

TRANSCRIPT

PUBLIC ACCOUNTS AND ESTIMATES COMMITTEE

Inquiry into the Victorian Government's Response to the COVID-19 Pandemic

Melbourne—Thursday, 14 May 2020

Members

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Mr Tim Richardson

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WITNESSES

Mr Brendan McClements, Interim Chief Executive Officer, and

Ms Holly Little, Head of Corporate Affairs, Visit Victoria.

The CHAIR: Welcome to Visit Victoria for the third day of our Public Accounts and Estimates Committee Inquiry into the Victorian Government's Response to the COVID-19 Pandemic. The Committee will be reviewing and reporting to the Parliament on the responses taken by the Victorian Government, including as part of the national cabinet, to manage the COVID-19 pandemic and any other matter related to the COVID-19 pandemic. All mobile telephones should be turned to silent if they are not already.

All evidence taken by this Committee is protected by parliamentary privilege. Therefore you are protected against any action for what you say here today, but if you repeat the same things outside this forum, including on social media, those comments may not be protected by this privilege. You will be provided with a proof version of the transcript for you to check. Verified transcripts, presentations and handouts will be placed on the Committee's website as soon as possible. The hearings may be rebroadcast in compliance with standing order 234. We ask that photographers and camerapersons follow the established media guidelines and the instructions of the secretariat.

Thank you for joining us, Mr McClements, and your team, today. We invite you to make a 5-minute presentation. We do have a clock, and I apologise for any awkwardness in cutting you off at any moment in time. The presentation will then be followed by questions from the Committee relative to their representation here today. Thank you for joining us.

Mr McCLEMENTS: Thank you, Chair. It sounds like Toastmasters. If I go over, there will be, I presume, the ting of the bell.

The CHAIR: Exactly.

Mr McCLEMENTS: I appreciate the opportunity to talk to the Committee today about the response to COVID-19. It is an incredibly complicated and difficult circumstance that the State finds itself in and many in the industry find themselves in.

Let me start by making some opening comments. We expect that COVID-19 will have an impact of something like 72 per cent of the visitor economy being lost over the course of this year. That is something in the order of \$23.3 billion. The outbreak and subsequent restrictions on travel, mass gatherings and social distancing has come at an especially difficult time, given that it came off the back of the bushfires that affected two parts of Victoria, in particular the north-east and East Gippsland. Events have been cancelled, travel has ceased and global attractions have been forced to close.

Before I get into talking about Visit Victoria's response I do want to talk about what we do, so we understand as we go forward. Visit Victoria is the primary tourism events business for the state of Victoria. It was established in 2016 and brings together three separate entities—Tourism Victoria, the Victorian Major Events Company and the Melbourne Convention Bureau. In the year ending December 2019 visitors to Victoria were spending record numbers—the industry had reached something like \$32.5 billion for the year. It was supporting 232 700 jobs. At Visit Victoria our role is to drive future demand and in doing so to help the state recover over the years to come. I think importantly the other thing I would add is that one of its key but often understated roles, particularly in the events space, is the role it plays in giving Victorians a real sense of community and pride in what we are. So more than ever that aspect of the major events piece in particular will be coming into sharp focus over the next couple of years.

I do want to note the financial support that both the State and Federal Governments have given to the industry since these issues have happened. In the case of the Victorian Government, it is the \$1.7 billion survival package to help tourism businesses. I know Minister Pakula yesterday, the Minister for Tourism, Sport and Major Events, announced a \$150 million Experience Economy Survival Package, including \$1.1 million going to the regional tourism boards, who are very, very important partners of Visit Victoria, and will be even more so going into the future. The Federal Government has also played a critical role. It has announced its

\$130 million JobKeeper payments to keep people in jobs across Australia. As I have outlined, our industry is doing it tough. These initiatives are helping, though. Hopefully they will see as many businesses as possible survive this period of time.

We are hearing from some operators who have been able to put their businesses into hibernation for the time being and are taking time to work on their businesses and investigate ways to pivot to new markets and channels where they are available. It has been probably inspirational to watch some of the industries as they have risen to the challenges that arise here. 'Pivot' is an overused word, but we have seen operators quickly adjust their businesses and their practices to make sure they are able to survive. Hospitality is well understood, and we have seen Attica and other restaurants—it seems to be the go-to approach at the moment—move to takeaway and home deliveries. We have seen businesses down on the Great Ocean Road—the Get Lost Travel Group in particular, which has typically been a tour operator or a bus tour operator, has turned and been allowed to keep 20 people employed by taking packaging crates and repurposing them into furniture. We have seen the Atlantic Group. They were the main operator at Central Pier; Central Pier has obviously been closed. They had a primary restaurant at Crown; Crown has been closed. They were one of the lead contractors of the Australian grand prix. The grand prix got closed. It has been an incredible performance by that business to continue to find ways of staying in business and keeping people employed. But not all operators are able to do this, clearly, and I am sure you will be hearing from many in your areas of the incredible impact of coronavirus on their businesses.

Our role at Visit Victoria as a marketing events body is to drive future demand, and this will help local economies and support Victorian jobs. We are conscious when we talk about economics and dollars that it is all about jobs and people. In the weeks since the restrictions were put in place we have been supporting industry by sharing their products and experiences and events via our social and digital platforms and continuing to work with events as they consider what they should do over the coming years and into the future.

Mr MAAS: Thank you, Mr McClements, for your presentation, and thank you for your appearance today along with your team as well. Yes, those were some pretty devastating figures that you took us through then and examples of what has been happening. It is great to hear of some of that pivoting work that is going on in the industry as well. To begin with I was hoping that you might be able to give us an idea of some of the feedback that you have received from industry about the impacts of COVID-19 on tourism and major events in the state.

Mr McCLEMENTS: Thank you for your question. I am pleased for the opportunity to respond. As I said, there is no doubt it has been an incredible period of time for people. Coming on the back of the operators in particular in the north-east of the state, the High Country and in Gippsland, where the visitor economy in those parts of Victoria is worth up to 20 or 25 per cent of the local economy, the impact has been incredibly difficult.

We know many of our operators, including accommodation workers, hospitality workers, key attractions, have been impacted. We have seen them close, we have seen them pivot their businesses to try new things. There has been a lot of reference to the government funding and the support that has come through, and they have found it has assisted them in staying afloat. Get Lost Travel, as I have flagged before, would not be able to do what it is doing at the moment without the support that has been made available. We have been working closely with VTIC, the industry body, and regional tourism boards to develop what we can do. The work we have been doing through our digital and social platforms in particular has allowed many of these operators to continue to find a source of revenue to continue to keep their businesses going.

In the marketing space, it is important I think that we do not go quiet, if that is right, from a tourism destination perspective. We need to be entirely consistent with the overarching need to have a message that is consistent with the public health information. The best marketing campaign at the moment is a public health campaign, so we are entirely aware of the importance of being consistent with the messages of the State in that area. But it does mean that while people cannot travel they can still dream and think about what they want to do next, and that is the space we are playing in. For the industry that is a really important message to get through—that these places will come back, these travellers will come back, and while they are thinking about what they are doing, while they are spending a lot of time in front of various screens, we get the opportunity to talk to them in a way which is sensitive to the overarching messages.

Major events have been significantly impacted. We have 11 events that have changed in some way—have had to be delayed or cancelled. It is an industry that is worth \$2.5 billion to the Victorian economy in a year. It provides an international stage and a national stage on which the state can be showcased. We are working with each of those events individually to try and adjust their plans. We want them to postpone not cancel, and in that part of the business we work several years ahead, so we are working with them on trying to find other slots in their calendar that they could move to.

Similarly, with our business events, which last year were worth \$500 million to the state. We have seen 55 events cancelled this year—or not proceed this year; I should not say cancelled. Similarly, we are working with them to move them into other parts of the calendar in future years.

Finally, in our regional events space we are a stronger support of events in regional Victoria. We probably have somewhere between 40 and 50 events every year that are supported. We have seen 20 of them be affected this year so far; 17 of those have been postponed, three of those have had to cancel, and we are looking to find new places in future years for those events to take place.

Mr MAAS: Thank you, Mr McClements. Would you be able to delve into a little bit more detail around Visit Victoria's role in supporting businesses that have been impacted by the COVID pandemic?

Mr McCLEMENTS: Certainly. I think the role we play varies on the particular lever we are trying to pull at the time. We expect this issue to remain for a number of years, as most people have anticipated. The road to recovery is not a short journey, so our role will extend over a long period of time. In the first instance we have made sure from a marketing perspective, as I have just indicated, that we are entirely consistent with the broader public and more important public health messages.

So the first instance has been working closely with the industry associations, with our regional tourism boards and, through them, with the operators to make sure that what we are saying is consistent with what the State needs to be saying, and at the same time demonstrating that we are getting ready to move into the next phase of operation as the state moves through the survival phase into the recovery phase. So next week that work continues. We have a regional tourism board forum, and with VTIC we are presenting to industry about some of the things we are seeing and some of the plans we have. So in the first instance, in the marketing business, our job is to align our messaging with the broader state issues, make sure that the industry itself understands what we are trying to do and then show the industry the path we are going to follow over the next few years to lead the path for recovery.

In the major events piece, our work has been with event owners to help them understand the implications of physical distancing and COVID-19, to make sure that the state does not lose the opportunity to work with those operators into the future and to understand the dynamics—and many of those have individual challenges with their individual businesses around what they are doing. If you think about cricket, for example, the State is a great supporter of both the T20 World Cups. The women's, which was a fantastic event in late March, was probably the last major event to happen in the state before COVID-19 hit, and we saw the sorts of things that events of that scale can bring to the state of Victoria. But then equally, in October–November, we have the men's event coming and we need to be making sure that we are working with the organisers to do everything we can to allow that to occur. But clearly in a time of great uncertainty nothing is certain, and so we are constantly in touch with the event owners to make sure that they can see what we can do to support them.

Equally, in that part of the business, because the road to recovery is a multi-year business, we are proactively working with event owners out to 2027–28 to try and find time to bring what they might have into the state of Victoria. That dynamic also works in our business event space, where the rights holders of business events are working out to 2028 and beyond. So that part of our business, both in major events and business events, continues at great pace. We see it as a real opportunity for us to build calendars in both of those streams that will connect to the path to recovery, which we expect to take many years. So the levers we have to pull are marketing, major events and business events, and we are trying to sequence the pulling of those levers to time with the time that will be best used to help the path to recovery.

Mr MAAS: Thank you very much for that very detailed answer. That is excellent work that is occurring. Thank you. It was not that long ago that we were really considering what the impact of bushfires was in the state, and of course that had a significant impact on the industry. Would you be able to talk us through the

current support needs for the industry as well as the needs difference between what is happening in the metropolitan area compared with the regional areas too?

Mr McCLEMENTS: I am very happy to talk to you about that. Let me start with bushfires component of it, because we have almost lost sight of the incredible and dramatic impact that the bushfires had on two wonderful parts of our state: the High Country and East Gippsland. It was a devastating impact. Just that event alone was a devastating impact. So the consequences of COVID-19—and I saw some economic modelling in the last week or so about the more localised impacts of COVID-19 on regional economies, and those two areas stood out in particular because of the double whammy, as it is colloquially known, of bushfires and COVID-19—have exacerbated the impact in those particular regions. So I would call out today that we are a very, very conscious of what it looks like in those communities.

Not long after the T20 World Cup we were lucky enough to be up in Bright, where Katy Perry—for those on the Committee who are aware of Katy Perry—

Mr D O'BRIEN: Who isn't?

Mr McCLEMENTS: She is an international superstar, it is fair to say, and made herself available.

Ms VALLENCE: Give us a rendition.

Mr McCLEMENTS: *Roar*, would you prefer? She was incredibly generous with her time, and we were able to work with her to take her to Bright. That was a moment post bushfires that Bright was really standing up on the world stage and showing itself to come forward. Two days later, COVID-19 hit and unfortunately some of that momentum has stopped. So we have two regions of the state in particular that have had the effects of both COVID-19 and bushfires.

COVID-19 has come. Your question was about: is there a difference in need between Melbourne and the regions? I think they have both got the same problem, which is not enough visitors, if not no visitors, and that is great. At least we can define the problem in a similar sense. For us now the challenge is to design responses that are sensitive to the individual circumstances for each of these regions, and on top of that understanding that the two regions in particular have had an incredibly difficult period. I think that is well understood across the community. We can lose sight of the fact of that, that up in the north-east and I understand also particularly in the alpine regions the current uncertainty around the snow season layers another complexity around how you respond to that issue. The challenge is the same; we need to get the visitor economy moving again. We have a set of levers that we can pull at various times. Our plans, our actions need to be consistent to deliver the same message, but we are going to be able to adjust them in partnership with the regional tourism boards in particular to try and match them to the circumstances of the individual areas but with the overall goal of getting people back.

Mr MAAS: Thank you very much. We have no idea how long the impacts of COVID-19 will be felt on the industry, and you have already taken us through some of the work that you have been doing to stretch the target out to 2027, which is fantastic. But would you be able to inform the Committee how Visit Victoria is ensuring that Victoria remains front of mind for domestic and international travellers alike so that our tourism and major events sector can play a strong role in the recovery of the Victorian economy?

Mr McCLEMENTS: Certainly. Again, just let me organise my thoughts for a moment so that I can answer the question accurately. The first challenge for us is to make sure travellers continue to have Melbourne front of mind in their consideration of moving. There is clearly a segment of our former market that is under challenge, which is international travellers. We have seen extensive pieces written. I saw a piece again today and I know the Chief Medical Officer for the country, Brendan Murphy, yesterday talked about there being no clear path back on how international travel will come. In that world our focus shifts to making sure that Australians—and I should say one of the strengths of the Australian visitor economy is just the power of the domestic traveller market. It is a very significant part of the visitor economy; roughly 70 per cent of Australia's visitor economy is domestically focused and that is different to many parts of the world. So yes, the loss of international travellers, certainly in the medium term, is significant and challenging.

In talking to some of the bigger hotel operators who have got plans to open new facilities in Melbourne the thing that they take great encouragement from is just the size of Australia's domestic traveller economy. We

have probably 70 to 75 per cent of the local visitor economy still there in one shape or form that we can focus on, so it is an attractive part of the world that we want to play in. At the moment we are taking a subdued role, if that is the right way of doing it, recognising that we do not want to do anything that would get in the way of the broader health messages. As I said, the best marketing campaign at the moment is the public health campaign. We need to make sure when we are out the other side of the current circumstances that we have two things. Two fundamental, critical things need to exist for us to be able to do our work: travellers need to have trust in Victoria and to a large extent Australia, and travellers need to know it is safe. Both of those can best be done through the things that are being done at the moment, through the public health messages.

The CHAIR: I might stop you there, I am sorry. The Member's time has expired. I will pass to Sam Hibbins, MP.

Mr HIBBINS: Thank you both for appearing today.

Mr McCLEMENTS: Pleasure.

Mr HIBBINS: I wanted to pick up on the theme of regional economies and the impact that both the bushfires and COVID-19 have had, particularly around nature-based tourism and national parks, which on one hand have been degraded and decimated by the bushfires but may potentially be an attractive tourism option post-COVID as we are still getting out of restrictions. Can I just ask you about some of the challenges faced in nature-based tourism, and potentially some opportunities, and how you are going to approach those?

Mr McCLEMENTS: Thank you. That is a very good question that picks up a number of different threads, so let me try and weave them together for you. One of the strengths of Victoria's and Melbourne's tourism offering is that it has many, many dimensions; it is not reliant on one single thing. Certainly as we do our current work about how we best tell the story of Victoria in the current environment, the opportunity to highlight various parts of the experience in Victoria is real. If you think of it—and this is certainly the way we think of it—some of the more obvious ways in which the state has gone about attracting visitation would be around things like major sports events. Retail shopping is a very big part of what we are available for. Our food and wine experiences are often around restaurants. Now the reality is, and for some time, those characteristics of Victoria's offerings are unlikely to be able to be used in a broadcast way because of the sensitivities around physical distancing and COVID-19 and all the things that sit within the public health messaging.

But Victoria is not limited to that, and we have incredible nature-based tourism. We have an issue right at the moment about access to that, but that is coming off and it is likely, we hope, to be one of the restrictions that is eased earlier. We also know one of the drivers of people into regional Victoria is the nature-based experience. So we have an opportunity as we move into the next phase to take that dimension of Victoria's experience and highlight that and use that to do what we need to do. We also think as we move into the next phase of our marketing campaign that that is a more sensitive way of getting people through the stages of returning to large-scale tourism. So the opportunity is definitely there.

We are blessed in that we do have a large range and a diverse range of nature-based tourism, and I think of our experiences with the Grampians on one side of the state or Wilsons Promontory on another side of the state and up around the Murray into the High Country. We certainly are planning and know that nature-based experiences are something that people look to Melbourne to do in that domestic visitor economy, and much of that is driven through the intrastate segment of our market. We do know that one of the drivers for the intrastate segment is to take advantage of the nature-based experiences. That is roughly worth \$8 billion to \$9 billion to the state, that segment in particular.

So with the combination of how we are limited in how we use some of the dimensions of the Victorian experience because of the public health messages, quite rightly, and the natural inclination of people, particularly in the intrastate segment, we think that as this sequences out that will be the first market to turn on, if that is the right phrase—the intrastate segment—because there will be barriers to travelling between borders. Even when borders do open there is just going to be a capacity issue because aviation will not come back quickly. So I do not think there is—we are certainly not seeing—the likelihood of large-scale commercial flights at a reasonable price between cities coming back into play quickly. It will be very interesting to see what happens with the sale of Virgin airlines; that is obviously a critical consideration. And with that barrier likely to be there, the intrastate market becomes increasingly important.

The intrastate market is often Melburnians going into regional locations. It is not only that—there are other segments—but Melburnians going out to regional locations. And as we dive into the data and the insights around Melburnians and their desire—what do they want from a trip?—often it is nature-based experiences. So having that nature-based experience base, Victoria having a strong nature-based experience offering, as the restrictions come off we know it is a strong suit for us. We know it is consistent with what public health messaging we expect to fold out over the next little while. We know Melburnians are interested in nature-based experiences. Our challenge will be to make sure that we are making that available and communicating that in a powerful way, in a compelling way—that Victorians do want to do that and they know where to go.

That is the work, if you like, that we are spending quite a bit of time on at the moment to ensure that when the time comes, as we move from the survival phase into the recovery phase, with the overarching public health messages synchronising in people's minds that that is okay, we get to a point where our role will be turn on nature-based tourism. It is a long way to getting to a short answer, but I probably cannot be in stronger agreement with the Member about the idea of nature-based tourism as being a really powerful opportunity for us.

Ms VALLENCE: Good morning, and thank you very much for making an appearance at this very important inquiry. I have got a couple of questions. First up, you mentioned in your presentation about the impact to tourism operators and tourism businesses. Has Visit Victoria done any analysis or estimation at all on how many tourism operators and related businesses have actually closed permanently or temporarily as a result of the crisis?

Mr McCLEMENTS: In our day-to-day jobs we spend a lot of time talking to tourism operators and tourism businesses about what they are thinking and what they are doing. That is an important part of the work we do, and we have a team. If you ever want to know where to go in Victoria at short notice, please ring me up and I will ring one of my members in the team who has spent her life—luckily—going around the state. She has an incredible depth of knowledge about the offerings and what is available in Victoria. Within that, I do not think I would represent that we have the best database of industry closures and openings. That is not what we are designed to do. I know Felicia Mariani from VTIC is coming in after me to this meeting, and she will have a better sense—because I would like to make sure I have provided the Committee the most accurate view.

We have a sense that there is a real issue clearly in there. You would not imagine that losing 72 per cent of market in the space of 12 months would have anything other than a dramatic effect on business operators. It is not quite clear at the moment—those businesses who are in hibernation versus those businesses who are likely to close. There is a judgement in there that will not emerge for a little while yet. There are still a number of things, a number of dynamics, to play out. It is a very complicated financial issue for some of the operators. We know many tourism operators, particularly in regional locations, tend to be smaller operators, often family businesses.

Ms VALLENCE: So similarly, your organisation, it seems, has not necessarily done any analysis on numbers of businesses that are closed. Is that the similar case in terms of job losses?

Mr McCLEMENTS: Yes. Just because I am really conscious of the importance of precision about data analysis in that area, our systems are not built to do that. Our systems are built to ensure—

Ms VALLENCE: That is okay.

Mr McCLEMENTS: There are other sources that we use.

Ms VALLENCE: Okay. You referred a lot to major events that you are usually attracting people to, and it is a real shame that we have lost a lot of those—but I am sure they will bounce back. You referred a lot to major events, and you described a lot of experiences and the flexibility of a number of businesses that are larger businesses. I represent the Yarra Valley, and in fact a couple of us represent some major regional or interface or regional tourism areas. Can you describe a little bit about experiences and what you are hearing from the regions which are really hard hit—many smaller family businesses and tourism operators that are completely closed for a number of reasons from the crisis? What are you hearing from them, and what do you think Visit Victoria will do—what initiatives will you do—for those smaller tourism operators?

Mr McCLEMENTS: We are hearing from smaller tourism operators, and I think what we are hearing is entirely consistent with what the respective Members would be hearing from their constituents. It is an incredibly difficult period. It is presenting all sorts of business, financial and personal challenges to them as they negotiate so many complicated issues. I must say I have also really received a lot of feedback, and positive feedback, about the recognition of mental health as an issue for many of the operators and people in the community, so a lot of the feedback that we have received has also been supportive of the mental health packages that have been made available.

Ms VALLENCE: As I said, you mentioned a lot about the larger businesses and their experiences and you are talking about mental health, are some of those smaller tourism operators able to access that information or that assistance as they are going through this really tough time?

Mr McCLEMENTS: Certainly the feedback we have is that is the case. I know the Victorian Tourism Industry Council has been incredibly active in providing resources and access to industry operators. There was a challenge early in the process as we heard back from industry that seems to have been, with the support of VTIC, helped to be addressed, which is we had an incredible immediate response, both federally and state, in the availability of support in all sorts of different ways from different parts of government. The challenge for industry at one stage was: how do I know where everything is at? So there has been quite a lot of work done, I know, through governments and through industry associations, and we have republished that information if it is through our industry updates and things, just to help people understand what is available. There are multiple grants systems available, multiple ways of providing relief in tax and multiple access to different forms of mental health support. So I think early on that was a challenge. As I understand it now, that has, through the support of a number of different people, helped to smooth the way for the individual operators.

Ms VALLENCE: Yes, we have certainly heard—I certainly have heard and probably other Members of the Committee and other MPs have heard—a lot from small tourism operators that have found it very challenging to navigate what can be available to them, and in some cases they have found that there has not been sufficient assistance, as it were. That is why I am asking those questions, particularly for those smaller businesses. In my area we have got some really big businesses that will attract, you know, busloads of tourists out to my area, but that then has a corollary effect which benefits some of the smaller businesses. They have been unable to open restaurants and cellar doors or U-Pick for fruit and vegetables, so it has been a very challenging time. You mentioned in your presentation or you mentioned earlier about Melbourne being front of mind. So what initiatives have you been developing so far in this last period of time, particularly for rural and regional Victorian tourism operators and related businesses?

Mr McCLEMENTS: I think there are a couple of things. Yarra Valley is distinguished indeed because of the ability of the gin operators up there to make hand sanitiser. I think that has been one of the great success stories. I was only hearing yesterday on the radio that they have been able to make, I think, 50 000 litres of hand sanitiser in the blink of an eye, which is again a testament to the capacity of the industry to think about things and innovate and change.

Our work around the bushfire response—if I can draw a parallel to what we are thinking about, what it might look like in the future, and the time is not right for us to be overly active at the moment because of the public health messages—is we built a model of working really closely with the regional areas through the RTBs. So in our business we have a regional marketing team that is designed to do that in a world where international is away for a while, interstate is still not clear how it will come back and intrastate becomes even more important, with the ability to work with the regional tourism boards and be sensitive to the issues up there in the various parts of the state. The state has 11 regional tourism boards, which cover most of the state.

We see that model of having a partnership, a cooperative arrangement with the RTB. It is not to say we have not done that in the past, but during the bushfires, particularly with the two directly affected, we spent a lot of time with them. So only this week my team has been reorganised to increase the scale of the regional marketing team, so we have doubled the size of the regional marketing team on the basis that the playbook will look like something close to how we responded to bushfires, which is cooperative, deep relationships with each of the RTBs. So in the case of the Yarra Valley we will have at least two, a lead and a support person, looking after the Yarra Valley RTB, whose task now will be to make sure that the plans that they are putting in place and our plans are consistent. I have what we call an RTB forum, a hook-up with the chief executives and the chairs of the regional tourism boards, including Yarra Valley, on Monday, in which we will introduce that plan more

broadly. It has been made available, they know it has happened, so we will put that more formally in place, and the task of that team will be to work with the Yarra Valley regional tourism board or any other regional tourism board in the state. They have already at that level thought through how their recovery plan might look. We can bring scale, we can bring direction, we can bring the ability of aggregating everything together, and we will seek to synchronise our plans so that when the time comes that we are in recovery phase and out of survival we are connected and coordinated in how we take the offerings of all those areas to market.

The CHAIR: Thank you, and I will stop you there because the Member's time has also expired. Thank you, Mr McClements, you and your team, very much for appearing here with our Committee today. You will be provided with transcripts to verify, and any questions which were taken on notice will be followed up and written answers required within the five days. We will declare this witness finished and move to the next one. Thank you very much for your time.

Mr McCLEMENTS: Thank you, Chair.

Ms LITTLE: Thank you.

Witnesses withdrew.