and businesses. For us, the Tasmanian mark sums up our entire ethos - a Tasmanian company sourcing our products in Tasmania from fellow Tasmanian businesses. Being Tasmanian is what sets us apart.”**

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**MATTHEW WILL  
M2 LOGISTICS**

# Our Board

Brand Tasmania's board has 11 members. Each of our board members bring with them their experience and expertise across pillars of business, private enterprises and the public sector. They are entrepreneurs and business leaders, they are place-branders, they are part of the Tasmanian community.

## Board members table

Name	Term of appointment	Number of meetings attended (8 meetings held)
Nick Haddow (Chairperson)	6 March 2019 to 6 March 2022	7
Jenny Gale	Ex-officio member	7
Rob Atkinson	27 March 2019 to 27 March 2021	7
Leigh Carmichael	27 March 2019 to 27 March 2021	6
Kim Clifford	27 March 2019 to 27 March 2022	8
Michael Cooper	27 March 2019 to 27 March 2022	6
Sheralee Davies	27 March 2019 to 27 March 2022	8
Philippa Dawson	27 March 2019 to 27 March 2022	8
Kym Goodes	27 March 2019 to 27 March 2021	7
Jessica Richmond	27 March 2019 to 27 March 2021	8
Brett Torossi	27 March 2019 to 27 March 2022	8

\*A/C Secretary Kim Evans attended the August – September 2019 meeting.

## Audit, Finance and Risk Committee table

Name	Term of appointment	Number of meetings attended (4 meetings held)
Brett Torossi (Chair)	26 June 2019 to 26 June 2021	4
Rob Atkinson	12 May 2020 to 26 March 2021	1
Todd Babiak	Ex-officio	3
Philippa Dawson	26 June 2019 to 26 March 2021	4
Kym Goodes	26 June 2019 to 26 March 2021	3
Jessica Richmond	26 June 2019 to 26 March 2021	4



# Biographies

## Nick Haddow – Chairperson

Nick is the founder and Managing Director of the Bruny Island Cheese Co., the Glen Huon Dairy Co. and the Bruny Island Beer Co. The Bruny Island Cheese Co. was the first Tasmanian business to be awarded the Telstra Australian Business of the Year (in 2013).

In addition to being Chairperson of the Brand Tasmania Board, Nick is also a member of Premier’s Visitor Economy Advisory Council (PVEAC).

He has an established media profile developed through his role as co-presenter of the SBS series the Gourmet Farmer. He has also co-authored several books. His most recent book, *Milk.Made*, has been published internationally and was awarded the James Beard Award in 2017.

Previously Nick was a committee member of the Brand Tasmania Council Inc. for seven years.

## Jenny Gale

Jenny’s eminent career evolved from her commitment to equity – to ensure every single Tasmanian has the best possible education – irrespective of their circumstances and particularly their gender.

Her experience as a teacher and principal positioned her well to become Secretary of Tasmania’s Education Department. In this role, Jenny initiated the public sector’s Women Support Women group. This organisation supports women’s leadership aspirations and works with non-government and local government leaders to broaden professional opportunities for Tasmanian women.

In 2017, Jenny was appointed Secretary of the Department of Premier and Cabinet and Head of the State Service, positions that enable her to make a significant contribution to policy development and implementation that will impact our State now and into the future.

## Robert Atkinson

Robert has over two decades of experience in higher education marketing and international development. He has held senior executive positions across public and private education including Kaplan International Colleges, Coventry University in the United Kingdom, and most recently at the University of Tasmania where he was Deputy Vice Chancellor Global. In these roles he has led the development of marketing and recruitment brand positioning strategies on both a local and global scale to enable student attraction, and the development of strategic partnership strategies to align research, brand and reputation with opportunity.

Robert recognises the key to Tasmania’s success is to encourage and inspire our community, visitors and our students to engage with all aspects of our community, connecting with our exceptional cultural and environment. These citizen ambassadors are key drivers in continuing to grow our brand, and to strengthen Tasmania’s image and our reputation locally and globally by sharing open and honest stories of our people and place.

## Leigh Carmichael

Leigh is the Creative Director of Dark Mofo and DarkLab. For the past 14 years he has worked with David Walsh to develop and implement the Mona brand.

Leigh is a Board Member on the Australian Council for the Arts and he has sat on Tasmanian Government Arts Advisory committees.



## Kim Clifford

Kim is an experienced company director of a dynamic and innovative international company. She has a diverse commercial business background and her expertise covers operational matters, as well as strategic long term planning. Kim holds the position of Managing Director of one of Tasmania's most well-recognised businesses Incat Marketing, where she is also a Director of the company,

As Managing Director of Marketing, she oversees the marketing and promotion of the Incat product, organisation and personnel. Kim is a skilled marketing executive, with particular strengths in international customer relations, public diplomacy and intricate business transactions across Europe, the Americas and Asia including Indonesia, China, Korea, Taiwan and Japan.

Kim is the Honorary Consul for Japan in Tasmania.

## Sheralee Davies

Sheralee is the Chief Executive Officer of Wine Tasmania, which is responsible for promoting and protecting the unique and differentiated Tasmanian wine brand and building the reputation of Tasmanian wine around the world.

Sheralee's professional background has been predominantly in the wine sector, and has encompassed communications, public and media relations, strategic planning, marketing, events, membership, sponsorship, board and committee management. This professional experience has included global and national roles and responsibilities, which has contributed to Sheralee's perspective of and confidence in Tasmania's unique offering.

Sheralee is a strong supporter of uniting Tasmanian businesses and the community under a single brand, as a means to realise the island's potential and future success for all Tasmanians.

## Michael Cooper

Michael is the former Chief Executive Officer of Juicy Isle Fruit Juices Pty Ltd. He has extensive experience in beverage manufacturing, along with third party distribution, exports and industry development. Michael is currently the Managing Director of Pure Foods Tasmania (ASX:PFT), non-executive Director of Shell Fish Culture Pty Ltd, board member of the Hutchins School and Director of Willar Pty Ltd, a private investment company.

## Philippa Dawson

Philippa is an experienced senior executive with an outstanding international track record in stakeholder management and of leading teams to address complex challenges. She has held numerous executive roles within the Australian public sector and diplomatic service.

Her past professional experience includes Chief Operating Officer and Head of Trade in the Federal Government at Australia's trade and investment agency, Austrade. She was head of Community Engagement in the Department of the Prime Minister and Cabinet and senior roles within Department of Foreign Affairs and Trade (DFAT).

On her return from working and living internationally, including in USA, Canada and Italy, Philippa became the inaugural CEO of Fermentasmania, an industry-led, not-for-profit industry cluster established to accelerate innovation, growth and collaboration for fermentation-based enterprises.

Philippa currently consults to multinationals and Australian SMEs, leading not-for-profit organisations, and selected government agencies with a focus on trade and economic development, innovation and international business.

**VIEW OF  
HOBART AND  
TASMAN BRIDGE  
FROM MOUNT  
WELLINGTON/  
KUNANYI**

Image by Luke Tscharke





## **Kym Goodes**

Kym has two decades of experience working within government and the not for profit sector in social and economic public policy fields as across education, employment, transport, energy, digital inclusion, health, housing and human services. She has worked across both the public and private sectors as a sought-after adviser specialising in public engagement and evidence informed policy and program responses.

Kym has extensive networks across Tasmanian and national organisations due to the diversity of her consulting work in strategy development, planning and stakeholder relationships and management, which has lead her work to be highly regarded in Tasmania. Kym's previous position is Chief Executive Officer of Tasmanian Council of Social Service (TasCOSS) and is a member of the Premier's Economic and Social Recovery Advisory Council.

## **Jessica Richmond**

Jessica is the Commercial Manager at Grange Resources, an ASX listed mining company headquartered on Tasmania's North West Coast in Burnie. Jessica has a strong legal background in the energy and resources sector. Through her role with Grange Resources, Jessica has seen first-hand the importance of Tasmania's reputation in international markets and the need to develop innovative strategies for managing and promoting our brand to our customers.

In May 2019 Jessica was recognised as the most Exceptional Young Woman in Tasmanian Resources. This award recognises Jessica's contributions in the sector, and her efforts in championing diversity in a traditionally male-dominated industry.

Jessica is also a member of the Tasmanian Heritage Council.

## **Brett Torossi**

Brett loves the process of creation – of building things, whether it is beautiful buildings, successful businesses or dynamic, well-functioning boards. It's always about enlightened transformation.

Brett is a renowned developer and accomplished business woman. She has developed innovative award-winning and developments in the residential, commercial and tourism sectors. Her passion and motivation is to simultaneously create commercial, social and environmental value that make her projects grounded, distinctive and leading-edge.

Brett brings more than 25 years of governance, advocacy and strategic experience to the wider community through her portfolio of board positions across business, culture, heritage, brand and the tourism sectors. Her current board positions include Chair, Tasmanian Heritage Council; Chair, Tasmanian Museum and Art Gallery; Board member, Tourism Tasmania; Member, Premier's Economic and Social Recovery Advisory Council; Member, Premier's Visitor Economy Advisory Council; Vice President, International Women's Forum Australia.

# Statutory Disclosures

## Right to Information

We respond to requests for information in accordance with the *Right to Information Act 2009* (RTI Act). The RTI Act allows members of the public the right to access information held by the government and its agencies, with the exception of information deemed by the RTI Act to be exempt.

There were no requests for information under the RTI Act during the reporting period.

## Public Interest Disclosures

The purpose of the *Public Interest Disclosures Act 2002* (the PID Act) is to encourage and facilitate the making of disclosures about the improper conduct of public officers or public bodies.

The PID Act provides protection to persons who make disclosures in accordance with the Act, and establishes a system by which the matters disclosed can be investigated and action to rectify any deficiencies can be taken.

We are committed to the aims and objectives of the PID Act and do not tolerate improper conduct or detrimental action by the Authority or officers or employers. We apply the standard procedures for reporting disclosures which are available at [www.ombudsman.tas.gov.au](http://www.ombudsman.tas.gov.au)

We did not receive any disclosures, either directly or indirectly, referred via the Ombudsman in the reporting period.

## Personal Information Protection

Under the *Personal Information Protection Act 2004* (the PIP Act), Brand Tasmania is the custodian of personal information related to its functions and activities.

We are committed to protecting each individual's privacy in the way we collect, use or disclose personal information. We also ensure that individuals have some control over their personal information.

We deal with personal information in accordance with the PIP Act. There were no requests in the reporting period under the PIP Act for people seeking access to, or update of, personal information held by us about them.

## Tasmanian Government's Disability Framework for Action

We recognise the important role the Accessible Island: Tasmania's Disability Framework for Action 2018-20 (the Framework) plays in guiding the Tasmanian Government's work for all Tasmanians with disability. The Framework's vision is for a fully inclusive society that values and respects all people with disability as equal and contributing members of the community.

We contribute to this framework by ensuring our websites are WCAG AA level accessibility compliant, including accessible online forms.

## Workplace health and safety

We are committed to ensuring that workplace health and safety is appropriately managed by identifying risks and addressing problems. During the reporting period, we have been co-located with the Corporate and Culture Division of the Department of Premier and Cabinet (DPAC) and operate under DPAC's workplace health and safety policies.

There were no workplace health and safety incidents received during the reporting period.

## Government procurement

We undertake procurement in accordance with the mandatory requirements of the Treasurer's Instructions, including ensuring Tasmanian businesses are given every opportunity to compete for Authority business. Our policy is to support Tasmanian businesses whenever they offer best value for money for the government.

Treasurer's Instruction TI PF-5, clause 5.8 which applied during the reporting period, requires agencies to detail all contracts awarded and procurement processes undertaken (excluding consultants) during the 2019-20 financial year which value in excess of \$50,000.

Company	Contract	Cost
The20	Tasmanian website	\$77,420.72 GST exclusive

## Publications

During the reporting period we produced 13 newsletter publications which are available on our website: [www.brandtasmania.com.au](http://www.brandtasmania.com.au)

Brand Tasmania – Partners email

Brand Tasmania's e-Friends

Brand Tasmania Partners new website

Brand Tasmania – e-Friends new website

Brand Tasmania – George Town Workshop and Partner's Encouragement to partners and all Tasmanians

Eat well, stay well and support each other Buy Something Tasmanian and have a drink with us Drink Something Tasmanian webinar – Adaption and Creativity

Drink Something Tasmanian webinar: Story- telling and brand

Drink Something Tasmanian webinar: Brand, tourism and you

Buy Something Tasmanian survey

## Websites

At 30 June 2019 we managed three websites:

[www.tasmanian.com.au](http://www.tasmanian.com.au)

[www.brandtasmania.com.au](http://www.brandtasmania.com.au)

[www.foodandbeveragetasmania.com](http://www.foodandbeveragetasmania.com)

Brand Tasmania is also a collaborative partner in the Buy Something Tasmanian website [www.buysomethingtasmanian.com.au](http://www.buysomethingtasmanian.com.au)

## Legislation administered

We administer one piece of legislation on behalf of the Premier – the *Brand Tasmania Act 2018*.

All Tasmanian legislation is available at: [www.legislation.tas.gov.au](http://www.legislation.tas.gov.au)

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# Statement of Certification

The accompanying Financial Statements of Brand Tasmania are in agreement with the relevant accounts and records and have been prepared in compliance with Treasurer's Instructions issued under the provisions of the *Financial Management Act 2016* to present fairly the financial transactions for the year ending 30 June 2020 and the financial position as at end of the year.

At the date of signing, I am not aware of any circumstances which would render the particulars included in the Financial Statements misleading or inaccurate.



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**TODD BABIAK**  
**CHIEF EXECUTIVE OFFICER**  
**18 SEPTEMBER 2020**

# Statement of Comprehensive Income

FOR THE YEAR ENDED  
30 JUNE 2020

	Notes	2020 Budget \$	2020 Actual \$	2019 Actual \$
<b>Income from continuing operations</b>				
Appropriation revenue - operating	2.1	1,432,000	1,412,896	-
Other revenue	2.1	-	-	344,277
<b>Total income from continuing operations</b>		<b>1,432,000</b>	<b>1,412,896</b>	<b>344,277</b>
<b>Expenses from continuing operations</b>				
Employee benefits	3.1	552,000	758,611	90,823
Superannuation	3.1	60,000	88,472	8,161
Supplies and consumables	3.2	820,000	300,117	260,520
Sitting Members Fees			283,565	73,301
Other expenses	3.3	-	5,280	-
<b>Total expenses from continuing operations</b>		<b>1,432,000</b>	<b>1,436,045</b>	<b>432,804</b>
<b>Net result from continuing operations</b>		<b>-</b>	<b>(23,149)</b>	<b>(88,526)</b>
<b>Comprehensive result</b>		<b>-</b>	<b>(23,149)</b>	<b>(88,526)</b>

This Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Budget information refers to original estimates as disclosed in the 2019-20 Budget Papers and is not subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 2 of the accompanying notes.

# Statement of Financial Position

AS AT 30 JUNE 2020

	Notes	2020 Actual \$	2019 Actual \$
<b>Assets</b>			
<i>Financial assets</i>			
Cash and deposits	7.1	16,550	11,515
Receivables	4.1	2,165	6,582
<i>Non-financial assets</i>			
Prepayments	4.2	7,398	17,255
Intangible Assets	4.3	118,658	40,681
<b>Total assets</b>		<b>144,771</b>	<b>76,033</b>
<b>Liabilities</b>			
Payables	5.1	22,667	29,443
Employee benefits	5.2	126,567	27,903
<b>Total liabilities</b>		<b>149,234</b>	<b>57,346</b>
<b>Net assets</b>		<b>(4,463)</b>	<b>18,687</b>
<b>Equity</b>			
Contributed Equity		-	107,213
Accumulated funds		(4,463)	(88,526)
<b>Total equity</b>		<b>(4,463)</b>	<b>18,687</b>

This Statement of Financial Position should be read in conjunction with the accompanying notes.

Explanations of material variances between budget and actual outcomes are provided in Note 4 of the accompanying notes.

# Statement of Cash Flows

FOR THE YEAR ENDED  
30 JUNE 2020

This Statement of Cash Flows should be read in conjunction with the accompanying notes.

Explanations of material variances between budget and actual outcomes are provided in Note 4 of the accompanying notes.

	Note	2020 Actual \$	2019 Actual \$
<b>Cash flow from operating activities</b>			
<b>Cash inflows</b>			
Revenue from Government		1,412,896	344,277
GST receipts		893	
Other cash receipts		650	
<b>Total cash inflows</b>		<b>1,414,439</b>	<b>344,277</b>
<b>Cash outflows</b>			
Employee benefits		(745,424)	(71,080)
Sitting Fees Board Members		(275,915)	(72,575)
GST payments		(2,263)	
Supplies and consumables		(307,825)	(255,640)
<b>Total cash outflows</b>		<b>(1,331,428)</b>	<b>(399,295)</b>
<b>Net cash from/(used by) operating activities</b>	<b>7.2</b>	<b>83,011</b>	<b>(55,017)</b>
<b>Cash outflows</b>			
Payments for acquisition of non-financial assets		(77,977)	(40,681)
<b>Total cash outflows</b>		<b>(77,977)</b>	<b>(40,681)</b>
<b>Net cash from (used by) investing activities</b>		<b>(77,977)</b>	<b>(40,681)</b>
<b>Cash flows from equity contributions</b>			
<b>Cash inflows</b>			
Receipts from non-operational capital funding		-	107,213
<b>Total cash inflows</b>		<b>-</b>	<b>107,213</b>
<b>Net increase (decrease) in cash and cash equivalents held</b>		<b>5,035</b>	<b>11,515</b>
<b>Cash and deposits at the beginning of the reporting period</b>		<b>11,515</b>	<b>-</b>
<b>Cash and deposits at the end of the reporting period</b>	<b>7.1</b>	<b>16,550</b>	<b>11,515</b>

# Statement of Changes in Equity

FOR THE YEAR ENDED  
30 JUNE 2020

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

	Notes	Accumulated Funds	Total Equity
		\$	\$
<b>Balance as at 1 July 2019</b>		<b>18,687</b>	<b>18,687</b>
Net Result		(23,149)	(23,149)
<b>Total comprehensive result</b>		<b>(23,149)</b>	<b>(23,149)</b>
<b>Balance as at 30 June 2020</b>		<b>(4,462)</b>	<b>(4,462)</b>

	Notes	Accumulated Funds	Total Equity
		\$	\$
<b>Balance as at 1 July 2018</b>		-	-
Net Result		(88,526)	(88,526)
Contributed Equity		107,213	107,213
<b>Total comprehensive result</b>		<b>18,687</b>	<b>18,687</b>
<b>Balance as at 30 June 2019</b>		<b>18,687</b>	<b>18,687</b>

# Notes to the Financial Statements

## NOTE 1 Explanation of material variances between budget and actual outcomes

Budget information refers to original estimates as disclosed in the 2019-20 Budget Papers and is not subject to audit. Variances are considered material where the variance exceeds the greater of 10 per cent of Budget Estimates and \$500,000. There were not any variances meeting the above criteria.

## NOTE 2 Revenue from transactions

### Income from transactions

Income is recognised in the Statement of Comprehensive Income when an increase in future economic benefits, related to an increase in an asset or a decrease of a liability, has arisen that can be reliably measured.

Revenue from Government, whether recurrent or capital, are recognised as revenues in the period in which Brand Tasmania gains control of the appropriated funds. Except for any amounts identified as carried forward, control arises in the period of appropriation. Revenue from Government includes revenue from appropriations.

Grants payable by the Australian Government are recognised as revenue when Brand Tasmania gains control of the underlying assets. Where grants are reciprocal, revenue is recognised as performance occurs under the grant.

Where grants are reciprocal, revenue is recognised as performance occurs under the grant. Non-reciprocal grants are recognised as revenue when the grant is received or receivable. Conditional grants may be reciprocal or nonreciprocal depending on the terms of the grant.

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership have been transferred to the buyer. Revenue from the provision of services is recognised upon the delivery of the service to customers.

Revenue from fees and fines is recognised at the time the obligation to pay arises, pursuant to the issue of an assessment. Interest on funds invested is recognised as it accrues using the effective interest rate method. Rent revenue is recognised when Brand Tasmania gains control of the right to receive the funds.

Donations and sponsorships income is recognised when the right to receive the funds has been established.

Other revenue is recognised when it is probable that the inflow or other enhancement or saving in outflows of future economic benefits has occurred and can be measured reliably.

Income is recognised in the Statement of Comprehensive Income when an increase in future economic benefits related to an increase in an asset or a decrease of a liability has arisen that can be measured reliably.

Until 30 June 2019, income is recognised in accordance with *AASB 188 Revenue* and *AASB 1004 Contributions*.

From 1 July 2019, income is recognised in accordance with the requirements of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for Profit Entities*, dependent on whether there is a contract with a customer defined by AASB 15.

# Notes to the Financial Statements

## 2.1 Revenue from Government

Appropriations, whether operating or capital, are recognised as revenues in the period in which the Department gains control of the appropriated funds. Except for any amounts identified as carried forward, control arises in the period of appropriation.

Revenue from Government includes revenue from appropriations, including appropriations carried forward under section 8A (2) of the *Public Account Act 1986*, and Items Reserved by Law.

As a result of the commencement of the *Financial Management Act*, from 2020-21 Revenue from Government will include revenue from appropriations, unexpended appropriations rolled over under section 23 of the *Financial Management Act 2016* and Items Reserved by Law.

Section 8A(2) of the Public Account Act allowed for an unexpended balance of an appropriation to be transferred to an Account in the Special Deposits and Trust Fund for such purposes and conditions as approved by the Treasurer. In the initial year, the carry forward was recognised as a liability, Revenue Received in Advance (refer note 8.6). The carry forward from the initial year was recognised as revenue in the reporting year, assuming that the conditions of the carry forward were met and the funds were expended.

Section 23 of the *Financial Management Act* allows for an unexpended appropriation at the end of the financial year, as determined by the Treasurer, to be issued and applied from the Public Account in the following financial year. The amount determined by the Treasurer must not exceed five per cent of an Agency's appropriation for the financial year. Rollover of unexpended appropriations under section 23 will be disclosed under the *Financial Management Act* for the first time in 2020-21.

The Budget information is based on original estimates and has not been subject to audit.

	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2019 Actual</b>
	\$	\$	\$
<b>Continuing operations</b>			
<b>Appropriation revenue - recurrent</b>			
Current year	1,432,000	1,412,896	-
Other Revenue			344,277
<b>Total revenue from Government</b>	<b>1,432,000</b>	<b>1,412,896</b>	<b>344,277</b>

# Notes to the Financial Statements

## NOTE 3 Expenses from transactions

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits, related to a decrease in an asset or an increase of a liability, has arisen that can be measured reliably.

### 3.1 Employee Benefits

#### a) Employee expenses

Employee benefits include, where applicable, entitlements to wages and salaries, annual leave, sick leave, long service leave, superannuation and any other post-employment benefits.

	2020	2019
	\$	\$
Employee benefits		
Wages and salaries	695,786	90,823
Annual leave	22,246	-
Long service leave	37,494	-
Sick leave	2,112	-
Other employee expenses	973	-
<b>Total</b>	<b>758,611</b>	<b>90,823</b>
<b>Superannuation</b>		
Superannuation	74,523	6,739
Superannuation - defined benefit scheme	13,949	1,422
<b>Total</b>	<b>88,472</b>	<b>8,161</b>

Superannuation expenses relating to defined benefit schemes relate to payments into the Public Account. The amount of the payment is based on an employer contribution rate determined by the Treasurer, on the advice of the State Actuary. The current employer contribution is 12.95 per cent (in 2019: 12.95 per cent) of salary.

Superannuation expenses relating to defined contribution schemes are paid directly to superannuation funds at a rate of 9.5 per cent (2019: 9.5 per cent) of salary. In addition, departments are also required to pay into the Public Account a "gap" payment equivalent to 3.45 per cent (in 2019: 3.45 per cent) of salary in respect of employees who are members of contribution schemes.

# Notes to the Financial Statements

## b) Remuneration of key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities Brand Tasmania.

2020	Short-term benefits		Long-term benefits			Total		2019	Short-term benefits		Long-term benefits			Total	
	Salary	Annual leave and other benefits	Super-annuation	Long service leave	Termination benefits				Salary	Annual leave and other benefits	Super-annuation	Long service leave	Termination benefits		
	\$	\$	\$	\$	\$	\$		\$	\$	\$	\$	\$	\$	\$	\$
<b>Key management personnel</b>															
<b>Board Members</b>															
Nick Haddow Chairperson	40,136	635	3,813	-	-	44,584		Nick Haddow – Chairperson	12,504	-	1,188	-	-	13,692	
Jenny Gale (Ex Officio Member)								Jenny Gale (Ex Officio Member)							
Brett Torossi	23,538	-	2,236	-	-	25,774		Brett Torossi	5,975	-	568	-	-	6,543	
Jessica Richmond	23,538	845	2,236	-	-	26,619		Jessica Richmond	5,975	-	568	-	-	6,543	
Kim Clifford	23,538	-	2,236	-	-	25,774		Kim Clifford	5,975	-	568	-	-	6,543	
Kym Goodes	23,538	229	2,236	-	-	26,003		Kym Goodes	5,975	-	568	-	-	6,543	
Leigh Carmichael	23,538	349	2,236	-	-	26,123		Leigh Carmichael	5,975	-	568	-	-	6,543	
Michael Cooper	23,538	342	2,236	-	-	26,116		Michael Cooper	5,975	-	568	-	-	6,543	
Philippa Dawson	23,538	347	2,236	-	-	26,121		Philippa Dawson	5,975	-	568	-	-	6,543	
Robert Atkinson	23,538	658	2,236	-	-	26,432		Robert Atkinson	5,975	-	568	-	-	6,543	
Sheralee Davies	23,538	-	2,236	-	-	25,774		Sheralee Davies	5,975	-	568	-	-	6,543	
<b>Employees</b>															
Todd Babiak	265,671	3,104	25,534	8,029	-	302,338		Todd Babiak	22,410	2,078	2,129	-	-	27,272	
								Bowles, Mark L	33,269	-	4,308	-	-	37,578	
<b>Total</b>	<b>517,649</b>	<b>6,509</b>	<b>49,471</b>	<b>8,029</b>	<b>-</b>	<b>581,658</b>		<b>Total</b>	<b>121,958</b>	<b>2,078</b>	<b>12,734</b>	<b>655</b>	<b>-</b>	<b>137,425</b>	

Board Members do not accrue annual leave, the other benefits for Board Members relates to travel allowances.

# Notes to the Financial Statements

## c) Related party transactions

AASB 124 *Related Party Disclosures* requires related party disclosures to ensure that the Financial Statements contain disclosures necessary to draw attention to the possibility that Brand Tasmania's financial results may have been affected by the existence of related parties and by transactions with such parties.

This note is not intended to disclose conflicts of interest for which there are administrative procedures in place. The extent of information disclosed about related party transactions and balances is subject to

the application of professional judgement by Brand Tasmania. It is important to understand that the disclosures included in this note will vary depending on factors such as the nature of the transactions, the relationships between the parties to the transaction and the materiality of each transaction. Those transactions which are not materially significant by their nature, impact or value, in relation to Brand Tasmania's normal activities, are not included in this note.

Wine Tasmania, a controlled entity of Sheralee Davies, received the following grants:

Type of transaction	Agency name	Details of transaction	Total value of transaction 2019/20	Total amount outstanding or committed as at 30 June 2020
Grant Deed	Department of Primary Industries, Parks, Water and Environment	Grant to Wine Tasmania for market development and wine tourism activities	\$150,000	\$150,000 committed, nil outstanding
Grant Deed	Department of Primary Industries, Parks, Water and Environment	Grant to Wine Tasmania for Strategic Industry Partnerships	\$50,000	\$50,000 committed, nil outstanding
Small Business Emergency Grant	Business Tasmania	Covid-19 grant for businesses in identified sectors experiencing financial hardship	\$2,500	\$2,500 committed, nil outstanding

# Notes to the Financial Statements

## 3.2 Supplies and consumables

Supplies and consumables are recognised when the items and services have been received by Brand Tasmania.

	2020	2019
	\$	\$
Recruitment	-	118,511
Training and conferences	2,883	3,188
Advertising and promotion	83,091	63,098
Audit fees – financial audit	16,000	-
Communications	6,490	3,032
Consultants	22,663	20,700
Entertainment	1,410	7,768
Information technology	98,945	-
Materials and supplies	1,815	394
Meetings/committee expenses	2,753	11,793
Minor equipment purchases and maintenance	1,200	2,700
Lease expense	14,690	-
Other property services	-	563
Printing and information	16,603	1,276
Car parking	3,000	-
Travel and transport	22,058	6,714
Other supplies and consumables	6,516	20,784
<b>Total</b>	<b>300,117</b>	<b>260,520</b>

Audit fees paid or payable to the Tasmanian Audit Office for the audit of Brand Tasmania's financial statements were \$ 12,375 (2018-19 \$ 12,000).

## 3.3 Other expenses

Expenses from acquisition of supplies and services are recognised when the obligation to pay can be reliably measured, usually at the time of supply of such supplies and services.

	2020	2019
	\$	\$
Salary on-costs		
Workers Compensation Premiums	5,280	-
<b>Total</b>	<b>5,280</b>	<b>-</b>

## NOTE 4 Assets

Assets are recognised in the Statement of Financial Position when it is probable that the future economic benefits embodied in the asset will eventuate and the asset possesses a cost or other value that can be reliably measured.

### Asset recognition threshold

The asset capitalisation threshold adopted by Brand Tasmania is \$10,000 plus any other assets where it is considered appropriate. Asset valued at less than \$10,000 are charged to the Statement of Comprehensive Income in the year of purchase (other than where they form part of a group of similar items which are significant in total).

# Notes to the Financial Statements

## 4.1 Receivables

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

Receivables are held with the objective to collect the contractual cash flows and are subsequently measured at amortised cost using the effective interest method. Any subsequent changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process. An allowance for expected credit losses is recognised for all debt financial assets not held at fair value through profit and loss. The expected credit loss is based on the difference between the contractual cash flows and the cash flows that the entity expects to receive, discounted at the original effective interest rate.

For trade receivables, a simplified approach in calculating expected credit losses is applied, with a loss allowance based on lifetime expected credit losses recognised at each reporting date. Brand Tasmania has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
Receivables	2,165	6,582
<b>Total</b>	<b>2,165</b>	<b>6,582</b>
Tax assets	2,165	6,582
<b>Total</b>	<b>2,165</b>	<b>6,582</b>
Settled within 12 months	2,165	6,582
Settled in more than 12 months	-	-
<b>Total</b>	<b>2,165</b>	<b>6,582</b>

## 4.2 Other non-financial assets

Other assets comprise of prepayments. Prepayments relate to actual transactions that are recorded at cost.

	<b>2020</b>	<b>2019</b>
<b>a) Carrying amount</b>	<b>\$</b>	<b>\$</b>
Other current assets		
Prepayments	7,398	17,255
<b>Total</b>	<b>7,398</b>	<b>17,255</b>
Recovered within 12 months	7,398	17,255
Recovered in more than 12 months	-	-
<b>Total Other non-financial assets</b>	<b>7,398</b>	<b>17,255</b>

## 4.3 Intangible assets

An intangible asset is recognised where:

- it is probable that an expected future benefit attributable to the asset will flow to Brand Tasmania; and
- the cost of the asset can be reliably measured.

Intangible assets held by Brand Tasmania are valued at fair value less any subsequent accumulated amortisation and any subsequent accumulated impairment losses where an active market exists. Where no active market exists, intangible assets are valued at cost less any accumulated amortisation and any accumulated impairment losses.

Brand Tasmania holds a Trademark for Brand Tasmania which is initially registered for a period of 10 years in Australia and continues indefinitely as long as the renewal fees are paid every ten years.

# Notes to the Financial Statements

	2020	2019
a) Carrying amount	\$	\$
<b>Intangible assets</b>		
At cost – Website development – WIP	63,674	-
Less: accumulated amortisation	-	-
At cost – Trademark	40,681	40,681
Trademark – WIP	14,303	-
<b>Total</b>	<b>118,658</b>	<b>40,681</b>
<b>(b) Reconciliation of movements (including fair value levels)</b>		
	<b>2020</b>	<b>2019</b>
	<b>Total</b>	<b>Total</b>
	<b>\$</b>	<b>\$</b>
<b>Carrying amount at 1 July</b>	40,681	-
Additions – Website development	63,674	-
Additions – Trademark	14,303	40,681
Depreciation / amortisation expense	-	-
<b>Carrying amount at 30 June</b>	<b>118,658</b>	<b>40,681</b>

Intangible assets for Brand Tasmania are not revalued due to Website having a limited useful life.

Trademark is a level 1 input which is quoted prices (unadjusted) in active markets for identical assets that an entity can access at measurement date.

## Fair value hierarchy

Fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;

Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and

Level 3 inputs are unobservable inputs for the asset or liability.

There have been no transfers between levels during the current year.

# Notes to the Financial Statements

## NOTE 5 Liabilities

Liabilities are recognised in the Statement of Financial Position when it is probable that an outflow of resources embodying economic benefits will result from the settlement of a present obligation and the amount at which the settlement will take place can be measured reliably.

### 5.1 Payables

All payments for goods and services received by Brand Tasmania are made by Department of Premier and Cabinet and settled in a monthly elimination process between the Department of Premier and Cabinet and Brand Tasmania. Outstanding payables at the end of financial year are recognised in Brand Tasmania financial statements at amortised cost, which due to the short settlement period, equates to face value. Payables comprises goods and services received but not yet invoiced.

	2020	2019
	\$	\$
Accrued Expenses	22,667	29,443
<b>Total</b>	<b>22,667</b>	<b>29,443</b>
Settled within 12 Months	22,667	29,443
Settled in more than 12 Months	-	-
<b>Total</b>	<b>22,667</b>	<b>29,443</b>

### 5.2 Employee benefits

Liabilities for salaries, wages and annual leave are recognised when an employee becomes entitled to receive a benefit. Other employee benefits are measured as the present value of the benefit as at 30 June 2020, where the impact of discounting is material, and the amount expected to be paid is not material. A liability for long service leave is recognised, and is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

Sick leave entitlements are not vested in employees and are not considered to give rise to a liability therefore no provision is made.

Superannuation contributions are made in accordance with the *Public Sector Superannuation Reform Act 2016* and are charged as expenses when incurred.

	2020	2019
	\$	\$
Accrued salaries	16,459	7,122
Recreational Leave	64,891	13,051
Long Service Leave	45,217	7,730
<b>Total</b>	<b>126,567</b>	<b>27,903</b>
Settled within 12 Months	109,011	27,771
Settled in more than 12 Months	17,556	132
<b>Total</b>	<b>126,567</b>	<b>27,903</b>

### 5.3 Other liabilities

Nil other liabilities as at 30 June 2020.

# Notes to the Financial Statements

## NOTE 6 Commitments and contingencies

### 6.1 Schedule of commitments

#### Grant commitments

These items have been included in the Statement of Comprehensive Income in the relevant years the grants were received. The grant monies are spent as specified in the appropriate grant deed, which may not be within the year the money is received. Nil grant commitments as at 30 June 2020.

#### Operating lease commitments

From 2019-20, leases are recognised as right of use assets and lease liabilities in the Statement of Financial Position, excluding short term leases and leases for which the underlying asset is of low value, which are recognised as an expense in the Statement of Comprehensive Income.

#### Motor Vehicles

- Brand Tasmania Motor Vehicle fleet is administered by Lease Plan.
- Lease payments vary according to the type of vehicle.
- Generally all lease terms are for a period of three years or 60,000 kilometres, whichever occurs first.

### 6.2 Contingent assets and liabilities

Contingent assets and liabilities are not recognised in the Statement of Financial Position due to uncertainty regarding the amount or timing of the underlying claim or obligation. Nil contingent assets or liabilities as at 30 June 2020.

## NOTE 7 Cash flow reconciliation

Cash means notes, coins, any deposits held at call with a bank or financial institution, being short term of three months or less and highly liquid.

### 7.1 Cash and deposits

	2020	2019
	\$	\$
S523 Brand Tasmania operating account	16,550	11,515
<b>Total cash and cash equivalents</b>	<b>16,550</b>	<b>11,515</b>

### 7.2 Reconciliation of net result to net cash from operating activities

	2020	2019
	\$	\$
Net result from transactions (net operating balance)	(23,150)	(88,526)
(Increase)/decrease in receivables	4,417	(6,582)
(Increase)/decrease in other non-financial assets	9,857	(17,255)
Increase/(decrease) in payables	(6,776)	29,443
Increase/(decrease) in employee benefits	98,664	27,903
<b>Net cash from (used by) operating activities</b>	<b>83,011</b>	<b>(55,017)</b>

# Notes to the Financial Statements

## NOTE 8 Financial instruments

### (a) Risk management policies

Brand Tasmania has exposure to the following risks from its use of financial instruments:

- credit risk;
- liquidity risk; and
- market risk.

The Chief Executive Officer has overall responsibility for the establishment and oversight of Brand Tasmania's risk management framework. Risk management policies are established to identify and analyse risks faced by Brand Tasmania, to set appropriate risk limits and controls, and to monitor risks and adherence to limits.

### (b) Credit risk

Credit risk is the financial loss to Brand Tasmania if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The carrying amount of financial assets recorded in the Financial Statements, net of any allowances for losses, represents Brand Tasmania's maximum exposure to credit risk without taking into account of any collateral or other security.

Analysis of the underlying customers' credit ratings Brand Tasmania currently believes that all debts due and payable at reporting date will be received, therefore no provision has been made for impairment.

Financial Instrument	Accounting and strategic policies (including recognition criteria, measurement basis and credit quality of instrument)	Nature of underlying instrument (including significant terms and conditions affecting the amount. Timing and certainty of cash flows)
<b>Financial Assets</b>		
Receivables	Brand Tasmania has a debt management policy with processes surrounding the raising of debts payable to Brand Tasmania and the management of outstanding debts. Brand Tasmania does not consider a need to have a provision for impairment.	General terms of trade are 30 days.
Cash and Deposits	Cash and deposits are recognised at face value.	Cash includes notes, coins, deposits held at call with a financial institution and funds held in the Special Deposits and Trust Fund account.

### Expected credit loss analysis of receivables as at 30 June 2020

	Not past due	Past due 1-30 days	Past due 31-60 days	Past due 61-90 days	Past due 91+days	Total
	\$	\$	\$	\$	\$	\$
Expected credit loss rate (A)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total gross carrying amount (B)		2,165				2,165
Expected credit loss (AxB)	-	-	-	-	-	-

# Notes to the Financial Statements

## Expected credit loss analysis of receivables as at 30 June 2019

	Not past due	Past due 1-30 days	Past due 31-60 days	Past due 61-90 days	Past due 91+days	Total
	\$	\$	\$	\$	\$	\$
Expected credit loss rate (A)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total gross carrying amount (B)		6,582				<b>6,582</b>
Expected credit loss (AxB)	-	-	-	-	-	-

### (c) Liquidity risk

Liquidity risk is the risk that Brand Tasmania will not be able to meet its financial obligations as they fall due. Brand Tasmania's approach to managing liquidity is to ensure that it will always have sufficient liquidity to meet its liabilities when they fall due.

Financial liabilities comprising accrued expenditure amounting to \$22,667 as disclosed in the balance sheet, all have a maturity period of less than 1 year.

Brand Tasmania analyses its liquidity requirements daily via reconciliation of its operating bank account and analysis of upcoming accounts payable transactions.

Brand Tasmania expects that all payables accrued as at 30 June 2020 will be paid within 30 days.

Financial Instrument	Accounting and strategic policies (including recognition criteria and measurement basis)	Nature of underlying instrument (including significant terms and conditions affecting the amount, timing and certainty of cash flows)
<b>Financial liabilities</b>		
Payables	Payables, including goods received and services incurred but not yet invoiced, are recognised at amortised cost, which due to the short settlement period, equates to face value, when Brand Tasmania becomes obliged to make future payments as a result of a purchase of assets or services.	Settlement is usually made within 30 days.

# Notes to the Financial Statements

## Maturity analysis for financial liabilities

The following tables detail the undiscounted cash flows payable by Brand Tasmania by remaining contractual maturity for its financial liabilities. It should be noted that as these are undiscounted, totals may not reconcile to the carrying amounts presented in the Statement of Financial Position:

2020	1 year	2 years	3 years	4 years	5 years	5+ years	Undiscounted Total	Carrying Amount
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Financial liabilities</b>								
Payables	22,667	-	-	-	-	-	22,667	22,667
<b>Total</b>	<b>22,667</b>	-	-	-	-	-	<b>22,667</b>	<b>22,667</b>

2019	1 year	2 years	3 years	4 years	5 years	5+ years	Undiscounted Total	Carrying Amount
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Financial liabilities</b>								
Payables	29,443	-	-	-	-	-	29,443	29,443
<b>Total</b>	<b>29,443</b>	-	-	-	-	-	<b>29,443</b>	<b>29,443</b>

## (d) Market risk

All financial assets are unsecured.

The carrying amounts of financial assets included in the Statement of Financial Position represent Brand Tasmania's maximum exposure to credit risk in relation to these assets. Where Brand Tasmania has a right of set-off and intends to settle on a net basis, this set off has been reflected in the financial statements in accordance with accounting standards.

## Net fair values

The net fair values for financial assets and liabilities approximates their carrying value. Financial assets consist of cash, receivables and other financial assets. Financial liabilities consist of payables and other liabilities.

## 8.2 Categories of financial assets and liabilities

AASB 9 Carrying amount	2020	2019
	\$	\$
<b>Financial assets</b>		
Amortised cost	2,165	6,582
<b>Total</b>	<b>2,165</b>	<b>6,582</b>
<b>Financial liabilities</b>		
Financial liabilities measured at amortised cost	22,667	29,443
<b>Total</b>	<b>22,667</b>	<b>29,443</b>

# Notes to the Financial Statements

## 8.3 Comparison between carrying amount and net fair value of financial assets and liabilities

	Carrying amount 2020	Net fair value 2020	Carrying amount 2019	Net fair value 2019
	\$	\$	\$	\$
<b>Financial assets</b>				
Cash in special deposits and trust fund	16,550	16,550	11,515	11,515
Receivables	2,165	2,165	6,582	6,582
<b>Total financial assets</b>	<b>18,715</b>	<b>18,715</b>	<b>18,907</b>	<b>18,907</b>
<b>Financial liabilities (recognised)</b>				
Payables	22,667	22,667	29,443	29,443
<b>Total financial liabilities (recognised)</b>	<b>22,667</b>	<b>22,667</b>	<b>29,443</b>	<b>29,443</b>

## 8.4 Net fair values of financial assets and liabilities

2020	Net fair value level 1	Net fair value level 2	Net fair value level 3	Net fair value total
	\$	\$	\$	\$
<b>Financial assets</b>				
Cash in special deposits and trust fund	16,550	-	-	16,550
Receivables	2,165	-	-	1,404
<b>Total financial assets</b>	<b>18,715</b>	<b>-</b>	<b>-</b>	<b>17,954</b>
<b>Financial liabilities</b>				
Payables	22,667	-	-	22,667
<b>Total financial liabilities (recognised)</b>	<b>22,667</b>	<b>-</b>	<b>-</b>	<b>22,667</b>

2019	Net fair value level 1	Net fair value level 2	Net fair value level 3	Net fair value total
	\$	\$	\$	\$
<b>Financial assets</b>				
Cash in special deposits and trust fund	11,515	-	-	11,515
Receivables	6,582	-	-	6,582
<b>Total financial assets</b>	<b>18,907</b>	<b>-</b>	<b>-</b>	<b>18,907</b>
<b>Financial liabilities (recognised)</b>				
Payables	29,443	-	-	29,443
Interest bearing liabilities	-	-	-	-
<b>Total financial liabilities (recognised)</b>	<b>29,443</b>	<b>-</b>	<b>-</b>	<b>29,443</b>

The recognised fair values of financial assets and financial liabilities are classified according to the fair value hierarchy that reflects the significance of the inputs used in making these measurements. Brand Tasmania uses various methods in estimating the fair value of a financial instrument. The methods comprise:

- Level 1 the fair value is calculated using quoted prices in active markets.
- Level 2 the fair value is estimated using inputs other than quoted prices include in Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices)
- Level 3 the fair value is estimated using inputs for the asset or liability that are not based on observable market data.

# Notes to the Financial Statements

## NOTE 9 Events occurring after balance date

Brand Tasmania are not aware of any events occurring after the balance date, which would have a material effect on the Financial Statements.

## NOTE 10 Notes to the Financial Statements

The following explains the significant accounting policies that have been adopted in the preparation of the financial statements of Brand Tasmania.

### 10.1 Objectives and funding

Brand Tasmania is the first statutory place-branding authority to be established in Australia. Our brand is one of the State's most important assets and Brand Tasmania is committed to ensuring Tasmania continues to stand out from the crowd and competes in the global market place.

Brand Tasmania is building on a strong foundation from the Brand Tasmania Council, Tourism Tasmania, and thousands of entrepreneurs, artists and artisans, public servants, and unofficial ambassadors. Its role is to facilitate and create collaborative partnerships, ensuring that the Tasmanian brand is owned and promoted by all levels of government, business and the community.

Brand Tasmania is industry and community led, and government enabled.

Brand Tasmania is established under the *Brand Tasmania Act 2018*, which specifies its statutory objectives, functions, powers and responsibilities. The organisation's main objectives are to:

- ensure that the Tasmanian Brand, which differentiates and enhances Tasmania's appeal and national and international competitiveness, is developed, maintained, protected and promoted;
- ensure that Tasmania's image and reputation locally, nationally and internationally are strengthened; and
- ensure that the Tasmanian Brand is nurtured, enhanced and promoted as a key asset of the Tasmanian community.

Under this structure, Brand Tasmania will leverage the Tasmanian brand to continue to grow our economy and increase opportunities for our people and State.

Brand Tasmania is guided by a Statement of Expectations that the Premier provides to the Brand Tasmania Board. This document sets out the Premier's policy expectations for Brand Tasmania and is a requirement under the *Brand Tasmania Act 2018*.

### 10.2 Basis of accounting

The Financial Statements are a general purpose financial report and have been prepared in accordance with:

- the requirements of the *Brand Tasmania Act 2018*,
- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB); and
- the Treasurer's Instructions issued under the provisions of the *Financial Management Act 2016*.

The Financial Statements were signed by the Accountable Authority on 18 September 2020.

Compliance with the Australian Accounting Standards may not result in compliance with International Financial

Reporting Standards, as the AAS include requirements and options available to not-for-profit organisations that are inconsistent with IFRS. Brand Tasmania is considered to be not-for profit and has adopted some accounting policies under the AAS that do not comply with IFRS.

The Financial Statements have been prepared on an accruals basis and are based on historical costs modified by the revaluation of selected non-current assets, financial assets and financial liabilities for which the fair value basis of accounting has been applied.

The Financial Statements have been prepared as a going concern. The continued existence of Brand Tasmania in its present form, undertaking its current activities,

# Notes to the Financial Statements

is dependent on Government policy and on continuing appropriations by Parliament for Brand Tasmania administration and activities.

Brand Tasmania has made no assumptions concerning the future that may cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

The following is a summary of the material accounting policies adopted by Brand Tasmania in the preparation of the Financial Statements. The accounting policies have been consistently applied, unless otherwise stated.

## 10.3 Functional and presentation currency

These Financial Statements are presented in Australian dollars, which is Brand Tasmania's functional currency.

## 10.4 Changes in accounting policies

Brand Tasmania has adopted all of the new and revised accounting standards and interpretations issued by the

Accounting Standards Board that are relevant to its operations and are effective for the current annual reporting period.

### (a) Impact of new and revised Accounting Standards

In the current year, Brand Tasmania has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to its operations and effective for the current annual reporting period. These include:

- *AASB 15 Revenue from Contracts with Customers* – This Standard establishes principles that require an entity to apply to report useful information to users of financial statements about the nature, amount, timing, and uncertainty of revenue and cash flows arising from a contract with a customer.

AASB 15 supersedes *AASB 111 Construction Contracts*, *AASB 118 Revenue and related Interpretations* and it applies, with limited exceptions, to all revenue arising from contracts with customers. AASB 15 establishes a five-step model

to account for revenue arising from contracts with customers and requires that revenue be recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer.

The Standard requires Brand Tasmania to exercise judgement, taking into consideration all of the relevant facts and circumstances when applying each step of the model to contracts with their customers. The Standard also specifies the accounting for the incremental costs of obtaining a contract and the costs directly related to fulfilling a contract. In addition, the Standard requires relevant disclosures.

Brand Tasmania has adopted AASB 15 retrospectively with the cumulative effect of applying the Standard recognised from 1 July 2019 by adopting the transitional practical expedient permitted by the Standard.

There was no effect of all of the modifications that occurred before 1 July 2018.

- identifying the satisfied and unsatisfied performance obligations
- determining the transaction price
- allocating the transaction price to the satisfied and unsatisfied performance obligations.

There is no impact on the financial statements on adoption of the standard.

- *AASB 16 Leases* – This Standard introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities. The standard results in most of Brand Tasmania's operating leases being brought onto the Statement of Financial Position and additional note disclosures. The calculation of the lease liability takes into account appropriate discount rates, assumptions about the lease term, and required lease payments. A corresponding right to use asset is recognised, which is amortised over the term of the lease. Operating lease costs are no longer shown. In the Statement of Comprehensive Income, impact of leases is through amortisation and interest charges. In the Statement

# Notes to the Financial Statements

of Cash Flows, lease payments is shown as cash flows from financing activities instead of operating activities. Brand Tasmania has adopted AASB 16 retrospectively with the cumulative effect of applying the standard recognised from 1 July 2019 by adopting the transitional practical expedient permitted by the Standard.

Brand Tasmania elected to use the practical expedient to expense lease payments for lease contracts that, at their commencement date, have a lease term of 12 months or less and do not contain a purchase option (short-term leases), and lease contracts for which the underlying asset is valued at \$10,000 or under when new (low value assets).

In applying AASB 16 for the first time, Brand Tasmania has used the following practical expedients permitted by the standard:

- not reassess whether a contract is, or contains, a lease at 1 July 2019, for those contracts previously assessed under AASB 117 and Interpretation 4;
- applying a single discount rate to a portfolio of leases with reasonably similar characteristics;
- relying on its previous assessment on whether leases are onerous immediately before the date of initial application as an alternative to performing an impairment review;
- not recognise a lease liability and right-of-use-asset for short-term leases that end within 12 months of the date of initial application;
- excluding the initial direct costs from the measurement of the right-of-use asset at the date of initial application; and
- using hindsight in determining the lease term where the contract contained options to extend or terminate the lease.

Brand Tasmania do not have any leases which will effect of adopting AASB 16 on the Statement of Financial Position.

There is no impact on the financial statements on adoption of the standard.

- AASB 1058 Income of *Not-for-Profit Entities* – This Standard establishes principles for not-for-profit entities that applies to transactions where the consideration to acquire an asset is significantly less than fair value, principally to enable a not-for-profit entity to further its objectives, and the receipt of volunteer services.

The timing of income recognition under AASB 1058 depends on whether a transaction gives rise to a liability or other performance obligation, or a contribution by owners, related to an asset (such as cash or another asset) received. If the transaction is a transfer of a financial asset to enable Brand Tasmania to acquire or construct a recognisable non-financial asset to be controlled by Brand Tasmania (i.e. an in-substance acquisition of a non-financial asset), Brand Tasmania recognises a liability for the excess of the fair value of the transfer over any related amounts recognised. Brand Tasmania will recognise income as it satisfies its obligations under the transfer, similarly to income recognition in relation to performance obligations under AASB 15 as discussed above.

Revenue recognition for Brand Tasmania's appropriations, taxes, royalties and most grants and contributions will not change under AASB 1058, as compared to AASB 1004. Revenue will continue to be recognised when Brand Tasmania gains control of the asset (e.g. cash or receivable) in most instances.

Under AASB 1058, Brand Tasmania will continue to recognise volunteer services only when the services would have been purchased if they had not been donated, and the fair value of the services can be measured reliably. This treatment is the same as in prior years.

Brand Tasmania has adopted AASB 1058 retrospectively with the cumulative effect of applying the Standard recognised from 1 July 2019 by adopting the transitional practical expedient permitted by the Standard. Brand Tasmania has also adopted the transitional practical expedient as permitted by the Standard, whereby existing assets acquired for consideration significantly less than fair value principally to enable the entity to further its objectives, remain recorded at cost and are not restated to their fair value.

Brand Tasmania has not acquired assets for less than fair value.

There is no impact on the financial statements on adoption of the standard.

# Notes to the Financial Statements

## Standards not yet adopted

The following applicable Standards have been issued by the AASB and are yet to be applied:

- AASB 1059 *Service Concession Arrangements: Grantors* – The objective of this Standard is to prescribe the accounting for a service concession arrangement by a grantor that is a public sector entity. This Standard applies on or after 1 January 2020. The impact of this standard is enhanced disclosure in relation to service concession arrangements for grantors that are public sector entities. It is not anticipated that there will be any material financial impact.

## 10.5 Comparative figures

Comparative figures have been adjusted to reflect any changes in accounting policy or the adoption of new standards. There have not been any changes to comparative figures.

## 10.6 Taxation

Brand Tasmania is exempt from all forms of taxation except Fringe Benefits Tax and the Goods and Services Tax (GST).

Revenue, expenses and assets are recognised net of the amount of Goods and Services Tax, except where the GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST. The net amount recoverable or payable to the ATO is recognised as an asset or liability within the Statement of Financial Position.

In the Statement of Cash Flows, the GST component of cash flows arising from operating, investing or financing activities which is recoverable from, or payable to, the Australian Tax Office is, in accordance with the Australian Accounting Standards, classified as operating cash flows.

## 10.7 Judgements and assumptions

In the application of Australian Accounting Standards, Brand Tasmania is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements.

Actual results may differ from these estimates. The estimates and assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of revision and future periods if the revision affects both current and future periods. Judgements made by Brand Tasmania that have significant effects on the Financial Statements are disclosed in the relevant notes to the Financial Statements. This includes Note 6.2 for Employee Benefits. Brand Tasmania has made no assumptions concerning the future that may cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

## 10.8 Additional information

The principal place of business for Brand Tasmania is located at 15 Murray Street, Hobart, Tasmania.

## 10.9 Segment information

The entity operates principally in one industry segment being the management of all functions particular to Brand of Tasmania within the State of Tasmania.

## 10.10 Economic dependency

Brand Tasmania derives its revenue principally from Government funding.

**Independent Auditor's Report**

**To the Members of Parliament**

**Brand Tasmania**

**Report on the Audit of the Financial Statements**

**Opinion**

I have audited the financial statements of Brand Tasmania (the Authority), which comprises the statement of financial position as at 30 June 2020 and statements of comprehensive income, changes in equity and cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, other explanatory notes and the statement of certification by the Chief Executive Officer (CEO).

In my opinion, the accompanying financial statements:

- (a) present fairly, in all material respects, the Authority's financial position as at 30 June 2020 and its financial performance and its cash flows for the year then ended
- (b) are in accordance with the *Brand Tasmania Act 2018*, *Financial Management Act 2016* and Australian Accounting Standards.

**Basis for Opinion**

I conducted the audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. I am independent of the Authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (Including Independent Standards)* (the Code) that are relevant to my audit of the financial statements in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code.

The *Audit Act 2008* further promotes the independence of the Auditor-General. The Auditor-General is the auditor of all Tasmanian public sector entities and can only be removed by Parliament. The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

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I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My audit is not designed to provide assurance on the accuracy and appropriateness of the budget information in the Authority's financial statements.

**Responsibilities of the CEO for the Financial Statements**

The CEO is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, and the financial reporting requirements of Section 42 (1) of the *Financial Management Act 2016*. This responsibility includes such internal control as determined necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, CEO is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Authority is to be dissolved by an Act of Parliament, or the CEO intends to cease operations, or have no realistic alternative but to do so.

**Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the CEO.
- Conclude on the appropriateness of the CEO's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to

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continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusion is based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the CEO regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Stephen Morrison  
**Assistant Auditor-General Financial Audit Services**  
**Delegate of the Auditor-General**

**Tasmanian Audit Office**

23 September 2020  
Hobart

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# Thank You

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