



TOURISM TASMANIA

CORPORATE PLAN

2020-2023 (SIX MONTH INTERIM PLAN)



Road to Bicheno
© Stu Gibson

TASMANIA
COME DOWN FOR AIR





Crater Lake, Cradle Mountain
Cradle Mountain-Lake St Clair National Park
© Jason Charles Hill

A high-angle, wide shot of a rugged mountain landscape. In the foreground, a dark, calm lake reflects the sky. The middle ground is dominated by steep, rocky slopes covered in patches of green and yellow vegetation. In the background, a prominent, flat-topped mountain peak rises against a heavy, grey, overcast sky. The overall mood is majestic and serene.

Our purpose

—— To connect travellers culturally and emotionally with our island delivering social and economic benefits shared with all Tasmanians.



Barn Bluff, Cradle Mountain
Cradle Mountain-Lake St Clair National Park
© Jason Charles Hill

Statement of Corporate Intent

The Tourism Tasmania Corporate Plan 2020 – 2023 (six month interim plan) recognises our role as a demand generator and brand leader in Tasmania’s visitor economy. It also outlines the Agency’s role in leading and influencing the development of policy and planning for a future visitor economy.

We action our purpose through:

- Celebrating Tasmania’s uniqueness through our marketing program which entices customers who are aligned to our brand to travel to Tasmania;
- Advocating and securing air and sea capacity to support visitor travel to Tasmania and to support the community to travel in and out of Tasmania;
- Leading the T21 Visitor Economy Strategy Implementation on behalf of government to enable a sustainable visitor economy for the benefit of all Tasmanians.

Given the impact of COVID-19 on Tasmania’s economy and community, this three yearly Plan is intended as a six month interim edition, allowing for the Plan to be updated to include the inputs and outcomes of dedicated recovery planning underway for the visitor economy and our industry, due for release in August 2020.



CHAIRMAN'S MESSAGE



——— Tasmania's visitor economy has been hit hard by the COVID-19 pandemic. As we work with industry on a rebuilding and recovery program, we are fortunate that through T21 we have a shared vision for the future that is just as relevant for these times as it was before them. This strategy will act as a solid foundation for us to regain confidence and hope for the future.

Since the advent of COVID-19, Tourism Tasmania has played a number of roles. We have worked through our communications to become the source of truth of government and official communications for industry. We will continue to play this role. We see this as one of our leadership responsibilities in serving our industry.

The team has worked tirelessly in the aviation space to work with our airline partners to maintain essential passenger and freight access to the state, including Flinders and King islands.

Our Research & Insights team have worked to compile what we know about market trends and rapidly changing consumer sentiment. We continue to evolve that on a weekly, sometimes daily basis.

Our marketing team has transformed what was originally a planned out international and domestic market strategy, to a program that has had to be responsive to the state's new phased recovery pathway.

Our Agency's focus is now on recovery and we are well placed to lead major pieces of the recovery program. We will lead and coordinate industry specific recovery planning, through a dedicated role within Tourism Tasmania, the Director, Visitor Economy, but also through our role chairing the T21 Visitor Economy Steering Committee and supporting the Premier's Visitor Economy Advisory Council. Our demand generation work will be focussed to support the industry's rebuild in line with the Tasmanian Government's phased pathway to recovery and our work in advocating and securing access to our state will become even more critical as a foundational pillar of the industry's rebuild. It is not possible without it.

The publishing of this edition of the Agency's Corporate Plan comes at the same time as T21 works to develop a two year Tourism and Hospitality Recovery Plan, as a key driver of

the Tasmanian Government's overall economic recovery planning. As such, the Board has decided that this Plan will be interim in nature. It is vital that the Agency's strategy is agile and has the ability to adjust to the inputs and outcomes of that planning, including new opportunities and challenges which may be identified.

The Agency's focus is clear however. It will support the rebuild of Tasmania's tourism and hospitality industry through its demand generation and access advocacy work and lead the overall planning effort through the T21 process.

This will mean Tasmanians will see us in markets which are not normally within our remit – the intrastate market being the most obvious, as we collaborate with our regional tourism organisations to uncover a breadth and depth of experiences that we will showcase to Tasmanians in their own backyard. It is only through the development of intrastate and interstate markets working together over the coming year that we can hope to return our businesses to some sort of sustainability by the end of 2020.

There will be significant work to do to get back to where we once were. We'll be a different industry no doubt, but we'll be more resilient and united. I look forward to working with industry through the T21 process over the next 12 months to collectively rebuild our industry.

I'd also like to acknowledge the Tourism Tasmania team which has worked with the industry in mind and in uncertain circumstances to develop a Marketing Recovery Plan designed to assist in the rebuilding process. Tasmania's brand is strong and it is our mission to support all in our sector to recover to the bright future we all see for Tasmania.

James Cretan
Chairman, Tourism Tasmania Board

A person is sitting in a campsite at dusk. They are wearing a patterned blanket with geometric designs in grey, black, and teal. The campsite is set up on a blue tarp over a rocky ground. In the background, there is a dense forest of tall trees. The sky is a mix of blue and orange from the setting or rising sun. The text "TASMANIA'S VISITOR ECONOMY" is overlaid in white, bold, sans-serif font. There are two thin white vertical lines, one above and one below the text.

TASMANIA'S VISITOR ECONOMY



Left of Field Caravan Park,
Maydena
© Off the Path

The role of Tourism Tasmania in supporting the Visitor Economy rebuild post COVID-19

Tasmania's brand remains strong and the principles on which it is built will continue to guide the Agency into the future. Our ability to achieve our objectives lies in our ability to be responsive to market changes and by building our resilience to market shocks by surveying and responding to current and emerging risks.

Through its work, the Agency will also play an important role in rebuilding confidence in the industry.

Tourism Tasmania's Strategy Map 2020-2022 defines Tourism Tasmania's role in supporting the Visitor Economy rebuild.

It outlines;

- The outcomes expected of the Agency by 2022
- The areas of strategic investment we will make to achieve the 2022 outcomes
- The prioritisation of our work to achieve milestones by June 2021.

The Strategy will be responsive to the T21 Recovery Planning process, with progress to be reported regularly to the Tourism Tasmania Board and Minister.



Supporting Tasmania’s visitor economy rebuild post COVID-19 Strategy Map 2020-22

MILESTONES ACHIEVED BY JUNE 2021:

T21 – Tourism Recovery Strategy & 2030 Strategy

- Developed and launched a two year tourism recovery plan as part of 2030 strategy development.
- Tourism Tasmania designed to optimise the implementation of the Recovery Plan and sustainability measures.
- Designed and implemented mechanisms to strengthen the connection between demand and supply.

Renewed Marketing Strategy

- New tourism brand and content evolved to be competitive in changed domestic marketplace.
- Global marketing strategy reviewed to address changed consumer and market changes post COVID 19.
- Prioritised market activation – intrastate, interstate, international.
- Re-entered and activated the New Zealand market.
- Implemented a Touring strategy, incorporating the Tasmanian Journeys, to support regional recovery.
- Completed phase one of digital platform implementation, with new and enhanced existing tools.
- Driven passion point travel through the Unordinary Adventures program.

Research & Insights

- Delivered a customer insights program to support the rebuild Tasmania’s visitor economy informed by global insights.

Access

- Re-secured a domestic aviation network meeting the needs of visitors, business and Tasmanians.
- Pursued international flight from New Zealand as a priority.

Industry Engagement

- Delivered a team driven program, connecting us with industry, understanding the changed industry landscape and supporting them to rebuild.

People

- Implemented phase 2 of the People Strategy implemented to increase organisational capability and employee experience.
- Optimised processes, systems and platforms to support team performance.

STRATEGIC INVESTMENTS:

OUTCOMES 2022:

Visitor Economy policy influence & implementation

Leader in Tasmania’s Visitor Economy, supported by Government

Sustainability commitment

Global Leader in Sustainable Destination Management/Marketing

Tasmania’s Brand

Visitor Economy valued by our community

Marketing Strategy

‘Anti-ordinary’ brand implementation and creative execution

Access Growth Strategy

Connected to Customers

Understanding the Tasmanian Experience

Meeting demand for access to and from Tasmania

Our work valued by industry

Entrepreneurial and creative culture

High Performance Culture

01 Marketing Strategy – generating demand to support Tasmania’s Visitor Economy Rebuild

Tourism Tasmania’s marketing strategy will focus on supporting the rebuild of Tasmania’s visitor economy, aggressively pursuing market opportunities aligned to Tasmania’s COVID-19 recovery pathway.

The Tasmanian tourism brand represented through the creative expression – Tasmania Come Down for Air – and its underlying principles remain sound, The brand is well positioned to support the recovery pathway and will remain core to the Agency’s marketing program.

In addition to the interstate program, two new intrastate campaigns have been designed to encourage Tasmanians to support their Tasmanian tourism and hospitality businesses in the year ahead to supplement interstate travel rebuild as it resumes and grows.

Tasmania’s global marketing strategy will be reconsidered in light of the market and consumer changes, with an increased focus on growing the New Zealand market in the early phase of international market access.

PHASES:

PHASE 1 – JUN 20 – DEC 20

Intrastate and interstate market re-entry
(includes touring & Unordinary adventures) & NZ launch

PHASE 2 – JAN 21 – DEC 21

Interstate with a strong cool/winter season play and
international market scale up

STRATEGIC AREAS OF FOCUS:

BRAND

Build out
meaning of Air
‘Many ways to
catch your breath’

CUSTOMER

Convert existing
Encourage past
Engage new

ACCESS

Support access
through demand
generation, and
coordinated access
partner programs

SUPPLY

Work closely within
the T21 framework
to ensure program
and timing supports
rebuild for all regions
of the State

DIGITAL

Fast-track
digital strategy
development to
support program to
nurture customer
relationships

KEY PROGRAMS DELIVERED BY JUNE 21

- New tourism brand and content evolved to be competitive in changed domestic marketplace
- Global marketing strategy reviewed to address changed consumer and market changes post COVID 19.
- Prioritised market activation – intrastate, interstate, international
- Re-entered and activated the New Zealand market
- Implemented a Touring strategy, incorporating the Tasmanian Journeys, to support regional recovery.
- Drive passion point travel through the Unordinary Adventures program.
- Completed phase one of digital platform implementation, with new and enhanced existing tools.

Our Customers

Tourism Tasmania is closely monitoring the impacts of COVID-19 on our defined target markets and the broader market to determine the focus of our marketing program to stimulate market demand and support the rebuilding of the visitor economy.



INTRASTATE:

The entire travelling public 18+ will be targeted in Tourism Tasmania's intrastate campaigns, Make Yourself at Home and a second complementary campaign to ensure Tasmanians support their local hospitality venues when restrictions allow, post COVID-19. The audience group is more expansive to ensure our campaigns achieve the greatest coverage of the Tasmanian audience to prompt action.



INTERSTATE:

Tourism Tasmania has been targeting two domestic holiday segments over the past 18 months, the Raw Urbanites and Erudites. Together, they account for approximately 33% of travelling Australians. Both segments are seeking 'enrichment' to their lives, including from their travel. Historically, we have targeted these audiences across the eastern seaboard and in Adelaide and Perth. This strategy may also evolve based on how travel restrictions are eased and access to markets provide opportunity.



RAW URBANITES

More likely to spend more time on their holiday and go 'off the beaten track' and regionally disperse. They are seeking an opportunity to switch off, refresh and rejuvenate through nature and rebuild connections



ERUDITES

Erudites are 'pulled' to destinations by product innovations and events and are inclined to be actively engaged with the destination when they are there, thus promising to be a high yielding and advocating market.



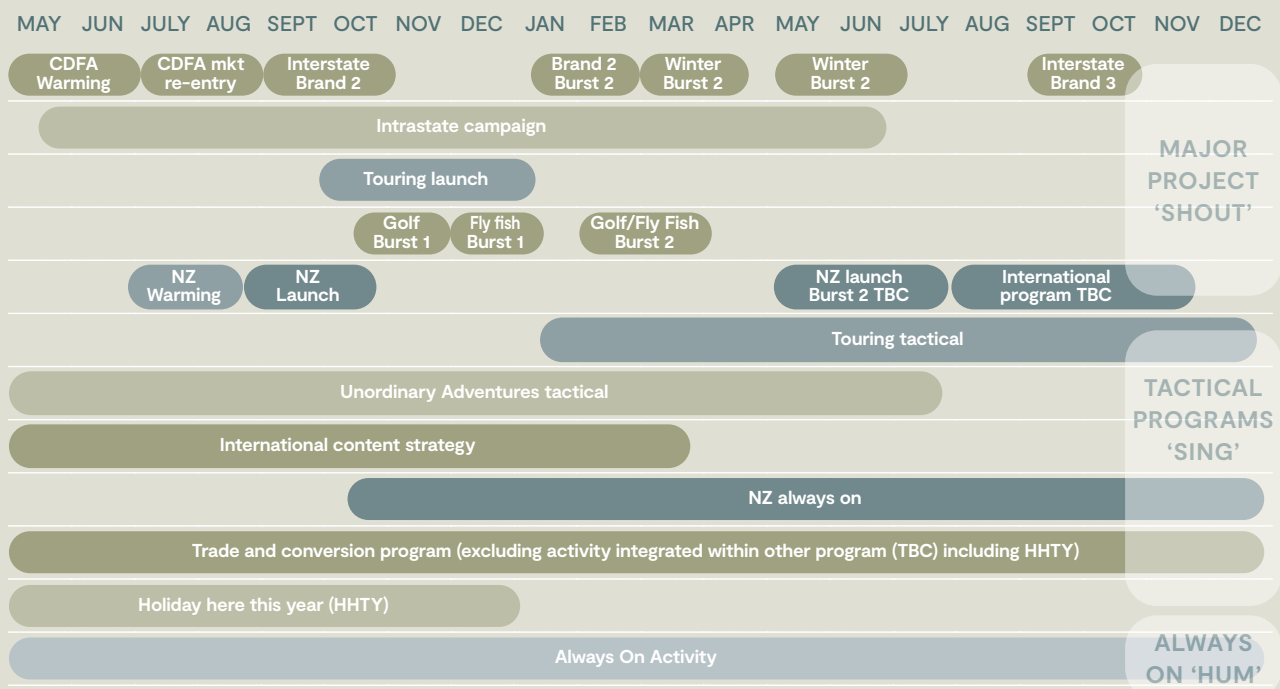
INTERNATIONAL:

Our target customers are High Value Travellers who are more likely to invest in our communities as well as those who will seek a rich experience from their travel destination. This includes communities in North America, Continental Europe, United Kingdom, Singapore, Hong Kong, China and New Zealand. It is anticipated that international markets will not be accessible throughout 2020, however it will still be important to maintain Tasmania's awareness and connection in these markets during this time.

Marketing Recovery Program 2020 - 2021

Informed by the Tourism Tasmania Strategy Map 2020- 2022, the core deliverables of the marketing recovery program will be;

- Delivery of intrastate campaigns, Make Yourself at Home and the complementary hospitality program.
 - Re-entry into the domestic marketplace with the Come Down for Air platform, maximising conversion opportunities and working with Tourism Australia on its Holiday Here this Year campaign
 - New Zealand re-entry to build on the previously identified opportunity the market presents, including support for international aviation links to New Zealand, including through any potential trans-Tasman border/aviation bubble.
- Driving passion point travel, particularly in the areas of golf, walking, fly fishing and mountain biking as part of the Unordinary Adventures program
 - Maintaining customer connection in international markets working in partnership with Tourism Australia to ensure we continue to engage with our key audiences so that Australia and in particular Tasmania are in the consideration set when international travel resumes.



02 Leading Visitor Economy Planning & engaging with industry

T21 LEADERSHIP IN RECOVERY PLANNING

T21 will have oversight and drive the recovery priorities of Tasmania’s tourism and hospitality industry, under the broader framework of the Premier’s Social and Economy Advisory Council.

The T21 mechanism will coordinate work between government and industry in a responsive and agile way through a dedicated T21 Recovery Committee reporting into Premier’s Visitor Economy Advisory Council. The deliverables are as follows;

- Development of industry recovery priorities
- A Tourism and Hospitality Recovery Plan
- A Research and Insights program to inform the recovery process
- An industry communications program to engage industry in the recovery process

Both demand (Tourism Tasmania) and supply (Department of State Growth) have been required to collaborate and connect closely during the COVID-19 crisis to ensure a coordinated policy and communications response for industry. Through recovery, strategies and mechanisms to connect demand and supply more closely will be pursued.

ENGAGEMENT PROGRAM WITH INDUSTRY

Guided by the T21 recovery process, Tourism Tasmania will work with its partners and industry on recovery and how the Tourism Tasmania team can engage with industry to aid the rebuild process through greater insights and interaction with operators and businesses in the changed landscape.

03 Recovering access to Tasmania

Recovering aviation access to Tasmania is the highest priority for visitor economy recovery and work is underway, led by the Director Access & Aviation, with airlines and airports.

Opportunities will need to be aligned to the Tasmanian Government's phased recovery pathway and the demand generation program.

Australia's aviation industry is preparing to return to domestic flying in mid-July 2020 and are launching initiatives to protect the safety and wellbeing of passengers.

Restoring domestic capacity will potentially take two years or more. Against that backdrop, Tasmania's Access Strategy will become a foundational pillar of the T21 Recovery Plan and will focus on the following priority areas;

- Understanding demand potential in the Visiting Friends and Relatives, Leisure and Corporate travel markets to inform business cases with airlines.
- Aligning capacity into the state with the phases of the Tasmanian Government's Recovery plan supporting economic and social recovery across Tasmania.
- Priority negotiations with major aviation providers - the Qantas Group and Virgin Australia (subject to emergence from administration).

WORKING COLLABORATIVELY WITH THE TT-LINE (SPIRIT OF TASMANIA):

The touring and self-drive market present significant opportunities for Tasmania, including through recovery. Tourism Tasmania will work closely with the TT-Line to coordinate marketing messaging and maximise strategies to align efforts to rebuild Tasmania's drive market under the T21 Recovery framework.

CRUISE SHIPPING IN TASMANIA:

A temporary ban currently exists on cruise shipping in Tasmania. Tasmania will consider the impacts of COVID 19 on the cruise shipping market and the future of the market for Tasmania. We will also be part of national discussions around when and how cruise shipping will return to Australia. The return of cruise shipping to Tasmania will be considered as part of the T21 Recovery program.

04 Fostering an entrepreneurial and creative culture

Tourism Tasmania strives for a values based culture, aiming to create a positive and productive working environment, encouraging innovation, creativity and importantly the best connection with our customers.

Tourism Tasmania will continue to implement its three year people strategy to ensure we can be the best of its kind, focussing on our people through prioritising personal growth and wellbeing, building knowledge of our place and our industry and developing our capability.

Key initiatives include:

Culture – to build a unique, positive and desirable culture where the employee experience is aligned with our brand, our values and strategy.

Capability – to build the capabilities that we need now and into the future offering industry relevant career development.

Purpose – to connect individual roles with the overarching strategy and program.

Leadership – to achieve highly effective leadership in action through individual leaders and leadership teams.

Wellbeing – to create an environment that supports the team and our people to be their best.

Knowledge – to build our collective knowledge of our place and our industry.

Enabling – to provide tools, systems and processes that enhance productivity and achievement.

Tourism Tasmania is committed to maintaining high standards of governance and accountability including strategic risk, budget management, statutory compliance and reporting requirements.

TOURISM TASMANIA MANIFESTO:

Our purpose: To connect travellers culturally and emotionally with our island delivering social and economic benefits shared with all Tasmanians.

We will be uniquely Tasmanian in the way we bring our brand to life, creating anti-ordinary work making our visitors feel more human and fall in love with our island of difference.

John Fitzgerald CEO Tourism Tasmania

WE VALUE:

Communication – we listen to understand

Unity – together we get it done

Respect – everyone matters

Growth – we invest in ourselves and others

Accountability – we own it

Work – we embrace the play

Tourism Tasmania is a brand leader and demand generator for our state. It is also a leader and influencer in shaping a sustainable future for our Visitor Economy. The work of each and every team member helps the organisation carry out these roles on behalf of the Tasmanian community.

OUR COMMITMENTS:

We will always

- listen to the customer
- be Tasmanian first and foremost
- be true to our brand – anti-ordinary and human centred
- market all of Tasmania, with an emphasis on our regions
- engage with industry and understand Tasmania's experiences
- deliver strong and effective management
- embrace processes and platforms which optimise our work and challenge those which constrict it

We will never compromise

- compliance with law and ministerial direction
- delivering the policies of the government

Performance Reporting

Given the timing of this interim Plan, the uncertainty in markets and the rapidly evolving Tasmanian response to COVID-19, performance measurements have not been included in this Plan.

Recovery targets and metrics will be set as part of the T21 Recovery Plan already underway and adopted by Tourism Tasmania as key performance indicators. This interim Plan will be updated on or before December 2020 to include relevant targets and adjustments to strategic priorities as required.



- 01 – Lighthouse Bay – Bruny Island © Adam Gibson
- 02 – Brown Trout © Samuel Shelley
- 03 – Donaghys Lookout, Lyell Highway © Jess Bonde
- 04 – Zeeman Post Office © Ollie Khedun

Risk Management

Tourism Tasmania promotes a strong risk management culture to ensure the Agency delivers on its objectives and priorities.

The Agency will review its risks in the next 6-12 months to reflect the changed market conditions caused by COVID-19 and the impacts on our industry.

During this period, we will prioritise our efforts on the recovery marketing program; implementation of strategies

and mechanisms to connect demand and supply activities; increase the the agility and capability of our organisation to deliver strategic and operational programs in response to, and in support of our industry's rebuild.

The key priority areas that Tourism Tasmania will specifically focus on over the next 6 months, whilst a broader risk review is undertaken are:



01 – Summit of kunanyi/Mt Wellington © Luke Tscharke
02 – Abalone diving, King Island © Stu Gibson
03 – Mount Owen © Ollie Khedun
04 – Pieman River © Off the Path

RISK PRIORITY AREA:

Ensuring we are agile enough to implement our Recovery Marketing Program.

Ensuring our work meets the needs of our varying stakeholders.

Advocating for access constraints to be lifted to realise increased demand.

MANAGEMENT STRATEGY:

- We will provide clear direction to our team on priorities and work program sequencing and/or not pursue programs which do not further our strategic objectives.
- We will implement program enablers as a priority, ensure our resources support program delivery and streamline processes where possible.
- We will ensure the considerations of supply and demand are joined closely through the T21 Recovery structure.
- We will work to understand the ‘state of the industry’ as recovery phasing occurs, to inform our work.
- We will implement a robust risk management and stakeholder communications and engagement program.
- Our teams will work in agile ways able to adjust to industry and customer needs.
- We will work in partnership with industry and our regional partners to ensure the relevance of our work to the industry’s rebuild.
- An Access Recovery strategy to be at the centre of the T21 Recovery planning process.
- We will instigate strategies for working with aviation and access providers to maximise access to the state.
- We will ensure demand generation activities work closely with the Access program to support aviation business case development.
- We will continue to have a strong partnership with the TT-Line given the importance of the self-drive/touring market.

The Agency’s broader and more comprehensive strategic and operational risks will continue to be managed and monitored closely, with appropriate controls and treatments in place.

A close-up photograph of a person's hand holding a large quantity of hazelnuts. The hazelnuts are in various stages of husk removal, with some showing the smooth, reddish-brown shell and others still encased in the dry, papery husks. The background is a soft-focus field of fallen autumn leaves in shades of brown and orange. The text 'FINANCIAL STATEMENTS' is centered over the image in a white, bold, sans-serif font. Two thin vertical white lines are positioned on either side of the text, extending from the top and bottom edges of the word 'FINANCIAL' to the top and bottom edges of the word 'STATEMENTS' respectively.

FINANCIAL STATEMENTS



Hazelbrae at Hagley
© Kelly Slater

Statement of Cash Flows

for the period ended 30 June

| | 2018-19 Actual \$,000 | 2019-20 Estimate \$,000 | 2020-21 Estimate \$,000 | 2021-22 Estimate \$,000 | 2022-23 Estimate \$,000 |
|---|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | | | |
| Payments | | | | | |
| Employee | (6,312) | (7,181) | (7,344) | (7,509) | (7,716) |
| Other | (27,302) | (26,767) | (26,858) | (27,167) | (20,808) |
| Receipts | | | | | |
| Govt appropriation | 33,004 | 33,624 | 33,592 | 34,066 | 27,914 |
| Other | 610 | 750 | 610 | 610 | 610 |
| Net cash from operating activities | 0 | 426 | 0 | 0 | 0 |
| Net increase/(decrease) cash | 0 | 426 | 0 | 0 | 0 |
| Cash at beginning of period | 1 | (425) | 1 | 1 | 1 |
| Cash at end of period | 1 | 1 | 1 | 1 | 1 |

Income Statement

for the period ended 30 June

| | 2018-19 Actual \$,000 | 2019-20 Estimate \$,000 | 2020-21 Estimate \$,000 | 2021-22 Estimate \$,000 | 2022-23 Estimate \$,000 |
|----------------------|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| REVENUE | | | | | |
| Sales | 0 | 0 | 0 | 0 | 0 |
| Govt | 33,004 | 33,624 | 33,592 | 34,066 | 27,914 |
| Other | 610 | 750 | 610 | 610 | 610 |
| Asset | 0 | 0 | 0 | 0 | 0 |
| Total revenue | 33,614 | 34,374 | 34,202 | 34,676 | 28,524 |
| EXPENSES | | | | | |
| Operating | 33,545 | 34,304 | 34,132 | 34,605 | 28,453 |
| Depreciation | 128 | 22 | 22 | 22 | 22 |
| Other | 69 | 70 | 70 | 71 | 71 |
| Total expenses | 33,742 | 34,396 | 34,224 | 34,698 | 28,546 |
| Abnormal expenses | 0 | 0 | 0 | 0 | 0 |
| Net change to equity | (128) | (22) | (22) | (22) | (22) |

Balance Sheet

for the period ended 30 June

| | 2019 Actual \$,000 | 2020 Estimate \$,000 | 2021 Estimate \$,000 | 2022 Estimate \$,000 | 2023 Estimate \$,000 |
|-----------------------------|--------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Financial assets | | | | | |
| Cash | 1 | 1 | 1 | 1 | 1 |
| Receivables | 261 | 0 | 0 | 0 | 0 |
| Total financial assets | 262 | 1 | 1 | 1 | 1 |
| Non-financial assets | | | | | |
| Plant and Equipment | 401 | 367 | 345 | 323 | 301 |
| Other | 673 | 828 | 828 | 828 | 828 |
| Total non-financial assets | 1,074 | 1,195 | 1,173 | 1,151 | 1,129 |
| TOTAL ASSETS | 1,336 | 1,196 | 1,174 | 1,152 | 1,130 |
| Liabilities | | | | | |
| Payables | 36 | 40 | 40 | 40 | 40 |
| Employee benefits | 1,312 | 1,495 | 1,495 | 1,495 | 1,495 |
| Other | 57 | 71 | 71 | 71 | 71 |
| Total liabilities | 1,405 | 1,606 | 1,606 | 1,606 | 1,606 |
| NET ASSETS | (69) | (410) | (432) | (454) | (476) |
| Equity | | | | | |
| Accumulated surplus/deficit | (69) | (410) | (432) | (454) | (476) |
| TOTAL EQUITY | (69) | (410) | (432) | (454) | (476) |



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TASMANIA

COME DOWN FOR AIR



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TOURISM TASMANIA

GPO Box 399 Hobart
Tasmania 7001 Australia
Level 3 / 15 Murray Street
Hobart Tasmania 7000 Australia
Phone [03] 6165 5334
reception@tourismtasmania.com.au
www.tourismtasmania.com.au