



Western Australian Tourism Commission

Annual Report 2003-2004



The Value of Tourism for Western Australia

Value of Tourism

- In 2001-2002 the combined direct and indirect economic contribution of tourism to WA was \$3.6 billion¹
- In 2001-2002 54,000 Western Australians were directly employed in tourism, with around 18,000 more indirectly employed (7.7% of total state employment)¹
- In 2001-2002 direct tourism Gross State Product (GSP) was \$2.7 billion or 3.5% of total Western Australian GSP¹
- In 2003, WA outperformed all other major competitive states in growth in international and interstate visitors.²

1 Source: The Economic Contribution of Tourism to the State of Western Australia: A Tourism satellite account based analysis, Access Economics, based on gross value added.

2 Source: Bureau of Tourism Research National and International Visitor Survey (NVS, IVS) 2003

Forecasted Growth

- 1,039,100 international visitors to WA by 2013³
- Average annual growth rate in international visitors of 6.2% a year over the next 10 years⁴
- UK will be the first market to surpass 200,000 visitors to WA (estimated 2010)
- Global tourism is estimated to grow by an average of 4.1% per year to 2020⁵

3 WATC estimates are based on the Bureau of Tourism Research International Visitor Survey (IVS) 2003 and the Tourism Forecasting Council (April 2004) total Australia

4 Source: Tourism Forecasting Council (April 2004) total Australia

5 Source: World Tourism Organisation

2003 Domestic

Visitors – 6.4 million

Intrastate – 5.4 million

Interstate – 983,000

Nights – 30.0 million

Expenditure⁶ – 2.7 billion

Intrastate - \$1.7 billion

Interstate - \$1.0 billion

Market Share: Australia

9%

10%

4%

10%

10%

13%

7%

2003 International

Visitors – 570,300

Nights – 12.8 million

Expenditure⁶ - \$1.2 billion

Total Visitors – 7.0 million

Market Share: Australia

13%

11%

11%

Top Markets:

WA (2003)

	No. of Visitors	% of WA market
1. UK	158,200	28%
2. Singapore	55,800	10%
3. Japan	44,100	8%
4. Malaysia	37,600	7%
5. USA	36,400	6%
6. New Zealand	34,600	6%
7. South Africa	23,800	4%
8. Germany	23,000	4%
Total	413,500	73%

6. Visitor Expenditure estimates are based on BTR Domestic (2000) Tourism Expenditure Research Program and IVS (2003) national daily spend estimates.

Source Bureau of Tourism Research IVS, NVS (2003)

Message to the Minister

To the Honourable Bob Kucera APM JP MLA
Minister for Tourism

In accordance with the requirements of section 66 of the *Financial Administration Audit Act 1985*, it is my pleasure to submit for your information and presentation to Parliament, the Annual Report of the Western Australian Tourism Commission for the year ended 30 June 2004.

The Annual Report has been prepared in accordance with the provisions of the *Financial Administration and Audit Act 1985*.



Alan Mulgrew
CHAIRMAN
Western Australian Tourism Commission Board
31 August, 2004

Contents

	Page
Western Australian Tourism Commission In Profile	5
Chairman's Report	7
Chief Executive's Report	9
2003-2004 Year In Review	11
Strategic Management	13
Destination Marketing	15
Event Tourism	19
Convention and Incentive Travel	22
Industry Development	25
Visitor Servicing	27
Outlook for 2004/2005	29
Our People	32
Corporate Governance	38
Key Performance Indicators	43
Financial Statements	54
Appendices	80

Western Australian Tourism Commission in Profile

Vision

Make Western Australia the world's natural choice

Mission

Accelerate the sustainable growth of tourism for the long term benefit of Western Australia.

Values

The Western Australian Tourism Commission's values are a public statement of our approach to business. These interdependent values represent how we behave – as individual employees, as managers, as teams and as an organisation.

Open Communication

We communicate in an open, honest and straightforward manner, whilst recognising the confidentiality, privacy and/or commercial sensitivity involved in releasing some information.

Performance Orientation

We work with economy and a sense of purpose to respond to the needs and expectations of our customers, stakeholders and the broader community.

Positive Contribution

We share ideas and information and we are willing to grow and change to improve the future. We contribute as individuals and as part of a team.

Learning and Innovation

We support an environment where employees are empowered and developed and where thoughtful risk taking is encouraged to bring about creative solutions.

Integrity and Courtesy

We take responsibility for our actions and manage information and property with care. We treat others ethically and with respect.

Respecting Individuality

We support an environment that recognises the needs of individuals, including the balancing of work and family matters, and encourages diversity.

Recognising Valued Behaviour

We support an environment where the valued behaviour of individuals and teams is encouraged, recognised and rewarded.

Western Australian Tourism Commission outcomes and outputs:

The Western Australian Tourism Commission contributes to the government strategic objectives of:

- Developing a strong economy that delivers more jobs, more opportunities and greater wealth to Western Australians by creating the conditions required for investment and growth
- Ensuring that regional Western Australia is strong and vibrant

by achieving the following outcomes:

- Western Australia is promoted as an attractive destination
- An enhanced tourist industry, infrastructure and product base

The outcomes are achieved through the following services (outputs):

- Destination Marketing
- Event Tourism
- Convention and Incentive Travel
- Industry Development
- Visitor Servicing

Who we are

The Western Australian Tourism Commission has 155 staff, primarily located in Perth, with national and international marketing staff in Brisbane, Sydney, Melbourne, London, Munich, Singapore, Tokyo and Kuala Lumpur as well as regional managers in Karratha, Kununurra, Geraldton, Carnarvon, Kalgoorlie, Mandurah, Bunbury and Albany.

Our clients

The Western Australian Tourism Commission has several main groups of customers, stakeholders and partners:

Travel consumers
Tourism industry
Event industry
General business community
Government

Our visitors

In the 2003 calendar year, tourism generated \$3.9 billion in visitor expenditure for Western Australia.

Western Australia recorded 6.4 million domestic visitors - including 983,000 interstate visitors - and 570,300 international visitors.

The State's top international markets in 2003 were the United Kingdom, Singapore, Japan, Malaysia and the United States of America.

(Source: Bureau of Tourism Research National and International Visitor Surveys, 2003)

Chairman's Report

The past year has been one of significant achievement for the Western Australian Tourism Commission.

The rollout of the Commission's Strategic Plan is now well underway and the transition has had strong impact. A range of key initiatives within this framework have been the catalysts for real change and importantly, provided the tourism industry with a level of leadership that is essential as it migrates to a commercially sustainable future.

Our strategic direction recognises that Western Australia is a very special place offering a unique tourism experience. Our marketing is evolving from a sole focus on nature-based tourism to reflect our new Brand WA values of fresh, natural, carefree and alive. These values not only encapsulate the existing energy and dynamics of our State, but also what is required for us to fulfil our potential as a leading tourism destination.

In the last year we have established solid working relationships with the five new Regional Tourism Organisations and developed strategic partnerships with both the private and public sectors.

The majority of Western Australia's tourism assets are in regional areas and together with the Regional Tourism Organisations and other strategic partners we need to further develop these assets, centred around a continuation of our current Industry Development and Visitor Servicing efforts, so that our tourism experiences do not disappoint.

The refining of EventsCorp into a dynamic, commercially-orientated enterprise has led to several gains over the last year, including successful interfacing with the arts and a number of major event bid wins. In the coming year, these achievements will be built on as we further develop EventsCorp with an emphasis on Western Australian-owned events and regional events.

There are challenges ahead for the Western Australian Tourism Commission and industry as a whole, particularly in addressing the dynamics of a changing marketplace equipped with carefully researched marketing strategies that maintain the State's current customer base as well as increasing our focus on the sector's major inbound traffic generators servicing the independent traveller.

We also need to build on our considerable capabilities in the areas of aviation access and research to ensure we continue to deliver results.

There is an urgent need in this State to form a bipartisan program to embrace indigenous tourism across Western Australia. This will build on the success of the inaugural Indigenous Tourism conference held earlier this year.

We have worked cooperatively in the last year with Tourism Australia (formerly the Australian Tourist Commission) as well as strengthening our own presence on the east coast of Australia.

The opening of the Perth Convention Exhibition Centre in August 2004 offers tremendous opportunity for Western Australian tourism and we will continue to work with our partner, the Perth Convention Bureau, in our commitment to the business tourism sector.

I would like to take this opportunity to acknowledge the support from tourism industry leaders throughout the last year who I look forward to working collaboratively with into the future.

Thanks to my fellow Commissioners for their energetic input and support throughout the year and I would also like to express my appreciation and thanks to the Western Australian Tourism Commission staff, led by our Chief Executive Officer Richard Muirhead and his Executive Team.

A handwritten signature in blue ink, consisting of a stylized 'A' followed by a long horizontal stroke that ends in a small loop.

Alan Mulgrew
Chairman
31 August 2004

Chief Executive's Report

There has been a great deal of activity in the last twelve months for the Western Australian Tourism Commission to report on.

The broader tourism environment, while still volatile, has shown positive growth in the last year. The latest figures, which measure the 12 months to March 2004, show that both interstate and international visitor numbers to Western Australia increased compared to the previous 12 months.

This growth is partly a sign of returning consumer confidence globally and has also been facilitated by the Western Australian Tourism Commission's success in increasing air services into Western Australia and improving our marketing reach by shifting from mass media destination marketing to identified target segments that deliver the best return on investment. This is essentially giving Western Australia a bigger 'bang for its buck'.

A major marketing outcome from the last year has been the integration of online elements into marketing and communication activities. This includes the launch of a new online presence and the ongoing development of a tourism eMarketplace that will provide unprecedented access for customers, stakeholders and tourists. The first stage of this eMarketplace is westernaustralia.com with more development at this site planned for the coming year.

We have undertaken a strong reform agenda across the organisation to ensure tourism growth for Western Australia in the short and long term. The Western Australian Tourism Commission launched its five year Strategic Plan, *Pathways Forward*, in late 2003 which underpins all of the organisation's activities.

The New Concept for State Tourism has redefined the way the Western Australian Tourism Commission and regional tourism organisations work together to promote the State. Five distinct new tourism regions and regional management structures have been established, with each of the new regional tourism organisations being given responsibility for their respective destination marketing activities.

These five regions mirror visitor expectations of our tourism products and give us an opportunity to market the iconic landmarks and unique experiences in each area. The new regional tourism organisations are working well with the Western Australian Tourism Commission and the tourism industry on interstate and in some cases international marketing priorities.

Tourism in Western Australia is reliant on air access and in the last year there has been much to celebrate on this front. We have achieved an increase in international and domestic non-stop air services to Western Australia as well as intrastate services, providing increased business opportunity for regional Western Australia.

Increasingly in the last year Western Australia's tourism industry has been in the spotlight, with our State hosting several important tourism events including the inaugural Indigenous Tourism Conference and inaugural national Cultural Tourism Conference. In addition, our industry won eight of the prestigious Australian Tourism Awards – a record number for Western Australia.

This spotlight will continue into the coming year with Western Australia hosting the country's largest tourism trade event, the Australian Tourism Exchange in June 2005.

Internally, the Western Australian Tourism Commission completed a major review of its Marketing and Communications Division which has resulted in structural changes to streamline operations and enables additional funds to be channelled towards marketing campaigns.

The past year has been one of change, but these changes have been necessary to ensure we continue to lead the way in growing tourism in Western Australia. We recognise that the way people make their travel choices is also changing and Western Australia needs to ensure it is at the forefront of consumers' minds when they choose a holiday destination.

The year ahead is one of consolidation and building on the synergies from the various initiatives we now have in place with our industry partners.

Our new approach to doing business will extend to a new name and head office location for the Western Australian Tourism Commission that will herald the start of the 2004-2005 financial year.

I would like to thank the Board of Commissioners who have provided clear direction to the Executive Team and given all staff their support throughout the year. I also extend a personal thank you to all Western Australian Tourism Commission staff for their effort and commitment to growing tourism in Western Australia.



Richard Muirhead
Chief Executive Officer
31 August 2004

2003-2004 Year in Review

The Western Australian Tourism Commission together with the Western Australian tourism industry achieved significant outcomes this year.

Visitor numbers to the State remained variable, with gains in both interstate and international visitor numbers while intrastate numbers have dropped somewhat. However, overall the most important indicator – visitor expenditure – is up for the 12 months to March 2004.

Destination marketing remains an extremely crowded and competitive field, leading the Western Australian Tourism Commission to take proactive steps in the last year to review marketing activities and undertake a major refresh of 'Brand Western Australia'.

This refresh has resulted in the development of new positioning for destination marketing, to be launched in October 2004, and changes to marketing structures within the Western Australian Tourism Commission.

The launch of a new online presence at westernaustralia.com and greater integration of online marketing across campaigns has led to an increase in consumers accessing information about Western Australian holidays through the Internet.

The first concrete analysis of the economic contribution of tourism to Western Australia was undertaken in the last year by Access Economics. This report gives detailed analysis of the direct and indirect value of tourism to the State economy, employment figures and the tourism industry's impact on other economic sectors such as mining and agriculture.

Gains in aviation in the last twelve months have continued to boost air capacity into and around Western Australia, with an increase in international and domestic non-stop air services to Western Australia and the introduction of non-stop services to Perth from Canberra, the Gold Coast and Cairns. Regionally, non-stop services were introduced from Sydney to Broome and between Perth and Kununurra.

The development of Western Australia's iconic tourism experiences has continued in the last year, with World Heritage listing of Purnululu National Park in mid 2003 and the opening of a major new tourism product for Australia's South West, the Busselton Jetty Underwater Observatory.

The first comprehensive assessment of visitor servicing was recently completed, outlining how best to provide local, national and international tourists with information about the State. The study makes 69 recommendations designed to ensure the maintenance of a strong network of high quality visitor centres driving tourism across the State.

The tourism industry was boosted by several significant events held in Perth during 2003-2004. The Cultural Tourism and Indigenous Tourism conferences explored ways to grow and diversify the tourism industry.

The industry received national recognition, securing eight Australian Tourism Awards for various accommodation sectors, new tourism development, eco tourism, meetings and business tourism, Aboriginal & Torres Strait Islander tourism as well a tourism restaurant & catering services. These awards were also hosted in Western Australia.

On the events front, the tourism value of hosting major events was demonstrated by the outstanding success of Rugby World Cup 2003. The five pool matches held at Subiaco

Oval during October created enormous benefits for Western Australia, generating over \$40 million in economic impact for the State and thousands of interstate and international visitors, well in excess of expectations. EventsCorp continues to broaden its focus with regional and cultural events across the State.

Following on from the Brand WA refresh, the Western Australian Tourism Commission is also refreshing its corporate positioning and from 12 July 2004 will become Tourism Western Australia. This new name brings WA into line with most other state tourism authorities and the national body Tourism Australia.

The Western Australian Tourism Commission will also start the new financial year in new premises adjacent to the Perth Convention Exhibition Centre, creating a tourism hub within Perth's central business district.

No significant events have occurred after 30 June 2004 to the date of signing this report which would adversely affect the operations of the Western Australian Tourism Commission.

STRATEGIC MANAGEMENT

The Western Australian Tourism Commission's challenge is to balance industry and government requirements in achieving its vision and mission. The five year WATC strategic plan describes the purpose and long term direction of the WATC. The commission contributes to all WA Public Sector Strategic Planning Framework goals and the following table illustrates our alignment with the Framework. Please note that the key outcomes as a result of pursuing these strategies can be found in the Report on Operations Section of this annual report.

GOVERNMENT STRATEGIC PLANNING FRAMEWORK	WATC STRATEGIES
GOAL 1: People and Communities - <i>To enhance the quality of life and wellbeing of all people throughout Western Australia</i>	
12. A culturally rich, artistically inspired and intellectually stimulated society	<ul style="list-style-type: none"> • Grow and diversify the Events Calendar. • Develop new tourism product segments to meet market needs.
13. A society where Indigenous Australians have greater economic and social opportunities and the capacity to determine their own lives	<ul style="list-style-type: none"> • Develop the nature based tourism sector. • Develop new tourism product segments to meet market needs.
17. Vibrant communities that enhance and promote safety, a sense of openness, walkability, our rich cultural diversity and the Western Australian lifestyle.	<ul style="list-style-type: none"> • Adopt a festival approach to events. • Grow and diversify the Events Calendar. • Focus on WA icons and iconic experiences to increase the quantity, quality and diversity of sustainable tourism product. • Develop iconic events for Western Australia. • Develop new tourism product segments to meet market needs.
GOAL 2: The Economy - <i>To develop a strong economy that delivers more jobs, more opportunities and greater wealth to Western Australians by creating the conditions required for investment and growth</i>	
1. New jobs and employment growth	<ul style="list-style-type: none"> • Drive visitation during shoulder seasons by undertaking targeted cooperative retail advertising campaigns, with an increasing emphasis on one-to-one marketing. • Gather and communicate research intelligence to the tourism industry. • Utilise traditional and online marketing media to increase consumer access to destination and tourism product information. • Harness joint business opportunities with local, state and federal government. • Use major Perth and regional events to leverage tourism opportunities. • Use the international student market to increase tourism opportunities. • Integrate tourism into overall planning, policy and development priorities of Western Australia. • Adopt a festival approach to events. • Target national events to generate incremental business. • Maximise business tourism. • Grow and diversify the Events Calendar. • Use major international events for maximum tourism impact. • Undertake market segmentation research to identify key target segments in our prioritised markets. • Identify market segments in each targeted country or region that will enable the WATC to achieve its objectives. • Develop marketing and communication programs that are focused and successfully implemented. • Develop the online marketplace so that Western Australia is competitively positioned. • Undertake targeted trade initiatives to increase awareness of WA and its tourism product. • Implement media, trade relations, sponsorship and public relations activities. • Identify and attract key tourism travel trade events to Western Australia. • Investigate hosting the 2006 Australian Tourism Exchange (ATE). • Focus on WA icons and iconic experiences to increase the quantity, quality and diversity of sustainable tourism product. • Develop the nature based tourism sector. • Initiate product-focused partnerships so that tourism product can be further developed. • Develop iconic events for Western Australia. • Use events to support and strengthen the recognition of WA iconic experiences. • Operate a high quality Visitor Centre providing comprehensive information and booking service. • Identify product gaps within prioritised markets and communicate to stakeholders. • Extend tourism product into non-traditional industry sectors.

GOVERNMENT STRATEGIC PLANNING FRAMEWORK	WATC STRATEGIES
4. Plentiful and diversified employment opportunities for Indigenous peoples to support Indigenous economic growth	<ul style="list-style-type: none"> Develop the nature based tourism sector. Develop new tourism product segments to meet market needs.
8. Greater economic infrastructure that facilitates new development	<ul style="list-style-type: none"> Promote a whole of State approach to tourism infrastructure needs. Expand air services and overall air capacity through Western Australia.
9. Industrial development and investment that builds on Western Australia's strengths	<ul style="list-style-type: none"> Attract capital investment and facilitate re-investment.
12. An environment that encourages diversification, investment and exports for economic growth whilst ensuring that community and global environmental and social goals are met	<ul style="list-style-type: none"> Support the National Tourism Accreditation Program and its roll out into the industry. Develop new tourism product segments to meet market needs. Extend tourism product into non-traditional industry sectors.
15. All Western Australians sharing in the benefits of economic growth	<ul style="list-style-type: none"> Build the capacity of businesses and their proprietors in Western Australia's tourism industry. Use visitor centres to encourage visitor dispersal. Leverage tourism, business and media opportunities associated with events.
Goal 3: The Environment - To ensure that Western Australia has an environment in which resources are managed, developed and used sustainably, biological diversity is preserved and habitats protected	
6. A world class system of national parks, marine parks and other conservation reserves	<ul style="list-style-type: none"> Integrate tourism into overall planning, policy and development priorities of Western Australia.
7. Effective management of marine and coastal resources, estuarine and inland environments	<ul style="list-style-type: none"> Integrate tourism into overall planning, policy and development priorities of Western Australia.
GOAL 4: The Regions - To ensure that regional Western Australia is strong and vibrant	
2. Planning in partnership for a sustainable future	<ul style="list-style-type: none"> Integrate tourism into overall planning, policy and development priorities of Western Australia. Consult with the regional tourism organisations in the development of the WATC's marketing strategies and operational plans. Promote a whole of State approach to tourism infrastructure needs.
5. Improved regional infrastructure	<ul style="list-style-type: none"> Deliver world class visitor servicing and foster long term sustainability. Give the regional tourism organisations responsibility for intrastate marketing. Partner with regional tourism organisations to formulate and implement destination development strategies.
6. Diversified regional economies	<ul style="list-style-type: none"> Identify and target market segments with a high propensity for dispersal. Build regional tourism through a regional events program.
7. Enhanced regional investment	<ul style="list-style-type: none"> Identify product gaps within prioritised markets and communicate to stakeholders. Build regional tourism through a regional events program. Attract capital investment and facilitate re-investment.
14. Sustainable natural resource management	<ul style="list-style-type: none"> Develop the nature based tourism sector. Support the National Tourism Accreditation Program and its roll out into the industry.
GOAL 5: Governance - To govern for all Western Australians in an open, effective and efficient manner that also ensures a sustainable future	
3. Whole-of-government approaches to planning decision-making and resource allocation	<ul style="list-style-type: none"> Harness joint business opportunities with local, state and federal government. Promote a whole of State approach to tourism infrastructure needs. Develop and implement a communication program for key stakeholders to raise their awareness of the significance of tourism. Build EventsCorp's profile with customers and stakeholders.
5. Effective partnerships with Federal and Local Governments, the private sector and the wider community	<ul style="list-style-type: none"> Harness joint business opportunities with local, state and federal government. Integrate tourism into overall planning, policy and development priorities of Western Australia. Initiate product-focused partnerships so that tourism product can be further developed. Develop and implement a communication program for key stakeholders to raise their awareness of the significance of tourism. Build EventsCorp's profile with customers and stakeholders.
6. Influence over Commonwealth policy and resource allocation for the benefit of Western Australia	<ul style="list-style-type: none"> Integrate tourism into overall planning, policy and development priorities of Western Australia.
7. Increased use of Information Communications and Technology to provide better services to the community	<ul style="list-style-type: none"> Utilise traditional and online marketing media to increase consumer access to destination and tourism product information. Develop the online marketplace so that Western Australia is competitively positioned.

Destination Marketing

The Marketing and Communication Division works to accelerate growth in the economic value of tourism throughout Western Australia. This is achieved by:

- Developing and implementing marketing and communication strategies to build awareness and desire to visit Western Australia;
- Increasing visitation, yield and dispersal from identified target markets;
- Providing meaningful and actionable research to guide strategies and actions of the Commission, the Western Australian tourism industry and potential participants in the tourism industry;
- Communicating proactively and effectively with industry, government and the people of Western Australia.

Destination Marketing Overview of 2003 - 2004

Destination marketing activities have moved in the last year from a mass media focus to more targeted, segmented marketing. Destination marketing remains an extremely competitive and crowded field, with increasing numbers of destinations seeking to grow their share of the global tourism market.

The implementation of the New Concept for State Tourism has meant that the responsibility for all intrastate marketing has been transferred to the five Regional Tourism Organisations, leaving the Western Australian Tourism Commission to focus on interstate and international marketing.

Partnership marketing, with both our traditional industry partners and non traditional partners such as O'Neill Surfwear in the United Kingdom and MasterCard in Asia, has grown in prominence in the last twelve months, increasing our marketing reach. This approach is delivering results, with interstate and international visitor numbers increasing in 2003.

Boosting our online presence at westernaustralia.com and incorporating online elements into marketing campaigns has been a major focus over the last twelve months, with further developments planned in the coming year.

Major Destination Marketing Achievements 2003 - 2004

- Secured the Australian Tourism Exchange for Western Australia in 2005. This is Australia's largest travel trade event and has never been held in Western Australia. The event is expected to generate more than \$10 million in expenditure and valuable exposure for the State to influential global tourism industry representatives.
- Created five distinct new tourism regions and regional management structures to improve and streamline tourism marketing across Western Australia. The five new regions replace the previous 10 regions around the State. Each new Regional Tourism Organisation now has responsibility for their respective destination marketing activities and all intrastate marketing.
- Launched a dynamic new website, westernaustralia.com. This website services our consumer, trade and media stakeholders via a single portal, replacing several individual sites. New e-marketing strategies and campaigns to drive traffic to the site have increased consumer database numbers by approximately 75%.
- Initiated a marketing agreement with MasterCard Asia Pacific to leverage tourism opportunities for Western Australia. Through payment card promotions by MasterCard and other member banks, awareness of Western Australia will be raised and travel packages for MasterCard card holders will be

created. This agreement is centred around leveraging Western Australian product off the Asia Pacific US\$60 million advertising budget.

- Developed the One Australia business model (now known as the Destination Australia Partnership) in the United Kingdom and Europe. Implementation of the model is now underway. It will deliver increased marketing efficiencies and effectiveness through a framework that provides greater Australian Tourist Commission and State and Territory Tourism Organisation alignment.
- Undertook several marketing campaigns with industry partners in key markets, including Qantas and Virgin Blue in eastern Australia and Air New Zealand in New Zealand, as well as ongoing campaigns in Singapore, Malaysia, United Kingdom and Germany.
- Coordinated 217 trips in Western Australia for 1134 trade and media representatives through the familiarisation program. This program cost \$3 million to deliver, including a cash and in-kind contribution from the tourism industry of approximately \$2.3 million.
- Participated in major travel trade events such as the Australian Tourism Exchange as well as major consumer travel events, including the Malaysian Association of Travel and Tourism Agents (MATTA) consumer fair, the National Association of Travel Agents Singapore (NATAS) consumer fair and caravan and camping consumer shows in the eastern states of Australia.
- Developed and distributed detailed research profile documentation on 21 national and international tourism markets, including economic, psychographic and demographic data, for use by the broader tourism industry.
- Initiated a new corporate magazine, Journeys, to communicate with key stakeholders on current Western Australian Tourism Commission activities and reinforce the value of tourism to the State.
- Undertook a major Marketing Effectiveness Review to refine marketing activities across all key markets and identify focus areas for the future. In line with this review, the Marketing and Communication Division was restructured into two key streams, Trade Marketing and Consumer Marketing.

Destination Marketing Output Measures 2003-2004

Quantity	Quality	Timeliness	Cost
----------	---------	------------	------

DESTINATION MARKETING

Strategies aimed at raising consumer awareness of WA as a desirable tourist destination				
Number of consumer awareness strategies		A.) Interstate (i) Perceived Knowledge: Percentage of people with knowledge of WA as a holiday destination (for category 'a lot'). (ii) Long Trip Preference: % of Western Australians with a preference to travel within WA for 3 nights or more. (iii) Level of unprompted advertising awareness of Western Australia as a holiday destination. B.) Intrastate (i) Long Trip Preference: % of Western Australians with a preference to travel within WA for 3 nights or more. (ii) Level of unprompted advertising awareness of Western Australia as a holiday destination. C.) International i) Perceived knowledge: Percentage of people aware of WA as a tourism destination (for category "a lot") - Singapore - Japan - Malaysia - UK ii) Propensity to consider: Percentage of people who will consider a trip WA (for the category of definitely consider) - Singapore - Japan - UK	Delivered according to Operational Plan timeframes	Cost per consumer awareness strategy
Actual	1	A) Interstate i) 34%, ii) 15.9%, iii) 8.6% B) Intrastate i) 32.2% ii) 46.8% C) International - i) Singapore 20%, Japan N/A, Malaysia N/A, UK N/A ii) Singapore N/A, Japan N/A, Malaysia N/A, UK N/A	100%	\$9,172,833
Target	1	A) Interstate i) 4.8%, ii) 16.7%, iii) 10.7% B) Intrastate i) 34.1% ii) 38.2% C) International i) Singapore 8%, Japan 3%, Malaysia 5%, UK 5.5% ii) Singapore 15%, Japan 2 %, Malaysia 15%, UK 31%	100%	\$8,974,604

Strategies aimed at raising trade awareness of WA as a desirable tourist destination				
Number of trade awareness strategies		i) Knowledge level of WA tourism products (using the rating of 8/10 and above) ii) WATC contribution to the current knowledge levels (using the ratings significant and very significant) iii) Likelihood of recommending WA as a holiday destination (using the rating more likely now)	Delivered according to Operational Plan timeframes	Cost per trade awareness strategy
Actual	1	Domestic i) Not measured International i) Not Measured	100%	\$5,951,135
Target	1	Domestic i) 54% ii) 75% iii) 62% International i) 71% ii) 82% iii) 52%	100%	\$3,469,944

Strategies aimed at incremental business in cooperation with industry				
Number of incremental business strategies		The extent to which visitor expenditure is generated by incremental tourism activities	Delivered according to Operational Plan timeframes	Cost per incremental business strategy
Actual	1	Domestic \$6.8 million International \$6.0 million	100%	\$2,104,163
Target	1	Domestic \$4.17 million International \$7 million	100%	\$1,965,188

Strategies aimed at increasing tourism product and destination information distribution				
Number of information enquiries serviced		Level of satisfaction by industry with tourism product and destination information distribution.	Delivered according to Operational Plan timeframes	Cost per information enquiry
Actual	15,245	Not surveyed this year.	100%	\$55.94
Target	65000	85%	100%	\$11.87

Quantity		Quality	Timeliness	Cost
Strategies aimed at increasing international airline access to WA				
	Number of increased air transport seats into WA targeted	Proportion of targeted air transport seats into Western Australia obtained	Meetings held as per Operational Plan timelines	Cost per seat targeted
Actual	204,000	680%	100%	\$0.14
Target	30000	100%	100%	\$1.45
Local industry education of international markets				
	Number of markets reviewed against criteria	Accuracy of reviews	Delivered according to Operational Plan timeframes	Cost per market review
Actual	21	100%	100%	\$400
Target	21	100%	100%	\$423
	Number of educational seminars conducted	Participant satisfaction with educational seminars conducted	Delivered according to Operational Plan timeframes	Cost per educational seminar conducted
Actual	4	Not surveyed this year	100%	\$6,297
Target	4	82%	100%	\$6,659
	Number of Regional Tourism Authority contracts managed	Proportion of regional tourism authority contract conditions met	Delivered according to Operational Plan timeframes	Cost per intrastate consumer awareness strategy
Actual	5	100%	100%	\$558,345
Target	10	100%	100%	\$159,354
Policy advice to Government				
	Number of advices provided to Government	Proportion of first drafts accepted	Proportion of advices provided within agreed timeframes	Cost per policy advice
Actual	491	0.0%	93%	\$78
Target	200	90%	95%	\$168

Consumer Awareness measure 1 A (i) - Surrogate measure - 34% of potential interstate visitors (from Sydney/Melbourne) were aware that WA offers the iconic tourism experiences that are actively promoted in the interstate markets

Consumer Awareness measure 1 C (ii) - Due to research costs, awareness is now only be measured in one target international market each year. Singapore was selected as the market to be measured for 2003-04. Surrogate measure - 20% of potential Singapore visitors were aware that WA offers the iconic tourism experiences that are actively promoted in the Singapore markets

Event Tourism

EventsCorp, the events division of the Western Australian Tourism Commission, makes a significant contribution to the State through event and business tourism. This is achieved by:

- Identifying and attracting major events to Western Australia;
- Supporting and developing events from idea generation to implementation and, where appropriate, managing and growing events, particularly in regional areas;
- Leveraging tourism, business and media opportunities through events;
- Promoting business tourism.

Event Tourism Overview of 2003 – 2004

EventsCorp supported events that generated an estimated \$68 million in direct expenditure for Western Australia in 2003-2004.

The major event for the year was Rugby World Cup 2003. This event exceeded all expectations, attracting more than 17,000 interstate and international visitors to Western Australia to watch five matches over a week at Subiaco Oval. This event generated more than \$40 million in direct economic impact for the State.

Several major event bids were won over the last year, in particular securing a return to international yachting for Western Australia as the Australian host port for the 2005 Clipper Round the World Yacht race and the 5 Oceans Race in 2007.

The major events scene remains a highly competitive field, requiring EventsCorp bids to be increasingly well targeted and innovative to achieve success.

The Perth International Golf Tournament scheduled for November 2003 was cancelled by event organisers IMG due to the lack of availability of high ranked professional players and low corporate interest, however, EventsCorp and IMG are exploring new international golf events for Western Australia.

Major Event Tourism achievements 2003-2004

- Achieved an estimated \$68 million economic impact for Western Australia through EventsCorp-funded events, including Hyundai Hopman Cup XVI, Telstra Rally Australia, Rugby World Cup, Salmon Masters @ Margaret River, Australian and New Zealand Police and Emergency Services Games and the Australian Masters Football.
- Maximised tourism and business opportunities from Perth's host role for Rugby World Cup 2003. This event achieved significant international, national and local media coverage for Western Australia and generated over \$40 million in direct expenditure from a State investment of \$1.75 million.
- Cemented Western Australia's reputation as a world class yachting destination with successful bids for Fremantle to be the Australian host port in the prestigious Clipper Round the World Yacht Race (2005) and 5 Oceans Race (2007). Both events have a projected direct visitor expenditure of \$1.8 million and offer significant global media and other promotional opportunities.
- Secured several new high profile sporting events for Western Australia including the X-Adventure Raid series for three years, Ironman Western Australia to be held in Busselton, Gravity Games H2O – a youth event never before held outside of the United States and the World Ultimate Flying Disc Championship.

- Collaborated with Spare Parts Puppet Theatre and the Perth Convention Bureau to win a unique and prestigious cultural event, the UNIMA (Union International De La Marionette) 2008 World Puppetry Festival and Congress, which will be the first time the event has ever been held in Australia.
- Delivered a successful Telstra Rally Australia at its new city location of Gloucester Park. The Federation Internationale de Automobile (FIA) Manufacturer's Teams again recognised Telstra Rally Australia's outstanding achievements by awarding the event Runner Up for Rally of the Year.
- Negotiated a new contract for the Hyundai Hopman Cup international tennis tournament for a further three years (2005-2007). Television coverage of this tournament is broadcast internationally and the 2003 event broke all previous attendance records, with 82,126 spectators attending the 12 sessions.
- Provided \$120,000 in funding to a total of ten regional events through the Regional Events Scheme. Events receiving support include the Avon Descent, Margaret River Wine Region Festival and Crab Fest Mandurah. An additional \$24,000 was allocated to the Indian Ocean Masters Games in Geraldton from the Tourism Crisis Fund.
- Strengthened regional event support with two regional event training workshops held in Mandurah and Kalbarri to assist regional communities to develop new events and improve existing regional events to maximise returns.
- Developed a formal agreement between EventsCorp and the Perth Convention Bureau to identify cooperative opportunities in event and business tourism and maximise efficient use of available resources.
- Launched a new event calendar and marketing approach with 'See It. Do It.' branding to increase awareness of events held in Western Australia among stakeholders and the general community. The number of events listed on the calendar was expanded to 38 reflecting a new cultural emphasis.

Event Tourism Output Measures 2003-2004:

	Quantity	Quality	Timeliness	Cost
EVENT TOURISM				
Attraction of events to Western Australia				
	Number of bids submitted for events	Estimated economic impact of successful bids for events	Bids made for events according to operational plan timelines	Cost per bid submitted
Actual	8	\$28 million	100%	\$57,859
Target	8	\$28 million	100%	\$69,777
Strategies aimed at raising consumer awareness of WA as a desirable tourist destination				
	Number of consumer awareness strategies (equates to the number of events hosted)	Value (\$) of television media coverage in selected tourism markets for events hosted	Proportion of consumer awareness strategies implemented in conjunction with events hosted	Cost per consumer awareness strategy for events hosted
Actual	8	\$3.78 million	100%	\$36,330
Target	8	\$9 million	100%	\$52,573
Strategies for incremental tourism business through events hosted				
	Number of strategies for incremental business through hosted events	The value of economic impact generated by incremental tourism activity ie events hosted	The proportion of events held on time	Cost per incremental business strategy
Actual	8	\$68.58 million	100%	\$1,866,044
Target	8	\$35 million	100%	\$2,198,382
Event product development				
	Number of event products developed	The value of visitor expenditure generated by event products.	The proportion of event products developed on time	Cost per event product developed
Actual	43	\$1.813 million	100%	\$3,085
Target	38	\$2 million	100%	\$4,581
Policy advice to Government				
	Number of advices provided to Government	Proportion of first draft advices to Government accepted	Proportion of advices to Government provided within the agreed timeframes.	Cost per policy advice
Actual	179	97%	72%	\$114
Target	100	95%	95%	\$162

Convention and Incentive Travel

The Perth Convention Bureau is contracted by the Western Australian Tourism Commission to accelerate the growth of convention, exhibition and incentive travel business to generate economic benefit for the people of Western Australia, and to position Western Australia as the dominant convention, exhibition and incentive travel destination in the Asia Pacific region.

This is achieved through:

- Bidding assistance for national and international conventions;
- Promotional assistance for incentive travel groups and corporate meetings;
- Assisting conferences confirmed for Western Australia to boost delegate attendance;
- Promoting pre and post conference touring activities to increase delegate length of stay.

Convention and Incentive Travel Overview of 2003 - 2004

This year has seen a recovery in confidence among meeting and incentive planners. Corporate meeting and incentive travel business has recorded a 17 per cent increase on the previous year.

In the last year, more than 70 national and international conventions and 176 corporate groups were secured for Western Australia for the next six years, representing an anticipated 40,000 delegates, 250,440 hotel room nights and \$84.74 million in direct delegate expenditure. In addition, decisions are pending on a further 19 conferences and 12 corporate meetings.

The surge in results can be attributed to the State's increased capacity to host larger meetings and special additional funding for convention bidding provided by the Convention Attraction Support Team (CAST) program coupled with a strong recovery in the Asian corporate market post the SARS downturn.

During the year, a total of 94 convention bids were submitted and 25 inaugural conferences assisted. The average bid conversion ratio was 60 per cent.

In the association conference sector, increased competition has resulted in new countries aggressively entering the meetings market. In response to diminishing market share, existing players are significantly increasing their investment in both infrastructure and destination marketing.

In Western Australia, the average meeting size for 2003-2004 increased to 438 delegates and the average corporate meeting size increased to 63 delegates.

Major Convention and Incentive Travel Achievements 2003 - 2004

- Successfully generated 32 new convention bidding opportunities for Western Australia through the Customer Relationship Management (CRM) program, which targets the State's top ten industry sectors. These opportunities are primarily in the health, resources and arts sectors.
- Launched an online calendar that provides information to members of forthcoming conferences confirmed for Western Australia.
- Extended the successful local host campaign, designed to source new convention bid leads, into regional Western Australia. Local host programs have been held in Bunbury, Geraldton, Broome and Albany.
- Secured five large conferences for Western Australia through the Convention Assistance Support Team (CAST) initiative. This is a government and private sector partnership to assist in bidding for large, high profile national and international conferences. The one international and four national conferences are expected to attract 7,280 delegates with an anticipated direct delegate spend of \$11.8 million.

- Represented Western Australia at the Team Australia Business Events Educational in Hong Kong in March 2004. This event brought together 96 buyers from across Asia and has already resulted in new corporate business for Western Australia.
- Promoted Western Australia's meeting facilities and tourist attractions through site inspections for 74 meeting planners from Brazil, United Kingdom, France, Sweden, Germany, South Africa, Singapore, Indonesia, Korea, Taiwan, Hong Kong, Republic of China, Malaysia and Australia.
- Raised \$502,000 from the private sector and local government grants for cooperative marketing of Western Australia as a convention destination.
- Secured record annual membership fees of \$318,140, an increase of 22 per cent and grew number of memberships from 296 to 320.
- Coordinated a Western Australian stand at the annual Asia Pacific Meetings Expo in Melbourne during February 2004. Eleven Western Australian industry members exhibited on the stand, which had a strong regional presence.
- Supported the generation of new business opportunities through funding for the \$20,000 BankWest Conference Development Awards for inaugural conferences. This year the award was shared by the Western Australian Music Industry Association, the Northam-based Wheatbelt Area Consultative Committee and the Foster Care Association of Western Australia Inc. The development of inaugural meetings continues to play an important role in generating business opportunities.

Convention and Incentive Travel Output Measures 2003-2004

	Quantity	Quality	Timeliness	Cost
CONVENTION AND INCENTIVE TRAVEL				
Attraction of meetings, incentive travel, conventions and exhibitions to WA				
	Number of bids for conventions and incentive travel groups	Projected visitor expenditure from successful bids for conventions	Bids for conventions made according to operational plan timeframes	Cost per convention bid
Actual	198	\$84.74 million	100%	\$5,159
Target	194	\$81.5 million	100%	\$4,976
Strategies aimed at incremental business in cooperation with industry				
	Number of incremental tourism activities hosted. ie conventions hosted	Actual visitor expenditure from incremental tourism activities. ie conventions hosted	Proportion of conventions held as planned	Cost per incremental tourism activity, ie convention hosted
Actual	231	\$54 million	100%	\$411
Target	141	\$60 million	100%	\$580
Policy advice to Government				
	Number of advices provided to government	Proportion of first drafts accepted	Proportion of advices provided within agreed timeframes	Cost per policy advice
Actual	0	n/a	n/a	\$0.00
Target	15	90%	95%	\$341

Source: All output measures reported for Convention and Incentive Travel provided by the Perth Convention Bureau.

Industry Development

Industry Development ensures the product is in place for visitors to enjoy. This is achieved by:

- Ensuring the environment is right to attract capital investment and re-investment;
- Facilitating the development of new tourism products and enhancing existing ones;

Industry Development includes the Sustainable Industry Sector Development unit, which works to raise the profile of nature-based tourism and to develop niche sector product, such as indigenous tourism, cultural tourism, educational tourism, and cruise shipping.

Industry Development Overview of 2003 - 2004

The focus for Industry Development in the last year has been to consolidate the division's efforts in investment attraction and infrastructure facilitation. After being identified as two new focus areas, managers were appointed to both functions and much of the year was spent developing and implementing strategies to increase investment in tourism developments and to create the right environment through the provision of infrastructure for further tourism development in Western Australia.

Several gains were made in aviation over the last year, with new services added across all three markets - intrastate, interstate and international - increasing the State's inbound tourism capacity.

Major Industry Development Achievements 2003 - 2004

- Achieved an increase in international and domestic non-stop air services to Western Australia, including doubling services (to six per week) from Hong Kong to Perth, and the introduction of non-stop services to Perth from Canberra, the Gold Coast and Cairns. Regionally, non-stop services were introduced from Sydney to Broome and between Perth and Kununurra.
- Launched the first 'Better Business Blitz' in Exmouth, with support from Tourism Council Western Australia, Western Australian Hospitality, Tourism Industry Training Council and the Small Business Development Corporation. The workshop covers skills in business management and visitor servicing, as well as providing tourism development advice. This program is ongoing.
- Supported niche sector development opportunities by sponsoring three significant conferences: the Australian Indigenous Tourism Conference, the Australian Cultural Tourism Conference and the International Wine Tourism Conference.
- Developed and released an Arts and Cultural Tourism Strategy, titled Journey Further, in conjunction with the Department of Culture and the Arts. This is the first strategy of its kind for Western Australia.
- Successfully hosted investment missions from Dubai, Oman and the Czech Republic.
- Contributed to the development of an Accreditation Strategic Plan, in conjunction with Tourism Council Western Australia.
- Prepared Destination Development Strategies, which identify the tourism opportunities and requirements of each of the five tourism regions, through consultation with regional reference groups and in-depth research with operators and visitors.
- Launched a Japanese language Environmental Tourism Package – 'Adopt a Dolphin' – which focuses on the Bunbury Dolphin Discovery Centre.
- Prepared an Aboriginal Tourism Marketing Strategy discussion paper and released for comment.

Industry Development Output Measures 2003-2004

	Quantity	Quality	Timeliness	Cost
INDUSTRY DEVELOPMENT				
Strategies and planning advice on identified tourism issues				
	Regional Tourism Development Plans reviewed and updated.	Produced annually	Provided within agreed timeframe	Cost per plan
Actual	5	100%	100%	\$41,693
Target	11	80%	100%	\$12,506
	Tourism investment and jobs registers	Tourism investment and jobs registers produced twice yearly	In accordance with operational plan timeframe	Cost per register
Actual	2	100%	100%	\$52,117
Target	2	100%	100%	\$34,392
	Strategic Tourism Development plans developed	Produced annually	In accordance with operational plan timeframe	Cost per register
Actual	1	100%	100%	\$104,233
Target	1	100%	100%	\$68,784
Infrastructure and Product Development				
	Number of infrastructure projects worked on	Value of infrastructure sites worked on and progressed to the agreed stages	Proportion of infrastructure sites implemented or produced within agreed time frame	Cost per infrastructure site developed to implementation or approval stage
Actual	29	\$163 million	100%	\$48,521
Target	36	> \$50 million	100%	\$12,672
	Number of common good information requests processed	Level of customer satisfaction with information provided.	Services delivered in accordance with operational plan timeframes	Cost per information request
Actual	560	Not surveyed this year.	100%	\$1,508
Target	500	80%	100%	\$912
	Number of Products, including specialist/sustainable tourism products developed	Level of customer satisfaction with products developed.	Services delivered in accordance with operational plan timeframes	Cost per information request
Actual	2	Not surveyed this year.	100%	\$281,421
Target	24	80%	100%	\$57,024
Implementation of tourism industry professionalism and quality assurance mechanisms				
	Number of additional operators accredited for the National Tourism Industry Accreditation Scheme	Number of operators passing verification audit under the National Tourism Industry Accreditation Scheme	Delivered in accordance with operational plan timeframes	Cost per accredited operator
Actual	167	162	100%	\$5,351
Target	100	166	100%	\$3,302
Policy advice to Government				
	Number of advices provided to Government	Proportion of first drafts accepted	Proportion of policy advices provided on time	Cost per policy advice
Actual	1,010	95%	98%	\$191
Target	550	90%	95%	\$250

Visitor Servicing

Visitor Servicing ensures the provision of destination and product information and booking facilities throughout Western Australia to increase the likelihood of visitors increasing their length of stay.

Visitor Servicing is made up of two key areas:

- Western Australian Tourism Network;
- Western Australian Visitor Centre.

The Western Australian Tourism Network provides a framework for visitor servicing to operate efficiently and effectively throughout Western Australia. The Network enables information and bookings to be made using modern technology through the telecommunications system and the Internet, including data collection and distribution.

The Western Australian Visitor Centre is the centrally-located retail arm and public face of the Commission. It operates as a retail travel agency specialising in the promotion and sale of Western Australian holiday product to visitors. It offers booking and information services through the visitor centre and the telephone call centre.

The Western Australian Visitor Centre also provides an important promotional distribution point for the promotional material of Western Australian tourism product providers, many of whom are small businesses and do not have access to mainstream tourism distribution channels.

Visitor Servicing Overview of 2003 – 2004

The Western Australian Visitor Centre had 335,696 contacts throughout the 2003-2004 financial period, slightly down on the previous year (344,050 contacts).

With an increase in telephone calls being handled by Tourism Network Centres throughout the State, the Western Australian Visitor Centre handled 70,588 telephone calls this year, 14% down on the previous year.

There were 251,320 visitors to the Centre seeking information which was slightly down on last year's figure of 262,461. In addition to this, 6,528 email enquiries were handled and 27,719 brochure requests were filled and posted to consumers seeking information to help plan for their visit to the State.

The Western Australian Visitor Centre also operated a mobile visitor information booth at events such as Telstra Rally Australia, the Perth Holiday and Travel Expo and at the Fremantle Passenger Terminal during cruise ship visits.

This year the WATC initiated a major study of visitor servicing across Western Australia. This was the first major study to be undertaken into the role of visitor servicing and possible improvements to quality and consistency. The study, which recognised the vital role visitor servicing plays in the tourism industry, looked at areas of best practice, identified gaps in service delivery and made recommendations about resource requirements.

Visitor Servicing Achievements 2003 – 2004

- Completed a Visitor Servicing Study that provides 69 recommendations for the successful delivery of visitor servicing throughout the State. The report is the result of targeted research and extensive consultation with Visitor Centres, Local Government, State agencies and the tourism industry. The study also presents a comprehensive picture of what visitors want and expect from the visitor servicing industry.

Tourism industry peak bodies and visitor servicing stakeholders have expressed a high level of support for the study recommendations. Key recommendations in the study include:

- Creating a tiered system for visitor centres across the State;
 - Strengthening the accreditation system for visitor centres so visitors can be assured of consistent high quality;
 - Improving the training of visitor centre staff and encouraging the tourism industry to introduce an industrial award for visitor centre staff; and
 - Working with the tourism industry to ensure that they make a strong contribution to visitor servicing through membership and participating in the arrangement of visitor centres.
- Implemented the Volunteers Tourist Assistance Officers Program, 'West Oz Welcomers', and further developed tourism information opportunities by using Western Australian Visitor Centre staff and West Oz Welcomers volunteers to provide information at mobile visitor information booths during major events.
 - Increased membership to the WA Tourism Network to more than 1,300 – an increase of 53 per cent - by providing the tourism industry with a cost effective approach to electronic information distribution.
 - Undertook an aggressive promotional campaign and sales strategy to drive membership which resulted in the WA Tourism Network winning an Australia Post WA Direct Mail award.
 - Increased Western Australian content on the Australia Tourism Data Warehouse, which is used nationally to supply accommodation, tours and attractions information on tourism websites, including australia.com and westernaustralia.com

Visitor Servicing Output Measures 2003-2004

Quantity		Quality	Timeliness	Cost
VISITOR SERVICING				
Strategies aimed at tourism product and destinational information distribution				
	Number of Enquiries serviced	Overall level of customer satisfaction with level of service	Customer satisfaction with timeliness	Cost per enquiry serviced
Actual	335,696	Not surveyed this year.	85%	\$6.96
Target	375,000	80%	80%	\$5.01
Strategies aimed at incremental tourism business in cooperation with industry				
	Number of Information enquiries directed to other Virtual Call Centres via the Virtual Call Network	Overall level of customer satisfaction with level of service	Customer satisfaction with timeliness	Cost per enquiry serviced through other Network Visitor Centres
Actual	44,196	Not surveyed this year.	85%	\$11.21
Target	48,000	80%	80%	\$9.79
	Number of passengers booked	Visitor expenditure generated	Customer satisfaction with timeliness	Cost per passenger
Actual	18,940	\$22.64 million	85%	\$73.45
Target	17,500	\$20 million	80%	\$66.95

Outlook for 2004-2005

The coming year offers many opportunities for tourism growth in Western Australia and the outlook is positive, however, given ongoing current global uncertainties, the Western Australian Tourism Commission (to be known as Tourism Western Australia) will be flexible in its approach to intrastate, interstate and international markets.

The next twelve months will see an increased focus on infrastructure development and new investment, and a move from mass media destination marketing to identified target segments.

A revamped marketing approach will allow us to market aggressively through specialised consumer and trade marketing teams based in Perth.

Our marketing efforts in the Singapore and Malaysia markets will be driven by high level trade specialists based in Perth. We will boost our Sydney office and drive all of our activities in the eastern states from there.

We will consolidate activities in the UK and Europe through Destination Australia (previously known as One Australia) and we will have a presence in one of our key emerging markets, China.

A high-level Strategic Marketing Committee has been established, with expertise from within and external to Tourism Western Australia, and Industry Planning Forums will be held twice yearly to fine-tune our marketing activities.

The focus on online marketing will increase in the coming twelve months, with further development of Western Australia's online presence.

Tourism Western Australia will also leverage events to maximise tourism opportunities, and host several new events. EventsCorp will focus on fostering a festival approach to events in both metropolitan and regional Western Australia.

The Destination Australia Partnership in the United Kingdom and Europe is expected to increase marketing efficiencies, effectiveness and impact in the coming year through a framework that provides for greater collaboration between Tourism Australia and State and Territory Tourism Organisations.

Visitor servicing will be another key area in the next twelve months as key recommendations from the Visitor Servicing Study are implemented around Western Australia to ensure a strong and effective Visitor Centre network.

The opening of the Perth Convention Exhibition Centre in August 2004 will significantly increase the State's available meeting capacity. This is in addition to the expansion and upgrades of many existing facilities. While this expansion has provided new opportunities for the State to bid for larger meetings, the intense competition and increased resources required to attract them to Western Australia means there is likely to be a dilution of current business across new and existing facilities in the short term.

Western Australia's host role for the Australian Tourism Exchange in June 2005 is expected to deliver significant benefits for the State and will involve a major effort by Tourism Western Australia, together with Tourism Australia, to ensure Western Australia is successfully showcased at the new Perth Convention Exhibition Centre.

Destination Marketing Plans for 2004 – 2005

- Launch the refreshed Brand Western Australia across all marketing activities that will promote the State as a fresh and natural destination that makes visitors feel carefree and alive.

- Host the Australian Tourism Exchange (ATE) in June 2005 at the new Perth Convention Exhibition Centre. The ATE is Australia's largest and most influential international travel trade event, with approximately 2,500 delegates.
- Open a dedicated office in China to capitalise on the enormous potential of this major market. This office will be responsible for establishing strategic partnerships to build tourism traffic for Western Australia.
- Initiate a Customer Relationship Marketing (CRM) program, matching product to target segments. This will be achieved through a database of qualified leads developed through on-line promotions and referrals.
- Implement the MasterCard marketing alliance program in Asia Pacific to maximise tourism benefits for Western Australia.

Event Tourism Plans for 2004 – 2005

- Continue the process initiated this year to revitalise Fremantle as one of the world's leading host ports by implementing a plan to create the most exciting stopover of the International Clipper Round the World Race during the Christmas period in 2005.
- Manage the staging of the X-Adventure Raid Series and Ironman Western Australia to ensure regional Western Australia maximises the benefits associated with these events. Both events will generate a projected \$2.2 million in direct visitor expenditure, the majority of which will contribute directly to regional Western Australia, particularly Busselton and Kalbarri.
- Generate national event business by implementing a series of roadshow presentations to national federations and develop a seminar for state sports associations.
- Increase recognition of our principal tourism experiences by identifying potential iconic events suitable for development and progressing development of a major iconic event for Western Australia.
- Progress 'special event' legislation for Western Australia to decrease bureaucracy and allow relevant industries and service providers to provide a more flexible response to increased visitation during significant events. This will assist in leveraging major international events for maximum tourism impact.

Convention and Incentive Travel Plans for 2004 - 2005

- Develop an 'in-kind' support package for meeting planners to replace the discontinued cash marketing funding previously provided through the Convention Assistance Package scheme.
- Create a new business tourism brand for Western Australia, as an extension of Brand Western Australia, to highlight Perth's increased capacity and emergence as a fresh, desirable new meetings destination.
- Extend the successful meeting host presentations to Singapore and Kuala Lumpur to develop new international bid opportunities from the association sector.
- Work with the five Regional Tourism Organisations and relevant corporate partners to drive business tourism into regional Western Australia.
- Generate new convention and event bidding opportunities from the United Kingdom and European market place, through the convention and event manager within the Office of the Agent General, London.

Industry Development Plans for 2004 – 2005

- Continue to build the business capacity of the tourism industry throughout the State through the delivery of the Better Business Blitz program and distribution of the Quickstart Guide to a Tourism Business CD.
- Proactively target tourism investment opportunities through an ongoing Investment Attraction program including the identification of investment-ready land.
- Complete an Indigenous Tourism Strategy for Western Australia building on the Indigenous Tourism Marketing Strategy discussion paper launched in June 2004.
- Implement key projects from 'Journey Further: an Arts and Cultural Tourism Strategy' in partnership with the Department of Culture and the Arts.
- Continue to encourage airlines to increase air services and capacity on existing routes, and consider the introduction of non-stop air services from international markets.
- Complete a heritage tourism strategy and refresh the states Nature Based Tourism Strategy.

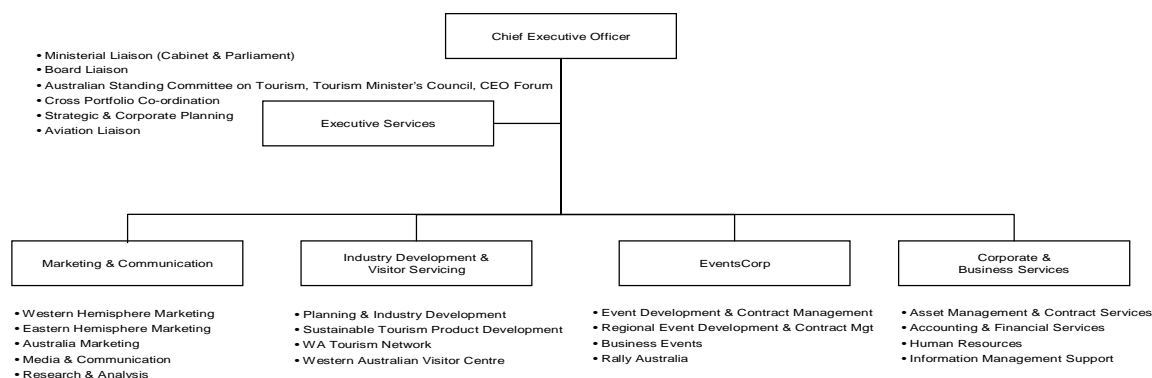
Visitor Servicing Plans for 2004 – 2005

- Implement the key findings from the Visitor Servicing Study to improve visitor servicing around Western Australia.
- Rollout the new marketing strategy for the Western Australian Tourism Network to increase industry participation and improve Western Australia's competitive position in online marketing channels.
- Investigate and develop partnership arrangements with the Rottnest Island Authority in line with the recommendations of the Rottnest Island Taskforce Report.
- Build on the success of the West Oz Welcomers program through ongoing training and continual recruitment of additional volunteers.
- Increase the overall destination and product data content in the WA Tourism Commission database by 25% and enhance visitor experience by increasing the amount of information on value adding facilities such as restaurants, retail and other service facilities.
- Reduce the cost to operators of participating in the WA Tourism Network from \$550 to \$330 (down by 40%) while increasing the value of distribution benefits.

Our People

The Western Australian Tourism Commission has 155 staff, primarily located in Perth. The majority of the Commission's staff is located at head office or at the Western Australian Visitor Centre, however the Commission also has regional managers in Kununurra, Karratha, Geraldton, Carnarvon, Kalgoorlie, Mandurah, Bunbury and Albany as well as national and international marketing staff in Brisbane, Sydney, Melbourne, London, Munich, Singapore, Tokyo and Kuala Lumpur. *

Western Australian Tourism Commission Organisational Chart



(* Note: new marketing structure took effect on July 1 2004 and offices in Brisbane, Melbourne, Singapore and Kuala Lumpur will close, with those markets are now being serviced out of Perth and Sydney)

Executive Management Team

The Chief Executive Officer, Richard Muirhead, together with the four Executive Directors:

- Marketing and Communication - Rick Thomas,
- EventsCorp - Madeleine Bertelli,
- Industry Development & Visitor Servicing - Paolo Amaranti, and
- Corporate and Business Services - Richard Wilson,

form the Executive Management Team (EMT). In addition, two other managers join the EMT on six-monthly rotations.

During 2003-2004, Chief Information Officer, Kim Denham, and Director of Industry Development, David Etherton, were part of the EMT. Acting Strategic and Corporate Planner, Jennie Caldwell, and Director Marketing Long Haul, Ross Gregory, are currently part of the EMT.

Employee Profile

Employee profile indicators for 30 June 2004 are as follows:

Classification Level	Full Time Equivalents	Males (%)	Females (%)
Level 9 & above	6.0	66.7	33.3
Level 8	7.0	71.4	28.6
Level 7	7.0	71.4	28.6
Level 6	21.0	52.3	47.7
Level 5	24.1	45.6	54.4
Level 4	19.7	30.4	69.6
Level 3	17.6	22.7	77.3
Level 2	36.6	20.8	79.2
Level 1	4.7	42.8	57.2
Overseas	11.0	18.2	81.8
Total	154.7	37.2	62.8

Notes:

Excludes: Casuals, employees seconded-out, employees on leave without pay and seconded-in personnel not paid by the Commission.

Includes: Seconded-in personnel paid by the Commission

Equal Opportunity and Valuing Diversity

The Western Australian Tourism Commission maintained its commitment to the promotion and improvement of equal employment opportunity and diversity in the last year.

An Equity and Diversity Management Plan for 2003/04 – 2005/06 was endorsed by the Executive Management Team in August 2003. Initiatives include:

- Surveying new and existing employees to increase the Western Australian Tourism Commission's diversity information.
- Initiating a regular (quarterly) standing agenda item on Equity and Diversity for discussion by the Executive Management Team.
- Target group of Level 4-6 female employees provided with increased access to career and management development opportunities. One particular training program attended by six employees from this target group, Springboard 2004, is a career and personal development program specifically designed for women that has received international recognition.
- Announcing four Indigenous traineeships at the Western Australian Visitor Centre with the trainer for these traineeships commencing in May 2004.

Improved Distribution of Women

	30 Jun 04 WATC	2005 Government Objective	30 June 2003 Public Sector Actual²
Distribution (Equity Index) ¹	59	65	58
Management Tiers 2 & 3	33%	44%	Tier 2 = 27% Tier 3 = 30%

Notes:

1. The *Equity Index* is a measure of "compression" or the extent to which a given occupational group is primarily to be found at the lower classification levels. The calculation is usually performed for women as their numbers are such that a meaningful index can be calculated. An index below 100 denotes that women in the group are "compressed" into the lower working levels; the lower the index the greater the degree of compression.
2. Data sourced from December 2003, 2nd Progress Report, Equity and Diversity Plan 2001-2005, Director of Equal Opportunity in Public Sector.

Greater Workforce Diversity

	30 Jun 2004 WATC Actual	2005 Government Objective	30 June 2003 Public Sector Actual²
	% of Workforce	% of Workforce	% of Workforce
Indigenous Australians	0.6 ¹	2.9	2.4
People with Disabilities	0.6 ¹	3.6	1.4
People from Culturally Diverse Backgrounds	6.1 ¹	6.7	6.0
Youth (<25 yrs)	8.6	5.5	5.0

Notes:

1. This data is from information voluntarily supplied by new and existing employees.
2. Equity indexes have not been reported as they are not a valid measure for groups less than 10 employees and in the case of youth, due to the high correlation between age and salary.
3. Equity indexes have not been reported as they are not a valid measure for groups less than 10 employees and in the case of youth, due to the high correlation between age and salary.

Employee Learning and Development

In addition to 'off-the-job' training of employees, initiated within individual work units, the Western Australian Tourism Commission at a whole-of-organisation level has supported employee development through the following initiatives:

- Chairman's scholarships totalling \$13,000 were awarded to 10 employees for recognised courses of study at University or TAFE or for professional development courses through the Australian Institute of Management. Each year, scholarships are offered to current employees to ensure the Western Australian Tourism Commission equips employees with the skills and expertise needed to drive our industry into the future.

- Awarding placement for two employees on the Public Sector Management Program (a nationally accredited, tertiary level, Graduate Certificate program for middle to senior managers in State, Commonwealth and Local Government public sectors across Australia).
- Supporting employee secondments to other public sector agencies and the private sector (including Department of Culture and the Arts, Public Transport Authority, Rottnest Island Authority and Australia's Golden Outback). Secondments providing employees with the opportunity to gain on-the-job knowledge and experience in a different working environment.

Work experience opportunities and structured undergraduate student placements are also part of the Western Australian Tourism Commission's development program and are designed to assist individuals considering a career in the tourism industry. The Western Australian Tourism Commission provided a total of 12 work experience opportunities during the year to five TAFE students and seven university students, with one or more students placed in each of the Western Australian Tourism Commission's four divisions.

The Western Australian Tourism Commission's Training and Development Management Plan for 2003/04–2005/06 was endorsed by the Executive Management Team in August 2003.

Safe Working Environment

The Western Australian Tourism Commission maintained its commitment to the promotion of a safe and healthy work environment in the last year.

An Occupational Safety and Health Management Plan for 2003/04 – 2005/06 was endorsed by the Executive Management Team in August 2003. Initiatives actioned during the year included:

- 'What to do in an emergency' training to all available employees within the Perth Head Office and the Western Australian Visitor Centre which made employees familiar with the safety mechanisms of the building and what to do in the event of a fire or a bomb threat.
- Training of reception and mail/records staff in dealing with suspicious mail packages was attended by 13 employees.
- Providing individual ergonomic assessments as required.
- Providing first aid training, attended by nine employees.

As part of the Western Australian Tourism Commission's health and well-being program, the following opportunities were provided on a voluntary basis to employees:

- Influenza vaccinations (approximately 45 employees participated).
- Cholesterol and blood pressure checks (approximately 30 employees participated).
- Entry to the City to Surf fun run (60 employees participated).
- On-site therapeutic massages (coordinated by the Western Australian Tourism Commission but paid by employees). Approximately 15 employees are accessing this service on a regular or ad-hoc basis.
- General information sessions were made available on both superannuation and estate and wills planning.

The Western Australian Tourism Commission's Occupational Safety & Health Management Plan for 2003/04 – 2005/06 was endorsed by the Executive Management Team in August 2003.

Occupational safety and health indicators for 2003-2004 are as follows:

Number of lost time injuries/diseases	1
Duration rate (days)	2 days
Number of workers' compensation claims	2

Public Sector Standards

In accordance with section 31(1) of the Public Sector Management Act 1994, the Western Australian Tourism Commission is required to comment on the extent to which public sector standards, codes of ethics and any relevant code of conduct have been complied with.

The Western Australian Tourism Commission has continued to refine its human resource policies and practices to ensure ongoing compliance with the Public Sector Standards. These policies are accessible to employees through the Western Australian Tourism Commission's intranet.

The Western Australian Tourism Commission's values statement was reviewed during the year. The draft was prepared using feedback from 12 employees from across the organization and the Executive Management Team. The draft was then circulated to all employees for feedback in the August 2003 Climate Survey where it received strong support.

The number of applications for breach of Public Sector Human Resource Management Standards and corresponding outcomes for 2003-2004 were:

Number lodged	nil
Number of material breaches found	n/a

Leave Liability

Leave liability indicators for 2003-2004 are as follows:

Average annual leave weeks per FTE	3.9
Average long service leave weeks per FTE	2.9

Note:

- *Leave liability is the amount of annual or long service leave owing to an employee if that employee were to resign.*

Industrial Framework

The Western Australian Tourism Commission's industrial agreement, the Government Officers' Salaries, Allowances and Conditions General Agreement of 2002, continued to operate throughout the year. This agreement was due to expire on 31 December 2003. Submissions on matters not agreed during negotiations (including the salary quantum) were heard by the Western Australian Industrial Relations Commission in May 2004 and a decision is currently pending.

Human Resource/Payroll Information Management System

On October 9 2003, the Western Australian Tourism Commission changed its Human Resource/Payroll Information Management System from Teamwork (sourced from Fujitsu Australia) to Alesco (sourced from Concept Systems Australia). The new system provides the organisation with a range of benefits including the elimination of double entry practices, online workflow capability including payslips, leave, overtime, higher duties allowances and improved integration with other systems

This changeover resulted from a whole of government tender process for human resource/payroll services to the Western Australian Public Sector.

Corporate Governance

Enabling Legislation

The Western Australian Tourism Commission is established under the *Western Australian Tourism Commission Act 1983* ("The Act"). The Minister responsible for the Commission is the Minister for Tourism; Small Business; Sport and Recreation; Peel and the South West.

The Act provides for the establishment of a governing Board of eight members appointed by the Governor, one of whom is appointed by the Governor as Chairman.

The Act provides the functions (Section 13) of the Commission and the necessary powers (Section 14) to undertake and fulfil those functions.

Board Function

The Board has overall responsibility for corporate governance. It sets the strategic direction of the Commission and the goals of management. Day-to-day operations are delegated by the Board to the Chief Executive Officer and his Executive Management team.

Board Members

Alan Mulgrew (Chair)

Alan Mulgrew was appointed as Chairman of the Western Australian Tourism Commission in December 2001. Mr. Mulgrew is the founding Director of Strategic Solutions (WA) Pty Ltd, Chairman of Western Carbon Pty Ltd and a Director of Western Power Corporation, BAC Holdco Pty Ltd and Doric Group Pty Ltd. Mr. Mulgrew has also held a number of senior executive positions in airport management both in Australia and overseas including responsibility for Perth and Sydney Airports.

Laurie O'Meara (Deputy Chair)

Laurie O'Meara is a past-President of Tourism Council Western Australia and champion of the Tourism Accreditation program. Mr O'Meara is a driving force in this area and is the current President of the Australian Tourism Accreditation Association. He is also acting Chair of the Rottnest Island Authority Board. Mr O'Meara's extensive experience includes operation of the Emerald Hotel in Perth and Emerald Colonial Lodge in Margaret River.

Helen Creed

Helen Creed is a Vice-President of the ACTU and Chair of the ACTU's women's committee. As the former State Secretary and current National President of the Australian Liquor, Hospitality and Miscellaneous Workers Union she is ideally placed to voice both the concerns and aspirations of workers within the tourism industry. Ms Creed is a published author, writing particularly in the areas of industrial relations and social welfare, and has served on the WATC Board previously from June 1992 to December 1993.

Janet Holmes à Court

Janet Holmes à Court is Chairman of Heytesbury Pty Ltd, a family owned company with extensive business interests in Australia, including the Vasse Felix winery, Heytesbury Beef, Heytesbury Thoroughbreds and the Holmes à Court Collection, one of Australia's leading indigenous and 20th Century Australian art collections. Mrs Holmes à Court is the Chairman of the John Holland Group, now part of the Leighton Group; the Australian Children's Television Foundation; the Black Swan Theatre Company and the West Australian Symphony Orchestra. She is also on the Board of the Australian Research Council. Mrs Holmes à Court is a science graduate from the University of Western Australia and has been recognized nationally and internationally for her contribution to education and her services to business, arts and community.

Kate Lamont

Kate Lamont is an operating partner in the Lamont family's food and wine businesses in Western Australia. She is the proprietor and head chef of Lamont's restaurants in East Perth, Swan Valley and Margaret River and has experience in the food and wine industries spanning two decades. Ms Lamont was appointed to the Australian Tourist Commission Board in August 2000 and is also Chairman of the Swan Valley Planning Committee. Since 2002 she has been Western Australia's representative on the National Wine Tourism Alliance. Ms Lamont was awarded Telstra Businesswoman of the Year – Business Owner Category, WA in 1996 for her achievements and management of the family business.

Ian Mitchell

Ian Mitchell has an extensive background and 31 years experience in both the tourism and aviation industries in Australia and overseas. He has worked in a range of senior roles with Qantas and the former Australian Airlines, and as Managing Director and Chief Executive Officer of the Northern Territory Tourist Commission. More recently he was Chief Executive Officer of RegionalLink Airlines Pty Ltd before accepting the position of Chief Executive Officer of Tourism Queensland. *(Mr Mitchell resigned from the Board on 26 May 2004.)*

Sonja Mitchell

Sonja Mitchell is the Chief Executive Officer and partner in the Kununurra based aviation company - Slingair. Ms Mitchell began her association with Slingair 13 years ago and has held a variety of roles as pilot, Operations Manager, Product Development Manager and Marketing Manager. Ms Mitchell is past Vice President of the Kimberley Tourism Association, has served on the Kununurra Chamber of Commerce and is currently a member of the Kununurra Aviation Committee.

Michael Monaghan

Michael Monaghan is a third generation hotelier with over 35 years experience in the hospitality industry. He was the National President of the Australian Hotels Association from 1996 to 1998 and was awarded national life membership in 2000 for services to the hospitality industry. He has been the State President of the WA Branch of the Australian Hotels Association since 1992 and was awarded life membership in 1997. As the licensee of the Subiaco Hotel, Mr Monaghan employs over 100 people and has extensive understanding of the needs of the tourism and hospitality industries.

Anthony Quahe

Anthony Quahe is a partner with legal firm Wojtowicz Kelly. He qualified as a lawyer in 1983 and has extensive legal experience in the areas of commercial dispute resolution, trade practices, intellectual property and company and commercial work. Mr Quahe also has management experience and is one of the handful of practising lawyers with an accounting qualification. He speaks Mandarin and was the Chairman of the Celebrate WA Council from 1997 until 2001 and was a Council Member of the WA Chinese Chamber of Commerce from 1996 until 2000.

David Smith

Dr David Smith is currently Managing Director of Pilbara Iron, which covers Hamersley's and Robe River's iron ore operations in the north-west of the State. He first joined the Rio Tinto Group (then CRA) in 1979 in the Research & Technology area at Comalco and was appointed General Manager Research & Technology in 1986. In 1993 Dr Smith became General Manager of Dampier Salt's operations. More recently he has held the roles of General Manager for Pacific Coal's Tarong Operations and Managing Director of Rossing Uranium in Namibia. Dr Smith holds a PhD in Metallurgy from the University of New South Wales, and is a Fellow of the Williamson Leadership Group. He is also Vice President of the Western Australian Chamber of Minerals and Energy, a Board Member of the Australian Institute of Management and of Leadership Western Australia and a Councillor of the Australia Business Arts Foundation.

Western Australian Tourism Commission Board Meetings and Attendance

	NORMAL MEETINGS		NON COMPULSORY SPECIAL MEETINGS		TOTALS	
	Possible Attendance	Actual Attendance	Possible Attendance	Actual Attendance	Possible Attendance	Actual Attendance
Mulgrew, A	10	10	0	0	10	10
O'Meara, L	10	9	0	0	10	9
Creed, H	10	9	0	0	10	9
Holmes à Court, J	10	9	0	0	10	9
Mitchell, I	9	8	0	0	9	8
Mitchell, S	10	8	0	0	10	8
Monaghan, M	10	9	0	0	10	9
Quahe, A	10	9	0	0	10	9
Lamont, K	1	0	0	0	1	1
Smith, D	1	1	0	0	1	1

Declaration of Interests

The Board has a standing declaration of interest process where Board agenda papers are not distributed to those members who have a declared or perceived interest in relation to any matter. In addition to this process, Board members declare other interests from time to time as matters arise.

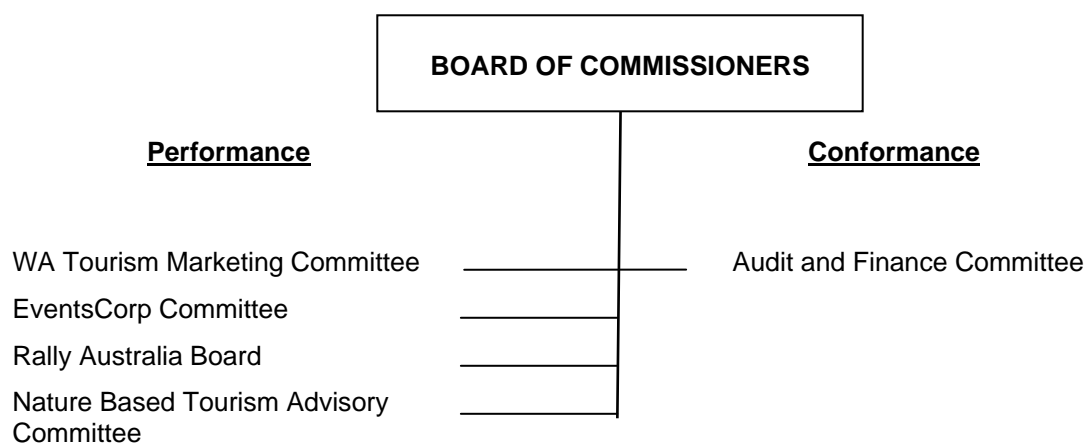
Independent External Advice

Individual Board members have the right to seek independent professional advice on particular matters before the Board, subject to approval from the Chairman, at the Commission's expense.

Committees

To assist the Board in achieving the highest standards of corporate governance, Board members closely involve themselves with the critical areas of the Commission's activities through the establishment of Board Committees.

Four committees assist the Board in the delivery of the Commission's objectives and one committee assists in its financial management and conformance activities.



The Chief Executive Officer attends all Committees (except for the Rally Australia Board), together with other relevant Executive Directors, as required.

The **Western Australian Tourism Marketing Committee** provides high level strategic advice on the marketing activities of the Commission in domestic and international markets. With the development of a new marketing approach for the WATC in January 2004, the Marketing Committee dissolved after holding its last meeting on 21 April, 2004.

The **EventsCorp Committee** undertakes high level strategic consideration of the opportunities to promote Western Australia through major events and the business tourism sector. This committee operates with delegated authority from the Board to ensure that maximum advantage is taken of opportunities as and when they present.

The **Rally Australia Board** oversees the conduct of Rally Australia as a round of the World Rally Championship. Operating with delegated authority, the Rally Australia Board ensures that the event is positioned strategically and maximises opportunities to promote Western Australia and increase new visitors to the State.

The **Nature Based Tourism Advisory Committee** advises the Board on the synergies of our natural assets with tourism product development opportunities and policy-related matters.

The **Audit and Finance Committee** provides additional assurance regarding the quality and reliability of financial information. The committee reviews financial performance and provides advice to the Board on areas of concern. The committee also reviews the activities of the internal auditors and liaises with the Commission's external auditor, the Auditor General of Western Australia. It monitors legal and procedural requirements to ensure that the Commission is complying with all regulatory requirements.

Business Risk

Established procedures at Board and Management level are designed to maintain the Commission's operational viability and to safeguard assets and interests and ensure the integrity of its reporting. These include accounting, financial reporting and internal control procedures and limits, which are subject to internal and external audit review.

Ethical Standards

The Commission's Board acknowledges the need for the highest standard of corporate governance practices and ethical conduct by all members, employees and contractors. The Board has adopted its own code of conduct.

Compliance Statement

The Honorable Bob Kucera APM JP MLA
Minister for Tourism

Dear Minister,

In accordance with Section 66 of the *Financial Administration and Audit Act 1985*, we hereby submit for your information and presentation to Parliament, the Annual Report for the Western Australian Tourism Commission for the year ended 30 June 2004. The report has been prepared in accordance with the provisions of the *Financial Administration and Audit Act 1985*.

Legislation and Administration

The *Western Australian Tourism Commission Act 1983* and the *Western Australian Tourism Commission Amendment Act 1994* govern the administration of the Western Australian Tourism Commission.

The Western Australian Tourism Commission administers the *Western Australian Tourism Commission Act 1983* and the *Western Australian Tourism Commission Amendment Act 1994*.

Legislation impacting on WATC Activities

In the performance of its functions, the WATC complies with the following relevant written laws:

- *Anti-Corruption Act 1988*
- *Anti Discrimination Act 1938*
- *Archives Act 1983, Commonwealth*
- *Censorship Act 1996*
- *Commercial Tenancy (Retail Shops) Agreements Act 1985*
- *Copyright Act 1993*
- *Electoral Act 1907*
- *Equal Opportunity Act 1984*
- *Fair Trading Act 1987*
- *Financial Administration and Audit Act 1985*
- *Freedom of Information Act 1992*
- *Government Employees Superannuation Act 1987*
- *Income Tax Assessment Act 1936*
- *Industrial Relations Act 1979*
- *Industrial Relations Act 1990, Commonwealth*
- *Library Board of Western Australia Act 1951*
- *Minimum Conditions of Employment Act 1993*
- *Occupational Health, Safety and Welfare Act 1984 Public Sector Management Act 1994*
- *Public Sector Management Act 1994*
- *Salaries and Allowances Act 1975*
- *State Supply Commission Act 1991*
- *Treasury Regulations and Treasurer's Instructions*
- *Western Australian Tourism Commission Act 1983*
- *Western Australian Tourism Commission Amendment Act 1994*
- *Workers Compensation and Rehabilitation Act 1981*
- *Workplace Agreements Act 1993*

In the financial administration of the Western Australian Tourism Commission, we have complied with the requirements of the *Financial Administration and Audit Act 1985* and every other relevant written law. We have exercised controls that provide reasonable assurance that the receipt and expenditure of moneys and the acquisition and disposal of public property, and incurring of liabilities, have been in accordance with legislative provisions.

Procedures designed to ensure compliance and appropriate internal assessments have been put in place to satisfy us that this statement is correct.



ALAN MULGREW
CHAIRMAN
31 AUGUST 2004



RICHARD MUIRHEAD
CHIEF EXECUTIVE OFFICER
31 AUGUST 2004

Key Performance Indicators

CERTIFICATION OF KEY PERFORMANCE INDICATORS

We hereby certify that the performance indicators are based on proper records; are relevant and appropriate for assisting users to assess the Western Australian Tourism Commission's performance, and fairly represent the performance of the Western Australian Tourism Commission for the year ended 30 June 2004.



A MULGREW
CHAIRMAN
WESTERN AUSTRALIAN TOURISM COMMISSION
31 August 2004



L O'MEARA
DEPUTY CHAIRMAN
WESTERN AUSTRALIAN TOURISM COMMISSION
31 August 2004



AUDITOR GENERAL

INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

WESTERN AUSTRALIAN TOURISM COMMISSION PERFORMANCE INDICATORS FOR THE YEAR ENDED JUNE 30, 2004

Audit Opinion

In my opinion, the key effectiveness and efficiency performance indicators of the Western Australian Tourism Commission are relevant and appropriate to help users assess the Commission's performance and fairly represent the indicated performance for the year ended June 30, 2004.

Scope

The Commission's Role

The Commission is responsible for developing and maintaining proper records and systems for preparing performance indicators.

The performance indicators consist of key indicators of effectiveness and efficiency.

Summary of my Role

As required by the Financial Administration and Audit Act 1985, I have independently audited the performance indicators to express an opinion on them. This was done by looking at a sample of the evidence.

An audit does not guarantee that every amount and disclosure in the performance indicators is error free, nor does it examine all evidence and every transaction. However, my audit procedures should identify errors or omissions significant enough to adversely affect the decisions of users of the performance indicators.

D D R PEARSON
AUDITOR GENERAL
October 15, 2004

Key Performance Indicators

The key performance indicators (KPIs) provide an indication of whether the Western Australian Tourism Commission has achieved the outcomes agreed with government. The two outcomes are:

- a. Western Australia is promoted as an attractive destination; and
- b. An enhanced tourist industry, infrastructure and product base.

In 2002 the Commission reviewed its strategic direction, and consequently its KPIs.

Measurement of the revised KPIs commenced in July 2003, with the 2003-2004 annual report containing the first year's results. Information relating to the Commission's performance in previous years is located in the 2002-2003 annual report.

Outcome 1. Western Australia is promoted as an attractive destination

Effectiveness Key Performance Indicators	Results	
	2003-2004	Five year target
1.1 Awareness among potential visitors that WA offers the iconic tourism experiences that are actively promoted in our major markets	34% (interstate) 20% (Singapore)	45% (interstate) 20% (short haul) 15% (long haul)
1.2 WA increase in visitor expenditure as compared to national average increase in visitor expenditure	Growth in WA visitor spend 5.4% above national average (WA 5.5%, Aust. 0.1%)	Growth in WA visitor spend greater than national average

Notes:

- i. KPI 1.1: Awareness interstate - Population size of 7,286,719 (3,948,015 Sydney, 3,338,704 Melbourne); sample size of 210; +/- 6.8% estimated error rate at the 95% confidence level.
- ii. KPI 1.1: Awareness Singapore - Population size of 3,263,200; sample size of 300; +/- 5.7% estimated error rate at the 95% confidence level.
- iii. KPI 1.2: According to Bureau of Tourism Research (BTR), the best method of estimating domestic visitor expenditure in WA during financial year 2003/04 is by multiplying total domestic visitor nights in WA (latest YTD ending March 2004 from NVS) by WA daily expenditure estimates from the BTR Domestic Tourism Expenditure Research Programme (2000). This programme estimates an average daily spend of \$84 for intrastate visitors and \$106 for interstate visitors.
- iv. KPI 1.2: Alternatively, the best method of estimating international visitor expenditure in WA during financial year 2003/04 is by multiplying total international visitor nights in WA (latest YTD ending March 2004 from IVS) by average national daily expenditure estimates of total international visitors in Australia (latest YTD ending March 2004 from IVS). This approach estimates an average daily spend of \$92 for international visitors during this period.

1.1 Awareness among potential visitors that WA offers the iconic tourism experiences that are actively promoted in our major markets

For people to consider WA attractive as a tourist location, they need to become aware of the destination. Focusing marketing on iconic experiences that the target market i) finds appealing (importance), ii) associates with WA (awareness), and iii) perceives that WA offers better than other destinations (delivery), will boost the recognition of our State as an attractive destination, both locally and worldwide, and will provide a focal point for each of the five tourism regions.

Interstate Results:

Based on these premises, awareness, importance, and delivery of WA's iconic experiences promoted in the interstate market was measured in WATC's major interstate markets of Sydney and Melbourne, via an externally commissioned online research survey conducted by TNS Australia. In this instance, online data collection was chosen as the preferred approach over telephone data collection due to a combination of cost effectiveness, high sample representativeness, and more conservative (ie. less favourable) respondent ratings. The relative performance of each of these measures in the interstate market during 2003-2004 has been summarised in the table below.

Standard KPI Score for Interstate market:

WA Iconic Experiences promoted in Interstate market	AWARENESS KPI		IMPORTANCE		DELIVERY
	% very strongly associate (8-10/10)	\bar{x}	% very interested (8-10/10)	\bar{x}	% WA better than other destinations
Rugged and unusual landscapes	47%	6.7	49%	7.0	52%
Sun, sand & surf	40%	6.5	56%	7.4	27%
Self drive holidays	34%	5.9	50%	6.8	24%
Escape and unwind	32%	6.1	59%	7.8	21%
Forests and flowers	30%	5.5	37%	6.5	40%
Local food and wine	29%	5.8	47%	6.9	28%
City holidays	24%	5.5	39%	6.4	16%
Standard KPI Score	34%				

Based on these results, for 2003-2004, it was determined that 34% of potential interstate visitors (from Sydney/Melbourne) were aware that WA offers the iconic tourism experiences that are actively promoted in the interstate markets. This is on target to reach the KPI target of 45% awareness in our interstate market, to be achieved within the next 5 years.

However, while the results of this standard KPI were highly favourable, it was determined that a more challenging and strategic measure of iconic awareness should combine considerations of awareness, importance and delivery, rather than simply measure awareness in isolation. As a consequence, a composite key performance indicator (KPI) was developed for each iconic experience promoted in WATC's core interstate markets (Sydney/Melbourne) using a combination of all 3 core measures, as outlined below:

- *Awareness* – extent that WA is associated with each iconic experience (a mean score out of 10, where 0 means 'do not associate WA with that type of experience at all' and 10 means 'very strongly associate WA with that type of experience')
- *Importance* – interest in each of type of iconic experience (a mean score out of 10, where 0 means 'not at all interested' and 10 means 'extremely interested')
- *Delivery* - how well WA provides the iconic experience compared to other competitive destinations (% that perceive WA is better than other destinations)

Composite KPI Score for Interstate market:

WA Iconic Experiences promoted in Interstate market	AWARENESS (\bar{x})	x	IMPORTANCE (\bar{x})	x	DELIVERY (%)	= COMPOSITE SCORE
Rugged and unusual landscapes	6.7		7.0		52%	24.4
Sun, sand & surf	6.5		7.4		27%	13.0
Self drive holidays	5.9		6.8		24%	9.6
Escape and unwind	6.1		7.8		21%	10.0
Forests and flowers	5.5		6.5		40%	14.3
Local food and wine	5.8		6.9		28%	11.2
City holidays	5.5		6.4		16%	5.6
Composite KPI score						12.6

Based on the combined scores for each iconic experience, a composite KPI score was developed for the interstate market. As it is not feasible to obtain an average of 100% awareness, 100% importance and 100% delivery for any given experience (resulting in a score of 100), a challenging long term benchmark for this composite measure is to strive for an average score of 36 (based on 8.0 awareness x 8.0 importance v 50% delivery). Using this composite measure, in 2003-2004, the promotion of WA iconic tourism experiences in key interstate markets received an average KPI score of 13.

International Results:

Due to research costs, awareness can only be measured in one target international market each year. As a result, Singapore was selected as the single international market to be measured for 2003-2004, with different target markets to be tested each subsequent financial year.

In contrast to the interstate market, awareness, importance, and delivery of WA's iconic experiences promoted in the region was measured in Singapore via externally commissioned telephone survey research conducted by TNS Australia, as online research in this market was found to generate poor response rates. The relative performance of each of these measures in Singapore during 2003-2004 has been summarized below.

Standard KPI Score for Singapore market:

WA Iconic Experiences promoted in Singapore market	AWARENESS KPI		IMPORTANCE		DELIVERY
	% very strongly associate (8-10/10)	\bar{x}	% very interested (8-10/10)	\bar{x}	% WA better than other destinations
Relax and recharge	34%	6.7	57%	7.6	34%
Self drive holidays	22%	5.6	30%	5.5	36%
Forests and flowers	18%	5.7	27%	5.8	28%
Local lifestyle	16%	5.8	26%	6.3	33%
Local food and wine	16%	5.9	33%	6.5	27%
Learn about the local culture	16%	5.7	27%	6.2	29%
Local wildlife	16%	5.6	25%	5.7	33%
Standard KPI Score	20%				

Based on these results, for 2003-2004, it was determined that 20% of potential Singapore visitors were aware that WA offers the iconic tourism experiences that are actively promoted in Singapore, which equals the KPI target of 20% awareness to be achieved within the next 5 years.

However, as with the interstate market, a composite key performance indicator (KPI) was also developed for each iconic experience promoted in Singapore by combining awareness, importance and delivery results. As stated previously, a challenging long term benchmark for this composite measure is to aspire to an average score of 36 (based on 8.0 awareness x 8.0 importance v 50% delivery). Based on these results, in 2003-2004, the promotion of WA iconic tourism experiences in Singapore received a KPI score of 12 out of maximum possible score of 100, as outlined in the table below.

Composite KPI Score for Singapore market:

WA Iconic Experiences promoted in Singapore market	AWARENESS (\bar{x})	x	IMPORTANCE (\bar{x})	x	DELIVERY (%)	=	COMPOSITE SCORE
Relax and recharge	6.7		7.6		34%		17.3
Self drive holidays	5.6		5.5		36%		11.1
Forests and flowers	5.7		5.8		28%		9.3
Local lifestyle	5.8		6.3		33%		12.1
Local food and wine	5.9		6.5		27%		10.4
Learn about the local culture	5.7		6.2		29%		10.2
Local wildlife	5.6		5.7		33%		10.5
Composite KPI score							11.6

1.2 WA increase in visitor expenditure as compared to national average increase in visitor expenditure

Other things being equal, if WA is successfully promoted as an attractive destination visitor expenditure will increase. This will occur due to an increase in the number of visitors and/or the amount of money spent per visitor. Hence, this KPI measures the result of successful promotion of WA as an attractive destination.

The WATC has set a challenging objective, not just to increase tourism in WA but to do so at a rate which is faster than the national average. This is more challenging than just measuring the increase in visitor expenditure, as the other states face similar environmental impacts and therefore to grow faster takes greater skill and arguably greater levels of promotion.

Visitor expenditure was measured through the National and International Visitor Surveys, conducted by the Bureau of Tourism Research (BTR). Due to inevitable delays in the collection, processing and weighting of data from these two surveys by BTR, 2003-2004 performance assessment will be based on 12 months ending March 2004 data.

Accordingly, as shown in the table below, WA experienced a 5.5% increase in total visitor expenditure, from \$3.852 billion in year ending March 2003 to \$4.064 billion in year ending March 2004. In comparison, Australia experienced a 0.1% increase in total visitor expenditure, from \$40.294 billion in year ending March 2003 to \$40.348 billion in year ending March 2004. Therefore, using year ending March 2004 data for the 2003-2004 reporting period, the difference between WA increase in visitor expenditure and national average increase in visitor expenditure in 2003-2004 reporting period was +5.4% for WA which meets the KPI requirement of greater growth in WA visitor expenditure over national visitor expenditure.

	WA Visitor Expenditure (\$B)			Australia Visitor Expenditure (\$B)			Comparative Growth (WA - Aust)	Target
	YTD March 03 \$Billion	YTD March 04 \$Billion	Growth	YTD March 03 \$Billion	YTD March 04 \$Billion	Growth		
Intrastate	\$1.720	\$1.691	-1.7%	\$14.068	\$13.308	-5.4%	+3.7%	+ve
Interstate	\$0.877	\$1.095	24.9%	\$14.816	\$15.555	5.0%	+19.9%	+ve
International	\$1.255	\$1.278	1.9%	\$11.410	\$11.485	0.7%	+1.2%	+ve
Total visitors	\$3.852	\$4.064	5.5%	\$40.294	\$40.348	0.1%	+5.4%	+ve

Efficiency Key Performance Indicators	Results	
	2003-2004	Target
1.3 Destination marketing: Ratio of WATC spend to awareness level in our major markets	(a) interstate: \$329,402 per percentage point of aware respondents (Sydney/Melbourne), and (b) international: \$40,470 per percentage point of aware respondents (Singapore)	(a) Interstate \$225,569 per percentage point of aware respondents (b) \$52,243 per percentage point of aware respondents
1.4 Event Tourism (a) Ratio of WATC spend to the value of projected direct expenditure generated by events (future years) (b) Ratio of WATC spend to the value of direct expenditure and media impact generated by events (current year)	(a) \$1: \$5.44 (b) \$1: \$4.84	(a) \$1:\$5.15 (b) \$1:\$2.78
1.5 Convention and Incentive Travel: Ratio of WATC spend to the value of projected direct expenditure generated by conventions and incentive travel groups to Western Australia	\$1: \$68.05	\$1: \$67.00

Notes:

- i. KPI 1.3a: Awareness interstate - Population size of 7,286,719 Sydney/Melbourne, 3,263,200 Singapore; sample size of 210 Sydney/Melbourne and 300 Singapore; estimated error rate at the 95% confidence level of +/- 6.8% (Sydney/Melbourne) and +/- 5.7% (Singapore) respectively
- ii. KPI 1.3a: Interstate: The KPI measures the ratio of WATC interstate spend to interstate awareness. It excludes the WATC intrastate marketing spend (\$3,243,742).
- iii. KPI 1.3b: International: Due to costs associated with measuring major overseas markets, they are only surveyed once every 5 years. The WATC spend in the overseas markets not measured in this year's KPI is \$5,671,826.
- iv. KPI 1.4a: The 'total cost of event tourism output dedicated to event development' includes salary costs, administrative costs and pledged WATC sponsorship funds. The 'value of projected direct expenditure generated by events (future years)' is calculated as a three year moving average.
- v. KPI 1.4b: The total cost of event tourism output dedicated to hosting events equals the government funding plus the operating revenue. Government funding includes WATC sponsorship provided to events in the current year.
- vi. KPI 5: The 'value of projected direct expenditure generated by conventions and incentive travel groups to Western Australia' is calculated as a three year moving average.

1.2 Ratio of WATC spend to awareness level in our major markets

This KPI measures the efficiency with which the WATC uses destination marketing government funds and operating revenue to raise potential visitors' awareness of WA. The rationale for measuring the level of awareness is explained in the first effectiveness KPI for outcome one.

In 2003-2004, the ratio of WATC spend to awareness level in our major markets was i) \$329,402 per percentage point of aware respondents in Sydney/Melbourne, and ii) \$40,470 per percentage point of aware respondents in Singapore. In both cases, the awareness per dollar ratio in both the interstate and international markets outperforms (ie. is more cost efficient) than the KPI target of \$765,000 per percentage point of aware respondents.

1.3 Event Tourism

1.4a. Ratio of WATC spend to the value of projected direct expenditure generated by events (future years)

This KPI measures the efficiency with which the WATC uses funds to maximise the value of projected direct expenditure generated by future WA events.

Note that this KPI measures projected direct expenditure for WA events in all future years. It is not directly comparable to the KPI which measures the value of direct expenditure and media impact generated by events in the current year.

EventsCorp has successfully secured a range of new events for Perth and regional Western Australia. It has also negotiated a new contract with Hopman Cup for the return of this event for a further three years. These events will cumulatively return to the State \$5.44 against every dollar spent securing the events. This surpasses our target of \$5.15. This means that we are returning better than expected value from our new events and the continuation of the Hopman Cup. New events include: Flying Disc 2006, Clipper 2005 Yacht Race, Five Oceans 2007 Yacht Race, X Adventure 2004-06, Ironman 2004-06, World Darts Championships 2005, Australian University Games 2004 and 2008 and Hopman Cup 2005-07.

1.4b. Ratio of WATC spend to the value of direct expenditure and media impact generated by events (current year)

This KPI measures the efficiency with which the WATC uses government funds and operating revenue to maximise the value of direct expenditure and media impact generated by WA events in the current financial year.

'Media impact' is defined as the dollar value of Western Australian tourism imagery (including video postcards of WA tourism destinations, onscreen graphics and signage) integrated into television production related to the events. It is measured by an independent media evaluation company.

Note that this KPI measures the value of direct expenditure and media impact generated by events in the current year. It is not directly comparable to the KPI which measures projected direct expenditure for WA events in all future years.

The actual results were significantly higher than expected mainly due to the success of Rugby World Cup 2003. The estimated direct expenditure from this event was \$9.1 million and the actual direct expenditure was almost \$42 million. This represents a 24:1 return on the Government's investment and does not take into account the global media generated by the event. EventsCorp also exceeded return on investment expectations on UCI World BMX Championships and Australian Masters Football.

1.5 Convention and Incentive Travel: Ratio of WATC spend to the value of projected direct expenditure generated by conventions and incentive travel groups to Western Australia

This KPI measures the efficiency with which the WATC uses convention & incentive government funding and operating revenue to maximise the value of direct expenditure generated by conventions and incentive travel groups to Western Australia.

Seventy two conventions and 176 corporate groups were secured for Western Australia last financial year. These meetings are expected to attract 42,700 delegates over the next six years, representing \$84.7 million in direct delegate expenditure. This surpassed the annual target of \$80.5 million and represents a 17 per cent growth on the previous year's results of \$72.3 million.

The growth can be attributed to the State's increased capacity to host larger meetings due to increased meetings infrastructure including the Perth Convention and Exhibition Centre, coupled with a strong recovery in the Asian corporate market post the SARS downturn. Based on a rolling three year average, the target ratio for this sector was \$1: \$67.00, while the actual achieved was slightly higher at \$1:\$68.05.

Outcome 2. An enhanced tourist industry, infrastructure and product base

Effectiveness Key Performance Indicators	Results	
	2003-2004	Five year target
2.1 Visitor satisfaction with WA experience	48.8% highly satisfied	50% highly satisfied
2.2 Percentage of targeted investors who consider that the tourism investment attraction services improved their view of Western Australia as an investment location	8.5% highly improved view	30% highly improved view
2.3 Percentage of investors satisfied with the facilitation services provided.	18.9% very satisfied	50% very satisfied

- i. KPI 2.1: Population size of 6,993,005 domestic and international visitors in year ending March 2004 (based on BTR IVS and NVS data); sample size of 504; +/- 4.37% estimated error rate at the 95% confidence level
- ii. KPI 2.2: Population size of 113; sample size of 47; +/- 6.1% estimated error rate at the 95% confidence level
- iii. KPI 2.3: Population size of 113; sample size of 37; +/- 10.4% estimated error rate at the 95% confidence level

2.1 Visitor satisfaction with WA experience

If the tourism industry, infrastructure and product base are enhanced, then the visitors will have a higher quality experience. This will result in greater visitor satisfaction and more return visitation.

Satisfaction was measured via an externally commissioned state-wide face-to-face survey conducted by Patterson Market Research, as per the methodology recommended by National Cooperative Research Centre for Sustainable Tourism. In 2003-2004, 48.8% of respondents were highly satisfied with their visit to WA which is well on target to exceed the 5 year target of 50% satisfied.

Specifically, using a scale of 1 to 7, where 1 means very dissatisfied and 7 means very satisfied, respondents were asked how satisfied they were with their holiday in Western Australia. This approach inferred that a response of 1 to 3 meant dissatisfied, 4 meant neutral and 5 to 7 meant satisfied. As illustrated in the table above, 48.8% of respondents gave a maximum score of 7 out of 7, indicating that they were very satisfied. More broadly, 95.8% of respondents gave a score of 5 or higher, indicating that they were at least somewhat satisfied.

2.2 Percentage of targeted investors who consider that the tourism investment attraction services improved their view of Western Australia as an investment location

Investment in tourism is required to enhance both infrastructure and the product base. The WATC needs to ensure that WA's advantages are better understood in the investment marketplace. Without this awareness, investors will not consider WA as a potential investment location.

A targeted investor is an individual/organisation which has been identified by the WATC as a potential significant investor in Western Australia tourism. An externally commissioned telephone survey was undertaken by Intrepid Australia, using a comprehensive list of targeted investors, to determine the percentage who consider that WATC's tourism investment attraction services improved their potential investment perceptions of WA.

Specifically, using a scale of 1 to 9, where 1 means have not improved and 9 means greatly improved, respondents were asked to what extent tourism attraction services provided by the WATC improved their view of Western Australia as an investment location. As illustrated in the following table, in 2003-2004 8.5% of respondents felt that WATC tourism attraction services highly improved their view of Western Australia as an investment location (based on a score of 8 or 9 out of 9). More broadly, 42.6% of respondents gave a score of 6 or higher, indicating that their view of WA was at least somewhat improved.

	Not improved at all 1	2	3	4	5	6	7	8	Greatly improved 9
To what extent did tourism attraction services provided by the WATC improve your view of Western Australia as an investment location?	6.4%	6.4%	8.5%	21.3%	14.9%	12.8%	21.3%	6.4%	2.1%

2.3 Percentage of investors satisfied with the facilitation services provided

The WATC needs to ensure that appropriate services are provided to potential investors, to facilitate investment in WA.

Using the same methodology outlined in the previous KPI, individuals and organisations who used the WATC's investment facilitation services during 2003-2004 were surveyed by telephone to determine the percentage who consider that WATC's tourism investment attraction services improved their potential investment perceptions of WA. Specifically, using a scale of 1 to 9, where 1 means very dissatisfied and 9 means very satisfied, respondents were asked how satisfied they were with the facilitation services provided by the WATC. This approach inferred that a response of 1 to 4 meant dissatisfied, 5 meant neutral and 6 to 9 meant satisfied. As illustrated in the table below, in 2003-2004 18.9% of respondents gave a score of 8 or 9 out of 9, indicating that they were very satisfied with the facilitation services provided. More broadly, 54.1% of respondents gave a score of 6 or higher, indicating that they were at least somewhat satisfied.

	Very dissatisfied 1	2	3	4	5	6	7	8	Very satisfied 9
How satisfied are you with the facilitation services provided by the WATC?	5.4%	10.8%	2.7%	10.8%	16.2%	24.3%	10.8%	13.5%	5.4%

Efficiency Key Performance Indicators	Results	
	2003-2004	One year target
2.4 Industry Development: Ratio of WATC spend to the value of tourism projects progressed	\$1: \$42.02	Refer note i
2.5 Visitor Servicing: Ratio of WATC spend to the level of visitor satisfaction with visitor servicing	\$108,216 per percentage point	\$78,267 per percentage point

Notes:

- KPI 2.4: 2003-2004 is the baseline year for this key performance indicator. The target for future years will be developed based on the 2003-2004 result.
- KPI 2.5: Population size of 251,320 visitors to Perth Visitor Centre in 2003; sample size of 79; +/- 11.0% estimated error rate at the 95% confidence level
- KPI 2.5: In 2003-2004, the ratio of WATC spend on visitor servicing to satisfaction level of users with the Perth Visitor Centre was \$108,216 per percentage point of very satisfied visitors. A reduction in retail sales in the WA Visitor Centre combined with a lower than targeted satisfaction rate have resulted in the ratio being higher than expected. A comprehensive review of the WA Visitor Centre with industry involvement has commenced in mid 2004 which will address this matter.

2.4 Industry Development: Ratio of WATC spend to the value of tourism projects progressed

This KPI is a measure of the efficiency with which the WATC uses industry development government funding and operating revenue to progress tourism development projects.

In 2003-2004, the ratio of WATC spend to the value of tourism projects progressed was \$1: \$42.02. The actions taken by the Industry Development team within WATC directly or indirectly assist in the progression of tourism related projects. Short term assistance of individual projects is constantly balanced with longer term legislative or policy changes designed to improve the overall environment for investment in tourism.

2.5 Visitor Servicing: Ratio of WATC spend to the level of visitor satisfaction with visitor servicing

This KPI measures the efficiency with which the WATC uses visitor servicing funds to increase visitor satisfaction with the service provided.

Satisfaction with visitor servicing was measured via an externally commissioned state-wide face-to-face survey, as per the methodology outlined in Outcome 2.1. In 2003-2004 the ratio of WATC spend to the level of visitor satisfaction with visitor servicing was \$108,216 per percentage point.

More specifically, of the 504 visitors interviewed as part of a state-wide visitor satisfaction survey, 79 visitors (15.8%) had visited the Perth Visitor Centre. The 79 visitors were asked on a scale of 1 to 7 (where 1 is very dissatisfied, and 7 is very satisfied), how satisfied they were with the overall service provided at the Perth Visitor Centre. The results were that: 39% were very satisfied with the service provided by the Perth Visitor Centre, providing a score of 7 out of 7. In addition, a further 36% were quite satisfied (score of 6), 12% were a little satisfied (score of 5), 8% were neutral (score of 4) and only 6% were dissatisfied (score of 1-3).

	Very dissatisfied 1	2	3	4	5	6	Very satisfied 7
How satisfied are you with the service provided by the Perth Visitor Centre?	1.7%	0.0%	3.8%	7.5%	12.0%	36.0%	39.0%



AUDITOR GENERAL

INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

WESTERN AUSTRALIAN TOURISM COMMISSION FINANCIAL STATEMENTS FOR THE YEAR ENDED JUNE 30, 2004

Audit Opinion

In my opinion,

- (i) the controls exercised by the Western Australian Tourism Commission provide reasonable assurance that the receipt, expenditure and investment of moneys, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions; and
- (ii) the financial statements are based on proper accounts and present fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia and the Treasurer's Instructions, the financial position of the Commission at June 30, 2004 and its financial performance and cash flows for the year ended on that date.

Scope

The Commission's Role

The Commission is responsible for keeping proper accounts and maintaining adequate systems of internal control, preparing the financial statements, and complying with the Financial Administration and Audit Act 1985 (the Act) and other relevant written law.

The financial statements consist of the Statement of Financial Performance, Statement of Financial Position, Statement of Cash Flows and the Notes to the Financial Statements.

Summary of my Role

As required by the Act, I have independently audited the accounts and financial statements to express an opinion on the controls and financial statements. This was done by looking at a sample of the evidence.

An audit does not guarantee that every amount and disclosure in the financial statements is error free. The term "reasonable assurance" recognises that an audit does not examine all evidence and every transaction. However, my audit procedures should identify errors or omissions significant enough to adversely affect the decisions of users of the financial statements.

D D R PEARSON
AUDITOR GENERAL
October 15, 2004

WESTERN AUSTRALIAN TOURISM COMMISSION
STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2004

	Note	2004 \$'000	2003 \$'000
COST OF SERVICES			
Expenses from Ordinary Activities			
Administration Expenses	2	6,407	5,846
Advertising and Promotion Expenses	3	9,737	10,400
Borrowing Costs Expense	4	-	1
Capital User Charge	5	378	450
Contracts for Service	11	2,268	1,010
Cost of Disposal of Non-current Assets	13	59	8
Depreciation Expense	6	533	424
Doubtful Debts Expense		5	10
Employee Expenses	7	10,626	10,461
Event Operation Expenses	8	13,328	13,512
Grants for Tourist Facilities and Organisations	9	1,519	2,397
Office Accommodation and Equipment Rental Expenses	10	1,531	1,488
Total Cost of Services		46,391	46,007
Revenues from Ordinary Activities			
Revenue from Operating Activities			
Event Operations	8	4,847	5,143
Industry Contribution	12	4,348	3,716
Travel Agents' Commission	14	436	460
Other Revenue from Ordinary Activities	15	843	476
Revenue from Non-operating Activities			
Interest Revenue		273	316
Proceeds from Disposal of Non-Current Assets	13	57	12
Total Revenues from Ordinary Activities		10,804	10,123
NET COST OF SERVICES		35,587	35,884
REVENUES FROM STATE GOVERNMENT			
Output Appropriation	16	38,188	35,410
Resources Received Free-of-Charge	16,28	-	58
Transfer to Rottnest Island Authority	16	(2,762)	(1,727)
Total Revenues from State Government	16	35,426	33,741
CHANGE IN NET ASSETS		(161)	(2,143)
Net increase (decrease) in Asset Revaluation Reserve		(950)	(110)
Total changes in equity other than those resulting from transactions with WA State Government as owners		(1,111)	(2,253)

The Statement of Financial Performance should be read in conjunction with the accompanying notes.

WESTERN AUSTRALIAN TOURISM COMMISSION
STATEMENT OF FINANCIAL POSITION AT 30 JUNE 2004

	Note	2004 \$'000	2003 \$'000
CURRENT ASSETS			
Cash Assets	27	4,274	4,159
Restricted Cash Assets	17,27	127	116
Receivables	18	2,686	994
Amounts Receivable for Outputs	19	424	424
Other Assets	20	1,441	3,105
Total Current Assets		8,952	8,798
NON-CURRENT ASSETS			
Investment in Australian Tourism Data Warehouse Pty Ltd	22	230	-
Land	21	1,580	2,530
Leasehold Improvements	21	46	92
Furniture, Fittings and Equipment	21	396	307
Computer Equipment	21	460	434
Software and Web Development	21	1,056	-
Total Non-Current Assets		3,768	3,363
Total Assets		12,720	12,161
CURRENT LIABILITIES			
Payables	23	763	718
Other Liabilities	25	3,357	3,501
Provisions	24	1,704	1,429
Total Current Liabilities		5,824	5,648
NON-CURRENT LIABILITIES			
Provisions	24	1,153	2,760
Total Non-Current Liabilities		1,153	2,760
Total Liabilities		6,977	8,408
NET ASSETS		5,743	3,753
EQUITY			
Contributed Equity	26	3,610	509
Reserves	26	1,580	2,530
Accumulated Surplus	26	553	714
Total Equity		5,743	3,753

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

WESTERN AUSTRALIAN TOURISM COMMISSION
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2004

	Note	2004 Inflows (Outflows) \$'000	2003 Inflows (Outflows) \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Output Appropriation		37,764	35,013
Capital Contribution		1,550	-
Holding Account Drawdowns		424	424
Transfers from/(to) Other Agencies		-	3,000
Transfer to Rottnest Island Authority		(2,762)	(1,727)
Net Cash Provided by State Government		36,976	36,710
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee Costs		(10,839)	(9,710)
Borrowing Costs		-	(1)
Capital User Charge		(86)	(450)
Event Operations Costs		(10,703)	(12,796)
Marketing Costs		(6,927)	(7,973)
Payments to Travel Operators		(3,462)	(4,027)
GST Payments on Purchases		(2,525)	(2,827)
GST Payments to Taxation Authority		(647)	(981)
Other Payments		(12,321)	(10,720)
Receipts			
Event Operations		2,938	3,444
Industry Contributions		1,228	1,706
Interest Received		244	320
Travel Centre Revenue		3,891	4,448
GST Receipts on Sales		793	597
GST Receipts from Taxation Authority		2,853	2,677
Other Receipts		373	547
Net Cash Provided by/(used in) Operating Activities		(35,190)	(35,746)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of Non-Current Physical Assets		(1,717)	(345)
Proceeds from Sale of Non-Current Physical Assets		57	12
Net Cash provided by/(used in) Investing Activities		(1,660)	(333)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of Borrowings		-	(27)
Net Cash used in Financing Activities		-	(27)
Net Increase/(Decrease) in Cash Held		126	604
Cash assets at the beginning of the financial year		4,275	3,671
CASH ASSETS AT THE END OF THE FINANCIAL YEAR	27	4,401	4,275

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

WESTERN AUSTRALIAN TOURISM COMMISSION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2004

1. Significant Accounting Policies

The following accounting policies have been adopted in the preparation of the financial statements. Unless otherwise stated, these policies are consistent with those adopted in the previous year.

General Statement

The financial statements constitute a general purpose financial report which has been prepared in accordance with Accounting Standards, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board, and Urgent Issues Group (UIG) Consensus Views as applied by the *Treasurer's Instructions*. Several of these are modified by the *Treasurer's Instructions* to vary application, disclosure, format and wording. The *Financial Administration and Audit Act 1985* and the *Treasurer's Instructions* are legislative provisions governing the preparation of financial statements and take precedence over Accounting Standards, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board, and UIG Consensus Views. The modifications are intended to fulfill the requirements of general application to the public sector, together with the need for greater disclosure and also to satisfy accountability requirements.

If any such modification has a material or significant financial effect upon the reported results, details of that modification and where practicable, the resulting financial effect, are disclosed in individual notes to these financial statements.

Basis of Accounting

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention, except for certain assets and liabilities which, as noted, are measured at fair value.

(a) Output Appropriations

Output Appropriations are recognised as revenues in the period in which the WATC gains control of the appropriated funds. The WATC gains control of appropriated funds at the time those funds are deposited into the WATC's bank account or credited to the holding account held at the Department of Treasury and Finance.

(b) Contributed Equity

Under UIG 38 "Contributions by Owners Made to Wholly-Owned Public Sector Entities" transfers in the nature of equity contributions must be designated by the Government (owners) as contributions by owners (at the time of or prior to transfer) before such transfers can be recognised as equity contributions in the financial statements. Capital contributions (appropriations) have been designated as contributions by owners and have been credited directly to Contributed Equity in the Statement of Financial Position.

(c) Grants and Other Contributions Revenue

Grants, donations, gifts and other non-reciprocal contributions are recognised as revenue when the WATC obtains control over the assets comprising the contributions. Control is normally obtained upon their receipt.

Contributions are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

(d) Revenue Recognition

Revenue from the sale of goods and disposal of other assets and the rendering of services is recognised when the WATC has passed control of the goods or other assets or delivery of the service to the customer.

NOTES TO THE FINANCIAL STATEMENTS

The receipt of goods and services provided in lieu of cash for the management and sponsorship of events and the WATC's media and journalists' familiarisation programs are recognised in the accounts.

These non-cash (contra) amounts are incorporated in the relevant expenditure and revenue items. The valuation of contra items is generally specified in the individual contracts with suppliers, but where the contract does not specify the value of the contra items representing the goods or services, the valuation is determined by the normal retail price of the goods or services received.

(e) Acquisitions of Assets

The cost method of accounting is used for all acquisitions of assets. Cost is measured as the fair value of the assets given up or liabilities undertaken at the date of acquisition plus incidental costs directly attributable to the acquisition.

Assets acquired at no cost or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Assets costing less than \$1,000 are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

(f) Depreciation of Non-current Assets

All non-current assets costing in excess of \$1,000 and having a limited useful life are systematically depreciated over their estimated useful lives in a manner which reflects the consumption of their future economic benefits.

Depreciation is calculated on the straight-line basis, using rates which are reviewed annually. Expected useful lives for each class of depreciable asset are:

Furniture, Fittings and Equipment	5 - 10 years
Computer Equipment	3 - 5 years
Leasehold Improvements	Term of lease
Motor Vehicles	3 - 7 years
Software and Web Development	3 - 5 years

(g) Revaluation of Land

The WATC has a policy of valuing land at fair value. The annual revaluation of the WATC's land is undertaken by the Valuer General's Office and is recognised in the financial statements.

(h) Leases

The WATC has entered into a number of operating lease arrangements for motor vehicles, buildings and office equipment where the lessors effectively retain the entire risks and benefits incident to ownership of the items held under the operating leases. Equal instalments of the lease payments are charged to the Statement of Financial Performance over the lease term, as this is representative of the pattern of benefits to be derived from the leased property.

The WATC has not entered into any finance leases.

(i) Cash

For the purpose of the Statement of Cash Flows, cash includes cash assets and restricted cash assets. These include short-term deposits that are readily convertible to cash-on-hand and are subject to insignificant risk of changes in value.

NOTES TO THE FINANCIAL STATEMENTS

(j) Receivables

Receivables are recognised as the amounts receivable as they are due for settlement no more than 30 days from the date of recognition.

Collectability of receivables is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. A provision for doubtful debts is raised where some doubts as to collection exists and in any event where the debt is more than 90 days overdue.

(k) Investments

Investments are brought to account at the lower of cost and recoverable amount.

(l) Intangible Assets and Expenditure Carried Forward

Software

Significant costs associated with the acquisition or development of computer software are capitalised and amortised on a straight line basis over the periods of the expected benefit, which varies from three to five years.

Web site costs

Costs in relation to web sites controlled by the WATC are charged as expenses in the period in which they are incurred unless they relate to the acquisition of an asset, in which case they are capitalised and amortised over the period of expected benefit. Generally, costs in relation to feasibility studies during the planning phase of a web site, and ongoing costs of maintenance during the operating phase are considered to be expenses. Costs incurred in building or enhancing a web site, to the extent that they represent probable future economic benefits controlled by the WATC that can be reliably measured, are capitalised as an asset and amortised over the period of the expected benefits which vary from three to five years.

(m) Payables

Payables, including accruals not yet billed, are recognised when the WATC becomes obliged to make future payments as a result of a purchase of assets or services. Payables are generally settled within 30 days.

(n) Employee Benefits

Annual leave

This benefit is recognised at the reporting date in respect to employees' services up to that date and is measured at the nominal amounts expected to be paid when the liabilities are settled.

Long service leave

The liability for long service leave expected to be settled within 12 months of the reporting date is recognised in the provisions for employee benefits, and is measured at the nominal amounts expected to be paid when the liability is settled. The liability for long service leave expected to be settled more than 12 months from the reporting date is recognised in the provisions for employee benefits and is measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. Consideration is

given, when assessing expected future payments, to expected future wage and salary levels including relevant on-costs, 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.

This method of measurement of the liability is consistent with the requirements of Accounting Standard AAS 1028 "Employee Benefits".

NOTES TO THE FINANCIAL STATEMENTS

Superannuation

Staff may contribute to the Gold State Superannuation Scheme, a defined benefit and lump sum scheme now closed to new members. All staff who do not contribute to this scheme become

non-contributory members of the West State Superannuation Scheme, an accumulation fund complying with the *Commonwealth Government's Superannuation Guarantee (Administration)*

Act 1992. Both of these schemes are administered by the Government Employees Superannuation Board (GESB).

The liability for the pre-transfer service liability for employees who transferred to the Gold State Superannuation Scheme is unfunded and the liability for future payments is provided for at reporting date.

The liabilities for superannuation charges under the Gold State Superannuation Scheme and West State Superannuation Scheme are extinguished by payment of employer contributions to the GESB.

Prior to the formation of the WATC in 1984, the Government retained liability for funding members' superannuation benefits for staff employed by the Western Australian Department of Tourism. This situation continued from 1984 until the implementation of the new Government Employees Gold State Superannuation Scheme in July 1987. Following a review by the Treasury Department and the GESB, the WATC is now required to meet the past service liabilities for those members of the Gold State Superannuation Scheme who cease employment after 1 July 1992.

A provision for the pre-1992 service liability has been determined by the WATC based on information supplied by the GESB.

The note disclosure required by paragraph 6.10 of AASB 1028 (being the employer's share of the difference between employees' accrued superannuation benefits and the attributable net market value of plan assets) has not been provided. State scheme deficiencies are recognised by the State in its whole of government reporting. The GESB's records are not structured to provide the information for the WATC. Accordingly, deriving the information for the WATC is impractical under current arrangements, and thus any benefits thereof would be exceeded by the cost of obtaining the information.

(o) Employee Benefit On-costs

Employee benefit on-costs, including payroll tax, are recognised and included in employee benefit liabilities and costs when the employee benefits to which they relate are recognised as liabilities and expenses. (See Notes 7 and 23)

(p) Accrued Salaries

Accrued salaries (refer Note 24) represent the amount due to staff but unpaid at the end of the financial year, as the end of the last pay period for that financial year does not coincide with the end of the financial year. The WATC considers the carrying amount approximates net fair value.

(q) Resources Received Free-of-Charge or For Nominal Value

Resources received free-of-charge or for nominal value which can be reliably measured are recognised as revenues and as assets or expenses, as appropriate, at fair value.

(r) Foreign Currency Translation and Hedges

The Commission has offices in Japan, Singapore, Malaysia, UK and Germany. These offices maintain local bank accounts, the balances of which are included in the balance of cash-on-hand and permanent advances.

NOTES TO THE FINANCIAL STATEMENTS

Transactions denominated in a foreign currency are translated at the rates in existence at the dates of the transactions. Foreign currency receivables and payables at reporting date are translated at exchange rates current at reporting date. Exchange gains and losses are brought to account in determining the result for the year.

Forward foreign exchange contracts are entered into as hedges to avoid or minimise possible adverse financial effects of movements in exchange rates. Exchange gains and losses and costs arising from these contracts are deferred and included in the determination of the amounts when the transactions are brought to account.

(s) Comparative Figures

Comparative figures are, where appropriate, reclassified so as to be comparable with the figures presented in the current financial year.

(t) Rounding

Amounts in the financial statements have been rounded to the nearest thousand dollars, or in certain cases, to the nearest dollar.

(u) International Financial Reporting Standards

The WATC is adopting international accounting standards in compliance with AASB 1 *First-time Adoption of Australian Equivalents to International Financial Reporting Standards (IFRS)*.

AASB 1 requires an opening balance sheet as at 1 July 2004 and the restatement of the financial statements for the reporting period to 30 June 2005 on the IFRS basis. These financial statements will be presented as comparatives in the first annual report prepared on an IFRS basis for the period ending 30 June 2006.

AASB 1047 *disclosing the impacts of adopting Australian Equivalents to International Financial Reporting Standards* requires financial reports for periods ending on or after 30 June 2004 to disclose:

1. How the transition to Australian equivalents to IFRSs is being managed

The WATC has established a project team, monitored by a steering committee that has:

- Identified the key differences in accounting policies, disclosures and presentation and the consequential impacts and risks to the agency;
- Assessed the changes required to financial management information systems and processes;
- Identified the necessary staff skills and training requirements; and
- Prepared a plan to convert accounting policies, financial management information systems and processes so that the WATC can account and report on the IFRS basis.

The project is on schedule with the design and documentation of IFRS financial management systems and processes progressing concurrently with the preparation of an opening IFRS balance sheet in accordance with AASB 1 as at 1 July 2004 (the date of transition to IFRS).

2. Key Differences in accounting policies that are expected to arise from adopting Australian equivalents to IFRS

The WATC is of the opinion that there will be minimal changes required to the WATC's accounting policies which will arise from the adoption of IFRS. The key difference which will arise is:

- Employee Entitlements, Annual Leave Liability – The WATC currently determines the nominal value of accrued annual leave by calculating the accrued leave for employees, based on current remuneration rates and taking into account any applicable loadings and on costs. Inflating the liability to take into account projected increases in remuneration rates up to the period in which employees, on average are expected to take their entitlement. For the purposes of AASB119, the annual leave liability includes a discount of cash flows to their present value; the inflated liability is discounted using the appropriate national government guaranteed security rates to estimate the present value of future cash-outflows.

Quantitative information relating to the above changes was not known at the time these financial statements were prepared.

NOTES TO THE FINANCIAL STATEMENTS

2. ADMINISTRATION EXPENSE

	2003-04	2002-03
	\$'000	\$'000
Commissioners Fees and Expenses	261	224
Communications Expenses	603	582
Computer Expenses	848	455
General Administration Expenses	1,541	1,726
Insurance	118	116
Printing and Stationery	190	231
Professional and Legal Services	509	533
Research	928	782
Shareholding Expense	169	-
Taxation	260	255
Travel	537	470
Vehicle Expenses	443	472
	6,407	5,846

3. ADVERTISING AND PROMOTION EXPENSES

	2003-04	2002-03
	\$'000	\$'000
Advertising – Production and Placement	1,268	2,290
Promotions and Cooperative Campaigns	2,151	2,941
Collateral – Production and Distribution	235	384
Travel Shows, Seminars, etc.	623	1,202
Electronic Distribution	105	157
Familiarisation Visits	4,076	2,529
General Expenses	1,279	897
	9,737	10,400

4. BORROWING COSTS EXPENSE

	2003-04	2002-03
	\$'000	\$'000
Interest paid to WA Treasury Corporation	-	1

5. CAPITAL USER CHARGE

	2003-04	2002-03
	\$'000	\$'000
Capital User Charge	378	450

A capital user charge rate of 8% has been set by the Government for 2003-04 and represents the opportunity cost of capital invested in the net assets of the WATC used in the provision of outputs. The charge is calculated on the net assets adjusted to take account of exempt assets. Payments are made to the Department of Treasury and Finance on a quarterly basis.

NOTES TO THE FINANCIAL STATEMENTS

6. DEPRECIATION and AMORTISATION EXPENSE

	2003-04	2002-03
	\$'000	\$'000
Depreciation		
Furniture, Fittings and Equipment	87	91
Computer Equipment	301	277
Leasehold Improvements	46	56
Motor Vehicles	3	-
Total Depreciation	437	424
Amortisation		
Software and Web Development	96	-
Total Amortisation	96	-
	533	424

7. EMPLOYEE EXPENSES

	2003-04	2002-03
	\$'000	\$'000
Wages and Salaries	8,074	8,127
Superannuation	869	893
Long Service Leave	132	174
Annual Leave	656	518
Redundancy	247	108
Other Related Expenses (i)	648	641
	10,626	10,461

(i) These employee expenses include superannuation, payroll tax, workers' compensation premiums and other employment-related on-costs associated with the recognition of annual and long service leave liability. The related on-costs liability is included in employee benefit liabilities. (Refer to Note 23.)

8. EVENT OPERATION EXPENSES

	2003-04	2002-03
	\$'000	\$'000
Event Expenditure	13,328	13,512
Event Revenue	(4,847)	(5,143)
	8,481	8,369

i) Event revenue is comprised of cash, as well as the value of goods and services received for management and sponsorship of events conducted by EventsCorp, a division of the WATC. The following is an analysis of the contra-goods and services received in lieu of cash sponsorship. The amounts have been incorporated in the relevant expenditure and revenue items.

	2003-04	2002-03
	\$'000	\$'000
Classification of Contra-Goods and Services		
Event - Services	26	-
- Operational	709	676
- Promotional	9	-
- Marketing	1,060	815
- Administration	78	126
	1,882	1,617

NOTES TO THE FINANCIAL STATEMENTS

8. EVENT OPERATION EXPENSES (Continued)

- (ii) Event expenditure reflects the use of event revenue, funding sponsorships and funds from the Consolidated Fund to meet costs such as administration, operational and service costs, advertising and promotions, communications and prize money. It also includes expenditure incurred in bidding for events and the allocation of funding to private organisations involved in managing events.

9. GRANTS FOR TOURIST FACILITIES AND ORGANISATIONS

	2003-04	2002-03
	\$'000	\$'000
Regional Tourism Authorities	1,027	1,438
WA Rural and Regional Marketing Assistance Scheme	-	293
Country Visitor Centre Sustainability Enhancement Scheme	408	333
Metropolitan Visitor Centre Sustainability Enhancement Scheme	35	31
Other Grants	49	302
	1,519	2,397

10. OFFICE ACCOMMODATION AND EQUIPMENT RENTAL EXPENSES

	2003-04	2002-03
	\$'000	\$'000
Lease Rentals	1,407	1,327
Repairs and Maintenance	85	124
Cleaning	20	23
Equipment Rentals	10	4
Rates and Taxes	9	10
	1,531	1,488

11. CONTRACT FOR SERVICE

	2003-04	2002-03
	\$'000	\$'000
Perth Convention Bureau	1,095	1,010
Regional Tourism Organisations	1,173	-
	2,268	1,010

- (i) Since October 1998, the WATC has contracted the Perth Convention Bureau Inc (PCB) to deliver services relating to the Convention and Incentive Travel Output that was previously undertaken by the WATC.
- (ii) Since 1 January 2004, the WATC has contracted five Regional Tourism Organisations to provide services, including intrastate marketing that were previously undertaken by the WATC.

12. INDUSTRY CONTRIBUTIONS

	2003-04	2002-03
	\$'000	\$'000
Cash Contributions	969	1,706
Non Cash Contributions	3,379	2,010
	4,348	3,716

NOTES TO THE FINANCIAL STATEMENTS

13. NET GAIN/ (LOSS) ON DISPOSAL OF NON-CURRENT ASSETS

	2003-04	2002-03
	\$'000	\$'000
Gain on Disposal of non-current assets		
Computer Equipment	9	7
Furniture, Fittings and Equipment	-	1
	9	8
Loss on Disposal of non-current assets		
Leasehold	-	(4)
Furniture, Fittings and Equipment	(4)	
Motor Vehicles	(7)	-
	(11)	(4)
Net gain/(loss)	(2)	4

14. TRAVEL AGENTS' COMMISSION

	2003-04	2002-03
	\$'000	\$'000
Commission on Bookings by WA Visitor Centre	436	460

15. OTHER REVENUE FROM ORDINARY ACTIVITIES

	2003-04	2002-03
	\$'000	\$'000
WA Tourism Network Membership Fees	-	10
Rents Received	124	52
Sale of Merchandise and Publications	51	63
Shareholding Revenue	400	-
Other Revenue	268	351
	843	476

16. REVENUES (TO) / FROM STATE GOVERNMENT

	2003-04	2002-03
	\$'000	\$'000
Appropriation revenue received during the year:		
- Output Appropriation (i)	38,188	35,410
Total Appropriation	38,188	35,410
The following assets have been (transferred to) / received from other government agencies during the financial year:		
- Rottnest Island Authority	(2,762)	(1,727)
Total Assets transferred	(2,762)	(1,727)
Resources Received Free-of-Charge (ii) Determined on the basis of the following estimates provided by agencies:		
- Office of the Auditor General (iii)	-	58
Total Resources Received Free-of-Charge	-	58
Total Revenues from State Government	35,426	33,741

NOTES TO THE FINANCIAL STATEMENTS

16. REVENUES (TO) / FROM STATE GOVERNMENT (Continued)

- (i) Output appropriations are accrual amounts reflecting the full cost of outputs delivered. The appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the depreciation expense for the year and any agreed increase in leave liability during the year.
- (ii) Where assets or services have been received free-of-charge or for nominal consideration, the WATC recognises revenues (except where the contribution of assets or services is in the nature of contributions by owners in which case the WATC shall make a direct adjustment to equity) equivalent to the fair value of the assets and/or the fair value of those services that can be reliably determined and which would have been purchased if not donated, and those fair values shall be recognised as assets or expenses, as applicable.
- (iii) Commencing with the 2003-04 audit, the Office of the Auditor General will be charging a fee for auditing the accounts, financial statements and performance indicators. The fee for the 2003-04 audit (\$68,200) will be due and payable in the 2004-05 financial year.

17. RESTRICTED CASH ASSETS

	2003-04 \$'000	2002-03 \$'000
WA Visitor Centre	127	116

The Restricted Cash Assets relate to the Western Australian Visitor Centre operations and comprise of deposits held on behalf of clients and amounts due to operators.

18. RECEIVABLES

	2003-04 \$'000	2002-03 \$'000
Current		
Trade Debtors	2,477	600
Provision for Doubtful Debts	(17)	(43)
GST Receivable	226	437
	2,686	994
Non-Current		
Hotham Valley Tourist Railway (HVTR)	-	2,168
Provision for Doubtful Debts (HVTR)	-	(2,168)
	-	-

(i) Hopman Cup Venture

Hopman Cup is an international tennis event, since February 2002, the organisation of the event is undertaken by the International Tennis Federation (ITF). Under contract, the WATC is entitled to 25% of the profits of the venture.

	2003-04 \$'000	2002-03 \$'000
Distribution due at start of period	194	112
- Adjustment 2002 event	1	5
Plus Share of Profits for the 2003 event	221	194
	416	311
Less Distribution Received	(195)	(117)
Balance due at end of period	221	194

(iii) Hotham Valley Tourist Railway (WA) Inc (HVTR)

Under agreement between the WATC, HVTR and the Rail Heritage Foundation of Western Australia Inc, the WATC released HVTR from repayment of the loan receivable and the \$2,167,995 owing was written off during the year.

NOTES TO THE FINANCIAL STATEMENTS

19. AMOUNTS RECEIVABLE FOR OUTPUTS

	2003-04 \$'000	2002-03 \$'000
Current	424	424
Non-current	-	-
	424	424

This asset represents the non-cash component of output appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.

20. OTHER ASSETS

Accrued income relates to Travel Agents' commissions due on tickets sold but not deducted from payments to travel operators and interest earned but not credited. Prepayments relate to an overseas office lease, a computer software maintenance contract, deposits for future activities, rent in advance and contract milestone payments for future events and the payment for the International TV Rights for Rally Australia.

	30/06/2004 \$'000	30/06/2003 \$'000
Current		
Accrued Income	21	16
Prepayments	1,420	3,089
	1,441	3,105

21. NON-CURRENT ASSETS

	30/06/2004 \$'000	30/06/2003 \$'000
Land – At Fair Value	1,580	2,530
Leasehold Improvements – At Cost	606	606
Less Accumulated Depreciation	(560)	(514)
	46	92
Furniture, Fittings and Equipment – At Cost	1,160	1,034
Less Accumulated Depreciation	(764)	(727)
	396	307
Computer Equipment – At Cost	1,877	1,650
Less Accumulated Depreciation	(1,417)	(1,216)
	460	434
Software and Website Development – At Cost	1,152	-
Less Accumulated Amortisation	(96)	-
	1,056	-
	3,538	3,363

Crown Land properties situated at Lake Argyle and Donnelly River have been vested in the WATC with the power to lease for the purpose of tourism and recreation. The land was valued at \$1,580,000 by the Valuer General on 1 July 2003 using the 'Highest and Best' method and is the value recorded in the Government Property Register.

NOTES TO THE FINANCIAL STATEMENTS

21. NON-CURRENT ASSETS (Continued)

Reconciliations

Reconciliation of the carrying amounts of Property, Furniture, Fittings, Equipment and Computer Equipment at the beginning and end of the current year and the previous financial year are set out below.

2003-04	Land	Leasehold Improvement	Furniture, Fittings & Equipment	Computer Equipment	Motor Vehicles	Software & Web Development	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at start of year	2,530	92	307	434	-	-	3,363
Additions	-	-	180	333	51	1,152	1,716
Disposals	-	-	(54)	(106)	(51)	-	(211)
Depreciation	-	(46)	(37)	(201)	-	(96)	(380)
Revaluation Decrements	(950)	-	-	-	-	-	(950)
Carrying amount at end of year	1,580	46	396	460	-	1,056	3,538

2002-03	Land	Leasehold Improvements	Furniture, Fittings and Equipment	Computer Equipment	Motor Vehicles	Software & Web Development	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at start of year	2,640	152	310	458	-	-	3,560
Additions	-	-	93	252	-	-	345
Disposals	-	(11)	(9)	(74)	-	-	(94)
Depreciation	-	(49)	(87)	(202)	-	-	(338)
Revaluation Decrements	(110)	-	-	-	-	-	(110)
Carrying amount at end of year	2,530	92	307	434	-	-	3,363

22. INVESTMENTS

30/06/2004	30/06/2003
------------	------------

	\$'000	\$'000
Investment in Australian Tourism Data Warehouse	400	-
Less Provision for Diminution in Value	(170)	-
	230	-

The WATC holds a 11.1% interest in Australian Tourism Data Warehouse Pty Ltd (ATDW), which is carried at cost less provision for diminution in value. The provision is based on the estimated statement of financial position of ATDW as at May 2004. ATDW's principal activity is the development of a database for Australian tourism products.

NOTES TO THE FINANCIAL STATEMENTS

23. PAYABLES

	30/06/2004	30/06/2003
	\$'000	\$'000
Current		
Trade Payables	763	718

24. PROVISIONS

The aggregate employee-entitlement liability recognised and included in the financial statements is as follows:

Provision for employee entitlements	30/06/2004	30/06/2003
	\$'000	\$'000
Current:		
Annual Leave	521	791
Retirement, Termination, Redundancy Payments	564	108
Long Service Leave	619	530
	1,704	1,429
Non-Current:		
Annual Leave	370	-
Long Service Leave	771	901
Superannuation	-	1,498
Retirement, Termination, Redundancy Payments	-	358
Deferred Salary Scheme	12	3
	1,153	2,760

(i) The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including superannuation, payroll tax and workers' compensation premiums. The liability for such on-costs is included here. The associated expense is included under Other related expenses (Under Employee expenses) at note 7.

(ii) Liability for superannuation pre-transfer benefits has been assumed by the Treasurer from 30 June 2004.

(iii) Some overseas officers have an employment condition that requires the payment of up to 1.25 months salary for each completed year of service on retirement or termination. This condition is consistent with the employment conditions for the country in which the officers work.

The WATC considers the carrying amount of employee entitlements approximates its net fair value.

Employee Benefit Liabilities

The aggregate employee benefit liability recognised and included in the financial statements is as follows:

Provision for employee entitlements	30/06/2004	30/06/2003
	\$'000	\$'000
Current	1,704	1,429
Non-Current	2,704	2,760
	4,408	4,189

25. OTHER LIABILITIES

	30/06/2004 \$'000	30/06/2003 \$'000
Accrued Salaries	119	241
Accrued Expenses	771	1,198
Income in Advance	830	54
Deferred Grants	1,637	2,008
	3,357	3,501

NOTES TO THE FINANCIAL STATEMENTS

26. EQUITY

	30/06/2004 \$'000	30/06/2003 \$'000
Contributed Equity		
Opening Balance	509	482
Capital Contributions (i)	3,101	27
Closing Balance	3,610	509

- (i) Capital Contributions have been designated as contributions by owners and are credited directly to equity in the Statement of Financial Position.

	30/06/2004 \$'000	30/06/2003 \$'000
Asset Revaluation Reserve		
Opening Balance	2,530	2,640
Net Revaluation Increments (i)	(950)	(110)
Closing Balance	1,580	2,530

Revaluations recognised during the year were in respect of:

Crown Land Reserves situated at Lake Argyle	(120)	-
Crown Land Reserves situated at Donnelly River	(830)	(110)
	(950)	(110)

- (i) The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets, as described in accounting policy note 1(g).

	30/06/2004 \$'000	30/06/2003 \$'000
Accumulated Surplus		
Opening Balance	714	2,857
Change in Net Assets	(161)	(2,143)
Closing Balance	553	714

27. NOTES TO THE STATEMENT OF CASH FLOWS

(a) Reconciliation of cash

Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

	30/06/2004 \$'000	30/06/2003 \$'000
CASH ASSETS		
- Cash at Bank General Account	147	1,997
- Cash on Hand and Permanent Advances	111	44

- Temporary Advances	6	8
- Term Deposits	4,000	2,000
- Cash Management General Account	10	110
	4,274	4,159
RESTRICTED CASH ASSETS		
- Cash at Bank Trust Account	127	116
	127	116
	4,401	4,275

NOTES TO THE FINANCIAL STATEMENTS

27. NOTES TO THE STATEMENT OF CASH FLOWS (continued)

The Restricted Cash Assets relate to the Western Australian Visitor Centre operations and comprise deposits held on behalf of clients and amounts due to creditors.

(b) Reconciliation of net cost of services to net cash flows provided by/ (used in) operating activities

	2003-04 \$'000	2002-03 \$'000
Net cost of services	(35,587)	(35,884)
Non-cash items:		
Depreciation expense	533	424
Doubtful debt expense	5	9
Resources received free-of-charge	-	58
(Profit)/loss on sale of property, plant and equipment	2	(4)
(Increase)/decrease in assets:		
Current receivables (iii)	(1,816)	814
Other current assets	1,664	(1,140)
Increase/(decrease) in liabilities:		
Current payables (iii)	41	426
Current provisions	274	291
Other current liabilities	(144)	(932)
Non-current provisions	(56)	267
Other non-current liabilities	-	-
Net GST receipts/(payments) (i)	106	(534)
Change in GST in receivables/payables(ii)	(212)	459
Net cash provided by/(used in) operating activities	(35,190)	(35,746)

(i) This is the net GST paid/received. Cash transactions

(ii) This reverses out the GST in accounts receivable and payable.

(iii) Note that ATO receivable/payable in respect of GST and receivable/payable in respect of the sale/purchase of non-current assets are not included in these items as they are not reconciling items.

(c) At the reporting date WATC had fully drawn on all financing facilities, details of which are disclosed in the financial statements.

28. RESOURCES RECEIVED FREE-OF-CHARGE

Resources received free-of-charge has been determined on the basis of the following estimates provided by agencies:

	2003-04 \$'000	2002-03 \$'000
Office of the Auditor General – Audit Fees	-	58

Commencing with the 2003-04 audit, the Office of the Auditor General will be charging a fee for auditing the accounts, financial statements and performance indicators. The fee for the 2003-04 audit (\$68,200) will be due and payable in the 2004-05 financial year.

NOTES TO THE FINANCIAL STATEMENTS

29. COMMITMENTS FOR EXPENDITURE

(a.) Non-cancellable operating lease commitments

NOTES TO THE FINANCIAL STATEMENTS

The WATC leases its motor vehicle fleet from State Fleet, a Division of the Department of Treasury and Finance. Property is rented under lease to the Honourable Minister for Housing and Works. Commitments for minimum lease payments are payable as follows:

	30/06/2004 \$'000	30/06/2003 \$'000
Due within one year	1,048	1,405
Due later than one year and not later than five years	2,847	670
Due later than five years	3,292	193
	7,187	2,268

(b.) Other expenditure commitments contracted at the reporting date but not recognised as liabilities, are payable as follows:

	30/06/2004 \$'000	30/06/2003 \$'000
Due within one year	6,033	9,262
Due later than one year and not later than two years	4,634	6,020
Due later than two years	34,852	17,843

From time to time, the Commission enters into forward contracts for transactions in foreign currency. At 30 June 2004, there were no contracts awaiting settlement.

	30/06/2004 \$'000	30/06/2003 \$'000
Forward Purchase Contracts	-	-
Forward Selling Contracts	-	-

There are no significant capital commitments.

30. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

In addition to the liabilities incorporated in the financial statements, the WATC has the following contingent liability;

- i) The WATC has a contingent liability under an agreement with Paul McNamee Enterprises Pty Ltd and Paul Francis McNamee in respect to the Hopman Cup, an annual international mixed team's tennis event. Under the agreement, the WATC is required to meet the first \$2,000,000 of any loss or deficit.
- ii) In August 2003, a Statement of Liquidated Claim seeking \$600,000 plus interest and costs in respect to a contract between the WATC and Elle Racing Pty Ltd was re-instated by the New South Wales District Court; the claim was initially received during 1998-99 and subsequently struck out during 2001-02. Liability has not been admitted and the claim is being defended. Provision for this claim has not been recognised in the accounts.

The WATC had no contingent assets at 30 June 2004.

31. EXPLANATORY STATEMENT

(i) Significant variations between estimates and actual results for the financial year.

Details and reasons for significant variations between estimates and actual results are listed below. Significant variations are considered to be variations that are either greater than \$200,000 or 10% of budget.

NOTES TO THE FINANCIAL STATEMENT S

31. EXPLANATORY STATEMENT (Continued)

CLASS	ESTIMATES 2003-04 \$'000	ACTUAL 2003-04 \$'000	VARIANCE \$'000
Expenditure			
Administration Expenses	6,189	6,407	(218)
Advertising and Promotions	10,294	9,672	622
Capital User Charge	114	378	(264)
Event Operations Expenditure	14,845	13,328	1,517
Grants for Tourist Facilities and Organisations	1,790	1,519	271
Revenue			
Event Operation Revenue	4,632	4,847	215
Industry Contribution	4,974	4,348	(626)

Administration Expenses

Administration costs associated with the relocation of WATC head office from 16 St Georges Terrace to 2 Mill Street, Perth.

Advertising and Promotions

Underspend is matched by a corresponding decrease in Industry Contribution Revenue. The budget included both expenditure and revenue for some activities that due to a change in arrangements were co-ordinated by industry partners, only the WATC's portion of revenue and expenditure has been taken into the accounts.

Capital User Charge

The charge is calculated on the net assets. Net Assets increased due to cancellation of the International Golf Tournament and the development of Westernaustalia.com.

Event Operations Expenditure

Cancellation of International Golf Tournament and other timing issues associated with the future event funding pool partially offset by advance expenditure on the Telstra Rally Australia 2004 event.

Grants for Tourist Facilities and Organisations

The difference relates to unallocated funds for the Country Visitor Centre Sustainability Enhancement Scheme. The unallocated balance will be carried forward to 2004 – 05.

Event Operation Revenue

The difference results from the receipt of unbudgeted share of profits from Hopman Cup, an international tennis event. (Refer Note 18)

Industry Contribution

See Advertising and Promotions.

(ii) Significant variations between actual revenues and expenditures for the financial year and revenues and expenditures for the immediately preceding financial year.

The WATC's policy requires explanations of significant variations between the actual results of the current year compared to the actual results of the previous year if the results are not reported in a separate note. Significant variations are considered to be variations that are either greater than \$200,000 or 10% of the amounts for the previous year.

CLASS	ACTUAL 2003-04 \$'000	ACTUAL 2002-03 \$'000	VARIANCE \$'000
Expenditure			
Administration Expenses	6,407	5,846	(561)
Advertising and Promotions	9,737	10,400	663
Contract for Service	2,268	1,010	1,258
Grants for Tourist Facilities and Organisations	1,519	2,397	878
Revenue			
Event Operations	4,847	5,143	(296)

Industry Contribution	4,348	3,716	632
Other Revenue from Ordinary Activities	843	476	367

NOTES TO THE FINANCIAL STATEMENTS

31. EXPLANATORY STATEMENT (Continued)

Administration Expenses

Refer Note 2.

Advertising and Promotions

Refer Note 3.

Contract for Service

The increase in expenditure for 2003-04 resulted from the implementation of the new concept for regional tourism. In 2002-03 ten regional tourism associations were provided with grants, since 1 January 2004, the WATC has contracted five Regional Tourism Organisations to provide services, including intrastate marketing that were previously undertaken by the WATC. These payments are classified as Contract for Services.

Grants for Tourist Facilities and Organisations

Refer to the explanation for Contract for Service.

Event Operations Revenue

The 2002-03 event revenue included naming rights sponsorship for both the 2002 and 2003 Telstra Rally Australia events.

Industry Contribution

Increased contributions by the tourist industry to the WATC's familiarisation program.

Other Revenue from Ordinary Activities

Revenue increases over 2002-03 due to the recognition of shareholding in the Australian Tourism Data Warehouse Pty Ltd. The shareholding had previously been expensed in prior years.

32. FINANCIAL INSTRUMENTS DISCLOSURES

(a) Interest Rate Risk Exposure

The following table details WATC's exposure to interest rate risk as at the reporting date.

	Weighted average effective interest rate	Floating interest rate	Fixed interest rate maturities			Non Interest Bearing	Total
			1 Year or Less	1 to 5 Years	Over 5 Years		
30 June 2004	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets							
Cash Assets	5.28	4,157	-	-	-	117	4,274
Restricted Cash Assets	2.11	127	-	-	-	-	127
Receivables	-	-	-	-	-	2,686	2,686
Total financial assets		4,284	-	-	-	2,803	7,087
Liabilities							
Payables	-	-	-	-	-	763	763
Other Liabilities	-	-	-	-	-	3,357	3,357
Total financial liabilities		-	-	-	-	4,120	4,120
Net financial assets (liabilities)		4,284	-	-	-	(1,317)	(2,967)
30 June 2003							
Financial Assets		4,223	-	-	-	1,046	5,269
Financial Liabilities		-	-	-	-	(4,219)	(4,219)

NOTES TO THE FINANCIAL STATEMENTS

32. FINANCIAL INSTRUMENTS DISCLOSURES (continued)

(b) Credit Risk Exposure

All financial assets are unsecured.

The carrying amounts of financial assets represent the WATC's maximum exposure to credit risk in relation to those assets.

(c) Net Fair Values

The carrying amount of financial assets and financial liabilities recorded in the financial statements are not materially different from their net fair values, determined in accordance with the accounting policies disclosed in Note 1 to the financial statements.

33. REMUNERATION OF MEMBERS OF THE ACCOUNTABLE AUTHORITY AND SENIOR OFFICERS

Remuneration of Members of the Accountable Authority

The number of members of the Board, whose total fees, salaries, superannuation and other benefits received, or due and receivable, for the financial year, fall within the following bands are:

	2003-04 No.	2002-03 No.
\$ 1 - \$ 10,000	-	1
\$ 10,001 - \$ 20,000	7	6
\$ 30 001 - \$ 40,000	-	1
\$ 40,001 - \$ 50,000	1	-

	2003-04 \$'000	2002-03 \$'000
The total remuneration of the members of the Accountable Authority is:	172	118

The superannuation included here represents the superannuation expense incurred by WATC in respect to members of the Board.

No members of the Board are members of the pension scheme.

Remuneration of Senior Officers

The numbers of senior officers other than the members of the Board, whose total fees, salaries, superannuation and other benefits for the financial year, fall within the following bands are:

	2003-04 No.	2002-03 No.
\$ 30,001 - \$ 40,000	-	1
\$ 80,001 - \$ 90,000	1	-
\$ 90,001 - \$ 100,000	-	1
\$ 110,001 - \$ 120,000	1	2

\$ 120,001 - \$ 130,000	3	-
\$ 150,001 - \$ 160,000	-	1
\$ 250,001 - \$ 260,000	-	1
\$ 260,001 - \$ 270,000	1	-
	2003-04	2002-03
	\$'000	\$'000
The total remuneration of senior officers is:	820	754

NOTES TO THE FINANCIAL STATEMENTS

33. REMUNERATION OF MEMBERS OF THE ACCOUNTABLE AUTHORITY AND SENIOR OFFICERS (Continued)

The superannuation included here represents the superannuation expense incurred by WATC in respect of senior officers other than senior officers reported as members of the Board.

No senior officers are members of the pension scheme.

34. AFFILIATED BODY

On 1 October 1998, the WATC entered into a contract for service with the Perth Convention Bureau Inc (PCB) for the provision of the Convention and Incentive Travel Output previously undertaken by a division of the WATC.

The WATC controls the activities of the PCB to the extent that it provides the majority of the PCB's funding and that the PCB has contracted to submit their annual operational plan and budget for approval by the WATC prior to implementation. The PCB is not subject to operational control by the WATC.

During 2003-04, payments totalling \$1,209,500 (GST Inclusive) were made to the PCB.

35. SUPPLEMENTARY FINANCIAL INFORMATION

	2003-04	2002-03
	\$'000	\$'000
Write-offs		
Revenue and public and other property written off during the financial year.	2	3
Hotham Valley Tourist Railways	2,168	-
Losses		
Losses of public monies and other monies, and public and other property through theft, default or otherwise, written off.	-	1
Act of Grace Payments		
Payments made	-	2

36. EVENTS OCCURRING AFTER REPORTING DATE

The Statement of Financial Position and the Statement of Financial Performance have been prepared on the basis of conditions existing at reporting date. There is no other additional evidence of events or conditions occurring after balance date that may have an effect on the financial statements.

37. DIRECTION BY THE MINISTER

Section 16 (2) of the *Western Australian Tourism Commission Amendment Act 1994* requires that the text of any written directions from the Minister are to be included as a note to the Financial Statements. There were no such directions received during 2003-04.

NOTES TO THE FINANCIAL STATEMENTS

38. OUTPUT REPORTING (\$'000)

	Destination Marketing		Event Tourism		Convention and Incentive Travel	
	2003-04	2002-03	2003-04	2002-03	2003-04	2002-03
Operating Expenses						
Administration Expenses	2,535	2,538	487	490	-	1
Advertising and Promotions	8,716	9,732	292	69	-	115
Contract for Service	1,173	-	-	-	1,095	1,010
Event Operations	71	17	13,255	13,493	-	-
Grants, Tourist Facilities and Organisations	1,026	293	-	-	-	-
Office Accommodation	750	710	149	133	-	-
Salaries, Wages and Superannuation	4,236	3,867	751	645	-	32
Total Operating Expenses	18,506	17,157	14,934	14,830	1,095	1,158
Revenues from Services						
Event Operations	-	-	4,847	5,143	-	-
Industry Contributions	4,035	3,222	6	-	-	100
Other Revenue	134	90	-	-	-	4
Total Revenues from Services	4,169	3,312	4,843	5,143	-	104
Net Cost of Services	14,337	13,845	4,843	9,687	1,095	1,054
Revenues from Government						
Appropriation	14,079	14,388	12,078	9,526	1,010	1,041
Grants Received	-	-	-	-	-	-
Resources Received Free-of-Charge	-	-	-	-	-	-
Total Revenues from Government	14,079	14,388	12,078	9,526	1,010	1,041
Change in net assets resulting from Operations	(258)	543	1,997	(161)	(85)	(13)

This follows on from the table above	Industry Development		Visitor Servicing		Corporate and Operational Support		Total	
	2003-04	2002-03	2003-04	2002-03	2003-04	2002-03	2003-04	2002-03
Operating Expenses								
Administration Expenses	882	1,118	546	617	2,933	1,975	7,382	6,739
Advertising and Promotions	409	280	320	204	-	-	9,737	10,400
Contract for Service	-	-	-	-	-	-	2,268	1,010
Event Operations	2	2	-	-	-	-	13,328	13,512
Grants, Tourist Facilities and Organisations	43	1,529	450	551	-	24	1,519	2,397
Office Accommodation	187	204	246	225	199	216	1,531	1,488
Salaries, Wages and Superannuation	1,731	1,640	1,508	1,409	2,400	2,868	10,626	10,461
Total Operating Expenses	3,254	4,773	3,070	3,006	5,532	5,083	46,391	46,007
Revenues from Services								
Event Operations	-	-	-	-	-	-	4,847	5,143
Industry Contributions	57	48	251	334	-	12	4,349	3,716
Other Revenue	80	35	519	557	880	578	1,608	1,264
Total Revenues from Services	137	83	770	891	880	590	10,804	10,123
Net Cost of Services	3,117	4,690	2,300	2,115	4,652	4,493	35,587	35,884
Revenues from Government								
Appropriation	2,772	4,231	1,926	1,949	3,561	2,548	35,426	33,683
Capital Appropriation	-	-	-	-	2,762	1,727	2,762	1,727
Transfers to Rottnest Island Authority	-	-	-	-	(2,762)	(1,727)	(2,762)	(1,727)
Resources Received Free-of-Charge	-	-	-	-	-	58	-	58
Total Revenues from Government	2,772	4,231	1,926	1,949	3,561	2,606	35,426	33,741
Change in net assets resulting from Operations	(345)	(459)	(374)	(166)	(1,091)	(1,887)	(161)	(2,143)

NOTES TO THE FINANCIAL STATEMENTS

CERTIFICATION OF FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2004

The accompanying financial statements of the Western Australian Tourism Commission have been prepared in compliance with the provisions of the *Financial Administration and Audit Act 1985* from proper accounts and records to present fairly the financial transactions for the year ended 30 June 2004 and the financial position as at 30 June 2004.

At the date of signing, we are not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.



ALAN MULGREW
CHAIRMAN



LAURIE O'MEARA
DEPUTY CHAIRMAN



RICHARD WILSON
EXECUTIVE DIRECTOR,
CORPORATE AND BUSINESS SERVICES
PRINCIPAL ACCOUNTING OFFICER

31 July 2004

Appendices

Advertising and Sponsorship

As required by Section 175ZE of the Electoral Act 1907, the Commission reports that it has incurred expenditure during the financial year ended 30 June 2004 on the following:

	\$
(a) Advertising Agencies	288,092
(b) Market Research Organisations	782,472
(c) Polling Organisations	0
(d) Direct Mail Organisations	10,324
(e) Media Advertising Organisations	1,793,401
	<u>2,874,289</u>
 (a) Advertising Agencies	
JAZ Creative	26,807
Marketforce Productions	31,514
BAC Productions	42,764
Compac Marketing	187,007
	<u>288,092</u>
 (b) Market Research Organisations	
Survey Talk	3,410
Australian Bureau Of Statistic	7,992
University Of W A	15,066
Intrepid Australia Pty Ltd	18,343
Red Sheriff	20,000
CRC For Sustainable Tourism	55,175
Patterson Market Research	58,867
Roy Morgan Research Pty Ltd	109,058
Market Equity P/L	240,232
Bureau of Tourism Research	254,329
	<u>782,472</u>
 (c) Polling Organisations	0
 (d) Direct Mail Organisations	
Brochure Direct Ltd	580
Impact Publications	9,744
	<u>10,324</u>
 (e) Media Advertising Organisations	
Niche Media Pty Ltd	80
Richmond News	117
Business News	159
Rural Press Regional Media	198
Eaton-Australind Newspaper Dis	372
The Kimberley Echo	1,045
The West Australian	7,018
Countrywide Publications	11,450
The Ten Group Limited	78,870
Marketforce Pty Ltd	604,855
Media Decisions	1,089,236
	<u>1,793,401</u>

Disability Services, Cultural Diversity and Language Services

Although the Commission does not have any statutory control over private sector tourism operators, regular and ongoing discussions with the operators have ensured that the language, cultural and disability needs of tourists are continually assessed and responded to where possible.

In relation to disability services, the Commission has achieved the following:

Outcome 1: Existing services are adapted to ensure they meet the needs of people with disabilities

The Commission undertakes disability service planning as part of the Commission's responsibilities under the Western Australian Disability Services Act 1993. The objective of this planning process is to ensure that people with disabilities, their families and carers can, wherever possible, access services provided and/or promoted by the Commission.

The Commission's head office was relocated to new premises during July 2004. The needs of people with disabilities were taken into account in designing the floors occupied by the Commission. Such things include conversing elevators which advise occupants of floor numbers and an additional disabled facility was installed for the use of visitors or staff as required.

Outcome 2: Access to buildings and facilities is improved

Advice was given to developers of the Commission's new premises to ensure construction and fittings of facilities were to ACROD and building code standards.

The Western Australian Visitor Centre is likely to undergo a refurbishment in the coming years and plans are established to ensure that the refurbishment will take into consideration the requirements of people with disabilities.

During the 2003 Visitor Centre Association of Western Australia annual conference, participants are briefed on visitor centres' responsibilities in dealing with people with disabilities.

Outcome 3: Information about services is provided in formats which meet the communication requirements of people with disabilities

The Commission's website allows operators to denote their properties and tours as having facilities suitable for disabled people. Commission staff actively encourages operators to ensure that they provide details of these facilities on their website listings. This assists people with a disability, and their families, planning holidays and/or travel to Western Australia.

The Commission launched a new website during March 2004 and all development took into account the "Guidelines for State Government Websites" (July 2002) and is compliant to those regulations.

Outcome 4: Advice and services are delivered by staff who are aware of and understand the needs of people with disabilities

The Western Australian Visitor Centre staff induction includes training in disability services. This aids staff in providing appropriate advice and assistance to people with disabilities. Training is also provided to staff on the Teletypewriter (TTY) services which are available to people who have a hearing or speech impairment.

All front line staff at the Western Australian Visitor Centre completed training utilising the materials provided by the Disabilities Services Commission, specifically based on dealing with people with disabilities.

Outcome 5: Opportunities are provided for people with disabilities to participate in public consultations, grievance mechanisms and decision-making processes

The Commission's website provides a variety of feedback mechanisms for people with disabilities to lodge grievances; and generally make comment on tourism related matters.

Energy Smart Government Program

The WATC's baseline energy consumption was determined in 2001/02. This was \$1,591,859 MJ, at a cost of \$64,205, which generated 407.3 tonnes of greenhouse gas emissions. This excluded energy usage in WATC's international, interstate and intrastate regional offices.

	Baseline	2002/03	2003/04
Energy Consumption (MJ)	St Georges 1,029,989 Albert Facey 561,870	St Georges 1,142,960 Albert Facey 664,308	St Georges 1,229,868 Albert Facey 668,325
Energy Cost (\$)	St Georges 45,522 Albert Facey 18,683	St Georges 50,403 Albert Facey 21,955	St Georges 54,289 Albert Facey 20,990
Greenhouse Gas Emissions (tonnes of Co2)	St Georges 263.3 Albert Facey 144	St Georges 292.0 Albert Facey 175.3	St Georges 325.0 Albert Facey 176.3

In accordance with the Energy Smart Government Policy, a reduction of 6% was required to be made in 2003-2004, for an overall energy consumption of 1,496,347 MJ. As Head Office relocated in early July 2004 the Commission, with the understanding of the Sustainable Energy Development Office, has not invested in any energy saving programs while located in the old premises at 16 St Georges Tce. It was agreed that any measures put in place would require reinvestment in the new building and, with the exception of greenhouse gas emissions, would offset any savings made.

The WATC's energy consumption for 2003-2004 was 1,898,193 MJ at a cost of \$75,279, which generated 501.3 tonnes of greenhouse gas emissions.

WATC has undergone major restructuring in 2002/03 and undertaken additional projects in 2003/04. Both these factors have increased staff numbers significantly, which in turn has increased energy consumption. On a per FTE basis WATC decreased energy consumption for an overall reduction of 12.58% compared to the baseline (2001/02) per FTE consumption.

- The WATC's energy performance will now be benchmarked against the new office at 2 Mill Street for 2004/2005
- The WATC incorporated the following energy saving initiatives into the new fit out:-
 - Applied for a non-repayable Facilitation Grant to cover the cost of a consultant to review the fit out plans and make recommendations on anything that may be done to improve the efficiency of the office. The company approached to complete the audit was Lincolne Scott Pty Ltd who were already engaged by Woodhead International to complete the Engineering Services for the fit out.
 - An submission to SEDO to support the energy audit initiatives was approved.
 - Incorporated into the tenancy fit out by Lincolne Scott P/L
 - Purchase of energy efficient whitegoods, AAA water rated toilets and shower utilities

Evaluation of Programs

The marketing model used by the WATC in 2003/2004 had been in operation since the early 1980s. Since this time consumer trends have changed significantly and Western Australia's long term market share has declined in several core markets. A review of WATC marketing highlighted a need, and an accompanying opportunity, to significantly improve Western Australia's tourism outcomes.

In response to the review, the WATC proposed a new marketing model. The core components of the model were:

- Continue trade activity using a new proactive approach
- Create a new consumer direct marketing focus
- Continue to expand air services and overall air capacity

The new model was presented to the tourism industry in May 2004. Further consultation was then undertaken with the industry, via the Tourism Council of Western Australia. As a result of this consultation the trade component of the model was refined.

The new structure became operational on the 1st of July 2004.

Freedom of Information

The Western Australian Tourism Commission has quite a large number of documents available publicly. A list of these publications is listed on page 88.

Some documentation is not available publicly, such as correspondence files. These files are not open for public inspection in order to protect personal information and legally privileged material. Individuals may make a formal Freedom of Information application to view these files and will be considered on a case by case basis. Information may be released in an edited form. The general application process is outlined below:

A formal application for information must be:

- In writing
- Give enough information to enable the requested documents to be identified;
- Give an Australian address to which notices can be sent;
- Accompanied by \$30 application fee. Additional charges may apply for the processing of non personal information.

Applications for access to and amendment of “personal information” are free.

All FOI applicants are provided a written “Notice of Decision” in accordance with section 30 of the **Freedom of Information Act 1992** outlining the decision for access and the reasons for that decision. In accordance with section 13 of the **Freedom of Information Act 1992** the Commission will endeavour to reply to you as soon as possible or in any event by the 45 calendar day deadline.

Applicants have the right of appeal and are able to ask for an internal review on the decision. Further appeal rights to the Information Commissioner are also available.

Applications to access the Commission’s records and Information Statement, including all associated fees, should be made through the Western Australian Tourism Commission’s Freedom of Information Coordinator.

For more information on the Freedom of Information application process at Tourism Western Australia or for a copy of the Information Statement, please contact the Information Manager. For general information, please refer to the Office of the Information Commissioner www.foi.wa.gov.au

Contact : Information Manager
Tel: 9262 1700
Email: foi@westernaustralia.com
Fax: 9262 1702
Address: 2 Mill Street Perth
Postal Address: GPO X2261 Perth 6847

During 2003-2004 The Commission satisfied all requirements under the Freedom of Information Act 1992 for access to documents not publicly available.

The following schedule summarises the Freedom of Information applications for the year ended 30 June 2004:

	Number
Carried forward 30 June 2003	0
New valid applications received year ended 30 June 2004	<u>3</u>

Total number of applications to process	<hr/> 3
---	---------

Activity Summary Year Ended 30 June 2004

	Number
Completed	1
Personal Information	0
Non Personal Information	3
Access	
Full	0
Edited	1
Withdrawn	0
Transferred	1
Outstanding	2

Ministerial Reporting

During 2003–2004 the Commission responded promptly to 963 Ministerial requests and 39 Parliamentary Questions. The Commission also provided 934 briefing notes, speeches and draft media releases relevant to operational objectives, investment or financing activities.

Public Interest Disclosures

In accordance with Section 23(f) of the Public Interest Disclosures Act 2003, I report that I have complied with my obligations under the Act.

Specifically, I have appointed the holder of the position of Executive Director, Corporate and Business Services to be the Public Interest Disclosure Officer for Tourism Western Australia. Procedures are also in place to ensure that there is protection for people who make public interest disclosures and the outcomes resulting from such disclosures.



Richard Muirhead
Chief Executive Officer

Publications

Tourism Western Australia produced a range of publications. Copies of publications are available by contacting Tourism Western Australia or by visiting westernaustralia.com

Publication	Price
Annual Report 2002-2003	Free
Brand WA Guidelines	Free
Cooperative Marketing Guide (Not currently available)	Free
Designing Tourism Naturally \$35.00 for hard copy	Free to download
Domestic Visitor Review (calendar year)	Free
Economic Contribution of Tourism to the State of WA: A tourism satellite account based analysis (fact sheet and/or full report available)	Free
Guidelines for Tourism Signs — a set of guidelines for sign-posting tourist attractions and visitor-service facilities	Free
In Touch Newsletter	Free
Innovations Newsletter	Free
International Visitor Review (calendar year)	Free
Journey Further; An Arts & Cultural Tourism Strategy	Free
Latest Domestic Findings (latest quarterly data)	Free
Latest International Findings (latest quarterly data)	Free
Market Profiles 2003 (21 key international and domestic markets)	Free
Quickstart Guide to a Tourism Business	Free
Regional Perspectives (5 new regions)	Free
Research Brief on Tourism	Free
See it. Do it. 2004 & 2005 Calendar	Free
See it. Do it. Fact Sheets	Free
Strategic Plan 2003 – 2008 “Pathways Forward”	Free
Tourism Advantage: Education Resource Kit	\$30.00
Tourism Development Register	Free
Tourism Infrastructure and Product Development Plans 2004-2013	Free
Tourism Research Reviews – Local government areas (14 localities)	Free
Tourism Research Reviews – WA regions (11 old regions)	Free
Touristics*	\$11
Understanding WA Visitor Information Needs	Free
Wildflower Holiday Guide	Free
Wildflower Research: An Exploration of Industry and Consumer Perceptions	Free
Winter Breaks 2002: An Exploration of Industry and Consumer Perceptions	Free

*The format of Touristics will be changing after the final edition (vol 19 ed 2) is released. Occasional papers will be freely available on the web site www.westernaustralia.com

Record Keeping Plans

The State Records Act 2000 places a requirement on government agencies to have an approved records management strategy. The WATC Record Keeping Plan was cleared on 22 April 2004 and shows commitment and progress towards compliance with the minimum requirements of standard 2 of the act. Full approval of the Record Keeping Plan is expected with the adoption of a Retention and Disposal Plan.

The Record Keeping Plan has identified areas for improvement in WATC current Management of Information. The Commission has embarked upon a improvement strategy that will see WATC reaching full compliance by December 2005

Regional Development Policy

The Regional Development Policy, released in November 2003, is a cross-Government policy designed to encompass a wide range of economic, social and environmental outcomes important to regional Western Australians and the State as a whole. The policy was prepared for the Cabinet Standing Committee on Regional Policy by a working party with representatives from the Department of Local Government and Regional Development, the Department of the Premier and cabinet and the regional development commissions, and serves an important role in Government's integrative approach to strategic planning and decision making. The WATC was identified in the policy as a key agency in providing for the economic diversification of regional areas through such things as increased visitor numbers and the development of indigenous tourism opportunities. The specific strategies are outlined below.

Enhanced enterprise development, employment opportunities and wealth creation for regional and remote indigenous West Australians, particularly in areas such as arts and crafts and cultural and eco-tourism.

The WATC held an Indigenous Tourism Business Conference in February 2004, the objective of which was to raise awareness of participants on ways to build better businesses. The WATC supported the WA Indigenous Tourism Operators Committee attendance at the Australian Tourism Exchange held in Melbourne in June 2004.

Develop and implement a cultural tourism strategy.

The WATC, in partnership with the Department of Culture and the Arts, released in February 2004 "Journey Further: an arts and cultural tourism strategy". As a direct result of the partnership Western Australia won a bid to host the 2008 Union International Da La Marionette World Puppetry Congress and Festival.

Promote investment in regional industries, including mining, agriculture, tourism, aquaculture, timber and fishing.

The WATC has developed an investor database, identified tourism sites which require upgrading or have opportunity for improvement, and is disseminating information about these sites via the internet and targeting of specific investors. The production and the distribution of the second version of the QuickStart CD guide to tourism business occurred.

Undertake research to attract investment in new and emerging regional industries.

The WATC, as part of the Destination Development Strategies, has conducted research identifying current supply of accommodation throughout the State, and also visitor and operator assessments of icons. This information has been used to identify gaps in current tourism offerings.

Continue to promote sporting events in, and sports people visiting, the regions.

Under the Regional Events Scheme, funding is provided for the promotion and development of sporting events ie. Solomon Masters at Margaret River, Avon Descent, Indian Ocean Masters Games, Respect Yourself Forest Rally and the Australian Sprintcar Championships.

Provide greater support for performing arts and festival tours to the regions.

Events management training workshops have been held in regional areas to train people in the skills needed to conduct regional festivals and events. Regional Events Scheme funding was also provided to the Denmark Summer Concert, Airnorth Ord Valley Muster and Crabfest Mandurah which included opera.

Research and Development Summary 2003/2004

The Commission undertakes a variety of research and development projects.

Research and Development Activity	Status
Australian Tourism Data Warehouse (ATDW)	Ongoing
International Contact Management System	Ongoing
Product Blitz Research (5 destinations per year)	Ongoing
WATC Website Evaluation and Redevelopment	Ongoing
Research into the Wildflower Tourism Industry	Completed
Iconic Experiences and Product and Infrastructure Gaps Research for all 5 Tourism Regions	Completed
“Forging a Pathway Forward” Industry Seminar Evaluation	Completed
National review of current and potential tourism data sources	Completed
WA Brand Refresh Research with Interstate and International visitors	Completed
WA Brand Advertising Concept Development and Testing with Intrastate, Interstate and International travellers	Completed
Zone Naming and Perceptions Research with Intrastate, Interstate and International Travellers	Completed
Singapore Market Segmentation Study	Completed
Intrastate Market Segmentation Study	Completed
Visitor Information Needs and Visitor Centre Location Study	Completed
Visitor Servicing Study	Completed
WA State-Wide Visitor Satisfaction Research	Completed
Awareness and Perceptions of WA's Iconic Holiday Experiences in Interstate and Singapore markets	Completed
Awareness of Value of Tourism Research	Completed
Investor Satisfaction and Perceptions Research	Completed
WA State Tourism Satellite Account 2003	Completed
Market Profiles for 21 key markets 2003	Completed

Recycling Initiatives

Tourism Western Australia has incorporated the following recycling initiatives into the new premises at 2 Mill Street:-

- Recycled paper for use in printers/copiers/faxes is purchased through the Governments Common Use Contract – Corporate Express.
- Printer toners are recycled by 'Empty Toners Are Us' for \$5.00 per cartridge.
- All cartridges and toners from the DCC 400 copiers are stored in a Fuji Xerox recycle bin and collected when full.
- Paper recycling bins are located next to printers/copiers which are located across the three levels occupied by Tourism Western Australia - bins are emptied by Australian Paper Industries.

How to contact Tourism Western Australia

Perth

HEAD OFFICE

2 Mill Street, Perth, Western Australia 6000
Tel: (08) 9262 1700 Fax: (08) 9262 1702 *Web site:* westernaustralia.com
e-mail: info@westernaustralia.com

WESTERN AUSTRALIAN VISITOR CENTRE
Forrest Place (Ground Floor Albert Facey House, cnr Wellington Street),
Perth, Western Australia 6000
Tel: 1300 361 351 Fax: (08) 9481 0190
e-mail: TravelNews@westernaustralia.com

Regional

KIMBERLEY

7 Ebony Street
Kununurra, Western Australia 6743
Tel: (08) 9168 3575, Fax: (08) 9168 1473
Email: kimberley@westernaustralia.com.au

PILBARA

State Government Office Building,
cnr Searipple & Welcome Roads,
Karratha, Western Australia 6714
Tel: (08) 9185 0188, Fax: (08) 9185 0189
Email: pilbara@westernaustralia.com

GASCOYNE

15 Stuart Street,
Carnarvon, Western Australia 6701
Tel: (08) 9941 2406 Fax: (08) 9941 4713
Email: gascoyne@westernaustralia.com

MID WEST

SGIO Building, cnr Chapman Road and Cathedral Avenue,
Geraldton, Western Australia 6530
Tel: (08) 9921 0716 Fax: (08) 9921 0707
Email: midwest@westernaustralia.com

GOLDFIELDS/ESPERANCE

377 Hannan Street, Kalgoorlie, Western Australia 6430
Tel: (08) 9021 0821 Fax: (08) 9091 7340
Email: goldfields@westernaustralia.com

HEARTLANDS

2 Mill Street
Tel: (08) 9262 1700, Fax: (08) 9262 1944
Perth Western Australia 6000
Email: heartlands@westernaustralia.com

PEEL

Unit 11, 55 Mandurah Terrace,
Mandurah, Western Australia 6210
Tel: (08) 9535 6167 Fax: (08) 9535 4678
Email: peel@westernaustralia.com

SOUTH WEST

10th Floor, Bunbury Tower,
61 Victoria Street, Bunbury, Western Australia 6230
Tel: 08 9791 9000 Fax: 08 9791 7077
Email: southwest@westernaustralia.com

GREAT SOUTHERN

Pymont House,
110 Serpentine Road, Albany, Western Australia 6330
Tel: (08) 9841 8599 Fax: (08) 9841 3319
Email: southern@westernaustralia.com

EVENTSCORP – REGIONAL OFFICE

10th Floor, Bunbury Tower
61 Victoria Street,
Bunbury, Western Australia 6230
Tel: (08) 9791 9400 Fax: (08) 9791 7077
Email: christ.tate@westernaustralia.com

Interstate

VICTORIA

Level 11, 50 Franklin Street,
Melbourne Victoria 3000
Tel: (03) 9663 2766 Fax: (03) 9663 2120
Email: Liz.Keam@westernaustralia.com
Office closing end October 2004.

NEW SOUTH WALES

116 Cathedral Street,
Woolloomooloo New South Wales 2011
Tel: (02) 9358 2499 Fax: (02) 9358 5633
Email: Kaylene.Walker@westernaustralia.com

Relocating to new office premises in November 2004

QUEENSLAND

6th Floor, 87 Wickham Terrace,
Spring Hill Queensland 4004
Tel: (07) 3832 8849 Fax: (07) 3832 8223
Email: Fiona.Borserini@westernaustralia.com
Office closing end of September 2004.

International

JAPAN

Australian Business Centre, New Otani Garden
Court Building,
Level 28F, 4-1 Kioi-cho, Chiyoda-ku
Tokyo, Japan 102-0094
Tel: 0011 81 3 5214 0797 Fax: 0015 81 3 5214 0799
Email: Jinko.Matsumoto@westernaustralia.com
Co-locating in new premises with Tourism Australia at end September/October 2004.

UK/EUROPE

5th Floor, Australia Centre,
Strand, London WC2B 4LG United Kingdom
Tel: 0011 44 20 7395 0580 Fax: 0015 44 20 7379 9826
Email: Jac.Burrage@westernaustralia.com

Upon relocation new office contact details from November 2004:

Level 18, 201 Sussex Street
SYDNEY NSW 2000
Email: Kaylene.Walker@westernaustralia.com

SINGAPORE

101 Thomson Road
#08-01A United Square
Singapore 307591
Tel: 0011 65 6338 7772 Fax: 0015 65 6339 7108
Email: Eelien.Lee@westernaustralia.com

GERMANY

Franziskanerstrasse 15, (2nd Floor)
81669 Muenchen, Germany
Telephone: 0011 49 89 4411 9581 Fax: 0015 49 89 4411 9582
Email: Di.Below@westernaustralia.com