An aerial photograph of several people spearfishing in clear, shallow blue water. The water is so clear that the sandy bottom and some rocks are visible. The people are wearing blue shirts and some are holding long spears. The scene is set in a natural, outdoor environment with green foliage visible at the top right.

— WAITOC —

# ANNUAL REPORT 2018-2019

Aboriginal Tours and Experiences



**WAITOC**  
Western Australian Indigenous  
Tourism Operators Council



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Djirrily Dreaming - Perth | WAITOC member



# INTRODUCTION

The 2018-19 financial year has been a very significant for WAITOC and for Aboriginal tourism in Western Australia. It has seen WAITOC's adopted governance structure continue to improve. The organisation has seen a further increase in its membership 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.

WAITOC in partnership with Tourism WA and the State Government secured the World Indigenous Tourism Summit 2020 to be held at Crown from the 5th to the 9th April 2020. The summit will bring together Aboriginal tourism leaders and businesses from around the globe to discuss Aboriginal tourism. This event is on track to welcome 300+ delegates; with expertise in Research, Government, Youth, Women in business and Business development by key successful Aboriginal businesses from around the world.

WAITOC held the 9th Australian Indigenous Tourism Conference in Lorne Victoria bringing together 240 delegates to discuss Aboriginal tourism in Australia. For the first time WAITOC had a strong youth focus and a session on accessibility in tourism presented by our partner and associate member Outback Academy Australia who host the Red Dust Healers basketball team based out of Roelands Village in WA.

The partnership with Indigenous Business Australia this year has now helped up to 20 businesses across WA in Product Development.

Local government partnership with the City of Perth, Tourism WA and IBA has developed further with a new program helping 8 businesses to become export ready with hopes to include some of these in the Tourism Australian Discover Aboriginal Experiences Program next year.

The Aboriginal Tourism Development Program (ATDP) has just completed its fourth and final year with some great outcomes being measured. The program had KPI's to support 17 – 20 businesses, this was exceeded with the leveraged funding from IBA CoP and Tourism WA there where a total of 49 businesses that received support, of these 49, 39 where new businesses and out of this there where a total of 104 full time equivalent jobs created.

WAITOC and its' members attended the caravan and camping shows across Australia; with continued support from and strong partnerships with Tourism WA and Caravan Industry Association WA; WAITOC distributed over 120,000 maps. Because of the popularity of the map Partners are looking at increasing the distribution next year to 150,000.

Partnerships are key to the growth of Aboriginal tourism. WAITOC's stakeholder engagement strategy has seen the commitment to work with:

- State Government of Western Australia,
- Tourism Western Australia,
- Department of Parks and Wildlife,
- CIAWA - Caravan Industry Association WA,
- Tourism Council WA,
- Forum Advocating Cultural Eco Tourism (FACET),
- Indigenous Business Australia (IBA),
- City of Perth,
- Business Centre Pilbara,
- Destination Perth, Australia's South West, Australia's North West, Australia's Coral Coast & Australia's Golden Outback.

The Australian Tourism Exchange (ATE) is Australia's largest annual travel and tourism business-to-business event was this year held in Perth at the Perth Convention Centre.

WA had the largest contingent of Aboriginal Businesses attend in many years with 8 members booths, Kooljaman at Cape Leveque, Narlijia Experiences Broome, Maalinup Gallery, Poornarti Aboriginal Tours, Wula Gura Nyinda Eco Cultural Adventures, Cape Cultural Tours, Uptuyu Aboriginal Adventures/Oongkalkada and Ngurrangga Tours working in conjunction with WAITOC booth.

The chair and CEO met with each State Tourism Organisation Ceo's, Tourism Australia, Australian Tourism Export Council (ATEC) and IBA to discuss ways moving forward to have a National body for Aboriginal tourism. This outcome is now in the planning stages.

Tourism Council of WA invited the chair and CEO to attend a meeting with the Federal tourism minister the honourable Simon Birmingham. From this the outcome was the announcement of a pledge \$40 million for Aboriginal Tourism Development.

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. Alongside its normal marketing the organisation also printed and distributed the second edition of the school-based booklet that has been distributed to over 45,000 schools in Australia with the third edition currently in production.

After many months of Advocating in partnership with the Tourism Council of WA; The state government dropped the Aboriginal Tourism Development Program 2019/2020 budget.

The CEO and Chair met with minister Paul Papalia to discuss the future of this very important program. This has led to and Aboriginal tourism consortia being assembled in September 2019 to inform the government of where they should be thinking of spending in the next budget cycle. It was explained that through the foundation funding of the state government, it had enabled WAITOC to double the outcomes for business development by engaging with other partners to improve the development of Aboriginal tourism businesses across the state.

WAITOC has successfully met all WA Government key performance indicators set for 2018-19 raising the profile and credibility of WAITOC as the State's peak industry body supporting Aboriginal tourism economic and social development.

WAITOC worked diligently on increasing opportunities for its members through the development of programs and partnerships. WAITOC's aim was to increase opportunities for business by gaining another \$66,000 per annum for the organisation.

This year saw a record increase with a total of \$1,467, 261 over double the organisations previous whole of year income.

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.



Doc Reynolds  
Chairperson



Robert Taylor  
Chief Executive Officer

## EXECUTIVE SUMMARY

The direction of WAITOC has evolved to incorporate the Aboriginal Tourism Business Incubation It builds on past achievements of the organisation and expands the product portfolio which, meanwhile encompasses over 120 authentic Aboriginal cultural experiences.

The ATDP was an investment in Aboriginal tourism development by state government which enabled an accelerated growth in the Aboriginal Tourism Sector. This growth has allowed 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 goals helping to support over 40 businesses and create over 100 equivalent full-time jobs in its 4 years.

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 leading government and industry on the aspirations of Aboriginal tourism businesses and their global market.

## OUR CORE VALUES

WAITOC empowers its members to embrace their cultural identity in order to honour 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.



# WAITOC BOARD OF DIRECTORS 2018 - 2019



**Doc Reynolds**  
Chairperson

Australia's Golden Outback (AGO) Representative



**Clinton Walker**  
Vice Chairperson

Australia's North West (ANW) Representative

**Rosanna Angus**  
Treasurer

WA State Representative



**Tahn Donovan**

WA State Representative



**Darren Capewell**

Australia's Coral Coast (ACC) Representative



**Neville Poelina**

WA State Representative

**Josh Whiteland**

Australia's South West (ASW) Representative



**Dale Tilbrook**

Destination Perth Representative



**Sandy Chong**

Independent Representative



**Marie Redman**

Independent Representative





## MESSAGE

FROM THE CHAIRPERSON



### We are Indigenous Tourism On Country.

“Authentic Aboriginal Tourism owned and operated by many different Aboriginal people from across WA. We are positioning Perth as the Gateway to Authentic Aboriginal Tourism in Australia.”



To watch Aboriginal tourism flourish over the past four years has been encouraging. We have seen more Aboriginal tourism businesses in Western Australia than ever before. With partnerships and businesses working together with government organisations WAITOC has spearheaded positive changes for the Industry. Our mission is part of both our strategic growth and daily operational processes:

WAITOCs work in marketing and promoting Western Australia continues, WAITOC, with its small but effective team is maximising every dollar spent to ensure a double the value in return. Improving opportunity for members to showcase their businesses through high end marketing and sales opportunities continues to enable members to be branded in a highly professional and cost-effective way. WAITOC continues to invest in quality images and footage to promote the diversity of authentic Aboriginal Tourism in WA. This year more Aboriginal businesses than ever have been filmed and showcased on shows such as Destination WA. Promoting the oldest living culture to all of Australia through the eyes of the many Aboriginal people that share their culture on a daily basis.

WAITOC is working very closely with the new marketing team and leadership at Tourism WA. It's aims, to see more Aboriginal tourism marketing into the main-stream marketing of the state.

To highlight the impressive work WAITOC has accomplished, WAITOC has entered two categories of the Tourism Awards special services and destination marketing. It was a great outcome to see last year so many of our businesses who made the finals in the awards. It is not easy to write a business submission.

The time it takes, and the processes needed to make a finalist position shows that our members are emerging as leaders in the tourism industry. Each business that can enter these awards is paving the way for the next generation to become leaders in the industry and it is an honour to be able to attend the awards with such a professional group of business owners.

2019 was the final year for the Royalties for Regions State funded (ATDP) Aboriginal Tourism Development Program. The program that ended on 30 June 2019. We are proud of the work of our members, their dedication to their culture and traditions, to tourism and to the state's economic and social outputs. It is hoped that the State government will take up recommendations to look within the set budget to find funds to partner with WAITOC in the future. In the meantime, Robert and the staff are continuing to work with other stakeholders to create opportunities for business development throughout the state. These partnerships are the beginning of successful business links for Aboriginal people in Tourism.

I believe for a long time now that the government has been saying that they are working on closing the gap, though much has been done the results have been minimal, Aboriginal people sharing their culture through tourism are walking the walk; and working through educating their visitors, closing the gap from a grass roots level. Aboriginal people for years has known that the key to surviving is diversification and moving with the seasons and changes in the environment and WAITOC is no exception.

I could not be prouder of Robert and his team at the way they have broken down barriers to increase opportunities for Western Australia Aboriginal tourism. The board and the staff have worked together to include Aboriginal tourism across Australia too. With this drive to have an incorporated national body for Aboriginal tourism the work done by the organisation was a key stakeholder in persuading Federal government on the importance of Aboriginal tourism at both a local state and national level for both economic and social outcomes.

The board have worked together on their continuous improvement strategy in governance and has determined streamline processes in order to ensure our limited staff are able to reach their optimum returns for WAITOC members, with the results of doubling funding this financial year proving its successful transition. This year sees a new strategy created by the board "Ancient Tracks New Journey's Closing the Gap" which can be found on the WAITOC website and in the back of this report.

WAITOC board members are voluntary positions with board members offering their skills and experience in the industry to better position WAITOC and Aboriginal Tourism and to maximise out comes and returns for members. I would like to take this opportunity to thank them for taking time out of their businesses to help grow the industry into the future.

“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, Liz Jack who have both left the organisation as of June 30 due to funding cuts and I wish them both all the best in their future endeavours, Mrs Michelle Sidebottom from Breakaway Tourism 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 visitor's minds when making their holiday to our country”

Doc Reynolds | Chairperson  
Western Australian Indigenous Tourism Operators Council





## MESSAGE

FROM THE CHIEF EXECUTIVE OFFICER



“Aboriginal Tourism Development Program has seen amazing results over the last reporting period with 49 businesses receiving intensive support and mentoring. There were 39 new businesses through this program alone. Equalling 104 full time equivalent jobs.”



My fourth year as CEO for WAITOC has been a very exciting year. It has been fast paced and challenging across all areas. The outcomes that the organisation has been able to accomplish has highlighted the commitment of my board and my team. With key accomplishments and highlights including:

- Aboriginal Tourism Development Program has seen some amazing results over the last reporting period with 49 businesses receiving intensive support and mentoring. There were 39 new businesses through this program alone. Equalling 104 full time equivalent jobs. The 2018-2019 financial year has seen some great results with the fourth and final year of the ATDP, a new pilot ATDI in Perth and WA in partnership with IBA, City of Perth and Tourism WA will see up to 20 businesses supported with 80 hours of mentorship and a small amount of funds to help get their business a small amount of training or marketing support. With the continuation of its marketing with some great new collateral being presented by our marketing manager Di Below. The Aboriginal Tourism Development Program has also sparked a lot of new interest with Aboriginal businesses starting up on their own two feet has seen an increase in Aboriginal Tourism businesses from 114 to now 133 and our associates from 48 to 58 and the total membership from 162 to 191.
- WAITOC has moved rapidly forward in leveraging more funding than ever before with a KPI of revenue growth of \$66,000 per annum. This year WAITOC has leveraged a further \$1,422,933.00 for the organisation and its members.
- In partnership with the Tourism Council of WA WAITOC was a key stakeholder advocating for more support for Aboriginal Tourism Development. An outcome which resulted in the Federal government pledging 40,000,000 for the development of Aboriginal tourism development in Australia.
- Seeing the success of new Aboriginal tourism businesses and the growth in the industry and leveraging through partnerships in order to help more business development across the whole state.

- This year WAITOC successfully continued its partnerships with Indigenous Business Australia, City of Perth. Working with long time key partner Tourism WA WAITOC has further developed Aboriginal tourism businesses in Perth and other areas of WA. These partnerships have come to fruition through WAITOC advocating for product development in the other areas of the state that were not covered by the ATDP funding
- WAITOC has worked with National Indigenous Australians agency (NIAA) showcasing the success of the ATDP model.
- Successfully produced the National Aboriginal tourism conference in Lorne Victoria and won the right to host the next World Indigenous Tourism Summit in 2020.
- Strong relationship building between our members, government departments and tourism organisations to increase the WAITOC membership opportunities across WA, and Australia.
- I would like to acknowledge our strong partners in the State Government, Tourism WA, Indigenous Business Australia and the City of Perth and many other smaller partnerships that we have been building. I hope that next financial year will see a further increase in membership participation both Aboriginal and non - Aboriginal businesses alike with our website going from strength to strength with our Associate members now being listed.
- Our relationship with the Caravan Industry WA and Tourism Council WA continues to develop close ties with WAITOC playing major roles at both state conferences this year.

I would like to acknowledge the hard work of the WAITOC board during the year. They are all volunteers that take time out of their own businesses to strategically work on the Aboriginal tourism sector. Without a doubt I need to recognize the efficient, hardworking and passionate team, who have been instrumental in creating a strong administration and business foundation for the organisation.

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



**SUMMARY OF  
KEY DELIVERABLES  
2018 - 2019**  
Achievements Against Aboriginal Tourism  
Development Program - Agreements KPI's

## Deliverables 1. Business Development

Requirement	Result
By 30 September 2018, 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.	All action plans for the 4 years were completed and presented on time in the program for the third 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

## Deliverables 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"> <li>Australian Tourism Exchange (ATE)</li> <li>Extraordinary Tourism Exchange (ETE)</li> <li>Tourism WA US/European Roadshow (when held)</li> </ul>	<ul style="list-style-type: none"> <li>WAITOC - Di Below Marketing Manager, Robert Taylor CEO, Doc Reynolds Chair, and 9 WAITOC member businesses attended ATE in Perth</li> <li>Di Below attended ATEC Meeting Place in Darwin.</li> <li>Robert Taylor attended Show Me the Way Roadshow (East Coast/NZ)</li> <li>Di Below attended Tourism WA UK/European Roadshow</li> <li>There was no Extraordinary Tourism Exchange (ETE) this year</li> <li>There was no US Roadshow this year</li> </ul>
Distribute an electronic newsletter to members, consumers and other interested parties on a minimum quarterly basis.	Exceeded target of 4 x newsletters by 400% WAITOC has distributed 2-3 electronic newsletters per quarter on:

Original Planned Completion Date	Previous Status	All completed as scheduled Featured Articles
Originally scheduled min 2 per quarter	Quarter 1: 4	<ul style="list-style-type: none"> <li>Funding</li> <li>Touring Map</li> <li>AITC</li> <li>Awards</li> <li>AITC News</li> <li>Art Comp</li> <li>AFL Art</li> </ul>
	Quarter 2: 4	<ul style="list-style-type: none"> <li>AITC News</li> <li>AITC News</li> <li>AITC News</li> <li>Xmas News</li> </ul>
	Quarter 3: 4	<ul style="list-style-type: none"> <li>Touring Map</li> <li>Artists - WITS</li> <li>Business News</li> </ul>
	Quarter 4: 4	<ul style="list-style-type: none"> <li>WITS</li> <li>ATE</li> <li>Budget</li> <li>Artists - WITS</li> <li>Product News</li> <li>NAIDOC</li> </ul>

## Deliverables 2. Marketing

Requirement	Result
Work with Tourism WA to identify public relations opportunities and media familiarisation opportunities.	<p>1 x planning meeting held with Tourism WA during 1st quarter of the financial year + a series of follow up calls. Agreed major projects: Destinations WA – Channel 9, UK TV Born to Cook, Australian Country Style Magazine, Qantas Spirit.</p> <p>Outcomes: 5 x Country Style Mag Features, 1 x Social Media (Margaret River Gourmet), 1 x Born to Cook TV, 12 x Destination WA TV, 1 x Qantas Travel Insider, 1 x Qantas Spirit</p>
Demonstrate the participation of at least 50% of WA market ready and export ready businesses in marketing activities during the financial year.	<p>All WAITOC's marketing activities showcase WAITOC tourism businesses.</p> <p>100% WAITOC Map (market &amp; export ready)</p> <p>100% WAITOC Schools Brochure (100% of businesses who work with schools)</p> <p>100% WAITOC Campgrounds &amp; Retreats brochure (features all members with campgrounds and/or accommodation)</p> <p>100% CIAWA Campgrounds brochure (features all members with campgrounds)</p> <p>60% WAITOC product manual – export ready + cultural centres and events</p> <p>50% Tour Operator Brochures – (export ready only + campgrounds)</p> <p>100% WAITOC Perth Caravan &amp; Camping Show Stand (market &amp; export ready)</p> <p>100% WAITOC Kimberley Brochure (100% of Kimberley businesses)</p> <p>100% WAITOC ATE (export ready + art/cultural centres and events)</p> <p>70% TWA G'Day WA Roadshow (export ready + cultural centres and events)</p> <p>70% UK/Europe Roadshow (export ready + art/cultural centres and events)</p> <p>70% ATEC Event – (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 &amp; export ready)</p> <p>100% WAITOC C&amp;C show attendance Adelaide (market &amp; export ready)</p> <p>100% WAITOC C&amp;C show attendance Melbourne (market &amp; export ready)</p> <p>100% WAITOC C&amp;C show attendance Sydney (market &amp; export ready)</p> <p>100% WAITOC Website (market &amp; export ready)</p> <p>70% WAITOC Social Media – (all members who are active on 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.	<p>Exceeded target:</p> <ul style="list-style-type: none"> <li>Perth Caravan &amp; Camping Show – 10 WAITOC members attended, Film sequences screened for 30 WAITOC members, Brochures distributed for 20 WAITOC members, WAITOC brochures featured 100 member products</li> <li>ATE Travel Trade Show – 9 WAITOC members attended, Tour operator brochure negotiations for 11 WAITOC export ready products + 50 campgrounds, art/culture centres and festivals</li> <li>Perth Royal Show – 5 WAITOC members attended, WAITOC brochures promoted over 100 member products</li> <li>Cruise Workshop – WAITOC promotion of 15 member products, 3 WAITOC members attended (attendance was restricted by Workshop organisers)</li> <li>ATEC Meeting Place – WAITOC promoted 11 export ready products + 50 art/culture centres, campgrounds and festivals.</li> </ul>
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. However, as we leveraged extra funds through our marketing activities on the attached report our activity expenditure this financial year was \$188,995.</p>

## Deliverables 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

## Deliverables 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"> <li>RTOs - WAITOC has negotiated contra deals for our maps with all five Regional Tourism Organisations of WA</li> <li>Promotional Partnerships with 5 International Tour Operators</li> <li>Promotional Partnership with RSC (Road Safety Commission) (WAITOC map)</li> <li>Promotional Partnership with CIAWA (Caravan Industry Association WA) (WAITOC map)</li> <li>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.</li> <li>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.</li> <li>Partnered with Indigenous Business Australia, City of Perth and Tourism WA to create further Aboriginal Tourism Development</li> <li>Partnered with VCAWA, Visitor Centre Assoc. WA to maximise distribution of WAITOC Touring Map of WA</li> <li>Partnered with Scoop Magazine to extend online exposure of WAITOC member tours and experiences</li> </ul>

## Deliverables 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. State Heritage conference, TCWA planned lunches State Tourism Conference and also the Australian Indigenous Tourism Conference held in Lorne Victoria in November 2018) 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 delivered the AITC 2018 conference in November of 2018 in Lorne Victoria. The conference saw a total of 240 delegates from all over Australia. The conference was a great success attached is the conference report from the convenors Think Business Events. WAITOC with support of Tourism WA and the state government won a bid to (WINTA) World Indigenous Tourism Alliance to host the 2020 World Indigenous Tourism Summit in Perth with the planning now well under way. WAITOC also each year puts together a communications strategy for advocacy.

## Deliverables 6. Reporting

Requirement	Result
In Quarter 4 2018/19, WAITOC and Tourism WA to undertake an investigation of the value of the Aboriginal tourism sector to the State's economy. This information to be included in the ATDP Annual Report 2018/19 and in the Final Report.	This is scheduled with Tourism WA and WAITOC for the financial years 19/20 and 22/23  Achievements Against Administrative Services Agreement Agreements KPI's

## Deliverables 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 2018-2019 except the October meeting in Victoria 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 5 face to face meetings <ul style="list-style-type: none"> <li>• meeting 1 22/8/2018,</li> <li>• meeting 2 29/10/2018,</li> <li>• meeting 3 10/11/2018,</li> <li>• meeting 4 19/03/2019,</li> <li>• meeting 5 21/5/2019 plus the Annual General Meeting on the 09/11/18 to coincide with the WA tourism awards</li> </ul>

## Deliverables 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.

## Deliverables 3. Administrative and 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 \$1,422,933 over and above its budget through other partnerships.</p> <p>The organisations and amounts are as follows:</p> <ul style="list-style-type: none"> <li>• IBA \$142,000</li> <li>• City of Perth \$30,000</li> <li>• Misc and fee for service \$282,144</li> <li>• Outback Academy Australia \$2,575</li> <li>• Tourism WA \$620,064</li> <li>• WAITOC Memberships \$49,601</li> <li>• AITC Sponsorships \$199,500</li> <li>• AITC Registrations \$74,268</li> <li>• Maori Tourism \$20,000</li> <li>• Interest \$2,781</li> </ul>
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 and have just signed a new 1 year lease as of the 1st July 2019
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 July 2019 with our new accounting system this process is now all online. The audit should be completed on or before 30th September 2019 in time for the WAITOC AGM on the 8th November 2019
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 \$300,000 with memberships and other revenues bringing in a total of \$404,273 and spent \$404,173 so there were no surplus funds from the \$300,000 delivered.

## Deliverables: 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
That by 30th June 2019, WAITOC will have prepared a Strategic Plan for 2020 - 2025 that demonstrates the items outlined in 1-3 (b) above	Completed on the 30th June 2019 and can be found on the WAITOC website <a href="http://www.waitoc.com">www.waitoc.com</a>

## Deliverables: 5. Operational Planning

Requirement	Result
WAITOC to provide Tourism WA with an Annual Operational Plan for 2017 -18 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
22 August 2018	Perth
29 October 2018	Perth
10 & 11 November 2018	Perth
19 March 2019	Roelands
21 May 2019	Esperance



## 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  
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EXPERIENCE  
EXTRAORDINARY  
WESTERN AUSTRALIA

# — WAITOC — STRATEGIC PLAN 2019-2025



Ancient Tracks - New Journeys  
Closing the Gap



**WAITOC**  
Western Australian Indigenous  
Tourism Operators Council



WAITOC is still the  
**Leading Aboriginal  
Tourism Entity**

after many years of consistent investment  
by individual Aboriginal tourism operators.  
Our focus is on the marketing, promotion  
and business incubation of authentic  
Aboriginal tourism experiences.

Cover artwork by  
Waringarri Artist  
Peter Newry  
Jinamoom 2011

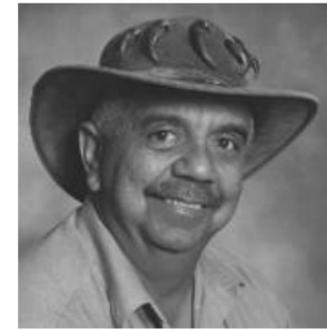
In this painting Peter tells the story of a special gorge located at Keep River National Park, a place called Jinamoom. Depicted in the work, the central line is the Keep River and the lines on each side are hills. Peter remembers walking through here, his mother's Country, when he was a child and listening and learning about the history of the place as they travelled through to his father's Country. Painted using natural pigment on canvas.

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On Country experiences through the Camping with Custodians program  
Peedamulla Campground, Pilbara | WAITOC member



## MESSAGE



FROM THE CHAIRPERSON

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

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

WAITOC has initiated growth in the Aboriginal Tourism sector over the past 18 years but none more than the past 4 years under the State Governments Aboriginal Tourism Development Program having secured this investment from the Western Australian state government in 2015.

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. The ATDP has allowed the state to measure some of these outcomes and at its mid term review of the program found that Aboriginal Tourism in WA contributes \$43.8 million to the Gross State Product and \$29.7 million to State Incomes, accounts for a total of 240 full time jobs in WA.

The past 4 years has also had a focus by Tourism WA through the State Government on the Camping with Custodians program allowing more Aboriginal and Torres Strait Islander people to share their culture on country, creating further employment in their own back yards.

The tourism industry offers an opportunity to embrace our culture and secure an income for our families and communities.

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) WAITOC is also excited to host the World Indigenous Tourism Summit in 2020.

Ronald (Doc) Reynolds | Chairperson  
Western Australian Indigenous Tourism Operators Council



## 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 and a rapid growth in the past 4 years 2015-2019 growing WAITOC's membership from 100 to 170 members

The Aboriginal cultural tourism sector is fast growing in WA after the Mid Term Review of the Aboriginal Tourism Development Program results showing that in 2016-2017 financial year there were 339 full time jobs in the sector, \$29.7 million in State Incomes and \$43.8 million in Gross State Product. If we were to do that same research today with the growth I would expect that the results to show an increase to see

408 full time jobs,  
\$35.6 million in  
State Incomes and  
\$52.6 million in  
Gross State Product.

This highlights the opportunity to grow our sector of the market and that the State has chosen wisely when investing in WAITOC for the ATDP. 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.

WAITOC is working with its members to increase market ready and export ready product in WA and will continue to focus on business incubation into the future. 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.

Closing The Gap 2020-2025 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 Closing The Gap 2020-2025 will ensure success.

Thank you,

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

## WAITOC PARTNERSHIPS

WAITOC builds relationships, respect and trust between Aboriginal and Torres Strait Islander peoples, other Indigenous Cultures and non- Indigenous peoples.

WAITOC is committed to building strong partnerships that enhance the social and economic outcomes that empower Aboriginal people in Australia. WAITOC calls for a united Australia which: respects the land; values Aboriginal and Torres Strait Islander heritage, culture

and science; and which works for the benefit of all. WAITOC is guided by the Larrakia Declaration and the standards of Reconciliation Australia. We require our partners to work within the basic framework of a Reconciliation Action Plan.

## 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 not for profit organisation representing Aboriginal tourism in Western Australia with over 120 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.

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, 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

Koomal Dreaming, Yallingup | WAITOC member



## 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.

# Aboriginal Tourism Industry Overview

# Western Australia Aboriginal Tourism Snapshot

## ECONOMIC IMPACT

CONTRIBUTES  
**\$43.8mill**  
TO THE GROSS  
STATE PRODUCT

CONTRIBUTES  
**\$29.7mill**  
TO STATE  
INCOMES

ACCOUNTS FOR  
**339**  
FULL TIME  
EMPLOYEE JOBS

## SOCIAL IMPACT



### Generates Employment

Aboriginal tourism businesses bring employment opportunities to the community. Of particular importance are the increased opportunities for youth employment.



### Strengthens Pride

Aboriginal tourism businesses bring pride to the community by empowering people to work and share their knowledge and culture.



### Brings Culture Together

Aboriginal tourism businesses bring different cultures together. This provides an opportunity to educate non-Aboriginal people about Aboriginal culture by sharing cultural pride and stories.

Aboriginal tourism businesses in Western Australia are providing a range of social benefits to individuals and community by way of:

- Giving Aboriginal people the opportunity to pass down culture to future generations;
- Increasing the level of respect for Aboriginal people, culture and knowledge;
- Having a positive impact on the way Aboriginal people consider their future opportunities;
- Delivering authentic cultural experiences;
- Inspiring young Aboriginal people to view tourism as a career path; and
- Giving Aboriginal people the option to live within their chosen community<sup>2</sup>.

1. ACIL Allen: Contribution of Aboriginal Tourism Businesses to the WA Economy (2017)  
2. Metric Consulting: Social Value of Aboriginal Tourism Businesses in WA (2017)

## Overall, WAITOC members are satisfied



- Completely unsatisfied
- Unsatisfied
- Neither satisfied or dissatisfied
- Satisfied
- Extremely satisfied

Privately owned businesses have a significantly higher total satisfaction (82%) of their WAITOC membership than other ownership structures (55%).

### Satisfied members (72%)

- Market and promote business.
- Provide mentors and assistance to start up businesses.
- Offer up-to-date, relevant industry information.
- Lobby government on behalf of businesses.

*"They always put out information and are helpful with businesses. WAITOC always provides conferences and lets everyone know what's happening in the future with events and issues. They always provide feedback to their members."*

### Unsatisfied members (4%)

- Lack of honest communication and support with businesses.
- No support for non-Aboriginal run Aboriginal tourism businesses.

*"I feel that up in our area there is no communication with members and the limited communication is not open or honest. We feel that we're not represented well."*

## Despite strong satisfaction, there was also indifference towards WAITOC memberships

More than one third (36%) of members said WAITOC made little difference to their business. However, interestingly, only 15% of this group were actually dissatisfied with their membership. Anecdotal feedback indicates that many businesses take on membership without any intention of engaging with WAITOC. The feedback suggests that this is due to a lack of understanding of the full range of WAITOC services on offer.

*"We don't really fit in with the WAITOC membership structure. They seem to be more for the tourism side of it rather than the festival and arts side."*

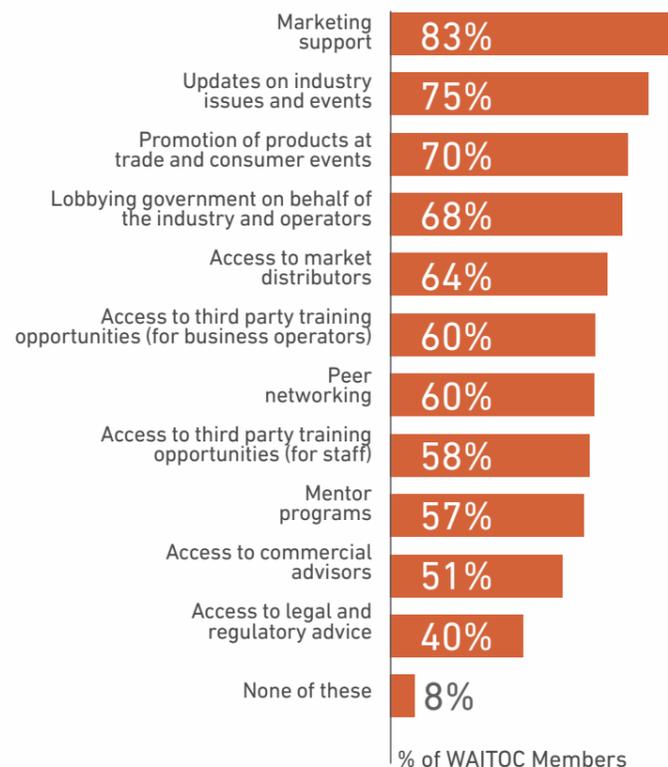
*"We have paid for membership but haven't been contacted by them and our business is not published on their site either."*

*"We haven't used them much, but we know who they are."*

*"I don't think we've been engaged much with WAITOC. We haven't really benefited from what they offer, and didn't realise they offered so much!"*

Marketing support & updates on industry information are the most well known services provided by WAITOC.

*Services related to business management and planning have lower levels of awareness.*



## There are three areas where WAITOC membership is seen to deliver greatest value

- Informing members of events and industry information
- Acting as a general pillar of support within the industry
- Helping businesses with media coverage and helping promote the brands using WAITOC resources
- Helping with marketing and promotion (eg: Facebook set-up)
- Helping start-up businesses by providing information & mentoring
- Guiding businesses through administrative processes like paperwork

## Members want more communication, benefits and support from WAITOC.

### More Communication

- More communication with members and face-to-face contact with rural areas.
- More communication of what WAITOC is and its range of services.

### More Membership Benefits

- More industry discounts.
- More networking and industry opportunities.
- Increase the amount of advertising and promotion of businesses.

### More Ongoing Business Support

- Extend the scope of WAITOC business advisory services for established businesses.
- More training and staff recruitment support.

While members are saying they want more business support, this could simply be a reflection of the low awareness of existing offerings - commercial advisors (51% aware) and staff training services (50% aware).

*“Their ability to respond locally. Knowledge of the area with more face-to-face contact would be nice. They don't really contact us on any other basis than giving the email or newspaper.”*

*“Offer more membership benefits such as industry discounts and networking activities to help grow business.”*  
*“Facilitate small networks of operators who share a similar focus - get the member base working together.”*

*“I would love help for Indigenous recruitment and training. It would be good to get some more Aboriginal staff. Help with that would be good.”*

## Interestingly, 'extra funding' was the most frequently cited means for WAITOC to help businesses.

ACCESS TO GRANTS  
BUSINESS PERFORMANCE SUPPORT  
LOCAL CONTACT PERSON  
NEW BUSINESS SUPPORT  
STAFF TRAINING  
FUNDING FOR INFRASTRUCTURE

# FUNDING

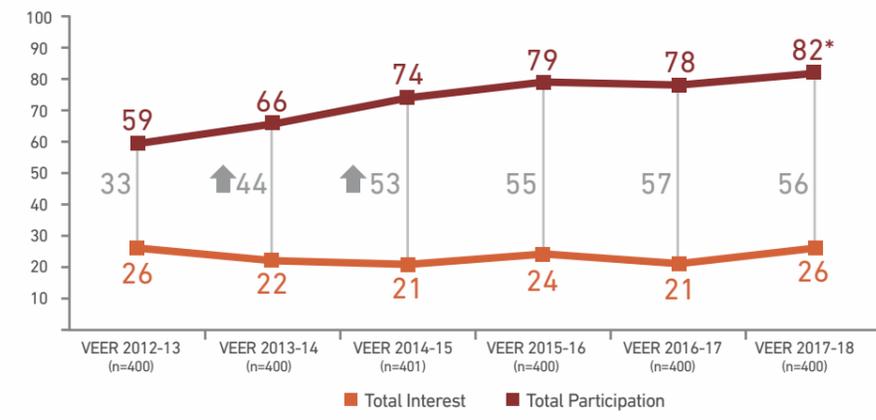
People said they wanted financial assistance for assets (eg. buying vehicles) staff wages and training. This further highlights the lack of understanding of WAITOC's role as an industry association.

*“Funding in terms of vehicles; as we are moving towards tours operators and transport services in the outback area. Also money to improve infrastructure in our community.”*

*“Financing, helping with the money side of business - hard cash to help.”*

*“WAITOC program which assist in the wage costs of taking on an extra Aboriginal employee would be good, funding would be helpful - there is no support of wages to be paid when the business is suffering.”*

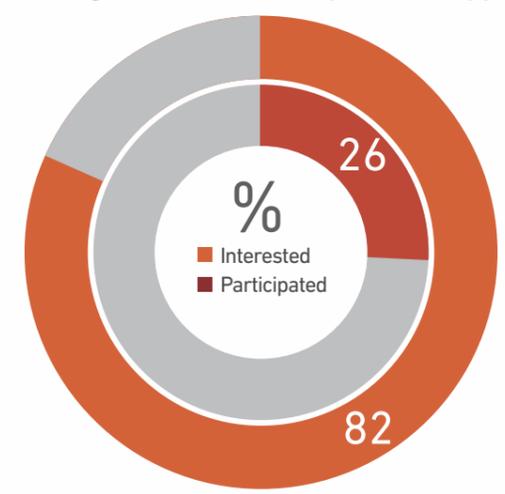
Visitor interest in Aboriginal experiences continued to far outweigh participation in the tourism offer in 2017-18. Three in four visitors (82%) would be interested in experiencing an Aboriginal tourism experience or activity if it were easily accessible in WA, however only a quarter of visitors (26%) participated in Aboriginal tourism during their WA holiday.



\*"Experience Native bush food" was added to list of Aboriginal tourism experiences in 2017-18, which has resulted in a higher result for total interest in 2017-18. If "Experience Native bush food" had not been added, total interest in 2017-18 would have been 77%, consistent with the previous year.  
SOURCE: Q12. Which of the following Aboriginal activities or experiences have/did you participate/d in during your holiday in Western Australia?  
Q13. And which of these experiences or activities would you be interested in, if they were easily accessible in Western Australia?  
BASE: All respondents, 2017-18 n=400; 2016-17 n=400; 2015-16 n=400; 2014-15 n=401; 2013/14 n=400; 2012-13 n=400.

Interstate visitors are significantly less likely to be interested in experiencing Aboriginal tourism while on holiday in WA, although two thirds of the market (65%) indicate interest. "Experience Native Bush Foods" generates the most interest, and also the largest gap between interest and participation, indicating a potential opportunity for development. Visiting Aboriginal galleries and seeing art, craft or cultural displays were the most common activities participated in.

### 2017-18 Interest & Participation in Aboriginal Tourism - by Visitor Type



### 2017-18 Interest & Participation in Aboriginal Tourism

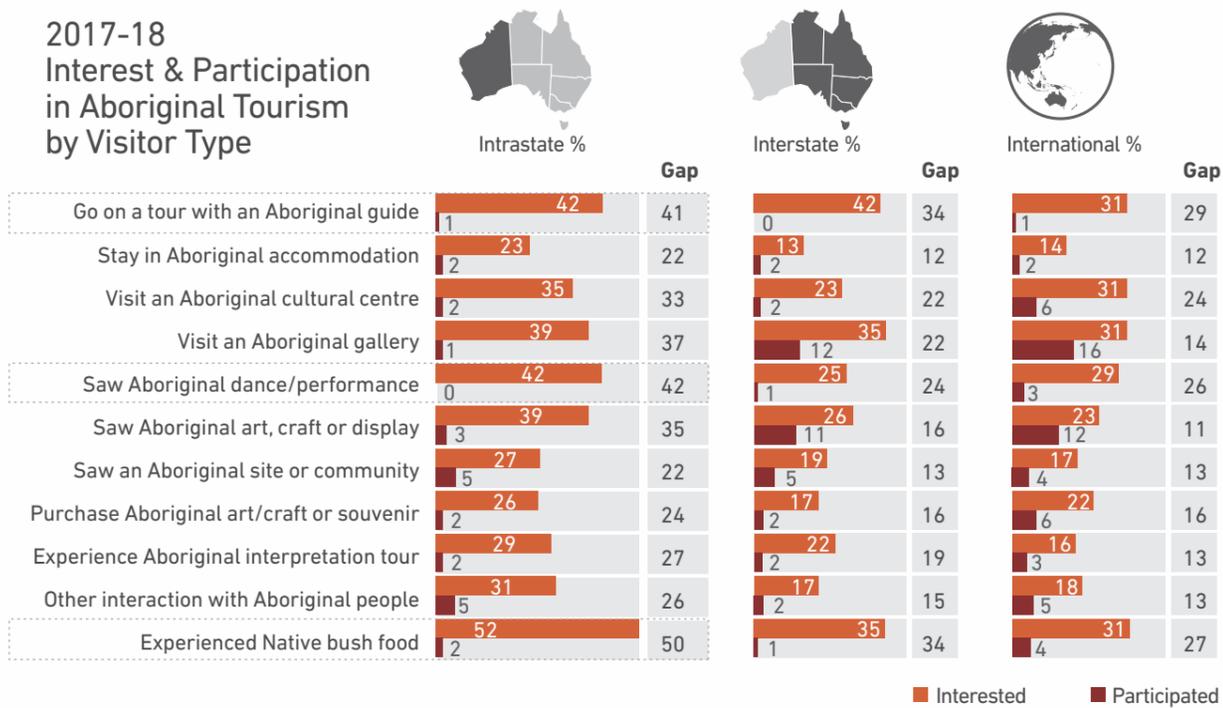
Activity	Interested (%)	Participated (%)	Gap
Experienced Native bush food	39	2	37
Go on a tour with an Aboriginal guide	35	1	34
Visit an Aboriginal gallery	35	11	24
Saw Aboriginal dance/performance	32	1	31
Visit an Aboriginal cultural centre	30	3	27
Saw Aboriginal art, craft or display	29	9	20
Purchase Aboriginal art/craft or souvenir	22	3	19
Experience Aboriginal interpretation tour	22	3	19
Other interaction with Aboriginal people	22	4	18
Saw an aboriginal site or community	21	5	16
Stay in Aboriginal accommodation	17	2	15

	Intrastate	Interstate	International
Interested	86	65	84
Participated	18	27	31

SOURCE: Q12. Which of the following Aboriginal activities or experiences have/did you participate/d in during your holiday in Western Australia?  
Q13. And which of these experiences or activities would you be interested in, if they were easily accessible in Western Australia?  
BASE: All respondents n=400; Intrastate visitors n=124; Interstate visitors n=129; International visitors n=147.

The gap between interest and participation is most significant in interstate visitors; they are the most interested audience, yet one which participates in Aboriginal tourism the least. Across all visitor markets, the types of experiences visitors are more interested in is largely similar - with experiencing bush food and going on a tour with an Aboriginal guide ranking in the top two most appealing experiences across all three markets.

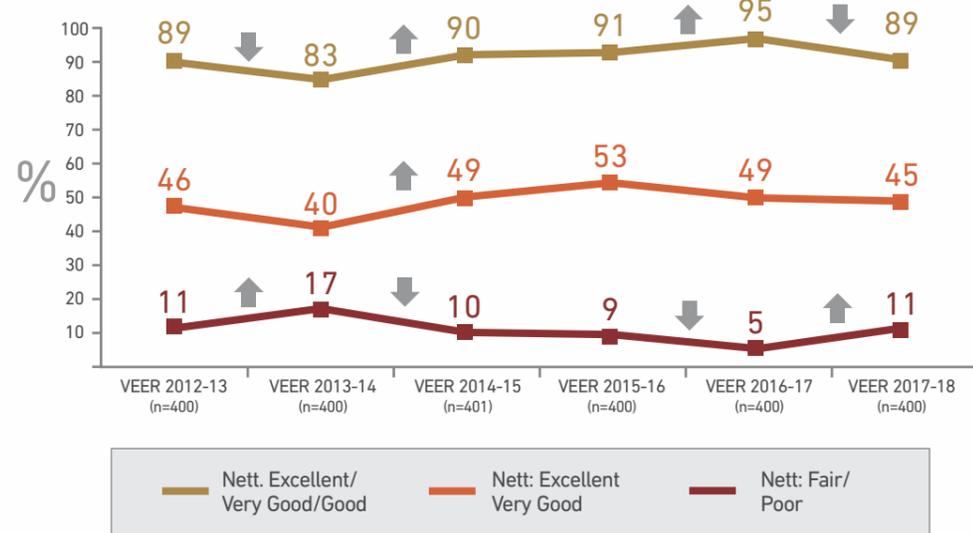
### 2017-18 Interest & Participation in Aboriginal Tourism by Visitor Type



SOURCE: Q12. Which of the following Aboriginal activities or experiences have/did you participate/d in during your holiday in Western Australia?  
Q13. And which of these experiences or activities would you be interested in, if they were easily accessible in Western Australia?  
BASE: All respondents n=400; Intrastate visitors n=124; Interstate visitors n=129; International visitors n=147.

For those visitors who had participated in an Aboriginal activity, the experience continues to be very positive, with nine in ten (89%) rating their experience as 'excellent', 'very good', or 'good'. This however was a decline of 6% since 2016-17, with a 6% growth in those visitors rating their experience as 'fair' or 'poor'.

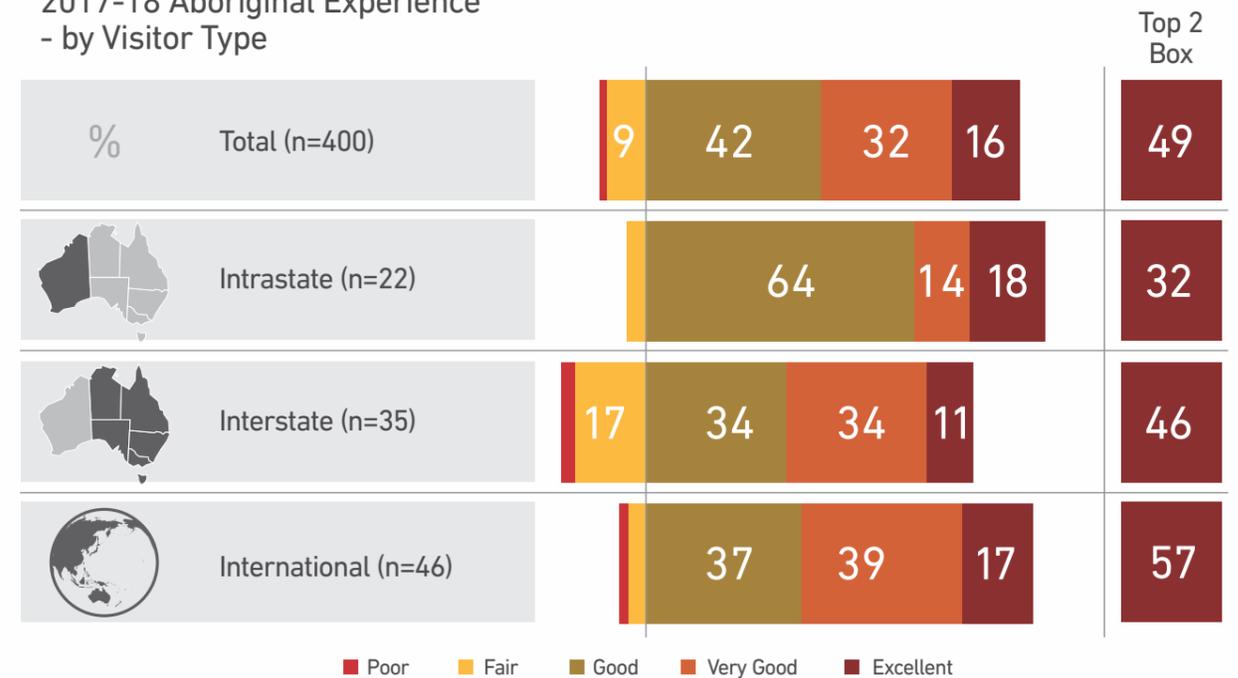
### Overall Aboriginal Experience by year



SOURCE: Q14. And using this scale, can you please rate overall the Aboriginal activities and experiences you experienced in Western Australia?  
BASE: All respondents who participated in an Aboriginal activity, 2016-17 n=85; 2015-16 n=95; 2014-15 n=83; 2013-14 n=86; 2012-13 n=102.

### International visitors recorded the highest levels of overall satisfaction with their Aboriginal experience

#### 2017-18 Aboriginal Experience - by Visitor Type



SOURCE: Q14. And using this scale, can you please rate overall the Aboriginal activities and experiences you experienced in Western Australia?  
BASE: All respondents n=103; Intrastate visitors n=22; Interstate visitors n=35; International visitors n=46. \*Note small sample size.

Most participants of Aboriginal tourism found the experience interesting and enjoyed the chance to experience 'something different'. The experiences were perceived as unique and informative. Many mentioned the beauty of Aboriginal artwork.



"The historical accounts of the culture and the people"

"Artists explained the work"

"Beauty of the artwork"

"It was unique and different"

"Interesting to learn about culture and philosophy of the way they live"

"Easily accessible/get close to take photos"

SOURCE: Q15. What was the main thing that was poor/fair? What was good/excellent? FIRST RESPONSE ONLY  
BASE: Respondents who had participated in an Aboriginal activity n=103.  
NOTE: Size of the word in the image represents frequency of mentions.

# POSITIONING WA AS THE PREMIER ABORIGINAL TOURISM DESTINATION

## MARKETING OBJECTIVES

- Promoting Aboriginal Experiences.
- WAITOC as peak body
- TWA – Aboriginal culture part of all marketing
- Grow the visibility of Export – Ready Aboriginal tourism experiences
- Support Tourism Australia Signature Aboriginal Experiences Program

## CONFERENCE OBJECTIVES

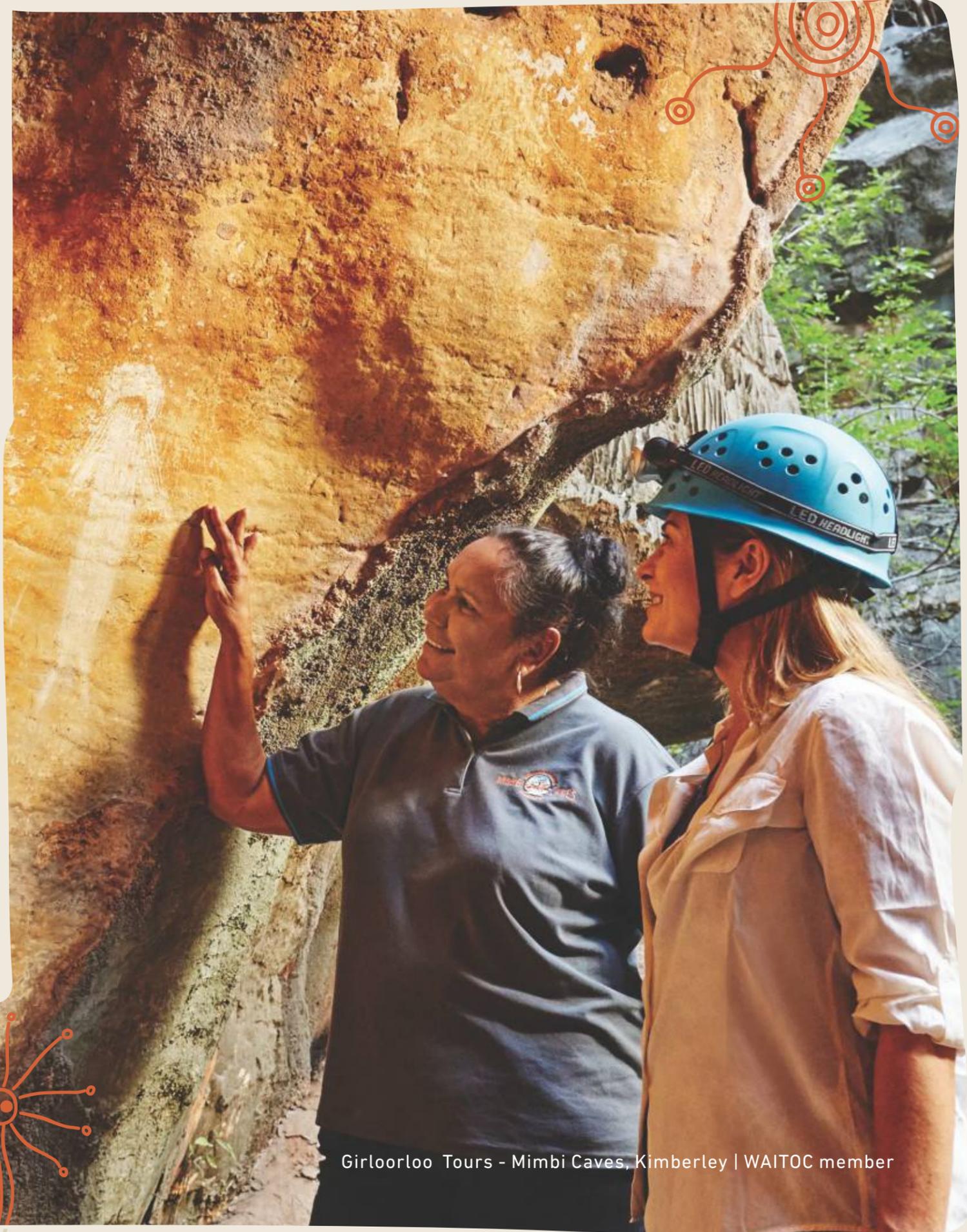
- World Indigenous Tourism Summit 2020
- Australian Indigenous Tourism Conference 2022
- Australian Indigenous Tourism Conference 2024
- WA Indigenous Tourism Conference 2019, 2021, 2023 & 2025

## EMPLOYMENT OBJECTIVES

## EVENT OBJECTIVES

- Working on Aboriginal Events
- Regional Event Scheme-Aboriginal Stream
- Development Support for event managers
- Aboriginal culture into main stream

- Increase awareness of tourism as a career in schools
- More Aboriginal people employed in tourism
- Establish an inventory of trained guides, welcome to country deliverers, performers that can be placed in employment
- More Aboriginal People employed in tourism to provide visitors with more opportunities to experience authentic Aboriginal culture
- Ranger Program include tour guide training and tourism delivery into program to increase employment opportunities



# INCREASE ABORIGINAL CULTURAL EXPERIENCES

## EXPERIENCE DEVELOPMENT OBJECTIVES

- Culture in the parks create opportunities to increase Aboriginal experiences in: Kings Park, Perth Zoo, Rottnest and National Parks
- Continue Experience Development in all areas of Western Australia
- Continue to increase the international ready business development
- Work to develop art centres and cruise sector businesses

## CULTURAL ASSETS

### Cultural Experiences Linked to

- New WA Museum
- Art Gallery WA (or Aboriginal Art Gallery)%

### Supporting

- authentic Aboriginal art and artefacts
- Growth of Aboriginal foods

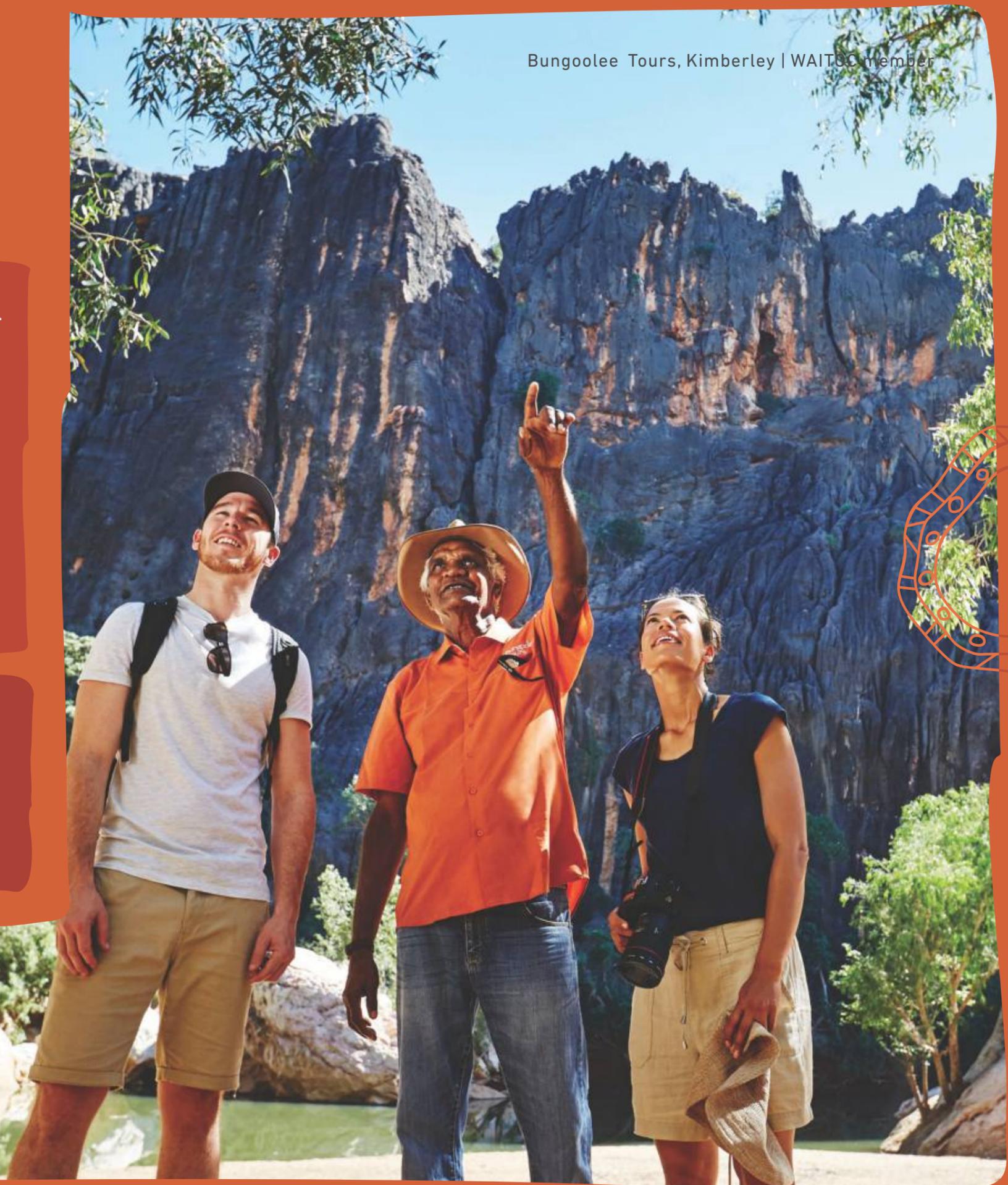
## 2018-2019

Income: \$1,800,000  
 Equity position: \$180,000  
 Membership: 170 (50% over 4y)  
 Compliance % met: 100%  
 Aboriginal Tourism FTE (WA): 339 (2016-17)  
 % of funding from government sources: 98%

## 2024-2025

Income: \$3,600,000  
 Equity position: \$360,000  
 Membership: 350 (100% over 5y)  
 Compliance % met: 100%  
 Aboriginal Tourism FTE (WA): 700 (2024-25)  
 % of funding from government sources: 90%

Bungoolee Tours, Kimberley | WAITCC 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.

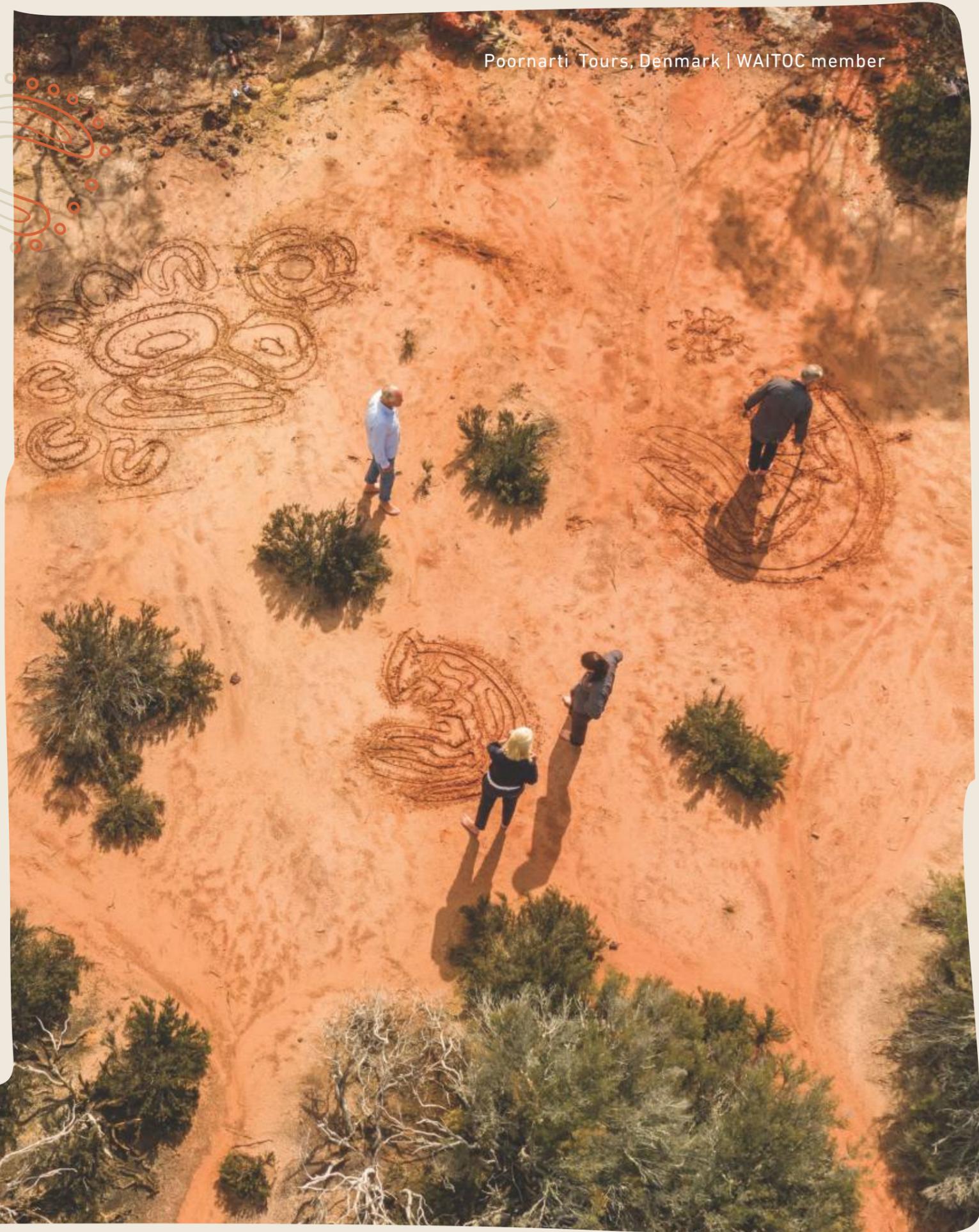
WAITOC will work on securing Perth as the gate way to authentic Aboriginal Tourism experiences and dispersal into the regional areas of the state.

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 levels
- 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.



# MARKETING SNAPSHOT

OVER 100  
ABORIGINAL  
TOURS AND EXPERIENCES  
THROUGHOUT WESTERN AUSTRALIA

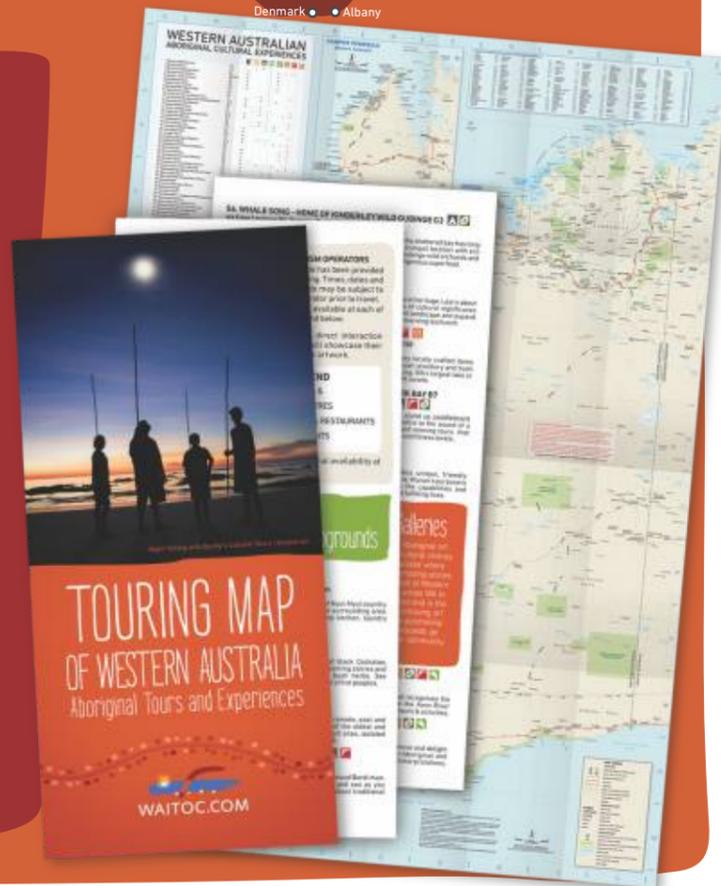


ABORIGINAL  
TOURING MAP  
OF WESTERN AUSTRALIA

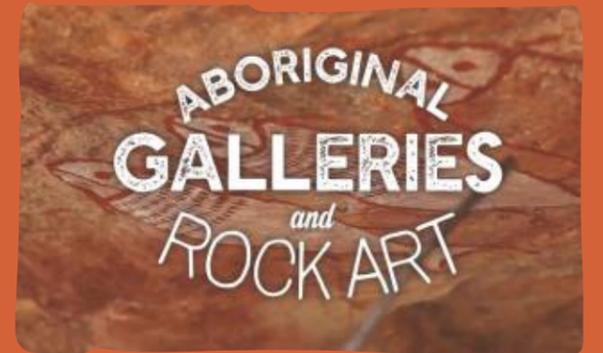
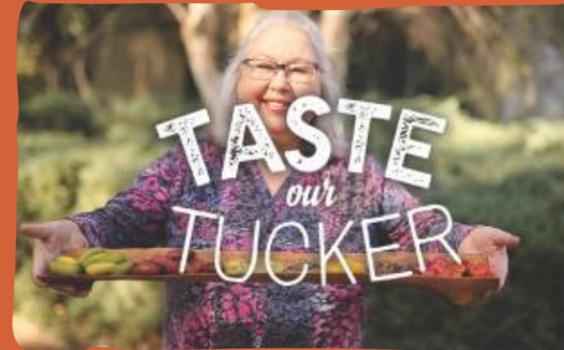
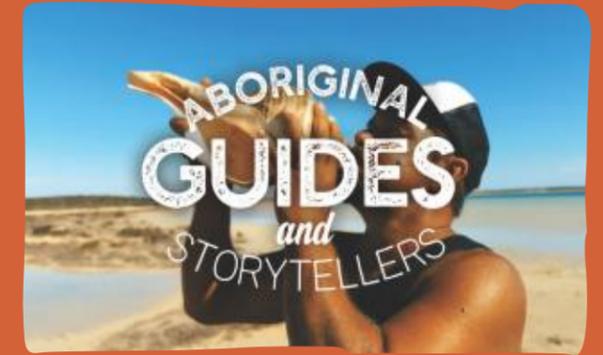
PRINT RUN INCREASED  
FROM 100,000 TO  
**120,000**

NUMBER OF BUSINESSES FEATURED

**UP 50%**



ABORIGINAL  
TOURS AND EXPERIENCES  
OUR THEMES



## TV, OUTDOOR, CINEMA AND RADIO

12 Aboriginal tourism  
features on Destination WA  
TV summer series

**780,000**

Estimated reach

Broome Airport Billboard

**200,000**  
PASSENGERS

Estimated reach over 6 months

Aboriginal  
Tours & Experiences  
Broome

**224** CINEMA  
ADS

over 16 week campaign

Total campaign reach **1.4 MILLION**

# WEBSITE - WAITOC.COM



JULY 2018 - JUNE 2019

**21,000**  
VISITORS TO WEBSITE  
26,000 SESSIONS

New users via organic

**^71.5%**

JANUARY - JUNE 2019

No. of pages per session

**^3.9%**

JANUARY - JUNE 2019

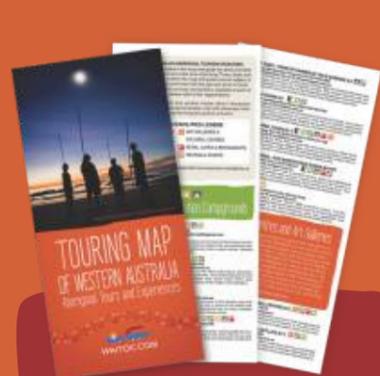
Organic web sessions

**^66.9%**

JANUARY - JUNE 2019

January - June 2019 was the key activity period for the WAITOC Facebook campaign.

# CUSTOMER COLLATERAL



Aboriginal Touring Map aligned with campaign tourism themes.

**80,000**

DISTRIBUTED  
JANUARY - JUNE 2019



Aboriginal Campgrounds brochure aligned with campaign tourism themes.

**10,000**

DISTRIBUTED  
MARCH - JUNE 2019



Trade Manual distributed to Domestic and Global travel industry.

**3,000**

DIGITALLY DISTRIBUTED  
APRIL 2019

# SOCIAL MEDIA DIGITAL CAMPAIGN

Featured 12 quirky, punchy video ads covering our five tourism themes



Traffic directed to campaign specific landing pages on waitoc.com, allowing visitors to browse members based on the region of interest.



TOTAL IMPRESSIONS  
FACEBOOK CAMPAIGN

**210,639**

JAN - JUNE 2019

CLICK THROUGHS  
FACEBOOK CAMPAIGN

**6,941**

JAN - JUNE 2019

NEW WEBSITE VISITORS VIA FACEBOOK

**^733%**

JAN - JUNE 2019

BOUNCE RATE  
FACEBOOK REFERRALS

**0.18%**

JAN - JUNE 2019

# DIGITAL TRADE MANUAL ON USB



Featuring interactive map and constantly up to date tool kit of information rates, images and videos. USB distributed to domestic and global travel industry.



# INTEGRATED MARKETING CAMPAIGN



PARTNER	ACTIVITY	ACTIVITY		
		FINANCIAL	DISTRIBUTION	CONTRA*
Tourism Western Australia	Touring Maps, TV Shoot, Trade Show	✓	✓	
RTOs – All Five Regional Tourism Organisations	Touring Maps		✓	✓
CIAWA – Caravan Industry Association of WA	Touring Maps, Caravan & Camping Show, Perth Billboard	✓	✓	✓
VCAWA – Visitor Centre Association of WA	Touring Maps, Campgrounds Brochure		✓	
RACWA	Touring Maps	✓	✓	
Broome Visitor Centre	Touring Maps, Broome Billboard	✓	✓	
Heli Spirit	Touring Maps	✓	✓	
Fitzroy River Lodge	Touring Maps, Perth Camping Show	✓	✓	
King Leopold Air	Touring Maps	✓	✓	
DBCA – Dept. of Biodiversity, Conservation and Attractions	Touring Maps	✓	✓	
Cygnets Bay Pearl Farm	Touring Maps	✓	✓	
Exmouth Dive & Whalesharks Ningaloo	Touring Maps	✓	✓	
Port Hedland Seafarers	Touring Maps	✓		
Savannah Lodge	Touring Maps	✓		
BRAG – Bunbury Regional Art Gallery	Touring Maps	✓		
RSC Road Safety Commission	Touring Maps	✓		
Camping with Custodians Tourism WA	Touring Maps	✓	✓	
WAITOC Members	Touring Maps	✓	✓	✓

# MARKETING SUMMARY

## Travel Shows, Workshops, Conferences, Events

WAITOC has attended 9 travel trade and consumer events in the 2018-19 financial year.

- **TRADE: WA Tourism Conference** (July, Perth) – completed. This year's conference featured a WAITOC Exhibition stand showcasing our latest promotional films and brochure suite. The stand was a popular homing base for WAITOC staff and members to network and stage meetings with a diverse range of industry partners.
- **CONSUMER: Perth Royal Show** (September) featured a WAITOC stand for the very first time to test the value of this show. Visitor numbers (around 300k) have been dwindling over the past few years and comprise a cross spread of demographics, the bulk of which are families seeking rides, show bags and interaction with farm animals. Visitor numbers to WAITOCs stand were an estimated 1000 over the 8-day period. WAITOC distributed 300 maps and ran a children's competition which attracted 81 entries. A separate report has been prepared.
- **TRADE: AITC** – Australian Indigenous Tourism Conference (October, Lorne, VIC).
- **TRADE: ATEC Meeting Place** (November in Darwin) completed – follow-ups to 55 Inbound Tour Operators. Direct business referrals generated for Perth and Broome based members. Report on file.
- **CONSUMER: Perth Caravan & Camping Show** (March) Once again, WAITOC secured a prominent stand location in the Tourism Pavilion, featuring 3 lanes of visitor flow. This year launched a new stand deco featuring more brand elements and a bushfoods promotion. 10 WAITOC members attended the show as part of the exhibitor team. Promotion included 70 6ix radio ads, 8 radio interviews, What's Up Downunder TV feature, Outdoor billboard advertising free WAITOC maps at Cottesloe (4 weeks). Brochure distribution: 2500 WAITOC maps/brochures, 500 WAITOC member brochures
- **TRADE: ATE 2019** (8-12 April in Perth) Due to the Perth (Home State) location, WAITOC worked with Tourism WA to feature a strong Aboriginal Experiences showcase in the WA area. 10 Aboriginal Tourism businesses attended the show, the majority of which are featured in Tourism Australia's DAE program – their attendance was mostly subsidised by Tourism WA's export ready funding allocation. Collectively, this presented a strong platform for WA Aboriginal Tourism on the global stage. Key outcomes: 740 meetings with international trade and media, launch of new interactive product manual, showcased WAITOC's digital promotion featuring 4 experience themes: Aboriginal Guides and Storytellers, Taste our Tucker, Art Centres & Rock Art, Festivals & Events. 4 Cultural Dance and Welcome to Country performances were staged during the 5-day exhibition. 30 promotional partnerships secured in 10 countries around the globe. More than 22 Aboriginal cultural tours were included in the pre and post famil tours program.
- **TRADE: ATE 2019 Media Workshops** (6-9 April in Perth) 21 meetings staged with international journalists – many have been on tour with WAITOC member businesses. High interest in ongoing info/contact to WAITOC. 2 planned journo visits for follow-up
- **TRADE: G'Day WA Roadshow** (in Brisbane, Sydney and Melbourne) – 60 appointments with trade and media
- **TRADE: TWA Training Blitz** (June – UK/Europe) – with TWA, RTOs and WAITOC - staged presentations and workshops to 143 travel trade wholesalers, retailers and 6 UK media.

- This activity strengthened the momentum with our major UK/Europe trade partners following the roadshow in June 2018. Europe – remains our strongest international source market and UK still holds untapped potential, with Scotland demonstrating particularly strong interest. The new interactive digital trade manual has been a huge success at all of our trade shows this year.
- All Trade and Consumer Show displays feature WAITOC's high quality imagery and branding which have been developed over the past 2 years along with our suite of collateral as relevant to the target audience
- The popular pocket-size trade manuals were updated this year to reflect an increase in export-ready businesses. The new interactive digital version links to a series of special trade pages on our website – providing easy access to info, images and film material featuring all of the 16 WAITOC export ready businesses – 10 Tour Operators 6 Accommodation

## Collateral and Distribution

- Re-print of our signature collateral – **WAITOC Touring Map of WA** is now completed. The map has consistently grown in popularity and is now bigger and better than ever before:
  - the number of experiences featured has increased by 50% (from 60 – 90)
  - the print run was increased from 100,000 to 120,000.
  - this version included some advertising opportunities which were extended to relevant government organisations (e.g. Road Safety Commission) and to our Associate Members. \$38,000 in ad space
  - bookings have covered the cost for the production of the maps (\$30,000) Surplus funds will cover
  - some of the distribution costs (est. \$15,000). Enjoying higher demand than ever before - following the February launch, over 80,000 maps have already been distributed
- **Outdoor Sign and Brochure Rack** in Broome's Pearl Luger street (Tourist) continues to deliver a strong, prominent brochure distribution point (2000 brochures picked up by tourists in Broome) Kimberley brochures were 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.
- **Outdoor sign and promotion of Kimberley brochures** at Broome Airport – a huge eye catcher for this important location and gateway to WAITOC's highest concentration of tour and experience products.
- **WAITOC's Campgrounds brochures** are racked at 50 outlets in Broome and were distributed at Perth Caravan and Camping Shows
- **Ongoing bulk drops of WAITOC maps to Visitor Centres** and travel industry and to TWA stands at the East Coast Caravan and Camping Shows
- **40,000 WAITOC maps** were distributed at CIAWA stands at all of the Caravan and Camping Shows (Australia)
- **The popular pocket-size trade manual** has been digitalised and distributed at all travel trade workshops and events – featuring all WAITOC businesses who market internationally + campgrounds, art & cultural centres and festivals. The new digital version of our manual is very popular with all of our global market partners as it delivers a clear, concise overview of WAITOC's suite of international (export ready) tours and attractions and all the latest info in one click as it links to a series of trade pages on the WAITOC website, supplying easy to access images, brochures, films and info on all of our export ready products – which is always up to date.

## Travel Trade Distribution and Promotions

- **A New WAITOC product and pricing template** has been produced for all member businesses who market internationally and is distributed to our global wholesale and inbound tour operator partners.
- **A New 3 min. Promotional Film Sequence** 'What is an Aboriginal Cultural Tour' has been produced and distributed to international trade partners – it was in demand from 90% of the trade partners who met with WAITOC at the TWA UK/Europe road show.
- **A New 5 min. Presentation Film Sequence** was launched at the June UK/Europe roadshow. Designed to act as background visuals for a live talk/presentation it also incorporates captions for use online and/or as a 'standalone' presentation.
- **SKYTOURS – Switzerland** - 9 WAITOC products are featured in the 2018-19 Australia brochure with this major tour operator in the Swiss market.
- **BOTG – Best of Travel Group – Europe** WAITOC products and editorial + Camping with Custodians are featured across 8 pages (25%) of their 2018-19 dedicated Western Australia brochure produced annually by this European tour operator alliance – with a network of 26 offices across central Europe (Germany, Netherlands, Switzerland, Belgium **Dreamtime Travel – Switzerland** has produced a dedicated Aboriginal Tourism Brochure which features tour and accommodation products from Kooljaman, Uptuyu and Wula Gura Nyinda – WAITOC accounts for 50% of the products featured in this brochure.
- **Australia Tours – Germany** features 8 WAITOC member products on their online portal – with additional features under negotiation.
- **Dreamaroo – Germany** are currently upgrading their website and will include a range of WAITOC products in their Aboriginal tours and experiences portal – including our new film sequence.

## Online Promotion

- **What is an Aboriginal cultural tour?** Production and distribution of a new digital film sequence which has been extremely well received – 21,000 reach and 8,000 views within 2 weeks of the upload to WAITOC's Youtube channel + high demand from trade and media in Australia and across the globe. 90% of trade partners at the UK/Europe road show have requested copies.
- **Waitoc.com** Significant growth of google ranking – WAITOC now features on page 1 of most related searches with a click through rate of 73%. The recently re-designed and branded site is mobile phone compatible, features an interactive google map, rotating features for members and for associate members and a broad range of over 150 member pages and products. An online campaign is now being planned to drive visitor increase and interaction.
- **Digital Campaign** – Facebook and Google ads to drive traffic to the new site and research/test search words is now completed. The results – from a very low 4 weeks / \$7 per day investment were: Adwords attracted 447 visitors to the site (1309 visitors in total), 1,230 were new users and an impressive 8% took action. The most popular (click-through) links were Cape Cultural Tours, Bindjareb Park and Koomal Dreaming. A follow up Campaign ran in June, featuring a series of Facebook ads which highlight 4 topics: Aboriginal Guides & Storytellers, Aboriginal Art Galleries & Rock Art, Taste our Tucker, Aboriginal Festivals & Events. Reach stats for the two most popular films were significant: Aboriginal Guides & Storytellers 73,000 and Taste our Tucker 45,000.

## News Releases Newsletters

- 19 Newsletters/Media Releases were distributed this year. The most popular topic (clicked and opened) was the Free Roadmap. 42% of subscribers are actively engaged (frequently open and click the newsletters) 26% are highly engaged (open and click very often).
- WAITOC's data base continues to grow and currently features 1,750 trade, media, consumer and member subscriptions. New subscriptions/updates are ongoing following the trade workshops and events which will continue to boost this growth.
- 2018.07 State Government Funding for Aboriginal Tourism
- 2018.08 Advertise on WAITOC WA Touring Map
- 2018.08 AITC Early Bird Registration
- 2018.09 High Five for Aboriginal Tourism (Awards)
- 2018.09 AITC Early Bird Registration closing soon
- 2018.09 New Culture for Kids Attractions at Perth Royal Show
- 2018.09 AFL Finals – A Portrait from a Different Angle
- 2018.10 AITC – 3 Weeks to Go
- 2018.10 AITC – Update
- 2018.11 AITC – Newsletter
- 2018.12 WAITOC – Christmas Newsletter
- 2019.02 Free Road Map of WA
- 2019.02 WITS Artist Call Out
- 2019.03 WAITOC Powers the Pathway to Business Success
- 2019.04 WITS Artist Final Call Out
- 2019.04 Aboriginal Tourism on the World Stage
- 2019.05 Shattering Budget Cuts for Aboriginal Tourism
- 2019.05 Call Out to Aboriginal & Torres Strait Islander Artists
- 2019.06 WAITOC News – Reconciliation Week

Poornarti Tours, Denmark | WAITOC member



## PR, MEDIA & ADVERTISING

## Travel Shows, Workshops, Conferences, Events

- Print - Wildflower Ads in 6 x Issues of The Senior Newspaper (nationwide spread) Aug.
- Print - Aboriginal Campgrounds and Retreats Ad in Destination Broome Brochure – circ.100k Sep-Dec.
- Print - 18 Ads in CIAWA (Caravan Industry Association WA) magazine – featuring all of our WAITOC members who run campgrounds – annual magazine 2019 edition.
- TV - Destination WA series Jun-Dec featured a series of 12 WAITOC member features which was funded via the Tourism WA PR budget – Imintji Campground, Windjana Tours, Ngurrangga Tours, Bungoolee Tours, Mowanjum Arts, Peedamulla Campground, Nyungar Tours, Bolo's Coastal Walk, Njaki Njaki Cultural Tours, Murujuga, Roelands Village, Djurandi Dreaming.
- Print & Online - 'Stations of the Cross' 4WD Touring Mag. 4 pages of images and editorial (generated by the Sean Scott photo shoot) spotlighting Kooljaman, Imintji and Whalesong.
- Mandurah Mail – Mandjoogordap Dreaming – distribution to 122 online media outlets – reach 1.3 mill. July
- Online - Al Jazeera – 8 pages, Bart Pigram and Aboriginal Tourism – August.

- Print - Mandurah Mail – Bindjareb Park – 6 Seasons Djilba Dinner – August.
- Print - Spirit (Qantas Inflight mag) – Bushfoods with Ngurrangga Tours – August.
- Online - CIM (online business events) – feature about AITC – August.
- TV - the new Jack Stein food series - Born to Cook – the Kimberley premiered in the UK (Monday 15th October @7pm on UKTV – Food) and Australia (Tuesday 16th October @ 8.30pm SBS Food) features include Brian Lee, Bart Pigram and Waringarri Arts Corroboree.
- Print - New - FreeTouring Map of WA – Advert in the Senior Newspaper WA – Jan 2019
- Print - 12-page Advertorial feature booked in Schools, Excursions & Incursions Mag – Feb 2019.
- Outdoor - Sign and Brochure Rack in Broome's Pearl Luggar street (Tourist) continues to deliver a strong, prominent brochure distribution point (2000 brochures picked up by tourists in Broome).
- Outdoor - billboard and promotion of Kimberley brochures at Broome Airport – a huge eye catcher for this important gateway to WAITOC's highest concentration of tour and experience products.
- Outdoor – billboard secured in Cottesloe (Perth Showgrounds vicinity) for a 4-week duration during the Perth Caravan & Camping Show.
- Southwest Times/Bunbury Herald – Ngalang Wongi story.
- 70 ads and 8 interviews on Radio 6ix – during Perth Caravan & Camping Show.
- Spirit (Qantas Magazine) – Pilbara story, Ngurrangga Tours.
- Print – What'sOn in Perth Magazine – features ongoing Welcome to Country in every issue + free editorial exposure (current news stories).
- Digital Campaign featuring a series of Facebook film ads and Google adwords

### Social Media / google analytics.

- WAITOC's Facebook page audience continues to climb and has now reached 12,400.
- The av. monthly reach currently ranks at 9,000 and has been significant for our promotional film posts: Aboriginal Guides and Storytellers 73,000 and Taste our Tucker 45,000.
- WAITOC's YouTube channel now features 45 film sequences and has been viewed 3,355 times.
- WAITOC's website records an average of 1,500 users, an extremely low bounce rate (1.08%) average sessions are currently 2.5 minutes.
- Most popular topics are those that incorporate children or wildlife and film sequences – top posts include a short film feature about Humpback Whales in Pender Bay which attracted 1.6 million views.

### Industry Partnerships

- CIAWA partnership secured for 2018-19 includes an exhibition stand at a prominent location at the Perth Caravan & Camping Show, free membership and ads in the annual caravan and camping brochure for the 18 WAITOC member businesses who run campgrounds, distribution of 40,000 WAITOC maps at 6 Caravan & Camping Shows around Australia + member campgrounds. \$4,000 cash contribution to the WAITOC maps.
- FACET partnership endorsed with WAITOC's involvement in Aboriginal Tourism Workshop. Sep.
- IBA Partnership endorsed with the Business Support Program – launched Jan 2018.
- VCAWA Partnership.
- Vanguard Partnership including free media placement



## MEMBERSHIP SUMMARY

Now that WAITOC is in its 4th and final 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 graph. The forecast for membership income was set at \$29,500 the actuals came in at \$48,971 so almost a \$20,000 increase above budget and we are forecasting a slight increase for the next financial year.

Table 1: WAITOC Membership Growth 2013/2018

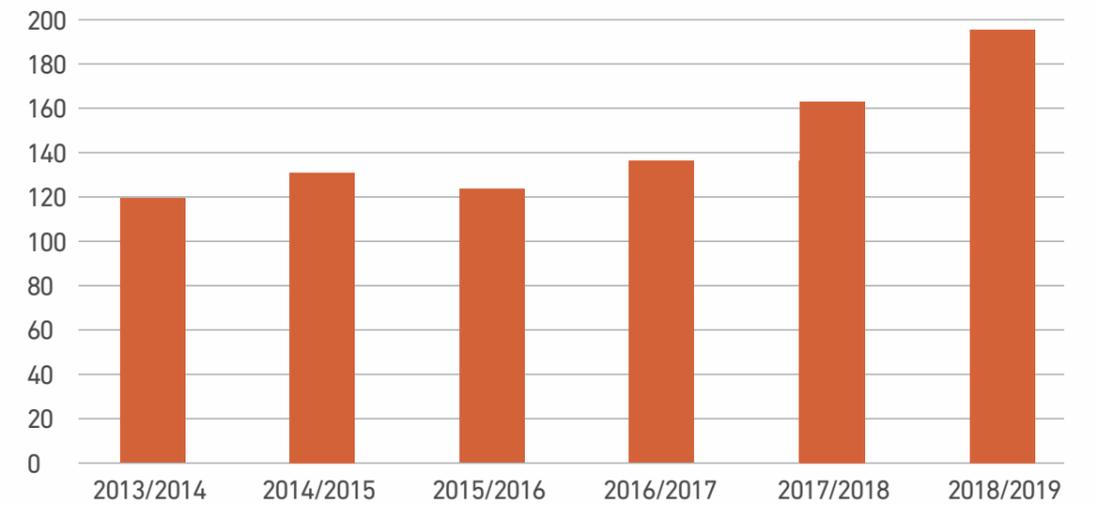
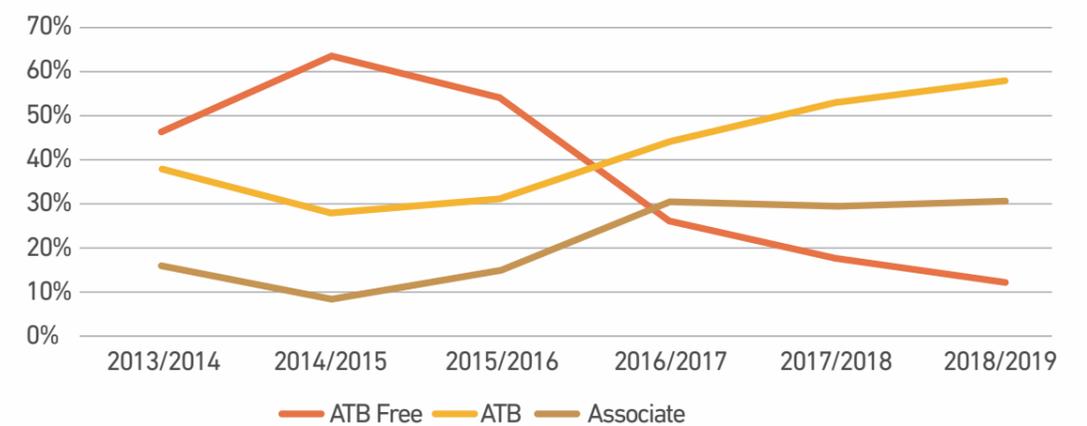


Table 2: WAITOC Membership Statistics





## INCOME SUMMARY

The Aboriginal Tourism Development Fund has finished, yet you can see that over the past 4 years how WAITOC staff have leveraged funds using its strength in the funding that the state government had delivered. The \$4.6m over the 4 years with the leveraged funds WAITOC has been able to support 49 businesses with intense one on one training and development, out of these 49 businesses there where 39 new businesses created and 104 full time equivalent jobs which is a great outcome for Aboriginal people and the state government. The graph opposite shows the funding increase over the last four years due to leveraged funding.

Table 3 : Total Income Comparisons Past 4 Years



Table 4 : Extra Funds 2015 to 2019 Compared to KPI





**Anderson Munro & Wyllie**  
 CHARTERED ACCOUNTANTS, REGISTERED COMPANY  
 AUDITORS AND REGISTERED SMSF AUDITORS  
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 PO Box 229, JOONDALUP DC WA 6919  
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 ABN 59 125 425 274  
 Liability limited by a scheme approved under Professional Standards Legislation

11 October 2019

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 2019 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**  
 Western Australian Indigenous  
 Tourism Operators Council

## WAITOC ASSOCIATION INC.

ABN 88 206 818 729

## FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2019



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## 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.

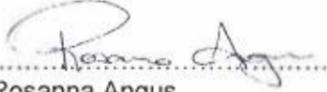
In the opinion of the board the financial report as set out on pages 7 to 16:

1. Presents fairly the financial position of WAITOC Association Inc. as at 30 June 2019 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 11<sup>th</sup> day of October 2019

  
Doc (Ronald) Reynolds  
Chair

  
Rosanna Angus  
Treasurer

## 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 2019, 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 2019 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 - 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 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 + Wylie*

#### **ANDERSON MUNRO & WYLLIE**

Chartered Accountants

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

*Martin Shone*

#### **MARTIN SHONE**

Principal & Registered Company Auditor

Dated at Perth, Western Australia this 11<sup>th</sup> day of October 2019

**WAITOC ASSOCIATION INC.  
STATEMENT OF PROFIT AND LOSS AND OTHER INCOME  
FOR THE YEAR ENDED 30 JUNE 2019**

	Note	2019 \$	2018 \$
Revenue from ordinary activities	2	1,938,863	1,617,347
Other income	3	116,894	58,329
		<u>2,055,757</u>	<u>1,675,676</u>
Administration Expenses		(124,141)	(78,345)
Advertising		(56,919)	(56,854)
Bank Fees		(1,684)	(142)
Board Expenses and Travel		(188,273)	(172,550)
Depreciation		(6,673)	(4,141)
Insurance		(8,184)	(10,618)
Miscellaneous Expenses		(10,254)	(6,073)
Marketing Expenses		(75,966)	(72,499)
AITC Expenses		(59,019)	(26,681)
Trade Show Expenses		(140,526)	(73,001)
Printing and Stationery		(2,300)	(1,556)
Professional Fees		(220,363)	(166,708)
Employment Expenses		(446,276)	(425,476)
Project Expenses		(608,845)	(477,032)
Website Maintenance		(8,038)	(5,040)
		<u>98,296</u>	<u>98,960</u>
Profit from ordinary activities before income tax		-	-
Income tax expense		-	-
Net Operating Profit	4	<u>98,296</u>	<u>98,960</u>

The accompanying notes form part of these financial statements.

**WAITOC ASSOCIATION INC.  
STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2019**

	Note	2019 \$	2018 \$
<b>Current Assets</b>			
Cash	5	811,319	266,690
Trade and other receivables	6	171,622	254,369
<b>Total Current Assets</b>		<u>982,941</u>	<u>521,059</u>
<b>Non-Current Assets</b>			
Property, plant and equipment	7	12,025	18,698
<b>Total Non-Current Assets</b>		<u>12,025</u>	<u>18,698</u>
<b>Total Assets</b>		<u>994,966</u>	<u>539,757</u>
<b>Current Liabilities</b>			
Trade and other payables	8	87,169	38,419
Income in advance	9	85,470	23,070
Payroll Liabilities	10	(2,185)	40,258
Unexpended Grants		-	69,594
Unearned Income		475,000	117,200
<b>Total Current Liabilities</b>		<u>645,454</u>	<u>288,541</u>
<b>Total Liabilities</b>		<u>645,454</u>	<u>288,541</u>
<b>Net Assets</b>		<u>349,512</u>	<u>251,216</u>
<b>Equity</b>			
Retained Earnings		251,216	152,256
Current Earnings		98,296	98,960
<b>Total Equity</b>		<u>349,512</u>	<u>251,216</u>

The accompanying notes form part of these financial statements.

**WAITOC ASSOCIATION INC.  
STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30 JUNE 2019**

	Retained Earnings	Total
	\$	\$
<b>Opening balance 1 July 2017</b>	<b>152,256</b>	<b>152,256</b>
Profit for the year	98,960	98,960
<b>Closing balance 30 June 2018</b>	<b>251,216</b>	<b>251,216</b>
Profit for the year	98,296	98,296
<b>Closing balance 30 June 2019</b>	<b>349,512</b>	<b>349,512</b>

The accompanying notes form part of these financial statements.

**WAITOC ASSOCIATION INC.  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2019**

	Note	2019 \$	2018 \$
<b>Cash Flows from Operations Activities</b>			
Receipts from subscriptions		203,101	17,494
Operating grant receipts		2,169,115	1,517,534
Other income receipts		114,278	55,120
Interest received		2,616	3,209
Payments to suppliers and employees		(1,944,481)	(1,493,816)
Net cash generated from operating activities	11(b)	<u>544,629</u>	<u>99,541</u>
<b>Cash Flows from Investing Activities</b>			
Purchase of property, plant & equipment		-	(16,400)
Net cash used in investing activities		<u>-</u>	<u>(16,400)</u>
<b>Cash Flows from Financing Activities</b>			
Net cash generated from investing activities		-	-
Increase in cash held		<u>544,629</u>	<u>83,141</u>
Cash at the beginning of the year		266,690	183,549
<b>Cash at the end of the year</b>	11(a)	<b><u>811,319</u></b>	<b><u>266,690</u></b>

The accompanying notes form part of these financial statements.

**WAITOC ASSOCIATION INC.  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2019**

**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 2019**

**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 and on a diminishing value 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 2019**

7	Property, plant and equipment (cont'd)	2019 \$	2018 \$
	Website - at cost	28,180	28,180
	Accumulated depreciation	(19,777)	(14,311)
	Total Website	<u>8,403</u>	<u>13,869</u>
	<b>Total Property, plant and equipment</b>	<b><u>12,025</u></b>	<b><u>18,698</u></b>
8	<b>Trade and other payables</b>		
	Trade creditors	19,874	31,150
	Accrued expenses	3,770	-
	GST payable	38,255	(7,547)
	PAYG payable	17,134	20,480
	ANZ visa card	8,136	(5,664)
		<b><u>87,169</u></b>	<b><u>38,419</u></b>
9	<b>Income in advance</b>		
	Membership fees received in advance	25,470	23,070
	Income in advance – 2020 summit	60,000	-
		<b><u>85,470</u></b>	<b><u>23,070</u></b>
10	<b>Payroll liabilities</b>		
	Provision for annual leave	-	36,091
	Superannuation liability	(2,185)	4,167
		<b><u>(2,185)</u></b>	<b><u>40,258</u></b>

These liabilities represent WAITOC Association Inc's obligations to which the employee has a current legal entitlement. At the end of the financial year, all entitlements for Annual leave was paid to the employees.

**WAITOC ASSOCIATION INC.  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2019**

	2019 \$	2018 \$
<b>11 Cash Flow Information</b>		
<b>(a) Reconciliation of Cash</b>		
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	<b><u>811,319</u></b>	<u>266,690</u>
<b>(b) Reconciliation of Profit after tax to net cash from operating activities</b>		
Profit from ordinary activities after income tax	98,296	98,960
Non – cash flows in profit from ordinary activities		
- Depreciation	6,673	4,141
Changes in assets & liabilities		
- (Increase)/decrease in receivables	82,747	(93,535)
- Increase/(decrease) in payables	111,150	62,631
- Increase/(decrease) in unexpended grants	(69,594)	21,157
- Increase/(decrease) in unearned income	357,800	-
- Increase/(decrease) in payroll liabilities	(42,443)	6,187
Cash flows generated from operating activities	<b><u>544,629</u></b>	<u>99,541</u>

**12 Association details**

The Principal place of business for the Association is:  
Level 3, Suite 7  
1060 Hay Street, West Perth WA 6005

11 October 2019

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

Dear Board Members,

**MANAGEMENT REPORT FOR THE YEAR ENDED 30 JUNE 2019**

We advise that we have recently completed the audit of WAITOC Association Inc. for the year ended 30 June 2019.

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.

**Income in Advance**

During our audit we noted that the sponsorship income relating to the World Indigenous Summit 2020 for \$60,000 was not taken up as Income in Advance when it related to the 2019/2020 financial year. We have since adjusted the financial statements.

As the financial statements are prepared on an accrual basis, we recommend that all liabilities are recorded in full at the end of each reporting period.

**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:

	<b>Account</b>	<b>Debit</b>	<b>Credit</b>
<b>1</b>	Other creditors – ATO	41,777.00	
	GST Payable		24,643.00
	PAYG payable		17,134.00
	<b>To correctly allocate GST and PAYG from other creditors</b>		
<b>2</b>	Sponsorship income	60,000.00	
	Income in Advance – Summit 2020		60,000.00
	<b>To recognise income received in advance for the 2020 Summit</b>		



**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:

	<b>Account</b>	<b>Debit</b>	<b>Credit</b>
<b>3</b>	Prepaid expenses	3,372.73	
	Board meeting		3,372.73
	<b>Being deposit paid for services in 2019/2020 year</b>		
<b>4</b>	Prepaid Insurance	658.81	
	Insurance		658.81
	<b>Being prepaid portion relating to 2019/2020 financial year fully expensed</b>		
<b>5</b>	Receivables	4,000.00	
	Investment funding		4,000.00
	<b>Being difference in the IBA funding not correctly recorded</b>		

We would also like to take this opportunity to thank Robert 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



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# CONTACT INFORMATION

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

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By Post:  
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Cloisters Square WA 6850

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