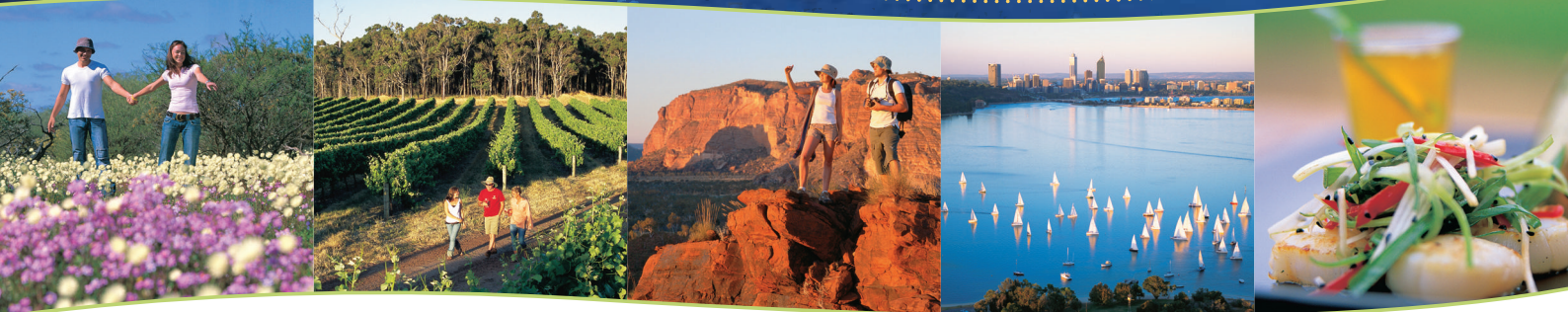



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ANNUAL REPORT

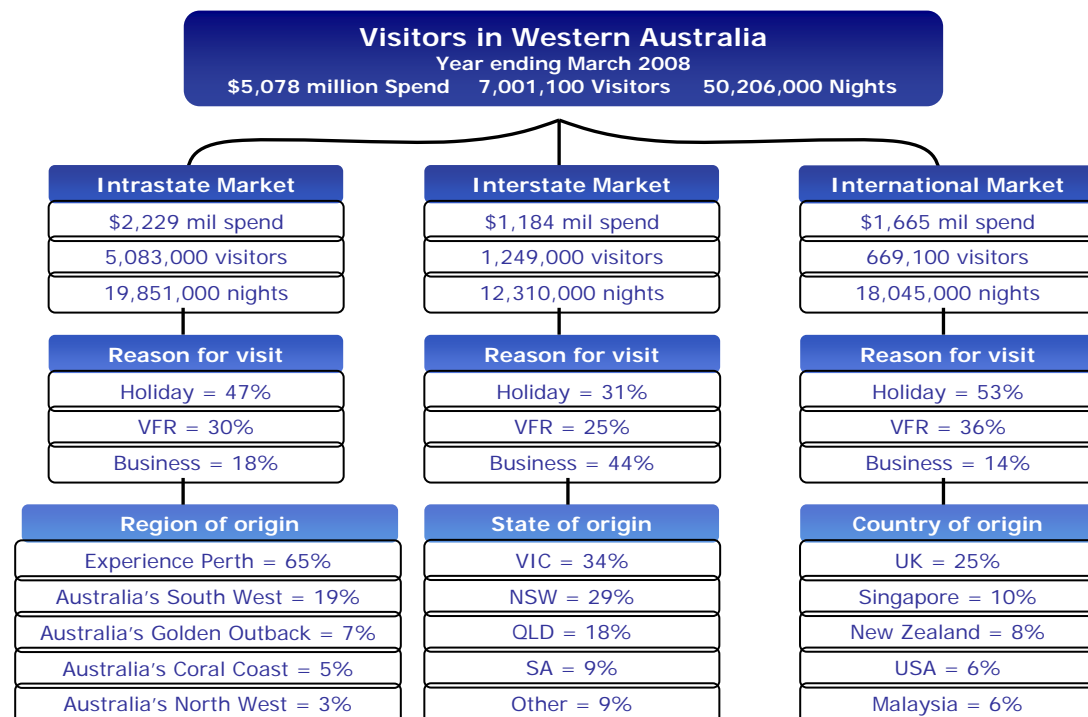
2007 – 2008

The value of tourism for Western Australia

- In year ending March 2008, there were 1.249 million interstate visitors to Western Australia (WA), who spent \$1.184 billion.¹
- Spending by international visitors (\$1.665 billion) and international visitor numbers (669,100) were the highest on record for WA.²
- International visitor expenditure in WA is more than the combined international visitor expenditure of South Australia, Northern Territory, Tasmania and the Australian Capital Territory.²

Forecasted growth

- 998,500 international visitors to WA by 2016.^{5,7}
- Average annual growth rate in international visitors to WA of 4.9 per cent per year until 2016.^{5,7}
- UK will be the first market to surpass 200,000 visitors to WA (estimated 2013) ^{5,7}
- Global tourism is estimated to grow by an average of four per cent per year over the next 10 years.⁶



Top international markets:

WA (year ending March 2007) ⁸	Expenditure (\$ million)	% of WA market
1. United Kingdom	\$294	18%
2. Singapore	\$221	13%
3. Malaysia	\$153	9%
4. USA	\$98	6%
5. New Zealand	\$93	6%
6. Japan	\$86	5%
7. Germany	\$78	5%
8. South Africa	\$57	3%
9. Indonesia	\$56*	3%
10. Ireland	\$43	3%

* Spend for Ireland is based on average daily spend for the "other Europe" region, IN WA multiplied by Irish nights in WA.

- 1 Source: Tourism Research Australia – National Visitor Survey (NVS) YE March 2008
- 2 Source: Tourism Research Australia – International Visitor Survey (IVS) YE March 2008
- 3 Total of both direct and indirect numbers employed
- 4 Source: State Satellite Account, Access Economics 2001
- 5 Source: Tourism Forecasting Committee (October 2007)
- 6 Source: United National World Tourism Organisation – World Tourism Barometer January 2007
- 7 Source: Tourism Research Australia – International Visitor Survey (IVS) YE December 2007. Australia-wide growth rates applied to WA
- 8 Source: Tourism Research Australia – International Visitor Survey (IVS) YE March 2008
- 9 Source: Tourism Research Australia – Regional Expenditure Estimates

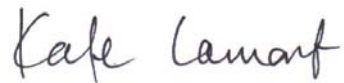
Message to the Minister

The Honourable
Minister for Tourism

Dear Minister

In accordance with Section 64 of the *Financial Management Act 2006*, it is my pleasure to submit for your information and presentation to Parliament, the Annual Report of the Western Australian Tourism Commission (operating as Tourism Western Australia) for the year ended 30 June 2008.

The annual report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.

A handwritten signature in dark ink, reading "Kate Lamont". The signature is written in a cursive, flowing style.

Kate Lamont
Chairman
Western Australian Tourism Commission Board

8 August 2008

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1.0 Overview

1.1 Executive summary

Achievements

The past financial year has seen visitor spending in WA reach record high levels. Our international and interstate visitors, together with locals holidaying in their own state totalled more than seven million, generating in excess of \$5 billion in expenditure – an increase of 5.6 per cent from the previous year. In particular, international visitor expenditure reached an all time high of \$1.665 billion and international visitor numbers reached nearly 670,000.

Tourism WA exists to develop, promote and protect WA's iconic tourism experiences. Special emphasis is placed on improving the profitability of the tourism industry rather than simply growing market share.

In the area of marketing, Tourism WA continues to be innovative and in February 2008, implemented a new domestic interstate strategy with campaigns that gave consumers captivating information about WA's iconic destinations along with tangible options for booking their holiday. Key trade partners embraced this approach and contributed significant financial resources to it.

Internationally, major marketing campaigns were implemented in the United Kingdom and New Zealand. We also worked closely with the five Regional Tourism Organisations on intrastate campaigns, including WA Breaks, Country Pubs and wildflower promotions. These campaigns built on the success of previous 'The Real Thing' campaigns.

Recent research shows that the internet is now the second most important source of holiday information after word-of-mouth.

Given this we have been proactive in delivering more opportunities for the WA tourism industry to be part of the world-wide trend for increased use of this medium for researching and booking holiday options. Our tourism e-marketplace continues to grow and now supports 44 related tourism web sites in a cost-efficient and highly functional manner.

It is also critical that Tourism WA showcase the State to tourism wholesalers and travel agents who play an important part in a traveller's choice of destination. For the second time in three years, WA hosted the Australian Tourism Exchange (ATE). ATE is owned by Tourism Australia and provides a forum for Australian tourism businesses (sellers) to meet with international wholesalers (buyers) to conduct business through a series of pre-arranged appointments. Many international travel buyers also travelled extensively throughout the state before and after the exchange. The event attracted 2,300 delegates, including 1,700 sellers representing more than 40 countries. It injected about \$10 million into the Western Australian economy during the event itself, and generated hundreds of millions of dollars in future export earnings for Australia as a result of the business conducted at the event.

The WA Government contributed \$2.5 million to ensure the success of ATE, and it was also substantially supported by the Perth hotel industry and tourism operators throughout the state.

Seventeen major events were hosted, including the Red Bull Air Race, Australasian Safari, Lexus Cup international women's golf and the Hyundai Hopman Cup XX. Several new events were also secured – including the 2009 ITU Long Distance Triathlon World Championships and the Great Escapade Western Australia Bike Event 2009 and 2012. A major achievement was beating seven other countries to win the 2011 ISAF Sailing World Championships for Fremantle – the largest event bid Eventscorp has been involved in.

The Regional Events Scheme also supported 24 events delivering real social and economic benefits to country WA. The new Arts and Cultural Events Scheme also provided for significant future support to the 2008 Perth Fashion Festival, Sculpture by the Sea and the Fremantle Street Arts Festival.

To secure growth in business tourism, Tourism WA has a contract with the Perth Convention Bureau (PCB). The PCB secured 47 future national and international conventions, which it estimates will attract 30,000 delegates who will spend \$60 million while they are in WA.

Tourism WA continues to develop new and improve existing tourism product for visitors to enjoy. Two additional Landbank sites in Tom Price and Denham were released for hotel development.

A range of potential development opportunities have been identified, including wilderness camps, affordable tourist accommodation and full service hotels. Tourism WA was also involved in several planning and development initiatives, including the Perth Waterfront, Northern Development Taskforce, the Victoria Quay project at Fremantle, the Fremantle Harbour Steering Committee, the Old Treasury Building project and the South West Airport Study.

In response to the critical workforce and skills shortage, Tourism WA developed and implemented a package of activities at a cost of more than \$610,000, aimed at supporting industry-led initiatives to attract and retain tourism and hospitality employees. Additionally, \$1.52 million over four years has been committed to developing the Indigenous Employment initiative, which will create an additional 100 Indigenous traineeships and cadetships in the tourism industry.

Meanwhile, the implementation of the 2004 Visitor Servicing Study's key recommendations was completed, with a specific focus on the delivery of visitor centre training and business development. The West Oz Welcomers continued to volunteer 700 hours a month to greet and assist arriving passengers at the Perth Domestic and International Airports, East Perth Rail Terminal and Fremantle Passenger Terminal for cruise ships.

Western Australia's tourism industry was threatened by gas shortages after an explosion at one of WA's major gas plants in June. Reduced gas supplies affected the provision of fresh linen to many accommodation providers, particularly in Perth and the South West. Tourism WA worked with peak tourism bodies, hotels and laundry suppliers to monitor the impacts, inform industry and customers, and manage a reduction in linen use. The industry worked in a cooperative way to manage a difficult and uncertain situation. Although the cost of laundering linen increased for some hotels for a short time, the availability of hotel rooms was not affected and there was no evidence that the long-term reputation of WA as a tourism destination was damaged.

Outlook for 2008-2009

This is a challenging era for tourism. Issues such as rising fuel prices, the global credit crisis, climate change, the booming WA economy and the strength of the Australian dollar have all impacted on the desire to holiday in Australia. Consumers are also becoming more discerning in an increasingly fragmented media environment.

During the year ahead, we will continue to ensure that each of our marketing programs actively engages potential visitors to WA. We plan to identify our ideal consumer, their needs, perceptions of WA, how they use media and the messages that will encourage them to visit. We will also maximise the value of our existing partnerships, and develop more non-traditional partnerships.

Over the past year we provided assistance and advice to Baz Luhrmann's Company, Bazmark Film II Pty Ltd and 20th Century Fox which shot much of the film '*Australia*' in the Kimberley.

Now, we will work closely with Tourism Australia and 20th Century Fox to leverage the movie both domestically and internationally. The movie provides a unique opportunity to showcase our Kimberley landscapes to the world.

One of the fastest growing and highest yielding market segments is event tourism, however several factors are impacting on our ability to promote WA's tourism destinations through events. Increasing competition, the growing costs of events and rising fuel costs are all affecting this market.

We will host 14 major events – including Johnnie Walker Classic Golf Tournament, 2009 UBD Australian Surf Life Saving Championships and Ironman Western Australia Triathlon – and we will seek to successfully secure the Red Bull Air Race for a further term. We will also continue development of a range of WA-owned event concepts to showcase the State, while continuing to robustly and accurately research and measure the economic, media and community impact of events. In terms of business events, we will increase the number of high yielding international conventions secured and gain an additional \$500,000 in industry support for large-scale conventions.

The year ahead will be an important time for tourism development. Several more Landbank sites will be progressed to developer ready stage, including Albany, Cervantes, Busselton and Broome, and we'll also move forward with Local Tourism Planning Strategies for Augusta-Margaret River, Shark Bay and Central Coast Shires. Tourism WA will continue to engage new labour markets and support skills training. We'll also work with industry participants to build a stronger presence at careers and skilled migration exhibitions, and strengthen links with career advisors and vocational education coordinators.

There are some exciting times on the horizon for Western Australia as we develop, promote and protect our tourism industry. Through a raft of initiatives the talented and committed staff of Tourism WA are working with the tourism industry towards a strong and enviable tourism future for Western Australia.



Richard Muirhead
CHIEF EXECUTIVE OFFICER

Message from the Chairman

As another financial year closes, tourism in Western Australia continues to grow.

Visitors to WA spent \$5.081 billion to the year ending March 2008, an all time high, and an increase of 5.7 per cent on the same period last year.

What's particularly pleasing is the choice of Western Australians to travel locally. Western Australians spent more than \$2.2 billion visiting metropolitan and regional tourism areas last year, an increase of more than 7 per cent over 2007.

These are some outstanding achievements, but it needs to be said, with impacting factors such as the high Australian dollar, increasing fuel prices and continued growth and impact of low-cost airlines, it will be difficult to sustain.

Like many other industries, tourism also is coming to terms with the impacts of climate change and the requirements to take steps to address this threat. Tourism WA has been working with others at a national level to develop a response for the tourism industry.

We also need to acknowledge that one of the biggest issues currently facing the tourism industry is our ability to meet demand through increased supply. We are all aware that Perth hotel's are near capacity, our airport and some aviation routes are at maximum operating capacity and stiff competition for staff continues.

Staff and skill shortages also affect the levels and quality of service provided at cafes, restaurants, and most other tourism-related outlets. While this is not a new problem, there is also no single solution, but we are actively working on innovative strategies to address this issue,

Tourism WA's efforts will now be guided by the introduction of its new Strategic Plan for the next five years. The *Strategic Plan 2008 to 2013: Building for the Future*, presents a clear direction for the agency and will ensure our State's tourism industry is on the right path into the future.

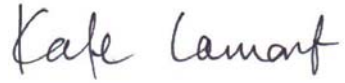
The five year plan places special emphasis on developing Aboriginal tourism and improving the quality of visitor experiences – a key benchmark that will add to WA's uniqueness and keep visitors coming.

However, in an increasingly competitive global market, it is necessary for us all to look beyond the next five years, and see what will be influencing our decisions as we reach the year 2020 and beyond.

Running in tandem with the development of the new strategic plan has been the preparation of a longer term vision for tourism in WA. The Tourism 2020 project will shape the direction of tourism as we strive to achieve a strong and viable industry. A discussion paper was circulated throughout the State, as well as to key interstate partners, followed by a series of workshops where members of the tourism industry and broader community were given an opportunity to have their say on the future of WA tourism. I thank all those who provided feedback and comment at the workshops, and in written form afterwards. All input will be analysed and will help shape a final vision document to be written in the next financial year.

I wish to also acknowledge the efforts of Tourism WA's staff, led by Chief Executive Officer, Richard Muirhead, and his executive management team, plus my Board colleagues. It has been a busy and eventful 12 months.

In addition, I'd like to recognise two new Board members, Trish Ridsdale and Mark Simpson, who joined the Board in July last year. The efforts of all at Tourism WA are contributing to a very bright future for in the WA economy.

A handwritten signature in dark ink, reading "Kate Lamont". The script is cursive and fluid, with the first name "Kate" and last name "Lamont" clearly distinguishable.

Kate Lamont
CHAIRMAN

8 August 2008

1.2 Operational structure

Enabling legislation

Tourism Western Australia is established under the [Western Australian Tourism Commission Act 1983](#) ('The Act').

The Act, as amended in 2003, provides for the establishment of a governing board of ten 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.

Responsible Minister

The Minister responsible for the Commission is the Minister for Disability Services; Tourism; Culture and the Arts; Consumer Protection.

Our purpose

We develop, promote and protect Western Australia's iconic tourism experiences. This will lead to the increased competitiveness and viability of the WA tourism industry.

Values

At Tourism WA, our decisions and actions are guided by the following values:

Open communication

We communicate in an open, honest and straightforward manner, while recognising the confidentiality, privacy and/or commercial sensitivity which is sometimes involved in the information with which we deal.

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

Learning and innovation

We support an environment where empowered employees find creative solutions and balance risk.

Integrity and courtesy

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

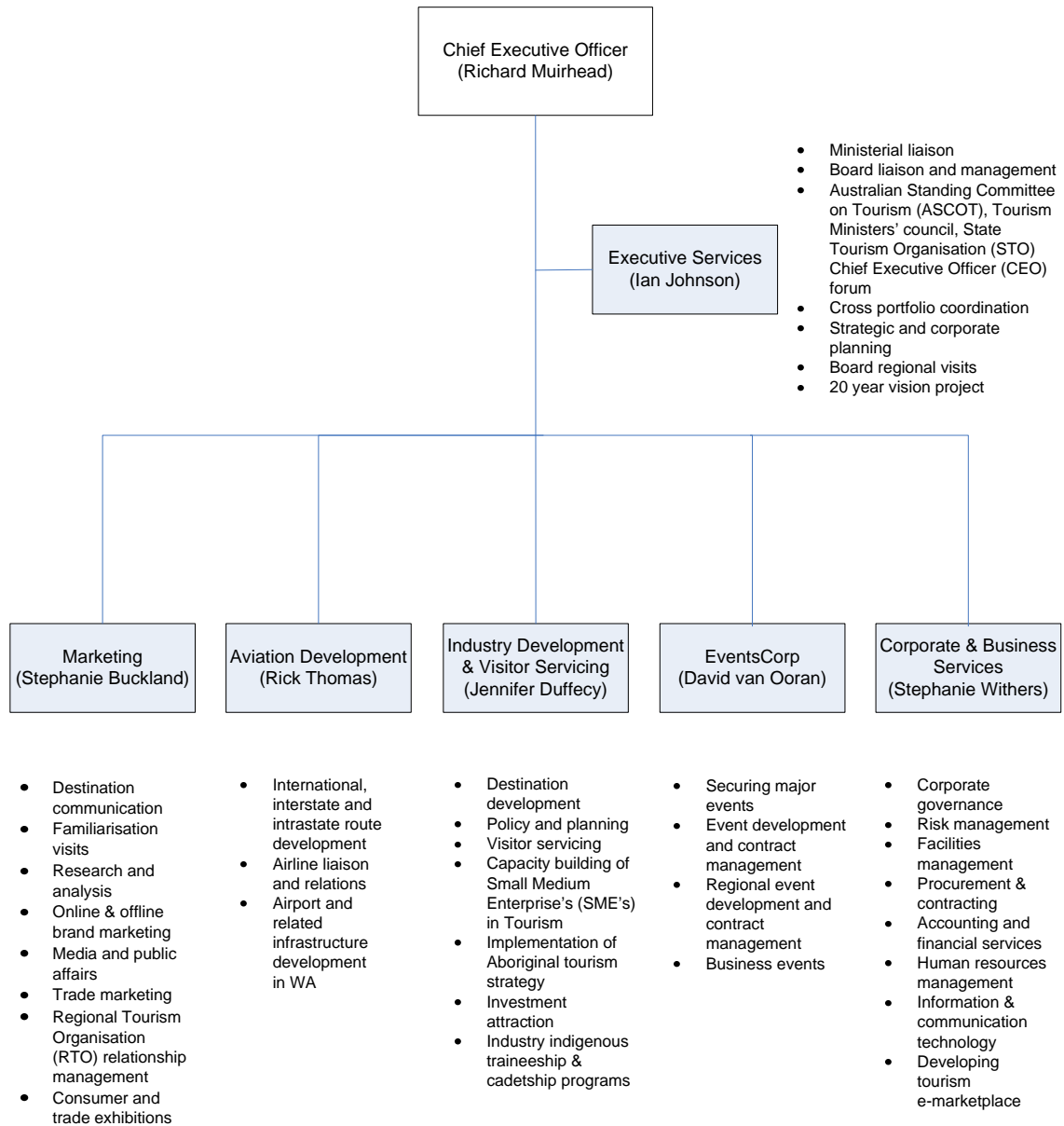
Respecting individuality

We recognise the needs of individuals, including balancing work and family matters, and we encourage diversity.

Recognising valued behaviour

We encourage, recognise and reward valued behaviour in individuals and teams.

Organisational chart



Board of Commissioners

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

Board profiles

Kate Lamont (Chairman)



Kate Lamont is an operating partner in the Lamont family business, which operates wine production and sales with restaurants in the Swan Valley, Margaret River, East Perth and Cottesloe. Ms Lamont has more than two decades of experience in the food and wine tourism industry and has served on the Australian Tourist Commission Board (now Tourism Australia). Ms Lamont sits on the Winemakers Federation of Australia's wine tourism alliance, a research and development priority setting group, as well as the State Government's Skills Formation Taskforce, representing hospitality and tourism interests.

Laurie O'Meara AM (Deputy Chairman)



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 was the inaugural president of the Australian Tourism Accreditation Association. He is also the Chairman of the Rottnest Island Authority Board and member of the Perth International Arts Festival Board. Mr O'Meara's extensive experience includes operation of the Emerald Hotel in Perth and Emerald Colonial Lodge in Margaret River. In 2007, Mr O'Meara was made a Member of the Order of Australia for his services to tourism accreditation, heritage and the arts.

Rob Gurney



Rob Gurney has more than 20 years experience in commercial aviation gained with two of the world's leading airlines, Qantas and British Airways. He is currently the Group General Manager Sales and Distribution for Qantas. In this role he is responsible for the airline's sales divisions worldwide and international airport operations. This covers all Australian and overseas regional sales offices, overseas airports, telephone sales, corporate travel and on-line sales through Qantas' web site. Key areas of responsibility include delivery of the airline's global revenue target, sales and distribution strategy, international marketing, operational service delivery and performance, alliances, and overall human resources accountability for 3,000 staff.

Kim Bridge



Kim Bridge is the principal of Kim Bridge and Associates, providing assistance in small business development (including tourism development), personal and professional development, and Indigenous cross-cultural awareness training. Mr Bridge was born and raised in the East Kimberley and has worked extensively in regional Australia with various government and private sector organisations. He holds a Bachelor of Business degree and is a member of Transfield Services Ltd's Indigenous Reference Board.

Howard Cearn



Howard Cearn is the founder and chairman of brainCELLS Creative Marketing, specialising in brand development and management. He is also a founder of Little Creatures Brewing Pty Ltd which has since listed on the ASX as Little World Beverages where he sits as a director and consults as a member of the creative development team.

David Mazitelli



David Mazitelli is the chairman of EC3 Global, the commercialisation subsidiary of the Sustainable Tourism Cooperative Research Centre, and is the immediate past chairman of the Australian Tourism Export Council (ATEC), the peak industry body that represents the interests of over 1,150 tourism export companies throughout Australia. He has held senior positions within the Federal Government, including Deputy Secretary of the Department of Industry, Tourism and Resources with broad ranging responsibilities including the oversight of the department's tourism policy functions. Before this he was Executive Director of the Federal Department of Tourism. He served on the Board of the Australian Tourist Commission (now Tourism Australia) for ten years. He was a councillor on the Tourism Forecasting Council and a board member of both Tourism Training Australia and See Australia Limited. Mr Mazitelli is currently a director on the board of the Sustainable Tourism Cooperative Research Centre and the Perth Convention Bureau.

Gail Reynolds-Adamson



Gail Reynolds-Adamson is a director of Kepa Kurl Enterprises Pty Ltd, a locally-owned and private Aboriginal tourism company, based in Esperance, which operates eco-cultural discovery tours, an Aboriginal art gallery and gift shop, as well as a consultancy service specialising in the delivery of cross cultural awareness training programs. She is currently on the board of Indigenous Business Australia (IBA). Ms Reynolds-Adamson is also on the board of Indigenous Community Volunteers (ICV), an independent, not-for-profit company that offers support to Indigenous communities to pursue their community development goals.

John Spence



John Spence owns and operates Karma Royal Group, which develops and markets resorts in India, South East Asia and Australia. To date, the company has developed or purchased 18 Resorts in the region. He is currently working on the development of an all villa resort in Margaret River, which includes a private aircraft landing strip. Mr Spence also has other business interests aside from the Resorts, including a Sports Promotions Company and a DVD production company. His company is based in Bali with a Western Australian office in Subiaco.

Trish Ridsdale

Trish Ridsdale is the principal of Board Business, a consultancy dedicated to providing advisory services to boards and executive management teams in the areas of strategy, performance, governance and risk management. Ms Ridsdale holds company director positions in the travel and wine industries. Since 1997, she has been a regular education presenter for the Australian Institute of Company Directors in the areas of strategy, risk management and corporate governance.

Mark Simpson

Mark Simpson has over 25 years experience in training, including teaching in Aboriginal communities. He was in the past responsible for training at Rio Tinto's Pilbara Iron in Dampier, as well as Indigenous training and employment, and educational development within the Pilbara region. Mr Simpson is currently consulting in the training field to Rio Tinto and other industry, and is a member of the Training Accreditation Council.

Corporate governance

Western Australian Tourism Commission Board meetings and attendance

Of the eight board meetings conducted this financial year, the committee attendance was reflected as follows:

Meetings attended

Kate Lamont	8
Laurie O'Meara	8
Gail Reynolds-Adamson	6
Robert Gurney	5
Kim Bridge	8
Howard Cearns	6
John Spence	5
David Mazitelli	8
Trish Ridsdale	7
Mark Simpson	4

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.

Robert Gurney has a declared interest in relation to the aviation industry; he therefore receives no information relating to aviation issues discussed by the Board and absents himself during any discussion on such items.

On two other occasions Board members declared an interest in items being discussed and requested to be excluded from any information or discussion in relation to these items.

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 Tourism WA's expense.

Committees

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

For various periods during the year the Board had four committees to assist it in the delivery of Tourism WA's objectives and one committee to assist in its financial management and conformance activities.

The **Strategic Marketing Committee** provided high level strategic advice on Tourism WA's marketing activities in domestic and international markets and monitored the success of its activities.

The **Quality Tourism Committee** provided industry input and advice to the Board about the strategies, policies and initiatives that will drive improved visitor experiences, improved service, and enhanced public and private infrastructure and product to improve visitor satisfaction.

The **Aboriginal Tourism Committee** provided advice and input that will assist in the achievement of the strategic objective to accelerate the development of Aboriginal tourism.

The **Audit and Finance Committee** provided 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 oversees internal control procedures and limits, which are subject to internal and external audit review. An internal audit plan is approved each year and the committee reviews the results of these audits.

Promoting competition within the tourism industry

Consultants were engaged to work on enabling on-line bookable tourism product to be available via the main website westernaustralia.com. Following industry consultation, the Board approved the model which enables consumers to use westernaustralia.com as a portal to access a wide range of product on commercial sites and easily compare prices and packages. A tender for a supplier will be let in the new financial year.

In addition, a review of the pricing of the membership which enables product to be displayed on the website and distributed world wide was commenced to determine the level of cost recovery. The full analysis will be completed early in the new financial year.

Ethical standards

Tourism WA's Board acknowledges the need for the highest standard of corporate governance practices and ethical conduct by all members, employees and contractors. The Board's code of conduct is in line with the code of conduct for Tourism WA, which is based on the broader Western Australian Public Sector's Code of Ethics.

Administered legislation

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

Other key legislation

Key legislation impacting on our operations includes the following:

- *Aboriginal Affairs Planning Authority Act 1972*
- *Aboriginal Heritage Act 1972*
- *Auditor General Act 2006*
- *Caravan and Camping Grounds Act 1995*
- *Conservation and Land Management Act 1984*
- *Copyright Act 1993*
- *Corruption and Crime Commission Act 2003*
- *Disability Services Act 1993*
- *Environmental Protection Act 1986*
- *Equal Opportunity Act 1984*

- *Fair Trading Act 1987*
- *Financial Management Act 2006*
- *Fish Resources Management Act 1994*
- *Freedom of Information Act 1992*
- *Health Act 1911*
- *Industrial Relations Act 1979*
- *Jetties Act 1926*
- *Land Administration Act 1982*
- *Liquor Control Act 1988*
- *Lotteries Commission Act 1990*
- *National Trust of Australia (WA) Act 1964*
- *Occupational Safety and Health Act 1984*
- *Planning and Development Act 2005*
- *Public Sector Management Act 1994*
- *Real Estate and Business Agents Act 1978*
- *Rottnest Island Act 1987*
- *State Administrative Tribunal Act 2004*
- *State Records Act 2000*
- *State Supply Commission Act 1991*
- *Taxi Act 1994*
- *Transport Coordination Act 1966*
- *Travel Agents Act 1985*
- *WA Marine Act 1982*
- *Water Corporation Act 1995*

Tourism WA in profile

Our people

Tourism WA has 167 full time equivalent staff members. They are primarily located in both Head Office and the WA Visitor Centre in Perth. We also have national and international marketing staff in Sydney, Singapore, Tokyo, Shanghai, London and Munich, representative offices in Seoul and Auckland, and industry development staff in Broome, Karratha, Carnarvon, Geraldton, Kalgoorlie, Bunbury and Albany.

Our clients

To achieve our purpose it is essential that we understand the needs and expectations of our customers, stakeholders and partners, and work cooperatively with them. Tourism WA's Strategic Plan aims to balance the needs of these groups:

Consumers

- Western Australian community
- Business and leisure visitors from intrastate, interstate and overseas

Tourism Western Australia

- Our Board
- Our committees
- Our staff
- Our volunteers

Government

- Minister for Disability Services; Tourism; Culture and the Arts; Consumer Protection
- Federal, state and local government
- Other government agencies
- Department of Resources, Energy, and Tourism
- Other state and territory tourism organisations

Tourism Industry

- Regional tourism organisations
- Visitor centres
- Travel agents, wholesalers and inbound tour operators
- Tourism operators; business and leisure
- Tourism industry bodies
- Perth Convention Bureau
- Airlines
- Cruise operators

Event Industry

- Event industry bodies
- Suppliers
- International federations
- Event organisations
- Venue owners
- Community groups

Business Community

- Related industries, organisations and associations
- Educational institutions
- Media – local, national and international
- Corporate sector

Executive Management Team

The Chief Executive Officer, Richard Muirhead, the five Executive Directors, the Executive Services Manager and the Strategic and Corporate Planner are ongoing members of the Executive Management Team.

Richard Muirhead, Chief Executive Officer

Richard Muirhead joined the WA public sector in 1987, bringing with him some 14 years of private sector experience in market research and marketing, including in his own company which was sold to a major national research group in 1986. He joined the (then) Western Australian Technology & Industry Development Authority as Director, Marketing Division. Apart from two years in London (1990–1991) as Director of Trade and Investment of the Western Australian European office, he remained with the department in its various guises as Executive Director of Trade and Industry Development until 1997, when he was appointed Chief Executive Officer of the WA Department of Commerce and Trade, the State's premier industry and trade development agency. He held that post until May 2001 when he left to head up Tourism Western Australia. He was formally appointed Chief Executive Officer in December 2001.

David Etherton, Executive Director Industry Development & Visitor Servicing

David Etherton was Executive Director Industry Development & Visitor Servicing until February 2008, when he left to take up the position of Chief Executive Officer at the Western Australian Sports Centre Trust.

Jennifer Duffecy, Executive Director Industry Development & Visitor Servicing

Jennifer Duffecy has a background in economic and regional development, public policy and community development in both Queensland and Western Australia. Jennifer has five years experience with the tourism sector and leads a team that works across the areas of investment attraction, land use and infrastructure planning, workforce strategies, visitor servicing, business support and product innovation. Jennifer is also a board member of Australian Tourism Data Warehouse, a company that provides a national platform for digital tourism information on Australia. Jennifer commenced in the position in March 2008.

Rick Thomas, Executive Director Trade Marketing/Aviation Development

Rick Thomas has had an extensive career in tourism, beginning in the early 1970s. Since joining the (then) Western Australian Department of Tourism in 1977 he has held a variety of positions. Rick currently sits on the Pacific Asia Travel Association (PATA) Board of Directors and recently chaired the Destination Australia Marketing Alliance (DAMA) between all Australian state tourism organisations and Tourism Australia. In March 2008, he transferred to the position of Executive Director Aviation Development, responsible for boosting aviation activity in WA by encouraging more domestic and international airlines to fly into and within WA.

Jane Ghiretti, Executive Director Consumer Marketing

Jane Ghiretti was Executive Director of Consumer Marketing until December 2007 when she left to take up an external position with a consulting agency.

Stephanie Buckland, Executive Director Marketing

Stephanie Buckland was appointed Executive Director Marketing in March 2008. She brings 14 years of private sector marketing experience to Tourism WA from the packaged goods and financial services industries. As the Head of Marketing for BankWest, Stephanie developed the marketing strategy for the bank's successful expansion to the east coast of Australia. Stephanie also worked for Pfizer Consumer Healthcare for 12 years marketing well-known consumer brands such as Listerine mouthwash both in the USA and Australia. Stephanie is responsible for Tourism WA's domestic and international marketing activities, including consumer and trade marketing, public relations and research. She earned an undergraduate degree in Marketing at the Pennsylvania State University and a Masters in Business Administration at the University of Virginia.

Stephanie Withers, Executive Director Corporate & Business Services

Stephanie Withers has held senior positions in the corporate and business area within the State Government since 1987, and advised on public service human resource policy while Manager Personnel Policy at the State Public Service Commission. Stephanie was previously General Manager Corporate Services at Central TAFE, Director Human Resources at the Department of Justice and Director Corporate Services within the Prison's Division of the Justice Department. She holds a BA and Graduate Diploma in Social Work from the University of Western Australia and a Graduate Diploma in Public Sector Management from Curtin University of Technology.

David van Ooran, Executive Director Eventscorp

David van Ooran began his career in travel and tourism in the mid-1980s. Over the next eight years, David worked in a range of sales and marketing roles with the Western Australian Tourism Commission, primarily interstate, as well as with Australian Airlines. In the early 1990s, he worked in Europe within the leisure and events industries. In 1998, David returned to Perth and has since worked in a variety of roles with Perth Zoo, the privately owned AQWA (Aquarium of Western Australia) and more recently at the WA Museum, heading up the commercial, marketing and visitor operations across the museum's seven sites, including the WA Maritime Museum in Fremantle.

1.3 Performance management framework

1.3.1 Outcome-based management framework

Government strategic goal(s)	Agency level outcome(s)	Services
Goal 2: Jobs and economic development Goal 3: Lifestyle and the environment Goal 4: Regional development	Increased competitiveness and viability of the WA tourism industry	Destination marketing Event tourism Industry development and visitor servicing

This new alignment clearly articulates the relationship between the functions and responsibilities of Tourism WA and its new Strategic Plan, as well as overall government goals.

It was determined that the value of tourism is more than economic and that the agency is charged with ensuring that the WA tourism industry is competitive and sustainable over the long term.

Key Performance Indicators (KPIs) for Tourism WA were replaced with a new set of KPIs which better reflect the performance of the agency and its strategic directions.

1.3.2 Changes to outcome-based management framework

Government strategic goal(s)	Agency level outcome(s)	Services
Goal 2: Jobs and economic development	<p>Western Australia is promoted as an attractive destination</p> <p>An enhanced tourist industry, infrastructure and product base</p>	<p>Destination marketing</p> <p>Event tourism</p> <p>Convention and Incentive travel</p> <p>Industry development</p> <p>Visitor servicing</p>

1.3.3 Shared responsibilities with other agencies

Tourism WA does not share any statutory responsibilities with other agencies. It cooperates with the Department of Culture and the Arts in delivering on the Cultural Tourism Strategy through a resource sharing arrangement. A similar part time arrangement exists with the Heritage Council of WA in implementing the Heritage Tourism Strategy.

The agency also participates in a range of significant planning processes coordinated by other agencies, including the Northern Development Taskforce, Victoria Quay Planning Committee, Burswood Interagency Group, Ningaloo Sustainable Development Strategy, Busselton Jetty Working Group, Mt Augustus Taskforce and Perth Waterfront Steering Committee.

Tourism WA's role in these and other cross agency groups is to provide advice in order to maximise tourism outcomes from planning and development processes. It provides advice to the Department for Planning and Infrastructure on statutory and strategic planning matters with tourism components.

Tourism WA also contributes to standard cross-agency initiatives such as managing future staffing needs, promoting and managing equity and diversity; promoting ethical conduct and participating in corporate services reform.

2.0 Agency performance – report on operations

Report on operations 2007–2008

Destination marketing

In partnership with the tourism and travel industry, and Tourism Australia, we promote WA as a desirable holiday destination both within Australia and to key international markets. We undertake marketing strategies that maximise the economic benefit to the State.

Intrastate marketing activity is mainly undertaken by the five regional tourism organisations (RTOs). Each RTO has the prime responsibility of raising the profile of, and increasing visitation to, their region by encouraging Western Australians to holiday here. All RTOs also undertake selected interstate and international marketing activity.

Western Australians taking holidays and short breaks provide the equivalent of more than five million visitors generating \$2.2 billion in revenue.

Tourism WA provided base funding to the RTOs of \$3.25 million and works closely with each organisation on marketing strategies.

Major destination marketing achievements 2007–2008

In the year to March 2008, seven million visitors, including international, interstate and locals holidaying at home travelled in WA, generating \$5.078 billion. This is an increase of 5.6 per cent compared with the previous year. Specifically:

- International visitor expenditure is up 17 per cent to \$1.665 billion. Visitor numbers also reached an all-time high, up 5.6 per cent to 669,100.
- After experiencing record growth in 2006–2007, interstate visitor expenditure dropped to \$1.184 billion, down 9.1 per cent. Interstate visitor numbers dropped 3.2 per cent to 1,249,000.
- Intrastate expenditure grew by 7 per cent to \$2.229 billion. Intrastate visitors fell 6.1 per cent to 5,083,000.

In February 2008, Tourism WA implemented a new domestic marketing strategy, which was strongly focused on providing consumers with motivating destination content coupled with industry partner offers.

This strategy aligned with the consumer conversion model – from awareness and consideration through to action. Campaigns were created which provided consumers with motivational content about WA and its iconic destinations, alongside booking options. Key trade partners, many of whom contributed to the development of the strategy, embraced the new approach and contributed more than \$800,000.

Major consumer campaigns operated in the UK, New Zealand, interstate and intrastate and continued the success of the previous 'The Real Thing' campaigns.

- Interstate: Two major bursts of marketing activity targeted Sydney and Melbourne consumers using pay television, content-rich press and on-line promotions. The second campaign (February to June 2008) involved a partnership with Fairfax media in which more than 100 articles about WA written by Fairfax journalists appeared in 25 different publications. Across the five-month campaign, 1.3 million consumers were exposed to a WA message on average 15 times each. In addition to securing excellent media bonuses, 34 industry partners joined the campaign. Industry feedback was very positive both in terms of our collaborative approach and industry's commercial outcomes.
- Intrastate: The WA Breaks campaign was conducted between late April and June and was designed to support the marketing activities of the RTOs. The campaign aired on metropolitan and regional TV and featured commercials for four of the five regions. The commercials coincided with the RTOs' winter campaigns. TV advertising was supported with on-line advertising and a campaign website with destination information, special offers and links to RTO websites.
- Intrastate – Our Spectacular State: Tourism WA secured an exclusive sponsorship of *The West Australian's* 'Our Spectacular State' magazine – a 48-page insert in the newspaper which showcased selected images from a photography competition run between March and May.
- Intrastate – Country Pubs: The Country Pubs campaign, a collaboration between Tourism WA and the Australian Hotels Association, was conducted for its third and final year. This campaign was funded through a special grant to assist regional pubs make the transition to non-smoking venues after the enactment of anti-smoking legislation. The campaign involved press, radio, on-line and point-of-sale advertising.
- United Kingdom: In January to March 2008, we aimed to give consumers a reason to make Perth the starting point for their Australian holiday, and included the claim that 'Perth is four hours closer than Sydney'. The campaign also featured a tactical offer from Air Mauritius and Austravel. The results were positive with both partners experiencing a significant lift in bookings, and consumer recall of the advertisement was significant.
- New Zealand: The New Zealand consumer campaign began in mid-March and ended in late June. The campaign involved press and on-line and, used Flight Centre as the campaign partner. Flight Centre featured tactical offers in each of Tourism WA's advertorials. The campaign reached over 160,000 consumers an average of four times each.
- Focus on the working holiday maker: Working holiday makers in Korea and the UK were a priority last year. The Korean campaign incorporated on-line, print and public relations activity and included a visit to WA for a group of Korean working holiday maker agents. More than \$260,000 worth of free press promotion was received. We also negotiated special working holiday maker fares with Cathay Pacific. The UK campaign involved digital activity including a microsite within westernaustralia.com. We also worked closely with Tourism Australia to leverage its working holiday maker activities in the UK, which included youth orientated on-line sites.

Trade events: Tourism wholesalers and travel agents still have a significant influence over consumers' choice of travel destination. We aim to host at least one major trade event a year in WA, and this year hosted two such events.

- Australian Tourism Exchange: In June, we hosted the 2008 Australian Tourism Exchange (ATE). The second time in three years this major event has been in WA. The ATE is Tourism Australia's major trade event and provides a forum for Australian tourism businesses (sellers) to meet with international wholesalers (buyers) to conduct business. The event attracted 2,300 delegates, including 1,700 sellers representing up to 630 companies, and 600 international buyers, representing over 40 countries. To further leverage the event, we hosted 427 international buyers on familiarisation tours of WA before and after the event. The Government committed \$2.5 million to host this event, which is estimated to have injected \$10 million into the economy during the event. The event was strongly supported by the WA hotel industry and many regional operators.
- Corroboree UK and Ireland: Last December, we hosted 'Corroboree UK and Ireland'. This joint project with Tourism Australia reached 200 travel agents from the UK and Ireland who specialise in Australia as a destination. This event was also accompanied by an extensive familiarisation program.

We also participated in many tourism and travel trade and consumer shows, both in Australia and overseas.

Media and public relations: One of our marketing strategies is to generate inspirational and motivating media coverage of WA as a tourism destination. In 2007–2008, we hosted 322 journalists for media familiarisations. This resulted in worldwide media coverage valued at \$55 million, an increase of 10 per cent compared with the previous year.

Digital marketing: With the internet now the second most important source of travel destination information behind word-of-mouth, digital marketing activities form an integral part of all our marketing promotions. We improved functionality on our website westernaustralia.com, and embarked on a strategy of generating and distributing motivating content about WA. . Results included:

- Unique visitors to westernaustralia.com reached 1.62 million visitors, an increase of 26 per cent compared with 2006–2007.
- In a first for any Australian state tourism organisation, in August 2007 we launched an innovative on-line video site westernaustralia.tv. The site includes over 110 videos, which were viewed more than 280,000 times. In March 2008 it won the 'Best Use of Video Site' category at the TravelMole Best Asia Web Awards.
- We introduced seven foreign language versions of westernaustralia.com in German, Japanese, French, Italian, Traditional Chinese, Simplified Chinese and Korean. These websites are linked to and from Tourism Australia's foreign language sites.
- The Tourism eMarketplace Program launched twelve new websites during the year, bringing the total online to 44. Participant websites included those promoting visitor centres, tourism events, campaigns and niche marketing opportunities.

Aviation: Significant airline capacity continues to be added into Perth from international and interstate markets. International inbound seat capacity grew to 1.65 million seats, up nine per cent over last year. Seat capacity on the four major domestic routes (Melbourne, Sydney, Brisbane and Adelaide) grew by 7.6 per cent to 2.62 million.

Singapore based low-cost carrier Tiger Airways started a second daily Singapore to Perth service for a seasonal period in June. Tiger Airways also established an Australian operation and commenced a daily Melbourne to Perth service in December. These new services were the result of negotiations by Tourism WA.

Event tourism

Eventscorp is the events division of Tourism WA and its mission is to identify, develop and deliver world class events that promote and enrich Western Australia.

Events are sought that can generate substantial economic benefit and visitor expenditure and market WA nationally and internationally in a cost-effective way. Events which showcase WA's five iconic experiences of outback adventure, marine, forest and flowers, wine and food, and people and lifestyle are a priority.

Major event tourism achievements

- Hosted 17 major events. These were: the Red Bull Air Race, Australasian Safari, Lexus Cup international women's golf, Ironman Western Australia Triathlon, Australian Surf Life Saving championships, Hyundai Hopman Cup XX, Tri-Nations Bowls series, Indian Rim Asian University Games, Clipper Round the World yacht race, Drug Aware Margaret River Pro Surfing, UNIMA World Puppetry Festival, Interhash 2008, National Beach Volleyball tour event, XXXX GOLD Beach Cricket Tri-Nations series, 2007 Perth Fashion Festival, Golden Oldies World Netball Festival and BEAP (Biennale of Electronic Arts Perth)
- Secured several new events including the 2009 ITU Long Distance Triathlon World Championships, Australian University Games 2010 & 2016, Australian Transplant Games 2008, and the Great Escapade Western Australia Bike Event 2009 & 2012.
- Supported 24 regional events through the Regional Events Scheme, including:
 - Boyup Brook Festival
 - Geographe Bay Race Week
 - Taste Great Southern
 - Channel Seven Crab Fest Mandurah
 - Bunbury Carnival
 - Harvey Harvest Festival
 - All Australian Car Day
 - Busselton Half Ironman.
- We further explored the true value of events through social impact research evaluation to determine the community value of events.
- Hosted the Red Bull Air Race and partnered with Red Bull to expand and make the event even more accessible for the public. The event this year extended across two days and included more pilots, a new course and a new knock-out style competition.
- Won the world bid for the 2011 ISAF Sailing World Championships. The highly competitive bid was won against seven other countries. It was the biggest event bid Eventscorp has been involved in.
- Developed and launched the new Arts and Cultural Events Scheme that is providing significant support to:
 - 2008 Perth Fashion Festival
 - Sculpture by the Sea
 - Fremantle Street Arts Festival.

Convention and incentive travel

The Perth Convention Bureau (PCB) is contracted by Tourism WA to accelerate the growth of convention, exhibition and incentive travel business (business events). It received \$3.2 million. The PCB aims to position WA as a premium destination for big business events with an increased focus on bidding for, and supporting the attraction of national and international conventions.

Major convention and incentive travel achievements:

- Tourism WA and PCB entered into a five-year agreement with additional government funding to focus on 'large-scale conventions' (900 plus).
- Developed a five-year strategy to attract 900 plus delegate conventions, other conventions, corporate meetings and incentive travel groups.
- Exceeded the 2007–2008 'direct delegate' expenditure target of \$62 million.
- Secured the biggest event in the bureau's 36-year history – the Ulysses Motorcycle Club's Annual General Meeting. This event is expected to attract more than 4,600 motorcyclists to Albany in 2010 and will generate significant benefits for the region, with direct delegate expenditure estimated at \$13.5 million.
- Secured the Lions National Convention – attracting 3,000 delegates and \$5.8 million in direct delegate expenditure; and the Deep Offshore Technology international conference, attracting 2,000 delegates and spending of \$6.6 million.
- Overall secured 47 national and international conventions – representing an estimated \$61.2 million in direct delegate expenditure from an estimated 28,395 delegates. Additionally, the value of bids still pending a decision is \$21.6 million.
- Attracted 22 corporate meeting and incentive travel groups – representing an estimated \$3.2 million in direct delegate expenditure from an estimated 1,590 participants.

Industry development

Industry development ensures that there is an increased supply of improving tourism attractions and amenities in place for visitors to enjoy. We achieve this by:

- Ensuring the environment is right to attract new capital investment and re-investment.
- Facilitating the development of new tourism products.
- Enhancing existing products by encouraging providers to become quality assured and by providing business development seminars through the *Better Business Blitz* program.
- Raising the profile of nature-based tourism and developing 'niche sector' products, such as Indigenous tourism and cultural tourism.
- Improving information and services to visitors.
- Making quality land available for tourism-related development.
- Working with industry partners to build a strong tourism and hospitality workforce.

Major industry development achievements

- Implementation of the Tourism Planning Taskforce outcomes continued in collaboration with the Department for Planning and Infrastructure. Planning Bulletin 83 *Planning for Tourism* was released by the Western Australian Planning Commission. Local tourism planning strategies were progressed by: Albany, Bunbury, Busselton, Broome, Exmouth and Mandurah local authorities.
- At the 2008 Australian Indigenous Tourism Conference in Broome, the Premier announced \$1.52 million over four years to create the Indigenous Employment Initiative as identified in *Listening Looking Learning: an Aboriginal Tourism Strategy for Western Australia*. This initiative will create an additional 100 Indigenous traineeships and cadetships in the tourism industry.
- Pre-feasibility and site assessment studies were undertaken for potential tourism development opportunities, including low-key environmentally sensitive wilderness camps, affordable tourist accommodation (in the face of contracting caravan park supply) and full service hotels. Two additional Landbank sites were released for hotel development in Tom Price and Denham.
- In response to critical workforce and skills shortages, a \$611,000 package of activities to support industry-led initiatives to attract and retain tourism and hospitality employees was developed and implemented.
- Tourism WA was involved in a range of planning and development initiatives including the Perth Waterfront, the Northern Development Taskforce, the Fremantle Harbours Policy, the Busselton Jetty Working Group, the Old Treasury Building, the South West Airport Study and the Victoria Quay Planning Committee.
- In partnership with industry and government stakeholders, the Innovative Partnership Project in Wine and Food Tourism was completed.
- Nearly 600 participants attended 23 *Better Business Blitz* workshops across the State. Most regional workshops focused on improving quality and business capacity. Niche sector workshops included culture and arts, food and wine, heritage, green building principles, establishing small bars, and workforce development.
- The two-year 'No Ifs or Butts' program assisted metropolitan and regional hoteliers adopt the new non-smoking regulations through workshops and one-on-one consultancies. This program is now complete.
- Year two milestones were achieved for implementing the Adventure Tourism Taskforce recommendations. To date, 16 of the 24 recommendations have been completed and continuing work will ensure the remaining recommendations will be completed or determined in 2008–2009, including working with the Tourism Council Western Australia and other key stakeholders to finalise the Adventure Activities Standards.
- Year two of the State Government's financial commitment to enhancing the delivery and promotion of accreditation of tourism businesses has seen the launch of the on-line accreditation program, implementation of a marketing strategy and improved feedback systems.
- Tourism WA was represented at seven major accommodation tourism investment-related events in Asia, the Middle East, interstate and locally. Tourism WA twice secured exclusive discussion panel positions at hotel investment conferences. We attend these events to raise the profile of WA as an attractive investment destination, promote investment opportunities and gain access to investors and hotel brand representatives.

- Tourism WA's regional industry development staffing structure was modified to complement the five state tourism marketing regions.
- WA's tourism industry was affected by gas shortages after an explosion at one of Western Australia's major gas plants in June. Reduced gas supplies affected the provision of fresh linen to many accommodation providers, particularly in Perth and the South West. Tourism Western Australia worked with peak tourism bodies, hotels and laundry suppliers to monitor the impacts, inform industry and customers, and manage a reduction in linen use. The cost of laundering linen increased for some hotels. The availability of hotel rooms and the State's high reputation as a leisure and business visitor destination was not affected.

Visitor servicing

Visitor servicing ensures the provision of destination and product information throughout WA to increase visitor length of stay and expenditure.

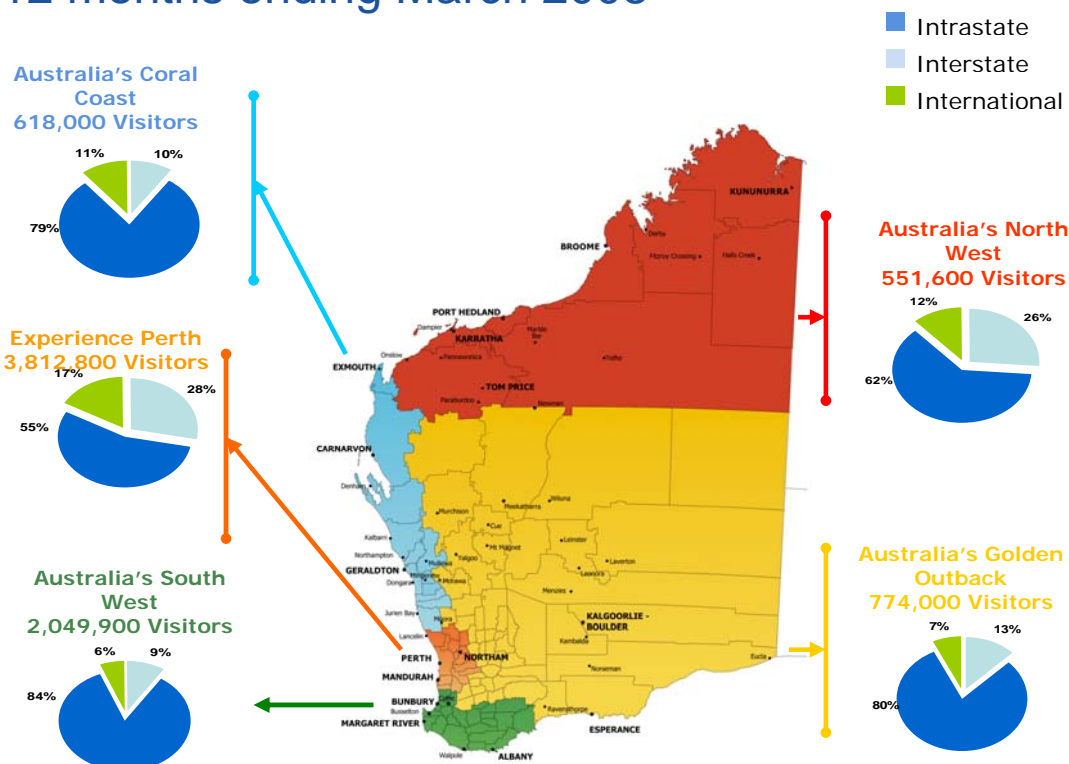
Major visitor servicing achievements

- Implementation of the 69 key recommendations of the *2004 Visitor Servicing Study* was completed. The focus was on delivering Visitor Centre training and business development.
- Workshops in ten strategic state-wide locations focusing on the *Visitor Servicing Guide for Local Government* were attended by 139 delegates.
- The Visitor Centre Indigenous Trainee Scheme continued to increase the number of Indigenous Australians in visitor servicing positions within the tourism industry.
- The fees and charges for the Western Australian Tourism Network (WATN) were reviewed and a campaign implemented to maintain membership.
- Content within the Australian Tourism Data Warehouse for natural attractions was updated to ensure that all listings have appropriate text and images, as well as geo-codes to enable display on Google maps.
- Tourism WA continued to develop the relationship with its retail sales partner, Best of Western Australian Travel Centre at the Western Australian Visitor Centre by increasing the number of tourism partners involved.
- Tourism WA's West Oz Welcomers or WOWs – a volunteer meet and greet service – continued to provide a unique and invaluable service for visitors. The welcomers worked 700 person hours each month greeting and assisting arriving passengers at the Perth Domestic and International airports, the East Perth Rail Terminal and the Fremantle Passenger Terminal.

Visitor Outcomes: This section provides an overview of the outcomes of visitor expenditure and nights stayed for the 12 month period to March 2008. It also provides regional dispersal summaries.

Regional Market Breakdown

12 months ending March 2008



2.1 Financial targets

	2007-08 Target \$'000	2007-08 Actual \$'000	Variation \$'000
Total Cost of Services (i.e. endorsed expense limit)	55,219	56,330	(1,111)
Net Cost of Services (details in the Income Statement)	51,469	52,286	(817)
Total Equity (details in the Balance Sheet)	10,216	8,512	1,704
Net Increase/(Decrease) in Cash Held (details in Cash Flow Statement)	(83)	1,421	(1,504)
Full Time Equivalent (FTE) staff level	167	167	-

Significant variations between target and actual results are shown over the page. Significant variations are considered to be those greater than \$500,000.

Total Cost of Services

Approved expense limit		55,219
Plus approved adjustments		
Carryover of 2006/07 activity - Implementation of the Visitor Servicing Network Study findings.		1,000
Supplementary funding - Indigenous		
Employment Initiatives	152	
- Find the "Sydney"	400	
- Office of Shared Service adjustment	590	
- ISAF World Championships	460	1,602
Less funding to be carried forward to 2008/09 for "Australia" the movie activities.		(500)
Adjusted Expense Limit		57,321

The variance between the Actual Total Cost of Services and the Adjusted Expense Limit (\$991,000) relates to the Aviation Development Fund (\$870,000). The fund has been committed but payment is dependent upon third party actions i.e. the commencement of or the extension of air services to WA.

In addition, planned activity has been deferred due to the gas incident (\$107,000). This activity will be undertaken in 2008/09 to satisfy commitments to third parties.

Net Cost of Services

The variance in the Net Cost of Services is the result of funding decisions by Government as detailed above in the supplementary funding note.

Total Equity

The variance in net equity results from Land vested with the WATC being revoked. (Donnelly River Holiday Village \$1,800,000)

Net Increase/(Decrease) in Cash Held

The increase in cash held results from deferred activity for:

- Aviation Development Fund	840,000	
- Advance funding not drawn down by the International Sailing Federation	460,000	1,300,000

2.2 Key Performance Indicators

Key Effectiveness Indicators

	2007-08 Target	2007-08 Actual	Variation
Outcome: Western Australia is promoted as an attractive destination.			
Awareness amongst potential visitors that WA offers iconic tourism experiences that are actively promoted in our major markets.			
- Interstate	45%	38%	-7%
- Short Haul	20%	33%	+13%
- Long Haul	15%	-	Long haul destination not surveyed in 2007-2008
WA increase in visitor expenditure as compared to the national average increase in visitor expenditure.	Growth in WA > national average	Growth in WA -2.4% < national average	-2.4%
Outcome: An enhanced tourist industry, infrastructure and product base.			
Visitor satisfaction with WA experience.	50% very satisfied	54% very satisfied	+4%
Percentage of targeted investors who consider that tourism investment attraction services improved their view of Western Australia as an investment location.	30% highly improved view	22.5% highly improved view	-7.5%
Percentage of investors satisfied with the facilitation services provided.	50% very satisfied	40% very satisfied	-10%

Key Efficiency Indicators

	2007-2008 Target	2007-2008 Actual	Variance Favourable/ (unfavourable)
Destination Marketing			
Ratio of Tourism WA spend to awareness level in our major markets:			
- Interstate	\$350,000 per percentage point of aware respondents	\$274,916 per percentage point of aware respondents	\$75,084 21.45%
- International	\$45,000 per percentage point of aware respondents	\$23,611 per percentage point of aware respondents	\$21,389 45.53%
Event Tourism			
Ratio of Tourism WA spend to the value of projected direct expenditure generated by events (future years).	\$1:\$2.90	\$1:\$3.63	\$0.73 25.17%
Ratio of Tourism WA spend to the value of direct expenditure and media impact generated by events (current year).	\$1:\$2.78	\$1:\$6.22	\$3.40 122.37%
Convention and Incentive Travel			
Ratio of Tourism WA spend to the value of projected direct expenditure generated by conventions and incentive travel groups to WA.	\$1:\$70.00	\$1:\$20.00	(\$50.00) (71.43%)
Industry Development			
Ratio of Tourism WA spend to the value of tourism projects progressed.	\$1:\$80.00	\$1:\$177.81	\$97.81 122.26%
Visitor Servicing			
Ratio of Tourism WA spend to the level of visitor satisfaction with visitor servicing.	\$90,000 per percentage point	\$69,763 per percentage point	\$20,237 22.48%

3.0 Significant issues and trends

Outlook for 2008–2009

Worldwide, consumer behaviour is changing rapidly. Macroeconomic trends, such as the increase in fuel prices, the global credit crisis, the booming WA economy and the strength of the Australian dollar have all impacted on consumers' propensity to holiday in Australia.

For example, despite an increase in International visitors in 2007, for the first time the number of Western Australians departing on overseas holidays exceeded the number of international visitors.

Also the availability of information on the internet, including destination content, price, product comparisons and consumer-generated reviews, has put purchasing power directly into the hands of the consumer. Roy Morgan Research Pty Ltd reported that in 2007, 41 per cent of interstate and 33 per cent of international visitors to WA booked at least one element of their trip on-line. The media environment also has become very fragmented with consumers becoming difficult and more expensive to reach.

Destination marketing plans for 2008–2009

- Undertake a strategic review of our target audiences and marketing messages. A new 'Brand Evolution' project will help us identify our ideal consumers and understand their needs, their perceptions of WA as a travel destination, how and what media they use, and the messages that will compel them to visit the state. The project outcome will be a clear brand framework to be used in developing future marketing plans.
- Engage industry partners in our marketing campaigns. We plan to develop several non-traditional partnerships with retail services and the film industry to communicate marketing messages to consumers in innovative ways.
- Leverage Baz Luhrmann's epic movie, *Australia*, both domestically and internationally. In November this year, *Australia* will launch in Australia and the USA, and will be released at Christmas in other key markets. Filmed, in part, in the Kimberley, the movie provides the opportunity to showcase our landscapes to the world. Our goal will be to communicate that WA is the 'real' home of the movie by using the images and themes of the film to build desire for a WA holiday. The marketing campaign will include trade partners to provide booking options. We will also partner with Tourism Australia on its consumer campaigns, pursue cooperative marketing opportunities with key distribution partners, and leverage Tourism Australia's Aussie Specialist and Visiting Journalists Programs. We are working with the Northern Territory to develop a self-drive route which traces the journey of the characters in the movie.
- Promote AirAsia X services from Kuala Lumpur to Perth. In April, low-cost carrier, AirAsia X, announced that Perth would be the second city on its Australian network and that it would start services from Kuala Lumpur from November 2008. The airline plans to start with six services a week moving to daily in March 2009. This new service was the result of extensive negotiations by Tourism WA in partnership with Perth Airport and includes support for marketing.

Event tourism plans for 2008–2009

- Host 14 major events. These include the Tri-Nations Rugby test match, Australasian Safari, 2008 Perth Fashion Festival, Transplant Games, Cape to Cape Mountain Bike event, Red Bull Air Race, Ironman Western Australia Triathlon, Hyundai Hopman Cup XXI, Johnnie Walker Classic golf tournament, 2009 UBD Australian Surf Life Saving Championships, Sculpture By The Sea and Fremantle Street Arts Festival.
- Attempt to successfully re-contract the Red Bull Air Race and secure the event in Perth for a further term.
- Continue to develop a range of WA-owned and based event concepts to showcase WA and thereby by-pass competitive bid situations.
- Improve community awareness of events and attendance through an increased focus on local marketing and publicity activities.
- Continue to research and measure the economic, media and community impacts of events. Expand areas of event research and evaluation to better understand the real value of events to the State.

Convention and incentive travel plans for 2008–2009

We will continue to work with the Perth Convention Bureau to:

- Implement the second year of a five-year strategy to attract 900 plus large-scale conventions, corporate meetings and incentive travel groups.
- Increase the number of high yielding international conventions secured.
- Implement a 'Business Events' brand to raise the State's profile as a premium destination for the business events sector.
- Secure an additional \$500,000 in industry support for big conventions.

Industry development plans for 2008–2009

- Accelerate the implementation of the *Listening, Looking, Learning Aboriginal Tourism Strategy 2006–2010*, including employment, business and product development and authenticity.
- Increase representation of Indigenous Australians in the tourism and hospitality industries by expanding the Indigenous employment programs.
- Continue working with the Tourism Council of Western Australia to deliver the final year's milestones of the \$500,000 grant to enhance the content, promotion and delivery of accreditation. Coming milestones include marketing initiatives, industry workshops, completion of cruise and holiday homes modules and customer feedback activities.
- Continue the *Better Business Blitz* program to support tourism businesses and niche sectors with capacity building assistance and advice on delivering quality tourism experiences.
- Continue to work closely with industry to actively engage with new labour markets and support skills training. Along with industry, continue to build a stronger presence at careers and skilled migration exhibitions and strengthen links with career advisers and vocational education coordinators.

- Complete due diligence on at least one low-impact, environmentally sensitive Landbank site and start due diligence on two more. Other identified Landbank sites will be progressed to a developer ready stage, including those at Albany, Cervantes, Busselton and Broome.
- Progress, in consultation with the relevant local government authorities, additional local tourism planning strategies for Augusta–Margaret River, Shark Bay and Central Coast shires.
- Work to attract more investment from the Australian, Asia Pacific, European and Middle East marketplace, capitalising on our marketing activities.
- Address the shortfall in hotel room supply through national and international promotion of existing building conversion opportunities and the construction of new hotels in Perth and surrounds.
- Conduct business research, with support from Tourism Australia, to determine the potential for major tourist attraction developments in WA.

Visitor servicing plans for 2008–2009

- Continue to deliver the Visitor Centre Indigenous Traineeship Scheme.
- Leverage our relationship with the Australian Tourism Data Warehouse (ATDW) to maximise electronic distribution of WA content.
- Pilot a project with the ATDW to improve collection of business intelligence and increase the level of product statistics provided to WATN members.
- Complete the visitor servicing study implementation projects, including the Visitor Centre premises equipment and technology scheme and delivery of training to centre staff.
- Explore new information platforms to enable the WA Visitor Centre to service visitors better. In particular, use technology to provide innovative opportunities to improve visitor satisfaction, visitor spending and travel within WA.
- Consider options and partnerships to allow for the refurbishment or redevelopment of the Western Australian Visitor Centre in the City of Perth.

Current and emerging issues and trends

The WA tourism industry is being affected by factors that present both challenges and opportunities:

- Increased air travel competition through the expansion of the low cost carrier network is making both domestic and international air travel cheaper. Increased airline competition is adjusting tourist flows and having a real impact on dispersal.
- Changes in consumer behaviour, including preference for short-breaks and out-bound travel for major holidays.
- The challenge of ensuring we deliver on the marketing promise – WA's product quality and value for money - is critical. Increasingly strong national and international tourism product competition means that we must improve our tourism product quality and standards of service.
- The tourism industry, along with many other sectors in WA, has been confronted with a critical skills and labour shortage.

- The industry is facing great pressure to respond to capacity issues. Recent research showed city hotel occupancy rates were averaging more than 80 per cent – with accommodation demand growth in 2005 and 2006 the highest in 18 years. The findings also point to an expected shortfall of about 1,000 hotel rooms by 2011 (Source: Perth Hotel Investment Study March 2007).
- The Perth Airport is under enormous pressure to handle increasing traffic. It has seen the largest growth in passenger movements of any Australian city airport since 2001-02. International and domestic terminal constraints may negatively impact on airline growth capacity and passenger movements in the short term and will have an impact on the visitor experience.
- Growing competition in bidding for events is increasing the cost of events and event bids. Eventscorp will seek to identify and attract world-class events which will maximise the use of new infrastructure, such as the Perth Arena and Perth Stadium.
- Additional funding and resources have increased our ability to attract national and international business events, particularly those with 900 plus delegates. However, the current high hotel occupancy rates being driven by both the growth in international leisure visitors and the mining/corporate sector will present a challenge to accommodate the anticipated increase in business delegates.

Economic and social trends

The work of Tourism WA and the tourism industry benefit the state in many ways – socially, environmentally, financially and sustainably. Key economic and social trends include:

- The WA tourism industry's contribution to the economy has grown by 29 per cent in the past four years (2001-02 to 2005-06 according to the most recent Tourism Satellite Account), outstripping national tourism growth of 14 per cent. The TSA further showed that the tourism industry contributed \$5.7 billion to WA's Gross State Product during 2005-06 (Access Economics Tourism Satellite Account).
- The strength of the Australian dollar against the major currencies is at a 24 year high and has a significant impact on tourism demand.
- Price of fuel – road and air transport is becoming more expensive.
- Price of accommodation - room rates have increased significantly recently due to limited growth in supply and increased demand for accommodation from leisure visitors and business travellers.
- The impact of the booming economy is leading to steeply escalating construction costs. This is impacting on the ability to attract investment to the tourist accommodation sector. However, hotel occupancy rates and yields continue to improve, which may in the longer term encourage more investment.
- 'The Real Thing' brand which positions WA as an authentic and un-commercialised experience is working. It is therefore crucial that the natural assets of WA are protected. The tourism industry has the potential to add significant social and environmental value. It is an industry which can support the State's long-term economic future and help to balance its reliance on the minerals and resources sector.

- There is a growing awareness of the significance of climate change to the tourism industry. Parts of the industry have recognised the need to react to this global challenge, with some businesses taking action to become 'green' by reducing carbon footprints. Carbon taxing, emissions trading and carbon offsetting will all have an effect on tourism businesses.
- Potential European convention delegates are being encouraged to reduce their carbon footprint by avoiding long-haul travel and to demonstrate corporate social responsibility by choosing 'accredited' destinations closer to home. This could affect our conference market.

Changes in written law

In 2005, the Western Australian Government made a commitment to boost tourism by developing a 'Special Events Protocol' to ensure *"the hospitality industry is well-placed to cater for the demands of major international events in Western Australia"*. Since that time a number of legislative changes were enacted, the affect of which overcame the need for a Special Events Protocol.

The Liquor Reform Package and amendments to the *Liquor Control Act 2006* now allows the Minister for Racing and Gaming to declare an event a 'special event' and provides the Director of Liquor Licensing wide discretion when considering Extended Trading Permit applications for licensed premises that are directly affected by a 'special event'. The *Retail Trading Hours (Tourism Precincts and Holiday Resorts) Regulations 2007* relate specifically to the extension of permitted hours of trading for the duration of a special event. The introduction of the *Criminal Investigation Act 2006* provides WA Police with powers that can be used to assist in the policing of special events.

The above reforms provide vastly improved management and coordination of services around major events in WA, and clearly work to cater for the demands of major international and national events for the benefit of the tourism and hospitality industry.

In addition, the recent *Major Events (Aerial Advertising) Bill 2008* will provide for the regulation, management and control of aerial advertising at major events in WA.

Likely developments and forecast results of operations

Indigenous initiatives: Implementation of *Looking Learning Listening: An Aboriginal Tourism Strategy for Western Australia* will continue. Three focus areas include - business development, human resource capabilities and facilitating infrastructure development.

The 2008 National Indigenous Business Product Audit identified 55 Western Australian Indigenous businesses classified as export and market ready. Currently, WA has 14 export-ready, 41 market-ready, and approximately 110 Indigenous tourism businesses in total, inclusive of emerging. The business development focus is to increase the number of export-ready businesses while improving the economic sustainability of existing export and market ready businesses.

Vision 2020: Tourism WA has over the past six months been involved in a very extensive and inclusive consultation process seeking the views and opinions of the community and industry operators as to how the WA tourism industry can be “future proofed” to 2020 and beyond.

The project was commissioned by the Board of Commissioners to prepare and plan for a profitable, sustainable industry that both builds on its existing strengths and develops new strengths to provide exceptional experiences to visitors.

The final vision will help us capitalise on WA’s magnificent attractions, and set us on course to become recognised world-wide as a leader in sustainability, conservation, ecotourism and Indigenous tourism.

4.0 Disclosures and legal compliance

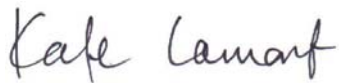
4.1 Financial statements

Western Australian Tourism Commission
Notes to the financial statements
For the year ended 30 June 2008

Certification of financial statements for the year ended 30 June 2008

The accompanying financial statements of the Western Australian Tourism Commission (WATC) have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ending 30 June 2008 and the financial position as at 30 June 2008.

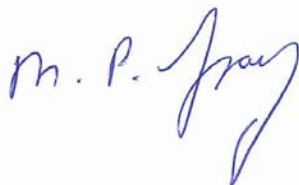
At the date of signing, we are not aware of any circumstances which would render any particulars included in the financial statements misleading or inaccurate.



Kate Lamont
CHAIRMAN
WESTERN AUSTRALIAN TOURISM COMMISSION BOARD
10 September 2008



Laurie O'Meara
DEPUTY CHAIRMAN
WESTERN AUSTRALIAN TOURISM COMMISSION BOARD
10 September 2008



Michael Gray
CHIEF FINANCIAL OFFICER
10 September 2008



Auditor General

INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

WESTERN AUSTRALIAN TOURISM COMMISSION FINANCIAL STATEMENTS AND KEY PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2008

I have audited the accounts, financial statements, controls and key performance indicators of the Western Australian Tourism Commission.

The financial statements comprise the Balance Sheet as at 30 June 2008, and the Income Statement, Statement of Changes in Equity and Cash Flow Statement for the year then ended, a summary of significant accounting policies and other explanatory Notes.

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

Board's Responsibility for the Financial Statements and Key Performance Indicators

The Board is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions, and the key performance indicators. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements and key performance indicators that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; making accounting estimates that are reasonable in the circumstances; and complying with the Financial Management Act 2006 and other relevant written law.

Summary of my Role

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements, controls and key performance indicators based on my audit. This was done by testing selected samples of the audit evidence. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion. Further information on my audit approach is provided in my audit practice statement. Refer "<http://www.audit.wa.gov.au/pubs/Audit-Practice-Statement.pdf>".

An audit does not guarantee that every amount and disclosure in the financial statements and key performance indicators 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 and key performance indicators.

**Western Australian Tourism Commission
Financial Statements and Key Performance Indicators for the year ended 30 June
2008**

Audit Opinion

In my opinion,

- (i) the financial statements are based on proper accounts and present fairly the financial position of the Western Australian Tourism Commission at 30 June 2008 and its financial performance and cash flows for the year ended on that date. They are in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions;
- (ii) the controls exercised by the Commission provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions; and
- (iii) the key performance indicators of the Commission are relevant and appropriate to help users assess the Commission's performance and fairly represent the indicated performance for the year ended 30 June 2008.



COLIN MURPHY
AUDITOR GENERAL
11 September 2008
Page 2 of 2

Western Australian Tourism Commission
Income statement
For the year ended 30 June 2008

	Note	2008 \$'000	2007 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expense	4	12,815	11,923
Supplies and services	5	14,211	11,796
Depreciation and amortisation expense	6	1,066	1,152
Accommodation expenses	7	1,543	1,548
Grants and subsidies	8	1,056	1,223
Capital user charge	9	-	273
Loss on disposal of non-current assets	10	2	-
Event operations expenses	11	9,589	18,185
Advertising and promotion expenses	12	11,298	12,166
Other expenses	13	4,864	3,861
Total Cost of Services		56,444	62,127
Income			
Revenue			
User charges and fees	14	345	323
Commonwealth contributions	15	29	42
Interest revenue	16	968	665
Other revenue	17	2,702	7,209
Total Revenue		4,044	8,239
Gains			
Gain on disposal of non-current assets	10	-	14
Total Gains		-	14
Total income other than income from State Government		4,044	8,253
NET COST OF SERVICES			
		52,400	53,874
INCOME FROM STATE GOVERNMENT			
Service appropriation	18	52,434	52,763
Resources received free-of-charge	18	105	103
Grants received	18	-	1,000
Liabilities assumed by the Treasurer	18	1	28
Total income from State Government		52,540	53,894
SURPLUS FOR THE PERIOD		140	20

See also note 40 'Schedule of Income and Expenses by Service'.

The Income Statement should be read in conjunction with the accompanying notes.

Western Australian Tourism Commission
Balance sheet
For the year ended 30 June 2008

	Note	2008 \$'000	2007 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	31	8,145	6,723
Receivables	19	1,659	1,441
Prepayments	24	978	2,356
Amounts receivable for services	25	424	424
Other current assets	20	122	108
Total Current Assets		11,328	11,052
Non-Current Assets			
Amounts receivable for services	25	2,704	1,762
Property, plant and equipment	21	1,735	3,563
Intangible assets	23	1,631	1,508
Investments	26	110	109
Total Non-Current Assets		6,180	6,942
TOTAL ASSETS		17,508	17,994
LIABILITIES			
Current Liabilities			
Payables	27	60	852
Provisions	28	2,263	3,029
Other current liabilities	29	5,146	3,787
Total Current Liabilities		7,469	7,668
Non-Current Liabilities			
Provisions	28	837	903
Other non-current liabilities	29	804	962
Total Non-Current Liabilities		1,641	1,865
TOTAL LIABILITIES		9,110	9,533
NET ASSETS		8,398	8,461
EQUITY			
Contributed equity	30	6,020	6,273
Reserves	30	1,883	1,833
Accumulated surplus	30	495	355
TOTAL EQUITY		8,398	8,461

The Balance Sheet should be read in conjunction with the accompanying notes.

Western Australian Tourism Commission
Statement of changes in equity
For the year ended 30 June 2008

	Note	2008 \$'000	2007 \$'000
Balance of equity at start of period		8,461	6,555
CONTRIBUTED EQUITY	30		
Balance at start of period		6,273	4,200
Capital contribution		1,417	2,073
Distribution to owners		(1,670)	-
Balance at end of period		6,020	6,273
RESERVES	30		
Asset Revaluation Reserve			
Balance at start of period		1,833	2,020
Gains/(losses) from asset revaluation		50	(187)
Balance at end of period		1,883	1,833
ACCUMULATED SURPLUS (RETAINED EARNINGS)	30		
Balance at start of period		355	335
Changes in accounting policy		-	(224)
Surplus for the period		140	244
Balance at end of period		495	355
Balance of equity at end of period		8,398	8,461
Total income and expense for the period (a)		190	(167)

(a) The aggregate net amount attributable to each category of equity is: surplus for the period \$140,000, plus a gain on asset revaluation \$50,000, (2007: surplus \$244,000 less changes in accounting policies \$224,000 and loss on asset revaluation \$187,000).

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

Western Australian Tourism Commission
Cash flow statement
For the year ended 30 June 2008

	Note	2008 \$'000	2007 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		51,068	51,221
Capital contributions		1,417	2,073
Grants received		-	1,000
Holding account drawdowns		424	424
Net cash provided by State Government		52,909	54,718
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(12,853)	(11,891)
Supplies and services		(14,680)	(11,495)
Accommodation		(1,813)	(1,561)
Grants and subsidies		(1,216)	(1,756)
Capital user charge		-	(273)
GST payments on purchases		(3,712)	(3,732)
GST payments to taxation authority		(227)	(624)
Other payments		(22,939)	(31,825)
Receipts			
User charges and fees		274	254
Interest received		945	646
GST receipts on sales		221	472
GST receipts from taxation authority		3,234	3,945
Commonwealth contributions		29	42
Other receipts		1,991	3,436
Net cash used in operating activities	31	(50,746)	(54,362)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of non-current physical assets		-	28
Purchase of non-current physical and intangible assets		(741)	(1,331)
Net cash used in investing activities		(741)	(1,303)
Net increase/(decrease) in cash and cash equivalents		1,422	(947)
Cash and cash equivalents at the beginning of period		6,723	7,670
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	31	8,145	6,723

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

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

1. Australian equivalents to International Financial Reporting Standards

General

The Western Australian Tourism Commission's (WATC) financial statements for the year ended 30 June 2008 have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS), which comprise a Framework for the Preparation and Presentation of Financial Statements (the Framework) and Australian Accounting Standards (including the Australian Accounting Interpretations).

In preparing these financial statements the WATC has adopted, where relevant to its operations, new and revised Standards and Interpretations from their operative dates as issued by the Australian Accounting Standards Board (AASB) and formerly the Urgent Issues Group (UIG).

Early adoption of standards

The WATC cannot early adopt an Australian Accounting Standard or Australian Accounting Interpretation unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements'. No Standards and Interpretations that have been issued or amended but are not yet effective have been adopted early by the Authority for the annual reporting period ended 30 June 2008.

2. Summary of significant accounting policies

(a) General Statement

The financial statements constitute a general purpose financial report which has been prepared in accordance with the Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB 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 Management Act 2006* and the Treasurer's Instructions are legislative provisions governing the preparation of financial statements and take precedence over the Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB.

Where modification is required and has a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

(b) Basis of Preparation

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention, modified by the revaluation of land, buildings and available for sale financial asset which have been measured at fair value.

The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

The financial statements are presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000).

(c) Reporting Entity

The reporting entity comprises the WATC.

(d) Contributed Equity

UIG Interpretation 1038 'Contributions by Owners Made to Wholly Owned Public Sector Entities' requires transfers in the nature of equity contributions to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions. Capital contributions (appropriations) have been designated as contributions by owners by Treasurer's Instruction (TI) 955

'Contributions by Owners made to Wholly Owned Public Sector Entities' and have been credited directly to Contributed Equity.

Transfer of net assets to/from other agencies are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal.

(e) Income

Revenue recognition

Revenue is measured at the fair value of consideration received or receivable. Revenue is recognised for the major business activities as follows:

Sale of goods

Revenue is recognised from the sale of goods and disposal of other assets when the significant risks and rewards of ownership control transfer to the purchaser and can be measured reliably.

Rendering of services

Revenue is recognised on delivery of the service to the client or by reference to the stage of completion of the transaction.

Interest

Revenue is recognised as the interest accrues.

Service Appropriations

Service Appropriations are recognised as revenues at nominal value 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 to the bank account or credited to the holding account held at Treasury.

Grants, donations, gifts and other non-reciprocal contributions

Revenue is recognised at fair value when the WATC obtains control over the assets comprising the contributions, usually when cash is received.

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

Other non-reciprocal contributions that are not contributions by owners 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.

Where contributions recognised as revenues during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the balance sheet date, the nature of, and amounts pertaining to, those undischarged conditions are disclosed in the notes.

Gains

Gains may be realised or unrealised and are usually recognised on a net basis. These include gains arising on the disposal of non-current assets and some revaluations of non-current assets.

(f) Property, Plant and Equipment

Capitalisation/Expensing of assets

Items of property, plant and equipment costing \$5,000 or more are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment costing less than \$5,000 are immediately expensed directly to the Income Statement (other than where they form part of a group of similar items which are significant in total).

Initial recognition and measurement

All items of property, plant and equipment are initially recognised at cost.

For items of property, plant and equipment acquired at no cost or for nominal consideration, the cost is their fair value at the date of acquisition.

Subsequent measurement

After recognition as an asset, the revaluation model is used for the measurement of land, buildings and infrastructure and the cost model for all other property, plant and equipment. Land, buildings and infrastructure are carried at fair value less accumulated depreciation on buildings and infrastructure and accumulated impairment losses. All other items of property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Where market-based evidence is available, the fair value of land and buildings is determined on the basis of current market buying values determined by reference to recent market transactions. When buildings are revalued by reference to recent market transactions, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount.

Where market-based evidence is not available, the fair value of land and buildings is determined on the basis of existing use. This normally applies where buildings are specialised or where land use is restricted. Fair value for existing use assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, ie. the depreciated replacement cost. Where the fair value of buildings is dependent on using the depreciated replacement cost, the gross carrying amount and the accumulated depreciation are restated proportionately.

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

Independent valuations of land and buildings are provided annually by the Western Australian Land Information Authority (Valuation Services) and recognised with sufficient regularity to ensure that the carrying amount does not differ materially from the asset's fair value at the balance sheet date.

The most significant assumptions in estimating fair value are made in assessing whether to apply the existing use basis to assets and in determining estimated useful life. Professional judgement by the valuer is required where the evidence does not provide a clear distinction between market type assets and existing use assets.

Derecognition

Upon disposal or derecognition of an item of property, plant and equipment, any revaluation reserve relating to that asset is retained in the asset revaluation reserve.

Depreciation

All non-current assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method, using rates which are reviewed annually. Estimated 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

(g) Intangible Assets

Capitalisation/Expensing of assets

Acquisitions of intangible assets costing \$5,000 or more and internally generated intangible assets costing over \$50,000 are capitalised. The cost of utilising the assets is expensed (amortised) over their useful life. Costs incurred below these thresholds are immediately expensed directly to the Income Statement.

All acquired and internally developed intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

The cost model is applied for subsequent measurement requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

Amortisation for intangible assets with finite useful lives is calculated for the period of the expected benefit (estimated useful life) on the straight-line basis using rates which are reviewed annually. All intangible assets controlled by the WATC have a finite useful life and zero residual value. The expected useful lives for each class of intangible asset are:

Software (a)	3–5 years
Website costs	3–5 years

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

- (a) Software which is not integral to the operation of any related hardware.

Computer Software

Software that is an integral part of the related hardware is treated as property, plant and equipment. Software that is not an integral part of the related hardware is treated as an intangible asset. Software costing less than \$5,000 is expensed in the year of acquisition.

Web site costs

Web site costs are charged as expenses when they are incurred unless they relate to the acquisition or development of an asset when they may be capitalised and amortised. 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 expensed. Costs incurred in building or enhancing a web site, to the extent that they represent probable future economic benefits that can be reliably measured, are capitalised.

(h) Impairment of Assets

Property, plant and equipment, and intangible assets are tested for any indication of impairment at each balance sheet date. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised. As the WATC is a not-for-profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of an asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.

Intangible assets with an indefinite useful life and intangible assets not yet available for use are tested for impairment at each balance sheet date irrespective of whether there is any indication of impairment.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market-based evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at each balance sheet date.

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

(i) Leases

Finance lease rights and obligations are initially recognised, at the commencement of the lease term, as assets and liabilities equal in amount to the fair value of the leased item or, if lower, the present value of the minimum lease payments, determined at the inception of the lease. The assets are disclosed as plant, equipment and vehicles under lease, and are depreciated over the period during which the WATC is expected to benefit from their use. Minimum lease payments are allocated between the finance charge and the reduction of the outstanding lease liability, according to the interest rate implicit in the lease.

The WATC holds operating leases for head office and a number of branch office buildings. Lease payments are expensed on a straight-line basis over the lease term as this represents the pattern of benefits derived from the leased properties.

(j) Financial Instruments

In addition to cash, the WATC has three categories of financial instrument:

- Receivables;
- Financial liabilities measured at amortised cost; and
- Available for sale assets

These have been disaggregated into the following classes:

Financial Assets

- Cash and cash equivalents
- Receivables
- Amounts receivable for services
- Available for sale asset

Financial Liabilities

- Payables

Initial recognition and measurement of financial instruments is at fair value which normally equates to the transaction cost or the face value. Subsequent to initial recognition financial instruments are recognised as described below.

Receivables and Payables

Subsequent measurement of receivables and payables is at amortised cost using the effective interest method.

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest rate applicable and subsequent measurement is not required as the effect of discounting is not material.

Available-for-sale

Subsequent measurement for available-for-sale financial assets is at fair value and changes therein, other than impairment losses, are recognised as a separate component of equity. When an investment is derecognised, the cumulative gain or loss is transferred to profit and loss.

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

(k) Cash and Cash Equivalents

For the purpose of the Cash Flow Statement, cash and cash equivalent assets comprise cash-on-hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

(l) Accrued Salaries

Accrued salaries 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. Accrued salaries are settled within a fortnight of the financial end of year. The WATC considers the carrying amount of accrued salaries to be equivalent to its net fair value.

(m) Amounts Receivable for Services (Holding Account)

The WATC receives funding on an accrual basis that recognises the full annual cash and non-cash cost of services. The appropriations are paid partly in cash and partly as an asset (Holding Account receivable) that is accessible on the emergence of the cash funding requirement to cover items such as leave entitlements and asset replacement.

(n) Receivables

Receivables are recognised and carried at original invoice amount less an allowance for any uncollectible amounts (i.e. impairment). The collectibility of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written-off. The allowance for uncollectible amounts (doubtful debts) is raised when there is objective evidence that the WATC will not be able to collect the debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days.

(o) Payables

Payables are recognised at the amounts payable when the WATC becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as they are generally settled within 30 days.

(p) Provisions

Provisions are liabilities of uncertain timing or amount and are recognised where there is a present legal or constructive obligation as a result of a past event and when the outflow of resources embodying economic benefits is probable and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each balance sheet date.

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

(i) Provisions – Employee Benefits

Annual Leave and Long Service Leave

The liability for annual and long service leave expected to be settled within 12 months after the end of the balance sheet date is recognised and measured at the undiscounted amounts expected to be paid when the liabilities are settled. Annual and long service leave expected to be settled more than 12 months after the end of the balance sheet date is measured at the present value of amounts expected to be paid when the liabilities are settled. Leave liabilities are in respect of services provided by employees up to the balance sheet date.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions. In addition, the long service leave liability also considers the experience of employee departures and periods of service.

The expected future payments are discounted using market yields at the balance sheet date on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

All annual leave and unconditional long service leave provisions are classified as current liabilities as the WATC does not have an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

Deferred Leave

The provision for deferred leave relates to Public Service employees who have entered into an agreement to self-fund an additional twelve months leave in the fifth year of the agreement. The provision recognises the value of salary set aside for employees to be used in the fifth year. This liability is measured on the same basis as annual leave. Deferred leave is reported as a non-current provision until the fifth year.

Purchased Leave

The provision for purchased leave relates to Public Service employees who have entered into an agreement to self-fund up to an additional four weeks leave per calendar year. The provision recognises the value of salary set aside for employees and is measured at the nominal amounts expected to be paid when the liabilities are settled. This liability is measured on the same basis as annual leave.

Superannuation

The Government Employees Superannuation Board (GESB) administers the following superannuation schemes.

Employees may contribute to the Pension Scheme, a defined benefit pension scheme now closed to new members or the Gold State Superannuation Scheme (GSS), a defined benefit lump sum scheme also closed to new members.

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Notes to the Financial Statements
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The WATC has no liabilities under the Pension or the GSS Schemes. The liabilities for the unfunded Pension Scheme and the unfunded GSS Scheme transfer benefits due to members who transferred from the Pension Scheme, are assumed by the Treasurer. All other GSS Scheme obligations are funded by concurrent contributions made by the WATC to the GESB. The concurrently funded part of the GSS Scheme is a defined contribution scheme as these contributions extinguish all liabilities in respect of the concurrently funded GSS Scheme obligations.

Employees commencing employment prior to 16 April 2007 who are not members of either the Pension or the GSS Schemes became non-contributory members of the West State Superannuation Scheme (WSS). Employees commencing employment on or after 16 April 2007 became members of the GESB Super Scheme (GESBS). Both of these schemes are accumulation schemes. The WATC makes concurrent contributions to GESB on behalf of employees in compliance with the Commonwealth Government's *Superannuation Guarantee (Administration) Act 1992*. These contributions extinguish the liability for superannuation charges in respect of the WSS and GESBS Schemes.

The GESB makes all benefit payments in respect of the Pension and GSS Schemes, and is recouped by the Treasurer for the employer's share.

(ii) Provisions – Other

Employment On-Costs

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses' and are not included as part of the WATC's 'Employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

(q) Superannuation Expense

The following elements are included in calculating a superannuation expense in the Income Statement:

- (a) Defined benefit plans - Change in the unfunded employer's liability (i.e. current service cost and actuarial gains and losses) assumed by the Treasurer in respect of current employees who are members of the Pension Scheme and current employees who accrued a benefit on transfer from that Scheme to the Gold State Superannuation Scheme (GSS); and
- (b) Defined contribution plans – Employer contributions paid to the GSS and the West State Superannuation Scheme (WSS), and the GESB Super Scheme (GESBS).

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

Defined benefit plans - in order to reflect the true cost of services, the movements (i.e. current service cost and actuarial gains and losses) in the liabilities in respect of the Pension Scheme and the GSS transfer benefits are recognised as expenses. As these liabilities are assumed by the Treasurer, a revenue titled 'Liabilities assumed by the Treasurer' equivalent to the expense is recognised under Income from State Government in the Income Statement.

The superannuation expense does not include payment of pensions to retirees, as this does not constitute part of the cost of services provided in the current year.

The GSS Scheme is a defined benefit scheme for the purposes of employees and whole-of-government reporting. However, apart from the transfer benefit, it is a defined contribution plan for agency purposes because the concurrent contributions (defined contributions) made by the WATC to GESB extinguishes the WATC's obligations to the related superannuation liability.

(r) Resources Received Free-of-Charge or for Nominal Cost

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

(s) Foreign currency translation

The WATC has offices in Singapore and Japan. These offices maintain local bank accounts, the balances of which are included in the balances of cash-on-hand and permanent advances. Transactions in foreign currencies are translated at the foreign exchange rate ruling at the dates of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are translated to Australian dollars at the closing foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in the income statement.

(t) Comparative Figures

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

3. Disclosure of changes in accounting policy and estimates

Initial application of an Australian Accounting Standard

The WATC has applied the following Australian Accounting Standards and Australian Accounting Interpretations effective for annual reporting periods beginning on or after 1 July 2007 that impacted on the WATC:

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

3. Disclosure of changes in accounting policy and estimates
(continued)

(1) AASB 7 'Financial Instruments: Disclosures' (including consequential amendments in AASB 2005-10 'Amendments to Australian Accounting Standards [AASB 132, AASB 101, AASB 114, AASB 117, AASB 133, AASB 139, AASB 1, AASB 4, AASB 1023 & AASB 1038]'). This Standard requires new disclosures in relation to financial instruments and while there is no financial impact, the changes have resulted in increased disclosures, both quantitative and qualitative, of the WATC's exposure to risks, including enhanced disclosure regarding components of the WATC's financial position and performance, and changes to the way of presenting certain items in the notes to the financial statements.

Voluntary changes in accounting policy

The WATC has increased its capitalisation threshold from \$1,000 to \$5,000 for property, plant and equipment. The opening balance of Retained Earnings for 2007-2008 has been adjusted by \$224,000 and comparative information for Supplies and services has been restated by \$224,000.

Future impact of Australian Accounting Standards not yet operative

The WATC cannot early adopt an Australian Accounting Standard or Australian Accounting Interpretation unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements'. Consequently, the WATC has not applied the following Australian Accounting Standards and Australian Accounting Interpretations that have been issued and which may impact upon the WATC but are not yet effective. Where applicable, the WATC plans to apply these Standards and Interpretations from their application date:

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

**3. Disclosure of changes in accounting policy and estimates
(continued)**

Title	Operative for reporting periods beginning on/after
AASB 101 'Presentation of Financial Statements' (September 2007). This Standard has been revised and will change the structure of the financial statements. These changes will require that owner changes in equity are presented separately from non-owner changes in equity. The WATC does not expect any financial impact when the Standard is first applied.	1 January 2009
Review of AAS 27 'Financial Reporting by Local Governments', AAS 29 'Financial Reporting by Government Departments' and AAS 31 'Financial Reporting by Governments'. The AASB has made the following pronouncements from its short-term review of AAS 27, AAS 29 and AAS 31:	
AASB 1004 'Contributions' (December 2007).	1 July 2008
AASB 1052 'Disaggregated Disclosures' (December 2007).	1 July 2008
AASB 2007-9 'Amendments to Australian Accounting Standards arising from the review of AASs 27, 29 and 31 [AASB 3, AASB 5, AASB 8, AASB 101, AASB 114, AASB 116, AASB 127 & AASB 137] (December 2007).	1 July 2008
Interpretation 1038 'Contributions by Owners Made to Wholly Owned Public Sector Entities (revised) (December 2007).	1 July 2008

	2008	2007
	\$'000	\$'000

4. Employee benefits expense

Wages and salaries (a)	10,492	9,341
Superannuation – defined contribution plans (b)	1,026	975
Superannuation – defined benefit plans (c) (d)	1	28
Long service leave (e)	168	388
Annual leave (e)	1,053	968
Redundancy	-	164
Other related expenses	75	59
	12,815	11,923

- (a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component.
- (b) Defined contribution plans include West State and Gold State (contributions paid).
- (c) Defined benefit plans include Pension Scheme and Gold State (pre-transfer benefit).
- (d) An equivalent notional income is also recognised.
- (e) Includes a superannuation contribution component.

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

	2008	2007
	\$'000	\$'000
4. Employee benefits expense (continued)		
Employment on-costs such as workers' compensation insurance are included at note 13 'Other expenses'. The employment on-costs liability is included at note 28 'Provisions'.		
5. Supplies and services		
Commissioner's fees and charges	230	259
Communications expenses	441	319
Computer expenses	1,350	1032
Contract for service	6,165	4,062
General administration expenses	2,046	2,373
Insurance	53	26
Printing and stationery	111	159
Professional and legal services	1,478	1,381
Research	669	637
Shareholding expense	233	239
Taxation	183	175
Travel	632	612
Vehicles	620	522
	14,211	11,796
6. Depreciation and amortisation expense		
Depreciation		
Computer equipment	116	150
Furniture and fittings	79	86
Leasehold improvements	211	207
Motor vehicles	-	8
Total depreciation	406	451
Amortisation		
Intangible assets	660	701
Total amortisation	660	701
Total depreciation and amortisation	1,066	1,152
7. Accommodation expenses		
Cleaning	59	20
Lease rentals	1,026	1,137
Rates and taxes	4	4
Repairs and maintenance	454	387
	1,543	1,548

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

	2008	2007
	\$'000	\$'000
8. Grants and subsidies		
Recurrent		
Regional Tourism Organisations	143	505
Visitor Centres	99	517
Other grants	775	201
Capital		
Shire of Menzies – Lake Ballard amenities	39	-
	1,056	1,223
9. Capital user charge		
Capital User Charge	-	273
	-	273
The charge was a levy applied by Government for the use of its capital. The final charge was levied in 2006-2007.		
10. Net (loss)/gain on disposal of non-current assets		
Costs of disposal of non-current assets		
Plant, equipment and vehicles	2	14
Proceeds from disposal of non-current assets		
Plant, equipment and vehicles	-	28
Net (loss)/gain	(2)	14
11. Event operations expenses		
Bidding and event sponsorship	9,589	7,932
Event management (a)	-	10,253
	9,589	18,185
(a) Event management expenditure in 2006-2007 related to the final Rally Australia event which was organised in-house. No events were managed in-house in 2007-2008.		
12. Advertising and promotions expense		
Advertising – production and placement	4,109	4,036
Collateral – production and distribution	220	231
Familiarisation visits	2,204	1,699
Promotions and co-operative campaigns	4,765	6,200
	11,298	12,166

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

	2008	2007
	\$'000	\$'000
13. Other expenses		
Employment on-costs (a)	689	744
Electronic distribution	216	360
General administration (b)	1,261	1,108
Restoration costs	-	650
Travel shows, seminars, etc.	2,698	999
	4,864	3,861
(a) Includes workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liability is included at note 28 'Provisions'. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.		
(b) Audit fees, see also note 38 'Remuneration of Auditor'.		
14. User charges and fees		
Network memberships	345	323
	345	323
15. Commonwealth contributions		
Indigenous cadetship	29	42
	29	42
16. Interest revenue		
Interest – general bank account	968	665
	968	665
17. Other revenue		
Event operations (a)	116	4,438
Industry contributions (b)	2,188	2,159
Travel agents' commissions	40	49
Sundry	358	563
	2,702	7,209

(a) Event management revenue in 2006-2007 related to the final Rally Australia event which was organised in-house. No events were managed in-house in 2007-2008.

(b) The amount shown for Industry contributions is the value the tourist industry contributes to participate in the WATC's co-operative marketing activities and the familiarisation program.

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

	2008	2007
	\$'000	\$'000
18. Income from State Government		
Appropriation received during the year:		
Service appropriation (a)	52,434	52,763
	52,434	52,763
 The following liabilities have been assumed by the Treasurer:		
- Superannuation (b)	1	28
	1	28
 The following grants have been received from other state government agencies during the year:		
- Department of Local Government and Regional Development	-	1,000
	-	1,000
 Resources received free-of-charge: Determined on the basis of estimates provided by agencies:		
- Department of Treasury and Finance (c)	105	103
	105	103
	52,540	53,894

- (a) Service appropriations are accrual amounts reflecting the full cost of services 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.
- (b) The assumption of the superannuation liability by the Treasurer is a notional income to match the notional superannuation expense reported in respect of current employees who are members of the Pension Scheme and current employees who have a transfer benefit entitlement under the Gold State Superannuation Scheme.
- (c) Where assets or services have been received free-of-charge or for nominal cost, the WATC recognises revenues 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. The exception occurs where the contribution of assets or services are in the nature of contributions by owners, in which case the WATC makes the adjustment direct to equity.

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

	2008	2007
	\$'000	\$'000
19. Receivables		
Current		
Receivables	575	951
Allowance for impairment of receivables	(19)	(19)
GST receivable	1,003	400
Hopman Cup (a)	100	109
	1,659	1,441
 (a) Receivable – Hopman Cup		
The Hopman Cup is an international tennis event. Since February 2002, the organisation of the event is undertaken by the International Tennis Federation. Under contract, the WATC is entitled to 25% of the profits of the venture.		
Distribution due at start of period	109	145
- Adjustment to prior event	-	-
- Plus Share of Profits for the current event	100	109
	209	254
Less Distribution Received	(109)	(145)
Balance due at end of period	100	109
 20. Other assets		
Current		
Accrued income	122	108
	122	108
 21. Property, plant and equipment		
Land and buildings – at fair value (a)	213	1,834
Leasehold improvements – at cost	2,117	2,239
Less accumulated depreciation	(905)	(860)
	1,212	1,379
Furniture, fittings and equipment – at cost	979	951
Less accumulated depreciation	(826)	(770)
	153	181
Computer equipment – at cost	887	849
Less accumulated depreciation	(730)	(680)
	157	169
	1,735	3,563

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

21. Property, plant and equipment (continued)

- (a) Land and buildings were revalued as at 1 July 2007 by the Western Australian Land Information Authority (Valuation Services). The valuations were performed during the year ended 30 June 2008 and recognised at 30 June 2008. In undertaking the revaluation, fair value was determined by reference to market values for land: \$114,000 and buildings: \$99,000.

Valuation Services, the Office of the Auditor General and the Department of Treasury and Finance assessed the valuations globally to ensure that the valuations provided (as at 1 July 2007) were compliant with fair value at 30 June 2008.

Reconciliation of the carrying amounts of property, plant, equipment and vehicles at the beginning and end of the current year and the reporting period are set out below.

	Land and buildings	Leasehold improvement	Furniture, fittings and equipment	Computer equipment	Total
2008	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at start of year	1,834	1,379	181	169	3,563
Additions	-	45	53	104	202
Disposals	(1,670)	-	(2)	-	(1,672)
Depreciation	-	(212)	(79)	(116)	(407)
Revaluation increments	49	-	-	-	49
Carrying amount at end of year	213	1,212	153	157	1,735

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

21. Property, plant and equipment (continued)

	Land and buildings	Leasehold improvement	Furniture, fittings and equipment	Computer equipment	Motor vehicles	Total
2007	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at start of year	1,831	1,604	277	418	22	4,152
Additions	-	-	35	224	-	259
Disposals	-	-	-	-	(14)	(14)
Depreciation	-	(207)	(86)	(150)	(8)	(451)
Revaluation increments	3	(18)	(45)	(323)	-	(383)
Carrying amount at end of year	1,834	1,379	181	169	-	3,563

22. Impairment of assets

There were no indications of impairment of property, plant and equipment and intangible assets at 30 June 2008.

The WATC held no goodwill or intangible assets with an indefinite useful life during the reporting period and at reporting date there were no intangible assets not yet available for use.

All surplus assets at 30 June 2008 have been classified as assets held for sale or written-off.

	2008	2007
	\$'000	\$'000

23. Intangible assets

Software and web site development
Less accumulated amortisation

2,794	3,164
(1,163)	(1,656)
1,631	1,508

Reconciliation

Carrying amount at start of year
Additions
Amortisation expense
Carrying amount at end of year

1,508	1,137
782	1,072
(659)	(701)
1,631	1,508

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

	2008	2007
	\$'000	\$'000
24. Prepayments		
Prepayments	978	2,356
	978	2,356
25. Amounts receivable for services		
Current	424	424
Non-current	2,704	1,762
	3,128	2,186
Represents the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.		
26. Investment		
Investment (a)	110	109
	110	109
(a) The WATC holds an 11.94% (2007: 11.94%) interest in Australian Tourism Data Warehouse Pty Ltd (ATDW), which is classified as an available-for-sale asset in accordance with AASB139. Its principal activity is the development of a database for Australian tourism products. Since there is no active market, the fair value is its liquidation value being working capital plus property, plant and equipment.		
27. Payables		
Trade payables	60	852
	60	852

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

	2008	2007
	\$'000	\$'000
28. Provisions		
Current:		
Employee benefits provision		
Annual leave (a)	1,222	1,328
Long service leave (b)	922	899
Purchased annual leave	4	3
Deferred salary scheme	-	25
	2,148	2,255
Other Provisions		
Employment on-costs (c)	115	124
Restoration costs (d)	-	650
	115	744
	2,263	3,029
Non-current:		
Employee benefits provision		
Long service leave (b)	788	855
Deferred salary scheme	5	-
	793	855
Other Provisions		
Employment on-costs (c)	44	48
	44	48
	837	903
(a) Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after balance sheet date. Assessments indicate that actual settlement of the liabilities will occur as follows:		
Within 12 months of balance sheet date	689	789
More than 12 months after balance sheet date	533	539
	1,222	1,328
(b) Long service leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after balance sheet. Assessments indicate that actual settlement of the liabilities will occur as follows:		
Within 12 months of balance sheet date	646	597
More than 12 months after balance sheet date	1,065	1,157
	1,711	1,754

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

	2008	2007
	\$'000	\$'000

28. Provisions (continued)

- (c) The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation premiums. The provision is the present value of expected future payments. The associated expense, apart from the unwinding of the discount (finance cost), is included at note 13 'Other expenses'.
- (d) In 2006-2007 the WATC provided \$650,000 for the rehabilitation of a contaminated site. A tender for the work was issued by the Department of Housing and Works and the site has been restored.

Movement in other provisions

Movements in each class of provisions during the financial year, other than employee benefits, are set out below.

Employment on-costs provision

Carrying amount at start of year	172	156
Additional provisions recognised	-	16
Payments/other sacrifices of economic benefits	(13)	-
Carrying amount at end of year	<u>159</u>	<u>172</u>

Restoration costs provisions

Carrying amount at start of year	650	-
Additional provisions recognised	-	650
Payments/other sacrifices of economic benefits	(650)	-
Carrying amount at end of year	<u>-</u>	<u>650</u>

29. Other liabilities

Current

Accrued expenses	4,022	2,541
Income in advance	252	415
Deferred grants	399	561
Accrued salaries	315	113
Lease incentive liability (a)	158	157
	<u>5,146</u>	<u>3,787</u>

Non-current

Lease incentive liability (a)	735	893
Unclaimed monies	69	69
	<u>804</u>	<u>962</u>

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

	2008	2007
	\$'000	\$'000

29. Other liabilities (continued)

- (a) The amounts shown against lease incentive liabilities represent the inducement offered by the WATC's lessor to enter into a non-cancellable operating lease and re-locate to the lessor's building. The incentive is comprised of a rent-free period and the assumption by the lessee of certain fit-out costs. The liability will be reduced on a straight-line basis over the term of the lease.

30. Equity

Equity represents the residual interest in the net assets of the WATC. The Government holds the equity interest in the WATC on behalf of the community. The asset revaluation reserve represents that portion of equity resulting from the revaluation of non-current assets.

Contributed equity

Balance at start of year	6,273	4,200
Contributions by owners		
Capital contributions (a)	1,417	2,073
Total contributions by owners	1,417	2,073

Distributions to owners

Transfer of net assets to other agencies (b)		
Donnelly River Mill	(1,670)	-
Total Distributions to owners	(1,670)	-

Balance at end of year	6,020	6,273
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Reserves

Asset revaluation reserve

Balance at start of year	1,833	2,020
Net revaluation increments		
Land	49	3
Investments	1	(190)
Balance at end of year	1,883	1,833

Accumulated surplus

Balance at start of year	355	335
Results for the period	140	20
Balance at end of year	495	355

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

	2008	2007
	\$'000	\$'000

30. Equity (continued)

- (a) Capital Contributions (appropriations) have been designated as contributions by owners in Treasurer's Instruction TI 955 'Contributions by Owners Made to Wholly Owned Public Sector Entities' and are credited directly to equity.
- (b) UIG Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities' requires that where the transferee accounts for a transfer as a contribution by owner, the transferor must account for the transfer as a distribution to owners. Consequently, non-discretionary (non-reciprocal) transfers of net assets to other State government agencies are distribution to owners and are debited directly to equity.

31. Notes to the Cash Flow Statement
Reconciliation of cash

Cash at the end of the financial year as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

Cash and cash equivalents	8,145	6,723
	8,145	6,723

Reconciliation of net cost of services to net cash flows used in operating activities

Net cost of services	(52,400)	(53,650)
Non-cash items:		
Depreciation and amortisation expense	1,066	1,314
Doubtful debt expense	-	11
Resources received free-of-charge	105	103
Net (gain)/loss on sale of property, plant and equipment	2	(14)
Liabilities assumed by the Treasurer	1	28
(Increase)/decrease in assets:		
Current receivables	385	(87)
Other current assets	1,363	(1,023)
Increase/(decrease) in liabilities:		
Current payables	(792)	(877)
Current provisions	(766)	820
Other current liabilities	1,358	(863)
Non-current provisions	(65)	6
Other non-current liabilities	(158)	(158)
Net GST receipts/(payments)	(486)	62
Change in GST in receivables/payables	(359)	(34)
Net cash used in operating activities	(50,746)	(54,362)

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

	2008	2007
	\$'000	\$'000

32. Commitments

Lease commitments

Commitments in relation to leases contracted for at the balance sheet date but not recognised in the financial statements are payable as follows:

Within one year	1,699	1,716
Later than one year and not later than five years	4,334	4,399
Later than five years	613	1,682
	6,646	7,797

The WATC leases its motor vehicle fleet from Statefleet, a division of the Department of Treasury and Finance. Property is rented under lease to the Honourable Minister for Housing and Works. The property leases are non-cancellable leases with terms of up to ten years; rent is payable monthly in advance.

Contingent rent provisions within the lease agreements require that minimum lease payments shall be increased by the lower of CPI or a nominated percentage per annum. Options exist to renew some of the leases at the end of their terms for additional periods.

Other expenditure commitments in relation to sponsoring sporting events within WA and the funding of Regional Tourism Organisations for intrastate marketing that were contracted for at the reporting date but not recognised as liabilities, are payable as follows:

Within one year	13,174	8,557
Later than one year and not later than five years	6,696	13,466
Later than five years	670	-
	20,540	22,023

These commitments are all exclusive of GST.

33. Contingent liabilities and contingent assets

Contingent liabilities

In addition to the liabilities included in the financial statements, there are the following contingent liabilities:

The WATC has a contingent liability under an agreement with Hopman Cup Pty Ltd in respect to the Hopman Cup, an annual international mixed teams tennis event. Under the agreement, the WATC is required to meet the first \$2,000,000 of any loss or deficit.

Contingent assets

The WATC had no contingent assets at 30 June 2008.

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

34. Explanatory statement

Significant variations between estimates and actual results for income and expense are shown below. Significant variations are considered to be those greater than 15% or \$250,000.

Significant variations between estimated and actual result for 2008

Classification	Estimate 2008 \$'000	Actual 2008 \$'000	Variance \$'000
Expenditure			
Depreciation and amortisation	1,347	1,066	281
Grants and subsidies	1,365	1,056	309
Event operations expense	10,047	9,589	458
Advertising and promotions expense	12,346	11,298	1,048

Depreciation and amortisation

The WATC increased its capitalisation threshold from \$1,000 to \$5,000 for property, plant and equipment. As a result, assets valued at less than \$5,000 per item were expensed in 2007-2008 and not subject to depreciation.

Grants and subsidies

The estimate for 2007-2008 included grants totalling \$350,000 to upgrade Visitor Centres as part of the program to implement the findings of the Visitor Centre Study. The awarding of these grants has been deferred until 2008-2009.

Event operations expense

The estimate included advance funding for the International Sailing Federation (\$460,000). Contract negotiations with WA2011 Pty Ltd have taken longer than estimated resulting in a delay in the commencement of contract payments.

Other expenses

The variance is mainly due to funding budgeted for Aviation Development (\$840,000) not being expended. The WATC provides co-operative funding for marketing activities to support and attract major international and domestic airlines and to encourage existing airlines to increase air services and capacity. In addition, some marketing campaigns and activities were deferred due to the explosion of the gas plant at Varanus Island on 3 June 2008 (\$107,000).

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

34. Explanatory statement (continued)

Significant variances between actual results for 2007 and 2008			
CLASS	ACTUAL 2008 \$'000	ACTUAL 2007 \$'000	VARIANCE \$'000
Income			
Other revenue	2,702	7,209	(4,507)
Expenditure			
Employee benefits expense	12,815	11,923	892
Supplies and services	14,211	11,796	2,415
Capital User Charge	-	273	(273)
Event operations expenditure	9,589	18,185	(8,596)
Advertising and promotion expense	11,298	12,166	(868)
Other expenses	4,864	3,861	1,003

Other revenue

In 2006-2007, revenue totalling \$4.4 million was received for the management and operation of the final Rally Australia event which was organised in-house. The revenue was comprised of cash, as well as the value of goods and services received in lieu of cash.

Employee benefits expense

The difference between the totals is due to a number of factors:

- General pay increase \$477,000;
- Structural changes \$100,000; and
- Redundancy payments \$164,000

Supplies and services

The major variance between the years resulted from a funding increase in the contract for service with the Perth Convention Bureau Inc. (\$2.2 million).

In addition, computer equipment valued at \$319,000 was expensed in 2007-2008 due to a change in the capitalisation policy. (refer note 3)

Event operations expense

The number and cost of events vary from year to year. The most significant variations between these years were:

- Rally Australia ceased (\$11.2 million),
- Lexus international women's golf tournament (\$550,000), Australian Safari (\$525,000), Interhash (\$250,000) and Clipper Round the World Yacht race (\$660,000) were conducted in 2007-2008 but were not held in 2006-2007.

Advertising and promotion expenses

In 2006-2007 Emirates Airlines were paid \$1.22 million as part of a WA Government incentive package for the airline to commence a second daily service into Perth.

In 2007-2008 expenditure \$433,000 was expended on an additional interstate advertising campaign.

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

34. Explanatory statement (continued)

Other Expenses

In 2006-2007 an expense of \$650,000 was accrued to cover the cost of asbestos removal from the Donnelly River Mill.

In 2007-2008 \$1.64 million was expended on conducting the Australian Tourism Exchange.

35. Financial instruments disclosures

(a) Financial risk management objectives and policies

Financial instruments held by the WATC are cash and cash equivalents, receivables, payables and available for sale assets. The WATC has limited exposure to financial risks. The WATC's overall risk management program focuses on managing the risks identified below.

Credit risk

Credit risk arises when there is the possibility of the WATC's receivables defaulting on their contractual obligations resulting in financial loss to the WATC. It measures credit risk on a fair value basis and monitors risk on a regular basis.

The maximum exposure to credit risk at balance sheet date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any provisions for impairment as shown in the table at note 34(c).

Credit risk associated with the WATC's financial assets is minimal because the main receivable is the amounts receivable for services (holding account). For receivables other than government, the WATC trades only with recognised, creditworthy third parties. The WATC has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the WATC's exposure to bad debts is minimal. There are no significant concentrations of credit risk.

Provision for impairment of financial assets is calculated based on past experience, and current and expected changes in client credit ratings. For financial assets that are either past due or impaired, refer to note 19 'Receivables'.

Liquidity risk

The WATC is exposed to liquidity risk through its trading in the normal course of business. Liquidity risk arises when the WATC is unable to meet its financial obligations as they fall due. The WATC has appropriate procedures to manage cash flows including drawdowns of appropriations by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

	2008	2007
	\$'000	\$'000

35. Financial instruments disclosures (continued)

Market risk

The WATC's activities expose it to a variety of financial risks/market risk, including currency risks. The WATC's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the WATC. The WATC uses derivative financial instruments such as foreign exchange contracts to hedge certain exposures.

The WATC's exposure to market risk for changes in interest rates relate primarily to cash and cash equivalents as detailed in the Interest rate sensitivity analysis table at note 35(c). The WATC has no borrowings.

Currency risk

The WATC has overseas offices in the United Kingdom, Germany, Singapore and Japan, the currency risks of these offices is not material.

(b) Categories of Financial Instruments

In addition to cash and bank overdraft, the carrying amounts of each of the following categories of financial assets and financial liabilities at the balance sheet date are as follows:

Financial Assets

Cash and cash equivalents	8,145	6,723
Receivables (a)	656	1,041
Amounts receivable for services	3,128	2,186
Investment (available for sale asset)	110	109

Financial Liabilities

Financial liabilities measured at cost		
Payables	60	852

- (a) The amount of receivables excludes GST recoverable from the ATO (statutory receivable).

(c) Financial instrument disclosures

Credit Risk, Liquidity Risk and Interest Rate Risk Exposures

The following table details the exposure to liquidity risk and interest rate risk as at the balance sheet date. The WATC's maximum exposure to credit risk at the balance sheet date is the carrying amount of the financial assets as shown on the following table. This is based on information provided to senior management of the WATC. The contractual maturity amounts in the table are representative of the undiscounted amounts at the balance sheet date. An adjustment for discounting has been made where material.

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

35. Financial instruments disclosures (continued)

The WATC does not hold any collateral as security or other credit enhancements relating to the financial assets it holds.

The WATC does not hold any financial assets that had to have their terms renegotiated that would have otherwise resulted in them being past due or impaired.

	Weighted average effective interest rate	Variable Interest rate	Non- Interest- bearing	Contractual Maturity Dates						Adjustment for Discounting	Carrying Amount
				Within 1 year	1-2 years	2-3 years	3-4 years	4-5 years	More than 5 years		
2008 Financial Assets	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash and cash equivalents	7.36	8,061	84	-	-	-	-	-	-	-	8,145
Receivables (a)		-	1,003	-	-	-	-	-	-	-	1,003
Amounts receivable for services		-	3,128	-	-	-	-	-	-	-	3,128
Investment (available for sale asset)		-	110	-	-	-	-	-	-	-	110
		8,061	3,868	-	-	-	-	-	-	-	11,929
Financial Liabilities											
Payables		-	60	-	-	-	-	-	-	-	60
		-	60	-	-	-	-	-	-	-	60

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

35. Financial instruments disclosures (continued)

	Weighted average effective interest rate	Variable Interest rate	Non- Interest- bearing	Contractual Maturity Dates						Adjustment for Discounting	Carrying Amount
	%	\$'000	\$'000	Within 1 Year \$'000	1-2 Years \$'000	\$'000	2-3 Years \$'000	3-4 Years \$'000	4-5 Years \$'000	More than 5 years \$'000	\$'000
2007 Financial Assets											
Cash and cash equivalents	5.98	6,653	70	-	-	8,145	-	-	-	-	6,723
Receivables (a)		-	1,041	-	-	1,003	-	-	-	-	1,041
Amounts receivable for services		-	2,186	-	-	3,128	-	-	-	-	2,186
Investment (available for sale asset)		-	109	-	-	110	-	-	-	-	109
		6,653	3,406	-	-	11,929	-	-	-	-	10,059
Financial Liabilities											
Payables		-	852	-	-	60	-	-	-	-	852
		-	852	-	-	60	-	-	-	-	852

(a) The amount of receivables excludes GST recoverable from the ATO (statutory receivable).

The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities.

Interest rate sensitivity analysis

The following table represents a summary of the interest rate sensitivity of the WATC's financial assets and liabilities at the balance sheet date on the surplus for the period and equity for a 1% change in interest rates. It is assumed that the change in interest rates is held constant throughout the reporting period.

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

35. Financial instruments disclosures (continued)

2008	Carrying amount \$'000	-1% Change		+1% Change	
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
<u>Financial Assets</u>					
Cash and cash equivalents	8,145	(81)	(81)	81	81
<u>Financial Liabilities</u>					
	-	-	-	-	-
Total Increase/(Decrease)		(81)	(81)	81	81

2007	Carrying amount \$'000	-1% Change		+1% Change	
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
<u>Financial Assets</u>					
Cash and cash equivalents	6,723	(67)	(67)	67	67
<u>Financial Liabilities</u>					
	-	-	-	-	-
Total Increase/(Decrease)		(67)	(67)	67	67

Fair Values

All financial assets and liabilities recognised in the balance sheet, whether they are carried at cost or fair value, are recognised at amounts that represent a reasonable approximation of fair value unless otherwise stated in the applicable notes.

36. Supplementary financial information

	2008 \$'000	2007 \$'000
Write-Offs		
Bad debts written off by the Accountable Authority	-	8
Losses through theft, defaults and other causes		
Losses of public monies and public and other property through theft or default.	1	-

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

	2008	2007
	\$'000	\$'000

37. Remuneration of members of the Accountable Authority and senior officers

Remuneration of members of the Accountable Authority

The number of members of the Accountable Authority, whose total fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are:

\$1 - \$10,000	-	1
\$10,001 - \$20,000	9	9
\$40,001 - \$50,000	-	1
\$50,001 - \$60,000	1	-

The total remuneration of the members of the Accountable Authority is:	217	207
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The total remuneration includes the superannuation expense incurred by the WATC in respect of members of the Accountable Authority.

No members of the Accountable Authority are members of the Pension Scheme.

Remuneration of senior officers

The number of senior officers, other than senior officers reported as members of the Accountable Authority, whose total fees, salaries, superannuation and non-monetary benefits and other benefits for the financial year, fall within the following bands are:

\$80,001 - \$90,000	2	-
\$90,001 - \$100,000	1	1
\$110,001 - \$120,000	1	1
\$120,001 - \$130,000	-	-
\$130,001 - \$140,000	1	-
\$140,001 - \$150,000	2	4
\$310,001 - \$320,000	-	1
\$320,001 - \$330,000	1	-

Total remuneration of senior officers is:	1,042	1,083
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The total remuneration includes the superannuation expense incurred by the WATC in respect of senior officers other than senior officers reported as members of the Accountable Authority.

No senior officers are members of the Pension Scheme.

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

	2008	2007
	\$'000	\$'000
38. Remuneration of Auditor		
Remuneration payable to the Auditor General for the financial year is as follows:		
Auditing the accounts, financial statements and performance indicators	83	88

39. 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.

Payments inclusive of GST made to PCB in 2007-2008 totalled \$3,709,200 consisted of service fee \$3,531,000 and deferred grants totalling \$178,200. By comparison, payments totalling \$1,837,231 were made in 2006-2007.

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

40. Schedule of Income and Expenses by Service

	Destination Marketing		Event Tourism		Convention and Incentive Travel	
	2008	2007	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES						
Expenses						
Employee benefits expense	6,420	5,787	1,702	1,444	-	-
Supplies and services	6,424	6,115	864	840	3,210	1,111
Depreciation and amortisation expense	541	650	127	157	-	-
Accommodation expenses	724	711	119	123	-	-
Grants and subsidies	299	5	50	-	-	-
Capital user charge	-	131	-	33	-	-
Loss on disposal of non-current assets	2	-	-	-	-	-
Event operations expense	53	5	9,486	18,179	-	-
Advertising and promotion expense	10,432	11,551	336	384	-	-
Other expenses	3,973	2,133	223	199	-	-
Total cost of services	28,868	27,088	12,907	21,359	3,210	1,111
Income						
User charges and fees	21	-	6	-	-	-
Commonwealth contribution	-	18	-	4	-	-
Other revenue from operating activities	2,231	2,174	148	4,589	-	-
Interest revenue	483	319	122	80	-	-
Gain on disposal of non-current assets	-	2	-	12	-	-
Total income other than income from State Government	2,735	2,513	276	4,685	-	-
Net cost of services	26,133	24,575	12,631	16,674	3,210	1,111
Income from State Government						
Service appropriation	26,038	24,835	12,771	16,912	3,210	1,110
Liabilities assumed by the Treasurer	1	14	-	3	-	-
Resources received free-of-charge	53	49	13	12	-	-
Total income from State Government	26,092	24,898	12,784	16,927	3,210	1,110
Surplus/(deficit) for the period	(41)	323	153	253	-	(1)

Western Australian Tourism Commission
Notes to the Financial Statements
For the year ended 30 June 2008

40. Schedule of Income and Expenses by Service (continued)

	Industry Development		Visitor Servicing		Total	
	2008	2007	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES Expenses						
Employee benefits expense	3,051	2,857	1,642	1,835	12,815	11,923
Supplies and services	2,593	2,505	1,120	1,063	14,211	11,634
Depreciation and amortisation expense	210	284	188	223	1,066	1,314
Accommodation expenses	316	301	384	413	1,543	1,548
Grants and subsidies	504	216	203	1,002	1,056	1,223
Capital user charge	-	60	-	49	-	273
Loss on disposal of non-current assets	-	-	-	-	2	-
Event operations expense	33	1	17	-	9,589	18,185
Advertising and promotion expense	507	186	23	45	11,298	12,166
Other expenses	449	1,303	219	226	4,864	3,861
Total cost of services	7,663	7,713	3,796	4,856	56,444	62,127
Income						
User charges and fees	9	-	309	323	345	323
Commonwealth contribution	29	8	-	12	29	42
Other revenue from operating activities	255	360	68	86	2,702	7,209
Interest revenue	202	145	161	121	968	665
Gain on disposal of non-current assets	-	-	-	-	-	14
Total income other than income from State Government	495	513	538	542	4,044	8,253
Net cost of services	7,168	7,200	3,258	4,314	52,400	53,874
Income from State Government						
Service appropriation	7,243	6,339	3,172	3,567	52,434	52,763
Liabilities assumed by the Treasurer	-	6	-	5	1	28
Grants received	-	-	-	1,000	-	1,000
Resources received free-of-charge	22	23	17	19	105	103
Total income from State Government	7,265	6,368	3,189	4,591	52,540	53,894
Surplus/(deficit) for the period	97	(832)	(69)	277	140	20

41. Events occurring after balance sheet date

The Income Statement and the Balance Sheet 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.

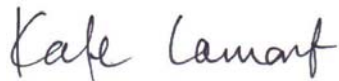
42. Direction by the Minister

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 2007-2008.

4.2 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 financial year ending 30 June 2008.



Kate Lamont
CHAIRMAN
WESTERN AUSTRALIAN TOURISM COMMISSION
10 September 2008



Laurie O'Meara
DEPUTY CHAIRMAN
WESTERN AUSTRALIAN TOURISM COMMISSION
10 September 2008

KEY PERFORMANCE INDICATORS

The government goal that is supported by Tourism WA is "Creating conditions that foster a strong economy delivering more jobs, opportunities and greater wealth for all Western Australians." The desired outcomes that support this and have been agreed by government are:

1. Western Australia is promoted as an attractive destination; and
2. An enhanced tourist industry, infrastructure and product base.

The key performance indicators (KPIs) provide an indication of whether Tourism WA has achieved these outcomes.

In 2002 Tourism WA 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.

Outcome 1. Western Australia is promoted as an attractive destination

Tourism WA currently runs brand campaigns in the United Kingdom (UK), New Zealand (NZ) and Interstate. Trade marketing activities are conducted in Singapore, Malaysia, Japan, China/Hong Kong, South Korea, South Africa, the UK, Ireland, Central Europe and the Gulf.

The interstate market is the biggest source of external visitors to WA. As a result, it is considered appropriate that awareness of Western Australia as a holiday destination be measured on an annual basis in this market. Due to research costs, only one key international source market can be measured each year. In the five years of research, an approach of alternating international research between short-haul and long-haul markets has been adopted, commencing with Singapore and continuing on with Germany, Japan, the UK and NZ.

Effectiveness Key Performance Indicators	Results					
	Five year target	2007-2008	2006-2007	2005-2006	2004-2005	2003-2004
1.1 Destination Marketing: Awareness among potential visitors that WA offers the iconic tourism experiences that are actively promoted in our major markets	45% (interstate) 20% (short haul) 15% (long haul)	a) 38% (interstate) ⁱ b) 33% (New Zealand) ^{vi}	a) 39% (interstate) ⁱⁱⁱ b) 42% (United Kingdom) ^{vii}	a) 42% (interstate) ⁱⁱⁱ b) 31% (Japan) ^{viii}	a) 41% (interstate) ^{iv} b) 55% (Germany) ^{ix}	a) 34% (interstate) ^v b) 20% (Singapore) ^x
1.2 Destination Marketing: WA increase in visitor expenditure as compared to national average increase in visitor expenditure	Growth in WA visitor spend greater than national average	Growth in WA visitor spend -2.4% below national average (WA 5.6%, Aust. 8.0%) ^{xi}	Growth in WA visitor spend 4.7% above national average (WA 13.5%, Aust. 8.8%) ^{xii}	Growth in WA visitor spend 4.3% above national average (WA 2.9%, Aust. -1.4%) ^{xiii}	Growth in WA visitor spend -3.5% below national average (WA -0.7%, Aust. 2.8%) ^{xiv}	Growth in WA visitor spend 5.6% above national average (WA 8.2%, Aust. 2.6%) ^{xv}

Notes:

Regarding 1.2 - In March 2006 a new expenditure methodology for both the International Visitor Survey (IVS) and the National Visitor Survey (NVS) was employed. Due to an increase in annual sample size from 2005 for both IVS (from 20,000 to 40,000 p.a.) and the NVS (from 80,000 to 120,000 p.a.) and a change to Tourism Research Australia's provision of regional expenditure estimates in March 2006, WA expenditure estimates are now updated quarterly employing a one year rolling average (compared to previous yearly updates which were based on a 2 year rolling average). These changes were initiated in March 2006 with the new methodology being backdated to include figures from March 2005 onwards. Additional revisions have been made to data prior to March 2005 and these changes have been reflected in this report.

- i. KPI 1.1a (2007-2008): Awareness interstate 2007-2008 - Population as per 2006 census 7,711,782 (4,119,190 Sydney, 3,592,592 Melbourne); sample size of 304; +/- 5.5% estimated error rate at the 95% confidence level.
- ii. KPI 1.1a (2006-2007): Awareness interstate 2006-2007 - Population as per 2006 census 7,711,782 (4,119,190 Sydney, 3,592,592 Melbourne); sample size of 300; +/- 5.5% estimated error rate at the 95% confidence level.
- iii. KPI 1.1a (2005-2006): Awareness interstate 2005-2006 - Population as per 2002-2003 census 7,761,200 (4,201,500 Sydney, 3,559,700 Melbourne); sample size of 323; +/- 5.5% estimated error rate at the 95% confidence level.
- iv. KPI 1.1a (2004-2005): Awareness interstate 2004-2005 - Population as per 2002-2003 census 7,761,200 (4,201,500 Sydney, 3,559,700 Melbourne); sample size of 306; +/- 5.6% estimated error rate at the 95% confidence level.
- v. KPI 1.1a (2003-2004): Awareness interstate 2003-2004 - 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.
- vi. KPI 1.1b (2007-2008): Awareness New Zealand 2007-2008 - Population size of 4,173,460; sample size of 307; +/- 5.3% estimated error rate at the 95% confidence level.
- vii. KPI 1.1b (2006-2007): Awareness United Kingdom 2006-2007 - Population size of 60,776,238; sample size of 304; +/- 5.6% estimated error rate at the 95% confidence level.
- viii. KPI 1.1b (2005-2006): Awareness Japan 2005-2006 - Population size of 127,417,244; sample size of 414; +/- 4.8% estimated error rate at the 95% confidence level.
- ix. KPI 1.1b (2004-2005): Awareness Germany 2004-2005 - Population size of 82,431,000; sample size of 200; +/- 6.9% estimated error rate at the 95% confidence level.
- x. KPI 1.1b (2003-2004): Awareness Singapore 2003-2004 - Population size of 3,263,200; sample size of 300; +/- 5.7% estimated error rate at the 95% confidence level.
- xi. KPI 1.2 (2007-2008): Expenditure data has been sourced direct from Tourism Research Australia (TRA) Tourism Expenditure Research Programme. Overall estimates for intrastate, interstate and international visitor spend in WA are provided on a quarterly basis.
- xii. KPI 1.2 (2006-2007): Expenditure data has been sourced direct from Tourism Research Australia (TRA) Tourism Expenditure Research Programme. Overall estimates for intrastate, interstate and international visitor spend in WA are provided on a quarterly basis.
- xiii. KPI 1.2 (2005-2006): Expenditure data has been sourced direct from Tourism Research Australia (TRA) Tourism Expenditure Research Programme. Overall estimates for intrastate, interstate and international visitor spend in WA are provided on a quarterly basis.
- xiv. KPI 1.2 (2004-2005): According to Tourism Research Australia (TRA), the best method of estimating domestic visitor expenditure in WA during financial year 2004-2005 is by multiplying total domestic visitor nights in WA (latest YTD ending March 2005 from the National Visitor Survey (NVS)) by WA daily expenditure estimates from the TRA Domestic Tourism Expenditure Research Programme (2yr average of 2003 and 2004). This programme estimates an average daily spend of \$96 for intrastate visitors, \$110 for interstate visitors and \$77 for international visitors.
- xv. KPI 1.2 (2003-2004): According to Tourism Research Australia (TRA), the best method of estimating domestic visitor expenditure in WA during financial year 2003-2004 is by multiplying total visitor nights in WA (latest YTD ending March 2004 from NVS) by WA daily expenditure estimates from the TRA Domestic Tourism Expenditure Research Programme (2yr average of 2002 and 2003). This programme estimates an average daily spend of \$98.50 for intrastate visitors, \$101.50 for interstate visitors and \$73.50 for international visitors.

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 first 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 this premise, awareness, importance, and delivery of WA's iconic experiences promoted in the interstate marketing campaign was measured against Sydney and Melbourne. Online data collection was chosen as the preferred approach over telephone data collection due to a combination of cost effectiveness and high sample representativeness. The relative performance of each of these measures in the interstate market during 2007-2008, with comparisons against 2006-2007, 2005-2006, 2004-2005 and 2003-2004, has been summarised in the table below. Please note that some differences have occurred in the specific iconic experiences promoted in the interstate market from 2003-2004 through to 2007-2008.

Standard KPI Score for Interstate market:

WA Iconic Experiences promoted in Interstate market	AWARENESS KPI									
	2007-2008		2006-2007		2005-2006		2004-2005		2003-2004	
	% very strongly associate (8-10/10)	\bar{x}	% very strongly associate (8-10/10)	\bar{x}	% very strongly associate (8-10/10)	\bar{x}	% very strongly associate (8-10/10)	\bar{x}	% very strongly associate (8-10/10)	\bar{x}
Outback & beyond	50%	7.1	54%	7.1	53%	7.4	54%	7.0	--	--
Rugged and unusual landscapes	47%	7.0	49%	7.0	52%	7.3	49%	6.9	47%	6.7
Sea life/marine animals	38%	6.2	36%	6.4	38%	6.4	36%	6.0	--	--
Forests and flowers	29%	5.9	30%	5.7	36%	6.4	35%	6.2	30%	5.5
Self drive	37%	6.5	41%	6.7	46%	6.9	44%	6.6	34%	5.9
Beach and sun	41%	6.8	42%	6.9	50%	7.1	43%	6.4	--	--
Local lifestyle	25%	6.0	-		32%	6.3	31%	5.9	--	--
Local food and wine	36%	6.4	37%	6.3	32%	6.2	33%	6.0	29%	5.8
Sun sand and surf	-	--	--	--	--	--	--	--	40%	6.5
Escape and unwind	-	--	--	--	--	--	--	--	32%	6.1
City life	--	--	21%	5.6	--	--	--	--	24%	5.5
Standard KPI Score	38%		39%		42%		41%		34%	

Based on the results for 2007-2008, 38 per cent of potential interstate visitors (from Sydney/Melbourne) were aware that WA offers the iconic tourism experiences that were actively promoted during this period. This compares with 39 per cent in the same market last year. It is below the KPI target of 45 per cent awareness. It should be noted that different experiences have been promoted each year, with the view of building long term awareness over the five-year period.

In addition to this KPI measure, it was determined that a more challenging and strategic measure of iconic awareness should combine considerations of awareness, importance and delivery, rather than simply measuring awareness. A composite KPI was developed for each iconic experience promoted in the major interstate markets (Sydney/Melbourne) using a combination of all three 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 (per cent that perceive WA is better than other destinations) (i)

Composite KPI Score for Interstate market:

WA Iconic Experiences promoted in Interstate market	AWARENESS (x)					x	IMPORTANCE (x)					x	DELIVERY (%)					=	COMPOSITE SCORE				
	2007 - 2008	2006 - 2007	2005-2006	2004-2005	2003-2004		2007-2008	2006-2007	2005-2006	2004 - 2005	2003-2004		2007 - 2008	2006 - 2007	2005 - 2006	2004-2005	2003-2004		2007-2008	2006-2007	2005 - 2006	2004-2005	2003-2004
Outback and beyond	7.1	7.1	7.4	7.0	--		6.4	6.3	6.6	6.7	--		61%	50%	51%	56%	--		27.7	22.4	24.9	26.3	--
Rugged and unusual landscapes	7.0	7.0	7.3	6.9	6.7		7.3	7.2	7.5	7.2	7.0		55%	49%	49%	50%	52%		28.1	24.7	26.8	24.8	24.4
Sea life/marine animals	6.2	6.4	6.4	6.0	--		7.3	7.4	7.6	7.5	--		41%	32%	41%	39%	--		18.6	15.2	19.9	17.6	--
Forests and flowers	5.9	5.7	6.4	6.2	5.5		6.6	6.4	7.0	6.8	6.5		44%	43%	44%	42%	40%		19.0	15.7	19.7	17.7	14.3
Self drive	6.5	6.7	6.9	6.6	5.9		7.1	7.3	7.4	7.3	6.8		25%	26%	32%	31%	24%		10.7	12.7	16.3	14.9	9.6
Beach and sun	6.8	6.9	7.1	6.4	--		7.5	7.8	7.7	7.6	--		29%	26%	32%	27%	--		14.0	14.0	17.5	13.1	--
Local lifestyle	6.0	--	6.3	5.9	--		7.4	--	7.8	7.3	--		15%	--	20%	25%	--		6.8	--	9.8	10.8	--
Local food and wine	6.4	6.3	6.2	6.0	5.8		7.4	7.3	7.6	7.4	6.9		25%	22%	20%	19%	28%		11.8	10.1	9.4	8.4	11.2
Sun sand and surf	--	--	--	--	6.5		--	--	--	--	7.4		--	--	--	--	27%		--	--		--	13.0
Escape and unwind	--	--	--	--	6.1		--	--	--	--	7.8		--	--	--	--	21%		--	--		--	10.0
City life		5.6	--	--	5.5		--	6.5	--	--	6.4		--	12%	--	--	16%		--	4.4		--	5.6
Composite KPI score																			17.1	15.0	18.1	16.7	12.6

Notes:

(i) In 2007-2008, 2006-2007, 2005-2006 and 2004-2005 other competitive destinations were defined as other Australian states and the other short haul destinations in the region. In 2003-2004 they were defined as other Australian States or New Zealand.

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 32 (based on a average of 80% awareness x 80% importance x 50% delivery). Using this composite measure in 2007-2008, the promotion of WA iconic tourism experiences in key interstate markets received an average KPI score of 17.1. This is one of the highest scores recorded, second only to the 2005-2006 measure of 18.1.

International Results:

Due to research costs, awareness can only be measured in one target international market each year. In previous years, the markets of the UK (2006-2007), Japan (2005-2006), Germany (2004-2005) and Singapore (2003-2004) have been tested. In 2007-2008 NZ was selected to be measured. NZ contributes the third highest amount of international visitors to WA and the fifth highest number of international expenditure, making it an appropriate market to be tested.

Awareness, importance, and delivery of WA's iconic experiences promoted in the region was measured in NZ via externally commissioned online survey research. In this instance, online data collection was chosen as the preferred approach over telephone data collection due to a combination of cost effectiveness, sample representativeness and high response rates in the NZ market. The relative performance of each of these measures in NZ during 2007-2008, along with comparisons against the UK results for 2007-2008, the Japan market results for 2005-2006, the Germany market results in 2004-2005 and Singapore market results in 2003-2004 have been summarised below. Please note that different iconic experiences have been promoted in NZ compared to the UK, Japan, Germany and Singapore. As a result, it is not appropriate to make direct comparisons between these five markets.

Standard KPI Score for International market:

WA Iconic Experiences promoted in International market	AWARENESS KPI									
	2007-2008		2006-2007		2005-2006		2004-2005		2003-2004	
	NZ % very strongly associate (8-10/10)	\bar{x}	UK % very strongly associate (8-10/10)	\bar{x}	Japan % very strongly associate (8-10/10)	\bar{x}	Germany % very strongly associate (8-10/10)	\bar{x}	Singapore % very strongly associate (8-10/10)	\bar{x}
Local wildlife	--	--	--	--	46%	6.9	61%	7.2	16%	5.6
Rugged & unusual landscapes	35%	6.3	48%	7.1	36%	6.5	68%	7.5	--	--
Beaches & sun	32%	6.1	55%	7.5	36%	6.4	59%	7.1	--	--
Sea life/marine animals	22%	5.5	48%	7.0	33%	6.2	43%	6.3	--	--
Forests and flowers	--	--	--	--	31%	6.3	--	--	18%	5.7
Local food and wine	21%	5.6	31%	6.2	27%	5.9	--	--	16%	5.9
Local lifestyle	40%	5.8	36%	6.6	26%	6.0	--	--	16%	5.8
City life	41%	5.4	--	--	12%	4.8	--	--	--	--
Outback & beyond	46%	6.8	50%	7.2	--	--	65%	7.4	--	--
Arts, culture & history ^I	--	--	23%	5.6	--	--	46%	6.2	--	--
Unique journeys (self drive) ^{II}	26%	6.1	43%	6.7	--	--	46%	5.7	22%	5.6
Relax and recharge	--	--	--	--	--	--	--	--	34%	6.7
Learn about the local culture	--	--	--	--	--	--	--	--	16%	5.7
Standard KPI Score	33%		42%		31%		55%		20%	

Notes:

I. In 2007-2008, the description for arts, culture and history was changed, to replace indigenous culture with modern culture. Indigenous culture was measured separately.

II. In 2007-2008 the description for self drive was changed to unique journeys to incorporate more than just the driving experience.

The research found 28 per cent of potential NZ visitors were aware that WA offers the iconic tourism experiences that are actively promoted in NZ. This far exceeds the KPI long haul target of 15 per cent awareness to be achieved over 5 years.

As with the interstate market, a composite key performance indicator (KPI) was also developed for each iconic experience promoted in NZ 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 32 (based on 8.0 awareness x 8.0 importance v 50 per cent delivery). Based on the 2007-2008 results, the promotion of WA iconic tourism experiences in NZ received a KPI score of 14.0. In comparison the UK (2006-2007) received a composite score of 13.1, Japan (2005-2006) received a composite score of 13.5, Germany (2004-2005) received a composite KPI score of 15.1 and Singapore (2003-2004) received a composite KPI score of 11.6.

Composite KPI Score for International market:

WA Iconic Experiences promoted in International market	AWARENESS (x)					x	IMPORTANCE (x)					x	DELIVERY (%)					=	COMPOSITE SCORE				
	NZ 2007-2008	UK 2006-2007	Japan 2005-2006	Germany 2004-2005	Sing. 2003-2004		NZ 2007-2008	UK 2006-2007	Japan 2005-2006	Germany 2004-2005	Sing. 2003-2004		NZ 2007-2008	UK 2006-2007	Japan 2005-2006	Germany 2004-2005	Sing. 2003-2004		NZ 2007-2008	UK 2006-2007	Japan 2005-2006	Germany 2004-2005	Sing. 2003-2004
Local wildlife	--	--	6.9	7.2	5.6		--	--	6.3	6.8	5.7		--	--	54%	35%	33%		--	--	23.5	16.9	10.5
Rugged & unusual landscapes	--	7.1	6.5	7.5	--		--	6.7	6.9	6.8	--		--	35%	47%	44%	--		--	16.6	20.8	22.6	--
Beaches & sun	--	7.5	6.4	7.1	--		--	6.6	6.3	8.0	--		--	40%	39%	24%	--		--	19.8	15.7	13.6	--
Sea life/marine animals	5.5	7.0	6.2	6.3	--		6.8	6.5	6.1	6.3			32	38%	41%	30%	--		12.0	17.3	15.6	11.8	--
Forests and flowers	4.9	--	6.3	--	5.7		6.1	--	6.5	--	5.8		33	--	34%	--	28%		9.9	--	14.0	--	9.3
Local food and wine	5.6	6.2	5.9	--	5.9		6.8	6.9	7.2	--	6.5		21	17%	17%	--	27%		8.0	7.3	7.4	--	10.4
Local lifestyle	--	6.6	6.0	--	5.8		--	7.0	5.8	--	6.3		--	16%	23%	--	33%		--	7.4	7.9	--	12.1
City life	--	--	4.8				--	--	5.2				--	--	11%				--	--	2.7		
Outback & beyond	6.8	7.2	--	7.4	--		6.0	6.3	--	6.6	--		64	51%	--	51%	--		26.1	23.1	--	24.9	--
Arts, culture & history ⁱ	--	5.6	--	6.2	--		--	6.6	--	7.2	--		--	9%	--	16%	--		--	3.3	--	7.1	--
Unique journeys (self drive) ⁱⁱ	--	6.7	--	5.7	5.6		--	5.4	--	6.2	5.5		--	28%	--	25%	36%		--	10.1	--	8.9	11.1
Relax and recharge		--	--	--	6.7				--	--	7.6			--	--	--	34%			--	--	--	17.3
Learn about the local culture		--	--	--	5.7				--	--	6.2			--	--	--	29%			--	--	--	10.2
Composite KPI score																			14.0	13.1	13.5	15.1	11.6

Notes:

I. In 2007-2008, the description for arts, culture and history was changed, to replace indigenous culture with modern culture. Indigenous culture was measured separately.

II. In 2007-2008 the description for self drive was changed to unique journeys to incorporate more than just the driving experience.

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

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

Tourism WA 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 as all Australian states face similar external impacts and therefore growth in visitor expenditure in WA, which is faster than the national average, can arguably be attributed to successful marketing efforts.

Visitor expenditure is measured through the National and International Visitor Surveys, conducted by Tourism Research Australia (TRA). Due to year ending June data not being available at the time of the annual report publication, performance is based on 12 months ending March. Also, due to data revisions by TRA, there have been some adjustments to historical expenditure data presented in this report.

Accordingly, as shown in the table below, WA experienced a +5.6 per cent increase in total visitor expenditure, from \$4.808 billion in year ending March 2007 to \$5.078 billion in year ending March 2008. In comparison, Australia experienced an +8.0 per cent increase in total visitor expenditure, from \$47.802 billion in year ending March 2007 to \$51.616 billion in year ending March 2008. Therefore, the difference between WA's increase in visitor expenditure and the national average increase in visitor expenditure in 2007-2008 was -2.4 per cent. However, growth in international visitor expenditure for WA outperformed national expenditure by +5.7 per cent.

	WA Visitor Expenditure (\$B)						Australia Visitor Expenditure (\$B)						Comparative Growth (WA - Aust)	Target
	YTD March 08 \$Billion	YTD March 07 \$Billion	YTD March 06 \$Billion	YTD March 05 \$Billion	YTD March 04 \$Billion	Growth	YTD March 08 \$Billion	YTD March 07 \$Billion	YTD March 06 \$Billion	YTD March 05 \$Billion	YTD March 04 \$Billion	Growth		
Intrastate	\$2.229	\$2.083	\$2.025	\$1.995	\$1.932	+7.0%	\$18.187	\$16.667	\$15.925	\$16.216	\$15.367	+9.1%	-2.1%	-ve
Interstate	\$1.184	\$1.302	\$1.024	\$0.999	\$1.137	-9.1%	\$18.220	\$17.471	\$16.164	\$16.807	\$16.725	+4.3%	-4.8%	-ve
International	\$1.665	\$1.423	\$1.187	\$1.121	\$1.073	+17.0%	\$15.209	\$13.664	\$11.846	\$11.553	\$11.288	+11.3%	+5.7%	+ve
Total	\$5.078	\$4.808	\$4.236	\$4.115	\$4.142	+5.6%	\$51.616	\$47.802	\$43.935	\$44.575	\$43.380	+8.0%	-2.4%	-ve

Notes

Regarding 1.2 - In March 2006 a new expenditure methodology for both the International Visitor Survey (IVS) and the National Visitor Survey (NVS) was employed. Due to an increase in annual sample size from 2005 for both IVS (from 20,000 to 40,000 p.a.) and the NVS (from 80,000 to 120,000 p.a.) and a change to Tourism Research Australia's provision of regional expenditure estimates in March 2006, WA expenditure estimates are now updated quarterly employing a one year rolling average (compared to previous yearly updates which were based on a 2 year rolling average). These changes were initiated in March 2006 with the new methodology being backdated to include figures from March 2005 onwards. Additional revisions have been made to data prior to March 2005 and these changes have been reflected in this report.

1.2 WA increase in visitor expenditure as compared to national average increase in visitor expenditure (continued)

Efficiency Key Performance Indicators	One Year Target	Results				
		2007-2008	2006-2007	2005-2006	2004-2005	2003-2004
1.3 Destination marketing: Ratio of Tourism WA spend to awareness level in our major markets	(a) interstate: \$295,000 per percentage point of aware respondents (b) international: \$135,000 per percentage point of aware respondents	(a) interstate: \$274,916 per percentage point of aware respondents (Sydney/Melbourne) and; (b) international: \$23,611 per percentage point of aware respondents (New Zealand)	(a) interstate: \$198,616 per percentage point of aware respondents (Sydney/Melbourne) and; (b) international: \$108,796 per percentage point of aware respondents (United Kingdom)	(a) interstate: \$289,328 per percentage point of aware respondents (Sydney/Melbourne) and; (b) international: \$76,709 per percentage point of aware respondents (Japan)	(a) interstate: \$380,258 per percentage point of aware respondents (Sydney/Melbourne) and; (b) international: \$23,354 per percentage point of aware respondents (Germany)	(a) interstate: \$329,402 per percentage point of aware respondents (Sydney/Melbourne) and; (b) international: \$40,470 per percentage point of aware respondents (Singapore)
1.4 Event Tourism: (a) Ratio of Tourism WA spend on attracting events to the value of projected direct expenditure generated by events (future years) (b) Ratio of Tourism WA spend on attracting events to the value of direct expenditure and media impact generated by events (current year)	(a) \$1:\$2.90 (b) \$1:\$2.78	a) \$1: \$3.63 (b) \$1:\$6.22	a) \$1: \$4.70 (b) \$1:\$3.27	(a) \$1: \$2.84 (b) \$1: \$3.01	(a) \$1: \$2.19 (b) \$1: \$3.81	(a) \$1: \$5.44 (b) \$1: \$3.73
1.5 Convention and Incentive Travel: Ratio of Tourism WA spend on PCB to the value of projected direct expenditure generated by conventions and incentive travel groups to Western Australia	\$1: \$55.00	\$1:\$20.00	\$1: \$54.70	\$1: \$65.69	\$1: \$30.20	\$1: \$51.35

Notes:

- KPI 1.3a: Awareness interstate (2007-2008) - Population size as per 2006 census 7,711,782 (4,119,190 Sydney, 3,592,592 Melbourne) and 4,173,460 for NZ; sample size of 304 Sydney/Melbourne and 307 for NZ; estimated error rate at the 95% confidence level of +/- 5.5% (Sydney/Melbourne) and +/- 5.3% (NZ).
- KPI 1.3a: Interstate: The KPI measures the ratio of Tourism WA interstate spend to interstate awareness. It excludes Tourism WA intrastate marketing spend of \$3,175,800 (prior year \$4,222,516).
- KPI 1.3b: International: Due to costs associated with measuring major overseas markets, they are only surveyed once every 5 years. Tourism WA spend in the overseas markets not measured in this year's KPI is \$14,442,091 (prior year \$11,453,118).
- KPI 1.4a: The 'total cost of event tourism output dedicated to event development' includes salary costs, administrative costs and pledged Tourism WA 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 Tourism WA sponsorship provided to events in the current year. The 'value of projected direct expenditure and media impact generated by events (current year)' is calculated as a three year moving average as the direct expenditure and media impact generated for an event may cross over financial years depending on the timing of the event that it relates to. Prior year comparative has been restated to correctly reflect the rolling average basis of calculation.
- vi. KPI 1.5: The 'value of projected direct expenditure generated by conventions and incentive travel groups to Western Australia' is calculated as a three year moving average. Expenditure by Western Australian delegates is not included.

1.3 Ratio of Tourism WA spend to awareness level in our major markets

This KPI measures the efficiency with which Tourism WA uses destination marketing funds and operating revenue to raise potential visitors' awareness of WA. The rationale for measuring the level of awareness is explained in 1.1.

In 2007-2008, the ratio of Tourism WA spend to awareness level in our major markets was i) \$274,916 per percentage point of aware respondents in Sydney/Melbourne, and ii) \$23,611 per percentage point of aware respondents in NZ. The interstate market fell below (outperformed) the one year target awareness per dollar ratio of \$295,000 and the international markets result outperformed the target awareness per dollar ratio of \$135,000. With several years of consistent brand marketing, results indicate improved efficiencies.

1.4 Event Tourism

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

This KPI measures the efficiency with which Tourism WA 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 events held in the current year.

In 2007-2008 Eventscorp was successful in securing a record number of events for WA that will deliver significant economic and/or media impact, in particular the 2011 ISAF Sailing World Championships and a new six year agreement was reached with the International Tennis Federation (ITF) for Perth to host the Hyundai Hopman Cup from 2008-2013. Other new events secured in 2007-2008 include the 2009 ITU Long Distance World Championships, the Australian University Games 2010 and 2016, Ironman Western Australia 2007-2009 and the Clipper Round the World Yacht Race 2007/08.

The above events secured in the 2007-2008 year are estimated to deliver an economic return of \$3.63 for every dollar invested (calculated on a three year rolling average), representing a decrease of \$1.07 on the 2006-2007 year. This lower result is in part due to the worldwide trend of increasing event fees for major events such as the ISAF Sailing World Championships.

This measures whether or not the last financial year was a successful one from a bidding perspective with annual fluctuations smoothed by using a 3 year moving average.

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

This KPI measures the efficiency with which Tourism WA uses funds and operating revenue to maximise the value of direct expenditure and media impact generated by WA events in the current financial year. This result is also calculated on a three year rolling average.

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

Note that media impact is only measured where exposure is secured in one or more of Tourism WA's active or active emerging markets. The majority of television product secures significant exposure in a broad-range of markets outside of Tourism WA's identified priorities.

The 2007-2008 calendar was strong and the events staged generated an economic impact of \$68.36 million and an estimated media impact of \$9.44 million. The return therefore on the Government's investment of \$8.68 million was \$77.80 million, a significant improvement when compared to \$91.70 million from a larger cost of \$14.69 million in the 2006-2007 year. When Eventscorp overheads are taken into account, this represents a return of \$6.22 for every dollar invested. The target of \$2.78 for every dollar invested was exceeded due to better than expected results from events including the Interhash 2008, Ironman Western Australia and the Golden Oldies Netball, and a better than expected result from events hosted the previous year that are also taken into account through the three year rolling average methodology.

1.5 Convention and Incentive Travel: Ratio of Tourism WA 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 Tourism WA uses convention and incentive funding and operating revenue to maximise the value of direct expenditure generated by conventions and incentive travel groups. There was a significant increase in Government funding for Large Scale Conventions of 900 plus delegates and which could not be applied to securing smaller conventions. This has shifted the PCB focus to securing large scale conventions which take considerably longer to eventuate.

As there were no additional resources to increase the less than 900 delegate conventions, there is a resultant impact on the return on investment (ROI) in the short term. It is anticipated that the ROI will improve as the momentum of securing large scale conventions increases.

There were 47 conventions and 22 corporate groups secured last financial year, which are expected to attract 29,985 delegates over the next four years, representing \$64.19 million in direct delegate expenditure.

Based on a rolling three year average, the target ratio for this sector was \$55.00 return for every dollar invested, while the actual achieved was \$20.00 for every dollar invested.

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

Effectiveness Key Performance Indicators	Five year target	Results				
		2007-2008	2006-2007	2005-2006	2004-2005	2003-2004
2.1 Visitor Servicing: Visitor satisfaction with WA experience	50% highly satisfied	54.4% highly satisfied	44.2% highly satisfied	48.7% highly satisfied	53.1% highly satisfied	48.8% highly satisfied
2.2 Industry Development: Percentage of targeted investors who consider that the tourism investment attraction services improved their view of Western Australia as an investment location	30% highly improved view	22.5% highly improved view	25.6% highly improved view	17.1% highly improved view	16.7% highly improved view	8.5% highly improved view
2.3 Industry Development: Percentage of investors satisfied with the facilitation services provided.	50% very satisfied	40.0% very satisfied	26.9% very satisfied	39.1% very satisfied	33.3% very satisfied	18.9% very satisfied

- i. KPI 2.1 (2007-2008): Population size of 7,034,700 domestic and international visitors in year ending December 2007 (based on TRA IVS and NVS data); sample size of 511; +/- 4.3% estimated error rate at the 95% confidence level
- ii. KPI 2.1 (2006-2007): Population size of 7,388,000 domestic and international visitors in year ending December 2006 (based on TRA IVS and NVS data); sample size of 566; +/- 4.1% estimated error rate at the 95% confidence level
- iii. KPI 2.1 (2005-2006): Population size of 6,604,200 domestic and international visitors in year ending December 2005 (based on TRA IVS and NVS data); sample size of 533; +/- 4.2% estimated error rate at the 95% confidence level
- iv. KPI 2.1 (2004-2005): Population size of 7,045,800 domestic and international visitors in year ending March 2005 (based on TRA IVS and NVS data); sample size of 500; +/- 4.4% estimated error rate at the 95% confidence level
- v. KPI 2.1 (2003-2004): 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; +/- 4.4% estimated error rate at the 95% confidence level
- vi. KPI 2.2 (2007-2008): Population size of 59; sample size of 40; response rate 68%; +/- 7.4% estimated error rate at the 95% confidence level
- vii. KPI 2.2 (2006-2007): Population size of 92; sample size of 43; response rate 47%; +/- 11.0% estimated error rate at the 95% confidence level
- viii. KPI 2.2 (2005-2006): Population size of 72; sample size of 41; response rate 57%; +/- 10.1% estimated error rate at the 95% confidence level
- ix. KPI 2.2 (2004-2005): Population size of 86; sample size of 36; response rate 42%; +/- 12.4% estimated error rate at the 95% confidence level
- x. KPI 2.2 (2003-2004): Population size of 113; sample size of 47; +/- 6.1% estimated error rate at the 95% confidence level
- xi. KPI 2.2 (2007-2008): Population size of 59; sample size of 40; response rate 68%; +/- 8.7% estimated error rate at the 95% confidence level
- xii. KPI 2.3 (2006-2007): Population size of 92; sample size of 41; response rate 45%; +/- 11.5% estimated error rate at the 95% confidence level
- xiii. KPI 2.3 (2005-2006): Population size of 72; sample size of 41; response rate 57%; +/- 10.1% estimated error rate at the 95% confidence level
- xiv. KPI 2.3 (2004-2005): Population size of 86; sample size of 33; response rate 38%; +/- 13.4% estimated error rate at the 95% confidence level
- xv. KPI 2.3 (2003-2004): 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 infrastructure, tourism products and service delivery capacity are enhanced, then visitors will have a higher quality experience. This will result in greater visitor satisfaction, increased return visitation and positive word of mouth marketing.

Visitor satisfaction was measured via an externally commissioned state-wide face-to-face survey conducted by an external research company, as per the methodology recommended by the National Sustainable Tourism Cooperative Research Centre. In 2007-2008, 54.4 per cent of respondents were highly satisfied with their visit to WA which exceeds the five year target of 50 per cent highly 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 WA. 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 below, 54.4 per cent of respondents gave a maximum score of 7 out of 7, indicating that they were “very satisfied” during 2007-2008.

These results show an improvement in performance over 2006-2007, in which 44.2 per cent of respondents gave a maximum score of 7 out of 7, and is the highest result recorded over the 5 year period.

		Very dissatisfied 1	2	3	4	5	6	Very satisfied 7
Overall, how satisfied are you with your holiday in Western Australia?	2007-2008	0.2%	0.4%	0.2%	2.2%	11.8%	30.8%	54.4%
	2006-2007	0.2%	0.2%	0.9%	3.0%	14.5%	36.9%	44.2%
	2005-2006	0.2%	0.4%	0.4%	3.7%	12.9%	33.7%	48.8%
	2004-2005	0.2%	0.0%	0.6%	1.9%	13.0%	31.2%	53.1%
	2003-2004	0.0%	0.0%	0.4%	3.9%	11.1%	35.9%	48.8%

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. Tourism WA 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 as a potential significant investor in WA tourism. An externally commissioned telephone survey was undertaken by an external company, using a comprehensive list of targeted investors, to determine the percentage who considers that Tourism WA'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 at all” and 9 means “greatly improved”, respondents were asked to what extent tourism attraction services provided by Tourism WA improved their view of WA as an investment location. As illustrated in the following table, in 2007-2008 22.5 per cent of respondents felt that Tourism WA tourism attraction services highly improved their view of WA as an investment location (based on a score of 8 or 9 out of 9), which is falls below the five year target of 30 per cent highly improved. However, these results still represent an improvement over 2005-2006, 2004-2005 and 2003-2004, in which 17.1 per cent, 16.7 per cent and 8.5 per cent of respondents felt that Tourism WA tourism attraction services highly improved their view of WA as an investment location (score of 8 or 9 out of 9).

More broadly, 50 per cent 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 Tourism WA improve your view of Western Australia as an investment location?	2007-2008	10.0%	5.0%	0.0%	5.0%	25.0%	10.0%	17.5%	12.5%	10.0%
	2006-2007	4.7%	7.0%	9.3%	0%	14.0%	18.6%	20.9%	23.3%	2.3%
	2005-2006	2.4%	0%	0%	7.3%	17.1%	17.1%	39.0%	12.2%	4.9%
	2004-2005	2.8%	2.8%	11.1%	11.1%	25.0%	11.1%	19.4%	13.9%	2.8%
	2003-2004	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

Tourism WA 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 Tourism WA’s investment facilitation services during 2007-2008 were surveyed by telephone to determine the percentage who were satisfied with Tourism WA’s tourism investment facilitation services. 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 Tourism WA. 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 2007-2008, 40.0 per cent of respondents indicated that they were very satisfied with the facilitation services provided (based on a score of 8 or 9 out of 9). These results represent the greatest improvement in performance for any of the five years.

		Very dissatisfied 1	2	3	4	5	6	7	8	Very satisfied 9
How satisfied are you with the facilitation services provided by Tourism WA?	2007-2008	2.5%	5.0%	0.0%	5.0%	10.0%	7.5%	27.5%	25.0%	15.0%
	2006-2007	0.0%	4.9%	0.0%	7.3%	2.4%	29.3%	29.3%	17.1%	9.8%
	2005-2006	0.0%	0.0%	7.3%	4.9%	19.5%	12.2%	17.1%	29.3%	9.8%
	2004-2005	0.0%	3.0%	9.1%	6.1%	12.1%	15.2%	21.2%	24.2%	9.1%
	2003-2004	5.4%	10.8%	2.7%	10.8%	16.2%	24.3%	10.8%	13.5%	5.4%

Efficiency Key Performance Indicators	One year target	Results				
		2007-2008	2006-2007	2005-2006	2004-2005	2003-2004
2.4 Industry Development: Ratio of Tourism WA spend to the value of tourism projects progressed	\$1: \$42.84	\$1:\$177.81	\$1:\$75.41	\$1: \$86.00	\$1: \$97.95	\$1: \$42.02
2.5 Visitor Servicing: Ratio of Tourism WA spend to the level of visitor satisfaction with visitor servicing	\$124,203 per percentage point	\$69,763 per percentage point	\$109,052 per percentage point	\$116,652 per percentage point	\$56,125 per percentage point	\$108,216 per percentage point

Notes:

- i. KPI 2.5: Population size of 175,737 visitors to WA Visitor Centre in 2007-2008; sample size of 102; +/- 9.6% estimated error rate at the 95% confidence level
- ii. KPI 2.5: Population size of 202,667 visitors to WA Visitor Centre in 2006-2007; sample size of 112; +/- 9.3% estimated error rate at the 95% confidence level
- iii. KPI 2.5: Population size of 189,044 visitors to WA Visitor Centre in 2005-2006; sample size of 99; +/- 9.9% estimated error rate at the 95% confidence level
- iv. KPI 2.5: Population size of 196,127 visitors to WA Visitor Centre in 2004-2005; sample size of 136; +/- 8.4% estimated error rate at the 95% confidence level
- v. KPI 2.5: Population size of 251,320 visitors to WA Visitor Centre in 2003-2004; sample size of 79; +/- 11.0% estimated error rate at the 95% confidence level

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

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

In 2007-2008, the ratio of Tourism WA spend to the value of tourism projects progressed was \$177.81 per dollar spent which is a significant increase from 2006-2007 of \$75.41 per dollar spent and is higher than the target established for the year. This can be attributed to Tourism WA maintaining its direct involvement in some significant projects in alignment with increased economic activity and encouraging investor confidence in the State. The target of doubling the efficiency with which we progress projects was a challenging one.

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

This KPI measures the efficiency with which Tourism WA 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 2007-2008 the ratio of Tourism WA spend to the level of visitor satisfaction with visitor servicing was \$69,763 per percentage point. This latest result is lower than the ratio of Tourism WA spend to the level of visitor satisfaction with visitor servicing obtained in 2006-2007 of \$109,052 per percentage point and well within the target of \$124,203 per percentage point. The results across the 2004-2005 through to 2007-2008 years are affected by special funding to conduct the Visitor Servicing Study, which will be completed in 2008-2009.

More specifically, of the 511 visitors interviewed, 102 visitors had visited the WA Visitor Centre (after a booster sample), who 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 WA Visitor Centre. The results indicate that: 55.4 per cent were "very satisfied" with the service provided, giving a score of 7 out of 7. More broadly, 92.3 per cent of respondents gave a score of 5 or higher, indicating that they were at least somewhat satisfied. This is another very positive result for the second full year of operation of the new model for the WA Visitor Centre where Tourism WA provides the information to visitors and retail sales are undertaken by the private company - Best of Western Australia.

		Very dissatisfied 1	2	3	4	5	6	Very satisfied 7
How satisfied are you with the service provided by the WA Visitor Centre?	2007-2008	1.8%	0.0%	1.9%	3.9%	10.4%	26.5%	55.4%
	2006-2007	0.9%	4.4%	1.8%	8.9%	12.3%	24.8%	46.9%
	2005-2006	0.0%	5.4%	1.3%	5.4%	15.6%	31.6%	40.6%
	2004-2005	0.6%	0.7%	3.1%	3.3%	5.2%	18.0%	69.1%
	2003-2004	1.7%	0.0%	3.8%	7.5%	12.0%	36.0%	39.0%

4.3 Ministerial directives

Ministerial reporting

Tourism WA responded promptly to 413 Ministerial requests and responded to 44 Parliamentary Questions (containing 255 questions in all) asked during 2007-2008.

Tourism WA also provided 1,121 briefing notes, speeches and draft media releases to the Minister's office relevant to operational objectives, investment or financing activities.

4.4 Other financial disclosures

4.4.1 Pricing policies of services provided

The WA Tourism Network (WATN) is a cooperative system which at its core involves the collection, quality assurance and storage of electronic data and images about tourism-related businesses and the distribution of this data through a variety of mechanisms to consumers.

The WATN holds information (listings) on 5,966 businesses, attractions, towns and places of interest. It is the most comprehensive listing of WA tourism-related businesses and information.

In 2007–2008, membership costs for the WATN were: core membership \$345 (inclusive of GST) and non-core membership \$115 (inclusive of GST).

Core membership refers to information on accommodation, tour, hire and transport businesses. Non-core membership covers listings of commercial attractions, retail operations and restaurants.

WATN membership provides for a comprehensive listing in the Australian Tourism Data Warehouse and enables information on tourism businesses to be listed on a variety of tourism websites, significantly the State tourism website westernaustralia.com.

To ensure that WA is positioned competitively in on-line marketing channels and provides a good range of product representation on westernaustralia.com, a partial listing was also provided to non-membership tourism businesses free of charge.

Tourism WA will undertake a review in early 2008–2009 on the overall cost of the WATN service it provides to the tourism industry to comply with Department of Treasury and Finance's findings concerning competitive neutrality requirements.

4.4.2 Capital works

Incomplete projects

Tourism eMarketplace program

Now in its third successful year, the Tourism eMarketplace program continues to support the creation and growth of a network of tourism websites which combine to strengthen the competitive position of Western Australia as a tourism destination.

To date, the eMarketplace program has contributed to the creation, ongoing maintenance and enhanced capabilities of over 40 websites, ranging from the principal portal westernaustralia.com to those of regional, smaller and less well-resourced participants. These include: regional tourism organisations, the Rottnest Island Authority, visitor centres, leading industry bodies and key WA events and campaign organisers.

Underpinning the program, a dedicated eMarketplace team at Tourism WA provides on-going support for eMarketplace participants and their websites, including:

- a sophisticated technology framework, supporting website hosting, hardware and software purchase, licensing and maintenance
- development and management of websites, utilising professionally branded templates which support high level capabilities such as online mapping, weather, display of tourism product from a centralised database and advertising opportunities
- participant skills development, such as website education, training and helpdesk support
- capacity building business development services, including research, business analysis, strategic planning and statistical reporting
- sound program governance, including an audited legal, risk management and project management framework

The program is expected to be completed in 2009–2010. The total capital cost of the program is \$3,704,001. The estimated capital cost to completion is \$1,342,515.

Gormley project

'*Inside Australia*' is an installation artwork at Lake Ballard, near Menzies, that was gifted to WA by the artist Antony Gormley. State funding of \$300,000 has been committed for maintenance and care of the site and visitor infrastructure.

The *Inside Australia* Master Development Plan draft was finalised in April 2007 and the revised final document was released in March 2008. The Department of Environment and Conservation was engaged by the Shire of Menzies as the project manager to implement infrastructure as per the master plan.

The shire received funding of \$40,000 from the Goldfields Esperance Development Commission and \$30,000 from Lotterywest for the development of the management plan. In March 2008, Ecoscape was appointed to undertake the consultancy.

The asset replacement program

Tourism WA continues its asset replacement program and spent \$200,803 from its allocated \$424,000. The balance was carried forward to 2008–2009 to undertake minor works.

Completed projects

Tourism WA has no completed capital works projects.

4.4.3 Employment and Industrial Relations

Staff profile

	2007	2008		
Classification	Full Time Equivalents	Full Time Equivalents	Males (%)	Females (%)
Level 9 & above	5.6	6.0	50	50
Level 8	10.0	8.0	63	37
Level 7	8.6	7.0	71	29
Level 6	26.7	29.4	61	39
Level 5	30.4	25.6	51	49
Level 4	17.3	15.8	13	87
Level 3	18.9	29	28	72
Level 2	31.4	28.4	4	96
Level 1	7.0	9.4	53	47
Overseas	3.0	9	22	78
Total	158.9	167.6	37	63

Notes:

- As at 30 June 2008.
- Excludes: cadets, trainees, casuals, employees seconded-out, employees on parental leave and leave without pay and seconded-in personnel not paid by Tourism WA.
- Includes: seconded-in personnel paid by Tourism WA.

Staffing policies and staff development

We continued our commitment to providing a professional public service through on-going review of corporate policies and procedures, including recruitment and selection practices.

In addition to 'off-the-job' training for existing employees, initiated within individual work units, this year we supported employee development by:

- Providing access to individual coaching services for senior management.
- Providing workshops to help employees deal with change and to manage their careers more effectively.
- Providing individual scholarships for employees to undertake (on a part-time basis) a recognised course of study or attend a professional development course or conference.
- Supporting secondments to other Western Australian public sector agencies, providing employees with the opportunity to gain on-the-job knowledge and experience in a different working environment and often in a more senior role.

Agency programs promoting employment and work experience opportunities continued with a focus on Indigenous Australians and young people. Tourism WA's participation in the tourism industry's Indigenous cadetship scheme and Visitor Centre traineeship scheme includes two university students (one of whom graduated during the year and is now employed full-time) and two TAFE trainees (one whom also graduated during the year and is now employed full-time). We also provided three work experience opportunities and undergraduate student placements during the year to help individuals considering a career in the tourism industry.

Industrial relations

Tourism WA's primary industrial Award and Agreement, covering approximately 95 per cent of employees, are:

- Government Officers' Salaries, Allowances and Conditions Award 1989
- Government Officers' Salaries, Allowances and Conditions General Agreement 2006.

The 2006 General Agreement expired on 25 February 2008, with the last pay increase to employees being four per cent in March 2007. Negotiations on a replacement General Agreement were still continuing at the end of the 2007–2008 year.

Workers' compensation

Tourism WA continues a practical claims management approach of focusing on injury management and rehabilitation. To 30 June 2008, five workers' compensation claims were recorded, all of which had no lost time.

Information on how to lodge a worker's compensation claim is provided by the Human Resources unit on a pro-active basis following the reporting of any occupational safety and health incident.

Risk management framework

Tourism WA is committed to the management of all existing and potential risks that may have an adverse impact on its ability to meet all its obligations to Government, customers, staff and members of the public. The agency risk management framework, with assessment tools, was further revised during the financial year with the assistance of Riskcover and updated guidelines issued to staff along with a number of training sessions. An audit of the risk management process within the agency by the Office of the Auditor General acknowledged the work done within the agency on the management of strategic risks and noted our plans to integrate risk management into the operational work of the agency in the coming year.

We have commenced integrating risk management into the operations of the agency, creating procedures requiring all papers being submitted to the Board and Executive Management Team to include a risk assessment and treatment action plans if rated high.

A business continuity plan including a disaster recovery plan and pandemic planning was drafted and continually revised during the year.

The internal audit plan continues to have a risk management focus with recommendations designed to identify and manage potential risk.

4.5 Governance disclosures

Conflict of interest situations are managed via an established process by which employees declare any interest which may conflict with their official duties, particularly in any company with which the agency is dealing with as part of a procurement process. There were no declarations made during this financial year.

A number of complex procurement processes were managed during the year and the services of a probity auditor were commissioned to ensure transparency and accountability of the processes.

Shares in a subsidiary body

The Commission has shares in the Australian Tourism Data Warehouse Pty Ltd; refer to notes in the Investment section of the Financials for further information.

Indemnity insurance

The Commission purchases liability insurance on behalf of the Western Australian Tourism Commission Board members at a cost of \$118.94 per annum. This amount is fully recouped from Board members.

4.6 Other legal requirements

Advertising and sponsorship

In accordance with section 175ZE of the Electoral Act 1907, the Commission incurred the following expenditure in advertising, market research, polling, direct mail and media advertising:

1. Total expenditure for 2007-2008 was \$6,178,408
2. Expenditure was incurred in the following areas:

	\$
(a) Advertising agencies	1,118,317
(b) Market research organisations	632,970
(c) Polling organisations	0
(d) Direct mail organisations	0
(e) Media advertising organisations	4,427,121
	6,178,408
 (a) Advertising agencies	
Marketforce Pty Ltd	668,869
Soap Creative Pty Ltd	218,088
Compac Marketing	98,260
Marketforce Express	69,118
CRC For Sustainable Tourism	63,250
BAC Productions	622
Jaz Creative	110
	1,118,317

(b) Market research organisations

Tourism Research Australia	282,293
Taylor Nelson Sofres Australia	177,276
Roy Morgan Research Pty Ltd	120,855
Patterson Market Research	41,250
University Of Western Australia	9,398
Nielsen Netratings	1,898
	<hr/>
	632,970

(c) Polling organisations **0**

(d) Direct mail organisations **0**

(e) Media advertising organisations

Media Decisions WA	2,578,736
Marketforce Pty Ltd	1,262,733
NETX Communications Pty Ltd	433,697
OMD New Zealand	187,202
Fairfax Media Publications Pty	66,000
Shanghai Max Media Co Ltd	30,034
ICS Multimedia Pty Ltd	12,100
Broome Aboriginal Media Association	11,000
Fairfax Radio Network Pty Ltd	7,700
Travemedia (Uk) Ltd	7,553
Travmedia	6,523
Fairfax The Age Company Ltd	4,840
Mediacorp Enterprises Pty Ltd	4,552
Berry Digital Media Pty Ltd	1,653
	<hr/>
	4,427,121

Disability access and inclusion plan outcomes

Tourism WA's new disability access and inclusion plan (DAIP) was developed in accordance with the new legislative framework and with contemporary trends and practices in mind. The six desired outcomes are supported with strategies to address the gaps identified in meeting the legislative requirements which are also informed by the review and consultation undertaken in preparation of the plan.

During 2007–2008, the following activities were progressed:

Outcome 1

People with disabilities have the same opportunities as other people to access the services of, and any events organised by a public authority.

Tourism WA is monitoring best practice in accessible tourism and has identified potential sources of information and contacts. These will be used in networking and further promotion of accessible ideas and practices.

The Visitor Centre Association of WA and visitor centres have been provided with the new DAIP and encouraged to participate. There are opportunities to reinforce accessible tourism.

Tourism WA tender documents for contracted projects and sponsorship agreements now include a Special Condition clause indicating that contractors are to implement and report on our DAIP.

Outcome 2

People with disabilities have the same opportunities as other people to access the buildings and facilities of a public authority.

Plans for an office re-fit at head office (2 Mill Street, Perth) were developed in consultation with access consultants. The plans incorporate designs that will provide useful pilots for additional office modifications as funding becomes available.

New, more visible signage has been installed on the exterior of the WA Visitor Centre in Forrest Place.

Outcome 3

People with disabilities receive information from the public authority in a format that will enable them to access the information as readily as other people are able to access it.

Tourism WA's website encourages operators to denote their tourism businesses as having facilities suitable for disabled people. We actively encourage operators to provide details of these facilities on their website listings. This assists people with a disability, and their families, when planning holidays and/or travel to and within Western Australia.

Involvement in the *You're Welcome WA Access Initiative* with the Disability Services Commission and others aims to provide people with disabilities, their families and carers with clear information about the levels of access to local facilities – such as banks, cafes, car parks, hotels and parks.

Outcome 4

People with disabilities receive the same level and quality of service from the staff of the public authority as other people receive from the authority.

Tourism WA is developing appropriate disability awareness and training processes to provide and promote to all staff and the West Oz Welcomers, the availability of relevant resources on our intranet.

Outcome 5

People with disabilities have the same opportunities as other people to make complaints to Tourism Western Australia.

Our website provides a variety of feedback mechanisms for people with disabilities to lodge grievances and comment on tourism-related matters. In addition, existing complaint mechanisms are being reviewed to ensure they meet the needs of people with disabilities.

The Australian Tourism Exchange function venues have established disability access policies.

Outcome 6

People with disabilities have the same opportunities as other people to participate in any public consultation by Tourism Western Australia.

Tourism WA, in conjunction with the Disability Services Commission, co-chairs the Accessible Tourism Reference Group. This provides an opportunity for the disability sector to participate in, and advise government on ensuring disabled people have access to tourism opportunities. This group reviewed existing information, resources and stakeholder feedback to produce *Access all Areas – Accessible Tourism – Strategic Directions Plan for Western Australia* to record their key findings and to provide leadership to the tourism industry on how to develop WA as an accessible tourism destination.

Outcome 7

The tourism industry is aware of the benefits of access and inclusion.

Access all Areas – Accessible Tourism – Strategic Directions Plan for Western Australia is focused on achieving improved customer service, business capacity and product and accurate access to information. Strategies and activities will be developed to address this outcome and enable Tourism WA to link this corporate and industry goal.

Compliance with Public Sector Standards and ethical codes

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

Compliance area	Compliance issues	Significant action taken to monitor and ensure compliance
Public sector standards	0 breach claims	Human resource recruitment consultants continue to be used for all long-term and permanent selection processes and the subsequent reports are reviewed by the internal human resource work unit before consideration by senior line management.
WA code of ethics	0 reports of non-compliance	WA code of ethics is part of employees' induction materials and is also accessible from Tourism WA's intranet.
Agency code of conduct	0 reports of non-compliance	Tourism WA's code of conduct is part of employee induction materials and is also accessible from Tourism WA's intranet. All divisions took part in misconduct risk assessment workshops with RiskCover. A conflict of interest policy was created and implemented.

Record keeping plans

The *State Records Act 2000* requires Tourism WA to have a record keeping plan and to comment in its annual report on compliance with the plan.

The record keeping systems training program was rolled out to all metropolitan and regional staff in 2006 and completed in the first half of 2007. A compliance audit program was introduced to all Australian offices. The record keeping plan and record keeping compliance policies have been sent to the State Records Office for consideration. Training in records management is provided to those staff who use the electronic document records management system.

<i>Staff records management training 2007–2008</i>			
Total training sessions	TRIM production training sessions/Thesaurus sessions	Number of staff trained in records management	Number of staff interviewed on exit
47	59	59	46

The effectiveness of the record keeping training program will be reviewed when the electronic document and records management system is implemented.

Information management staff conduct quality assurance and compliance audits of administrative files held by each office at least once a year. They have reported improvements in compliance to the Tourism WA's record keeping plan over the past year.

4.7 Government policy requirements

Corruption prevention

Tourism WA has participated in the following actions designed to reduce corruption and misconduct:

- All divisions took part in misconduct risk assessment workshops with RiskCover. Following these workshops, the existing controls were reviewed, added to and it was determined that we were adequately protected from misconduct risk.
- The conflict of interest policy was revised.
- Conflict of interest training will be conducted for all staff in 2008–2009.

Sustainability

Tourism WA, in conjunction with our industry partners, strives to integrate environmental protection, social advancement and economic prosperity into its operations.

It has:

- Commenced a long-range planning framework for tourism – *Tourism 2020* – to guide future decision-making processes. A hallmark of *Tourism 2020* is the intensive level of industry and community consultation that has taken place.
- Liaised with the Department of Environment and Conservation regarding commercial tourism operations in protected areas, particularly with regard to leasing and licensing matters.
- As part of the Landbank initiative and in partnership with the Department of Environment and Conservation, began detailed planning for environmentally sensitive, low-key tourism development opportunities at Purnululu National Park.

- As part of the *Better Business Blitz* initiative, a half-day seminar, Building Green – the Future of Tourism Accommodation provided the opportunity to learn about the latest in sustainable property design.
- Participated on the Tourism and Climate Change Taskforce established by the Council of Australian Governments.

As well as working with our industry partners, we actively participate in government-coordinated sustainability programs for our own offices including:

- Reporting power usage to the Sustainable Energy Development Office.
- Creating a water efficiency management plan which has been sent to the Water Corporation.
- Implementing a policy of replacing our fleet with four-cylinder or gas six-cylinder vehicles unless a business case can justify otherwise in accordance with government policy. Additionally, we have replaced two vehicles with Toyota Hybrid Prius vehicles.

Sustainable practices have been incorporated into agency procurement.

We have incorporated numerous recycling initiatives at 2 Mill Street, including replacing faxes, photocopiers and scanners with multifunctional devices, which have been programmed to print in black and white, double-sided and will not print unless there is manual intervention at the machine.

Occupational safety and health

Tourism WA places a high priority on providing and maintaining a safe and healthy working environment for all employees, contractors and visitors, and one which is conducive to job satisfaction and productivity.

An occupational safety and health committee was formed during the year with membership consisting of floor wardens from the Tourism WA head office and the WA Visitor Centre and representatives from Human Resources. This committee began a process of consultative review of safety and health policies, plans and procedures.

Tourism WA also continued to provide access to employees and their immediate family members to a funded employee assistance program. Employee assistance programs enable individuals to discuss work or personal issues in complete confidentiality with professionally qualified psychologists or social workers.

Performance indicators for 2007–2008

	Target	Actual
Number of fatalities	0	0
Lost time injury/diseases (LTI/D) incidence rate	0	0
Lost time injury severity rate	0	0



Richard Muirhead
Chief Executive Officer

Publications

Tourism WA produced a range of publications. Copies of publications are available by contacting Tourism Western Australia or by visiting westernaustralia.com. Publications available on our internet are free to download.

<p>Publications/Books:</p> <p>Access All Areas – Accessible Tourism: Strategic Directions Plan for Western Australia</p> <p>Aussies 2008 Passport to Perth</p> <p>ATE 2008 Hip Guide to Perth</p> <p>ATE 2008 Media Kit with CD</p> <p>Big Picture Brochures: Western Australia – The Real Thing and The Real Australia versions</p> <p>Building green: The Future of Tourism Accommodation</p> <p>Bunbury Accommodation Study</p> <p>EventsCorp Calendar 2008</p> <p>Eventscorp Corporate Sales Document</p> <p>Eventscorp Rebranding Campaign</p> <p>Experience Perth Destination Development Strategy 2007-2017</p> <p>In Touch Newsletter</p> <p>2011 ISAF Sailing Championships Bid Proposal</p> <p>Journey Further: An Arts and Cultural Tourism Strategy for Western Australia: 2004 to 2008 Mid Term Review</p> <p>Journeys Magazine: Spring 2007, Summer 2007/08 and Autumn 2008 (Winter 2008 being finalised)</p>	<p>Management Guidelines: For Strata Titled Tourist accommodation as part of a Management Rights Scheme 2008</p> <p>Perth Hotel Investment Outlook</p> <p>Regional Events Scheme: 2007 Western Australia Premier's Awards Submission</p> <p>South West Development Opportunities (Updated)</p> <p>Talking Tourism eNewsletter</p> <p>Tourism WA Annual Report 2007</p> <p>Tourism 2020 Discussion Paper: Tourism Western Australia - A chance to have your say</p> <p>Treasure Hunt 2008: Agent Manuals, Supplier Manuals and Supplier Prospectus</p> <p>TWA Strategic Plan 2008 to 2013: Building for the future</p> <p>Understanding the Caravan Park Industry in Western Australia</p> <p>WA Tourism Network Member Newsletter</p> <p>WOW (West Oz Welcomers) Newsletter</p> <p>Western Australia's 2008 Wildflower Holiday Guide</p>
<p>Brochures:</p> <p>Australian Experiences Roadshow Collateral 2007</p> <p>Australian Indigenous Tourism Conference (AITC) 2007: Sponsorship Opportunities, Registration Form and Exhibitor Opportunities</p> <p>Consumer Marketing Interstate Industry Prospectus</p> <p>2008 Country Pubs Campaign</p> <p>Indigenous Cadetship and Traineeship Campaign Brochures</p> <p>Ironman Championships 2008 Brochure</p> <p>Passport to Western Australia brochure</p> <p>Skills that take you places Campaign: Careers Passport to WA, Careers Booklet, Skills Style Guide with DVD, Careers Expo Survey Form, Career Paths Options, Jobs that Rock interactive DVD</p>	<p>Tourism Accreditation in WA: How recent TWA Policy changes will affect your business</p> <p>Tourism 2020 Summary: Tourism Western Australia - A chance to have your say</p> <p>TWA Arts and Culture Fact Sheet 2008</p> <p>WATE 2008: Buyers Manual, Sellers Manual and Sellers Prospectus</p> <p>WA Tourism Network: Marketing Collateral 2008-2009</p> <p>Welcome to Country Guidelines</p> <p>Western Australia Events Calendar 2008</p> <p>Wildflower Prospectus 2008</p>

Flyers:

A Real Australian Online Opportunity

Australasian Safari 2008 Fact Sheet

2007 Corroboree Passport to Fremantle

Go West Now: Mining Flyer

Hopman Cup 2008-2009 Trade Fact Sheet

Johnnie Walker 2009 Fact Sheet

Keep up to date flyer

Marketing Forum Agenda

Small Bars Seminar Campaign

The Better Blitz Campaign

The Warlu Way: A pathway to cultural sustainability

Tourism at a Glance Fact Sheet

TWA Consumer Marketing New Zealand Advertising Campaign

Value of Tourism Fact Sheet

WA Tourism Industry Forum

WA Holiday Specialist Training Program Collateral: Flyer (print and web), Certificate, Web Banners and Logo production)

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