




Destination Country
& Outback NSW Ltd.

ANNUAL REPORT 2023

Menindee Lakes



Destination
Country and Outback NSW



OUR MISSION IS TO PROVIDE AN
INSPIRING AND EFFECTIVE APPROACH
TO GROW THE VISITOR ECONOMY
OF COUNTRY AND OUTBACK
NSW AND CREATE MEANINGFUL
CONNECTION BETWEEN THE PLACE,
ITS COMMUNITIES AND BUSINESSES,
AND WITH VISITORS TO THE REGION.

WE PAY RESPECT TO THE
TRADITIONAL CUSTODIANS OF
THE LAND WE NOW CALL NEW
SOUTH WALES AND ACKNOWLEDGE
THEIR ENDURING CULTURE AND
CONTINUED CONNECTION TO
COUNTRY. WE EXTEND OUR RESPECT
TO ELDERS, PAST AND PRESENT,
AND ACKNOWLEDGE FUTURE
GENERATIONS OF ABORIGINAL
PEOPLE. WE ACKNOWLEDGE
VISITORS FROM ACROSS AUSTRALIA
AND AROUND THE WORLD ARE MADE
WELCOME ON ABORIGINAL LANDS
BY THE TRADITIONAL CUSTODIANS
OF NSW. WE ACKNOWLEDGE THE
SIGNIFICANT CONTRIBUTION MADE
BY ABORIGINAL PEOPLE TO THE
DEVELOPMENT AND PROMOTION OF
THE VISITOR ECONOMY.

Mutawintji National Park



CHAIR'S REPORT



Destination Network Country and Outback [DNCO] had a new footprint comprising 25 Local Government Areas in the 2022-2023 financial year, reflecting Destination Network Central West coming into effect in July 2022.

Implementing the Destination NSW Visitor Economy Strategy to grow visitation and investment across this revised region remained a priority for the DNCO board throughout the year.

General Manager Lucy White and her team completed a major milestone, delivering the Country and Outback Destination Management Plan [DMP]. The development of the plan required extensive consultation with stakeholders. The result is a DMP that distilled the essence of our broad geography and the opportunities this presents.

This instrumental roadmap will drive the region's development until 2030, informing funding and investment and providing local operators and the region's 25 Councils criteria against which to make informed and strategic decisions.

The DMP, along with the accompanying Growing Regional NSW advocacy document, prepared on behalf of the seven Destination Networks, was submitted to Minister Ben Franklin at the end of 2022.

Throughout, we have been cognisant of the challenges that continue face regional visitation; the lack of staff remains a pressing issue, and aviation accessibility challenges have been exacerbated as regional capacity was cut further.

The board continues to advocate on behalf of our operators and region at every opportunity, remaining in regular contact with Destination NSW and politicians to address these and other pertinent issues. I had the opportunity to accompany Minister Franklin on his visit to Broken Hill and Silverton in September 2022 in support of the region's tourism, arts, and indigenous activities, and to experience the Broken Heel Festival. He was most positive about the experience and expressed his appreciation for the work done by DNCO in developing tourism in Regional NSW and in particular the Mundi Mundi Bash which is forecast to attract over 11,000 to Broken Hill for its 2023 event.

The impact of the state government transition in May 2023 will remain to be seen, but I urge the incoming government to continue to support Regional NSW and to seek to understand the positive impact of the visitor economy and their decisions on regional and remote areas.

In addition to regular online board meetings, the board held meetings in Broken Hill in August 2022 and Dubbo in March 2023. The Dubbo meeting aligned with the DNCO Visitor Economy Forum, which brought together 80 local operators for a day of insights and learnings, that was by all accounts successful in fostering ideas and opportunities for those who attended.

Several members of the board and management team attended Destination Australia, Tourism Australia's flagship event for the industry, and Lucy White attended the Visitor Economy Forum in May 2023. These forums provide the opportunity to represent DNCO's voice to government and industry alike, and to bring best practice insights back to inform our efforts.

The continuous learning reflects in the DNCO support to operators and local government and contributes to outcomes.

Implementing the Destination NSW Visitor Economy Strategy to grow visitation and investment across this revised region remained a priority for the DNCO board throughout the year.

We were able to provide letters of support and assistance to several successful funding applications for local operators in Tenterfield, Narrabri, Warrumbungle, Bourke, Brewarrina, Coonamble, Dubbo, Gunnedah and Tamworth.

Support and mentoring were also provided for tourism award submissions, with strong outcomes.

In addition to a revised footprint, 2022-23 has also brought about the refresh of the board, as a number of directors have reached the end of their tenure under Destination NSW directives.

I would like to acknowledge and thank the two directors who have completed their terms for their significant contributions to DNCO, Rob Mason and Stephen Bartlett, and pay tribute to their efforts.

As Company Secretary, Rob provided a precise and steady hand for the governance needs of DNCO, and the organisation was always in good hands under his guidance. Rob was replaced by Linda Nadge in a seamless transition in March 2023 to allow him to relocate to the UK.

As Chair of the Finance, Audit and Risk Management (FARM) committee, Stephen provided astute financial oversight and input during his time.

The directors conducted a rigorous recruitment process, chaired by Chair-elect, Andrea Plawutsky, between February and May 2023, resulting in the appointment of Michael Betteridge, effective 1 July 2023.

I would like to thank Tim Loxton, Director, Regional Hub – Policy, Product and Engagement with DNSW for his exhaustive support of the recruitment process. I would also like to thank Kylie-Jane Menzies, Director – Product, Distribution and Development and Tim Loxton for their roles as Board Observers throughout the year. We also thank Stephen Mahoney, Destination NSW General Manager, for his continued guidance and support.

I have now completed my tenure as Chair of DNCO and I am delighted that Andrea Plawutsky is the incoming Chair. DNCO will undoubtedly benefit from her international and domestic travel experience together with her significant strategic planning skills. Linda Nadge as Company Secretary brings to DNCO considerable corporate experience together with wide experience in the tourism industry and I thank them both for their support and guidance throughout the year.

I also acknowledge that without the expertise and knowledge of our General Manager Lucy White, Business Development Manager Fleur Pors and Administration Coordinator Lauren Bingham the impressive performance of DNCO would not have been achieved.

My final act as Chair of DNCO was to sign a renewed funding agreement with Destination NSW, which pleasingly, will take the organisation through to 2026.

It has been my absolute pleasure to serve and to contribute to building the industry's capacity and capability, advocate and facilitate on its behalf and drive greater visitor economy outcomes to the Country and Outback region.



Clyde Thomson AM GM

Chair

Support and mentoring were also provided for tourism award submissions, with strong outcomes.

APPRECIATION

We appreciate the valuable contribution of each of the DNCO Directors and their support of our strategic direction and its linkages to the NSW Visitor Economy Strategy 2030.

A small and committed team, we were again fortunate to be fully supported by our board of directors and particularly by Chair, Clyde Thomson AM GM. Since his appointment as Chair in February 2019, Clyde provided strong leadership, and good governance which ensured a cohesive team of Directors and staff. Clyde's tenure as a director and Chair ended on 30 June and I would like to acknowledge his significant contribution to the success and stability of our Network. The expertise provided by Directors Rob Mason and Steve Bartlett who served as DNCO directors from inception to June 2023 is also acknowledged and appreciated, particularly for their proficiency in the respective roles as Company Secretary and Chair Finance Audit and Risk Management committees.

The appointment of Andrea Plawutsky and Linda Nadge as Directors in June 2022 has ensured continued stability and in June 2023, we welcomed Michael Betteridge to the DNCO Board of Directors.

We appreciate the valuable contribution of each of the DNCO directors and their support of our strategic direction and its linkages to the NSW Visitor Economy Strategy 2030.

The DNCO team values the support of Destination NSW. The Destination Networks provide the critical role in linking industry, local government and related regional agencies to support Destination NSWs in its implementation of strategies, campaigns and programs.

Particular thanks go to a driven and committed small team including Fleur Pors, Business Development Manager who welcomed back from Parental Leave in February 2023, and Lauren Bingham our Administration Coordinator who continues to provide excellent executive and administrative support to the whole team.

This report details our key achievements and performance in the 2022 – 2023 financial year.



Lucy White
General Manager



Lucy White:
General Manager



Fleur Pors:
Business Development
Manager



Lauren Bingham:
Administration
Co-Ordinator

THE YEAR IN REVIEW

The DNCO team retained a strategic approach to delivering on the role prescribed for Destination Networks. Our project delivery is linked to our own Destination Management Plan's Strategic Objectives :

- Support the Country and Outback NSW visitor economy to recover and be sustainable, capable and resilient.
- Facilitate and enable the development or enhancement of world-class visitor experiences and accommodation.
- Facilitate and enable the development or enhancement of world-class events.
- Ensure the Destination Network is compliant with duties and responsibilities of a Company Limited by Guarantee and relevant NSW Government policies

1. NEW DESTINATION MANAGEMENT PLAN 2022 - 2030

The purpose of the Destination Networks is to support DNSW in implementing the Visitor Economy Strategy 2030 (VES) to achieve the visitation and expenditure targets for regional NSW.

As a result, the Destination Management Plan for each Destination Network is to be aligned to the VES. In 2022, DNCO prepared a new DMP to deliver on Action 5.07 of the VES – 'Update Destination Management Plans to complement and help deliver visitor economy.'

The 2022 – 2030 Destination Management Plan was prepared by Destination Marketing Store and was completed in December 2022. It is designed to identify the priorities for DNCO to achieve within the context and scope of its role. It focuses on industry engagement and development as well as enhancing the experience offering of the region, including events. It aims to leverage and value-add to the wide range of existing priorities, strategies, and successes to date. It is not intended to replicate or duplicate the work already done or planned at the local government level. However, acting as a conduit to DNSW and facilitating relationships between local government and other NSW Government agencies is a core part of DNCO's role.

The development of the 2022 – 2030 Destination Management Plan was informed through:

1. Analysis of visitor research and data;
2. Review of existing strategies and plans, including at the Commonwealth, state, regional and local level;
3. Analysis of relevant global and domestic trends influencing tourism and travel. Key insights from all four core areas are outlined below. The large size and diversity of the destination network has made it necessary to break down the footprint into three separate sub-regions or research/data hubs;
4. Consultation with over 120 participants from across the region. These participants represented industry, local government, joint organizations of councils, NSW Government agencies and local communities.

The Hon Ben Franklin Minister, Minister for Tourism launched the Destination Management Plans for all 7 Destination Networks in Sydney on 14 February 2023.

2. VISITOR ECONOMY SUMMIT

The Visitor Economy Summit was held at the beautiful Lazy River Estate on the banks of the Macquarie - Wambool River with over 80 industry colleagues in attendance.

Highlights of the event included:

- **Networking event:** Held at The Exchange in Dubbo's CBD from 5:30 to 7:00pm on the evening before the Summit.
- **Goodie bags:** All Summit attendees received a goodie bag including a coffee voucher for redemption at 2 local cafes, and the 2022 – 2030 Destination Management Plan.
- **Summit Spotify playlist:** Prior to the event, attendees loaded their favorite road trip songs to one epic playlist.

A range of speakers and panellists joined us, including:

- Our MC, **Nigel Collin**
- **AAT Kings** - Andrew Hutchinson, General Manager Product and Contracting
- **Destination Marketing Store** - Directors Carl Solomon and Charlotte Prouse
- **Tourism Australia** - Sophie Treasure, Industry Relations Manager
- **Bangalay Luxury Villas** - Michelle Bishop, Founder and Proprietor
- **Whitton Malthouse** - Kate O'Callaghan, CEO
- **Windy Station Woolshed** - Clare Lee, Manager
- **Blak Markets** - Peter Cooley and Sarah Martin, founders of Blak Markets and the National Indigenous Art Fair
- **Dolly Parton Festival** - Susie Rae, founder
- **The Establishment** - Tenelle Bond, owner
- **Junee Liquorice and Chocolate** - Neil Druce, owner
- **Pave the Way to Gular Festival** - Annie Halling
- **Ngaran Ngaran Cultural Awareness** - Dwayne Bannon-Harrison
- **Australian Community Media** – Sarah Dasey and Nathan Soulsby



The post event surveys indicated a strong appetite for further networking events which supports our DMP Actions.



3. TRAVELLERS' PULSE

Another project delivered in 2023 was identified in the plan as Action 1.6.2

Prepare and distribute an annual Country and Outback NSW Visitor Economy Research Report (YE December) using available visitation research and consumer insights data.

Identified as a high priority in DNCO's draft DMP 2022 – 2030, we commissioned a dedicated research and insights program called 'TRAVELLERS' PULSE'. This research was launched at the Visitor Economy Summit on 8 March.

The aim of this project was to provide practical and relevant insights on the region's visitor economy to key stakeholders - councils, industry, and other organisations to inform destination planning and management, visitor services and experience development and enhancement. The research took a visitor-centric and future-focused approach that identified changes in a dynamic and highly competitive consumer marketplace. It was prepared based on three sub-regions consistent with those identified in the DNCO DMP - New England North West, Greater Western Plains and Outback NSW.

Insights were drawn from experience and sentiment analysis via use of a review tracker, consumer insights via facilitated online forums, review and analysis of key data from Tourism Research Australia (TRA), analysis of relevant global and domestic trends in tourism and travel.

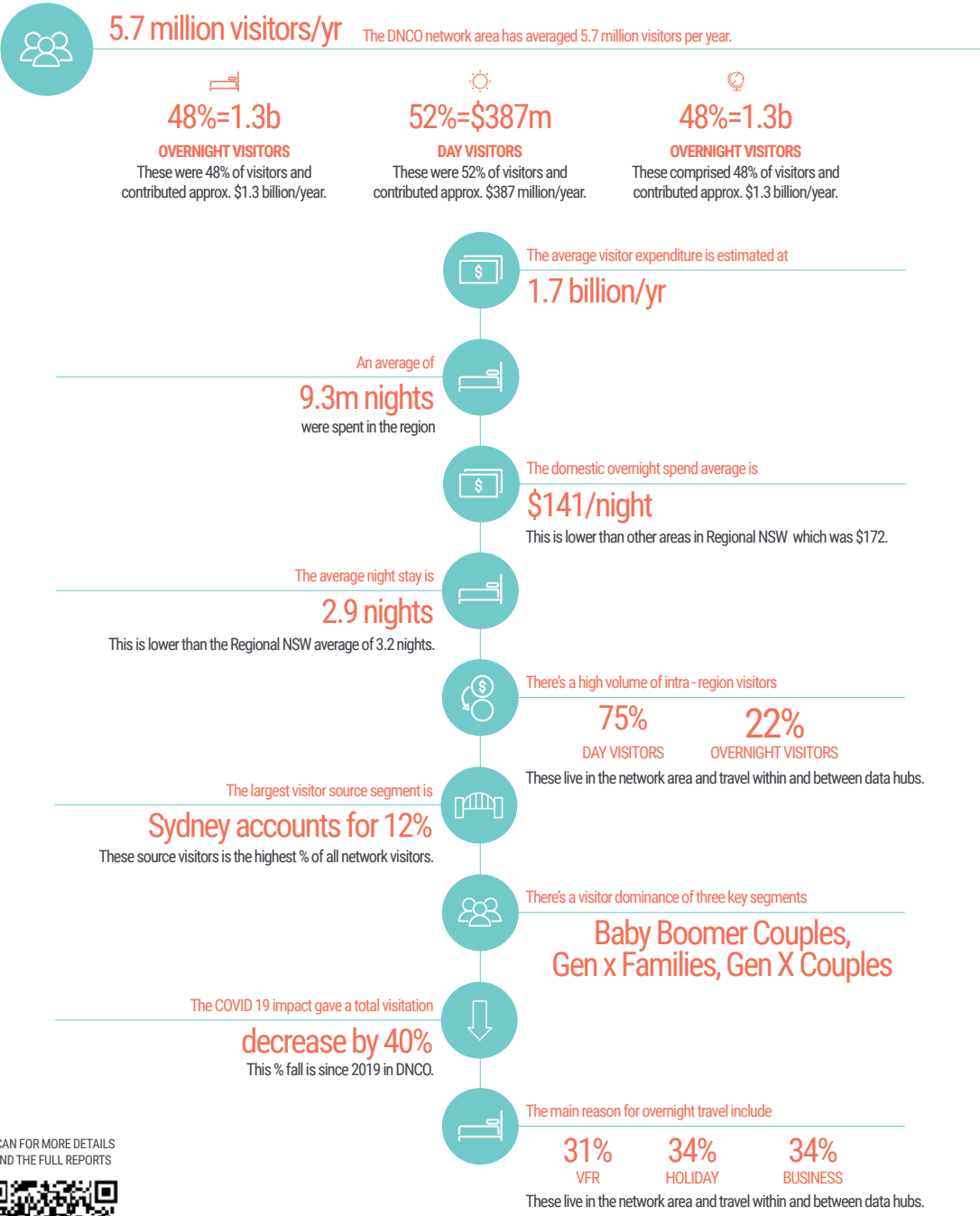
Launched at the Visitor Economy Summit in March, stakeholders have access to the insights through an online hub with QR codes for easy access. A dashboard presents key insights in infographic format.



www.travellerspulse.com.au



Travellers' Pulse Our Top 10 research insights



SCAN FOR MORE DETAILS AND THE FULL REPORTS



*All stats are an average over the past 5 years (2018-2022) sourced from Tourism Research Australia data

4. ABORIGINAL TOURISM MENTORING PROGRAM

Project 4 delivered by the team was linked to the Strategic Objective: 'Facilitate and enable the development or enhancement of world-class visitor experiences and accommodation'.

Develop a program to support the development of Aboriginal cultural experiences that provides support for new market entrants and existing providers – program to be developed with NSW Aboriginal Tourism Operators Council & DNSW.

DNCO worked collaboratively on the 3 projects to align with this objective by delivering an Aboriginal Tourism Mentoring Program

Project 1: We continued our work on a collaborative, phased program with NSW Aboriginal Tourism Operators Council. The program focused on business readiness to build authentic and sustainable Aboriginal tourism businesses.

The program focused on a domestic visitor recovery for 2022/23 by assisting businesses to target, prepare and market to specific domestic market categories including business events and education groups. This was achieved through peer-to-peer mentoring of businesses including product development plans developed by NATOC Mentors and aligning with DNCO activities. Support included providing access to business development specialists, assistance in accessing Commonwealth and State funding, and domestic marketing opportunities for those that qualify as market ready businesses.

Key Highlights

- A total of 12 Aboriginal owned and operated businesses completed the mentoring program, including a diverse mix of experiences from artists, cultural camps and performance groups.
- Over 50 mentoring hours with tailored business health check action plans.
- Expansion of business plans and product portfolios across participants leading to increased revenue and employment for local Aboriginal communities.
- Market-ready businesses have been connected to industry partners such as Accor Hotels who promote product, feature artwork and procure authentic goods and services.
- Businesses mentored to successfully host workshop and familiarisation programs tourism.
- Workshops and meetings in the Far West to deliver online marketing and product development.
- NATOC and DNCO participation in the New England North West Aboriginal Tourism Project Working Group.



Project 2: NSW Aboriginal Land Council

We participated and contributed to a project committee for the New England North West (NENW) Aboriginal Cultural Tourism Audit in consultation with members of the Northern Region Local Aboriginal Land Councils. Funding from Department of Regional NSW enabled a comprehensive cultural tourism audit and the development of a business case for capacity building and experience development of 5 Aboriginal owned tourism businesses in the NENW region. The aim of Business Case proposal prepared by Simon Macarthur Tourism (SMA) is to establish a suite of innovative and profitable Aboriginal tourism businesses that can be mentors to emerging businesses, and provide a marketing platform that brands, and promotes all Aboriginal tourism businesses in the region. The specific objectives that flow from this are:

1. Invest in product development and supporting infrastructure among Aboriginal tourism operators with the greatest immediate growth potential.
2. Enhance interpretation and guiding as part of Aboriginal tourism product development / reinvigoration.
3. Improve and integrate a regional Aboriginal tourism marketing platform via:
 - developing a brand for Aboriginal tourism in the region;
 - developing capacity building in marketing and booking systems for the operators receiving a business and product upgrade;
 - an Aboriginal Tourism Trail through linking quality Aboriginal tourism products; and o a booking system for Aboriginal tourism operators

Project 3: Blak Markets

We played a role with the inaugural Outback / Broken Hill Blak Markets which were held on 15 April 2023 Sturt Park .



ABOUT DESTINATION NETWORK COUNTRY & OUTBACK

The Destination Networks in NSW were established to support Destination Management and to assist Destination NSW in growing tourism and major events in rural and regional NSW. Since 2016, the Destination Networks have continued to play a major role in growing the Visitor Economy and maintaining NSW's position as number one in Australia for visitors, nights and expenditure.

Our region is vast, covering 45% of the State and including 25 Local Government Areas and the Unincorporated Far West. It offers an incredible diversity of visitor experiences, precincts and places to attract visitors from across Australia and overseas. The footprint extends from Tenterfield in the far north, just 24 kms from the Queensland Border, and from Dubbo in the Central West of NSW.

The Destination Networks (DNs) play two important roles:

1. Champion the visitor economy of their respective regions, proactively engaging with stakeholders to identify, prioritize and facilitate opportunities for regional visitor economy growth; and
2. Key support role for Destination NSW (DNSW) in the delivery of its industry development, visitor experience and regional event funding programs.

The purpose of the DN is to support DNSW in implementing the Visitor Economy Strategy to achieve the visitation and expenditure targets for regional NSW.

DESTINATION NETWORK RESPONSIBILITIES INCLUDE:

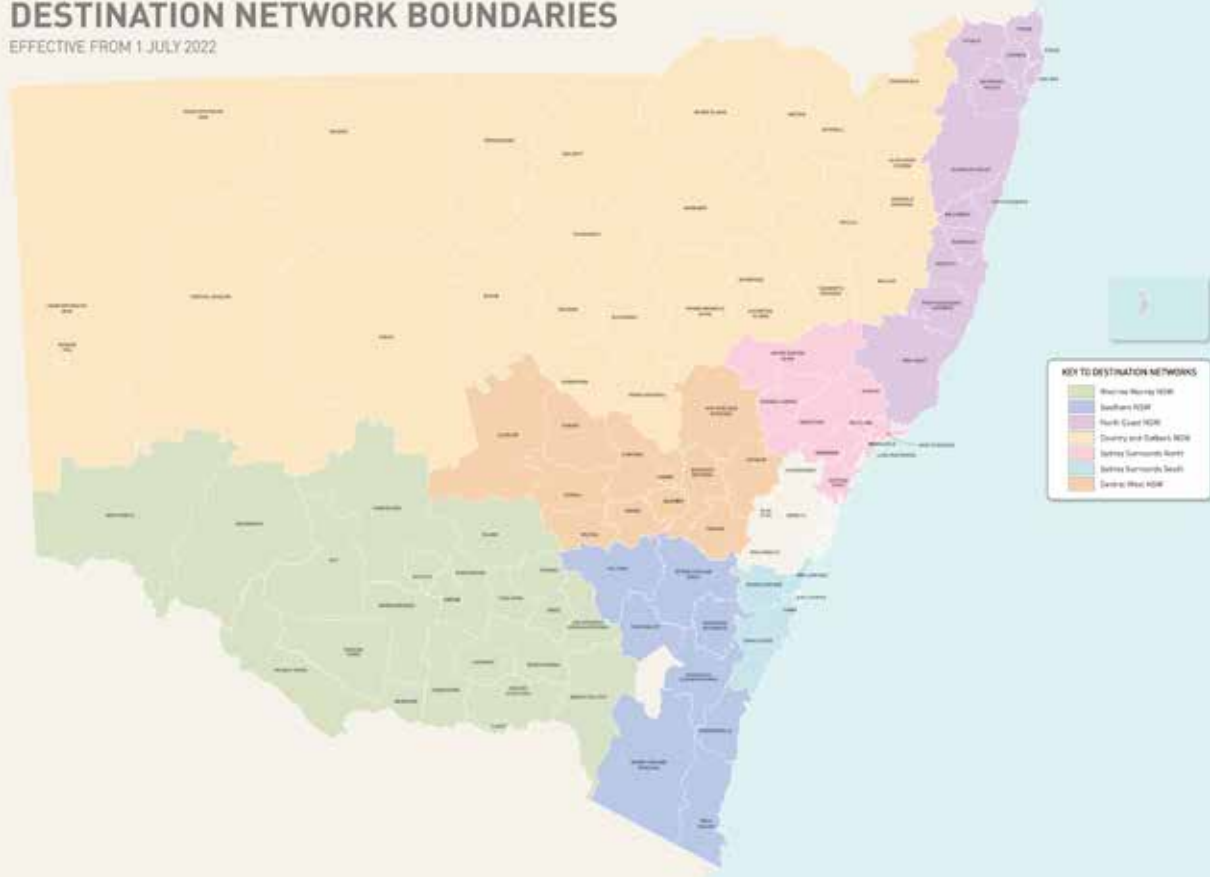
- **Industry engagement and development** – provide links to DNSW's *NSW First* program, and to Strengthen collaboration and capability development
- Acting as a **conduit to Destination NSW and other NSW Government agencies**
- Links to DNSW's primary responsibility for destination marketing and event development.
- Links to other departments including the Department of Regional NSW, Transport NSW and Department of Planning and Environment, which incorporates NSW National Parks and Wildlife Service.
- We play an important role in **grant programs** and link grant programs.

Our Primary focus is to:

- **Identify opportunities** to sustainably grow the visitor economy;
- **Contribute to the Regional Overnight Visitor Expenditure target** set in the NSW Visitor Economy Strategy 2030;
- **Provide a framework** to guide the work of the Destination Network as well as support investment attraction (grant funding) to the region.

DESTINATION NETWORK BOUNDARIES

EFFECTIVE FROM 1 JULY 2022



Vision for the Destination Networks:

Inspire and facilitate collaboration to grow a sustainable visitor economy for Country and Outback NSW and contribute to the NSW regional overnight visitor expenditure target of \$25 billion by 2030.

DNCO's Mission:

Facilitate the development, enhancement and promotion of world-class visitor experiences and events that create meaningful connections between the region, its communities, characters and businesses with visitors.

NSW Visitor Economy Strategy 2030

Guiding principles:

This plan aims to make NSW the premier visitor economy of the Asia Pacific by 2030 and achieve the target of \$65 billion in total visitor expenditure in NSW by 2030.

1. Put the visitor first
2. Accelerate digital innovation
3. Lead with our strengths
4. Move fast, be responsive and agile

FUNDING OPPORTUNITIES AND PROJECTS FUNDED

DNCO plays an important role in **grant programs** by assisting industry operators link to grant programs. In this financial year, the team provided 39 letters of support from 11 separate funding programs. These are outlined below.

In response to the impacts of COVID, \$214 million was allocated to reignite the NSW visitor economy, with funds delivered through the following programs:

Business Case and Strategy Development Fund

Regional NSW provided \$34 million to support local councils, joint organisations of councils, not-for-profit, industry and Aboriginal community groups develop business cases or strategies for projects delivering significant economic or social benefits to regional communities, with a focus on infrastructure.

The Business Case and Strategy Development Fund formed part of a \$3.3 billion Regional Growth Fund. There were 2 streams of funds available.

Stream 1: Regional Significance – up to \$27 million available funding.

Stream 2: Aboriginal Prosperity – up to \$7 million available funding.

\$6,791,096 was awarded to the DNCO region. The successful projects for our region are listed below:

RECIPIENT/LOCATION	PROJECT	FUNDS AWARDED \$
Foundation Broken Hill Limited	Foundation Broken Hill - FBH Property Scheme	35,625
Glen Innes Severn Council	Indoor Equine and Livestock Centre	106,250
Moree Plains Shire Council	Moree Warialda and Bingara Housing Development Strategy	300,000
RDA Orana, Dubbo	Orana Hunter Connections and Beyond - Golden Highway Transport Study	663,352
Sunrise Group Aboriginal Corporation, Armidale	Sunrise Group Aboriginal Corporation - Cultural Governance Framework (SGAC-CGF)	61,250
Tamworth Regional Council	Tamworth Region Tourism Events Strategy	409,200
Tamworth Regional Council	Business Case for the Regional NSW Road Freight Choke Points Program	435,025
Tamworth Regional Council	Tamworth Regional Tourism Precinct	461,250
Tamworth Regional Council	Business Case for the Australian Equine and Livestock Events Centre Upgrade and Development	170,000
University of Sydney, Narrabri	The Plant Based Food Manufacturing Cooperative	483,700
Wiradjuri Wellington Aboriginal Town Common Aboriginal Corporation	Wiradjuri Wellington Aboriginal Town Common Aboriginal Corporation	143,800
Bandaar Walaaybaa Community Hub Aboriginal Corporation, Inverell	Business case for the Bandaar Walaaybaa Community Hub Aboriginal Corporation to deliver NDIS Programs & Community Transport Services	33,000

DNCO PROJECTS DELIVERED IN 2021 – 2022

Friends of Myall Creek Memorial Inc, Gwydir	Business Case for the Myall Creek Massacre Memorial Project - Stage 3	77,486
Glen Innes Local Aboriginal Land Council	Business case for Manilba Ngurrumbaa (Walking Country) - Developing Aboriginal Cultural Tourism on Ngarabul Country	224,000
Gunida Gonyah Aboriginal Corporation	Feasibility Study - Indigenous Building Trade Company (Gonyah Building & Maintenance)	33,171
Lightning Ridge Local Aboriginal Land Council	Business Case for Lightning Ridge Business and Cultural Centre	168,687
Moree Local Aboriginal Land Council	Business case for Activating Aboriginal Lands at the Moree Special Activation Precinct	139,375
New South Wales Aboriginal Land Council, Tamworth	Business Case for a New England North West integrated set of Aboriginal Tourism development initiatives	227,556
Regional Enterprise Development Institute Ltd, Coonamble	Business Case for Coonamble Agricultural Training Centre	100,465
Tamworth Aboriginal Medical Service	Business case for the building of wholistic Aboriginal Health Care Centre in Tamworth	53,680
Walgett Aboriginal Medical Service Limited	Master Plan for the Walgett Freedom Ride Project	56,920
Backtrack Works, Armidale	Out In Front; Scaling BackTrack Works Operations To Create Impact For Vulnerable Young People	125,000
Broken Hill City Council	Business Case for Broken Hill Regional Airport Upgrade and Subdivision for Industrial Precinct	112,766
Central Darling Shire Council	Wilcannia Visitor Accommodation Business Case	156,356
Dubbo Regional Council	Business Case for Dubbo Regional Airport Large Aerial Tanker Base, Runway Lengthening, Strengthening and Taxiway Construction	98,250
Dubbo Regional Council	Business Case for Taronga Western Plains Zoo, Regional Hospitality and Tourism Centre of Excellence	490,000
Dubbo Regional Council	Business Case for Central West Orana Green Energy Hub	108,180
Gilgandra Shire Council	Real Country. Regional Tourism Experience Business Case and Strategy Project	489,312
Namoi Unlimited, Tamworth	An Innovative Workforce Attraction & Retention Strategy or Namoi Unlimited	220,000
Narrabri Shire Council	Economic Development, Workforce and Skills Strategy for Narrabri	177,833
New England Regional Art Museum, Armidale	Business Case to Build a New New England Regional Art Museum (NERAM)	136,875
Orana Opportunity Network	Business Case for the Zero Business Incubator and innovation Zone (ZERO Hub)	207,687
Regional Development Australia Far West	Business Case for Repurposing Umberumberka Reservoir	85,045

BUSINESS DEVELOPMENT

Regional Tourism Activation Fund Round II

Regional NSW provided \$150 million from the Regional Tourism Activation Fund Round II to support the development of high impact tourism infrastructure projects that increase visitation, expenditure and extend length of stay for visitors to regional NSW, and for projects that utilize universal design principles which are accessible and inclusive.

\$60,988,567 was awarded to the following applicants:

RECIPIENT	PROJECT	LOCATION	FUNDS AWARDED \$
Angry Bull Trails Limited	Angry Bull Trails	Tenterfield	4,150,785
Australian National University (ANU) Siding Spring Observatory (SSO)	Elevate SSO Project	Coonabarabran	577,120
Bourke Shire Council	Back O Bourke Outback Experience - Stay longer, stay stronger	Bourke	506,000
Brewarrina Shire Council	Brewarrina Town Centre & River Precinct Revitalisation Program	Brewarrina	5,955,740
Coonamble Shire Council	Coonamble Artesian Bathing Experience	Coonamble	5,500,000
Dubbo Regional Council	New Serengeti Plains Visitor Experience and Eco-Accommodation Tourism Infrastructure Project	Dubbo	20,000,000
Gunnedah Shire Council	Gunnedah Koala Sanctuary Stage 3 Tourism Activation Project	Gunnedah	8,000,000
NSW Crown Holiday Parks Land Manager Reflections Holiday Parks	Lake Keepit Star Gazing Project	Gunnedah	1,998,922
Tamworth Regional Council	Tamworth Regional Skywalk	Tamworth	14,300,000

Regional Events Acceleration Fund Round II

Regional NSW provided \$20 million to support the social and economic recovery of the regions after the devastating effects of floods, drought, bushfires and COVID-19.

The following applicants were successful in securing funds of \$1,142,637:

EVENT	ORGANISER/RECIPIENT	LOCATION	FUNDING \$
Moorambilla Voices 'Riversong'	Lazy River Estate	Dubbo	200,000
Mundi Mundi Bash	Outback Music Festival Group	Broken Hill	250,000
West Tigers NRL Game	West Tamworth League Club Limited	Tamworth	229,137
2023 Australian Celtic Festival	Glen Innes Severn Council	Glen Innes	113,500
Newcastle Jets Tamworth Festival of Football	Newcastle Jets Pty Ltd	Tamworth	250,000
Tamworth Women's International Rugby Tens Tournament	Tenstam Pty Ltd	Tamworth	100,000

Caravan Parks Grants Program

AUSTRALDE provided \$10 million to support eligible caravan parks with plans for infrastructure upgrades. The Caravan Parks Grant Program was open to privately-owned caravan parks for developing new infrastructure or park assets, or for significant enhancements to build on existing infrastructure.

The following applicants were successful in securing funds, a total of \$167,850.00:

- Opal Caravan Park, Lightning Ridge - \$67,850.00
- Broken Hill Tourist Park, Broken Hill - \$100,000.00

INDUSTRY LEADERSHIP AND MENTORING

We play a role in fostering collaboration and alignment among stakeholders in the region through effective communication, engagement, and delivery of relevant and timely information.

Action 1.7 : Strengthen industry engagement and networking, including through hosting forums and continue creating and distributing newsletters that enhance awareness of the latest trends and best practice in the visitor economy.

138 face-to-face and online events with 855 stakeholder attendees

Australian Tourism Data Warehouse listing : 329 Product Listings = 23.04% Listing Growth

110 Events Listings = .98% Listing Growth

LINKEDIN* : 28 posts, 126 new followers, 2989 total impressions, 143 total clicks, 123 total reactions

INSTAGRAM* : 30 posts , 116 new followers, 100% follower growth,

*Note: DNCO's LinkedIn and Instagram accounts created in March 2023

EDMs: 61 eDMs distributed to 1986 subscribers (DNCO weekly news)

35.1% average opening rate, 7.61% click rate, 1986 stakeholder audience

MARKETING AND PUBLIC RELATIONS

'Feel New In Broken Hill' Campaign

Broken Hill - a marketing campaign funded by the NSW State Government under the 'Feel New' Brand. Visitation to Broken Hill was impacted by COVID 19 lockdowns due to its proximity to the border of NSW and South Australia. The campaign was developed in collaboration with Destination NSW, Broken Hill City Council and Destination Country and Outback. It aimed to increase appeal and consideration of Broken Hill as a travel destination amongst audiences over 45 years.

The campaign targeted travellers from Sydney, regional NSW, Victoria, South Australia and the ACT across YouTube, Facebook and Instagram. Print and digital ads were placed in News Corp's *Escape* section. The objective of the campaign was to increase appeal and consideration of Broken Hill among travellers over 45 years old by showcasing Broken Hill as a destination to experience a unique blend of art, culture and stunning desert landscapes.

Campaign tracking research conducted by Destination NSW's research agency Fifty showed the campaign was highly successful in meeting its core objectives, with both appeal (45 per cent) and consideration of a trip to Broken Hill (31 per cent) increasing significantly among people who saw the campaign, versus those who had not. 57 per cent of those who saw the campaign went on to take action, including 15 per cent visiting a website for further information, 11 per cent speaking to family or friends about booking a trip, nine per cent deciding to go on a holiday or short break to Broken Hill, 8 per cent expanding their itinerary to additional locations in the Broken Hill area and eight per cent booking a new trip to Broken Hill during the campaign period. The campaign delivered more than 11 million impressions via social media and digital video with more than 2.9 million completed views on YouTube.

The Broken Hill pages on VisitNSW.com received 34,000 visits and generated 3400 leads to operators in Broken Hill during the campaign period. This was a 162 per cent increase in traffic during the campaign period compared to the previous period.

INDUSTRY DEVELOPMENT AND TRAINING

- Attendance at Australian Regional Tourism Convention in Ballarat: 10–12 October 2023
- Attendance at NSW Local Government Visitor Economy Conference in Manly: 29-30 May 2023
- Attendance Destination Australia Conference in Sydney: 16 March 2023
- Accessible & Inclusive Tourism Conference (virtual attendance): 11 May 2023
- **Regional Tourism Professional Development Program** – a 12 module course presented by Australian Regional Tourism (Administration Co-Ordinator)
- **Local Government NSW Minute Taking** (Administration Co-Ordinator)

VISITOR ECONOMY ADVOCACY AND COMMUNICATION

The value of the Visitor Economy and the role of the Destination Networks were acknowledged through a number of invitations for staff to participate in external committees and planning workshops.

- Orana + Far West - Regional Leadership Executive committee
- Telstra Regional Advisory committee

BEST PRACTICE GOVERNANCE , OPERATIONS + FINANCIAL MANAGEMENT

Funding, reporting and risk management requirements were met in a timely and compliant manner.

- 100% compliant with ASIC requirements + Corporations Act 2001
- Unqualified audit conducted September 2022
- Funding, reporting & risk management - all DNSW reporting requirements met
- 5 Risk & Audit / Finance Audit and Risk Management committee meetings held. Chaired by Stephen Bartlett, committee members included Robert Mason, Linda Nadge and Andrea Plawutsky.
- 2021 – 2022 Financial Audit completed
- Staff development: GM annual performance review conducted + development plan in place
- From 1 July 2022 – 30 June 2023, a total of 5 board meetings were held : 2 face to face and 3 virtual

THE VALUE OF TOURISM TO COUNTRY & OUTBACK NSW

Every minute of every day, the visitor economy delivers \$4351 of domestic visitor spend into Country & Outback NSW. That is \$6.3 million per day, a value that grew by 63.7% in 2022.

Destination NSW's 'Value of Tourism to Country & Outback 2022' report shows the number of domestic visitors to the region was more than 5.3 million, who spent almost \$3 billion in the region.

The top destination for visitors in the New England North West district was Tamworth (984,000), in the Central West it was Dubbo (1.1 million) and in Outback NSW it was Broken Hill (260,000).

The most popular activities for visitors were eating out/dining at a restaurant and/or cafe (51 per cent); visiting pubs, clubs, discos (28 per cent); visiting friends and relatives (26 per cent); sightseeing (19 per cent); bushwalking/rainforest walks (13 per cent).

(Based on Tourism Research Australia – National Visitor Survey)

BUSINESS DEVELOPMENT



Clyde Thomson: Chair AM GM

- Past CEO of Royal Flying Doctor Service SE Section
- Equity Trustee CEO of the Year 2003
- Chair of the AMREF Flying Doctors Board Kenya
- Past Trustee of the RFDS Friends in the UK London
- Adjunct Prof School of Health Science Syd University
- Awarded George Medal for Bravery 1966
- Member of the Order of Australia AM 2014



Andrea Plawutsky GAICD: Chair

- Director, Amplify Me
- Appointed Director, Transport Heritage NSW
- National President, Women Chiefs of Enterprises International
- Independent Member – DNCO Finance Audit & Risk Management Committee



Rob Mason MBA, BSc: Director

- DNCO Company Secretary
- Chair Transport Heritage NSW (until May 2022)
- Director TrackSAFE Foundation.
- Independent Member Audit & Risk Committee State Transit Authority and IPART
- Former CEO RailCorp and NSW TrainLink
- Fellow Australian Institute of Company Directors



Michael Betteridge: Director

- Director, Tribal Warrior Aboriginal Corporation Pty Ltd
- Director – KJ Hotel Holdings Pty Ltd (Hotel Kurrajong)
- General Manager Tourism Development (M&A) at NRMA
- General Manager Customer & Growth (Marine) at NRMA



Stephen Bartlett: Director

- Member of Tamworth Country Music Hall of Fame Working Group
- Member of Tamworth Country Music Foundation
- Director CentaCare New England North West
- Member of Northern Joint Regional Planning Panel (State Significant Development); former member of Tourism Tamworth Inc.



Linda Nadge: Director

- Founder/owner/operator Outback Astronomy
- Numerous previous board roles as Director, Chair - various committees
- Independent Member – DNCO Finance Audit & Risk Management Committee



Destination
Country and Outback NSW



Destination
Country and Outback NSW

FOR MORE INFORMATION

admin@dnconsw.com.au

ABN 97 618 007 953

www.dnconsw.com.au

All images courtesy Destination NSW unless noted.



FINANCIAL REPORT

FOR THE YEAR
ENDING 30 JUNE 2023

Liability limited by a scheme approved under Professional Standards Legislation



Destination Country & Outback NSW Limited

ABN 97 618 007 953

Annual Report - 30 June 2023

Destination Country & Outback NSW Limited

Directors' Report 30 June 2023

The directors present their report, together with the financial statements, on the company for the year ended 30 June 2023.

Directors

The following persons were directors of the company during the whole of the financial year and up to the date of this report, unless otherwise stated:

Chairperson	Andrea Plawutsky (Chair from 1 July 2023) Clyde Thomson AM GM (Chair to 30 June 2023)
Directors	Linda Nadge (Appointed 1 July 2022) Michael Betteridge (Appointed 1 July 2023) Stephen Bartlett (Ceased 30 June 2023) Robert Mason (Ceased 31 March 2023)

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Principal Activities

Destination Country & Outback NSW Limited (DNCO) is a not-for profit organisation limited by guarantee.

The objectives of the company are to facilitate visitor economy growth at the local level and to represent and co-ordinate the Region's visitor economy including through:

- i. Tourism industry and local government engagement in respect of investment attraction and product development
- ii. Development and promotion of visitor economy initiatives and regional visitor experiences generally;
- iii. Research, training and education to support regional tourism operators;
- iv. Providing support and assistance to prepare relevant funding and support applications (including in collaboration with Destination NSW) in order to assist the local visitor economy;
- v. Collaborating with Destination NSW on industry activities including visitor experiences, events, festivals, conferencing projections and destination marketing campaigns;
- vi. Identifying and implementing opportunities for visitor economy

To achieve these objectives, the company has adopted the following strategies:

1. Destination Country & Outback NSW Limited Destination Management Plan ("DMP") 2022-2030

Destination Country & Outback NSW Limited

Directors' Report 30 June 2023

Events after Balance Date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the company, the results of those operations, or the state of affairs of the company in future years.

Due to constitutional changes as agreed by the NSW Government and Destination NSW, the number of Directors on the company's Board was reduced from seven (7) to five (5) from 1 July 2022.

Review of Operations

The net deficit of the company for the financial year amounted to \$(20,703).

Significant Changes in the State of Affairs

There have been no significant changes to the State of Affairs of the company.

Environmental Regulation

The company's operation are not regulated by any significant environmental regulation under a law of the Commonwealth or of a State or Territory.

Dividends Paid or Recommended

No dividends were paid or declared since the start of the financial year. No recommendations for payment of dividends has been made.

Options

No options over issued shares or interest in the company were granted during or since the end of the financial year and there were no options outstanding at the date of this report.

Information on Directors (holding office at the date of this report)

Name: Andrea Plawutsky
Occupation: Company Director
Experience: Director since July 2022
Finance, Audit & Risk Management Committee since July 2022
Chair since July 2023

Name: Linda Nadge
Occupation: Company Director
Experience: Director since July 2022
Company Secretary since March 2023
Finance, Audit & Risk Management Committee since August 2022

Name: Michael Betteridge
Occupation: Company Director
Experience: Director since July 2023
Finance, Audit & Risk Management Committee since July 2023

Destination Country & Outback NSW Limited

Directors' Report 30 June 2023

Directors Meetings during the Financial Year

The number of Board and Audit & Risk Committee meetings attended to by the Directors of the company during the year ended 30 June 2023, were as follows:

Name of Director	Directors Meetings		Finance, Audit & Risk Management Committee Meetings	
	Number Eligible to Attend	Number Attended	Number Eligible to Attend	Number Attended
Clyde Thomson AM GM	6	6	-	-
Andrea Plawutsky	6	6	5	5
Linda Nadge	6	6	5	5
Stephen Bartlett	5	5	5	5
Robert Mason	4	4	4	4

All Board members have a standing invitation to attend the Finance, Audit & Risk Management Committee Meetings. Only Board Members who are Members of the Finance, Audit & Risk Management Committee may participate in the Audit & Risk Committee meetings.

Indemnifications and Insurance of Officers and Auditors

No indemnifications have been given or insurance premiums paid, during or since the end of the financial year, for any person who is an auditor of the company.

Auditor's Independence Declaration

A copy of the auditor's independence declaration as required under Section 307C of the Corporations Act 2001 is set out on the following page.

Contributions on winding up

In the event of the company being wound up, ordinary members are required to contribute a maximum of \$5 each.

The total amount that members of the company are liable to contribute if the company is wound up is \$15, based on 3 current ordinary members.

Auditor's independence declaration

A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out immediately after this directors' report.

This report is made in accordance with a resolution of directors, pursuant to section 298(2)(a) of the Corporations Act 2001.



Director: Andrea Plawutsky



Director: Linda Nadge
30th October 2023



Destination Country & Outback NSW Limited

ABN: 97 618 007 953

Crowe Audit Australia

ABN 13 969 921 386
Audit and Assurance Services

Dubbo Office

2 Commercial Avenue
Dubbo NSW 2830 Australia
PO Box 654
Dubbo NSW 2830 Australia
Tel 02 6883 5600
Fax 02 6884 2242

Bathurst Office

157 George Street
Bathurst NSW 2795 Australia
PO Box 684
Bathurst NSW 2795 Australia
Tel 02 6330 2200
Fax 02 6330 2299

www.crowe.com.au

Auditors Independence Declaration under Section 307C of the Corporations Act 2001 to the Destination Country & Outback NSW Limited

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2023, there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

CROWE AUDIT AUSTRALIA

Gabriel Faponle
Audit Partner
Registered Company Auditor No: 513644

Dated at Dubbo on the 3rd day of November 2023

Some of the Crowe personnel involved in preparing this document may be members of a professional scheme approved under Professional Standards Legislation such that their occupational liability is limited under that Legislation. To the extent that applies, the following disclaimer applies to them. If you have any questions about the applicability of Professional Standards Legislation to Findex's personnel involved in preparing this document, please speak to your Crowe adviser.

Liability limited by a scheme approved under Professional Standards Legislation

The title 'Partner' conveys that the person is a senior member within their respective division, and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is external audit, conducted via the Crowe Australasia external audit division and Unison SMSF Audit. All other professional services offered by Findex Group Limited are conducted by a privately owned organisation and/or its subsidiaries.

Findex (Aust) Pty Ltd, trading as Crowe Australasia is a member of Crowe Global, a Swiss verein. Each member firm of Crowe Global is a separate and independent legal entity. Findex (Aust) Pty Ltd and its affiliates are not responsible or liable for any acts or omissions of Crowe Global or any other member of Crowe Global. Crowe Global does not render any professional services and does not have an ownership or partnership interest in Findex (Aust) Pty Ltd. Services are provided by Crowe Audit Australia, an affiliate of Findex (Aust) Pty Ltd.

© 2023 Findex (Aust) Pty Ltd

Destination Country & Outback NSW Limited

Contents 30 June 2023

Statement of Profit or Loss and Other Comprehensive Income	6
Statement of Financial Position	7
Statement of Changes in Equity	8
Statement of Cash Flows	9
Notes to the Financial Statements	10
Directors' Declaration	18
Independent Auditor's Review Report to the Members of Destination Country & Outback NSW Limited	19

General information

The financial statements cover Destination Country & Outback NSW Limited as an individual entity. The financial statements are presented in Australian dollars, which is Destination Country & Outback NSW Limited's functional and presentation currency.

Destination Country & Outback NSW Limited is a not-for-profit unlisted public company limited by guarantee, incorporated and domiciled in Australia. Its registered office and principal place of business are:

Registered office

41 Church Street
DUBBO NSW 2830

Principal place of business

41 Church Street
DUBBO NSW 2830

A description of the nature of the company's operations and its principal activities are included in the directors' report, which is not part of the financial statements.

The financial statements were authorised for issue, in accordance with a resolution of directors, on 30th October 2023. The directors have the power to amend and reissue the financial statements.

Destination Country & Outback NSW Limited

**Statement of Profit or Loss and Other Comprehensive Income
For the year ended 30 June 2023**

	Note	2023 \$	2022 \$
Revenue	3	656,060	666,447
Expenses			
Employee Benefits Expenses	4	(206,233)	(279,598)
Other Expenses	5	(470,530)	(396,019)
Surplus / (Loss) before income tax expense		(20,703)	(9,170)
Income tax expense		-	-
Surplus / (Loss) after income tax expense for the year attributable to the members of Destination Country & Outback NSW Limited		(20,703)	(9,170)
Other comprehensive income for the year, net of tax		-	-
Total comprehensive income for the year attributable to the members of Destination Country & Outback NSW Limited		<u>(20,703)</u>	<u>(9,170)</u>

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes

Destination Country & Outback NSW Limited

**Statement of Financial Position
As at 30 June 2023**

	Note	2023 \$	2022 \$
Assets			
Current assets			
Cash and cash equivalents	6	147,729	328,248
Trade and other receivables	7	14,758	-
Other	8	-	6,286
Total current assets		<u>162,487</u>	<u>334,534</u>
Non-current assets			
Property, plant and equipment	9	924	1,473
Total non-current assets		<u>924</u>	<u>1,473</u>
Total assets		<u>163,411</u>	<u>336,007</u>
Liabilities			
Current liabilities			
Trade and other payables	10	28,316	181,876
Other liabilities	11	10,911	6,800
Financial liabilities	12	2,644	2,115
Employee benefits	13	13,949	19,459
Total current liabilities		<u>55,820</u>	<u>210,250</u>
Non-current liabilities			
Employee benefits	13	9,680	7,143
Total non-current liabilities		<u>9,680</u>	<u>7,143</u>
Total liabilities		<u>65,500</u>	<u>217,393</u>
Net assets		<u>97,911</u>	<u>118,614</u>
Equity			
Retained surpluses	14	97,911	118,614
Total equity		<u>97,911</u>	<u>118,614</u>

The above statement of financial position should be read in conjunction with the accompanying notes

Destination Country & Outback NSW Limited

**Statement of Changes in Equity
For the year ended 30 June 2023**

	Retained Surpluses	Total equity
	\$	\$
Balance at 1 July 2021	127,784	127,784
Surplus/(Loss) after income tax expense for the year	(9,170)	(9,170)
Other comprehensive income for the year, net of tax	-	-
	<u>(9,170)</u>	<u>(9,170)</u>
Total comprehensive income for the year	<u>(9,170)</u>	<u>(9,170)</u>
Balance at 30 June 2022	<u>118,614</u>	<u>118,614</u>
	Retained Surpluses	Total equity
	\$	\$
Balance at 1 July 2022	118,614	118,614
Surplus/(Loss) after income tax expense for the year	(20,703)	(20,703)
Other comprehensive income for the year, net of tax	-	-
	<u>(20,703)</u>	<u>(20,703)</u>
Total comprehensive income for the year	<u>(20,703)</u>	<u>(20,703)</u>
Balance at 30 June 2023	<u>97,911</u>	<u>97,911</u>

The above statement of changes in equity should be read in conjunction with the accompanying notes

Destination Country & Outback NSW Limited

**Statement of Cash Flows
For the year ended 30 June 2023**

	Note	2023 \$	2022 \$
Cash flows from operating activities			
Receipts from Government Funding		656,060	692,492
Payments to Suppliers and Employees		<u>(837,297)</u>	<u>(725,202)</u>
		(181,237)	(32,710)
Interest received		<u>-</u>	<u>-</u>
Net cash from operating activities		<u>(181,237)</u>	<u>(32,710)</u>
Cash flows from investing activities			
Payments for property, plant and equipment		<u>(-)</u>	<u>(-)</u>
Net cash used in investing activities		<u>(-)</u>	<u>(-)</u>
Cash flows from financing activities			
Net cash from financing activities		<u>718</u>	<u>243</u>
Net increase in cash and cash equivalents		(180,519)	(32,467)
Cash and cash equivalents at the beginning of the financial year		<u>328,248</u>	<u>360,715</u>
Cash and cash equivalents at the end of the financial year	6	<u><u>147,729</u></u>	<u><u>328,248</u></u>

The above statement of cash flows should be read in conjunction with the accompanying notes

Destination Country & Outback NSW Limited

Notes to the Financial Statements 30 June 2023

Note 1. Significant accounting policies

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

New or amended Accounting Standards and Interpretations adopted

The company has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

The adoption of these Accounting Standards and Interpretations did not have any significant impact on the financial performance or position of the company.

Basis of preparation

These general purpose financial statements have been prepared in accordance with the Australian Accounting Standards - Simplified Disclosures issued by the Australian Accounting Standards Board ('AASB'), the Australian Charities and Not-for-profits Commission Act 2012 and associated regulations and the Corporations Act 2001, as appropriate for not-for-profit oriented entities.

The financial statements have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non current assets, financial assets and financial liabilities.

The significant accounting policies adopted in the preparation of these financial statements are presented below and are consistent with prior reporting periods unless otherwise stated.

Under the Destination Network Funding Agreement between Destination NSW and Destination Country & Outback NSW Limited, funding of Destination Country & Outback NSW Limited has been committed to 31 July 2026. The financial Statements have been prepared on a going concern basis.

Revenue recognition

The company recognises revenue as follows:

Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which the company is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the company: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

Grants

Grant revenue is recognised in profit or loss when the company satisfies the performance obligations stated within the funding agreements.

If conditions are attached to the grant which must be satisfied before the company is eligible to retain the contribution, the grant will be recognised in the statement of financial position as a liability until those conditions are satisfied.

Destination Country & Outback NSW Limited

Notes to the Financial Statements 30 June 2023

Note 1. Significant accounting policies (continued)

Interest

Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

Other revenue

Other revenue is recognised when it is received or when the right to receive payment is established.

Income tax

The company is a not-for-profit organisation and is exempt from income tax as a resource development organisation established to promote the development of tourism.

Current and non-current classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the company's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the company's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

Deferred tax assets and liabilities are always classified as non-current.

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Trade and other receivables

Other receivables are recognised at amortised cost, less any allowance for expected credit losses.

Property, plant and equipment

Plant and equipment is stated at historical cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Depreciation is calculated on a straight-line basis to write off the net cost of each item of plant and equipment over their expected useful lives.

The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date.

An item of plant and equipment is derecognised upon disposal or when there is no future economic benefit to the company. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss.

Impairment of non-financial assets

Non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

Destination Country & Outback NSW Limited

Notes to the Financial Statements 30 June 2023

Note 1. Significant accounting policies (continued)

Trade and other payables

These amounts represent liabilities for goods and services provided to the company prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

Employee benefits

Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.

Other long-term employee benefits

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Goods and Services Tax ('GST') and other similar taxes

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the tax authority is included in other receivables or other payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the tax authority, are presented as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the tax authority.

Note 2. Critical accounting judgements, estimates and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

Estimation of useful lives of assets

The company determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

Destination Country & Outback NSW Limited

Notes to the Financial Statements 30 June 2023

Note 2. Critical accounting judgements, estimates and assumptions (continued)

Employee benefits provision

As discussed in note 1, the liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

Note 3. Revenue and Other Income

	2023 \$	2022 \$
<i>Revenue</i>		
Bushfire Recovery Grant	17,581	26,997
DNSW Contract	611,977	611,977
Forums	4,337	-
Ministerial Projects	-	27,473
Aboriginal Cultural Tourism	7,000	-
Interest Income	717	-
	<u>641,612</u>	<u>666,447</u>
<i>Other revenue</i>		
Cashflow Boost for Business (Gvt)	14,448	-
	<u>14,448</u>	<u>-</u>
Total Revenue and Other Income	<u>656,060</u>	<u>666,447</u>

Note 4. Employee Benefits Expenses

	2023 \$	2022 \$
<i>Employee Benefits Expenses</i>		
Wages and Salaries	179,577	237,064
Staff Annual Leave Expenses	(2,973)	9,555
Staff Training and Welfare	6,253	2,761
Superannuation Contributions	23,376	30,218
	<u>206,233</u>	<u>279,598</u>
Total Employee Benefits Expenses	<u>206,233</u>	<u>279,598</u>

Destination Country & Outback NSW Limited

**Notes to the Financial Statements
30 June 2023**

Note 5. Other Expenses

	2023	2022
	\$	\$
Advertising	2,080	87
Auditor Fees	8,950	7,594
Bank Charges	299	232
Board Meeting Expenses	21,636	4,843
Bookkeeping Expenses	16,100	12,740
Bushfire Recovery Grant Expenses	10,000	35,000
Computer Software & Support	3,169	5,033
Conference Expenses	1,407	136
Consultants Fees – Projects	30,963	45,708
Contract Work – Administration	77,406	34,237
Depreciation	549	1,456
Directors’ Expenses	3,704	12,210
Directors’ Fees	57,500	80,000
DMP Community Engagement	66,909	41,431
Filing Fees	1,525	1,486
Fringe Benefits Tax	4,841	4,671
General Expenses	1,376	-
Inclusion Workshops	2,250	-
Industry Membership	1,416	1,347
Insurance	4,826	6,277
Motor Vehicle Expenses	42,179	47,447
Printing & Stationery	5,342	71
Professional Fees	-	6,840
Rent – Office	13,738	12,200
Subscriptions	16,088	7,723
Telephone & Internet	3,160	3,831
Travelling Expenses	17,070	20,508
Visitor Economic forum	53,062	-
Website Expenses	<u>2,985</u>	<u>2,911</u>
Total Other Expenses	<u>470,530</u>	<u>396,019</u>

Note 6. Current Assets - Cash and Cash Equivalents

	2023	2022
	\$	\$
Cash at bank	142,729	191,501
Cash on deposit	<u>5,000</u>	<u>136,747</u>
Total Cash and Cash Equivalents	<u>147,729</u>	<u>328,248</u>

Destination Country & Outback NSW Limited

**Notes to the Financial Statements
30 June 2023**

Note 7. Current Assets - Trade and Other Receivables

	2023	2022
	\$	\$
Accounts receivable	13,661	-
Other receivables	1,097	-
	<u>14,758</u>	<u>-</u>
Total Trade and Other Receivables	<u>14,758</u>	<u>-</u>

Note 8. Current Assets – Other

	2023	2022
	\$	\$
Prepayments	-	6,286
	<u>-</u>	<u>6,286</u>
Total Other Assets	<u>-</u>	<u>6,286</u>

Note 9. Non-Current Assets - Property, Plant and Equipment

	2023	2022
	\$	\$
Office equipment - at cost	7,584	7,584
Less: Accumulated depreciation	(6,660)	(6,111)
	<u>924</u>	<u>1,473</u>
Total Property Plant & Equipment	<u>924</u>	<u>1,473</u>

Reconciliations

Reconciliations of the written down values at the beginning and end of the current financial year are set out below:

	Office Equipment \$	Total \$
Balance at 1 July 2022	1,473	2,929
Additions	-	-
Depreciation expense	549	(1,456)
	<u>924</u>	<u>1,473</u>
Balance at 30 June 2023	<u>924</u>	<u>1,473</u>

Destination Country & Outback NSW Limited

**Notes to the Financial Statements
30 June 2023**

Note 10. Current Liabilities - Trade and Other Payables

	2023	2022
	\$	\$
Trade payables	12,508	24,210
FBT payable	-	700
GST payable	4,805	7,621
PAYG Withholding payable	6,396	3,722
Superannuation payable	-	7,664
Wages payable	4,607	6,212
Retained Funding for DMP Implementation	-	131,747
	<u>28,316</u>	<u>181,876</u>

Note 11. Current Liabilities – Other Liabilities

	2023	2022
	\$	\$
Accrued Charges	8,250	6,800
Income in Advance	2,661	-
	<u>10,911</u>	<u>6,800</u>

Note 12. Financial Liabilities – Current

	2023	2022
	\$	\$
Credit Cards	<u>2,644</u>	<u>2,115</u>
Total Financial Liabilities	<u><u>2,644</u></u>	<u><u>2,115</u></u>

Note 13. Current Liabilities - Employee Benefits

	2023	2022
	\$	\$
Employee benefits	<u>13,949</u>	<u>19,459</u>

Note 13. Non-Current Liabilities - Employee Benefits

	2023	2022
	\$	\$
Employee benefits	<u>9,680</u>	<u>7,143</u>

Note 14. Equity - Retained Surpluses

	2023	2022
	\$	\$
Retained surpluses at the beginning of the financial year	118,614	127,784
Surplus/(Loss) after income tax expense for the year	<u>(20,703)</u>	<u>(9,170)</u>
Retained surpluses at the end of the financial year	<u><u>97,911</u></u>	<u><u>118,614</u></u>

Destination Country & Outback NSW Limited

Notes to the Financial Statements 30 June 2023

Note 15. Key management personnel disclosures

Compensation

The aggregate compensation made to directors and other members of key management personnel of the company is set out below:

	2023	2022
	\$	\$
Aggregate compensation	<u>252,869</u>	<u>264,337</u>

Note 16. Remuneration of auditors

During the financial year the following fees were paid or payable for services provided by Accounting Firm Crowe Audit Australia, the auditor of the company:

	2023	2022
	\$	\$
<i>Audit services – Crowe Audit Australia</i> Audit of the financial statements	<u>8,950</u>	<u>7,594</u>

Note 17. Contingent liabilities

The company had no contingent liabilities as at 30 June 2023 and 30 June 2022.

Note 18. Commitments

The company had no commitments for expenditure as at 30 June 2023 and 30 June 2022.

Note 19. Related party transactions

Key management personnel

Disclosures relating to key management personnel are set out in note 15.

Transactions with related parties

There were no transactions with related parties during the current and previous financial year.

Receivable from and payable to related parties

There were no trade receivables from or trade payables to related parties at the current and previous reporting date.

Loans to/from related parties

There were no loans to or from related parties at the current and previous reporting date.

Destination Country & Outback NSW Limited

**Directors' Declaration
30 June 2023**

In the directors' opinion:

- the attached financial statements and notes comply with the Corporations Act 2001, the Australian Accounting Standards - Simplified Disclosures, the Australian Charities and Not-for-profits Commission Act 2012 and associated regulations, the Corporations Regulations 2001 and other mandatory professional reporting requirements;
- the attached financial statements and notes give a true and fair view of the company's financial position as at 30 June 2023 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of directors made pursuant to section 295(5)(a) of the Corporations Act 2001.

On behalf of the directors



Director: Andrea Plawutsky



Director: Linda Nadge

30th October 2023

Independent Auditor's Report

To the Members of Destination Country & Outback NSW Limited

Opinion

We have audited the financial report of Destination Country & Outback NSW Limited (the Company), which comprises the statement of financial position as at 30 June 2023, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of the Company is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the Company's financial position as at 30 June 2023 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards – Simplified Disclosure report and the *Corporations Regulations 2001*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduce Disclosure Requirements and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to

Some of the Crowe personnel involved in preparing this document may be members of a professional scheme approved under Professional Standards Legislation such that their occupational liability is limited under that Legislation. To the extent that applies, the following disclaimer applies to them. If you have any questions about the applicability of Professional Standards Legislation to Findex's personnel involved in preparing this document, please speak to your Crowe adviser.

Liability limited by a scheme approved under Professional Standards Legislation

The title 'Partner' conveys that the person is a senior member within their respective division, and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is external audit, conducted via the Crowe Australasia external audit division and Unison SMSF Audit. All other professional services offered by Findex Group Limited are conducted by a privately owned organisation and/or its subsidiaries.

Findex (Aust) Pty Ltd, trading as Crowe Australasia is a member of Crowe Global, a Swiss verein. Each member firm of Crowe Global is a separate and independent legal entity. Findex (Aust) Pty Ltd and its affiliates are not responsible or liable for any acts or omissions of Crowe Global or any other member of Crowe Global. Crowe Global does not render any professional services and does not have an ownership or partnership interest in Findex (Aust) Pty Ltd. Services are provided by Crowe Audit Australia, an affiliate of Findex (Aust) Pty Ltd.

© 2023 Findex (Aust) Pty Ltd

enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our 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 this financial report.

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

- Identify and assess the risks of material misstatement of the financial report, 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 our 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 Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' 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 Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Company to express an opinion on the group financial report. The auditor is responsible for the direction, supervision and performance of the group audit. The auditor remains solely responsible for the audit opinion.



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

Crowe Audit Australia

CROWE AUDIT AUSTRALIA

A handwritten signature in black ink, appearing to read "G. Faponle".

Gabriel Faponle
Audit Partner
Registered Company Auditor No. 513644

Dated at Dubbo on the 3rd day of November 2023