



— WAITOC —

ANNUAL REPORT

— 2015/16 —

WESTERN AUSTRALIAN
INDIGENOUS TOURISM
OPERATORS COUNCIL



WE ARE INDIGENOUS TOURISM ON COUNTRY





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INTRODUCTION

The 2015-16 financial year has been a very significant for WAITOC and for Aboriginal tourism in Western Australia (WA). A year that has seen WAITOC adopt a stronger more streamlined governance structure, increase and extend its membership reach across the Aboriginal tourism sector and through advocacy to the wider industry increasing its reach into mainstream tourism, while continuing its role in Aboriginal tourism product development, maintaining its advocacy, networking and marketing charter.

Particular highlights for the year included WAITOC's increased focus on its sustainability, future funding and future demand. A key milestone for Aboriginal tourism came with the \$4.6M Aboriginal Tourism Development Program (ATDP) funding from the Department of Regional Development's Royalties for Region's program to Tourism WA and now to WAITOC. This triggered the commencement of WAITOC's most significant ever financial partnership with Tourism WA in the delivery of marketing and business development initiatives.

The program kicked off with the employ of 2 product development managers one in the Kimberley and one in the South West as well as a full time marketing manager in Perth plus A/CEO Renata Lowe starting the process of looking for a new CEO who was due to start in early January of 2016. This new funding will help WAITOC grow Aboriginal Tourism in WA as for the first time since its conception 16 years ago its capacity on the ground went from a standalone CEO to 4 new staff to help grow Aboriginal tourism to a new level.

On the 15th January 2016, the WAITOC Board appointed Mr Robert Taylor to the position of Chief Executive Officer (CEO). Robert's extensive tourism/hospitality business experience together with his 14 months as WAITOC Chair and time spent in the role of Treasurer and Board member makes Robert the ideal chief executive for the organisation. As it approaches its 16th year as an incorporated association, WAITOC now has its first ever Western Australian Aboriginal CEO.

The second half of the year saw the WAITOC national conference in March of 2016 held in Bunbury which was a huge success, also the WAITOC chair and CEO visited members in the busy Kimberley region to help cement WAITOC's new product development program.

Marketing continues to be a core business activity for WAITOC as the organisation delivered its 2015-16 marketing plan to profile and position WA's extraordinary range of Aboriginal tourism experiences. This was achieved through a variety of

initiatives including attendance at national and international consumer and trade events; production and distribution of consumer and trade collateral; website and digital marketing activities; and co-operative marketing partnerships with mainstream tourism industry.

In September 2015, WAITOC participated in the Asia Pacific Indigenous Tourism Conference delivering information on the status of Aboriginal tourism in WA, the WAITOC model, the organisation's core activities and the forthcoming ATDP initiative.

This year Minister Kim Hames, minister for tourism stepped down and the Premier Colin Barnett took on the portfolio of tourism, showing the importance of tourism to the current government. WAITOC alongside Tourism Council have also been advocating to the Labour government, with the possibility of a change in the election early in 2017. With both sides of politics now supporting Aboriginal tourism and the current levels of funding moving forward. So the year saw WAITOC meet all WA Government key performance indicators set for 2015-16 and this has raised the profile and credibility of WAITOC as the State's peak industry body supporting Aboriginal tourism economic and social development.

I would like to acknowledge TWA's support through their previous CEO Stephanie Buckland in supporting WAITOC with our Acting CEO Renata Lowe who worked for the first five and a half months of the 2015/16 financial year setting up the processes and staffing of the new Aboriginal Tourism Development Program (ATDP) she worked diligently at the beginning of the year with little handover from the previous CEO to keep WAITOC seamlessly running in an important time of the year and of WAITOC's growth.

In closing, I take this opportunity to acknowledge the dynamic, hard-working men, women and communities that make up WA's Aboriginal tourism industry. WAITOC looks forward to continuing our service and partnership with each of you to grow Western Australia as the nation's leading gateway and destination for quality, authentic Aboriginal tourism experiences.

Business Description

OUR VISION

To see the creation of a vibrant authentic Indigenous tourism industry as an integral component of Australia's tourism industry.

OUR OBJECTIVES

The objectives that guide the activities and operation of WAITOC are:

- a. **To promote and raise** the profile of Western Australia's Aboriginal tourism on a State, National and International level.
- b. **To encourage and support** the development of existing, new and emerging Aboriginal tourism businesses in Western Australia.
- c. To encourage greater **collaboration** between Aboriginal tourism operators and non-Aboriginal tourism operators including the promotion of joint ventures.
- d. To encourage **employment** of Aboriginal people by the wider tourism industry.
- e. To encourage and develop a better **relationship** between Aboriginal tourism operators and State, Federal and private tourism organisations.

Diagram 1 demonstrates the connectivity between WAITOC's core values, objectives and vision:

OUR CORE VALUES

WAITOC's corporate values encompass both traditional and commercial components but are clearly differentiated as they give priority to the culturalisation of commerce and not the commercialisation of culture.

1. **Connection to Country** – WAITOC believes in the intergenerational rights/obligations of Aboriginal language groups for the spiritual maintenance of the land. This provides the basis for WAITOC's **advocacy** role.
2. **Welcome to Country** – WAITOC believes that together, provision of safe passage and reciprocal acknowledgement, result in mutual benefits. The importance of mutual benefits provides the basis for WAITOC's development of effective **partnerships**.
3. **Corroboree** – WAITOC is a place where people with an interest in Aboriginal tourism can come together to share, learn and benefit from each other. This provides the basis for WAITOC's **networking** role.

Diagram 1:





WAITOC BOARD OF DIRECTORS 2015-16



Waringarri Arts, Kununurra | WAITOC member



**Tania
Donovan**
Chairperson

WA State
Representative



**Neville
Poelina**
Vice Chairperson

WA State
Representative



**Doc
Reynolds**
Treasurer

Australia's Golden
Outback (AGO)
Representative



**Darren
Capewell**

Australia's
Coral Coast (ACC)
Representative



**Josh
Whiteland**

Australia's
South West (ASW)
Representative



**Pat
Channing**

WA State
Representative



**Dale
Tilbrook**

Experience
Perth (EP)
Representative



**Josie
Samson**

Australia's
North West (ANW)
Representative



**Glen
Mesch**



**Marie
Redman**





MESSAGE



FROM THE CHAIRPERSON

Western Australia in many areas, is considered or joked that you need to 'Wait a while' to see results, that is not the case with Aboriginal Tourism, in which WA is true to market in that WA is Way Ahead in Aboriginal Tourism the diversity of cultures and landscapes.

WAITOC is Western Australian Indigenous Tourism Operators Council but the WAITOC Board and our Membership WAITOC encapsulates our membership as We Are Indigenous Tourism On Country.

It has been a privilege to serve our members on the WAITOC Board and to take on the role of Chair. 2015 – 2016 has provided many challenges however far more opportunities to position WA as the gate way for Aboriginal tourism in Australia.

WAITOC, for many years sought investment and core funding that would provide an opportunity to move to a more strategic space rather than reactive to expectations place by government and industry.

A Board restructure that was initiated in 2014/15 has provided a smaller working board that ensures that each region is represented and providing key local knowledge of the impacts on our Tourism regions.

"The restructure has resulted in a smaller more focussed Board."

The board has worked in the development of our Strategic Plan to reflect increased focus in WAITOC the boards focus is on exceeding the Key Performance Indicators set with Government to ensure that WAITOC is positioned to seek further investment in the development of Aboriginal Tourism Products in areas currently not supported by ATDP funding.

This year WAITOC has continued to support the development of new tourism products and ATDP during a time that involved the outgoing CEO an Acting CEO and appointment of the first Aboriginal CEO in the recruitment of Robert Taylor. WAITOC through the core funding support has been positioned to recruit a full time Marketing Manager, Product Development Managers in the South West and the Northwest.

WAITOC hosted the Aust Indigenous Tourism Conference in Bunbury during March, the event was attended by Indigenous peoples across Australia that delighted in sharing their story with other established and new Aboriginal tourism operators. WAITOC has been facilitating the AITC for over 16 years seeking to ensure a mix of latest information on trends and developments. This year the WA Department of Parks and Wildlife offered all new Aboriginal operators the opportunity to gain Tourism Operators licenses with a fee wavier to assist new products.

WAITOC has had a significant role in the development of the World Indigenous Tourism Alliance (WINTA) A global network of Indigenous and non-Indigenous organisations who seek to give practical expression to the United Nations Declaration on the Rights of Indigenous Peoples, through Tourism. WAITOC is one of the key share holders of WINTA and is actively involved in works of WINTA.

WAITOC has actively worked to increase our Associate membership base, our Associate membership now reflects the Aboriginal owned business that add value to the Aboriginal tourism industry along with key non-Aboriginal tourism businesses that have long supported the development of Aboriginal Tourism and the value that is adds to individuals, community and the environment.

As the value of Aboriginal knowledge grows globally so does the value for Aboriginal Tourism in Western Australia as a vehicle of change and economic independence for Aboriginal peoples.

Tania (Tahn) Donovan | Chairperson
Western Australian Indigenous Tourism Operators Council





MESSAGE



FROM THE CHIEF EXECUTIVE OFFICER

I have had the pleasure of being a board member of WAITOC for the past 4 years of which I spent 2 years as treasurer and 14 months as the WAITOC chair and now am very excited to be the current chief executive officer of WAITOC.

The 2015-2016 financial year has seen WAITOC move from its infancy in Aboriginal tourism to a growth that I would like to see continue across the whole state of Western Australia in its new funding agreements with Tourism WA in the Aboriginal Tourism Development Program. This year led by our chair Tahn Donovan and the WAITOC board WAITOC has been advocating with government alongside Tourism Council Western Australia for a base line funding, to include the whole state and also Perth as it is restricted due to funds coming from Regional Development.

Perth is the gateway to Western Australia and our funds at the moment do not cover this important area. WAITOC have also been advocating for welcome to country to be showcased at all major airports starting with our own Perth Airport this is something that we will continue to work on in the next year.

As chair last year there was little opportunity to visit some of our members in remote locations around WA. So in the next financial year I will be working on getting our chair in front of as many members as possible while leveraging other industry events and WAITOC meetings this will start in the 2016-2017 financial year when our first meeting is to be held in Broome and the chair and I will be visiting some of our Aboriginal Tourism Development Program members as well as other members and industry partners.

As CEO I have been working on relationship building between our members, government departments and tourism organisations to try to increase the WAITOC membership reach across WA.

"I hope that next financial year will see an increase in membership participation both Aboriginal and non - Aboriginal businesses alike."

I would like to acknowledge the hard work that the WAITOC board in the work that they have done on the new WAITOC strategic plan Ancient Tracks New Journeys 2016-2020 and the hard work and passion that the small WAITOC team show in their work towards the strategic goals of the organisation.

Robert Taylor | Chief Executive Officer
Western Australian Indigenous Tourism Operators Council



SUMMARY OF KEY DELIVERABLES

Achievements Against Aboriginal Tourism
Development Program Agreements KPI's



1. Business Development

Requirement	Result
WAITOC will By 1 September 2015, employ two Business Product Development Managers.	<p>Recruitment for Business Development Managers was undertaken between May and September 2015. Offers of appointment could not be progressed until WAITOC signed agreements with the State Government (August 2015).</p> <p>Liz Jack has been employed on a full FTE basis as Business Development Manager Kimberley effective as of 12th October 2016 to 30th June 2016</p> <p>Angelique Fransen was initially employed on a 3 day per week contract from 1st July 2016 to end of March 2016 and then extended to 4 days per week contract from April to 30th June 2016.</p>
By 30 September 2015, secure between 17 and 20 Aboriginal tourism operators to participate in the ATDP Business Development initiative.	<p>WAITOC and the committee after receiving the EOI's back realised that there were more emerging businesses than market ready and also not as many EOI's from the South West as the North West. The committee then decided that it would be necessary to go back to DRD for a variation to the ATDP contract. This was received on the 15th February 2016. In quarter 3 of the financial year the first 17 businesses signed an MoU with WAITOC, completed a business diagnostic and completed their action plans which were all submitted to TWA. At the end of June 2016 the committee met again to look at 2 more submissions for the program of which both businesses have been excepted bringing the total number of businesses up to 19 of 20.</p>
By 28 February 2016, establish agreements with each operator participating in the ATDP Business Development initiative.	<p>In quarter 3 of the financial year the first 17 businesses signed an MoU with WAITOC, completed a business diagnostic and completed their action plans which were all submitted to TWA. At the end of June 2016 the committee met again to look at 2 more submissions for the program of which both businesses have been excepted bringing the total number of businesses up to 19 of 20. The 2 MoU's are now with the new businesses for signing.</p>
By 28 February 2016, complete a map/gap analysis and work Action Plan for each operator participating in the ATDP Business Development initiative. Submit Action Plans to Tourism WA for approval.	<p>In quarter 3 of the financial year all business mapping was completed with action plans being completed and submitted to TWA by the 17th February 2016. At the end of June 2016 the committee met again to look at 2 more submissions for the program of which both businesses have been excepted bringing the total number of businesses up to 19 of 20. The 2 MoU's are now with the new businesses for signing with the business mapping and action plans to follow.</p>
By 30 September 2016, review Action Plans for each operator participating in the ATDP and submit revised Action Plan to Tourism WA providing a summary of each operator's progress.	<p>New action plans are now being prepared for the 17 businesses that have been in the program for the first year with the 2 new businesses needing to sign the MoU' first followed by the mapping and their first action plans to be completed. The first 17 action plans will be submitted to TWA on the 30th September or before with the final 2 at a later date as they progress.</p>
WAITOC to demonstrate through its annual reporting that \$500,000 of ATDP funding has been used to deliver initiatives documented in operator Action Plans.	<p>17 operator action plans delivered</p>

Achievements Against Aboriginal Tourism Development Program Agreements KPI's

2. Marketing

Requirement	Result
By 1 September 2015, employ a Marketing Manager.	<p>Recruitment for the marketing manager was undertaken between May and September 2015. Offers of appointment could not be progressed until WAITOC signed agreements with the State Government (August 2015).</p> <p>Through the process Di Below was employed and started work as a contractor through Hospitality Inns while her visa was approved and then she started as a full time employee from the 15th December 2015.</p>
Develop an Annual Marketing Plan in collaboration with Tourism WA. Outline in this report that the Marketing Plan meet the requirements of deliverable 2 (d) in the Funding Agreement.	The annual marketing plan was created by Di Below in the first month of her employment and was delivered to TWA on 21 September 2015
Attend the following trade shows: Australian Tourism Exchange (ATE) Extraordinary Tourism Exchange (ETE) Tourism WA US/European Roadshow (when held)	<p>WAITOC being Di Below Marketing Manager and CEO Robert Taylor both attended ATE on the Gold Coast in 2016 and Di Below attended:</p> <ul style="list-style-type: none"> • ETE on the 11-12 August 2016 • Tourism WA European Roadshow in September/October 2016 • US Roadshow 24 - 26 February 2016
Distribute an electronic newsletter to members, consumers and other interested parties on a minimum quarterly basis.	<p>WAITOC has distributed 2-3 electronic newsletters per quarter on:</p> <ul style="list-style-type: none"> • QI - 08.Jul.2015, 17.Aug.2015, 16.Sep.2015 • QII - 17.Nov.2015, 16.Dec.2015, 21.Dec.2015 • QIII - 01.Feb.2016, 08.Feb.2016 • QIV - 26.Apr.2016, 30.Jun.2016
Work with Tourism WA to identify public relations opportunities and media familiarisation opportunities.	<p>WAITOC through Di Below have been working with TWA on securing media and PR opportunities which has delivered the following projects in 2015-16:</p> <ul style="list-style-type: none"> • Channel 9 Today Show – 1 full program (Sep.15) • Surfing the Menu – (Sep. 15) • Channel 7 Today Tonight – Brian Lee (Oct. 15) • SBS – Rene Redzepi's Southwest Journey – Josh • Weekend Sunrise TV (Channel 7) – Home Valley Station + Interview with Ted Hall – 3 hr screening Waringarri Arts • Sean Scott – photography and social media project – featured 13 WAITOC businesses in 3 regions: ASW – Ngalang Wongi, Poornarti, Cape Cultural Tours, ACC – Wula Guda Nyinda, Shark Bay Coastal Safari Tours, ANW – My Country Tours, Barraddict, Narlijia, Bungoollee, Imintji, Waringarri Arts, Luridjii

Achievements Against Aboriginal Tourism Development Program Agreements KPI's

2. Marketing

Requirement	Result
Demonstrate the participation of at least 50% of WA market ready and export ready businesses in marketing activities during the financial year.	<p>All of WAITOC's marketing activities showcase WAITOC businesses. In the 2015-16 financial year, there were 104 member businesses registered.</p> <p>Key promotional activities/collateral included:</p> <ul style="list-style-type: none"> • Printed and online Product Manual (trade) – featuring 84 businesses (80%) Printed WA touring map (consumer & trade) – featuring 76 businesses (73%) • Printed 6-page Kimberley Brochure – featuring 33 businesses (31%) • WAITOC website (consumer, trade & media) – featuring 104 businesses (100%) • Social Media – Facebook Posts – featuring (est.) 70 businesses (67%) • Social Media - Youtube Films – featuring 27 businesses (25%) • Social Media – Instagram/Sean Scott Photography – 13 businesses (12%) • Print Advertising – (Newspapers & Magazines) – 52 businesses (50%) • WAITOC Stand at Perth Caravan/Camping Show – promoted 104 businesses (100%) • WAITOC attendance at ATE – promoted 55 businesses (52%) • Newsletters/Website Features & Stories/Media Releases – est. 60 businesses (57%)
Demonstrate through annual reporting that its activities have increased the travel trade and consumer oriented promotional exposure of at least five export-ready businesses per year.	<ul style="list-style-type: none"> • WAITOC's printed/online product manual featured all export ready businesses (24) • WAITOC's printed WA map featured all export ready businesses (24) • WAITOC's website features all export ready businesses (24) • Koolivoo partnership (worldwide brochure) featured (6) export ready businesses • WAITOC's stand at ATE promoted all export ready businesses (24) • WAITOC's stand at Perth Caravan & Camping show promoted all (24) businesses • WAITOC's printed advertising featured (14) export ready businesses
Demonstrate through annual reporting that \$170,000 of ATDP marketing funding has been directed to marketing related activities.	<p>The original budget figure was adjusted to align with a higher employee cost than originally calculated and to allow for administrative overhead costs which were not included in the original calculation. The 2015-16 marketing activity funding was re-calculated/reduced to 158,000.</p>

Achievements Against Aboriginal Tourism Development Program Agreements KPI's

3. Marketing Intelligence Gathering

Requirement	Result
Generate basic reports about origin and demographics of WAITOC electronic newsletter recipients and share this information with Tourism WA, RTOs and other parties.	WAITOC's website does not capture the demographics of our newsletter readers. The subscription process has been designed as a quick, short template which does not require any personal customer data. There are currently over 1700 subscribers, at least 50% of which are members of the travel industry (domestic and global). The website captures information about how many subscribers opened the newsletter - this fluctuates subject to seasonality and holiday periods and generally lies between 50 and 30%. The website also records information about the actions our readers took - which hyperlinks attracted the highest number of clicks. The most popular hyperlinks are always the links to WAITOC business websites - the newsletter features an average of 5 topics, at least 3 of which showcase WAITOC businesses with corresponding website links. This information is shared during meetings with RTOs, TWA and other tourism industry partners.
Share WAITOC consumer collateral distribution data with Tourism WA.	<p>WAITOC's Consumer collateral comprises i) WA touring map (produced in partnership with RACWA) - 50.000 copies ii) Journey through the Kimberley 6-page concertina brochure (produced in partnership with Broome Visitor Centre) 40.000 copies.</p> <p>The maps are distributed via Consumer and travel trade shows (e.g. Perth Caravan & Camping Show, AITC Australian Indigenous Tourism Conference, NAIDOC week at TAFE), Tourism WA International offices (main demand from Germany), International tour operators (highest demand from central Europe offices), RAC retail outlets, Visitor centres, Car hire companies (primarily at Broome, Perth and Darwin gateways), ITOs (Inbound Tour Operators), CRC (community resource centres), via individual WAITOC businesses and it is also featured as an online order option for Australia-wide travel industry via TOLL distribution network.</p> <p>The Kimberley brochures are distributed via Tourism WA Germany, Perth Caravan & Camping Show, Visitor Centres throughout WA, TOLL Australia-wide travel trade distribution network, Car rental depots (primarily in Broome), individual WAITOC businesses and via brochure racking contracts in Broome (over 50 outlets) and Perth (over 180 outlets).</p>
WAITOC to update its privacy policy to reflect sharing of personal information with Tourism WA, RTOs and other parties.	The CEO presented this to the WAITOC board in the March and May board meetings and has a board approved policy in place.

Achievements Against Aboriginal Tourism Development Program Agreements KPI's

4. Encouraging Partnerships

Requirement	Result
Develop cooperative Marketing partnerships with RTOs and mainstream regional tourism businesses to broaden distribution and promotion of Aboriginal tourism product.	<p>With key industry organisations:</p> <ul style="list-style-type: none"> • CIAWA – Discussions with the Caravan Industry Association of WA have now been finalised. A \$10,000 partnership package includes: a large 4 x 2m stand WAITOC stand at the Perth Camping & Caravan Show + distribution of WAITOC maps at all of the major East Coast Camping and Caravan Shows - Advertising features in the CIAWA guide and silver memberships for all of the WAITOC businesses who offer camping experiences + Associate membership for WAITOC • RTOs - WAITOC has, again, secured partnerships with all 5 RTOs which involves contra promotional advertorial of Aboriginal cultural tourism experiences in each of the 5 regional holiday planners and advertorial features on each of the 5 regions in the WAITOC maps. WAITOC secured promotional partnerships • ATEC – WAITOC is a member of the external committee, providing input and leveraging promotion opportunities for Aboriginal tourism businesses and events. • DPaW – WAITOC is a member of the TIRG (Tourism Industry Reference Group), discussing activities and strategies for tourism in WA's National Parks. • TCWA – MOU and working partnership with Tourism Council WA, including sponsorship of WA Tourism Awards (Aboriginal Tourism Category) and participation as speaker at the forthcoming WA Tourism Conference (September 2016) • FACET – working partnership and participation as speaker at the FACET conferences • Tourism WA – working partnership with project team and PR team to maximise the outcomes from our funding investment. • Gascoyne Tourism Board – WAITOC attends board meetings and provides strategic input for Aboriginal tourism development and promotion in the region. • ASW – Australia's South West Tourism Organisation – WAITOC is a member of the board, providing strategic input for Aboriginal tourism development and promotion in the region. • Perth Airport – working partnership to leverage a promotional platform at WA's major tourism gateway for Aboriginal Tourism and a Welcome to Country for visitors to WA. • ACCOR Hotel Group – working partnership to leverage promotional platform and traineeships for Aboriginal Tourism and Indigenous workforce. • Curtin University – working partnership and bid for CRC (Cooperative Research Centre) research project to collect market research data about Aboriginal Tourism.

Achievements Against Aboriginal Tourism Development Program Agreements KPI's

5. Networking

Requirement	Result
Increase opportunities for Aboriginal operators to network with other operators (both Aboriginal and non-Aboriginal).	<p>WAITOC stages the following networking events:</p> <p>Regional networking functions aligned with Board Meetings Recent/next in Broome: August 2016.</p> <p>Networking functions and forums aligned with AITC (Australian Indigenous Tourism Conference) Recent/next in Bunbury: March 2016.</p> <p>Award Category Sponsorship and members table at the annual WA Tourism Awards Recent/next: November 2016.</p> <p>WAITOC also invites industry partners to present and join networking lunches during Board Meetings. The CEO and Board Members attend a variety of industry forums and functions as speakers and presenters (e.g. FACET, TCWA Tourism Marketing Conference) throughout the year, as well as being elected members on boards of other industry bodies.</p>
Act as conduit/facilitator to bring Aboriginal tourism operators together to deliver actions under ATSWA 2011-15 and the State Tourism Strategy 2020.	WAITOC Delivered its annual Conference bringing Aboriginal tourism operators together in March 2016 and through its board advocacy and board meetings have worked on meeting the goals of the 2011-15 state Aboriginal tourism strategy as can be seen by all of the activities above and through the success of the latest conference.

Achievements Against Administrative Services Agreement Agreements KPI's

1. Organisational Governance

Requirement	Result
Gain Board commitment to implement the Strategic Plan 2016 -2020.	The WAITOC board met on the 13th May 2016 to workshop the strategic plan after a half a day discussion the board left the CEO with framework for the completion of the strategic plan. The WAITOC chair and CEO then met to discuss and write the first cut of the plan which was then delivered as a draft to the board by email on the 20th June 2016 and the approved word document then sent onto Micro Media to finalise the art work and the final WAITOC strategic plan Ancient Tracks New Journey's 2016-2020 was handed to TWA approved by the WAITOC board on the 21st July 2016
Gain Board and Tourism WA's approval of Annual Operational Plans.	The operational plan was put to the WAITOC board at the March board meeting in Bunbury leading up to the AITC. The CEO then went away from the meeting with a framework and completed the plan out of session and sent in the completed and approved plan on the 13th June 2016
Inclusion of one non-voting representative from Tourism WA on the WAITOC Board.	This seat is currently held by Renata Lowe from TWA and during the financial year while Renata was the acting CEO for WAITOC Kane Boardman held the seat for that period.
Coordinate Board meetings in line with Constitutional requirements and provide strategic input and direction to the business and marketing plans.	The WAITOC board met a total of 4 face to face meetings and 2 teleconference being September 2015 coinciding with the WAITOC AGM, November 2015 coinciding with the WA Tourism awards, March 2016 coinciding with the Australian Indigenous Tourism Conference and then again in May 2016. The board also met in December and January via a teleconference. Meeting the requirement of 4 meeting per year.

2. Chief Executive Officer

Requirement	Result
Appoint or retain a full-time dedicated professional CEO to be exclusively employed by, or exclusively contracted to WAITOC in accordance with clause 5.1.b. of the Administrative Services Agreement 2015 -2019; The CEO will achieve the deliverables a – d as outlined in Schedule Two of the Agreement.	WAITOC over this financial year has seen Simon Haig leave in August 2015 and then Renata Lowe was appointed as the acting CEO during the CEO recruitment process that started in October 2015 with the appointment of Bilby Recruitment Agency. To ensure a desired level of transparency, this process was steered by a committee including a TWA representative, WAITOC Vice chair, Bilby Recruitment Agency and the acting CEO of WAITOC. The interviews and finalisation of the process took place in December at the teleconference meeting and the board met on a teleconference in January 2016 to appoint the new CEO Robert Taylor who started in the role on the 15th January 2016.

Achievements Against Administrative Services Agreement Agreements KPI's

3. Administrative & Financial Management

Requirement	Result
Submit to Tourism WA a schedule documenting a log of funding applications made by WAITOC in the previous financial year.	WAITOC has applied for only one other fund in the financial year being the ASBAS Northern Federal funding for Product development in the North of Australia. This was submitted on the 30th March 2016 and WAITOC was unsuccessful in securing this funding. However, the Business Centre Pilbara was successful and WAITOC is working alongside them to get some of our businesses into the program.
WAITOC to maintain an office presence.	This financial year saw WAITOC move premises from 206 Adelaide Terrace East Perth due to the building being sold. WAITOC then moved into level 8 2 Mill Street Perth at the offices of TWA while looking for a new location. WAITOC has now moved into its new office as at the 12th July 2016 at Suit 6 Level 3 1060 Hay Street West Perth. The new office is leased for 2 years with a 3rd year option and no increases are scheduled in our lease for the 3 years.
WAITOC to submit to Tourism WA by 30 September 2016, an annual audited Financial Statement in accordance with clause 5.1.6 of the Administrative Services Agreement 2015 - 2019.	WAITOC has again appointed the services of the annual audit to Anderson, Munro and Wyllie. The process started in June 2016 with the audit of financials up until the 31st May with the final Audit to be completed in August 2016 ready to be submitted by the 30th September 2016 as per the KPI's of
In the event that unexpended funds originating from this contract arise at the end of a financial year, WAITOC to submit a proposal for the expenditure of these unexpended funds (to be approved by Tourism WA).	As can be seen in the financials of this report there was a loss of \$3643.03 which has been covered by other income such as memberships.

Achievements Against Administrative Services Agreement Agreements KPI's

4. Strategic Planning

Requirement	Result
WAITOC to prepare a Strategic Plan for 2016 -2020 that demonstrates achievements to date and future strategies for increasing financial independence from Government. (WAITOC must also have gained Board commitment to implement the Strategic Plan as per Deliverable 1 (a) in the Administrative Services Agreement).	The WAITOC board met on the 13th May 2016 to workshop the strategic plan after a half a day discussion the board left the CEO with framework for the completion of the strategic plan. The WAITOC chair and CEO then met to discuss and write the first cut of the plan which was then delivered as a draft to the board by email on the 20th June 2016 and the approved word document then sent onto Micromedia to finalise the art work and the final WAITOC strategic plan Ancient Tracks New Journey's 2016-2020 was handed to TWA approved by the WAITOC board on the 21st July 2016

5. Operational Planning

Requirement	Result
WAITOC to provide Tourism WA with an Annual Operational Plan for 2016 -17 in accordance with clause 5.1.4 of the Administrative Services Agreement 2015 -2019.	The operational plan was put to the WAITOC board at the March board meeting in Bunbury leading up to the AITC. The CEO then went away from the meeting with a framework and completed the plan out of session and sent in the completed and approved plan on the 13th June 2016

SCHEDULE OF FULL WAITOC BOARD MEETINGS 2015-2016

DATE	LOCATION
29-30 July 2015	Perth
30 September 2015	Perth
9 March 2016	Bunbury
29/30 May 2016	Perth



WAITOC'S NEW STRATEGIC PLAN 2016-2020

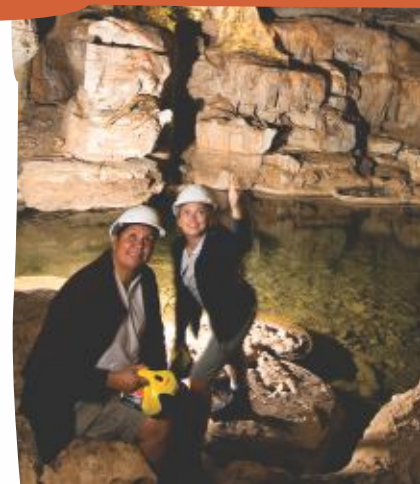




WESTERN AUSTRALIAN INDIGENOUS TOURISM OPERATORS COUNCIL

STRATEGIC PLAN 2016/20

ANCIENT TRACKS NEW JOURNEYS





On Country experiences in the Kimberley
Kimberley Dreamtime Adventures | WAITOC member



MESSAGE



FROM THE CHAIRPERSON

WAITOC is now the leading Aboriginal tourism entity in Australia after many years of consistent investment by individual Aboriginal tourism operators.

Our focus is on the marketing and promotion of authentic Aboriginal tourism experiences.

WAITOC is positioned to initiate growth in the Aboriginal Tourism sector, having secured investment from the Western Australian state government for the Aboriginal Tourism Development Program.

Aboriginal people have acquired cultural knowledge handed down by their forefathers over thousands of years - the 'oldest living culture on earth'. Aboriginal guides take domestic and international visitors on a unique journey along 'hidden tracks' unveiling a fascinating perception of the country's rich natural treasures and the influential role they play in paving their lifestyle. Western Australia, the largest state in Australia, comprises a mix of rugged gorges, vast plateaus, pristine coastline and an Aboriginal culture as diverse as the landscapes themselves.

Aboriginal contributions to the GDP have never been stronger, alongside the added value to mainstream tourism as WA gains popularity as a destination of choice to experience Aboriginal culture.

More and more Aboriginal and Torres Strait Islander people are keen to share their culture with visitors. The tourism industry offers an opportunity to embrace our culture and secure


an income for our families and communities. When other people tell our story or the story of our culture and country, they are invading our intellectual property and potentially condemning our communities to welfare.

WAITOC's core strength is the membership base of individuals who are passionate about culture, country and ancient traditions.

The visitor experience today positions WAITOC as the leading Aboriginal tourism product development, marketing and advocacy organisation for Aboriginal tourism in Australia, with a focus on Western Australia.

WAITOC's investment into authentic Aboriginal owned and operated tourism products has expanded to the international arena, with our involvement in the development of the Larrakia Declaration and a founding member of the World Indigenous Tourism Alliance (WINTA)

Tania (Tahn) Donovan | Chairperson
Western Australian Indigenous Tourism Operators Council



Inspecting wattle orchards
for commercial production
of bushtucker products

Roelands Village | WAITOC member



MESSAGE



FROM THE CHIEF EXECUTIVE OFFICER

The Western Australian Indigenous Tourism Operators Council (WAITOC) is the leader in the development of Aboriginal tourism in Australia. WAITOC, together with our Stakeholders, and Aboriginal communities throughout Western Australia have demonstrated a collective ability to work together and produce significant growth in tourism since 2002.

The Aboriginal cultural tourism sector is fast growing in Australia.

Research shows that only 20% of visitors participate in an Aboriginal cultural experience while on holiday in WA, whereas

66% would participate

if it were readily available*

*Source: Tourism Research Australia IVS and NVS data 2014.

This highlights the opportunity to grow our sector of the market. WAITOC together with its stakeholders is building and maintaining a portfolio of authentic Aboriginal cultural experiences in WA. WAITOC will be continuing to offer valuable exposure through state, national

and international distribution channels highlighting products and services of financial members. Through the Aboriginal Tourism Development Project, WAITOC is working with its members to increase market ready and export ready product in WA. The responsibility of advocacy on behalf of its members will continue to be a focus of the Organisation, ensuring that the voices of our members are heard and that partnerships are fostered so that WAITOC's members can "Walk Together and Build Sustainable Futures" with other key stakeholders of the tourism industry.

I would like to acknowledge our Stakeholders and Aboriginal leaders who continue to recognise the tremendous opportunity the Aboriginal cultural tourism sector provides for employment, cultural revitalisation, and economic benefits for communities and entrepreneurs.

The Next Wave 2016-2020 has been produced based on timely sector research, consultation with WAITOC Stakeholders, and economic assessment of the consumer demand. Therefore, WAITOC is confident that the strategy provides a formula for future success and continued sector growth that leads global trends.

The future growth for authentic Aboriginal cultural tourism will ensure growth of the entire tourism industry and The Next Wave 2016-2020 will ensure success.

Thank you,

Robert Taylor | Chief Executive Officer
Western Australian Indigenous Tourism Operators Council



EXECUTIVE SUMMARY

The direction of WAITOC has evolved to incorporate the Aboriginal Tourism Development Program (ATDP). It builds on past achievements of the organisation and expands the product portfolio which, meanwhile encompasses over 100 authentic Aboriginal cultural experiences.

The ATDP is an investment in Aboriginal tourism development by state government which will enable WAITOC members to develop into market and export ready experiences and subsequently contribute to the growth of this key market segment and the state tourism goal of \$12 billion in visitor spend by 2020.

As the peak body for Aboriginal tourism in Australia, WAITOC leverages opportunities to generate prosperous outcomes for its members and for the broader tourism industry through

communication, cohesive partnerships, marketing, PR, education and business development.

In addition, the council will continue to work with key stakeholders, exploring new ways to improve business opportunities of its members and for Aboriginal tourism across the board.

The main aim is to raise visitor satisfaction, employment and sustainability of both cultural experiences and business development.

OUR VISION

To continue to secure WA as the premier destination in Australia to experience the world's oldest living culture through accelerating the growth of a strong authentic Aboriginal tourism industry.

OUR MISSION

WAITOC – We Are Indigenous Tourism On Country

The premier Aboriginal advocacy body educating and informing government and industry on the needs of Aboriginal tourism businesses and their market.



OUR CORE VALUES

WAITOC empowers its members to embrace their cultural identity in order to honor and respect the ancestors and Elders both past and present. With traditions of the oldest living culture restored, the outcomes at a social and economic level become more progressive and offer the opportunity to create pride in its people. Showcasing these traditions fosters current and potential market understanding, sensitivity and awareness. Access and engagement with these traditions is a key consideration for the development of a sustainable Aboriginal tourism industry in Australia.

WAITOC's corporate values encompass both traditional and commercial components but are clearly differentiated as they give priority to the culturalisation of commerce and not the commercialisation of culture.

Connection to Country

WAITOC believes in the intergenerational rights/obligations of Aboriginal language groups for the spiritual maintenance of the land. This provides the basis for WAITOC's advocacy role to ensure fairness, acknowledgment and respect.

Welcome to Country

WAITOC believes that together, provision of safe passage and reciprocal acknowledgment results in mutual benefits. The importance of mutual benefits provides the basis for WAITOC's development of effective partnerships.

Facilitating Corroborees

WAITOC is a place where people with an interest in Aboriginal tourism can come together to share, learn and benefit from each other. This provides the basis for WAITOC's business development, education, advocacy, marketing and networking role.

A Traditional Welcome to Country
Wandjina Tours, Kimberley | WAITOC member



WAITOC HISTORY

For a long time, Aboriginal tourism operators were not acknowledged as a segment of the tourism industry - these operators often struggled on alone without a support network. Information for visitors and for the travel industry about Aboriginal cultural experiences were fragmented and difficult to access.

In 2000, a National Indigenous Tourism Forum was staged. The Olympic games in Sydney had raised federal government awareness of the strong demand from overseas visitors to experience the aboriginal culture. As both national and state governments lacked information about this, they decided to stage a forum to gather more knowledge on the sort of experiences which were available.

A selection of 25 Aboriginal tourism operators from Broome and Perth were nominated to represent WA at the National Forum. This was the first time that operators from the south had met with operators from the north and they discovered that the challenges they were experiencing in entering the tourism industry were very similar.

It was the operators themselves who approached the government to seek assistance in establishing a network that would support

and equip them with a voice in the industry. The Western Australian Indigenous Tourism Operators Council (WAITOC) was established, with 12 members from a variety of Aboriginal language groups. The council went from strength to strength, slowly making inroads to the mainstream tourism industry to be heard and taken seriously as a unique and valuable component of the Australian tourism experience. This resulted in the council becoming an incorporated Association in May 2002.

WAITOC is now the peak non-for-profit organisation representing Aboriginal tourism in Western Australia with over 100 members and a steady growth of newcomers every year.

WAITOC started to promote its members in the international arena through comprehensive marketing campaigns and key trade shows such as the Australian Tourism Exchange. WAITOC also held the first Australian Indigenous Tourism Conference in 2004 which has now become a national event and the only forum which focusses directly on Aboriginal cultural tourism matters. The conference is held biannually and offers the opportunity for Aboriginal tourism operators to network with each other and learn about the latest trends and opportunities.

Hand painted glassware
Maalinup Aboriginal Gallery, Swan Valley | WAITOC member

The main objective of the WAITOC board is to support and improve Aboriginal tourism businesses. In 2012 it started formulating a business case to go to the state government in partnership with Tourism Western Australia in achieving this goal.

Prior to the Australian Indigenous Tourism Conference in 2013, the 7th conference, WAITOC invited Keith Henry the CEO of Aboriginal Tourism British Columbia to help articulate WAITOC's vision to government via showcasing what progress had been made in Canada with funding for Aboriginal tourism product development by their state government. WAITOC and TWA then again presented this business case to the state government in 2015 and subsequently were the recipient of the first ever Aboriginal Tourism Development Program funding of \$4.6m during 2015 - 2019.

WAITOC as a connector with other Aboriginal tourism organisations around the globe in 2011 commenced dialogue with some of the leading

Aboriginal and Indigenous Tourism practitioners from around the globe. The outcome from this initiative was promoted at the next PATA conference in Darwin where the Larakia Declaration was born and (WINTA) World Indigenous Tourism Alliance was created with WAITOC as an inaugural member, delivering ongoing annual support.

In January 2016, WAITOC saw its first ever Western Australian Aboriginal CEO employed with the organisation, and began the implementation of the Aboriginal Tourism Development program.

Without tireless volunteers and the passion of many individual Aboriginal tourism businesses none of this would have been possible. The organisation owes a great debt to the past and present industry representatives who volunteer their time and expertise to help boost our growth into the future.

WAITOC AWARDS

The To Do! Award for Socially Responsible Tourism 2007
DRV (German Travel Industry Association) German Environmental Tourism Award 2004
Bronze Western Australian Tourism Award for Specialised Tourism Services 2013
Gold Western Australian Heritage Awards 2013

A black and white portrait of Sam Lovell, an elderly man with a wide-brimmed hat, smiling. The background is slightly blurred, showing what appears to be a window or a light fixture.

WAITOC PATRON

Sam Lovell

Sam Lovell was born in January 1933 on Calwynyadah Station in the Kimberley. His father was Jack Lovell, part owner of Calwynyadah Station. Sam was taken away to Mulla Bulla Station in 1937 when he was 4 years old. Mulla Bulla Station was an Aboriginal settlement where so called "half caste" kids were taken. Sam does not remember his mother and never saw her again after he was taken away.

Sam has an extensive background in tourism establishing his own tourism business in 1981, called Kimberley Safari Tours. Prior to that, his employment ranged from truck driver, stock hand to fencing yard building contractor. Until recently, Sam was employed by Aboriginal Economic Development (AED), Department of Industry and Resources as an Aboriginal Tourism Project Officer, he filled that role since 1995. Sam's role included:

- Providing on-site advice and practical assistance to Aboriginal clients involved or proposing to be involved in tourism activities
- Assisting in negotiations and interpretation between Aboriginal people and government departments and tourism operators
- Identifying training needs for Aboriginal tourism enterprises and negotiating with training agencies for the provision of training
- Provide on-site training to a number of Aboriginal tourism enterprises
- Participate in activities marketing Aboriginal tourism ventures

Sam was awarded the Sir David Brand Award in 1988 for his contribution to tourism and was runner up for this award in 1985.

A tourism award, the Sam and Rosita Lovell Tourism Award has also been named after him and was presented annually by the Kimberley Tourism Association.

In 2000 Sam also received a Commonwealth Recognition Award for Senior Australians. To this day Sam continues working in Aboriginal Tourism supporting operators throughout WA.



WORKING TOWARD MARKET READINESS

Objective

WAITOC will work with 17-20 Aboriginal Tourism Businesses in the Kimberley and broader southern regions to support the growth of sustainable Aboriginal tourism experiences.

The deliverables for this project are:

- Secure Participation
- MOU
- Map & Gap
- Annual Action Plans
- Implementation
- Measure outcomes

The three streams that the business development team will focus on are:

Export Ready Businesses

Aboriginal Tourism Development Program (Marketing Deliverable)
Commonwealth funded - Indigenous Tourism Champions Program 2015/16 (7 Operators in the program)

Market Ready Businesses

Aboriginal Tourism Development Program (Business Development Deliverable)

Emerging/Start-up Businesses

Aboriginal Tourism Development Program (Business Development Deliverable)

Camping with Custodian Program (Campground development in the Pilbara and Kimberley regions)

In order to provide these outcomes WAITOC Employs

- Chief Executive Officer Perth
- Marketing Manager Perth
- Product Development Manager North
- Product Development Manager South

The board and the employees strive to ensure that members are represented in:

Advocacy -

Representing members to the broader industry sector
Networking functions
WINTA – World Indigenous Tourism Alliance
Research Partnerships
Presenting at relevant forums
Bush food tourism

Business Development –

AITC 2018, 2020

Workforce Development / training

Cultivate future Aboriginal tourism operations/employment

On Country experiences
Wula Guda Nyinda
Eco Adventures, Shark Bay
WAITOC member



On Country experiences
Brian Lee Tagalong Tours
Dampier Peninsula | WAITOC member



WALK TOGETHER

AND BUILD SUSTAINABLE FUTURES

WAITOC operates as a not for profit Association representing Aboriginal tourism in Western Australia. WAITOC's role and focus of Marketing, Advocacy, Product Development and Industry Partnerships includes:

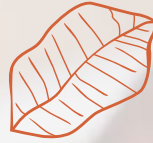
- Promotion of Aboriginal Tourism experiences to the intrastate, interstate and international markets to enhance tourism in Western Australia using an annual Marketing Plan for each Annual Funding Period of the Agreement with Tourism WA.
- Increasing the growth of membership volume and industry access to Market Intelligence. WAITOC has a long history of mutually beneficial relationships that we will seek to grow into robust partnerships through our stakeholder engagement strategy.
- Increasing the level of authentic Aboriginal tourism products in the mainstream marketing arena.
- Increasing the growth of WAITOC Associate memberships to help package Aboriginal products with main stream tourism products to give the visitor a broader itinerary. Working with larger tourism and non tourism businesses to help support the growth of the Aboriginal tourism sector.
- Securing targeted Aboriginal tourism industry research to quantify the value of the sector.
- Supporting Aboriginal tourism businesses to undertake capacity building.
- Providing a supportive network for Aboriginal tourism operators within Western Australia.
- Advocating and representing Aboriginal tourism members in the industry.

WAITOC will work on securing Perth as the gate way to authentic Aboriginal Tourism experiences and dispersal into the regional areas of the state.

WAITOC has identified the need for contestable project funding aimed at enhancing Aboriginal tourism and WA's competitiveness as a destination through review & piloting accreditation of Aboriginal tourism businesses. WAITOC will work with industry leaders and researchers to secure this funding.

- Networking – Information Dissemination
- Provide regular information to Aboriginal tourism businesses on support services available from government and tourism industry

WAITOC as an Aboriginal Tourism advocate will seek to support Aboriginal industry leaders in the preservation of intellectual property.



FOCUS ON MARKETING

WAITOC's marketing agenda focusses on the promotion of Aboriginal cultural experiences
- activities primarily include:

- Identifying new and maintaining existing markets
- Creating Aboriginal tourism promotional collateral for distribution to the trade and consumers
- Leveraging opportunities for Intra-State and Inter-State marketing services which enable the promotion of Aboriginal tourism at domestic trade and consumer events
- Pursuing International marketing opportunities via trade, consumer and media channels
- Cultivating partnerships with traditional and non-traditional industry partners
- Pursuing media and digital promotion opportunities
- Building and maintaining industry relationships
- Pursuing growth of WAITOC memberships (operators, corporates)
- Implementation of communication strategy, newsletters, social media, corporate sector
- Working with TWA to maximise PR opportunities

CULTIVATING A RESILIENT WAITOC

Seek to ensure that WAITOC exemplifies best practice in Board Governance:

- Through a developed Board induction process
- Continual annual review of WAITOC policies
- Investment in Corporate Governance training for WAITOC Board members.
- Identify of board succession planning opportunities
- Relevant and timely communication to members
- Maintain WAITOC membership with at least one Corporate Governance institute.



BE A PART OF THE EXCITEMENT OF ABORIGINAL TOURISM

WAITOC encourages all interested individuals, businesses and organisations to work together with us to help grow Western Australia's unique Aboriginal cultural tourism industry. Through committed partnerships, all stakeholders will benefit and communities in our state will begin to prosper.



WAITOC

Western Australian Indigenous
Tourism Operators Council

Western Australian Indigenous Tourism Operators Council
Address: Level 3, 1060 Hay Street
West Perth WA 6005

Post: PO Box 7689
Cloisters Square WA 6850

Web: www.waitoc.com
Email: info@waitoc.com
Phone: 0419 921 946

EXPERIENCE
EXTRAORDINARY
WESTERN AUSTRALIA

MARKETING SUMMARY

Perth Caravan
& Camping Show

50,000
VISITORS

Stand - New stand design with the opportunity for Members to attend and to distribute their brochures Member were promoted using Maps, Movies, Advertising, TV & Radio interviews (during the show) 15 WAITOC members attended, 5 radio interviews – 6ix Perth, 4 TV interviews – network Ten & 1HD 'What's up Downunder'.

Print Advertising – RAC Camping, Show guide, Have-a-Go News, 600 maps were distributed + Individual member brochures, Non stop film features (loop of 20 businesses), Free editorial Stories Opening of Imintji Campground on the Gibb River Road

8,000+
website visitors
per month

28 OPERATOR'S
FILMS
on WAITOC's
YouTube channel

9,000+
Followers on
Facebook

Member opportunities: Facebook posts, photos, films, rotating cover photos, Website business listings, feature stories, films, activities calendar, newsletter items,

ATE
2016

Australian Tourism Exchange - WAITOC had 90 individual appointments with travel agents, Export Ready Products were presented, Product News and Info stationery, 90 USB gifts with 16 film sequences were presented to the buyers.

Post ATE – Best of Travel Group (Germany/Central Europe), Self-Drive Savannah Way: Kununurra (Waringarri Arts tbc), Home Valley Station, Imintji, Bungoolee, Uptuyu

VJP Media - 6 European Journalists NT/WA Indigenous Experience, with strong focus on Kooljaman, Bundy, Brian Lee, Wandjina Tours, Narlijia.

US Media - Self-drive Windjana Gorge, Tunnel Creek, Imintji,

Ad hoc - Individual journalists e.g. Sunday Times Shark Bay

PR & MEDIA SUMMARY

Feature Magazines

(including free editorial features)

- The Senior (Kimberley Feature)
- Touring Australia Magazine
- Our Country is Waiting for You"
- Kimberley Coastlines Map
- The West

Broome VC

CO-OP 6 page Brochure

- 3 – 1 fund ratio
- 35,000 print run
- Design consistency
- State wide distribution at VCs
- Additional print-run (concertina flyers)

Sunday Times

(full page ads/free full page editorials)

- Wilderness Kimberley
- Broome & The Dampier Peninsula
- The Pilbara
- Shark Bay
- Celebrate WA

Television

- Channel 9 Today Show full 1 program (Sep.15)
- Surfing the Menu – (Sep. 15)
- Channel 7 Today Tonight – (Oct. 15)
- SBS – Rene Redzepi's Southwest Journey
- WA Weekender

PHOTOGRAPHIC
INSTAGRAM
CAMPAIGN

10 BUSINESSES
10 LOCATIONS

ESTIMATED VALUE PER BUSINESS \$20,000
(ROYALTY FREE IMAGES + SOCIAL MEDIA)



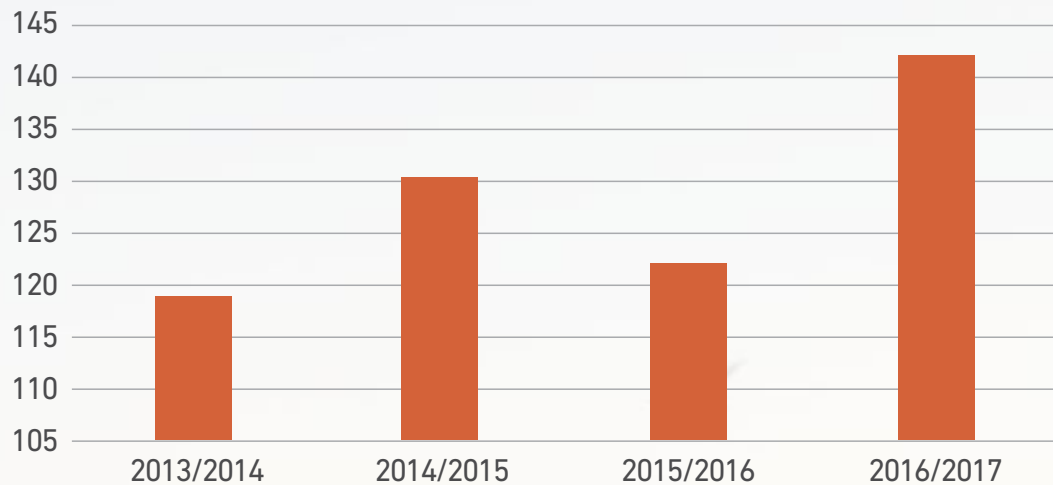
MEMBERSHIP SUMMARY

At the 2014 AGM the new WAITOC constitution was passed and all members that did not pay automatically became a free member so there were 3 levels of membership being ATB Free, ATB and Associate. The WAITOC board also made a decision to only include paying members in the larger marketing activities such as the WAITOC RACWA map and also the industry product manual. The forecast for next year is that there will be a turnaround from free members also that will start to see the benefits in the WAITOC membership with further changes planned for the year after.

The WAITOC membership has had a decline in the 2015-2016 financial year as can be seen in Table 2, but is forecasting a growth in the 2016-17 financial year due to the planned networking and the on the ground work from our passionate team.

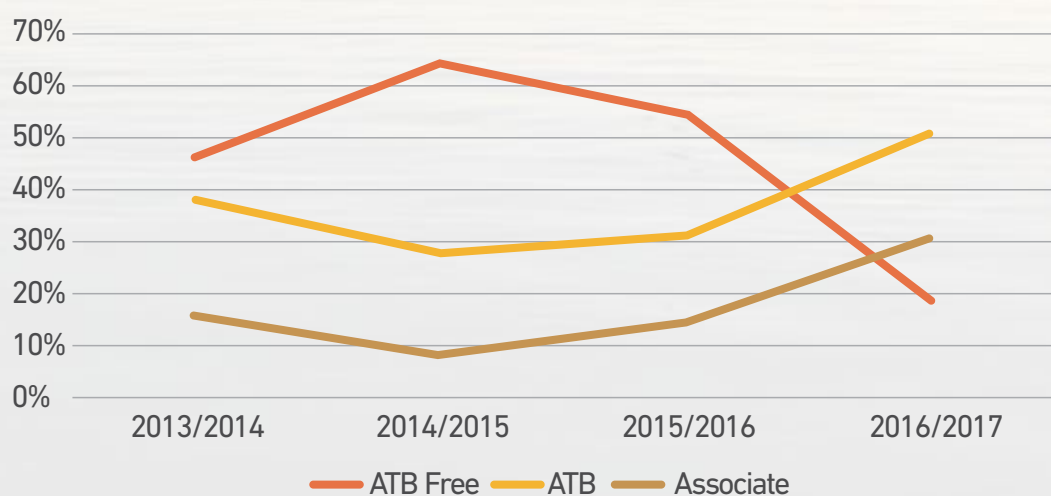
WAITOC Membership Growth 2016

Table 1 :



WAITOC Membership Statistics

Table 2 :





WAITOC ASSOCIATION INC.

ABN 88 206 818 729

FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2016



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WAITOC Association Incorporated

ABN 88 206 818 729

STATEMENT BY MEMBERS OF THE BOARD

The board have determined that the association is not a reporting body.


The board have determined that this special purpose financial report should be prepared in accordance with accounting policies outlined in Note 1 of the financial statements.

In the opinion of the Board the financial report as set out on pages 46 - 55:

1. Presents fairly the financial position of WAITOC Association Inc. as at 30 June 2016 and its performance for the period ended on that date
2. At the date of this statement, there are reasonable grounds to believe that WAITOC Association Inc. will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the board and is signed for on behalf of the Board by:

Dated this 21st day of October 2016



Chair
Tahn (Tania) Donovan



Treasurer
Doc (Ronald) Reynolds



Anderson Munro & Wyllie

CHARTERED ACCOUNTANTS

Street Address:

Unit 8
210 Winton Road
JOONDALUP WA 6027

Postal Address:

PO Box 229
JOONDALUP DC WA 6919

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W: www.amwaudit.com.au ABN 59 125 425 274

Liability limited by a scheme approved under Professional Standards Legislation

INDEPENDENT AUDIT REPORT TO THE MEMBERS OF WAITOC ASSOCIATION INC.

We have audited the attached special purpose financial report of WAITOC Association (Inc.), for the year ended 30 June 2016, which comprises the Statement of Financial Position as at 30 June 2016, the Profit and Loss Statement and Other Income for the year then ended, statement of recognised income and expense, statement of cash flows, notes comprising a summary of significant accounting policies and other explanatory information, and the statement by members of the committee.

Board's Responsibility for the Financial Report

The board of the Association is responsible for the preparation of the financial report, and has determined that the basis of preparation described in Note 1 is appropriate to meet the needs of the members. The board's responsibility also includes such internal control as the board determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

The Board members of WAITOC Association Inc. have determined that it is a non reporting entity, because there does not exist any users of the financial report who are unable to command the preparation of reports to satisfy all their information needs. The financial report is therefore a special purpose financial report, which does not require the application of all Accounting Standards in Australia, and other financial reporting requirements. The Board members of the Association have determined that the accounting policies used are consistent with the Association's financial reporting requirements and are appropriate to meet the needs of the members. No opinion is expressed as to whether the accounting policies used are appropriate to the needs of the members.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We have conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the association's preparation of the financial report that gives a true and fair view, in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial report.



The financial report has been prepared for distribution to members for the purpose of fulfilling the board's financial reporting obligations under the constitution. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

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

Independence

In conducting our audit, we have complied with the independence requirements of Australian professional ethical pronouncements.

Audit Opinion

In our opinion, the financial report presents fairly in accordance with accounting policies described in the Notes to the Accounts, the financial position of WAITOC Association Inc. as at 30 June 2016 and the results of its operations for the year then ended.

Basis of Accounting

Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Boards' financial reporting responsibilities. As a result, the financial report may not be suitable for another purpose.

Dated the 21st day of October 2016 in Perth, Western Australia

AMW (AUDIT) PTY LTD

Anderson Munro & Wyllie

ANDERSON MUNRO & WYLLIE
Chartered Accountants

Martin Shone

MARTIN SHONE
Principal

WAITOC ASSOCIATION INC.
STATEMENT OF PROFIT AND LOSS AND OTHER INCOME
FOR THE YEAR ENDED 30 JUNE 2016

	Note	2106	2015
		\$	\$
Revenue from ordinary activities	2	1,228,082	568,639
Other income	3	18,926	38,761
Gross Profit		<u>1,247,008</u>	<u>607,400</u>
Administration Expenses		44,979	24,019
Advertising		42,430	31,182
Bank Fees		1,436	573
Board Expenses and Travel		116,370	47,916
Depreciation		1,313	2,082
Insurance		10,986	366
Miscellaneous Expenses		11,651	-
Marketing Expenses		131,067	63,584
AITC Expenses		63,340	-
Trade Show Expenses		12,195	20,465
Printing and Stationery		922	2,247
Professional Fees		219,116	262,767
Employment Expenses		241,970	-
Project Expenses		355,381	183,045
Strategic Planning		-	56,180
Website Maintenance		1,800	15,727
Loss from ordinary activities before income tax		<u>(7,948)</u>	<u>(102,753)</u>
Income tax expense		<u>-</u>	<u>-</u>
Net Operating Loss	4	<u>(7,948)</u>	<u>(102,753)</u>

The accompanying notes form part of these financial statements

WAITOC ASSOCIATION INC.
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2016

	Note	2106	2015
		\$	\$
Current Assets			
Cash	5	409,035	171,320
Trade and other receivables	6	8,608	41,442
Prepayments		33,851	-
Total Current Assets		451,494	212,762
Non-Current Assets	7	5,805	-
Property, plant and equipment			
Total Non-Current Assets		5,805	-
Total Assets		457,299	212,762
Current Liabilities			
Trade and other payables	8	27,169	35,784
Income in advance	9	9,500	18,530
Payroll Liabilities	10	27,466	-
Borrowings		-	1,616
Unexpended Grants		244,280	-
Total Current Liabilities		308,415	55,930
Non-Current Liabilities			
Total Non-Current Liabilities		-	-
Total Liabilities		308,415	55,930
Net Assets		148,884	156,832
Equity			
Retained Earnings		156,832	214,548
Reserves	11	-	45,037
Current Earnings		(7,948)	(102,753)
Total Equity		148,884	156,832

The accompanying notes form part of these financial statements

**WAITOC ASSOCIATION INC.
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2016**

	Reserves	Retained Earnings	Total
Opening balance 1 July 2014	45,037	214,548	259,585
Loss for the year	-	(102,753)	(102,753)
Movement in reserves	-	-	-
	<hr/>	<hr/>	<hr/>
Closing balance 30 June 2015	45,037	111,795	156,832
Loss for the year	-	(7,948)	(7,948)
Movement in reserves	(45,037)	45,037	-
	<hr/>	<hr/>	<hr/>
Total Current Liabilities	-	148,884	148,884

The accompanying notes form part of these financial statements

WAITOC ASSOCIATION INC.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2016

	Note	2106	2015
		\$	\$
Cash Flows from Operations Activities			
Receipts from subscriptions		24,484	18,749
Operating grant receipts		1,335,000	493,550
Other income receipts		141,491	59,377
Interest received		6,969	6,193
Payments to suppliers and employees		(1,254,108)	(699,103)
Net cash generated from / (used in) operating activities	12(b)	253,836	(121,234)
Cash Flows from Investing Activities			
		-	-
Purchase of property, plant & equipment		(14,505)	-
Net cash used in investing activities		(14,505)	-
Cash Flows from Financing Activities			
Repayment of borrowings		(1,616)	-
Net cash used in investing activities		(1,616)	-
Increase / (Decrease) in cash held		237,715	(121,234)
Cash at the beginning of the year		171,320	292,554
Cash at the end of the year	12(a)	409,035	171,320

The accompanying notes form part of these financial statements

WAITOC ASSOCIATION INC.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2016

1. Statement of Significant Accounting Policies

The financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act (WA) 2015. The board has determined that the association is not a reporting entity.

The principal activity of the association is the provision of support to the Aboriginal community.

The report has been prepared in accordance with the requirements of the Associations Incorporation Act (WA) 2015 and the following Australian Accounting Standards:

AASB 101	Presentation of Financial Statements
AASB 107	Cash Flow Statements
AASB 108	Accounting Policies, Changes in Accounting Estimates and Errors
AASB 1031	Materiality
AASB 1048	Interpretation of Standards
AASB 1054	Australian Additional Disclosures

No other applicable Accounting Standards, Australian Accounting Interpretations or other authoritative pronouncements of the Australian Accounting Standards Board have been applied.

The financial report has been prepared on an accrual basis and is based on historical costs. It does not take into account changing money values, or except where stated, current valuations of non-current assets. Cost is based on the fair values of the consideration given in exchange for assets.

The following is a summary of the material accounting policies adopted by the economic entity in the preparation of the financial report. The accounting policies have been consistently applied, unless otherwise stated.

(a) Employee Benefits

Provision is made for the Association's liability for employee benefits arising from services rendered by employees to balance date. Employee benefits expected to be settled within one year have been measured at their nominal amount. Other employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits.

Contributions are made by the Association to an employee superannuation fund and are charged as expenses when incurred.

(b) Economic Dependency

The Association is dependent upon funding from Tourism WA to conduct its current activities. Should this funding not be made available to the Association in the future, the Association may not be able to continue to conduct current activities.

WAITOC ASSOCIATION INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016

1. Statement of Significant Accounting Policies (continued)

(c) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of expense. Receivables and payables in the balance sheet are shown inclusive of GST.

(d) Income Tax

The Association is exempt for Income Tax under section 50-5 of the Income Tax Assessment Act 1997.

(e) Plant and equipment

Each class of plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment losses.

The depreciable amount of all fixed assets are depreciated over their estimated useful lives commencing from the time the asset is held ready for use.

The following rates of depreciation have been applied on a straight line basis:

Plant and fittings	25%
Website Maintenance	25%

The carrying amount of plant and equipment is reviewed annually by the board to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of expected net cash flows that will be received from the assets employment and subsequent disposal: the expected net cash flows have been discounted to their present values in determining recoverable amounts.

For the purpose of this report, the board determined that in the case of the Association having to cease operations for any reason, the rules imposed relating to the disposal of such assets would mean that no net inflow of cash would be expected, and therefore, the net value of the plant and equipment less depreciation and impairment losses has been reduced to nil.

(f) Revenue and Other Income

Revenue is measured at the fair value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. For this purpose deferred consideration is not discounted to present values when recognising revenue.

Interest revenue is recognised using the effective interest rate method, which for floating rate financial assets is the rate inherent in the instrument.

Grant and donation income is recognised when the entity obtains control over the funds, which is generally at the time of receipt.

**WAITOC ASSOCIATION INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

1. Statement of Significant Accounting Policies (continued)

(g) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less.

(f) Unspent grants

Grant income is brought to account as revenue in the year in which it is expended. To the extent that such grants remain unexpended at the year end they are carried forward to future accounting periods.

(g) Provisions

Provisions are recognised when the Association has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

WAITOC ASSOCIATION INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016

	2106	2015
	\$	\$
2, Revenue		
Conference Income	65,838	(3, 191)
Fee for Services	-	5,000
Membership Fees	7,828	11,250
Grant Income	1,090,720	530,580
Sponsorship	63,696	25,000
	<u>1,228,082</u>	<u>568,639</u>
3, Other Income		
Bank Interest	6,969	6, 193
Sundry Income	11 ,957	32,568
	<u>18,926</u>	<u>38,761</u>
4, Net profit		
The net profit is arrived at after charging the following specific items:		
Depreciation	1,313	2,082
Auditors remuneration	7,647	4,750
	<u>8,960</u>	<u>6,832</u>
5, Cash		
Cheque Account	103,907	2,899
ANZ - AITC Trust account	29,765	49, 106
ANZ - Online Saver account	253,108	87,230
ANZ- Premium Saver account	-	32,085
ANZ Visa Card	22,255	(1,616)
	<u>409,035</u>	<u>169,704</u>
5, Trade and other receivable		
Trade debtors	5,868	31,554
Deposits Paid	2,740	-
GST Receivable	-	9,888
	<u>8,608</u>	<u>41,442</u>
5, Property, plant and equipment		
Plant and Equipment at cost	14,505	7,387
Accumulated depreciation	(8,700)	(7,387)
Total Plant and Equipment	<u>5,805</u>	<u>-</u>

WAITOC ASSOCIATION INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016

	2106	2015
	\$	\$
7, Property, plant and equipment (cont'd)		
Website - at cost	11,780	11,780
Accumulated depreciation	(11,780)	11,780
Total Website	-	-
Total Property, plant and equipment	5,805	-
8, Trade and other payables		
Trade creditors	-	21,704
Accrued expenses	9,769	14,080
GST liability	17,400	-
	27,169	35,784
9, Income in advance		
Membership fees received in advance	9,500	18,530
	9,500	18,530
10, Payroll liabilities		
Cheque Account	12,164	-
ANZ - AITC Trust account	12,957	-
ANZ - Online Saver account	2,345	-
	27,466	-

These liabilities represent WAITOC Association Inc's obligations to which the employee has a current legal entitlement. These liabilities arise mainly from accrued annual leave entitlements at reporting date.

11, Reserves

AITC reserve	-	45,037
	-	45,037

12, Cash Flow Information

(a) Reconciliation of Cash

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

Cash at bank	409,035	171,320
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WAITOC ASSOCIATION INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016

	2106	2015
	\$	\$
12, Cash Flow Information		
(b) Reconciliation of Profit after tax to net cash from operating activities		
(Loss) / Profit from ordinary activities after income tax	(7,948)	(102,753)
Non - cash flows in loss from ordinary activities		
- Depreciation	8,700	2,082
Changes in assets & liabilities	16,383	(1,041)
- (Increase)/Decrease in receivables		
- Increase/ (decrease) in payables	236,701	(19,522)
Cash flows generated from operating activities	253,836	(121,234)

13. Association details

The Principal place of business for the Association is:

WAITOC Association Inc.
 Level 3, Suite 6
 1060 Hay Street, West Perth WA 6005





Njaki Njaki Aboriginal Cultural Tours - Merredin | WAITOC member



CONTACT INFORMATION

If you have any questions about this report
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By Post:
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Cloisters Square WA 6850

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