

A person is shown in silhouette, sitting on the ground and playing a didgeridoo. The background is a warm, golden sunset or sunrise over a natural landscape with trees and bushes. The scene is framed by a dark, irregular shape that contains the title text.

— WAITOC —

ANNUAL REPORT

— 2017/18 —

WESTERN AUSTRALIAN INDIGENOUS TOURISM OPERATORS COUNCIL

Aboriginal Tours and Experiences







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INTRODUCTION



2017 -2018 highlights saw WAITOC focus on its sustainability, future funding and future demand. It has continued to form mutually beneficial opportunities with other businesses organisations and government agencies to enhance opportunities for its members and grow Aboriginal tourism across the state.



2017/2018 HIGHLIGHTS

300%
INCREASE IN
WAITOC'S
STAKEHOLDER
ENGAGEMENT
STRATEGY

TWA & WAITOC
SUCCESSFUL IN
JOINT BID
TO HOST **WINTA
2020**

176,000+
WAITOC BROCHURES
& MAPS DISTRIBUTED
AUSTRALIA WIDE

20 WA
ABORIGINAL
TOURISM
BUSINESSES
PARTICIPATING IN
IBA & WAITOC
PRODUCT
DEVELOPMENT

1. New Partners - This year has seen the first ever partnership with Indigenous Business Australia. This partnership has enabled 20 businesses across WA to participate in Product Development, mentoring and business sustainability. WAITOC successfully negotiated sponsorship for 9 businesses to attend the Eastern States Caravan and Camping shows. Creating even more opportunities for Aboriginal businesses in WA through the partnership with IBA.

2. Continued partnerships with the City of Perth and Tourism WA; These partners have enabled WAITOC to support Perth Aboriginal business in product development, expanding experiences within the areas of Destination Perth, these businesses were able to attend this years Australian Indigenous Tourism Conference held in Lorne.

The Aboriginal Tourism Development Program (ATDP) has just completed its third year. Already great outcomes have emerged including increased employment, and increased revenue for Aboriginal businesses via improved connection to targeted tourism markets.

Partnerships are now stronger than ever with the CEO increasing the WAITOC's stakeholder engagement strategy by 300% on last year.

WAITOC has created strengths in partnerships with organisations such as TWA, DPAW, TCWA, FACET, IBA, Destination Perth, Australia's South West, Australia's North West, Australia's Coral Coast and Australia's Golden Outback, Department of Biodiversity, Conservation and Attractions (DPAW).

This year, Robert Taylor, Doc Reynolds and Neville Polina attended the World Indigenous Tourism Summit in New Zealand with a bid to host the summit in 2020. With the support of Tourism WA, the team was successful in winning the bid. The summit will be held in Perth on the 5th April to the 9th April 2020. Other key partners in this bid were Curtin University and Forum Advocating for Culture and Eco Tourism (FACET) with the support of the Perth Convention Bureau.

Marketing

Marketing continues to be a core business activity for WAITOC as the organisation delivered its 2017-18 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; including attending ATE in Adelaide this year. meeting with key stakeholders, showcasing Aboriginal tourism in WA with great success

alongside its normal marketing of the organisation. WAITOC and its' members were a popular feature at the caravan and camping shows held across Australia; The marketing team were able to attend more due to the support of Tourism WA and its partnership with Caravan Industry Association WA.

This year to address seasonality for WAITOC members, for the first time, WAITOC created a school-based booklet highlighting tours that help to engage children to learn about Aboriginal culture and heritage. These have been distributed to over 45,000 schools in Australia with the second edition now released.

Government Changes and their impact to WAITOC

WAITOC have been advocating in its own right, and in partnership with Tourism WA and the Tourism Council of WA to ensure that the Labor government continue to support the ATDP into the future. WAITOC has highlighted the positive outcomes to both the Premier Mark McGowan and the tourism Minister Paul Papalia. The organisation schedules regular meetings in order to advocate for the continuation of the current funding. WAITOC work with the government on other programs such as camping with custodians and Aboriginal Events funding program to improve opportunities across the state for Aboriginal tourism.

The period of 2017 -2018 has highlighted a great performance by WAITOC, who have met all the WA Government Key Performance Indicators. This has raised the profile and credibility of WAITOC as the State's peak industry body supporting Aboriginal tourism economic and social development.

The change in government has led to many operational and process changes for the state tourism Authority. Robert Taylor would like to acknowledge TWA's support through the year, 'TWA have made it a smooth transition for WAITOC and State tourism to connect effectively and efficiently on many projects in order to enhance Aboriginal tourism for WA.

As part of government restructure, Nathan Harding' Chair of TWA' welcomed a new Aboriginal commissioner Kia Dowell to their board. WAITOC looks forward to seeing some great work through this new structure. WAITOC will continue working together with Department of Biodiversity Conservation and attractions next year in areas including 'Culture in the Parks,' offering opportunities for new Aboriginal business to set up in the parks. In 2017 -2018 3 forums were held in Bunbury, Perth and Albany and more are planned for next year.

In closing, the WAITOC board 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 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.

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:





WAITOC
BOARD OF
DIRECTORS
2017 - 2018

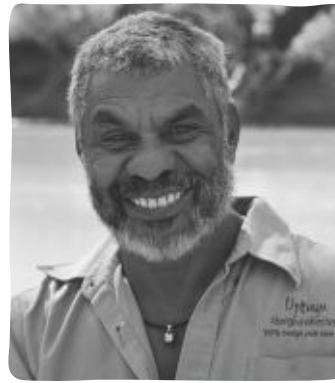




**Doc
Reynolds**

Chairperson

Australia's Golden
Outback (AGO)
Representative



**Neville
Poelina**

Vice Chairperson

WA State
Representative

**Rosanna
Angus**

Treasurer

WA State
Representative



**Tahn
Donovan**

WA State
Representative



**Darren
Capewell**

Australia's
Coral Coast (ACC)
Representative



**Clinton
Walker**

Australia's
North West (ANW)
Representative

**Josh
Whiteland**

Australia's
South West (ASW)
Representative



**Dale
Tilbrook**

Destination
Perth
Representative



**Glen
Mesch**



**Marie
Redman**



MESSAGE

FROM THE CHAIRPERSON



WAITOC's work in marketing and promoting Western Australia continues. Though the organisation is small, it has a highly effective team, that is maximising every dollar spent to ensure a double the value in return.



Poornarti Tours, Denmark | WAITOC member

The organisation this year has moved rapidly forward in leveraging more funding than ever before. Outperforming its KPI of increase income by \$66,000 per annum, this year the staff leveraged a further \$339,941.00 for the organisation and its members. This funding has gone into the ATDP in order to help create sustainable businesses in Aboriginal tourism across the state. We appreciate and honour the partners who can see the value of this project and continue to support Aboriginal business development.

Securing of the Aboriginal Tourism Product Development funding has increased industry expectations on the small WAITOC team. Including expectations from members and industry. I believe that the team is batting well above their weight; as WAITOC currently operates on a budget far less than any Regional Tourism Organisation or industry council; however, by working together, WAITOC members are growing the opportunities for themselves and others in the industry. Leveraging increased partnerships will see more exciting outcomes for Western Australia now and into the future.

The board members of WAITOC work continuously to improve governance; development of the Board, and policies and procedures. WAITOC board members are voluntary positions with board members offering their skills and experience in the industry to better position WAITOC and Aboriginal Tourism; maximising outcomes and returns for members. This year a number of processes were redeveloped keeping the organisation renewed and up to date. It is tireless work by the board members who contribute, and I would like to thank them for this.

WAITOC invests in quality images and footage to promote the diversity of authentic Aboriginal Tourism in WA. This year, more Aboriginal Businesses than ever being filmed, and appearing on shows, such as Destination WA. showcasing the oldest living culture to all of Australia through the eyes of the many Aboriginal people that share their culture daily. By achieving this WAITOC enhances Aboriginal images in the marketing and promotion of Western Australia and Australia. Without WAITOC it is possible the international visitors would be less aware of the diversity of opportunities to experience Aboriginal culture than they already are. I would like to thank the businesses that have taken part in these opportunities as it helps develop new reasons to visit.

Robert Taylor, vice chair Neville Poelina and I worked with our previous chair Tahn Donovan, the WAITOC board and other stakeholders, to put a bid together and were successful in New Zealand, securing the next WINTA conference. 'World Indigenous Tourism Summit'

to be held in Perth in 2020. WAITOC is looking forward to showcasing Perth and WA to the world of Indigenous people that will attend the WINTA 2020 conference.

WAITOC has entered in the Special Tourism Services category of the WA state tourism awards.

The organisation is truly one of a kind at the moment in Australia. we are striving to ensure we continue to spearhead economic social and cultural improvements for Aboriginal people across the state.

Our members have been empowered with 2018 showcasing the largest number of nominees for the Aboriginal and Torres Strait Islander tourism awards with 5 businesses entering 8 categories. As an organisation that supports these businesses we would like to wish these amazing mentors success this year.

Although the wider community may not notice, many people are watching the alteration that are taking place through the development of Authentic Aboriginal tourism in Western Australia; and the value that it brings to mainstream Tourism. Our Western Australian landscapes are as stunning and diverse as our Aboriginal communities. Western Australian bio diversity of plants and animals meets the interest of additional niche markets creating value add products to Aboriginal tourism. It has been great to see the enrichment of product through the education of the country. We are an industry that offers original stories about our country told by our people the story of living and managing the land in the traditional way.

I believe for a long time now that the government has been saying that they are working on closing the gap. Unfortunately, in many cases the outcomes have not been as successful as it needs to be; with minimal return in many areas. Aboriginal people sharing their culture through tourism, however, are walking the walk and working through educating their visitors, closing the gap from a grass roots level. Aboriginal people for years have known that the key to surviving is diversification and moving with the seasons and changes in the environment and WAITOC is no exception. The organisation will continue to look to expand to help more Aboriginal people find the balance of economic freedom and cultural security.

"As the Chair I would like to sincerely thank my dedicated Board, our Staff, CEO, Mr Rob Taylor, our marketing guru, Ms Di Below, our Product Development Managers, Angelique Fransen and Liz Jacks and our Admin officer, Ms Kim Rigby for their continued commitment in growing the WAITOC brand here, Nationally and Internationally ensuring our member products are in the forefront of visitors mind when making their holiday to our country"

Doc Reynolds | Chairperson
Western Australian Indigenous Tourism Operators Council



MESSAGE

FROM THE CHIEF EXECUTIVE OFFICER



My third year as CEO for WAITOC, after having had the pleasure of being a board member of WAITOC for the 4 years of which I spent 2 years as treasurer and 14 months as the WAITOC chair, has been a very exciting year and I look forward to an even more exciting year ahead.



The 2017-2018 financial year has seen some great results in the ATDP program. WAITOC working alongside the City of Perth and IBA have created a new program, ATDI specialising in Aboriginal business development in Perth and other areas in WA which were not eligible through the ATDP program. ATDI has up to 20 businesses supported with 80 hours of mentorship, and a small amount of funds to help get their business training and / or marketing support. These opportunities would have been very hard to get if it was not for the success of the ATDP program which has been sponsored by the state government until June 2019.

Marketing has been busy with some great new collateral being presented by our marketing manager Di Below. There has been huge interest in the WAITOC Map, and development of Seasonal brochures to engage schools in cultural learning. International, National and state representation has seen WAITOC located directly in front of both the consumer market and wholesalers with an expedient growth in the Caravan and camping market thanks to some great partners in the industry.

The Aboriginal Tourism Development Program continues to increase interest in tourism business ownership.

"This year Aboriginal businesses start-up has increased from 135 to now 161 and established Aboriginal businesses continue to increase employment of Aboriginal people."

Through advocacy and strategic development WAITOC has looked to increase partnership opportunities; for the first time WAITOC is proud to welcome Indigenous Business Australia, as one of these partners and continues to honour working with City of Perth and Tourism WA to further develop Aboriginal tourism businesses.

For the future WAITOC is working to get support through ATE 2019; to have welcome to country showcased at all major airports starting with our own Perth Airport. WAITOC is proud to be able to highlight WA to the rest of the World Indigenous people to the state in 2020. For the first time with the development of the WAITOC website Associate members will be listed helping our members to access specials and discounts through these supporting businesses.

As CEO I have been working on relationship building between our members, government and tourism organisations. Aimed to increase reach, opportunity and Aboriginal product across WA. I hope that the financial 2018 -2019 year will see a further increase in Aboriginal tourism. I look forward to growing our relationship with the Caravan Industry WA and Tourism Council WA even further into our future.

I would like to acknowledge the hard work that the WAITOC board commit to during the year; as they are all volunteers that take time out of their own businesses to strategically work on the Aboriginal tourism sector. I thank my team, their hard work and passion that they give to WAITOC enables the organisation to reach its strategic outcomes.

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



SUMMARY OF KEY DELIVERABLES 2017 - 2018

Achievements Against Aboriginal Tourism
Development Program - Agreements KPI's

1. Business Development

Requirement	Result
By 30 September 2017, 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.	New action plans are now being prepared for the 19 businesses that have been in the program for the second year. The 19 new action plans will be submitted to TWA on the 30th September or before.
WAITOC to demonstrate through its annual reporting that \$500,000 of ATDP funding has been used to deliver initiatives documented in operator Action Plans.	19 operator action plans delivered showing the funding spent

2. Marketing

Requirement	Result
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 and was delivered to TWA on 30th April 2018
Attend the following trade shows: <ul style="list-style-type: none"> Australian Tourism Exchange (ATE) Extraordinary Tourism Exchange (ETE) Tourism WA US/European Roadshow (when held) 	WAITOC being Di Below Marketing Manager and board member Clinton Walker both attended ATE in Adelaide in 2018 and Di Below will be attending Meeting Place in Perth as ETE has been cancelled due to Perth winning the bid to host Meeting Place. Di Below also attended Tourism WA European Roadshow in September/October.
Distribute an electronic newsletter to members, consumers and other interested parties on a minimum quarterly basis.	Exceeded target of 4 x newsletters by 200% WAITOC has distributed 2-3 electronic newsletters per quarter on:
Previous Status	
All completed as scheduled	
Quarter 1: 4	Mowanjumb Festival Camping with Custodians
Quarter 2: 4	Aboriginal Events Scheme Cultural Youth Camps WAITOC Christmas Newsletter
Quarter 3: 4	WAITOC-IBA Partnership AITC Aboriginal Art Gallery in Denmark Destination WA TV Series AITC (2)
Quarter 4: 4	WAITOC Newsletter WAITOC Newsletter

Achievements Against Aboriginal Tourism Development Program - Agreements KPI's

2. Marketing

Requirement	Result
Work with Tourism WA to identify public relations opportunities and media familiarisation opportunities.	3 x planning meetings held with Tourism WA during 1st quarter of the financial year. Agreed major projects Sean Scott & Domestic Cooking TV feature + target East Coast journalists/editorials and international media from key source markets.
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 tourism businesses.</p> <p>100% WAITOC Map (market & export ready)</p> <p>70% WAITOC Schools Brochure (market & export ready)</p> <p>100% WAITOC Campgrounds & Retreats brochure (features all members with campgrounds and/or accommodation)</p> <p>100% CIAWA Campgrounds brochure (features all members with campgrounds)</p> <p>100% WAITOC product manual (online version)</p> <p>100% WAITOC product directory (printed) – features all international ready products</p> <p>70% Tour Operator Brochures – (export ready only + campgrounds)</p> <p>100% WAITOC Perth Caravan & Camping Show Stand (market & export ready)</p> <p>75% WAITOC Kimberley Brochure (market & export ready + events)</p> <p>100% WAITOC ATE (export ready + cultural centres and events)</p> <p>100% TWA G'Day WA Roadshow (export ready + cultural centres and events)</p> <p>70% UK/Europe Roadshow (export ready only + art/cultural centres and events)</p> <p>100% ATEC Event – (market & export ready + art/cultural centres and events)</p> <p>100% WAITOC Brochure Racking – 200 outlets Perth and Broome</p> <p>60% WAITOC Print Advertising – (market & export ready)</p> <p>100% WAITOC C&C show attendance Adelaide (market & export ready)</p> <p>100% WAITOC C&C show attendance Melbourne (market & export ready)</p> <p>100% WAITOC C&C show attendance Sydney (market & export ready)</p> <p>100% WAITOC Website (market & export ready)</p> <p>80% WAITOC Social Media - Facebook</p>
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.	Exceeded target. All trade and consumer focussed activities featured more than 50% export ready businesses
Demonstrate through annual reporting that \$170,000 of ATDP marketing funding has been directed to marketing related activities.	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. However, as we leveraged extra funds through our marketing activities on the attached report our activity expenditure this financial year was \$204,939.39.

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.	Online data is recorded and available to our Industry partners for every published newsletter
Share WAITOC consumer collateral distribution data with Tourism WA.	Collateral distribution data is recorded and distributed with each quarterly report to TWA

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"> • RTOs - WAITOC has negotiated contra deals for our maps. • Promotional Partnerships with 5 International Tour Operators • Promotional Partnership with RSC (Road Safety Commission) (WAITOC map) • Promotional Partnership with CIAWA (Caravan Industry Association WA) (WAITOC map) • Promotional Partnership with Broome Visitor Centre – ongoing distribution of • WAITOC maps, + our (jointly produced) 6-page Kimberley Flyer and outdoor promotional signage at Broome Airport. • Promotional Partnership with Perth Visitor Centre – ongoing distribution of WAITOC maps + posters and signage for Aboriginal tours and experiences racks featuring a range of brochures from individual WAITOC businesses. • Regular In-house training sessions with staff. • Partnered with Indigenous Business Australia, City of Perth and Tourism WA to create further Aboriginal Tourism Development and supported travel to east coast road show and caravan and camping shows.

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).	WAITOC AGM networking, WAITOC invited 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.
Act as conduit/facilitator to bring Aboriginal tourism operators together to deliver actions under ATSWA 2011-15 and the State Tourism Strategy 2020.	WAITOC is due to deliver its next conference in 2018 in Lorne Victoria with the planning well underway, registrations open and speakers being arranged. WAITOC won a bid to (WINTA) World Indigenous Tourism Alliance to host the 2020 World Indigenous Tourism Summit in Perth. WAITOC also each year puts together a communications strategy for advocacy and this year exceeded the previous year's advocacy by 300%.

Achievements Against Administrative Services Agreement - Agreements KPI's

1. Organisational Governance

Requirement	Result
Gain Board and Tourism WA's approval of Annual Operational Plans.	The WAITOC operational plan was presented to the WAITOC board at the May board meeting and passed by the board for the 2018-2019 financial year and was delivered to TWA on the same day.
Inclusion of one non-voting representative from Tourism WA on the WAITOC Board.	This seat is currently held by Renata Lowe from TWA and Renata was present at all board meetings this financial year 2017-2018 except the May meeting when Caroline Vincin attended
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 6 face to face meetings meeting 1 29/8/2017, meeting 2 9/11/2017, meeting 3 10/11/2017, meeting 4 11/11/2017, meeting 5 22/2/2018 and meeting 6 29/5/2018 plus the Annual General Meeting on the 10/11/17 to coincide with the WA tourism awards.

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 retained 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.	<p>WAITOC has now exceeded its KPI of extra funds of \$66k per year, this year raised a total of \$339,941 over and above its budget through other partnerships. The organisations and amounts are as follows:</p> <ul style="list-style-type: none"> • TWA \$43,457k for other works • City of Perth \$30k Perth Product Development Pilot • IBA (Indigenous Business Australia) \$259,484Product Development • SWDC Mookaroo Festival \$4k • PCB \$3k for NZ trip to secure the World Indigenous Tourism Summit 2020
WAITOC to maintain an office presence.	WAITOC moved into its new office in the Amberley Business Centre at level 3 1060 Hay Street West Perth on the 12th July 2016
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 2017 with the audit of financials up until the 30th April with the final Audit Completed on the 28th September 2018 Report attached
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 by the attached P&L WAITOC earned over and above the \$300k with memberships and other revenues and spent over \$357k so there was no surplus funds from the \$300k delivered.

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).	Completed in the financial year of 2015-2016

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 WAITOC operational plan was presented to the WAITOC board at the May board meeting and passed by the board for the 2018-2019 financial year and was delivered to TWA on the same day

SCHEDULE OF FULL WAITOC BOARD MEETINGS 2017-2018

DATE	LOCATION
29 August 2017	Perth
9, 10 & 11 November 2018	Perth
22 February 2018	Perth
29 May 2018	Roelands



WAITOC'S NEW STRATEGIC PLAN 2016-2020

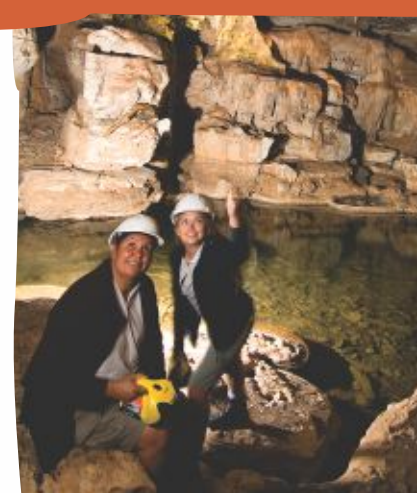
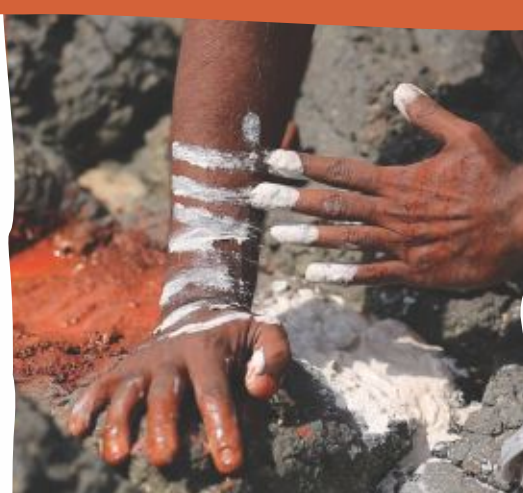




WESTERN AUSTRALIAN INDIGENOUS TOURISM OPERATORS COUNCIL

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.



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



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 Gura 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

6 Travel Shows
(Trade)

790 Trade & Media
Meetings

Cruise Workshop, Perth - July 2016 – 22 meetings with Cruise Operators and Inbound tour operators. 4 WAITOC businesses attended, each with individual workshop/meeting tables.

ATEC Meeting Place, Perth - November 2016 – Incorporated 6 'New Product Pitch' presentations from 5 WAITOC members: Go Cultural Tours, Luridgii Tours, Ngaling Wongi, Narlijia Tours, Djurandi Dreaming, WAITOC meetings with 24 Inbound Tour Operators. Distribution of new product manuals and maps.

US Marketplace Workshops - February in Pasadena - WAITOC staged 101 meetings with US trade and media. A major (AU\$ 36 mill) Tourism Australia campaign is boosting public interest in Australia this year.

ATE 2018, Adelaide - April – 103 trade and media appointments were staged. Clinton Walker – Ngurrangga Tours attended at the WAITOC stand. Trade manuals and USBs featuring short film sequences of tours with all of our export ready members were distributed. WAITOC's new range of over 2000 images (resulting from the past 2 years of professional photo shoots with Sean Scott Photography) are also extremely popular with our trade partners

G'Day WA Roadshow, Brisbane, Sydney and Melbourne -May – 60 appointments with trade and media. Distribution of WAITOC maps, trade manuals, promotional film sequences and images.

Tourism WA UK/Europe Roadshow - June – WAITOC participated in this roadshow alongside 19 WA tourism suppliers, staging workshops and presentations at 9 cities in 4 countries – comprising 480 meetings with key travel trade and media partners. Distribution of a new promotional film sequence, trade manual featuring 36 tours, accommodation, campgrounds, festivals, art and cultural centres and the popular WAITOC maps. There was high interest in Aboriginal tourism, particularly in the Central European markets – in the UK, there was notably high interest from the Scottish markets.

4 Consumer Travel Shows

Perth | Adelaide | Melbourne | Sydney

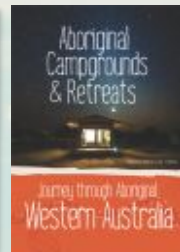
Travel Shows attracted
300,000+
visitors collectively

Showcasing over
85 ATB
WAITOC members

Distributing over
10,400
WAITOC brochures

Camping Magazine Ad/Advertorial, 30 radio spots + 5 radio interviews.

SUMMARY



A Suite of 6 Brochures
TOTAL DISTRIBUTION
176,000

In the 2017/18 financial year,
WAITOC produced a suite of 6 brochures:

Touring map of WA (100,000)
Journey through the Kimberley (20,000)
Journey through Outback, Central & Southern (20,000)
Aboriginal Campgrounds and Retreats (20,000)
Aboriginal School Excursions and Camps (15,000)
Trade Manual (1,000)



Promotion to Schools and Student Target Segment

16-page special editorial in Australian School Excursions and Incursions magazine – 43,000 print run + online features. 10,000 print run as individual brochure. Mailout to 120 Visitor information centres. Distribution at Travel Trade Events and to School/Education institutions.

National & International distribution avenues

Stocks were exhausted within the 12 month period.

Distribution included:

- Mailouts of brochures and maps to 120 Visitor Centres/CRCs
- Journeys brochures are racked at over 50 outlets in Broome and 160 outlets in Perth.
- WAITOC Maps are racked at Car rental depots and campgrounds in Broome and Perth plus a state-wide spread of visitor centres in WA and Tourism WA international offices.

20,000+

website sessions annually

45 OPERATOR'S
FILMS

4,000+ YouTube views

11,500+

Facebook Followers

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

WAITOC WEBSITE

Launched in November 2017 the WAITOC website features an interactive map and full member directory. The home page features a random selection of members and for the first time also features associate members, partners and supporters, further enhancing the benefits of WAITOC membership. The website consistently performs well in relevant search results.

TOTAL IMPRESSIONS

239,000

DEC 2017 - SEPT 2018

TOTAL CLICKS

^47.4%

APR 2018 - OCT 2018

73%

CTR FOR WAITOC
APRIL 2018 - OCT 2018

BOUNCE RATE
0.19%

DEC 2017 - OCT 2018



MORE THAN 5
IMPRESSIONS
IN OVER
1,000
RELEVANT
SEARCHES

TOTAL USERS*

^151%

DEC 2017 - OCT 2018

NEW USERS*

^154%

DEC 2017 - OCT 2018

SESSIONS*

^146%

DEC 2017 - OCT 2018

*Google organic results

PUBLIC RELATIONS & MEDIA SUMMARY

Destination WA TV Shoot

Poornati Tours, **Denmark**
Lucky Bean Café, **Esperance**
Bush Ghoodhu Wongutha Tours, **Goldfields**
Narljia Cultural Tours, **Broome**
Go Cultural Perth, **Perth**
Mandjoogoordap Dreaming, **Mandurah**
Ngalang Wongi Aboriginal Cultural Tours, **Bunbury**

Media Famils TV | Print | Digital

in partnership with TourismWA

Channel 9 Destination WA episodes
UK TV Born to Cook
Australian Country Style Magazine
Qantas Spirit
Influencer visitSE Asia x 4

Newspapers | Magazines | Digital Media Stories Total Reach 5.2 million

Total Media Value \$460,000 - WAITOC media coverage - 2017-18

The Guardian - July 2017 - Guardian Australia has approx. 2.9 million unique monthly viewers, while UK site reaches approx. 5.1 million unique viewers (result of group domestic media famil to Kimberley in May 2017)

Saturday Age - August 2017 - EAV of \$28,226; circulation of 240,000 readers (result of group domestic media famil to Kimberley in May 2017)

Traveller (Good Food & Epicurean) - September 2017 - EAV of \$93,370; circulation of 180,000 (result of group domestic media famil to Kimberley in May 2017)

Australian House and Garden - September 2017 - EAV of \$52,584; readership of 663,000 (result of group domestic media famil to Kimberley in May 2017)

4WD Touring Australia - September 2017 - EAV of \$39,320; circulation of 24,000 (result of Sean Scott road trip/PR project 2016-17 & 2017-18)

Touring Australia Magazine - September 6-page feature 'Aboriginal Journeys Through WA's Outback - WAITOC partnership project. EAV \$30,000; circulation 123,000

Touring Australia Magazine - September 6-page feature 'Aboriginal Campgrounds and Retreats' - WAITOC partnership project. EAV \$30,000; circulation 123,000

Virgin Voyageur - November 2017 - EAV of \$65,994; circulation of 429,000 (result of group domestic media famil to Kimberley in May 2017)

OUTBACK Magazine - December 2017 - EAV of \$13,000; readership of 345,000; circulation of 60,150 (result of group domestic media famil to Kimberley in May 2017)

Schools, Excursions and Incursions Magazine - February, 16 pages About Cultural tours and camps - WAITOC partnership project. EAV \$25,000; circulation 43,000

4WD Touring Australia - April 2018 - EAV of \$33,070; circulation of 24,000 (result of Sean Scott road trip/PR project 2016-17 & 2017-18)

Virgin Voyageur - June 2018 - EAV of \$55,572; readership of 429,000 (result of group domestic media famil to Kimberley in May 2017)



MEMBERSHIP SUMMARY

Now that WAITOC is in its third year of Aboriginal Tourism Development Program funding the organisation is showing a real strength and this is shown by the growth and confidence in the work that the organisation is doing. The WAITOC membership has seen a further growth this year with an increase in financial ATB members, an increase in Associate members and a decrease in ATB free members, this is shown in the below opposite. The forecast for membership income was set at \$19,950 the actuals came in at \$29,539 so almost a \$10,000 increase above budget and we are forecasting a slight increase for the next financial year.

Table 1 : WAITOC Membership Growth 2013/2018

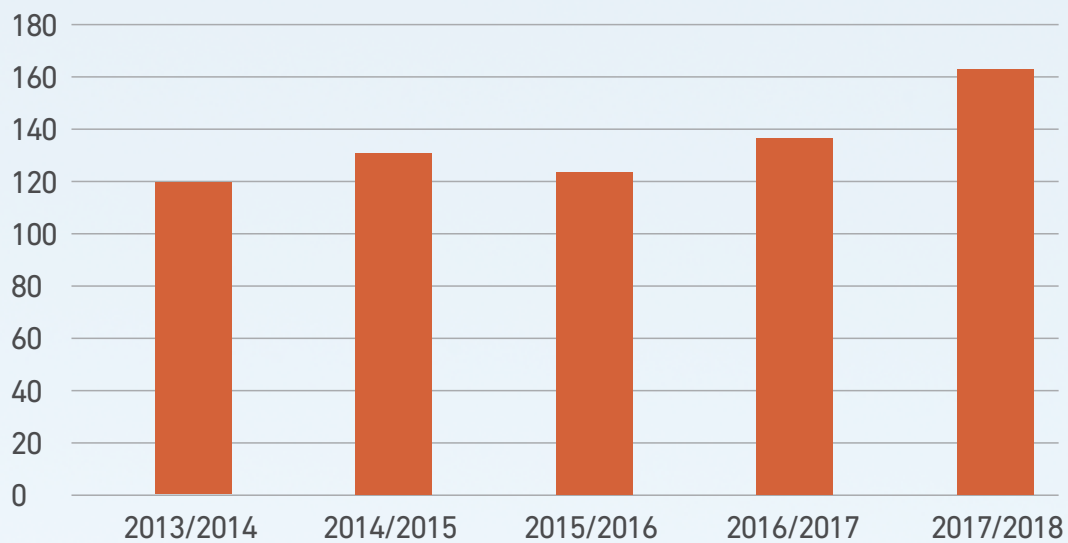
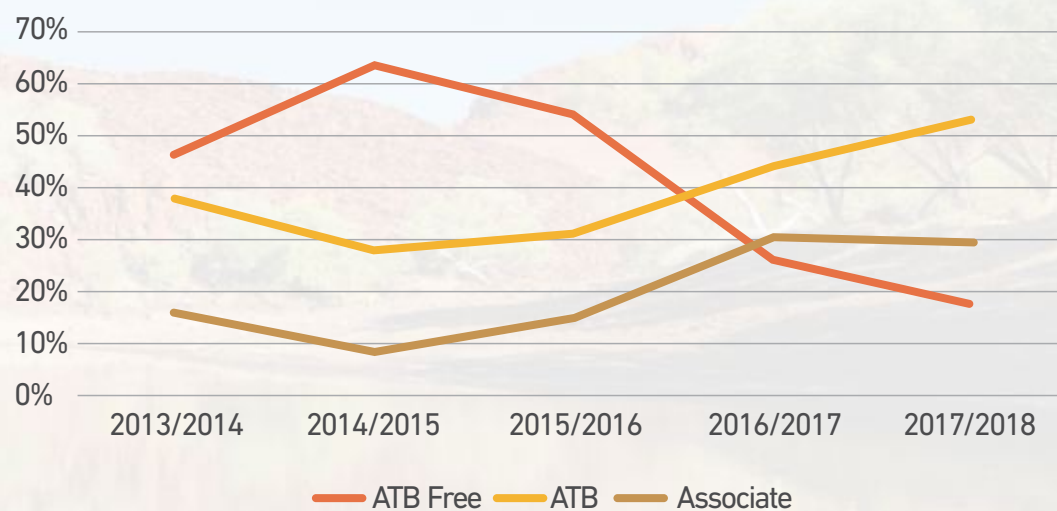


Table 2 : WAITOC Membership Statistics





Anderson Munro & Wyllie

CHARTERED ACCOUNTANTS, REGISTERED COMPANY
AUDITORS AND REGISTERED SMSF AUDITORS

Postal Address:

PO Box 229, JOONDALUP DC WA 6919

P: 1300 284 330

E: reception@amwaudit.com.au

ABN 59 125 425 274

Liability limited by a scheme approved under Professional Standards Legislation

28 September 2018

The Board
WAITOC Association Inc
PO Box 7689
Cloisters Square
Perth WA 6850

Dear Board Members,

We advise that we have completed our audit for WAITOC Association Inc for the year ended 30 June 2018 and enclose the following documents for your attention:

- Signed financial report including our audit report; and
- our management report.

Our fee for the audit will be separately emailed.

Please do not hesitate to contact us should you have any queries in relation to the audit.

Yours sincerely

ANDERSON MUNRO & WYLLIE

MARTIN SHONE
Principal



WAITOC ASSOCIATION INC.

ABN 88 206 818 729

FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2018



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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 entity

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

In the opinion of the board the financial report as set out on pages 7 to 16:

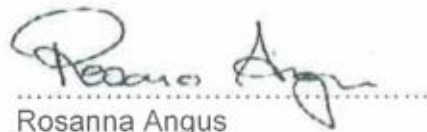
1. Presents fairly the financial position of WAITOC Association Inc. as at 30 June 2018 and its performance for the period ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that WAITOC Association Inc. will be able to pay its debts as and when they fall due.

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

Dated this 28 day of September 2018



Doc (Ronald) Reynolds
Chair



Rosanna Angus
Treasurer



Anderson Munro & Wyllie

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AUDITORS AND REGISTERED SMSF AUDITORS

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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WAITOC ASSOCIATION INC.

Opinion

We have audited the accompanying financial report of WAITOC Association Inc. ("the Association") which comprises of the statement of financial position as at 30 June 2018, the profit and loss statement and other income for the year then ended, statement of changes in equity, statement of cash flows, a summary of significant accounting policies, other explanatory notes and the statement by members of the board.

In our opinion:

The special purpose financial report of WAITOC Association Inc. has been prepared in accordance with the Australian Auditing Standards, including:

- (i) giving a true and fair view of the Association's financial position as at 30 June 2018 and of its financial performance for the year ended on that date; and
- (ii) complying with Australian Accounting Standards to the extent described in Note 1, and Australian Auditing Standards.

Basis for opinion

We 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 about whether the financial report is free of material misstatement. Our responsibilities under those standards are further described in the *Auditor's responsibility* section of our report. We are independent of the Association in accordance with the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Emphasis of Matter

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 Committees' financial reporting responsibilities. As a result, the financial report may not be suitable for another purpose.

Board's responsibility for the financial report

The board of the Association are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and for such internal control as the board determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.



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

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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

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 judgement, 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.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the board, as well as evaluating the overall presentation of the financial report.

We conclude on the appropriateness of the board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.

We evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Association to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Association's audit. We remain solely responsible for our audit opinion.

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



The Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements. We also provide the board with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the board, we determine those matters that were of most significance in the audit of the financial report of the current period and are therefore key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Anderson Munro & Wyllie

ANDERSON MUNRO & WYLLIE

Chartered Accountants

Address: Unit 8, 210 Winton Road, Joondalup, Western Australia

MARTIN SHONE

Principal & Registered Company Auditor

Dated at Perth, Western Australia this 28th day of September 2018

WAITOC ASSOCIATION INC.
STATEMENT OF PROFIT AND LOSS AND OTHER INCOME
FOR THE YEAR ENDED 30 JUNE 2018

	Note	2018 \$	2017 \$
Revenue from ordinary activities	2	1,617,347	1,641,117
Other income	3	58,329	8,083
		<u>1,675,676</u>	<u>1,649,200</u>
Administration Expenses		(78,345)	(86,207)
Advertising		(56,854)	(85,931)
Bank Fees		(142)	(75)
Board Expenses and Travel		(172,550)	(167,005)
Depreciation		(4,141)	(1,767)
Insurance		(10,618)	(6,842)
Miscellaneous Expenses		(6,073)	(4,615)
Marketing Expenses		(72,499)	(164,277)
AITC Expenses		(26,681)	-
Trade Show Expenses		(73,001)	(47,562)
Printing and Stationery		(1,556)	(2,799)
Professional Fees		(166,708)	(95,923)
Employment Expenses		(425,476)	(396,624)
Project Expenses		(477,032)	(582,814)
Website Maintenance		(5,040)	(3,387)
		<u>98,960</u>	<u>3,372</u>
Profit from ordinary activities before income tax			
Income tax expense		-	-
Net Operating Profit	4	<u>98,960</u>	<u>3,372</u>

The accompanying notes form part of these financial statements.

WAITOC ASSOCIATION INC.
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2018

	Note	2018 \$	2017 \$
Current Assets			
Cash	5	272,354	196,200
Trade and other receivables	6	261,916	28,609
Prepayments		-	22,572
Total Current Assets		<u>534,270</u>	<u>247,381</u>
Non-Current Assets			
Property, plant and equipment	7	<u>18,698</u>	<u>6,439</u>
Total Non-Current Assets		<u>18,698</u>	<u>6,439</u>
Total Assets		<u>552,968</u>	<u>253,820</u>
Current Liabilities			
Trade and other payables	8	51,630	12,336
Income in advance	9	23,070	6,720
Payroll Liabilities	10	40,258	34,071
Unexpended Grants		69,594	48,437
Unearned Income		117,200	-
Total Current Liabilities		<u>301,752</u>	<u>101,564</u>
Total Liabilities		<u>301,752</u>	<u>101,564</u>
Net Assets		<u>251,216</u>	<u>152,256</u>
Equity			
Retained Earnings		152,256	148,884
Current Earnings		<u>98,960</u>	<u>3,372</u>
Total Equity		<u>251,216</u>	<u>152,256</u>

The accompanying notes form part of these financial statements.

**WAITOC ASSOCIATION INC.
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2018**

	Reserves	Retained Earnings	Total
Opening balance 1 July 2016	-	148,884	148,884
Profit for the year	-	3,372	3,372
Closing balance 30 June 2017	-	152,256	152,256
Profit for the year	-	98,960	98,960
Closing balance 30 June 2018	-	251,216	251,216

The accompanying notes form part of these financial statements.

**WAITOC ASSOCIATION INC.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2018**

	Note	2018 \$	2017 \$
Cash Flows from Operations Activities			
Receipts from subscriptions		17,494	13,581
Operating grant receipts		1,517,534	1,420,178
Other income receipts		55,120	4,475
Interest received		3,209	3,608
Payments to suppliers and employees		(1,500,803)	(1,652,276)
Net cash (used in)/generated from operating activities	11(b)	92,554	(210,434)
Cash Flows from Investing Activities			
Purchase of property, plant & equipment		(16,400)	(2,401)
Net cash used in investing activities		(16,400)	(2,401)
Cash Flows from Financing Activities			
Net cash used in investing activities		-	-
Increase / (Decrease) in cash held		76,154	(212,835)
Cash at the beginning of the year		196,200	409,035
Cash at the end of the year	11(a)	272,354	196,200

The accompanying notes form part of these financial statements.

WAITOC ASSOCIATION INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2018

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 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 2018

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 equipment	25%
Website	33.33%

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.

WAITOC ASSOCIATION INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2018

	2018 \$	2017 \$
2 Revenue		
Conference Income	3,034	-
Membership Fees	6,470	25,096
Grant Income	1,585,843	1,616,021
Sponsorship	22,000	-
	<u>1,617,347</u>	<u>1,641,117</u>
3 Other Income		
Bank Interest	3,209	3,608
Sundry Income	55,120	4,475
	<u>58,329</u>	<u>8,083</u>
4 Net profit		
The net profit is arrived at after charging the following specific items:		
Depreciation	4,141	1,767
Auditors remuneration	2,740	8,174
	<u>6,881</u>	<u>9,941</u>
5 Cash		
Cheque Account	69,620	50,038
ANZ - AITC Trust account	-	29,765
ANZ - Online Saver account	197,070	103,746
ANZ Visa Card	5,664	12,651
	<u>272,354</u>	<u>196,200</u>
6 Trade and other receivable		
Trade debtors	134,429	14,603
Other debtors	117,200	-
Deposits Paid	2,740	2,740
GST Receivable	7,547	11,266
	<u>261,916</u>	<u>28,609</u>
Other debtors relate to monies collected on behalf of WAITOC by Think Business Events for the AITC Conference.		
7 Property, plant and equipment		
Plant and Equipment at cost	16,906	16,906
Accumulated depreciation	(12,077)	(10,467)
Total Plant and Equipment	<u>4,829</u>	<u>6,439</u>

WAITOC ASSOCIATION INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2018

7	Property, plant and equipment (cont'd)	2018	2017
		\$	\$
	Website - at cost	28,180	11,780
	Accumulated depreciation	(14,311)	(11,780)
	Total Website	<u>13,869</u>	<u>-</u>
	 Total Property, plant and equipment	 <u>18,698</u>	 <u>6,439</u>
8	Trade and other payables		
	Trade creditors	31,150	12,336
	PAYG payable	20,480	-
		<u>51,630</u>	<u>12,336</u>
9	Income in advance		
	Membership fees received in advance	23,070	6,720
		<u>23,070</u>	<u>6,720</u>
10	Payroll liabilities		
	Provision for Annual Leave	36,091	29,296
	Superannuation Liability	4,167	4,775
		<u>40,258</u>	<u>34,071</u>

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 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	272,354	196,200
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WAITOC ASSOCIATION INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2018

	2018 \$	2017 \$
11 Cash Flow Information		
(b) Reconciliation of Profit after tax to net cash from operating activities		
Profit from ordinary activities after income tax	98,960	3,372
Non – cash flows in profit from ordinary activities		
- Depreciation	4,141	1,767
Changes in assets & liabilities		
- (Increase)/Decrease in receivables	(93,535)	(26,122)
- Increase/ (decrease) in payables	55,644	9,556
- Increase/ (decrease) in unexpended grants	21,157	(195,843)
- Increase/ (decrease) in payroll liabilities	6,187	(3,164)
Cash flows generated from operating activities	<u>92,554</u>	<u>(210,434)</u>

12 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



Anderson Munro & Wyllie

CHARTERED ACCOUNTANTS, REGISTERED COMPANY
AUDITORS AND REGISTERED SMSF AUDITORS

Postal Address:

PO Box 229, JOONDALUP DC WA 6919

P: 1300 284 330

E: reception@amwaudit.com.au

ABN 59 125 425 274

Liability limited by a scheme approved under Professional Standards Legislation

28 September 2018

The Board
WAITOC
PO Box 7689, Cloisters Square
Perth WA 6850

Dear Board Members,

MANAGEMENT REPORT FOR THE YEAR ENDED 30 JUNE 2018

We advise that we have recently completed the audit of WAITOC Association Inc. for the year ended 30 June 2018.

Our audit has been conducted in accordance with Australian Auditing Standards. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report and the evaluation of significant accounting estimates. While our procedures are designed to identify any material weaknesses and detect misstatements from fraud and error, there is an unavoidable risk that even some material misstatements may remain undiscovered. This unavoidable risk is due to the test nature and other inherent limitations of an audit, together with the inherent limitations of any accounting and internal control system.

We noted the following matters that we believe need to be brought to your attention.

Accruals

During our audit, we noted that 1.5 months of the chairperson's remuneration amounting to \$1,875 was not invoiced nor accrued at 30 June 2018. Upon querying this with the CEO, we were informed that the invoices were not received by the Association. We found this amount to be immaterial and therefore no adjustment was made to the financial statements.

We recommend that the timing of expenses be considered where the period of services being provided does not match the financial year. The expenses should be recognised in the financial report in the same period that the goods or services are received.

Capital item expensed

During our audit, we noted that two (2) invoices from Micromedia Advertising~ Design totalling \$16,400 excluding GST relating to the website which should have been capitalised in the fixed asset register, were expensed to the website maintenance expense ledger in MYOB. We have since adjusted and transferred the balance to fixed assets and calculated depreciation on the balance.

We recommend that in future you ensure that expense items that are capital in nature should be debited to fixed assets on the balance sheet and not the profit and loss account and then depreciated over their expected useful lives.



Missed on-costs

During our audit, we noted that the calculation for Annual leave did not include a provision for "on-costs" such as superannuation. We have since adjusted the calculation on the "on-costs" and adjusted the financial statements.

We recommend that in future all provisions for leave include an amount for on-costs to ensure the provision covers all the costs associated with the leave.

Audit adjustments

Errors or differences identified during the audit, whether adjusted or not must be communicated to management and those charged with governance of an entity. We therefore include the following items which were adjusted in the financial statements:

No	Account	Debit	Credit
1	Fixed Asset - website	16,400.00	
	Website maintenance		16,400.00
	<i>To reverse fixed assets fully expensed</i>		
2	Fees for Membership	23,070.00	
	Membership Income in Advance		23,070.00
	<i>To recognise membership fees received in advance for 2018/2019 financial year</i>		
3	Investment Funding	69,594.16	
	Unspent Grants		69,594.16
	<i>To correctly record unspent grants at yearend</i>		
4	Other Debtors	117,200.00	
	Unearned Income		117,200.00
	<i>To record income not earned as at yearend yet to be received</i>		
5	Depreciation	4,141.00	
	Accumulated depreciation – Comp. equip.		1,610.00
	Accumulated depreciation – Website		2,531.00
	<i>To record depreciation charge for the year</i>		
6	Annual leave expense	3,131.18	
	Provision for Annual leave		3,131.18
	<i>To record missed on-costs on provision for annual leave</i>		

Audit errors

The following items are the errors and differences identified during the audit which were not adjusted and are considered immaterial and do not impact our opinion of the financial statements:

	Account	Debit	Credit
7	Chairpersons Remuneration	1,875.00	
	Accrued expenses		1,875.00
	<i>Being 1.5 months of chairpersons remuneration not recorded</i>		



	<u>Account</u>	<u>Debit</u>	<u>Credit</u>
8	Prepaid Insurance	588.18	
	Insurance		588.18
	<i>Being prepaid portion relating to 2018/2019 financial year fully expensed</i>		
9	Prepaid Expense	15,592.50	
	Hire charges		15,592.50
	<i>Being deposit for AITC Conference in October 2018 fully expensed.</i>		



We would also like to take this opportunity to thank Robert, Kim and Brooke for the assistance provided during the course of the audit. Should you have any queries or would like to discuss any of the above further, please feel free to contact us.

Yours sincerely

ANDERSON MUNRO & WYLLIE

MARTIN SHONE

Principal

Bush tucker Tour, Kooljaman - Kimberley | WAITOC member

Aboriginal Tours and Experiences





CONTACT INFORMATION

If you have any questions about this Policy or if you wish to make a complaint, contact WAITOC's CEO using the following contact details:

By Email:
ceo@waitoc.com

By Post:
PO Box 7689
Cloisters Square WA 6850

By Phone:
0419 921 946

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