



**ROTTNEST
ISLAND
AUTHORITY**

Annual Report

2023–24

Rottnest Island Authority

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This Annual Report can be viewed in PDF format on the Rottnest Island Authority's website ria.wa.gov.au

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 Front cover: West End

Acknowledgement

Rottnest Island Authority kaadatj Wadjak Noongar moort. Baalap Wadjemup kaaradjiny, baalabang malayin nakolak-ngat wer wirn kalyakoorl noyinand koort boodja-k wer kep-ak.

Ngalak kaadatj nedingar, birdiya wer boordakan Noongar moort. Ngalak karnadjil kaadatj maaman wer noba wirn Ali kalka Nino noyiyang Wadjemup ngardak boodja-k.

Baalabang moort maambart-boort, ngooni-boort, kongk-boort wer Birdiya-boort.

RIA acknowledge Whadjuk Noongar families. They Wadjemup caring, their culture and spirits always connected Island-to and water-to.

We acknowledge ancestors, Elders and future Noongar families. We truly acknowledge men and boys' spirits who still remain connected Wadjemup under ground-in.

Their family's father-without, brother-without, uncle-without and Elder-without.

*Translation courtesy of Sharon Gregory,
Noongar Language Consultant.*



Wanju wadjemup.

Nidja wadjemup whadjok boodja unna.
Welcome to wadjemup,
a place of great significance for whadjok
Nyoongar people, the traditional owners of this
land.

Koora Koora whadjok Nyoongar wadjemup wangking woolah! Nyoongar wangkiny
yeye, benang boordawan. Stories have been passed down through generations,
long before wadjemup was separated from the mainland around 7000 years
ago. They still hold great spiritual connections to this place today.

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 Strickland Bay

Statement of Compliance

For year ended 30 June 2024

Hon. Rita Saffioti MLA

Deputy Premier; Treasurer and Minister for Transport: Tourism

In accordance with section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament, the Annual Report of Rottnest Island Authority for the financial year ended 30 June 2024.

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

The financial statements comply with Australian Accounting Standards — Simplified Disclosures issued by the Australian Accounting Standards Board.



Hamish R Beck

Chair
Rottnest Island Authority

17 September 2024



Ann Robinson

Deputy Chair
Rottnest Island Authority

17 September 2024

Overview of Rottnest Island Authority



📍 Bathurst Lighthouse — Pinky Beach

Snapshot 2023–24



823,441
visitors to the island by ferry



87.14% annual
occupancy of available Stay Rottnest
accommodation (self contained)

218,106
RIA bikes **hired**

(includes pedal and e-bikes)



25,784 check-ins
to Stay Rottnest accommodation
(self contained)

49,000+
volunteer **hours** annually



10,493
plantings for woodland
and coastal management



\$25 million
investment in **capital works**



6,408 nights
of rental moorings



6 new activity / retail
businesses commenced on the island

Chair's Overview



Wadjemup / Rottnest Island has long been a visitor destination of local significance. In recent times, it has substantially escalated to that of state, and national significance, recognised for its sustainable recreational, environmental, and cultural heritage values, and a favourite holiday spot for many Western Australians.

This trend continues with the 2023–24 financial year achieving our strongest visitation figures to date. The Rottnest Island Authority Board and Executive Team connect with a diverse range of stakeholders in supporting the long-term vision and day-to-day operations of the island. The board is primarily focused on the importance of the island from a state and national tourism perspective, whilst at the same time ensuring the island's nature reserve is managed sustainably.

In September 2023, RIA launched the Rottnest Island Management Plan (RIMP) 2023–28, developed in consultation with key stakeholders, advisory groups and island businesses. Its five strategic focus areas are designed to create lasting benefits around conservation, sustainability, visitor experience, cultural heritage and partnerships.

The five focus areas are united by the overall vision for all visitors, staff and contractors to contribute to the management of Rottnest Island. It is RIA's responsibility to ensure that this vision is brought to life.

In April 2024, the State Government announced a \$150 million investment to upgrade and transform essential infrastructure on the island including worker accommodation, airport, barge operations and wastewater infrastructure.

Of this investment, \$98.5 million has been allocated over the next eight years for planning and development of new worker accommodation for island businesses.

Increasing worker accommodation will enable island businesses to provide improved service to visitors, by helping them to attract staff and operate outside ferry timetables.

\$31.7 million will go towards the relocation of barge and freight operations from the Main Jetty to South Thomson Bay, with the redevelopment of the Army Groyne. This will reduce overlapping activities at the Main Jetty and improve safety by reducing interactions between vehicles and pedestrians, while also providing a more welcoming arrival point for visitors.

\$15.8 million will go to upgrading wastewater infrastructure across the island, with the remaining \$4.3 million to be invested in the Rottnest Airport, resurfacing the runway and installing perimeter fencing.

The significant investment into essential infrastructure will help ensure that island businesses and operations are best supported to ensure Wadjemup / Rottnest Island remains a destination of choice.

This builds on the existing funding of \$168.7 million for infrastructure improvements across the island, including more than \$90 million for upgrades to significant island infrastructure; \$70 million for projects identified through the RIMP, including \$54.8 million to increase renewable energy on the island; and an additional \$10.7 million to enhance safety and ongoing access to Rottnest Island under the Main Jetty refurbishment and upgrade project.

Since the State Government committed \$27.5 million in May 2023, progress continues on Stage Two of the Wadjemup Project, a state-wide Aboriginal-led project facilitated by RIA with support from the Department of the Premier and Cabinet. Key developments facilitated by RIA in the last financial year include the creation of a Minister-appointed Wadjemup Project Steering Group (WPSG), consultation with Whadjuk and Noongar communities, regional consultations beginning with Aboriginal communities throughout Western Australia, and Quod conservation works to ensure the stabilisation of the buildings ahead of decisions on future use.

Crucial to the continued successful management of Wadjemup / Rottnest Island is RIA's partnerships with a range of commercial and volunteer organisations.

The Rottnest Island Chamber of Commerce supports businesses to flourish in the challenging environment of operating on an island. Island businesses are essential to the ongoing viability of the island and work tirelessly to offer a range of experiences and services to visitors.

In 2023–24, Rottnest Island volunteers contributed more than 49,000 hours to the conservation and maintenance of the island.

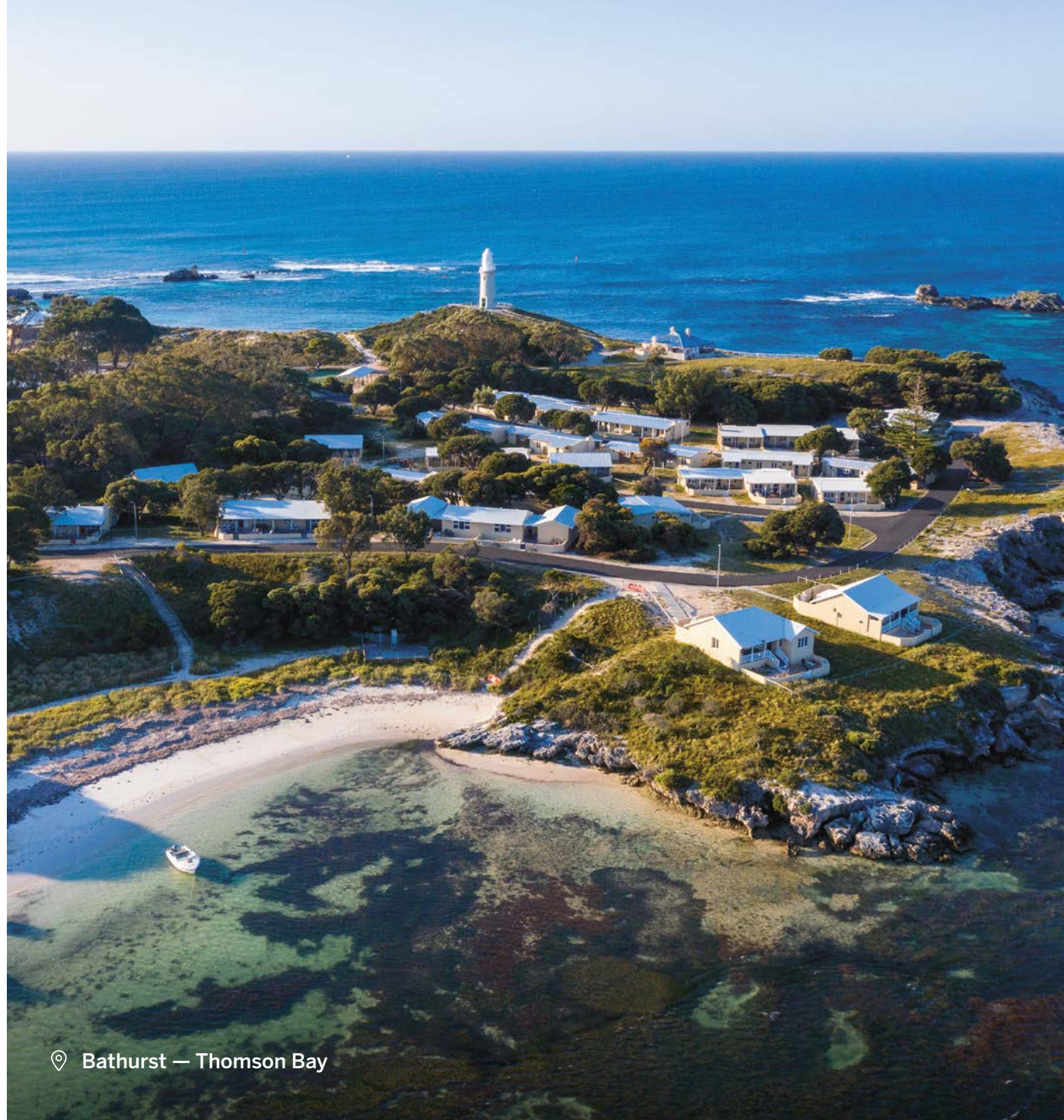
I acknowledge the commitment of my fellow board members in setting a clear direction for RIA through the RIMP and extend my appreciation to the Wadjemup Aboriginal Reference Group (WARG) for their guidance on cultural matters.

On behalf of the RIA Board, thank you to Executive Director Jason Banks, RIA staff, volunteers, committees and partners for their ongoing dedication and achievements.



Hamish R Beck

Chair
Rottnest Island Authority



📍 Bathurst — Thomson Bay

Executive Director's Report



2023–24 has seen the implementation and early progress of the Rottnest Island Management Plan (RIMP) 2023–28 and its associated key initiatives for managing Wadjemup / Rottnest Island and its waters for the next five years.

The RIMP focuses on the visitor experience, sustainable infrastructure, cultural heritage, the island's environment, and building meaningful partnerships.

Diversifying the visitor base across new markets helps balance demand between the slower seasons and peak seasons, ensuring sustainable growth in visitation.

There are a range of initiatives underway to upgrade facilities; develop new accommodation, hospitality, and entertainment options to stimulate and boost visitation in the shoulder and low seasons; and create a more resilient island visitor economy.

Strengthening the island's infrastructure is essential to a sustainable future and a key focus remains on maintaining and improving the infrastructure and services on the island to help meet increasing demands from visitors and businesses and ensure sustainable utilities for the future.

Upgrades to essential water and electrical services have progressed to ensure ageing infrastructure can best serve current island operations and future developments.

Demand for accommodation remains strong, and RIA is committed to providing a range of options to visitors. The program to upgrade Stay Rottnest accommodation continues with 51 units in Geordie Bay currently undergoing extensive refurbishment. Work at The Lodge Wadjemup site is progressing, with Stage 1 expected to open in late 2024, giving visitors wider choice when staying overnight.

The enhancements at West End, including improved facilities, heritage interpretation, bus stop precinct and connections to Wadjemup Bidi, were completed in 2023 and officially opened in March 2024. This project marks the completion of the \$17.2 million investment into the island as part of the National Tourism Icons Program.

The Wadjemup Project is progressing under the guidance of the Wadjemup Project Steering Group. RIA facilitated a visit to Rottnest Island for representatives from across Western Australia to enable further discussions on truth telling and ceremony strategy, as well as future use of the Quod and memorialisation of the Wadjemup Aboriginal Burial Ground.

I extend my thanks to the RIA Board and all staff for their tireless work over the previous 12 months.

A handwritten signature in black ink, appearing to read 'Jason Banks'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Jason Banks

Executive Director
Rottnest Island Authority



📍 West End



About Wadjemup / Rottnest Island

Wadjemup / Rottnest Island lies in the Indian Ocean, 18 km west of Fremantle, Western Australia. The island is 11 km long and 4.5 km wide at its widest point, with a land area of approximately 1,859 hectares and an associated marine reserve of some 3,828 hectares.

Rottnest Island is a Class A Reserve housing unique flora and fauna including quokkas and over 150 bird species. There are 64 hectares of native woodland, 63 sheltered beaches, and 20 bays. This has made the island a favourite holiday destination for visitors from around the country and the world.

The island's natural attractions are mirrored by its rich and diverse cultural history. The island is referred to as Wadjemup by the Whadjuk Noongar people.

The island and its associated waters is managed by Rottnest Island Authority (RIA), a statutory body created by the WA Parliament in 1987. RIA is responsible for maintaining the balance between the environment, cultural heritage, and the island's iconic role as a tourism destination.

For this reporting period RIA is guided by the Rottnest Island Management Plan (RIMP) 2023–28. The RIMP contains a comprehensive suite of initiatives to help improve the island's sustainability, visitor experience, and amenity, and has five strategic focus areas to:

- Diversify the visitor base and enhance visitor experience
- Deliver sustainable island infrastructure and services
- Respect and engage with the island's cultural heritage
- Explore and conserve the island's environment
- Foster strong partnerships

About Rottnest Island Authority

RIA operates the island according to the *Rottnest Island Authority Act 1987* (WA) (the Act). The control and management of the island are vested in RIA for the purpose of enabling RIA to:

- Provide and operate recreational and holiday facilities on the island
- Protect the flora and fauna of the island
- Maintain and protect the island's natural environment and human-made resources and, to the extent that RIA's resources allow, repair its natural environment

Vision

Wadjemup / Rottnest Island is a visitor destination of national significance recognised for its sustainable recreational, environmental and cultural heritage values.

Values

RIA's values drive the way we make decisions, interact with each other, and work together to achieve results.

The five core values are integrity, collaboration, accountability, respect, and excellence.

They represent our commitment to a professional and inclusive workplace culture we can all enjoy.

Responsible Minister

The minister responsible for RIA is Hon Rita Saffioti BBus MLA, Deputy Premier; Treasurer; Minister for Transport; Tourism.

Administration

The Act provides for the appointment of a chief executive officer (CEO) and other staff. Following the incorporation of RIA into the Department of Biodiversity, Conservation and Attractions (DBCA) in 2017, the Director General of DBCA is the designated CEO for the purposes of the Act.

The management of RIA and the island on a day-to-day basis is the responsibility of the Executive Director.

Enabling Legislation

RIA is constituted under the *Rottnest Island Authority Act 1987* (WA).

In administering the Act, RIA adheres to the following key legislation:

- *Financial Management Act 2006* (WA)
- *Public Sector Management Act 1994* (WA)
- *Procurement Act 2020* (WA)
- *Aboriginal Heritage Act 1972* (WA)
- *Conservation and Land Management Act 1984* (WA)
- *Health (Rottnest Island) By-Laws 1989* (WA)
- *Jetties Act 1926* (WA)
- *Biodiversity Conservation Act 2016* (WA)
- *Southwest Native Title Settlement Act 2016* (WA)

Organisational Structure and Responsibilities



The management of RIA and the island on a day-to-day basis is the responsibility of the Executive Director.



Corporate Executive





📍 Eagle Bay



The Board

RIA has a board consisting of a chair and five board members appointed by the Governor of Western Australia on the advice of the Minister for Tourism.

Appointment criteria for individual members are specified in the Act, with specific reference to:

- Conservation of the environment
- Preservation of buildings of historic value
- Commerce
- Use of the island for recreational purposes

In addition, chair of the Wadjemup Aboriginal Reference Group (WARG) Pamela Thorley sits as an ex-officio member of the Rottnest Island Authority board, appointed by the Minister.



Chair — Hamish R Beck

Hamish Beck was appointed as a Board Member in March 2016 and Chair in November 2021. Hamish is a distinguished company director with extensive strategic expertise, and is passionate about contributing to the advancement and preservation of Western Australia.

He is currently a Board Member of the Environmental Protection Authority, Chair of the Rottnest Island Authority, and Chair of the Western Australian Maritime Museum Advisory Committee. As the founder and Managing Director of Beck Advisory since 2000, Mr Beck offers specialised strategic advice to large private and public companies, as well as non-profit institutions.

Throughout his 30-year executive career, he has held senior positions within some of WA's largest corporations and has actively engaged with numerous committees, boards, trusts, development groups, and foundations. Additionally, he serves as an advisor to a diverse array of institutional and private entities with varying interests and objectives.

Recently retiring from his roles as Chair of the Swan River Trust and the Central Perth Planning Committee, Mr Beck previously served as a Non-Executive Director of Primewest, one of Australia's leading Real Estate Funds Management firms overseeing assets exceeding \$5 billion. He also chaired the appointed Board Sub-Committee tasked with facilitating the merger between Primewest and Centuria.

Notable past appointments include positions with the Cockburn Sound Management Council, Art Gallery of Western Australia, Architects Board of Western Australia, Property Education Foundation, Curtin University Business Studies Advisory Committee, and University of Western Australia Urban and Regional Planning Committee.



Deputy Chair — Ann Robinson

Ann Robinson was appointed in July 2019 and chairs RIA's Finance, Risk, and Audit Committee. She is a commercially focused non-executive director, with subject matter expertise in business performance, audit, and risk.

Ann is currently Deputy Chair of the Lionel Samson Sadleir Group, a director of D'Orsogna Limited, and a member of Curtin University's Audit, Risk, and Compliance Committee.

Ann's executive experience includes senior commercial roles at Wesfarmers Limited and as a management consultant in Australia, South Africa, and the USA. Her experience spans a variety of industries in mergers and acquisitions, corporate strategy, financial management, and performance improvement.

Ann holds a Bachelor in Psychology, Bachelor of Arts (Economics and Psychology), Graduate Diploma in Applied Finance and Investment and is a Graduate of the Australian Institute of Company Directors.



Member — Anneke Brown

Anneke Brown was appointed in July 2023. She has expertise in hotel project development with experience in hospitality management for more than 25 years. Anneke is a founding member and current Chair of Women in Tourism and Hospitality WA and formed Anneke Brown Consulting in 2020, specialising in hospitality and tourism projects.

Anneke's international experience includes global Director of Training at Aman Resorts and has held management roles in Margaret River, in central Australia as the Resort Manager of Longitude 131 at Uluru, and as General Manager of COMO The Treasury, Perth.

In Australia, Anneke provides excellence and international standards to the hotel development process, hotel design and operations, as well as training and education.

Anneke holds a Bachelor of Commerce, is a Graduate of the Australian Institute of Company Directors, and a former Commissioner on the board of Tourism Western Australia.



Member — Guy Houston

Guy Houston was appointed in November 2021. He is strategic projects advisor for Australian Capital Equity, a major shareholder of Seven Group Holdings.

Guy has almost 40 years' experience in communications, politics, and government affairs in the public and corporate sectors. This includes 16 years' working in the media as a print, radio, and TV journalist with the Australian Broadcasting Corporation and Channel 7.

This was followed by nearly two decades in government and the corporate sector at senior levels, specialising in public affairs, political strategy, policy development, communications, and staff management.

Guy was Chief of Staff to the Premier of Western Australia between 2017 and 2021.



Member — Louise Watson

Louise Watson was appointed in July 2020. She brings 17 years of experience, working across the people, safety, and environment portfolios on a range of Western Australian projects encompassing mining, port, rail, and pipelines.

Louise works as an independent consultant, providing work health and safety and environmental project support.

Louise has a Bachelor of Science (Honours) in Eco Chemistry, and both a Graduate Diploma in Occupational Health and Safety and a Graduate Certificate in Human Resource Management.

She is a graduate of the Australian Institute of Company Directors and a former board member of the Rottneest Foundation.



Member — Peter Lee OAM

Peter Lee OAM was appointed in July 2019. Peter is a Western Australian architect with extensive experience in large-scale developments in Australia and around the world and has been the recipient of many design awards.

As an international principal of design firm HASSELL, Peter has been involved in the design of major Perth developments, including Optus Stadium, the Westin Hotel, Crown Towers, Brookfield Place, and the city and stadium railway stations.

Peter is also on the boards of FORM, Foundation Housing, and Open House Perth. He is an adjunct professor at Curtin University and on the State and Metropolitan Redevelopment Authority's design review panels. Peter is also a specialist member of the WA Development Assessment Panels.

In June 2022, Peter was awarded an Order of Australia for his services to community housing initiatives and to architecture.



 Herschel Lake

Corporate Executive and Operational Areas

The Department of Biodiversity, Conservation and Attractions (DBCAs) is led by Director General Stuart Smith. Stuart is also the Chief Executive Officer of Rottneest Island Authority (RIA), Botanic Gardens and Parks Authority, and the Zoological Parks Authority. RIA's Executive Director is responsible for managing RIA and the island on a day-to-day basis.

The corporate executive is RIA's senior management team, that works with the executive director to deliver services through these operational areas:

- **Contracts and Planning** manages RIA's major contracts, the commercial and residential leases of buildings, and commercial agreements with recreational businesses on the island. The Contracts and Planning directorate also manages development applications and associated processes.
- **Corporate Services** provides services that ensure RIA has the necessary financial, information technology, and corporate support. This includes governance, strategic planning, policy and legislation, human resources, work health and safety, business intelligence, audit and risk, board administration, and ministerial liaison functions.

- **Environment, Heritage, and Parks** is responsible for developing and delivering strategies to conserve and enhance the island's natural and cultural values.
- **Infrastructure** is responsible for the management of Rottneest Island's utilities and built assets, major and minor projects within the capital works program, asset management, and the delivery of State Government funded infrastructure projects and programs.
- **Marketing and Events** leads destination marketing activities to stimulate a diversified visitation demand for Rottneest Island and increase opportunities for visitors to understand the depth and diversity of the experiences available on the island. It also manages agency-wide strategic corporate communications and partnerships.
- **Visitor Services** leads RIA's commercial operations across Rottneest Island, including accommodation services as Stay Rottneest, bike and equipment rentals through Pedal & Flipper Hire, and retail within the island's visitor centre.

Corporate Executive

The corporate executive of RIA's senior management team is:

Jason Banks — Executive Director

Jason has more than 30 years' public service experience, including chief executive and director general roles in the energy and environment portfolios, respectively.

He was heavily involved in key microeconomic reforms and the deregulation of the state's gas and electricity markets. As inaugural Director General of the former Department of Environment Regulation, Jason led reform and the implementation of the State's environmental licensing regime. Jason joined RIA to lead delivery of projects under the National Tourism Icons Program before commencing as Executive Director in July 2020.

Jason holds a Bachelor of Commerce and postgraduate qualifications in economics.

Lyn Cassetai — Chief Finance Officer

Lyn has worked in financial management for more than 25 years leading teams to deliver financial reporting, audit and annual reporting preparation and accounting system implementation as well as corporate governance and finance and procurement policies and procedures.

She has worked across multiple industries including accounting services, mining, not-for-profit, local government and the public sector. Lyn holds a Bachelor of Commerce and is a member of the Chartered Accountants of Australia and New Zealand.

Claire Piper — Director, Contracts and Planning

Claire is a qualified lawyer and has more than 15 years' post-qualification experience working in both the public and private sectors, specialising in commercial property law. She previously held a senior position at South Wales Fire and Rescue Service in the United Kingdom, managing the legal and insurance team.

After arriving in Australia in 2015, Claire held the position of Associate at Corrs Chambers Westgarth, where she was responsible for the commercial property portfolio of a major bank and worked on substantial agricultural property acquisitions for a major foreign investor.

Claire has broad senior management experience, encompassing both legal and commercial capabilities. She holds a Bachelor of Law (Honours) and a Postgraduate Diploma in Legal Practice and is admitted as a lawyer in both the United Kingdom and Australia.

Peta Davis — Director, Corporate Services

Peta has more than 25 years' experience in both the public and private sectors specialising in governance, risk, and audit.

She has been with RIA since 2006, working in the governance, audit, and risk field, and the role of Director, Corporate Services since 2021. Peta was previously an audit manager at the Office of the Auditor General and managed financial audits of some of the largest state government agencies. Her professional experiences have led to the development of refined skills in governance and optimising business processes to efficiently achieve key objectives.

Peta holds a Bachelor of Business and is a Certified Practising Accountant (CPA).

Ms Davis concluded her position as Director of Corporate Services on 17 June 2024.

Arvid Hogstrom — Director, Environment, Heritage, and Parks

Arvid has spent more than three decades managing marine and terrestrial reserves, including extensive work overseeing the day-to-day management of the Ningaloo Coast World Heritage Area, with a focus on joint management with Traditional Owners and the development and management of new coastal reserves.

Arvid has significant experience in working with tourism enterprises and tourism-based infrastructure in conservation estates, overseeing conservation and land management and cultural heritage programs. He has also worked in species conservation with not-for-profit organisations and with Aboriginal corporations assisting with managing natural values and developing Aboriginal ranger programs.

Arvid holds a Bachelor of Applied Science specialising in Natural Resource Management.

Martin Marerwa — Director, Infrastructure

Martin has 25 years of experience in civil engineering. He joined RIA from Water Corporation, where he led the asset condition assessment and engineering support team.

Martin has wide-ranging experience in leading the planning, design, delivery, and whole-of-life asset management of large, complex infrastructure.

He has held various engineering and asset management roles in the energy and utilities sectors in the UK and Australia.

Martin is a chartered engineer and holds bachelor's and master's degrees in civil engineering and a Master of Business Administration.

Brooke Gregory — Director, Marketing and Events

Brooke has more than 25 years of experience in the travel and tourism sector and specialises in consumer, partnership, and trade marketing across global markets.

She has expertise in destination marketing, product development, retail travel and operations management. Brooke has held global marketing roles at Tourism Western Australia and Curtin University and served as a Western Australia Tourism Awards judge.

Brooke holds a Bachelor of Arts and postgraduate qualifications in marketing.

Deborah Taylor — Director, Visitor Services

Deborah's career in hospitality spans three decades. Having started in hotels in Perth, she has managed a wide range of properties including corporate, leisure, casino, and remote resorts across Australia.

Prior to joining RIA, Deborah was a business coach and then the Director of Learning for Quest Apartment Hotels in Melbourne.

Deborah holds a Master of Business Administration and has worked in both broad and specialist hospitality roles.



📍 Herschel Lake

Committees of the RIA Board

Finance, Risk, and Audit Committee

The objective of the finance, risk, and audit committee is to oversee the effectiveness of the financial and risk management processes, the internal audit function, and Rottneast Island Authority's (RIA) control environment and corporate governance processes.

The committee consists of three board members. Committee meetings are attended by the chief executive officer; executive director; director, corporate services; chief finance officer; and manager, innovation and support.

Contracts and Infrastructure Committee

The key responsibilities of the contracts and infrastructure committee are to:

- Review all major contracts, island properties and businesses, development applications, major projects, and the island's infrastructure
- Consider the recommendations accompanying evaluation reports for expressions of interest (EOIs), major contracts, and works for endorsement
- Provide oversight on the governance of all major contracts, leases, and works
- Review the performances of existing major contracts, leases, and works
- Evaluate the merits and impacts of proposed major contracts and works variations

The contracts and infrastructure committee comprises three board members. Committee meetings are attended by the chief executive officer; executive director; director, contracts and planning; and director, infrastructure. Other members are included as needed and as approved by the chair.

Information and Communications Technology, Brand, and Marketing (ICTBM) Committee

The key responsibilities of the information, communications technology, brand and marketing (ICTBM) committee are to:

- Oversee the implementation of RIA's Digital and IT Plan
- Oversee the implementation of RIA's Destination Marketing Strategic Plan 2020–24

The ICTBM committee comprises three board members. Committee meetings are attended by the chief executive officer; executive director; director, corporate services; director, marketing and events; and manager, information and communication technology.

Minister-Appointed Reference Groups

Wadjemup Aboriginal Reference Group

The Wadjemup Aboriginal Reference Group (WARG) consists of six Aboriginal members from different language groups across the State, including Whadjuk Traditional Owners. It provides advice to RIA on matters associated with reconciliation and the management of non-legislative cultural heritage on the island.

The following were members of WARG for the reporting period:

Pamela Thorley

Chair

A Noongar Menang woman with connections to the South West and Great Southern regions of WA, Pam is a qualified primary school teacher. She is the manager of Aboriginal pathway strategies at MercyCare, has previously worked at the Goldfields Aboriginal Language Centre and was formerly a Registrar of Aboriginal Sites.

Walter McGuire

A Whadjuk man with a 30-year career across Indigenous health, housing, and education, Walter is a leading Indigenous tour guide in WA and Chair of Western Australian Indigenous Tourism Operators Council (WAITOC). He currently runs cultural tours on Wadjemup with his business, Go Cultural Aboriginal Tours and Experiences.

Brendan Moore

A Whadjuk man, Brendan is currently the Aboriginal Engagement Officer for the City of Fremantle. He has a Master of International Studies and a Bachelor of Science in environmental management.

Lindsay Dean

A Minang, Koreng, Bardi, and Karrijarri man, Lindsay lives in Albany. He is the Community Liaison Officer for the Great Southern Region and chairperson of the Karrijarri Traditional Lands Association. Lindsay has a degree in electronic engineering and has previously worked in information technology.

Casey Kickett

A Noongar woman from Whadjuk, Yued, Ballardong, and Wardandi countries, Casey works in a not-for-profit environmental protection agency. She has a background in cultural heritage, Indigenous land use agreement compliance, and customary access to public drinking water sources in Western Australia.

Kathleen Musulin

A Malgana/Yawuru woman born and raised in Carnarvon in the Gascoyne Region, Kathleen has worked in the health field as a drug and alcohol counsellor and in prisons as a mental health worker, helping Aboriginal women with mental health, alcohol, and other drug issues. Kathleen has worked tirelessly in Native Title Affairs.

Wadjemup Project Steering Group

The Wadjemup Project Steering Group (WPSG) is an advisory committee to the RIA Board, appointed by the Minister for Tourism and endorsed by the Minister for Aboriginal Affairs for Stage Two of the Wadjemup Project. Members include Traditional Owners and Elders of Wadjemup, elected by the Whadjuk community.

The following were members of WPSG for the reporting period:

Farley Garlett

Farley is a Whadjuk Noongar Elder who was raised on Ballardong country, with lived and professional experience in Native Title and Aboriginal heritage and working positively with Aboriginal people to achieve meaningful community outcomes. He was the WA Chair and National Commissioner of the former Aboriginal and Torres Strait Islander Commission (ATSIC) and has in-depth knowledge and understanding of past and current issues affecting Noongar individuals, families and the wider communities. His cultural leadership skills are showcased through achievements such as NAIDOC Elder of the Year.

Neville Collard

Neville is a Noongar Elder with family links throughout Whadjuk country and strong Ballardong connections. He is a story custodian and Noongar community leader. A former police officer, he was responsible for developing Noongar Outreach Service (Noongar Patrol) and in 1991 he was the recipient of a world scholarship to travel to the USA, New Zealand and UK to study with specialist law agencies including the FBI and Scotland Yard. He was appointed a Justice of the Peace in 2022, and regularly consults to state and local governments, and private business on Noongar cultural and heritage issues.

Herbert Bropho

Herbert is a Whadjuk Noongar and Ballardong Elder. He is a prominent Aboriginal activist advocating for the rights of his people and progress in Aboriginal affairs. Herbie is a direct descendant of ancestors incarcerated and lost on Wadjemup. His experience includes advising organisations, educational institutions and students, and other stakeholders about issues affecting his people.

Sandra Harben

Sandra is a Whadjuk/Ballardong Noongar woman. She graduated from the University of Western Australia in 1994 as a scholar of the Public Service Commission Aboriginal Employment Career Strategy. Sandra studied at the University of Illinois as a recipient of the National Aboriginal and Torres Strait Islander Overseas Study Award. In 2000 and 2001, Sandra was one of six Commissioners appointed by Prime Minister and Cabinet to undertake the national Indigenous Funding Inquiry. Her working life spans across health, housing, education and training, and in business management and private consulting. Sandra is a joint recipient of a National Architecture Award for her significant contribution to Gathering Place which formed the major architectural component of the 2021 Fremantle Biennale.

Karen Jacobs

Karen is a bloodline descendant and a Traditional Owner of Whadjuk Country, within the Noongar Nation. Karen has an extensive background in business, governance and compliance, Aboriginal cultural heritage and practices, cultural integration into place-making, environmental planning and management, cultural tourism, education and was a former lecturer at the University of Western Australia, School of Social Science in the Foundations to Heritage Management. Her primary focus is on developing opportunities and encouraging Aboriginal people's involvement in enterprise and business activity.

Glenys Yarran

Glenys is a proud Ballardong, Whadjuk, Yued Traditional Owner and Elder whose lifelong aspiration is to bring communities together through culture and the arts. Her work as an active member of the Perth community has greatly impacted the conservation of Noongar culture. From 2003 to 2009, Glenys sat on the board of directors for South West Aboriginal Land and Sea Council and has worked as the Director of the Ballardong Working Party, as a cultural advisor for the Fremantle Biennale, and as Director of the Yunga Foundation.

Strategic Direction

Rottnest Island Management Plan

The *Rottnest Island Authority Act 1987* (WA) (the Act) requires RIA to control and manage Rottnest Island in accordance with a management plan.

Sections 18 and 19 of the Act provide for the Minister for Tourism to review and approve the Rottnest Island Management Plan (RIMP) every five years.

RIA is currently operating under the RIMP 2023–28.

The RIMP 2023–28 sets out RIA’s priorities and the following five strategic focus areas for managing the island and its associated waters for that period:

1. Diversify the visitor base and enhance visitor experience
2. Deliver sustainable island infrastructure and services
3. Respect and engage with the island’s cultural heritage
4. Explore and conserve the island’s environment
5. Foster strong partnerships

Performance Management Framework

RIA operates under the outcome-based management (OBM) framework of the Department of Biodiversity, Conservation and Attractions (DBCA). The DBCA is aligned to the State Government’s goal of “Investing in WA’s Future: Tackling climate action and supporting the arts, culture, and sporting sectors to promote vibrant communities.”

RIA contributes to two of the four DBCA Desired Outcomes and two of the ten DBCA Services (DBCA Services 2 and 6) within the approved OBM structure of the DBCA. The DBCA OBM did not change during 2023–24.

RIA’s key effectiveness and efficiency indicators include the RIA-specific indicators that form part of the DBCA budget statements, along with an additional approved indicator.

The figure below illustrates the relationships among the services delivered by RIA, desired agency outcomes, and the State Government goal they contribute to.

| Government Goal | |
|---|--|
| Investing in WA’s Future: Tackling climate action and supporting the arts, culture, and sporting sectors to promote vibrant communities. | |
| Agency desired outcomes | |
| 1. Community enjoyment, appreciation and understanding of attractions under the Department’s care | 2. Plants and animals, and the landscape they occupy, are conserved through evidence-based conservation actions |
| Effectiveness KPIs | |
| 1. Average level of visitor satisfaction at Rottnest Island | 2. Biodiversity health of Rottnest Island |
| Agency services | |
| 1. Visitor services and public programs provided at Rottnest Island (Service 2) | 2. Conserving habitats, species, and ecological communities (Service 6) |
| Efficiency KPIs | |
| 1. Average cost per visitor to Rottnest Island | 2. Average cost per hectare of wildlife habitat |



 Lake Negri



Rottnest Island Authority's Performance



📍 Osprey nest — Fish Hook Bay, West End

Report on Operations

The following report provides an overview of RIA's activities and operational achievements in delivering the required services.

These achievements for 2023–24 are reported against RIA's agency services as follows:

Service 1: Visitor services and public programs provided at Rottnest Island

Service 2: Conserving habitats, species, and ecological communities

Service 1: Visitor Services and Public Programs Provided at Rottnest Island

Service 1 is reporting in alignment with the following RIMP strategic focus areas and associated initiatives:

- **Strategic Focus Area 1** — Diversify the visitor base and enhance visitor experience
- **Strategic Focus Area 2** — Deliver sustainable island infrastructure and services
- **Strategic Focus Area 3** — Respect and engage with the island's cultural heritage
- **Strategic Focus Area 5** — Foster strong partnerships

Diversify the Visitor Base and Enhance Visitor Experience

Target New Visitor Segments

Destination Strategy

RIA's destination strategy is the primary vehicle for delivering Rottnest Island Management Plan (RIMP) 2023–28 initiatives to diversify and appropriate the island's visitor base and sustainable visitation growth.

The priorities identified in the product and market strategies contained in the plan are designed to increase demand in the shoulder and low seasons, increase yield per visitor, and promote visitor dispersal into the reserve. They also aim to attract new market segments, develop new products and events to meet changing consumer demands, attract and retain new geographical markets, and initiate new marketing channels.

Actions completed as part of RIA's destination strategy in 2023–24 include:

- Implementation of tactical and brand destination advertising campaigns
- Delivery of an events calendar 2023–24
- Implementation of the events strategy 2022–24
- Chinese and Japanese translation of key promotional materials
- Implementation of the trade and industry engagement plans
- Implementation of consumer research

Enhance Visitor Experience

The West End Visitor Site

On Friday 8 March 2024, the Hon. Rita Saffioti, Deputy Premier and Minister for Tourism officially opened the new West End Transport Hub on Wadjemup / Rottnest Island with Mr Josh Wilson MP, Federal Member for Fremantle.

The upgrades form part of the Commonwealth's National Tourism Icons Program, with Rottnest Island being one of five destinations across Australia to receive Commonwealth funding.

Completed in 2023, the significant improvements at the West End, further enhance the experience for visitors venturing to the most western point of the island.

Key features of the upgrades include visitor shade shelters, bathroom facilities and a bus hub, as well as interpretative Aboriginal artwork which shares stories about the cultural significance of West End.

A major re-vegetation program will be undertaken at West End during the winter months of 2024.

Marine Logistics Hub

The RIMP identifies the need to redevelop the Army Groyne to create a new barge operations area to transition the island's barging operations away from the Main Jetty.

This will help reduce visitor congestion and improve the arrival experience at the main visitor entry point.

In April 2024 the State Government announced \$31.7 million to enable relocation of barge and freight operations to South Thomson Bay with the redevelopment of the Army Groyne.

The proposed development will allow barge services to be expanded to meet the growing demands of businesses and visitors.

As part of the environmental approval process RIA has consulted extensively with stakeholders and the wider community in 2023–24.

Facilitate New Accommodation and Hospitality Developments

The Lodge Wadjemup Redevelopment

A key initiative of the RIMP is to facilitate new accommodation and hospitality developments, a significant outcome of which is the completion of The Lodge Wadjemup redevelopment.

RIA released an Expression of Interest in 2020 to identify a developer and operator for The Rottnest Lodge.

The site was handed over to Place Development Australia in June 2022. Completion of the new food and beverage facilities and refurbished rooms is expected in late 2024, with the new accommodation and function centre to open in late 2025.

The redevelopment of The Lodge Wadjemup will generate significant construction and hospitality jobs and provide exciting new accommodation options with a range of amenities and pricing.

The development also contributes to improving accessible tourism of Rottnest Island's services and facilities.

Worker Accommodation

Worker accommodation on the island will be significantly improved and increased following State Government funding of \$98.5 million announced on 27 April 2024 for the construction of new worker housing for island businesses.

Worker attraction and retention is a key pillar of the State Tourism Strategy and the provision of new staff housing on Rottnest Island will address this barrier.

This will enable island businesses to provide better services to visitors, by helping them to attract staff and operate outside ferry timetables. It will facilitate an increase in new experiences and better hospitality outcomes which are reliant on additional worker accommodation. During the 2023–24 reporting period, planning for this initiative commenced.

Renew and Expand RIA Accommodation — Stay Rottnest

The enhancement of Stay Rottnest visitor accommodation on the island to increase guest satisfaction is a key priority of the RIMP. The accommodation refurbishment program is renewing and upgrading RIA operated Stay Rottnest accommodation to improve accommodation aesthetic and function, as well as guest comfort and safety, with works commencing in late April 2024 on 51 units in Geordie Bay.

The upgrade scope of the Geordie Bay accommodation includes the following features:

- Modernising kitchens and bathrooms
- Refurbishment of bedrooms and living areas
- Installing new flooring, fixtures and fittings
- Replacing ageing windows and doors
- Upgrading of balconies and courtyard amenities including barbeques and seating

The refurbished Geordie Bay units are scheduled to re-open in September 2024.

Further upgrades to Stay Rottnest accommodation during the reporting period include:

- Repainting of Campground kitchen, new water fountain and USB ports added
- Installation of solar lights on pathways
- Completion of asphalt pathway between Campground and Discovery Resorts – Rottnest Island

Encourage New Recreational Offerings

RIA manages recreational and leisure businesses on the island via concession agreements. These include a wide range of offerings such as water-based activities, guided tours, food and beverage offerings, adventure experiences, and an Aboriginal cultural walking tour.

In accordance with the RIMP, RIA releases annual Expressions of Interest (EOI) calling for new activities and experiences to enhance visitor experience by attracting new sustainable and viable commercial operators.

In 2023, the EOI resulted in six new businesses commencing on the island over summer 2023–24, including parasailing, kids holiday care, in-house massage, scenic flights, a water taxi service and a new food and beverage experience.

Upgrade Pedal & Flipper Hire Facility

Pedal & Flipper Hire is RIA's bicycle and recreational equipment hire business.

One of the largest bike hire facilities in the southern hemisphere, it offers visitors more than 2,500 items for hire including bikes, e-rideables, trailers, mobility assist devices and recreational equipment.

Key outcomes in the RIMP include flexible and future-focused hire facilities to meet growing and changing demand for bikes and other e-rideables, as well as improved accessible tourism of the island's services and facilities.

In 2023–24 Pedal & Flipper Hire progressed work to deliver a new inventory management system and enhanced online booking system to maximise efficiencies and improve the customer experience.

A number of features around the hire facility have also been upgraded including increased storage for the expanded fleet, and a new shade shelter.

Improve Accessible Tourism

RIA, via the Department of Biodiversity, Conservation and Attractions, has a Disability, Access and Inclusion Plan (DAIP) 2021–25 to help ensure people with a disability have equal access to Wadjemup / Rottnest Island.

A key initiative in the RIMP is centred around the DAIP assisting people with a disability to have equal opportunities to access, use, and enjoy Rottnest Island and the associated facilities and services.

In 2023–24, a removable mobility mat (mobi-mat) was purchased and installed at North Thomson beach to enable wheelchair access down to the water's edge, providing users with the ability to access the water.



📍 New signage at Pedal & Flipper Hire facility — Thomson Bay

Deliver Sustainable Island Infrastructure and Services

Support Renewable Energy and Electrical Infrastructure Upgrades

In 2023–24 RIA progressed the upgrade of its ageing power network and increased renewable penetration aiming to deliver 75 per cent of the island's power from renewable sources by 2027 to sustainably support expanded growth.

Transformers and low voltage (LV) networks were installed at The Lodge, Parker Point, Geordie Bay and Digby Drive (main settlement) to service new development areas.

Strengthening the island's infrastructure is a strategic focus area of the RIMP and this project will help meet the increasing needs of the island and ensure long-term sustainability by improving renewable energy production capacity.

Support Drinking Water Production, Supply, and Retention

In 2023–24, RIA progressed the State Government funded project to upgrade vital infrastructure associated with the island's drinking water production and supply network. Drinking water is sourced from the island's desalination plant fed by saltwater bores.

Upgrading of water mains commenced during the reporting period in the Geordie Bay precinct.

New saltwater bores were completed in 2023 to add to production security. These will increase the supply of saline water to the desalination plant and support the island's future supply demands. A larger desalination train has been installed to increase the amount of water being treated. This will complement an upgraded desalination plant currently under design.

Support Ablutions and Wastewater Upgrades

In 2023–24, the flow balance tank at the island's wastewater treatment plant was replaced, improving the processing of waste at the facility and upgrading wastewater systems as a key outcome of the RIMP.

As part of the ablution facilities upgrade program, work at the key island destinations of Geordie Bay and Longreach were completed and opened in mid 2023. Work commenced on Digby Drive ablutions in the main settlement and at Narrow Neck in mid 2024 and will re-open in advance of summer 2024–25.

In April 2024, the State Government announced a further \$15.8 million will be allocated to upgrading wastewater infrastructure across the island.

Maintain Maritime Infrastructure

In January 2024, the State Government announced an additional investment of \$10.7 million for the final phase of the Rottnest Island Main Jetty refurbishment and upgrade project.

The jetty is the island's largest maritime service structure and is the main point of entry for island visitors and encompasses the barge operations area.

In 2023–24, works were undertaken in the structural refurbishment of Berths 1, 2 and 3 at the Main Jetty including the replacement of anchor piles and tire-rods. Final phase works are in progress and will ensure operational safety with refurbishing the sheet piles and resurfacing the deck and barge landing area.

This investment supports the aims of the RIMP which includes maintaining the island's maritime infrastructure to a high standard to enhance the visitor experience.

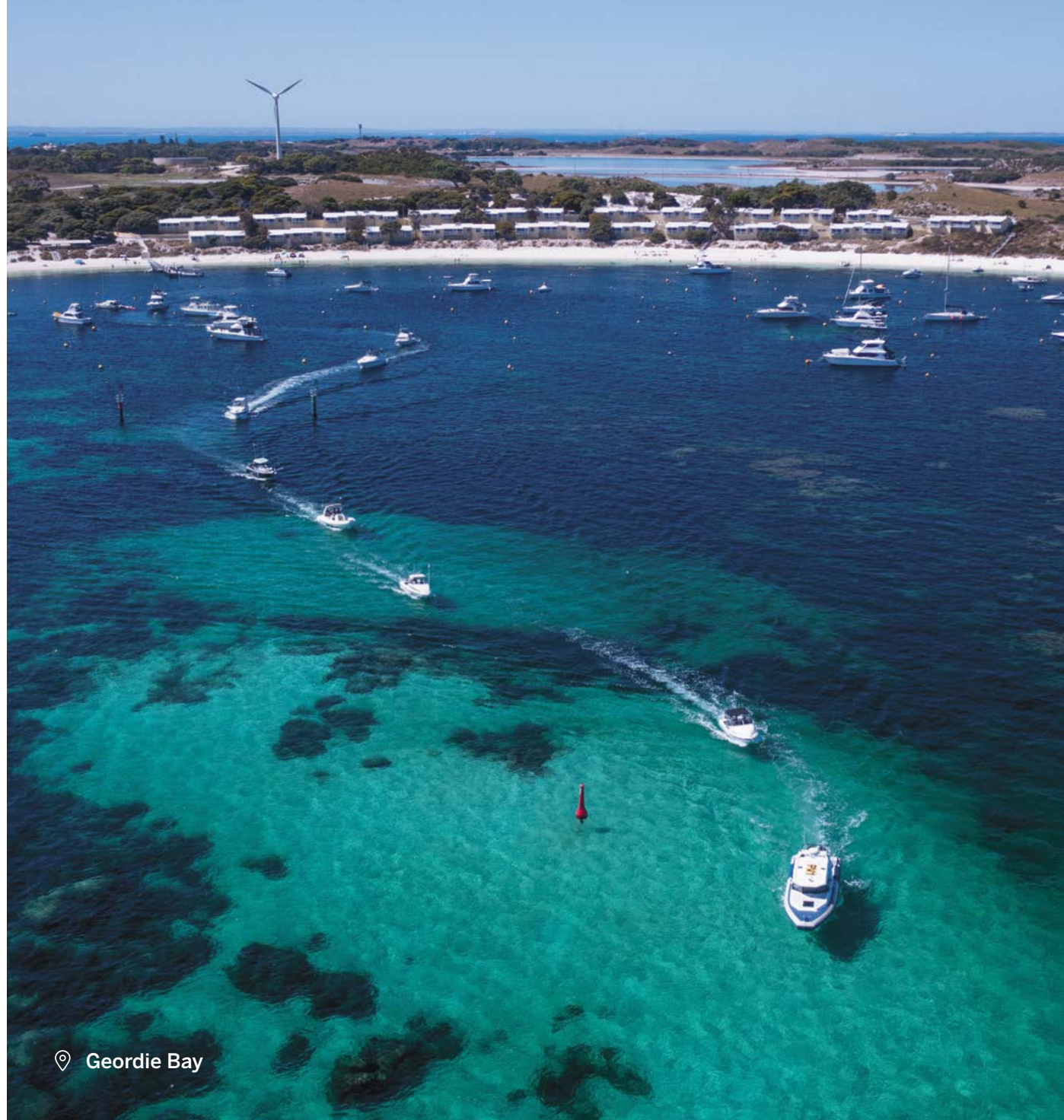
Review Mooring Policies and Management

RIA is continuing the development of an online portal for managing registered mooring and boating permits and fees. This improved mooring management aligns with the RIMP outcomes to improve boat owner services and satisfaction, as well as improved public access to Shared Mooring System and rental moorings for the high number of people visiting Rottneest Island by private boat.

Improve Asset Management

RIA continues capturing asset information and improving internal processes to align with current asset management practice and improve its management of existing assets.

Programs of regular asset inspections for condition benchmarking have been undertaken in the reporting period and embedded into regular maintenance cycles through asset management plans in areas such as visitor accommodation buildings and transportation.



📍 Geordie Bay

Respect and Engage with the Island's Cultural Heritage

Implement and Manage the Wadjemup Project

The Wadjemup Project is a state-wide Aboriginal-led project facilitated by RIA with support from the Department of the Premier and Cabinet.

Stage Two of the Wadjemup Project, as a key initiative of the RIMP, aims to formally acknowledge and reconcile the island's Aboriginal history through:

- Truth Telling Strategy — to acknowledge Wadjemup's history of Aboriginal incarceration and its role in the colonisation of WA
- Ceremony Strategy — to facilitate healing in line with Aboriginal cultural protocol
- Commemoration through memorialisation — of the former prison sites on Wadjemup, including the conservation and agreed future use of the Quod building and the Wadjemup Aboriginal Burial Ground

In January 2024, the Wadjemup Whadjuk Cultural Authority (WWCA) was appointed by the Minister for Tourism as the Wadjemup Project Steering Group (WPSG), to provide advice to facilitate delivery of the Wadjemup Project Stage Two.

Quod conservation investigative works continued throughout 2023 and 2024.

Archaeological excavations in the Quod under the existing section 18 consent took place, for the purpose of developing an Archaeological Management Plan consistent with the *Heritage Act 2018* (WA).

Extensive ground penetrating radar (GPR) investigation across the Wadjemup Aboriginal Burial Ground and surrounding area was completed in May 2024. The intention of the GPR survey was to determine the full extent of the boundary of the Burial Ground.

Deliver the Rottneest Island Reconciliation Action Plan

RIA is implementing its fourth Reconciliation Action Plan (RAP) and second at Innovate level. The RAP provides a framework to further foster connections and partnerships with Aboriginal and Torres Strait Islander peoples. The Innovate RAP 2021–23 has been granted a 12-month extension to November 2024, supported by Reconciliation Australia.

The Director of Environment, Heritage, and Parks is the appointed RAP Champion, acting as Co-Chair of the RAP Working Group (RWG) with Aboriginal Co-Chair Casey Kickett. The RWG is made up of members of RIA's Corporate Executive; RIA Aboriginal employees; Environment, Heritage, and Parks team; and members of the WARG.

The Innovate RAP outlines four key initiatives: Respect, Opportunities, Relationships, and Governance, with a vision focused on opportunity, truth-telling and respect. It fosters reconciliation within our workplace by engaging all RIA staff in reconciliation, and endeavors to involve the wider Wadjemup community.

In the 2023–24 reporting period, the RIA achieved a number of outcomes from the current RAP including:

- Statewide consultation took place with Whadjuk, Noongar and regional Aboriginal communities for Stage Two of the Wadjemup Project
- The inaugural Cultural Yarns at Wadjemup was held in February 2024 where emerging Aboriginal leaders presented to island guests in an informal yarnning circle outside the Wadjemup Museum
- Facilitated access to Wadjemup for Aboriginal groups and families for cultural visits, including the Bardi Jawi, Gooniyandi, Balangarra and Kija Kimberley women rangers, Clontarf Foundation, and members of the Wagyl Kaip Aboriginal Corporation
- Facilitation of Rottneest Island Deaths Group Aboriginal Corporation (RIDGAC) 30th anniversary to commemorate the ceremonial reburial of human remains
- The new RIA corporate website featuring a more comprehensive section on cultural heritage
- Increased Aboriginal and Torres Strait Islander employment at RIA with the hire of a Human Resources Officer who will assist with mentoring new young Aboriginal staff members
- The opening of Wadjemup Museum exhibition "Dandjoo: Be a Voice for Generations" in June 2023, presenting stories and reflections from the WARG around the theme of reconciliation

- The opening of Wadjemup Museum exhibition 'Surf's Up Wadjemup' in December 2023, exploring the essence of surfing and surf culture on Wadjemup. Whadjuk/Ballardong Noongar Elder, Professor Len Collard, provided personal stories of camping and surfing on Wadjemup
- Public programming of Wadjemup Museum Cultural events in the Sculpture Garden featuring Aboriginal artists Kyooya Designs

Manage Aboriginal Cultural Heritage Sites

RIA conducted eight Aboriginal heritage surveys as required under the Noongar Standard Heritage Agreement (NSHA) in relation to infrastructure upgrades, accommodation construction, and recreation facilities.

RIA continues to effectively manage Aboriginal heritage sites in accordance with the *Aboriginal Heritage Act (1972)*.

Upgrade Built Heritage

RIA operates Stay Rottnest, a diverse range of accommodation offerings, including historic cottages and other heritage buildings that provide a unique visitor experience.

Key outcomes achieved in 2023-24 include:

- Refurbishment of Governor Circle cottages with upgrades to kitchens, bathrooms and restoration of timber floors
- Refurbishment of Bathurst Heritage cottages 547 and 548 with upgrades to kitchens and bathrooms
- Refurbishment of Kingstown Barracks bathrooms in dormitory 119 and Royal Australian Artillery (RAA) Hostel building

Implement the Defence Heritage Interpretation Plan

RIA, in consultation with key stakeholders, has developed the Defence Heritage Interpretation Plan (DHIP). The focus of the DHIP is to deliver a diverse range of projects that support the long-term interpretation of the defence heritage of Rottnest Island, with the assistance of the volunteer Defence Heritage Interpretation Group.

In the 2023–24 reporting period, the DHIP work completed includes:

- New interpretation panels at Oliver Hill and Bickley Battery
- Refurbishment of the Engine Room at Oliver Hill H1 Gun Battery, featuring the centre piece interactive Ghost Engine
- Creation of new ANZAC information display associated with the Bofors Gun
- Development of concept designs for proposed Defence Heritage Precinct including Defence Heritage Museum at the DID shed and refurbishment of Bickley Trail and buildings
- Preventative conservation cleaning with RVGA volunteers of the H1 Gun emplacement



📍 Smoking ceremony — Wadjemup Museum

Foster Strong Partnerships

Value and Support Our Volunteers

RIA thanks the many individuals who, in collaboration with independent volunteer organisations, contributed over 49,000 volunteer hours during the reporting period to preserving the natural, cultural, and recreational values of the island.

The Rottnest Volunteer Guides Association (RVGA) works closely with various departments of RIA to deliver educational, informational, and environmental programs for visitors to the island. Key functions of the RVGA include providing visitor information, operating a suite of school holiday programs, educational tours and scheduled tours of key attractions on the island including the Wadjemup Lighthouse and Oliver Hill Guns.

In the 2023–24 reporting period, the RVGA has contributed to:

- 263 guided educational tours with 4,885 education students
- 132 school holiday activities with 3,282 Rottnest Island visitors
- 42,000 volunteer hours assisting visitors and providing tours

Other volunteer activities and projects undertaken to improve island amenity, visitor experience, and ecosystem health in 2023–24 include:

- Rottnest Foundation and Rottnest Society planted over 10,000 trees
- The Winnit Club provided essential maintenance across the settlement and the reserve

- Rottnest Island Conservation Nursery Volunteers propagated 10,000 plants
- Scouts WA completed their annual beach clean up
- Birdlife Australia, Reel Life Survey Australia, WA Divers for Diversity Inc. and Maritime Archaeological Association of WA conducted critical monitoring and survey activities
- Maritime Archaeological Association of WA, Rottnest Island Railway Advisory Committee and Defence Heritage Interpretation Plan Group provided their skills, experience, and many hours to provide advice, support and expertise to the island
- Rottnest Volunteer Fire and Rescue Service volunteers engaged in weekly operational training nights for emergency response preparedness

Build Workforce Capability

Refurbishment of the RIA island staff office was undertaken and opened on 2 November 2023. Improvements to the office space include a total of 26 workstations, as well as a new kitchen and other facilities including refurbished toilets, undercover bike storage, lockers, outdoor shed and outdoor showers.

The more contemporary office space for island staff will better meet the needs of the island workforce.

Upgrade Information and Communication Technologies

RIA strives to ensure its digital products and Information, Communications, and Technology (ICT) are efficient, easy to navigate and access, and have an end-user focus. Upgrades to ICT will improve the visitors' experiences and meet the provision of communications services expected by key island businesses and stakeholders.

A future-state IT operating model embedded into RIA business is a key RIMP outcome.

Key ICT achievements and initiatives in the 2023–24 reporting period include:

- Bodycam deployment for rangers and island night staff to improve safety
- TVs and digital marketing software deployed at Pedal & Flipper Hire and the Visitor Centre to inform the public of key information
- One-time password implemented for Stay Rottnest Open Day accommodation booking to improve fairness
- Unique ID restrictions for Stay Rottnest Open Days to improve fairness
- Implementation of the new RIA corporate website

Foster Strong Stakeholder Partnerships

RIA has important relationships with island businesses and transport providers through the Rottnest Island Chamber of Commerce (RICC).

These businesses help define the island's tourism culture of service, hospitality, and entertainment, and determine important elements of the visitor experience.

RIA acknowledges that the management of island operations and services is a collaborative effort. RIA is supported by an extensive network of partnerships, and one of the key focus areas of the RIMP 2023–28 is nurturing these relationships.

We thank our partners and collaborators, including:

- BirdLife Australia
- Boating WA
- Clontarf Foundation
- Defence Heritage Interpretation Plan Group
- Leeuwin Ocean Adventure Foundation
- Maritime Archaeological Association of WA
- Reef Life Survey
- Rottnest Foundation
- Rottnest Island Chamber of Commerce
- Rottnest Island Fire Service
- Rottnest Island Nursery Volunteers
- Rottnest Island Offshore Boardriders Club
- Rottnest Island Railway Advisory Committee
- Rottnest Society

- Rottnest Voluntary Guides Association
- Scouts WA
- Sea Rescue Fremantle
- South West Aboriginal Land and Sea Council
- The Winnit Club
- Underwater Explorers Club of WA
- Wadjemup Aboriginal Reference Group
- Wadjemup Project Steering Group
- Wadjemup Whadjuk Cultural Authority
- West Australian Divers for Diversity Inc.

Improve the Island's Emergency Services

A strong focus in 2023–24 was the recruitment and retention of new island-based volunteers into the Rottnest Volunteer Fire and Rescue Service. The brigade increased to approximately 25 members, improving the brigade's response capabilities.

Key outcomes during the 2023–24 reporting period include an audit and replacement of firefighting equipment to improve preparedness, response and recovery during an emergency and ensure the facilities are maintained to the highest standard.



📍 Fire truck — Jeannie's Lookout



📍 Rottnest Island Nursery

Service 2: Conserving Habitats, Species, and Ecological Communities

Service 2 is reporting in alignment with the following RIMP strategic focus area and associated initiatives:

- **Strategic Focus Area 4** — Explore and conserve the island's environment

Explore and Conserve the Island's Environment

Deliver Environmental Management Initiatives

The RIMP is focused on delivering major renewable energy initiatives that will provide significant environmental and sustainability benefits for Wadjemup / Rottnest Island.

Rottnest Island is a protected sanctuary, home to a biodiverse environment, abundant with plant, animal, bird, and sea life.

Boasting six unique ecosystems, including woodlands, salt lakes, and WA's southern-most coral reef, Rottnest Island offers diverse nature-based tourism experiences when visitors explore and traverse the island's landscape.

As a Class A Reserve for conservation and recreation, the island's iconic quokka population and all native flora are protected. The RIMP outlines key environmental strategies and initiatives designed to protect the island's spectacular terrestrial and marine ecosystems.

The environmental management initiatives provide an overview of the planning process and system that is applied for biodiversity conservation management on Rottnest Island. RIA is focused on the active management of priority island species and natural communities to maintain the health of the island's biodiversity.

Key outcomes in 2023–24 from environmental management initiatives include:

- Continuation of the quokka and frog monitoring programs
- Continued seagrass monitoring for the island
- Completion of year two fieldwork for a finfish monitoring program, using baited remote underwater video (BRUV), which will be used to compare fish populations inside and outside Rottnest Island's marine sanctuaries
- Monthly monitoring of long-nosed fur seal and endangered Australian sea lion populations on Rottnest Island
- Mapping of the micorbialite communities in the lakes

Undertake Island Revegetation

Restoring the island's coastal environments is a key focus of the RIMP. Woodland revegetation provides native animal habitat and food sources to protect local and regional conservation values, and the protection and enhancement of the island's woodland is critical for conservation and recreation.

Key outcomes in the 2023–24 reporting period include:

- Planting of 10,493 plants and removal of over 3,500 tree guards as part of the Woodland Management Plan and coastal restoration projects, with the help of volunteers
- 1,102 coastal plants planted at Marjorie Bay
- Implementation of mature tree nursery and mature tree program

RIA is implementing a coastal management conservation program for coastal stabilisation and restoration which focuses on Parakeet Bay and Parker Point. Works at South Thomson, Longreach and Fays Bay were completed in the reporting period and are being monitored.

Create a Sustainable Island

Identifying and implementing sustainable management initiatives is key for realising the long-term vision of Rottnest Island as a visitor destination of national significance, recognised for its recreational, environmental, and cultural heritage values.

The significant State Government investment to upgrade the island's power and water services will provide 75 per cent of the island's future power needs from renewable sources.

The sustainability targets will focus on five key pillars:

- Reducing greenhouse gas emissions
- Increasing power production from renewable energy sources

- Sustainable water production from desalination plants
- Effective water reuse
- Increasing waste resource recovery rates

Key RIMP outcomes achieved in this reporting period to ensure the island's long-term sustainability include:

- Upgrades to desalination plant including the installation of a larger desalination train and new saltwater bores
- Upgrades to electrical infrastructure including installation of transformers and low voltage (LV) networks to service new development areas

Seek Funding for the Wadjemup Conservation Centre

Planning for the proposed Wadjemup Conservation Centre has commenced. The centre will be a focal point for informing visitors of the island's flora and fauna values and increasing visitor engagement with the island's natural values.

In the 2023–24 reporting period, key achievements for this RIMP initiative have been to commence site selection. Four suitable sites have been identified for further investigation.

Manage Island Recreation

Wadjemup Bidi Walk Trail Expansion

Planning commenced in the 2023–24 reporting period for the expansion and upgrade of the Wadjemup Bidi walk trail with scoping of trail expansion, upgrades and sustainable recreational opportunities to increase accessibility across the network being undertaken.

Significant Issues Impacting Rottnest Island Authority



📍 South Thomson

- Working in partnership with both Whadjuk Traditional Owners and Aboriginal communities around the State, RIA commenced Stage Two of the Wadjemup Project, a \$27.5 million commitment focused on how to best commemorate and memorialise the Aboriginal men and boys who are buried on Wadjemup / Rottnest Island. The project will include delivery of the Wadjemup Aboriginal Burial Ground memorialisation and the completion of urgent restoration works to the Quod, as well as determine the future use of the Quod.
- Maintenance and renewal of marine infrastructure, especially Rottnest Island's jetties, to preserve visitor safety and enhance operational efficiency continues to be a priority. During 2023–24, this included the refurbishment of Berths 1–3 of the Main Jetty, following the completion of major upgrades during 2022–23 which included reinforcing and widening of Berths 4–5.
- RIA progressed works in 2023–24 to upgrade its ageing power network and increase renewable penetration to deliver 75 per cent of the island's power from renewable sources. The expected benefits of the \$54.8 million works include improved sustainability, power network reliability and a variety of public safety outcomes.
- RIA will continue the delivery of a \$34.1 million project for vital infrastructure upgrades to overhaul Rottnest Island's ageing drinking water production and supply network, providing the island with a water scheme that can meet forecast water demands for the next 20 years.

Disclosures and Legal Compliance

📍 Salt lake — Pearse Lakes

Certification of Financial Statements for the Financial Year Ended 30 June 2024

The accompanying financial statements of Rottnest Island Authority have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2024 and the financial position as at 30 June 2024.

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



Lyn Cassettai

Chief Finance Officer
Rottnest Island Authority

17 September 2024



Hamish R Beck

Chair
Rottnest Island Authority

17 September 2024



Ann Robinson

Deputy Chair
Rottnest Island Authority

17 September 2024



Auditor General

INDEPENDENT AUDITOR'S REPORT

2024

Rottnest Island Authority

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of the Rottnest Island Authority (Authority) which comprise:

- the statement of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Rottnest Island Authority for the year ended 30 June 2024 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Board for the financial statements

The Board is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Page 1 of 5

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In preparing the financial statements, the Board is responsible for:

- assessing the entity's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Authority.

Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my 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 the financial statements. 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.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.aasb.gov.au/auditors_responsibilities/ar4.pdf

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Rottnest Island Authority. The controls exercised by the Rottnest Island Authority are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the Rottnest Island Authority are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2024, and the controls were implemented as designed as at 30 June 2024.

The Board's responsibilities

The Board is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, the Treasurer's Instructions and other relevant written law.

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Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 Assurance Engagements on Controls issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including an assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Limitations of controls

Because of the inherent limitations of any internal control structure, it is possible that, even if the controls are suitably designed and implemented as designed, once in operation, the overall control objectives may not be achieved so that fraud, error or non-compliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Rotttnest Island Authority for the year ended 30 June 2024 reported in accordance with *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of the Rotttnest Island Authority for the year ended 30 June 2024 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Authority's performance and fairly represent indicated performance for the year ended 30 June 2024.

The Board's responsibilities for the key performance indicators

The Board is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal controls as the Board determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Board is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 904 Key Performance Indicators.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the entity's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 904 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments, I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My independence and quality management relating to the report on financial statements, controls and key performance indicators

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other information

The Board is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2024, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators do not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, controls and key performance indicators my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and key performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor's report relates to the financial statements and key performance indicators of the Rottnest Island Authority for the year ended 30 June 2024 included in the annual report on the Authority's website. The Authority's management is responsible for the integrity of the Authority's website. This audit does not provide assurance on the integrity of the Authority's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.



Jordan Langford-Smith
Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
17 September 2024

Statement of Comprehensive Income for the Year Ended 30 June 2024

| | Note | 2024 \$000 | 2023 \$000 |
|--|---------------|---------------|---------------|
| Cost of services | | | |
| Expenses | | | |
| Employee benefits expense | 2.1(a) | 17,336 | 16,263 |
| Supplies and services | 2.2 | 40,037 | 39,294 |
| Depreciation and amortisation expense | 4.1, 4.2, 4.3 | 8,721 | 8,167 |
| Cost of sales | 3.3 | 972 | 849 |
| Finance costs | 6.3 | 10 | 9 |
| Accommodation expenses | 2.3 | 716 | 535 |
| Other expenses | 2.3 | 1,967 | 1,711 |
| Work in Progress expensed | 2.4 | 3,397 | - |
| Total cost of services | | 73,156 | 66,828 |
| Income | | | |
| User charges and fees | 3.2 | 63,243 | 56,860 |
| Sale of goods | 3.3 | 1,293 | 1,149 |
| Commonwealth grants | 3.4 | - | 7,630 |
| Interest income | 3.5 | 1,761 | 1,185 |
| Other income | 3.6 | 3,943 | 463 |
| Gain on disposal of non-current assets | 3.7 | 3 | 57 |
| Total income | | 70,243 | 67,344 |
| Net cost of services | | 2,913 | (516) |

| | Note | 2024 \$000 | 2023 \$000 |
|--|------|---------------|---------------|
| Income from State Government | | | |
| Income from other public sector entities | 3.1 | 9,321 | 5,596 |
| Resources received | 3.1 | 172 | 120 |
| Total income from State Government | | 9,493 | 5,716 |
| Surplus for the period | | 6,580 | 6,232 |
| Other comprehensive income | | | |
| <i>Items not reclassified subsequently to profit or loss</i> | | | |
| Changes in asset revaluation surplus | 4.1 | 14,407 | 22,018 |
| Total other comprehensive income | | 14,407 | 22,018 |
| Total comprehensive income for the period | | 20,987 | 28,250 |

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

Statement of Financial Position as at 30 June 2024

| | Note | 2024 \$000 | 2023 \$000 |
|---|--------|----------------|----------------|
| Assets | | | |
| Current assets | | | |
| Cash and cash equivalents | 6.4 | 12,662 | 12,167 |
| Restricted cash and cash equivalents | 6.4 | 318 | 161 |
| Inventories | 3.3 | 333 | 308 |
| Receivables | 5.1 | 3,439 | 2,808 |
| Other financial assets | 6.5 | 21,000 | 17,000 |
| Capital grant receivable | 5.6(b) | - | 3,130 |
| Other current assets | 5.2 | 1,438 | 293 |
| Total current assets | | 39,190 | 35,867 |
| Non-current assets | | | |
| Restricted cash and cash equivalents | 6.4 | 263 | 235 |
| Infrastructure, property, plant and equipment | 4.1 | 397,763 | 370,031 |
| Intangible assets | 4.2 | 1,243 | 1,328 |
| Right-of-use assets | 4.3 | 139 | 177 |
| Receivables | 5.1 | 88 | 101 |
| Total non-current assets | | 399,496 | 371,872 |
| Total assets | | 438,686 | 407,739 |

| | Note | 2024 \$000 | 2023 \$000 |
|--------------------------------------|--------|----------------|----------------|
| Liabilities | | | |
| Current liabilities | | | |
| Payables | 5.3 | 10,401 | 8,509 |
| Lease liabilities | 6.1 | 53 | 58 |
| Employee related provisions | 2.1(b) | 2,801 | 2,544 |
| Contract liabilities | 5.5 | 5,315 | 4,937 |
| Capital grant liability | 5.6(a) | - | - |
| Other current liabilities | 5.4 | 1,279 | 1,183 |
| Total current liabilities | | 19,849 | 17,231 |
| Non-current liabilities | | | |
| Lease liabilities | 6.1 | 92 | 123 |
| Employee related provisions | 2.1(b) | 1,077 | 835 |
| Other non-current liabilities | 5.4 | 380 | 3,351 |
| Total non-current liabilities | | 1,549 | 4,309 |
| Total liabilities | | 21,398 | 21,540 |
| Net assets | | 417,288 | 386,199 |
| Equity | | | |
| Contributed equity | | 96,448 | 86,346 |
| Reserves | | 277,813 | 263,406 |
| Accumulated surplus | | 43,027 | 36,447 |
| Total equity | | 417,288 | 386,199 |

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

Statement of Changes in Equity for the Year Ended 30 June 2024

| | Contributed equity \$000 | Reserves \$000 | Accumulated surplus \$000 | Total Equity \$000 |
|--|-----------------------------|-------------------|------------------------------|-----------------------|
| Balance at 1 July 2022 | 71,332 | 241,388 | 30,215 | 342,935 |
| Surplus | - | - | 6,232 | 6,232 |
| Other comprehensive income | - | 22,018 | - | 22,018 |
| Total comprehensive income for the period | - | 22,018 | 6,232 | 28,250 |
| <i>Transactions with owners in their capacity as owners:</i> | | | | |
| Capital appropriations | 18,300 | - | - | 18,300 |
| Distribution to owners | (3,286) | - | - | (3,286) |
| Total | 15,014 | - | - | 15,014 |
| Balance at 30 June 2023 | 86,346 | 263,406 | 36,447 | 386,199 |
| Balance at 1 July 2023 | 86,346 | 263,406 | 36,447 | 386,199 |
| Surplus | - | - | 6,580 | 6,580 |
| Other comprehensive income | - | 14,407 | - | 14,407 |
| Total comprehensive income for the period | - | 14,407 | 6,580 | 20,987 |
| <i>Transactions with owners in their capacity as owners:</i> | | | | |
| Capital appropriations | 10,102 | - | - | 10,102 |
| Distribution to owners | - | - | - | - |
| Total | 10,102 | - | - | 10,102 |
| Balance at 30 June 2024 | 96,448 | 277,813 | 43,027 | 417,288 |

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

Statement of Cash Flows for the Year Ended 30 June 2024

| | Note | 2024 \$000 | 2023 \$000 |
|--|------|---------------|---------------|
| Cash flows from/to the State Government | | | |
| Funds from other public sector entities | | 9,321 | 5,658 |
| Capital appropriations | | 10,102 | 18,300 |
| Return of excess capital appropriations – distribution to owners | | - | (3,286) |
| Net cash provided by the State Government | | 19,423 | 20,672 |
| <i>Utilised as follows:</i> | | | |
| Cash flows from operating activities | | | |
| Payments | | | |
| Employee benefits | | (16,575) | (15,895) |
| Supplies and services | | (40,641) | (40,130) |
| Finance costs | | (10) | (9) |
| GST payments on purchases | | (6,779) | (7,092) |
| Other payments | | (2,314) | (1,719) |
| Receipts | | | |
| Sale of goods | | 1,293 | 1,149 |
| User charges and fees | | 63,824 | 54,282 |
| Commonwealth grants | | 3,258 | 4,500 |
| Interest received | | 1,510 | 1,011 |
| GST receipts on sales | | 6,191 | 5,430 |
| GST receipts from taxation authority | | 88 | 1,940 |
| Other receipts | | 1,029 | 266 |
| Net cash provided by/(used in) operating activities | | 10,874 | 3,733 |

| | Note | 2024 \$000 | 2023 \$000 |
|--|------|-----------------|-----------------|
| Cash flows from investing activities | | | |
| Payments | | | |
| Purchase of non-current assets | | (25,278) | (27,466) |
| Purchase of term deposits | | (4,000) | (5,000) |
| Receipts | | | |
| Proceeds from sale of non-current assets | | 10 | 112 |
| Proceeds from maturing term deposits | | - | - |
| Net cash provided by/(used in) investing activities | | (29,268) | (32,354) |
| Cash flows from financing activities | | | |
| Payments | | | |
| Principal elements of lease payments | | (67) | (72) |
| ARENA loan repayment | | (282) | (162) |
| Net cash provided by/(used in) financing activities | | (349) | (234) |
| Net increase/(decrease) in cash and cash equivalents | | 680 | (8,183) |
| Cash and cash equivalents at the beginning of the period | | 12,563 | 20,746 |
| Cash and cash equivalents at the end of the period | 6.4 | 13,243 | 12,563 |

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

Notes to the Financial Statements for the Year Ended 30 June 2024

1. Basis of preparation

Rottnest Island Authority (RIA) is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent. RIA is a not-for-profit entity (as profit is not its principal objective).

A description of the nature of its operations and its principal activities have been included in the 'Overview' section of the Annual Report, which does not form part of these financial statements.

These annual financial statements were authorised for issue by the Accountable Authority of RIA on 17 September 2024.

Statement of compliance

The financial statements constitute general purpose financial statements that have been prepared in accordance with Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by Treasurer's instructions. Several of these are modified by Treasurer's instructions to vary application, disclosure, format and wording.

The Act and Treasurer's instructions are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. Certain balances will apply a different measurement basis (such as the fair value basis). Where this is the case, the different measurement basis is disclosed in the associated note. All values are rounded to the nearest thousand dollars (\$000).

Fair values

The details in relation to the fair value of various assets and liabilities are provided in the respective notes relating to those assets and liabilities.

Accounting for Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

- (a) Amount of GST incurred by RIA as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and
- (b) Receivables and payables are stated with the amount of GST included

Cash flows are included in the Statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Notes to the Financial Statements for the Year Ended 30 June 2024

Contributed equity

AASB Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, as designated as contributions by owners (at the time of, or prior to, transfer) be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 955 *Contributions by Owners made to Wholly-Owned Public Sector Entities* and have been credited directly to Contributed Equity.

Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. AASB 1060 provides relief from presenting comparatives for:

- Property, Plant and Equipment reconciliations;
- Intangible Asset reconciliations; and
- Right-of-Use Asset reconciliations

Judgements and estimates

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

2. Use of our funding

Expenses incurred in the delivery of services

This section provides additional information about how RIA's funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by RIA in achieving its objectives and the relevant notes are:

| | Notes |
|-----------------------------|--------|
| Employee benefits expense | 2.1(a) |
| Employee related provisions | 2.1(b) |
| Supplies and services | 2.2 |
| Other expenditure | 2.3 |
| Work in Progress expensed | 2.4 |

Notes to the Financial Statements for the Year Ended 30 June 2024

2.1 (a) Employee benefits expense

| | 2024 \$000 | 2023 \$000 |
|---|---------------|---------------|
| Employee benefits | 15,581 | 14,621 |
| Termination benefits | 87 | 126 |
| Superannuation — defined contribution plans | 1,631 | 1,474 |
| Superannuation — defined benefit plans | 37 | 42 |
| Employee benefits expense | 17,336 | 16,263 |
| Add: AASB 16 Non-monetary benefits | 93 | 71 |
| Less: Employee contributions | (11) | (10) |
| Total employee benefits provided | 17,418 | 16,324 |

Employee benefits include wages, salaries and social contributions, accrued and paid leave entitlements, and paid sick leave, and non-monetary benefits recognised under accounting standards other than AASB 16 (such as medical care, housing, cars and free or subsidised goods or services) for employees.

Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when RIA is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

Superannuation is the amount recognised in profit or loss of the Statement of comprehensive income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, other GESB schemes or other superannuation funds.

AASB 16 non-monetary benefits are non-monetary employee benefits, predominantly relating to the provision of vehicle and housing benefits that are recognised under AASB 16 and are excluded from the employee benefits expense.

Employee contributions are contributions made to RIA by employees towards employee benefits that have been provided by RIA. This includes both AASB 16 and non-AASB 16 employee contributions.

Notes to the Financial Statements for the Year Ended 30 June 2024

2.1 (b) Employee related provisions

| | 2024 \$000 | 2023 \$000 |
|--|---------------|---------------|
| Current | | |
| <u>Employee benefits provision</u> | | |
| Annual leave | 1,692 | 1,357 |
| Long service leave | 908 | 994 |
| Time in lieu | 10 | 8 |
| Defined benefit liability | 43 | 41 |
| | 2,653 | 2,400 |
| <u>Other provisions</u> | | |
| Employment on-costs | 148 | 144 |
| Total current employee related provisions | 2,801 | 2,544 |
| Non-current | | |
| <u>Employee benefits provision</u> | | |
| Long service leave | 870 | 635 |
| Defined benefit liability | 148 | 162 |
| | 1,018 | 797 |
| <u>Other provisions</u> | | |
| Employment on-costs | 59 | 38 |
| Total non-current employee related provisions | 1,077 | 835 |
| Total employee related provisions | 3,878 | 3,379 |

Provision is made for benefits accruing to employees in respect of annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period.

The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

Long service leave liabilities are unconditional long service leave provisions and are classified as current liabilities as RIA does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because RIA has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

The provision for long service leave is calculated at present value as RIA does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement and discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

Defined benefit liability — RIA has recognised the unfunded superannuation liability for a Pension Scheme relating to a former employee. This obligation has been measured using actuarial assumptions and on a discounted basis.

Employment on-costs involve settlements of annual and long service leave liabilities which gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.

Notes to the Financial Statements for the Year Ended 30 June 2024

Employment on-costs, including workers' compensation insurance premiums, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenditure', Note 2.3 (apart from the unwinding of the discount (finance cost)) and are not included as part of RIA's 'employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

| | 2024 \$000 |
|--|---------------|
| Employment on-costs provision | |
| Carrying amount at start of period | 182 |
| Additional provisions recognised | 119 |
| Payments/other sacrifices of economic benefits | (103) |
| Unwinding of the discount | 9 |
| Carrying amount at end of period | 207 |

Key sources of estimation uncertainty – long service leave

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

Several estimates and assumptions are used in calculating RIA's long service leave provision. These include:

- Expected future salary rates;
- Discount rates;
- Employee retention rates; and
- Expected future payments

Changes in these estimations and assumptions may impact the carrying amount of the long service leave provision. Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.

2.2 Supplies and services

| | 2024 \$000 | 2023 \$000 |
|--|---------------|---------------|
| Contractors — facilities operations and utilities | 16,570 | 15,971 |
| Contractors — housekeeping | 3,996 | 3,786 |
| Contractors — other | 7,960 | 6,848 |
| Administration expense | 2,490 | 2,242 |
| Other staff costs | 1,090 | 854 |
| Repairs and maintenance — building, infrastructure & equipment | 4,979 | 5,689 |
| Rental of vehicles | 21 | - |
| Assets under \$5,000 expensed | 1,396 | 1,745 |
| Marketing expenses | 1,035 | 1,381 |
| Other supplies and services costs | 500 | 778 |
| Total supplies and services expenses | 40,037 | 39,294 |

Supplies and services expenses are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.

Repairs and maintenance costs are recognised as expenses as incurred, except where they relate to the replacement of a significant component of an asset. In that case, the costs are capitalised and depreciated.

Other supplies and services costs generally represent the day-to-day running costs incurred in normal operations.

Notes to the Financial Statements for the Year Ended 30 June 2024

2.3 Other expenditure

| | 2024 \$000 | 2023 \$000 |
|---|---------------|---------------|
| Accommodation expenses | | |
| Office rental — short term | - | 150 |
| Office rental — long term | 641 | 317 |
| Cleaning and other accommodation expenses | 75 | 68 |
| Total accommodation expenses | 716 | 535 |
| Other expenses | | |
| Expected credit losses expense | 1 | 10 |
| Employment on-costs | 1,012 | 1,006 |
| Bank and merchant fees | 461 | 424 |
| Software implementation costs | 493 | 271 |
| Total other expenses | 1,967 | 1,711 |
| Total other expenditure | 2,683 | 2,246 |

Short term office rental includes leases with a lease term of 12 months or less.

Long term office rental is expensed as incurred, as the Memorandum of Understanding Agreement between RIA and the Department of Finance for the leasing of office accommodation contain significant substitution rights.

Cleaning and other accommodation expenses are recognised as expenses as incurred.

Expected credit losses are recognised for movement in allowance for impairment of trade receivables. Please refer to Note 5.1 Receivables for more details.

Employment on-costs include workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liabilities is included at Note 2.1(b) Employee related provisions. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

Software implementation costs are recognised as expenses as incurred.

2.4 Work in Progress expensed

| | 2024 \$000 | 2023 \$000 |
|-------------------------|---------------|---------------|
| Work in progress | 3,397 | - |

During the reporting period, it was decided not to proceed with a number of planned infrastructure projects. Costs totalling \$3.4 million included in the prior year Work in Progress account were therefore expensed during the period.

Notes to the Financial Statements for the Year Ended 30 June 2024

3. Our funding sources

How we obtain our funding

This section provides additional information about how RIA obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary income received by RIA and the relevant notes are:

| | Notes |
|--|-------|
| Income from State Government | 3.1 |
| User charges and fees | 3.2 |
| Sale of goods | 3.3 |
| Commonwealth grants | 3.4 |
| Interest income | 3.5 |
| Other income | 3.6 |
| Gain on disposal of non-current assets | 3.7 |

3.1 Income from State Government

| | 2024 \$000 | 2023 \$000 |
|--|---------------|---------------|
| Income from other public sector entities during the period: | | |
| — Grants received from Department of Biodiversity, Conservation and Attractions (DBCA) | | |
| • Service Appropriation ^(a) | 8,621 | 5,533 |
| • Asset Maintenance Fund ^(b) | 700 | - |
| — Grants received from other government entities | - | 63 |
| Total income from other public sector entities | 9,321 | 5,596 |
| Resources received from other public sector entities during the period: | | |
| — Services received free of charge ^(c) | 172 | 120 |
| Total resources received | 172 | 120 |
| Total income from State Government | 9,493 | 5,716 |

Income from other public sector entities is recognised as income when RIA has received a recurrent appropriation through a central department (i.e. Department of Biodiversity, Conservation and Attractions) and/or when RIA has satisfied its performance obligations under the funding agreement. If there is no performance obligation, income will be recognised when RIA receives the funds.

(a) Relates to RIA's recurrent service appropriation received via DBCA.

(b) Relates to non-recurrent funding from the Asset Maintenance Fund received via DBCA.

Notes to the Financial Statements for the Year Ended 30 June 2024

Resources received from other public sector entities are recognised as income equivalent to the fair value of the assets, or the fair value of those services that can be reliably determined and which would have been purchased if not donated.

(c) Services received free of charge relates to legal services received from State Solicitor's Office and leasing services from the Department of Finance.

3.2 User charges and fees

| | 2024 \$000 | 2023 \$000 |
|-------------------------------------|---------------|---------------|
| Accommodation revenue | 26,812 | 24,732 |
| Equipment hire and tours | 9,035 | 8,283 |
| Admission fees | 16,202 | 14,113 |
| Other fees and charges | 2,704 | 2,773 |
| Commercial lease and licence income | 4,942 | 3,356 |
| Utility charges | 2,323 | 2,496 |
| Residential lease income | 1,225 | 1,107 |
| Total user charges and fees | 63,243 | 56,860 |

Revenue is recognised at the transaction price when RIA transfers control of the services to customers. Revenue is recognised for the major business activities as follows:

- Accommodation revenue is recognised over the course of the visitors' stay on the island.
- Admission fees are generally recognised when the visitors arrive on the island.
- Other revenue, including residential and commercial rental income, is recognised as the goods/services are provided.

3.3 Sale of goods

| | 2024 \$000 | 2023 \$000 |
|-------------------------------------|---------------|---------------|
| Sale of goods | 1,293 | 1,149 |
| Cost of sales: | | |
| Opening inventory | (106) | (141) |
| Purchases | (972) | (814) |
| | (1,078) | (955) |
| Closing inventory | 106 | 106 |
| Cost of goods sold | (972) | (849) |
| Gross profit | 321 | 300 |
| Closing inventory comprises: | | |
| Current inventories | | |
| Inventories held for resale | | |
| — Merchandise | 106 | 106 |
| Inventories not held for resale | | |
| — Fuel | 227 | 202 |
| Total current inventories | 333 | 308 |
| Total inventories | 333 | 308 |

Sale of Goods

Revenue is recognised at the transaction price when RIA transfers control of the goods to customers.

Inventories

Inventories are measured at the lower of cost and net realisable value. Costs are assigned by the method most appropriate for each class of inventory, with the majority being measured on a first in first out basis.

Inventories not held for resale are measured at cost unless they are no longer required, in which case they are measured at net realisable value.

Notes to the Financial Statements for the Year Ended 30 June 2024

3.4 Commonwealth grants

| | 2024 \$000 | 2023 \$000 |
|---|---------------|---------------|
| Commonwealth grants: | | |
| — Capital grants – National Tourism Icons Program | - | 7,630 |
| — Other | - | - |
| Total Commonwealth grants | - | 7,630 |

Grants are recognised as income to the extent that the obligations relating to the grant have been satisfied.

3.5 Interest income

| | 2024 \$000 | 2023 \$000 |
|------------------------------|---------------|---------------|
| Interest income | 1,761 | 1,185 |
| Total interest income | 1,761 | 1,185 |

Interest income is recognised as the interest accrues.

3.6 Other income

| | 2024 \$000 | 2023 \$000 |
|--|---------------|---------------|
| Insurance claims | 234 | 9 |
| Non-government grants/sponsorships | 143 | 55 |
| Public donations | 16 | 30 |
| Assets received free of charge | 75 | 200 |
| Release of liability by ARENA ^(a) | 2,839 | - |
| Contribution to assets ^(b) | 500 | - |
| Other income ^(c) | 136 | 169 |
| Total other income | 3,943 | 463 |

(a) RIA recorded a gain of \$2.8 million from the release of the liability owing to Australia Renewable Energy Agency (ARENA). Refer to Note 5.4.

(b) Contribution to costs of electrical headworks from a developer of new accommodation on the island.

(c) Includes miscellaneous income and recoups.

3.7 Gain on disposal of non-current assets

| | 2024 \$000 | 2023 \$000 |
|---|---------------|---------------|
| <u>Net proceeds from disposal of non-current assets</u> | | |
| Plant, equipment and vehicles | 10 | 112 |
| <u>Carrying amount of non-current assets disposed</u> | | |
| Plant, equipment and vehicles | (7) | (55) |
| Gain on disposal of non-current assets | 3 | 57 |

Gains and losses on the disposal of non-current assets are presented by deducting from the proceeds on disposal the carrying amount of the asset and related selling expenses. Gains and losses are recognised in profit or loss in the Statement of Comprehensive Income.



4. Key Assets

This section includes information regarding the key assets RIA utilises to gain economic benefits or provide service potential. The section sets out both the key accounting policies and financial information about the performance of these assets:

| | Notes |
|---|-------|
| Infrastructure, property, plant and equipment | 4.1 |
| Intangible assets | 4.2 |
| Right-of-use assets | 4.3 |

Notes to the Financial Statements for the Year Ended 30 June 2024

4.1 Infrastructure, property, plant and equipment

| Year ended 30 June 2024 | Land \$000 | Buildings \$000 | Computers and electronic equipment \$000 | Furniture and fittings \$000 | Plant and vehicles \$000 | Infrastructure \$000 | Leasehold Improvements \$000 | Works of art \$000 | Work in progress \$000 | Total \$000 |
|---|----------------|--------------------|--|------------------------------------|--------------------------------|-------------------------|------------------------------------|-----------------------|------------------------------|----------------|
| 1 July 2023 | | | | | | | | | | |
| Gross carrying amount | 161,000 | 95,029 | 1,163 | 3,236 | 4,593 | 95,833 | - | 497 | 16,038 | 377,389 |
| Accumulated depreciation | - | - | (1,108) | (2,787) | (3,450) | - | - | (13) | - | (7,358) |
| Carrying amount at start of period | 161,000 | 95,029 | 55 | 449 | 1,143 | 95,833 | - | 484 | 16,038 | 370,031 |
| Additions | - | - | - | - | - | 75 | - | - | 25,325 | 25,400 |
| Transfers | - | 3,152 | 20 | 202 | 1,035 | 13,639 | 59 | - | (18,107) | - |
| Disposals | - | - | - | - | - | (7) | - | - | - | (7) |
| Work in Progress expensed | - | - | - | - | - | - | - | - | (3,397) | (3,397) |
| Adjustments | - | (24) | - | - | - | 24 | - | - | (202) | (202) |
| Revaluation increments/(decrements) | - | 11,410 | - | - | - | 2,997 | - | - | - | 14,407 |
| Depreciation | - | (3,250) | (23) | (87) | (349) | (4,747) | (5) | (8) | - | (8,469) |
| Carrying amount at end of period | 161,000 | 106,317 | 52 | 564 | 1,829 | 107,814 | 54 | 476 | 19,657 | 397,763 |
| Gross carrying amount | 161,000 | 106,317 | 1,183 | 3,438 | 5,628 | 107,814 | 59 | 497 | 19,657 | 405,593 |
| Accumulated depreciation | - | - | (1,131) | (2,874) | (3,799) | - | (5) | (21) | - | (7,830) |
| | 161,000 | 106,317 | 52 | 564 | 1,829 | 107,814 | 54 | 476 | 19,657 | 397,763 |

Notes to the Financial Statements for the Year Ended 30 June 2024

Initial recognition

Items of property, plant and equipment and infrastructure costing \$5,000 or more are measured initially at cost. Where an asset is acquired for no or nominal cost, the cost is valued at its fair value at the date of acquisition.

Items of property, plant and equipment and infrastructure costing less than \$5,000 are immediately expensed direct to the Statement of Comprehensive Income.

The cost of a leasehold improvement is capitalised and depreciated over the shorter of the remaining term of the lease or the estimated useful life of the leasehold improvement.

Subsequent measurement

Subsequent to initial recognition of an asset, the revaluation model is used for the measurement of:

- Land;
- Buildings; and
- Infrastructure

Land is carried at fair value.

Buildings and infrastructure are carried at fair value less accumulated depreciation and accumulated impairment losses.

All other property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Land and buildings are independently valued annually by the Western Australian Land Information Authority (Landgate) to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the reporting period.

Land and buildings were revalued as at 1 July 2023 by Landgate. The valuations were performed during the year ended 30 June 2024 and recognised at 30 June 2024. In undertaking revaluation, fair value of land was determined by reference to current use based on comparable utility basis. The fair value of buildings was determined by reference to current use based on current replacement cost.

Infrastructure is independently valued every three to five years. Infrastructure assets (excluding water, wastewater and power assets) were independently revalued by Landgate as at 1 July 2023. These valuations were performed during the year ended 30 June 2024 and recognised at 30 June 2024. The fair value for infrastructure assets was determined by reference to current use based on current replacement cost.

The anticipated transfer from RIA to Horizon Power and Water Corporation of its power, water generation and distribution assets and the provision of those services has been deferred indefinitely. Water, wastewater and power assets were valued by RIA management at 30 June 2024 with reference to independent assessments.

Significant assumptions and judgements

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

Useful lives

All infrastructure, property, plant and equipment having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. The exception to this rule is land.

Depreciation is calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are included in the following table.

Notes to the Financial Statements for the Year Ended 30 June 2024

| Asset | Useful life: years |
|------------------------------------|--------------------|
| Buildings | 20 to 40 years |
| Computers and electronic equipment | 3 to 5 years |
| Furniture and fittings | 3 to 15 years |
| Vehicles | 4 to 20 years |
| Plant and equipment | 4 to 25 years |
| Infrastructure | 4 to 50 years |
| Leasehold Improvements | 4 to 6 years |

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments made where appropriate.

Land, works of art, and Cultural Heritage Assets, which are considered to have an indefinite life, are not depreciated. Depreciation is not recognised in respect of these assets because their service potential has not, in any material sense, been consumed during the reporting period.

Impairment

Non-financial assets, including items of infrastructure, plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

Where an asset measured at cost is written down to its recoverable amount, an impairment loss is recognised through profit or loss.

Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income to the extent that the impairment loss does not exceed the amount in the revaluation surplus for the class of asset.

As RIA is a not-for-profit entity, the recoverable amount of regularly revalued specialised assets is anticipated to be materially the same as fair value.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However, this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

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

As at 30 June 2024, there were no indications of impairment to infrastructure, property, plant and equipment.

4.2 Intangible assets

| Year ended 30 June 2024 | Right to receive the Rottnest Dome Building \$000 | Website costs and computer software \$000 | Total \$000 |
|---|---|---|--------------|
| 1 July 2023 | | | |
| Gross carrying amount | 778 | 2,962 | 3,740 |
| Accumulated amortisation | - | (2,412) | (2,412) |
| Carrying amount at start of period | 778 | 550 | 1,328 |
| Additions | - | 107 | 107 |
| Amortisation expense | - | (192) | (192) |
| Carrying amount at end of period | 778 | 465 | 1,243 |

Notes to the Financial Statements for the Year Ended 30 June 2024

Initial recognition

Intangible assets are initially recognised at cost. For assets acquired at significantly less than fair value, the cost is their fair value at the date of acquisition.

Acquired and internally generated intangible assets costing \$5,000 or more that comply with the recognition criteria of AASB 138 *Intangible Assets* are capitalised.

Costs incurred below these thresholds are immediately expensed directly to the Statement of Comprehensive Income.

An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:

- (a) The technical feasibility of completing the intangible asset so that it will be available for use or sale;
- (b) An intention to complete the intangible asset, and use or sell it;
- (c) The ability to use or sell the intangible asset;
- (d) The intangible asset will generate probable future economic benefit;
- (e) The availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- (f) The ability to measure reliably the expenditure attributable to the intangible asset during its development

Costs incurred in the research phase of a project are immediately expensed.

Subsequent measurement

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

Useful lives

Amortisation of finite life intangible assets is calculated on a straight line basis at rates that allocate the asset's value over its estimated useful life. All intangible assets controlled by RIA have a finite useful life and zero residual value. Estimated useful lives are reviewed annually.

The estimated useful lives for each class of intangible asset are:

| | |
|---------------|--------------|
| Software | 3 to 5 years |
| Website costs | 3 to 5 years |

Computer software

Software that is an integral part of the related hardware is recognised as part of the tangible asset. Software that is not an integral part of the related hardware is recognised as an intangible asset. Software costing less than \$5,000 is expensed in the year of acquisition.

Website costs

Website costs are expensed when incurred unless they directly relate to the acquisition or development of an intangible asset. In this instance they may be capitalised and amortised. Generally, costs in relation to feasibility studies during the planning phase of a website, and ongoing costs of maintenance during the operating phase, are expensed. Costs incurred in building or enhancing a website that can be reliably measured, are capitalised to the extent that they represent probable future economic benefits.

Impairment of intangible assets

Intangible assets with indefinite useful lives are tested for impairment annually or when an indication of impairment is identified. As at 30 June 2024, there were no indications of impairment to intangible assets.

The policy in connection with testing for impairment is outlined in Note 4.1.

Notes to the Financial Statements for the Year Ended 30 June 2024

4.3 Right-of-use assets

| Year ended 30 June 2024 | Vehicles \$000 |
|---|-------------------|
| Carrying amount at beginning of period | 177 |
| Additions | 35 |
| Disposals | (13) |
| Depreciation | (60) |
| Net carrying amount at end of period | 139 |

RIA has leases for vehicles. The lease contracts are typically made for fixed periods of three to six years. There are generally no options to renew the leases after the lease end date.

RIA has also entered into a Memorandum of Understanding Agreement with the Department of Finance for the leasing of office accommodation. The lease is not recognised under AASB 16 because of substitution rights held by the Department of Finance and are accounted for as an expense as incurred.

Initial recognition

At the commencement date of the lease, RIA recognises right-of-use assets and a corresponding lease liability for most leases. Right-of-use assets are measured at cost, comprising of:

- The amount of the initial measurement of lease liability;
- Any lease payments made at or before the commencement date less any lease incentives received;
- Any initial direct costs; and
- Restoration costs, including dismantling and removing the underlying asset

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in Note 6.1.

RIA has elected not to recognise right-of-use assets and lease liabilities for short-term leases (with a lease term of 12 months or less) and low value leases (with an underlying value of \$5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

Subsequent measurement

The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

Depreciation and impairment of right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets.

If ownership of the leased asset transfers to RIA at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing for impairment is outlined in Note 4.1.

Notes to the Financial Statements for the Year Ended 30 June 2024

5. Other assets and liabilities

This section sets out those assets and liabilities that arose from RIA's controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:

| | Notes |
|------------------------------------|-------|
| Receivables | 5.1 |
| Other current assets | 5.2 |
| Payables | 5.3 |
| Other liabilities | 5.4 |
| Contract liabilities | 5.5 |
| Capital grant receivable/liability | 5.6 |

5.1 Receivables

| | 2024 \$000 | 2023 \$000 |
|---|---------------|---------------|
| Current | | |
| Trade receivables | 1,387 | 1,332 |
| Allowance for impairment of trade receivables | (16) | (16) |
| GST receivable | 1,423 | 969 |
| Interest receivable | 463 | 212 |
| Other receivables | 182 | 311 |
| Total current | 3,439 | 2,808 |
| Non-current | | |
| Accrued revenue | 88 | 101 |
| Total non-current | 88 | 101 |
| Total receivables at end of the period | 3,527 | 2,909 |

Receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

For trade receivables, RIA recognises an allowance for expected credit losses (ECLs) measured at the lifetime expected credit losses at each reporting date. RIA has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. Please refer to Note 2.3 for the amount of ECLs expensed in this financial year.

Notes to the Financial Statements for the Year Ended 30 June 2024

5.2 Other current assets

| | 2024 \$000 | 2023 \$000 |
|--|---------------|---------------|
| Current | | |
| Prepayments | 1,438 | 293 |
| Total other current assets at end of period | 1,438 | 293 |

Other current assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

5.3 Payables

| | 2024 \$000 | 2023 \$000 |
|--|---------------|---------------|
| Current | | |
| Trade payables | 1,595 | 2,960 |
| Accrued expenses | 8,162 | 4,806 |
| Accrued salaries | 472 | 457 |
| Payroll related payables | 126 | 216 |
| Other payables | 46 | 70 |
| Total payables at end of period | 10,401 | 8,509 |

Payables are recognised at the amounts payable when RIA becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement is generally within 20 to 30 days.

Accrued salaries represent the amount due to staff but unpaid at the end of the reporting period. Accrued salaries are settled within a fortnight of the reporting period end. RIA considers the carrying amount of accrued salaries to be equivalent to its fair value.

5.4 Other liabilities

| | 2024 \$000 | 2023 \$000 |
|-----------------------------------|---------------|---------------|
| Current | | |
| Deferred income | 911 | 842 |
| Grants received in advance | 128 | - |
| Funds held in trust (Note 6.4) | 233 | 162 |
| General provisions | 7 | 17 |
| ARENA loan ^(a) | - | 162 |
| Total current | 1,279 | 1,183 |
| Non-current | | |
| Deferred income | 117 | 156 |
| Tenancy bonds received (Note 6.4) | 263 | 235 |
| ARENA loan ^(a) | - | 2,960 |
| Total non-current | 380 | 3,351 |
| Balance at end of period | 1,659 | 4,534 |

(a) RIA entered into a financial arrangement with the Australian Renewable Energy Agency (ARENA) to construct a power generation asset in 2018. The initial financial liability recognised was based on the value of the contract at the date of the initial recognition of the asset. This liability was extinguished during the year, when ARENA and RIA mutually terminated and unconditionally and irrevocably released both parties from all obligations and claims arising out of the arrangement. Refer to Note 3.6(a).

Notes to the Financial Statements for the Year Ended 30 June 2024

5.5 Contract liabilities

| | 2024 \$000 | 2023 \$000 |
|--|---------------|---------------|
| Current | | |
| Opening balance at the beginning of the period | 4,937 | 4,478 |
| Additions | 27,190 | 25,191 |
| Income recognised in the reporting period | (26,812) | (24,732) |
| Closing balance at the end of period | 5,315 | 4,937 |

RIA's contract liabilities relate to refundable accommodation deposits for booking dates after the reporting period.

5.6 (a) Capital grant liability

| | 2024 \$000 | 2023 \$000 |
|--|---------------|---------------|
| Opening balance at the beginning of the period | - | - |
| Additions - grants received | - | 4,500 |
| Income recognised in the reporting period | - | (4,500) |
| Closing balance at the end of period | - | - |
| Current | - | - |
| Non-current | - | - |

The capital grant liability related to a capital grant received from the Commonwealth for National Tourism Icons Program projects. Income was recognised as the obligations of the grant agreement were satisfied.

5.6 (b) Capital grant receivable

| | 2024 \$000 | 2023 \$000 |
|---------|---------------|---------------|
| Current | - | 3,130 |

The capital grant receivable related to the amount receivable from the Commonwealth for National Tourism Icons Program projects at the end of the previous reporting period. RIA had satisfied its obligations under the grant agreement at the end of the reporting period.

Notes to the Financial Statements for the Year Ended 30 June 2024

6. Financing

This section sets out the material balances and disclosures associated with RIA's financing and cashflows.

| | Notes |
|----------------------------|-------|
| Lease liabilities | 6.1 |
| Assets pledged as security | 6.2 |
| Finance costs | 6.3 |
| Cash and cash equivalents | 6.4 |
| Other financial assets | 6.5 |
| Capital commitments | 6.6 |

6.1 Lease Liabilities

| | 2024 \$000 | 2023 \$000 |
|---|---------------|---------------|
| No later than one year | 53 | 58 |
| Later than one year and not later than five years | 87 | 120 |
| Later than five years | 5 | 3 |
| | 145 | 181 |
| Current | 53 | 58 |
| Non-current | 92 | 123 |
| | 145 | 181 |

Initial measurement

At the commencement date of the lease, RIA recognises lease liabilities measured at the present value of the lease payments to be made over the lease term. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, RIA uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

Lease payments included by RIA as part of the present value calculation of lease liability include:

- Fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options (where these are reasonably certain to be exercised);
- Payments for penalties for terminating a lease, where the lease term reflects RIA exercising an option to terminate the lease; and
- Periods covered by extension or termination options are only included in the lease by RIA if the lease is reasonably certain to be extended (or not terminated)

Notes to the Financial Statements for the Year Ended 30 June 2024

The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

Variable lease payments, not included in the measurement of lease liability, that are dependent on sales, an index or a rate are recognised by RIA in profit or loss in the period in which the condition that triggers those payments occurs.

Subsequent measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.

This section should be read in conjunction with Note 4.3.

| | 2024 \$000 | 2023 \$000 |
|---|---------------|---------------|
| Lease expenses recognised in the Statement of Comprehensive Income | | |
| Lease interest expense | 10 | 9 |
| Short-term accommodation leases | - | 150 |
| Low-value leases | 46 | 22 |
| Total lease expense | 56 | 181 |

Short-term leases with a lease term of 12 months or less are recognised on a straight-line basis.

Low-value leases with an underlying value of \$5,000 or less are recognised on a straight-line basis.

6.2 Assets pledged as security

| | 2024 \$000 | 2023 \$000 |
|---|---------------|---------------|
| Assets pledged as security | | |
| The carrying amounts of non-current assets pledged as security are: | | |
| Right-of-use asset — vehicles | 139 | 177 |
| Total assets pledged as security | 139 | 177 |

RIA has secured the right-of-use assets against the related lease liabilities. In the event of default, the rights to the leased assets will revert to the lessor.

6.3 Finance costs

| | 2024 \$000 | 2023 \$000 |
|-------------------------------|---------------|---------------|
| Lease interest expense | 10 | 9 |
| Finance costs expensed | 10 | 9 |

'Finance costs' includes the interest component of lease liability repayments.

Notes to the Financial Statements for the Year Ended 30 June 2024

6.4 Cash and cash equivalents

| | 2024 \$000 | 2023 \$000 |
|--|---------------|---------------|
| Cash and cash equivalents | 12,662 | 12,167 |
| Short-term deposits ^(a) | - | - |
| Total unrestricted cash and cash equivalents | 12,662 | 12,167 |
| Restricted cash and cash equivalents | 581 | 396 |
| Balance at end of period | 13,243 | 12,563 |

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

Restricted cash and cash equivalents

| | 2024 \$000 | 2023 \$000 |
|---------------------------------------|---------------|---------------|
| Current | | |
| Funds held in trust ^(a) | 318 | 161 |
| Non-current | | |
| Tenancy bonds received ^(b) | 263 | 235 |
| Balance at end of period | 581 | 396 |

(a) Promotional fund levy charged to commercial tenants which is held in trust by RIA for use in promoting Rottnest Island. Refer to Note 5.4.

(b) Tenancy bonds held for commercial properties leased by RIA. Refer to Note 5.4.

6.5 Other financial assets

| | 2024 \$000 | 2023 \$000 |
|--|---------------|---------------|
| Term deposits (current) ^(a) | 21,000 | 17,000 |
| Balance at end of period | 21,000 | 17,000 |

(a) Other financial assets comprise term deposits with original maturities of greater than three months.

6.6 Capital commitments

| | 2024 \$000 | 2023 \$000 |
|---|---------------|---------------|
| Capital commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows: | | |
| Within 1 year | 18,052 | 6,317 |
| Later than 5 years | 820 | - |
| | 18,872 | 6,317 |

The totals presented for capital commitments are GST inclusive.

Notes to the Financial Statements for the Year Ended 30 June 2024

7. Financial instruments and contingencies

This note sets out key risk management policies and measurement techniques of RIA.

| | Notes |
|-----------------------------------|-------|
| Financial instruments | 7.1 |
| Contingent assets and liabilities | 7.2 |

7.1 Financial instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the reporting period are:

| | 2024 \$000 | 2023 \$000 |
|---|---------------|---------------|
| Financial assets | | |
| Cash and cash equivalents | 13,243 | 12,563 |
| Receivables at amortised cost ^(a) | 2,104 | 5,087 |
| Term deposits | 21,000 | 17,000 |
| Total financial assets | 36,347 | 34,650 |
| Financial liabilities | | |
| Financial liabilities measured at amortised cost ^(b) | 10,546 | 8,690 |
| Total financial liability | 10,546 | 8,690 |

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

(b) The amount of financial liabilities excludes GST payable to the ATO (statutory payable).

7.2 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position but are disclosed and, if quantifiable, are measured at the best estimate.

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Notes to the Financial Statements for the Year Ended 30 June 2024

7.2.1 Contingent assets

RIA does not have any contingent assets at the end of the reporting period.

7.2.2 Contingent liabilities

The following contingent liabilities are excluded from the liabilities included in the financial statements:

Contaminated sites

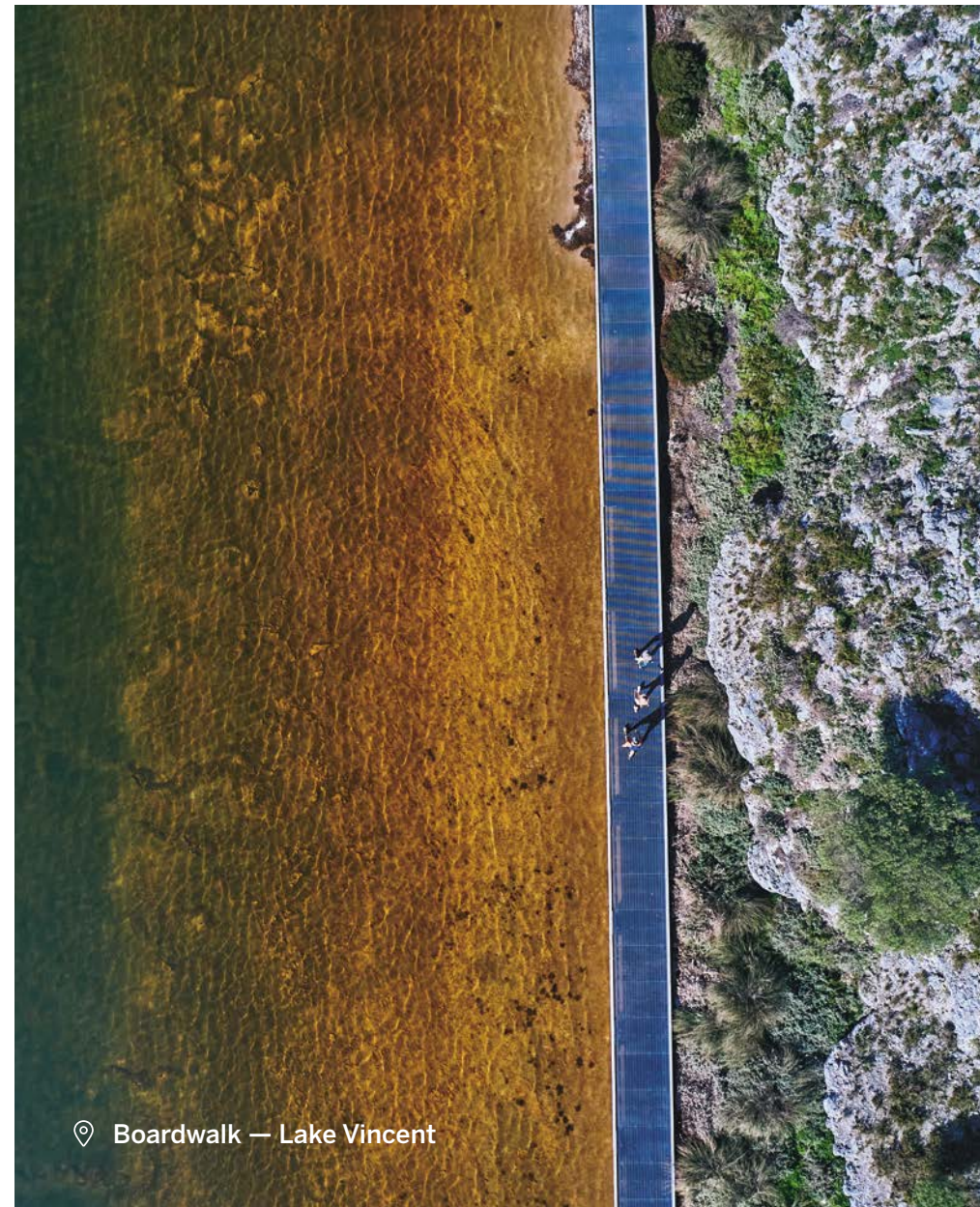
Under the *Contaminated Sites Act 2003*, RIA is required to report known and suspected contaminated sites to the Department of Water and Environmental Regulation (DWER). In accordance with the Act, DWER classifies these sites on the level of risk, including potential impacts on human health, the environment and environmental values.

Where sites are classified as contaminated and requiring remediation, or possibly contaminated, investigation is required, RIA may have a liability in respect to investigation or remediation expenses. RIA has one contaminated site that is under investigation. During the 2023–24 financial year, no additional sites were reported to DWER.

RIA has progressed the investigation of the site which has included soil, groundwater and surface water sampling in liaison with the accredited Contaminated Site Auditor. The site is considered to be suitable for commercial/industrial land uses, consistent with its current use. A further round of groundwater and surface water sampling was recommended to be undertaken in late 2024, after which the Auditor will prepare a Voluntary Auditors Report that will be sent to DWER.

Other

A number of claims have been lodged against RIA in respect to property losses and alleged personal injuries sustained on the island. Based on legal advice, the contingent liabilities could amount to \$1,139,000, all of which would be reimbursable under RIA's insurance policies.



Notes to the Financial Statements for the Year Ended 30 June 2024

8. Other disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

| | Notes |
|--|-------|
| Events occurring after the end of the reporting period | 8.1 |
| Correction of prior period errors/changes in accounting policy | 8.2 |
| Key management personnel | 8.3 |
| Related party transactions | 8.4 |
| Related bodies and affiliated bodies | 8.5 |
| Remuneration of auditors | 8.6 |
| Supplementary financial information | 8.7 |

8.1 Events occurring after the end of the reporting period

There are no events that occurred after the end of the reporting period which would materially affect the financial statements.

8.2 Correction of prior period errors/changes in accounting policy

There were no corrections of prior period errors or changes in accounting policies during the reporting period.

8.3 Key management personnel

RIA has determined that key management personnel include the responsible Minister, members of the accountable authority and senior officers of RIA. However, RIA is not obligated to compensate Ministers and therefore those disclosures may be found in the *Annual Report on State Finances*.

The total fees, salaries, superannuation, non-monetary benefits and other benefits for members of the accountable authority and senior officers of RIA for the reporting period are presented within the following bands:

Notes to the Financial Statements for the Year Ended 30 June 2024

| Compensation of members of the accountable authority Compensation bands (\$) | 2024 | 2023 |
|---|--------------|--------------|
| 30,001–40,000 | 1 | 1 |
| 20,001–30,000 | 5 | - |
| 10,001–20,000 | - | 5 |
| 0–10,000 | 1 | 1 |
| | 2024 | 2023 |
| | \$000 | \$000 |
| Total compensation of members of the accountable authority | 144 | 109 |

| Compensation of senior officers Compensation bands (\$) | 2024 | 2023 |
|--|--------------|--------------|
| 250,001–300,000 | 1 | 1 |
| 200,001–250,000 | 1 | - |
| 150,001–200,000 | 6 | 6 |
| 50,001–100,000 | - | 1 |
| 0–50,000 | 1 | 2 |
| | 2024 | 2023 |
| | \$000 | \$000 |
| Total compensation of senior officers | 1,612 | 1,546 |

Total compensation included the superannuation expense incurred by RIA in respect of members of the accountable authority.

8.4 Related party transactions

RIA is a wholly owned public sector entity that is controlled by the State of Western Australia.

Related parties of RIA include:

- All cabinet ministers and their close family members, and their controlled or jointly controlled entities;
- All members of the accountable authority, senior officers and their close family members and their controlled or jointly controlled entities;
- Other departments and public-sector entities, including related bodies that are included in the whole of government consolidated financial statements;
- Associates and joint ventures of an entity that are included in the whole of government consolidated financial statements; and
- The Government Employees Superannuation Board (GESB)

Material transactions with other related parties

Outside of normal citizen type transactions with RIA, there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

8.5 Related bodies and affiliated bodies

RIA has no related bodies or affiliated bodies.

Notes to the Financial Statements for the Year Ended 30 June 2024

8.6 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:

| | 2024 \$000 | 2023 \$000 |
|--|---------------|---------------|
| Auditing the accounts, financial statements, controls and key performance indicators | 179 | 155 |

8.7 Supplementary financial information

(a) Write-offs

During the financial year, \$NIL (2023: \$408.59) of bad debts were written off RIA's books under the authority of:

| | 2024 \$000 | 2023 \$000 |
|---------------------------|---------------|---------------|
| The accountable authority | - | - |
| The Minister | - | - |
| The Treasurer | - | - |

(b) Losses through theft, defaults and other causes

| | 2024 \$000 | 2023 \$000 |
|--|---------------|---------------|
| Losses of public money, other money and public and other property through theft or default | - | - |
| Amounts recovered | - | - |

(c) Forgiveness of debts

| | 2024 \$000 | 2023 \$000 |
|---|---------------|---------------|
| Forgiveness (or waiver) of debts by RIA | - | - |

(d) Gifts of public property

| | 2024 \$000 | 2023 \$000 |
|--------------------------------|---------------|---------------|
| Gift of public property by RIA | - | - |

Notes to the Financial Statements for the Year Ended 30 June 2024

9. Explanatory statement

This section explains variations in the financial performance of RIA.

| | Notes |
|---|-------|
| Statement of comprehensive income variances | 9.1 |
| Statement of financial position variances | 9.2 |
| Statement of cash flow variances | 9.3 |

This explanatory statement section explains variations in the financial performance of RIA undertaking transactions under its own control, as represented by the primary financial statements.

All variances between annual estimates (original budget) and actual results for 2024, and between the actual results for 2024 and 2023, are shown below. Narratives are provided for key major variances which vary more than 10% from their comparative and where the variation is more than 1% of the following variance analyses for the:

1. Estimate and actual results for the current year:

- Total Cost of Services of the annual estimate for the Statement of comprehensive income and Statement of cash flows (i.e. 1% of \$62,604,000, being \$626,040); and
- Total Assets of the annual estimate for the Statement of financial position (i.e. 1% of \$406,836,000, being \$4,068,360).

2. Actual results for the current year and the prior year actual:

- Total Cost of Services of the previous year for the Statement of comprehensive income and Statement of cash flows (i.e. 1% of \$66,828,000, being \$668,280); and
- Total Assets of the previous year for the Statement of financial position (i.e. 1% of \$407,739,000, being \$4,077,390).

Notes to the Financial Statements for the Year Ended 30 June 2024

9.1 Statement of comprehensive income variances

| | Variance note | Estimate 2024 \$000 | Actual 2024 \$000 | Actual 2023 \$000 | Variance between estimate and actual \$000 | Variance between actual results for 2024 and 2023 \$000 |
|---|---------------|---------------------|-------------------|-------------------|--|---|
| Expenses | | | | | | |
| Employee benefits expense | | 16,310 | 17,336 | 16,263 | 1,026 | 1,073 |
| Supplies and services | 1 | 35,351 | 40,037 | 39,294 | 4,686 | 743 |
| Depreciation and amortisation expense | 2 | 7,783 | 8,721 | 8,167 | 938 | 554 |
| Cost of sales | | 734 | 972 | 849 | 238 | 123 |
| Finance costs | | 22 | 10 | 9 | (12) | 1 |
| Accommodation expenses | | 728 | 716 | 535 | (12) | 181 |
| Loss on disposal of non-current assets | | 51 | - | - | (51) | - |
| Other expenses | | 1,625 | 1,967 | 1,711 | 342 | 256 |
| Work in Progress expensed | 3, A | - | 3,397 | - | 3,397 | 3,397 |
| Total cost of services | | 62,604 | 73,156 | 66,828 | 10,552 | 6,328 |
| Income | | | | | | |
| User charges and fees | 4, B | 50,967 | 63,243 | 56,860 | 12,276 | 6,383 |
| Sale of goods | | 973 | 1,293 | 1,149 | 320 | 144 |
| Commonwealth grants | C | - | - | 7,630 | - | (7,630) |
| Interest income | 5 | 187 | 1,761 | 1,185 | 1,574 | 576 |
| Other income | 6, D | 79 | 3,943 | 463 | 3,864 | 3,480 |
| Gain on disposal of non-current assets | | - | 3 | 57 | 3 | (54) |
| Total income | | 52,206 | 70,243 | 67,344 | 18,037 | 2,899 |
| Net cost of services | | 10,398 | 2,913 | (516) | (7,485) | 3,429 |
| Income from State Government | | | | | | |
| Income from other public sector entities | E | 8,752 | 9,321 | 5,596 | 569 | 3,725 |
| Resources received | 7 | 950 | 172 | 120 | (778) | 52 |
| Total income from State Government | | 9,702 | 9,493 | 5,716 | (209) | 3,777 |
| Surplus for the period | | (696) | 6,580 | 6,232 | 7,276 | 348 |

Notes to the Financial Statements for the Year Ended 30 June 2024

9.1 Statement of comprehensive income variances — continued

| | Variance note | Estimate 2024 \$000 | Actual 2024 \$000 | Actual 2023 \$000 | Variance between estimate and actual \$000 | Variance between actual results for 2024 and 2023 \$000 |
|--|------------------|---------------------------|-------------------------|-------------------------|--|---|
| Other comprehensive income | | | | | | |
| <i>Items not reclassified subsequently to profit or loss</i> | | | | | | |
| Changes in asset revaluation surplus | | - | 14,407 | 22,018 | 14,407 | (7,611) |
| Total other comprehensive income | | - | 14,407 | 22,018 | 14,407 | (7,611) |
| Total comprehensive income for the period | | (696) | 20,987 | 28,250 | 21,683 | (7,263) |

Major estimate and actual (2024) variance narratives

1. Supplies and services expense is higher than the Estimate by \$4.7m (13%) in line with higher visitation reflecting increased contractor costs and repairs & maintenance costs.
2. Depreciation and amortisation expense is higher than the Estimate by \$0.9m (12%) due to the revaluation of Infrastructure assets and Buildings at 30 June 2023.
3. Work in Progress expensed is \$3.4m against the Estimate of nil. During the reporting period, it was decided not to proceed with a number of planned infrastructure projects. Costs totalling \$3.4 million included in the prior year Work in Progress account were therefore expensed during the period.
4. User charges and fees are higher than the Estimate by \$12.3m (24%) due to higher visitor numbers to the Island in 2024 (Actual: 823,441, Estimate: 610,000) which resulted in an increase in admission fees, accommodation, bike hire revenue, and commercial lease & licence income.
5. Interest Income is higher than the Estimate by \$1.6m (842%) due to the higher than estimated cash balance during the year as a result of higher user charges and fees arising from higher visitation.
6. Other income is higher than the Estimate by \$3.9m (4891%) due to loan forgiveness of \$2.8m by Australia Renewable Energy Agency (ARENA) and \$0.5m contribution to costs of electrical headworks from a developer of new accommodation on the Island.
7. Resources received is lower than the Estimate by \$0.8m (82%) due to planned free of charge roadworks (by Main Roads) in 2024 being deferred.

Major actual (2024) and comparative (2023) variance narratives

- A. Work in Progress expensed is \$3.4m compared to nil last year. During the reporting period, it was decided not to proceed with a number of planned infrastructure projects. Costs totalling \$3.4 million included in the prior year Work in Progress account were therefore expensed during the period.
- B. The increase in user charges and fees income of \$6.4m (11%) is due to higher visitor numbers to the Island in 2024 (2024 Actual: 823,441, 2023 Actual: 729,588) which resulted in an increase in admission fees, accommodation, bike hire revenue, and commercial lease & licence income.
- C. Commonwealth grants were nil this year compared to \$7.6m in 2023 from the National Tourism Icons Program which was completed in 2023.
- D. The increase in other income of \$3.5m (752%) is due to loan forgiveness of \$2.8m by ARENA and \$0.5m contribution to costs of electrical headworks from a developer of new accommodation on the Island.
- E. The increase in income from other public sector entities of \$3.7m (67%) is due to \$3.4m of funding for the Wadjemup Project (new project) in 2024.

Notes to the Financial Statements for the Year Ended 30 June 2024

9.2 Statement of financial position variances

| | Variance note | Estimate 2024 \$000 | Actual 2024 \$000 | Actual 2023 \$000 | Variance between estimate and actual \$000 | Variance between actual results for 2024 and 2023 \$000 |
|---|------------------|---------------------------|-------------------------|-------------------------|--|---|
| Assets | | | | | | |
| Current assets | | | | | | |
| Cash and cash equivalents | | 10,145 | 12,662 | 12,167 | 2,517 | 495 |
| Restricted cash and cash equivalents | | - | 318 | 161 | 318 | 157 |
| Inventories | | 406 | 333 | 308 | (73) | 25 |
| Receivables | | 4,078 | 3,439 | 2,808 | (639) | 631 |
| Other financial assets | 8 | 12,000 | 21,000 | 17,000 | 9,000 | 4,000 |
| Capital grant receivable | | - | - | 3,130 | - | (3,130) |
| Other assets | | 366 | 1,438 | 293 | 1,072 | 1,145 |
| Total current assets | | 26,995 | 39,190 | 35,867 | 12,195 | 3,323 |
| Non-current assets | | | | | | |
| Restricted cash and cash equivalents | | - | 263 | 235 | 263 | 28 |
| Infrastructure, property, plant and equipment | | 378,680 | 397,763 | 370,031 | 19,083 | 27,732 |
| Intangible assets | | 776 | 1,243 | 1,328 | 467 | (85) |
| Right-of-use assets | | 266 | 139 | 177 | (127) | (38) |
| Receivables | | 119 | 88 | 101 | (31) | (13) |
| Total non-current assets | | 379,841 | 399,496 | 371,872 | 19,655 | 27,624 |
| Total assets | | 406,836 | 438,686 | 407,739 | 31,850 | 30,947 |

Notes to the Financial Statements for the Year Ended 30 June 2024

9.2 Statement of financial position variances — continued

| | Variance note | Estimate 2024 \$000 | Actual 2024 \$000 | Actual 2023 \$000 | Variance between estimate and actual \$000 | Variance between actual results for 2024 and 2023 \$000 |
|--------------------------------------|---------------|---------------------|-------------------|-------------------|--|---|
| Liabilities | | | | | | |
| Current liabilities | | | | | | |
| Payables | | 10,521 | 10,401 | 8,509 | (120) | 1,892 |
| Lease liabilities | | 91 | 53 | 58 | (38) | (5) |
| Employee related provisions | | 2,413 | 2,801 | 2,544 | 388 | 257 |
| Contract liabilities | | 6,192 | 5,315 | 4,937 | (877) | 378 |
| Capital grant liability | | - | - | - | - | - |
| Other liabilities | | 162 | 1,279 | 1,183 | 1,117 | 96 |
| Total current liabilities | | 19,379 | 19,849 | 17,231 | 470 | 2,618 |
| Non-current liabilities | | | | | | |
| Lease liabilities | | 117 | 92 | 123 | (25) | (31) |
| Employee related provisions | | 668 | 1,077 | 835 | 409 | 242 |
| Other liabilities | | 3,021 | 380 | 3,351 | (2,641) | (2,971) |
| Total non-current liabilities | | 3,806 | 1,549 | 4,309 | (2,257) | (2,760) |
| Total liabilities | | 23,185 | 21,398 | 21,540 | (1,787) | (142) |
| Net assets | | 383,651 | 417,288 | 386,199 | 33,637 | 31,089 |
| Equity | | | | | | |
| Contributed equity | | 106,795 | 96,448 | 86,346 | (10,347) | 10,102 |
| Reserves | 9 | 241,388 | 277,813 | 263,406 | 36,425 | 14,407 |
| Accumulated surplus | | 35,468 | 43,027 | 36,447 | 7,559 | 6,580 |
| Total equity | | 383,651 | 417,288 | 386,199 | 33,637 | 31,089 |

Notes to the Financial Statements for the Year Ended 30 June 2024

9.2 Statement of financial position variances — continued

Major estimate and actual (2024) variance narratives

8. Other financial assets is \$9.0m (75%) higher than the Estimate due to higher than estimated term deposit balances during the 2024 year as a result of an increase in revenue arising from higher visitation and the delay in some spending.
9. Reserves are \$36.4m (15%) higher than the Estimate due to an increase in the asset revaluation reserve due to the revaluation of buildings and infrastructure assets at 30 June 2024, which was not included in the 2024 Estimate.

Major actual (2024) and comparative (2023) variance narratives

None.

Notes to the Financial Statements for the Year Ended 30 June 2024

9.3 Statement of cash flow variances

| | Variance note | Estimate 2024 \$000 | Actual 2024 \$000 | Actual 2023 \$000 | Variance between estimate and actual \$000 | Variance between actual results for 2024 and 2023 \$000 |
|--|---------------|---------------------|-------------------|-------------------|--|---|
| Cash flows from/to State Government | | | | | | |
| Funds from other public sector entities | F | 8,752 | 9,321 | 5,658 | 569 | 3,663 |
| Capital appropriations | 10, G | 20,449 | 10,102 | 18,300 | (10,347) | (8,198) |
| Return of excess capital appropriations — distribution to owners | H | - | - | (3,286) | - | 3,286 |
| Net cash provided by State Government | | 29,201 | 19,423 | 20,672 | (9,778) | (1,249) |
| <i>Utilised as follows:</i> | | | | | | |
| Cash flows from operating activities | | | | | | |
| Payments | | | | | | |
| Employee benefits | | (16,391) | (16,575) | (15,895) | (184) | (680) |
| Supplies and services | | (38,952) | (40,641) | (40,130) | (1,689) | (511) |
| Finance costs | | (22) | (10) | (9) | 12 | (1) |
| GST payments on purchases | 11 | (5,450) | (6,779) | (7,092) | (1,329) | 313 |
| GST payments to taxation authority | | - | - | - | - | - |
| Other payments | | (1,718) | (2,314) | (1,719) | (596) | (595) |
| Receipts | | | | | | |
| Sale of goods | | 973 | 1,293 | 1,149 | 320 | 144 |
| User charges and fees | 12, I | 52,599 | 63,824 | 54,282 | 11,225 | 9,542 |
| Commonwealth grants | J | - | 3,258 | 4,500 | 3,258 | (1,242) |
| Interest received | 13 | 223 | 1,510 | 1,011 | 1,287 | 499 |
| GST receipts on sales | 14, K | 4,754 | 6,191 | 5,430 | 1,437 | 761 |
| GST receipts from taxation authority | L | 696 | 88 | 1,940 | (608) | (1,852) |
| Other receipts | 15, M | 179 | 1,029 | 266 | 850 | 763 |
| Net cash provided by/(used in) operating activities | | (3,109) | 10,874 | 3,733 | 13,983 | 7,141 |

Notes to the Financial Statements for the Year Ended 30 June 2024

9.3 Statement of cash flow variances — continued

| | Variance note | Estimate 2024 \$000 | Actual 2024 \$000 | Actual 2023 \$000 | Variance between estimate and actual \$000 | Variance between actual results for 2024 and 2023 \$000 |
|--|------------------|---------------------------|-------------------------|-------------------------|--|---|
| Cash flows from investing activities | | | | | | |
| Payments | | | | | | |
| Purchase of non-current assets | 16 | (37,657) | (25,278) | (27,466) | 12,379 | 2,188 |
| Purchase of term deposits | 17, N | - | (4,000) | (5,000) | (4,000) | 1,000 |
| Receipts | | | | | | |
| Proceeds from sale of non-current assets | | - | 10 | 112 | 10 | (102) |
| Proceeds from maturing term deposits | | - | - | - | - | - |
| Net cash provided by/(used in) investing activities | | (37,657) | (29,268) | (32,354) | 8,389 | 3,086 |
| Cash flows from financing activities | | | | | | |
| Payments | | | | | | |
| Principal element of lease payments | | (79) | (67) | (72) | 12 | 5 |
| ARENA loan repayment | | (162) | (282) | (162) | (120) | (120) |
| Net cash provided by/(used in) financing activities | | (241) | (349) | (234) | (108) | (115) |
| Net increase/(decrease) in cash and cash equivalents | | (11,806) | 680 | (8,183) | 12,486 | 8,863 |
| Cash and cash equivalents at the beginning of the period | | 21,951 | 12,563 | 20,746 | (9,388) | (8,183) |
| Cash and cash equivalents at the end of the period | | 10,145 | 13,244 | 12,563 | 3,098 | 680 |

Notes to the Financial Statements for the Year Ended 30 June 2024

9.3 Statement of cash flow variances — continued

Major estimate and actual (2024) variance narratives

10. Capital appropriations is lower than the Estimate by \$10.3m (51%) due to \$9.1m for the Water Project included in Estimate but funding not received due to project delays.
11. GST payments on purchases is higher than the Estimate by \$1.3m (24%) principally due to higher than estimated spending on supplies and services, namely contractor costs and repairs & maintenance costs.
12. User charges and fees is higher than the Estimate by \$11.2m (21%) principally due to higher visitor numbers to the Island in 2024 which resulted in an increase in admission fees, accommodation, bike hire revenue, and commercial lease & licence income.
13. Interest received is higher than the Estimate by \$1.3m (577%) due to higher than estimated cash balance during the 2024 year as a result of an increase in user fees and charges arising from higher visitation.
14. GST receipts on sales is higher than the Estimate by \$1.4m (30%) due to increase in sale of goods, user charges and fees revenue in the current year.
15. Other receipts are higher than the Estimate by \$0.9m (475%) due to the \$0.5m contribution to electrical headworks from a developer of new accommodation on the Island in 2024.
16. Purchase of non-current assets is lower than the Estimate by \$12.4m (33%) due to the delay of planned capital expenditure in 2024 including the Water Project.
17. Term deposits of \$4.0m (100%) were purchased in 2024 to invest a higher balance of cash in term deposits at year end.

Major actual (2024) and comparative (2023) variance narratives

- F. The increase in funds from other public sector entities of \$3.7m (65%) is due to \$3.4m funding for the Wadjemup Project (new project) in 2024.
- G. The decrease of capital appropriations of \$8.2m (45%) is principally due to lower State funding received for capital projects. 2023 funding of \$18.3m (Main Jetty, Water Projects, Electrical upgrade) reduced in 2024 to \$10.1m (Main Jetty, Wadjemup Project, Electrical upgrade).
- H. The 2023 Actual of \$3.3m is due to the return of capital appropriation received in 2023 for the State funded Water Projects due to the delay of planned capital expenditure in 2023.
- I. The increase in user charges and fees of \$9.5m (18%) is principally due to higher accommodation occupancy, admission fees and hire revenue as a result of increased visitation to the Island compared to the prior year.
- J. The decrease Commonwealth grants of \$1.2m (28%) mainly due to balance of funding received relating to the National Tourism Icons Program which was completed in 2023.
- K. The increase in GST receipt on sales of \$0.8m (14%) is due to higher sale of goods, user charges and fees revenue to prior year.
- L. The decrease in GST receipts from taxation authority of \$1.9m (95%) is due to the increase in GST payments on purchases as a result of higher spending in 2024.
- M. The increase in other receipts of \$0.8m (287%) is due to the \$0.5m contribution to electrical headworks from a developer of new accommodation on the Island in 2024.
- N. Term deposits of \$4.0m (100%) were purchased in 2024 to invest a higher balance of cash in term deposits at year end.

Certification of Key Performance Indicators For the reporting period ended 30 June 2024

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess Rottnest Island Authority's performance, and fairly represent the performance of Rottnest Island Authority for the financial year ended 30 June 2024.



Lyn Cassettai
Chief Finance Officer
Rottnest Island Authority
17 September 2024



Hamish R Beck
Chair
Rottnest Island Authority
17 September 2024



Ann Robinson
Deputy Chair
Rottnest Island Authority
17 September 2024

From 1 July 2017, Rottnest Island Authority (RIA) became part of the Department of Biodiversity, Conservation and Attractions (DBCA). DBCA has a strong emphasis on improving the State's natural attractions as key tourism assets, creating opportunities for private sector investment and partnerships and consolidating conservation science under one department to build and share knowledge of the State's biodiversity.

As a result of this change, a new Outcome Based Management structure for DBCA and each of its portfolio agencies was developed and approved.

Desired Outcomes

The overall Agency Outcomes of '*Community enjoyment, appreciation and understanding of attractions under the Department's care*' and '*Plants and animals, and the landscapes they occupy, are conserved through evidence-based conservation actions*' have also been adopted by all portfolio agencies and linked to the RIA profile, purpose and vision through:

- Achieving community enjoyment and appreciation through *increasing the number and diversity of visitors by providing products, services and experiences that reflect, sustain and preserve the island's unique location, environment and cultural heritage.*
- Using evidence-based science to conserve and maintain the island's natural and man-made environments within available resources for the protection of its flora and fauna.

Agency Services

To achieve these desired outcomes RIA delivers the following services:

- Visitor services and public programs provided at Wadjemup / Rottnest Island
- Conserving habitats, species and ecological communities

The relationship between RIA's key performance indicators (KPIs), desired outcomes, services and Government goal is outlined in the table below.

| Government Goal | |
|---|---|
| Investing in WA's Future: Tackling climate action and supporting the arts, culture, and sporting sectors to promote vibrant communities. | |
| Agency desired outcomes | |
| 1. Community enjoyment, appreciation, and understanding of attractions under the Department's care | 2. Plants and animals, and the landscape they occupy, are conserved through evidence-based conservation actions |
| Effectiveness KPIs | |
| 1. Average level of visitor satisfaction at Rottnest Island | 2. Biodiversity health of Rottnest Island |
| Agency services | |
| 1. Visitor services and public programs provided at Rottnest Island (Service 2) | 2. Conserving habitats, species, and ecological communities (Service 6) |
| Efficiency KPIs | |
| 1. Average cost per visitor to Rottnest Island | 2. Average cost per hectare of wildlife habitat |

RIA key performance indicators (KPIs) provide a guide to the organisation's performance against specified outcomes using both effectiveness and efficiency indicators. By their nature, these indicators are high level and encompass all RIA operations and costs.

RIA regularly reviews and amends its indicators to reflect changes in the variety of factors impacting the island. These include visitor and community priorities for the island, or changes in technology that enable more sophisticated measures to be implemented. RIA also has a suite of operational and commercial indicators that are used to manage and improve performance.

As well as comparing results to an annual target, comparisons to previous years' results are included (where available) to enable performance trends to be identified.

Desired Outcomes and Effectiveness Indicators

| |
|---|
| Agency Desired Outcome 1 |
| Community enjoyment, appreciation, and understanding of attractions under the Department's care |
| Effectiveness KPI 1 |
| Average level of visitor satisfaction at Rottnest Island |

The provision of recreational and holiday facilities on the island is the responsibility of the Authority under section 11 of the *Rottnest Island Authority Act 1987* (the Act).

This KPI is designed to provide information on how well the Authority is performing in relation to these requirements by gauging visitor satisfaction with the island experience.

An independent research company is engaged to survey the island's visitors throughout the year to ensure a valid representation of all visitors, including seasonal changes are captured in the responses.

A multi-modal approach to collecting data allows for various methods of obtaining participants to undertake the survey and reducing the level of response bias and include:

- Face-to-face recruitment to an online survey
- Business cards to encourage self-completes via an online survey distributed via the Rottnest Island Visitor Centre, businesses on the island and the Rottnest Voluntary Guides Association information hub
- Digital Sign on TV screen at the Rottnest Island Visitor Centre to promote self-completes

Respondents are asked to provide an overall satisfaction rating of their visit to Rottnest Island on a scale of 1 to 7. The responses to this question are used to inform the average level of satisfaction with the island KPI.

In 2023–24 there were 629 survey questionnaires completed providing a confidence level of 95 per cent with an error rate of +/- 3.9 per cent.

| Title | 2023–24 target | 2023–24 result | 2022–23 result | 2021–22 result |
|--|----------------|----------------|----------------|----------------|
| Average level of visitor satisfaction at Rottnest Island | 85% | 85% | 85% | 84% |

Desired Outcomes and Effectiveness Indicators

| |
|---|
| Agency Desired Outcome 2 |
| Plants and animals, and the landscape they occupy, are conserved through evidence-based conservation action |
| Effectiveness KPI 2 |
| Biodiversity health of Rottnest Island |

Covering a land area of 1,859 hectares, and 3,800 hectares of associated waters, Rottnest Island is a Class A Reserve protected for the purposes of conservation and recreation.

Maintenance and protection of the island and its natural environment, including flora and fauna, is the responsibility of the Authority under section 11 of the Act and conserving the unique environment is a strategic focus area of the Rottnest Island Management Plan (RIMP).

This KPI demonstrates performance against the various environmental management plans and establishes the 'health' status of specified conservation targets, which in general terms indicates the ability of the target (plants and animals being conserved and habitat, ecosystem and landscape) to withstand or recover from most natural or anthropogenic (human caused) disturbances, and therefore to persist over time.

For this purpose, RIA has adopted the Nature Conservancy's Conservation Action Planning process which is applied internationally to thousands of conservation estates. This process, and its Five-S Framework for site conservation, is used by RIA as its standard for planning, implementing and measuring the success of its conservation practices on the island.

Along with the management of island facilities and utilities in accordance with licence and approval obligations, Conservation Action Planning is a management tool used to protect and conserve the unique and diverse island environment.

Five focal conservation target areas have been identified with key indicators selected to measure their health over time. The ratings developed for each indicator define specific future goals, assess the current status of the system, and measure progress towards goals. This measure assists RIA to prioritise the allocation of resources to targets that are most in need of attention, and to measure success of biodiversity management over time.

Five focal conservation targets were established as relevant measures of the biodiversity health of the island. These are woodland heath, limestone heath, coastal habitat, wetlands and quokkas. To determine the viability of each focal conservation target, specific indicators have been developed as listed below.

Woodland heath

- Native flora species diversity
- Bush bird diversity and presence
- Woodland seed viability
- Seeding survival
- Tree health

Limestone heath

- Native flora species diversity

Coastal habitat

- Native flora species diversity
- Spatial distribution of vegetated area (hectares)

Wetlands

- Presence of tadpoles in freshwater seeps and brackish swamps
- Groundwater salinity: average electrical conductivity of the Wadjemup Aquifer
- Average nutrients: total nitrogen and total phosphorus of Rottnest Island's salt lakes
- Spatial distribution of endemic littoral vegetation (hectares)

Quokkas

- Tail circumference
- Weight
- Parasite load
- General health
- Weaning rates

Assessment for each indicator is undertaken in accordance with monitoring programs at the required frequencies. While not all indicators are monitored annually, monitoring frequencies are staggered to ensure an overall understanding of performance is maintained.

A review of the quokka monitoring undertaken between 2018–20 informed an improved quokka monitoring program from 2022 onwards.

The performance for each area is determined via a specific quantitative measure and compared to a pre-set upper limit to determine performance as a percentage.

The methodology ensures all indicators are given equal weighting in their contribution to the health of the relevant Focal Conservation Target and averaged to determine a combined measure. The average of the final five measures is then calculated to determine one overall holistic value and rating.

A quantitative assessment is also provided based on the equal weighting of the overall percentages and the Five-S Framework rating scales of very good, good, fair or poor.

Results for each Focal Conservation Target are provided in the table below which are averaged to provide the overall rating of Biodiversity Health.

| Focal Conservation Target | Percentage | Health rating |
|---------------------------|------------|---------------|
| Woodland heath | 61% | Fair |
| Limestone heath | 83% | Good |
| Wetlands | 72% | Fair |
| Coastal habitat | 94% | Very good |
| Quokkas | 87% | Good |
| Overall rating | 79% | Good |

The overall rating for the year is provided in the table below.

| 2023–24 target | 2023–24 result | 2022–23 result | 2021–22 result | 2020–19 result | 2019–20 result |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Rating good (80%) | Rating good (79%) | Rating good (81%) | Rating good (86%) | Rating good (84%) | Rating good (83%) |

Biodiversity Health rating has been maintained in good condition during 2023–24. With two of the five focal conservation targets decreasing this year, the overall rating has decreased by small margin to 79% compared to prior year reported as 81%.

Neither of these changes are cause for concern for the overall biodiversity health of Rottnest Island.

Agency Services and Efficiency Indicators

| |
|--|
| Agency Service 1 |
| Visitor services and public programs provided at Rottnest Island |
| Efficiency KPI 1 |
| Average cost per visitor to Rottnest Island |

In accordance with the Act, RIA has responsibility to provide and operate recreational and holiday facilities on the island.

This indicator reflects the cost of providing the island’s recreational and holiday services on a per visitor basis and links to Effectiveness KPI 1 (average level of visitor satisfaction at Rottnest Island).

For the purposes of this indicator, visitors are defined as those people arriving by commercial ferry services. The indicator is intended to track the level of resources used to service Rottnest Island visitors.

This indicator demonstrates the average cost per visitor and is measured by dividing the total annual cost of providing all holiday and recreation related services to visitors, by the number of visitors for the year.

| Title | 2023–24 target | 2023–24 result | 2022–23 result | 2021–22 result | 2020–21 result |
|---|----------------|----------------|----------------|----------------|----------------|
| Average cost per visitor at Rottnest Island | \$97 | \$85 | \$85 | \$130 | \$125 |

The 2023–24 average cost per visitor at Rottnest Island is lower than the 2023–24 target primarily due to higher than forecast visitor numbers to the island. Actual visitors to the island in 2023–24 were 823,441, which is 35% higher than the target of 610,000 visitors.



Agency Services and Efficiency Indicators

| |
|--|
| Agency Service 2 |
| Conserving habitats, species, and ecological communities |
| Efficiency KPI 2 |
| Average cost per hectare of wildlife habitat |

In accordance with the Act, RIA has responsibility to protect the flora and fauna of the island, and maintain, protect and repair within allowable resources its natural environment.

Through its Environment, Heritage and Parks directorate RIA oversees the sustainability and conservation of Rottnest Island's flora, fauna and natural environments.

This indicator relates to the cost of conserving Rottnest Island's natural environment and its purpose is to track the level of resources applied to these functions.

The indicator is calculated by identifying all relevant costs and positions attributable to this service along with the allocated overheads divided by Rottnest Island Reserve's total area of 5,659 hectares. The Reserve refers to the land and waters defined in Part 1 of the Act.

| Title | 2023–24 target | 2023–24 result | 2022–23 result | 2021–22 result | 2020–21 result |
|--|----------------|----------------|----------------|----------------|----------------|
| Average cost per hectare of wildlife habitat | \$635 | \$593 | \$664 | \$263 | \$312 |

The 2023–24 average cost per hectare of wildlife habitat is lower than the target due to lower expenditure than originally budgeted for this service.

Other Financial Disclosures

Capital Works Expenditure

Rottneest Island Authority's expenditure on capital works for 2023–24 is outlined below:

| ANNUAL PROGRAM | 2023–24 \$'000 |
|-----------------------------|-------------------|
| Buildings | 11,746 |
| Ablutions | 1,813 |
| Commercial Properties | 1,073 |
| Heritage | 100 |
| Other | 536 |
| Transport Hub | 1,821 |
| Visitor Accommodation | 6,403 |
| Other | 1,027 |
| Other | 339 |
| Plant & Equipment | 688 |
| Utilities | 2,869 |
| Electrical | 526 |
| Water | 262 |
| Wastewater | 2,081 |
| TOTAL ANNUAL PROGRAM | 15,642 |

| COMMONWEALTH GRANTS | 2023–24 \$'000 |
|----------------------------------|-------------------|
| National Tourism Icons Program | 756 |
| TOTAL COMMONWEALTH GRANTS | 756 |

| STATE GRANTS | 2023–24 \$'000 |
|--|-------------------|
| Electrical Infrastructure | 3,316 |
| Maritime/Jetty | 2,907 |
| Wadjemup Project | 542 |
| Water Network and Production Projects | 2,162 |
| TOTAL STATE GRANTS | 8,927 |

| | |
|--|---------------|
| TOTAL CAPITAL WORKS EXPENDITURE | 25,325 |
|--|---------------|

Employment and Industrial Relations

Staff Profile

RIA employees are employed under the provisions of the *Public Service Award 1992* (WA) and the *Public Sector CSA General Agreement 2022* (WA).

| Employment Type | 30 June 2024 | 30 June 2023 |
|---------------------|-----------------|-----------------|
| Permanent | 94 | 90 |
| Fixed-term contract | 26 | 18 |
| Casual | 20 | 24 |
| TOTAL | 140 | 132 |

Note — the above FTE exclude 'Capital' funded employees, (2) permanent and (5) fixed term. All the above data is as at the final payment period in 2023–24, 20 June 2024.

Internal Workers' Compensation Claims

Three approved internal workers' compensation claims were made by RIA staff during 2023–24.

Staff Training and Workforce Development

Training courses conducted in 2023–24 included:

- Aboriginal Cultural Awareness — February 2024 and April 2024 (31 participants)
- Mental Health First Aid — March 2024 (8 participants)
- Power BI (2 participants)
- DBCA Weed Management — July 2023 (7 participants)
- DBCA Bushfire Fundamentals — July 2023 (10 participants)
- DBCA Diving Coordinator (1 participant)
- DBCA Fauna Management (2 participants)
- Behavioural De-escalation (7 hours) — November 2023 (16 participants)
- Behavioural De-escalation (4 hours) — November 2023 (26 participants)
- Google Analytics (3 hours) — December 2023 (7 participants)
- Google Analytics (15 hours) — December 2023 (1 participant)
- ICAMS Training (Lead Incident Investigation (12 hours) — March 2024 (1 participant)
- Safe Work Method Statement After Hours — November 2024 and May 2024 (6 participants)
- HLTAID011 – Provide First Aid – December 2023 (19 participants)
- HLTAID015 – Advanced Resuscitation – December 2023 (11 participants)

All new staff were provided with online induction courses which included Western Australian Public Sector Induction, Accountable and Ethical Decision-Making, Sexual Harassment Prevention, Disability Awareness, RIA WHS Awareness, Public Sector Commission – Cultural Awareness and Mental Health Awareness. Content Manager (Records) training was provided to all new starters through face-to-face delivery. There has been a total of 941 training hours recorded in 2023–2024.

Traineeships and Pathways

RIA will begin the recruitment process to employ another Project Officer 50D (Level 2), completing a BSB30120 — Certificate III in Business.

The human resources team is in the planning stages of utilising businesses on the island in order to create pathways for Aboriginal and Torres Strait Islander students completing traineeships and apprenticeships. This will be achieved by using island businesses as a ‘Host Employer’ allowing students to gain valuable on the job skills and knowledge whilst completing Nationally Recognised Training.

Possible qualifications on offer to students could include but not limited to: retail, hospitality (commercial cookery, kitchen operations, food and beverage), workplace skills (business) tourism, conservation and land management.

This framework will compliment RIA’s Reconciliation Action Plan (RAP) commitment to *‘Build Capacity. Increase opportunities for Aboriginal and Torres Strait Islander peoples and increase Aboriginal and Torres Strait Islander employment.’*

Unauthorised Use of Credit Card

Officers of RIA hold corporate credit cards where their functions warrant usage of this facility.

Despite each cardholder being reminded of their obligations annually under RIA’s credit card policy, four employees inadvertently utilised the corporate credit card for personal expenses.

The matter was not referred for disciplinary action as the Chief Finance Officer noted prompt advice and settlement of the personal use amount, and that the nature of the expenditure was immaterial and accidental.

| | 2024 |
|--|-------|
| Number of instances in which the Western Australian Government Purchasing Cards have been used for personal purposes | 6 |
| Aggregate amount of personal use expenditure for the reporting period | \$182 |
| Aggregate amount of personal use expenditure settled by the due date (within five working days) | \$96 |
| Aggregate amount of personal use expenditure settled after the period (after five working days) | \$86 |

Governance Disclosures

Board Appointment and Responsibilities

RIA board members are appointed by the Minister in accordance with Part II, Section 6 of the *Rottnest Island Authority Act 1987*. Except as otherwise provided by the Act, a member can hold the office for a term not exceeding three years and may be reappointed.

RIA has a Schedule of Delegations and Authorisations which details the delegations made by, and administrative authorisations provided by, the RIA board for the effective and robust administration of the *Rottnest Island Authority Act 1987* and other legislation which governs and regulates RIA's operations and functions. RIA's corporate governance arrangements ensure transparency in decision-making and operation, as well as accountability to stakeholders and the State Government, by promoting strong leadership, sound management, and effective planning and review.

RIA has the power to do all things necessary or convenient in connection with the management and control of the island under the Act. In relation to the island, the board may:

- Carry out such developments and improvements as are consistent with the Act
- Enter any arrangement with a state government department or instrumentality or any public utility for the performance by that body of any work or the supply of equipment or services

- Require payment of rent, fees, or other charges for the use of RIA facilities or any equipment or services supplied by it, and fix the amount of such rent, fees, or charges, with power to waive, reduce, or refund the same in particular cases
- In respect of its function of providing and operating recreational and holiday facilities on the island:
 - Establish or acquire, and operate; or
 - Enter into an arrangement for any person to establish or acquire, and operate,any business undertaking that is necessary or convenient for the performance of that function
- Grant any lease or licence that is consistent with the purposes described in the relevant section of the Act, on such terms and conditions as it thinks fit



📍 Samphire — Government House Lake

Board Meeting Attendance and Remuneration

Six meetings of the RIA board were held in accordance with Schedule 1, clause 5 of the Act during the reporting period.

In accordance with the Act, the chair and board members are paid fees and allowances as may be fixed by the Minister for Tourism on the recommendation of the Minister for Public Sector Management. In accordance with government policy, board members who are public servants are not entitled to payment.

| Position | Name | First appointed | No. of meetings eligible to attend | No. of meetings attended | Gross Remuneration |
|--------------|---------------|-----------------|------------------------------------|--------------------------|--------------------|
| Chair | Hamish Beck | Mar 2016 | 6 | 5 | \$39,324 |
| Deputy Chair | Ann Robinson | Jul 2019 | 6 | 6 | \$20,988 |
| Member | Peter Lee OAM | Jul 2019 | 6 | 5 | \$20,988 |
| Member | Louise Watson | Jul 2020 | 6 | 6 | \$20,988 |
| Member | Guy Houston | Nov 2021 | 6 | 6 | \$20,988 |
| Member | Anneke Brown | Jul 2023 | 6 | 5 | \$20,988 |
| TOTAL | | | | | \$144,264 |

Board Conflicts of Interest

The board has a disclosure of interest process outlined in the Act. Board members declare actual and potential conflicts of interest on appointment, and otherwise as matters arise.

Director's and Officer's Liability Insurance

An insurance policy has been taken out to indemnify board members against any liability incurred under sections 13 or 14 of the *Statutory Corporations (Liability of Directors) Act 1996* (WA). This policy is placed through the state government insurer and is renewed annually.

Policy on Island Accommodation and Ferry Travel for Board Members

Visits to the island by board members are essential to:

- Maintain a current awareness and understanding of issues affecting visitor experience and the management of the island
- Provide strategic direction through the Rottneest Island Management Plan, as required by Part IV of the Act
- Guide the day-to-day management of the island and the oversight of island operations by the RIA executive and staff
- Advise the Minister for Tourism as required

During the year, members of the RIA board made a total of 40 overnight stays on the island to undertake official duties. These included board meetings, business community meetings, events, launches, functions, guest and visitor experiences, and tasks that directly supported the functions of the board.

All stays were approved in accordance with the policy.

Board Committees

Finance, Risk and Audit Committee

The finance, risk and audit committee (FRAC) comprises three board members and standing invitations to: chief executive officer; executive director; director, corporate services; chief finance officer; and manager innovation and support. The FRAC met three times during the reporting period.

The FRAC oversees all material aspects of RIA's risk management and audit functions to ensure integrity of the organisation's governance framework.

Contracts and Infrastructure Committee

The contracts and infrastructure committee (CIC) comprises three board members and standing invitations to: executive director; director, contracts and planning; director, infrastructure and chief finance officer. It met five times during the reporting period.

The key responsibilities of the CIC include reviewing all major proposed projects, works, EOLs, lease options, and other contracts, and reviewing the performances of existing major contracts and works and any proposed variations.

Information, Communications and Technology, Brand, and Marketing Committee

The information, communications and technology, brand, and marketing (ICTBM) committee comprises three board members and standing invitations to: chief executive officer; executive director; director, corporate services; director, marketing and events; and ICT manager. The ICTBM committee met three times during the reporting period.

The key responsibilities of the ICTBM committee include:

- Overseeing the implementation of RIA's Digital and IT Plan
- Implementing RIA's Destination Marketing Strategic Plan 2020–24

Risk Management

Risk management is a critical component of RIA's corporate governance. This is because of the unique risk environment associated with balancing a Class A Reserve with the delivery of utility, infrastructure, and tourism activities and products for Western Australia.

The FRAC provides a formal mechanism for risk management discussions and decision-making, with reporting of risks and risk treatment progress on a quarterly basis. RIA's corporate executive oversee the risk management processes and provide ongoing assurance to the board that RIA's significant risks are being addressed in a timely and appropriate manner.

The Corporate Risk Management Framework enables RIA to identify, assess, and treat risk in a systemic and consistent manner in accordance with ANZ/NZS ISO 31000.



📍 Aboriginal dance group
— Wadjemup Museum

Wadjemup Aboriginal Reference Group

The Wadjemup Aboriginal Reference Group (WARG) provides cultural guidance to the executive director and RIA board on cultural heritage management and reconciliation matters.

Six meetings of the WARG took place during the reporting period.

| Name | First appointed | No. of meetings eligible to attend | No. of meetings attended | Gross remuneration |
|------------------|-----------------|------------------------------------|--------------------------|--------------------|
| Pamela Thorley | 2017 | 6 | 6 | \$3,431 |
| Walter McGuire | 2017 | 6 | 4 | \$1,336 |
| Brendan Moore | 2017 | 6 | 5 | \$1,952 |
| Lindsay Dean | 2017 | 6 | 5 | \$1,724 |
| Casey Kickett | 2022 | 6 | 4 | \$1,336 |
| Kathleen Musulin | 2022 | 6 | 0 | \$0 |
| TOTAL | | | | \$9,779 |

Wadjemup Project Steering Group

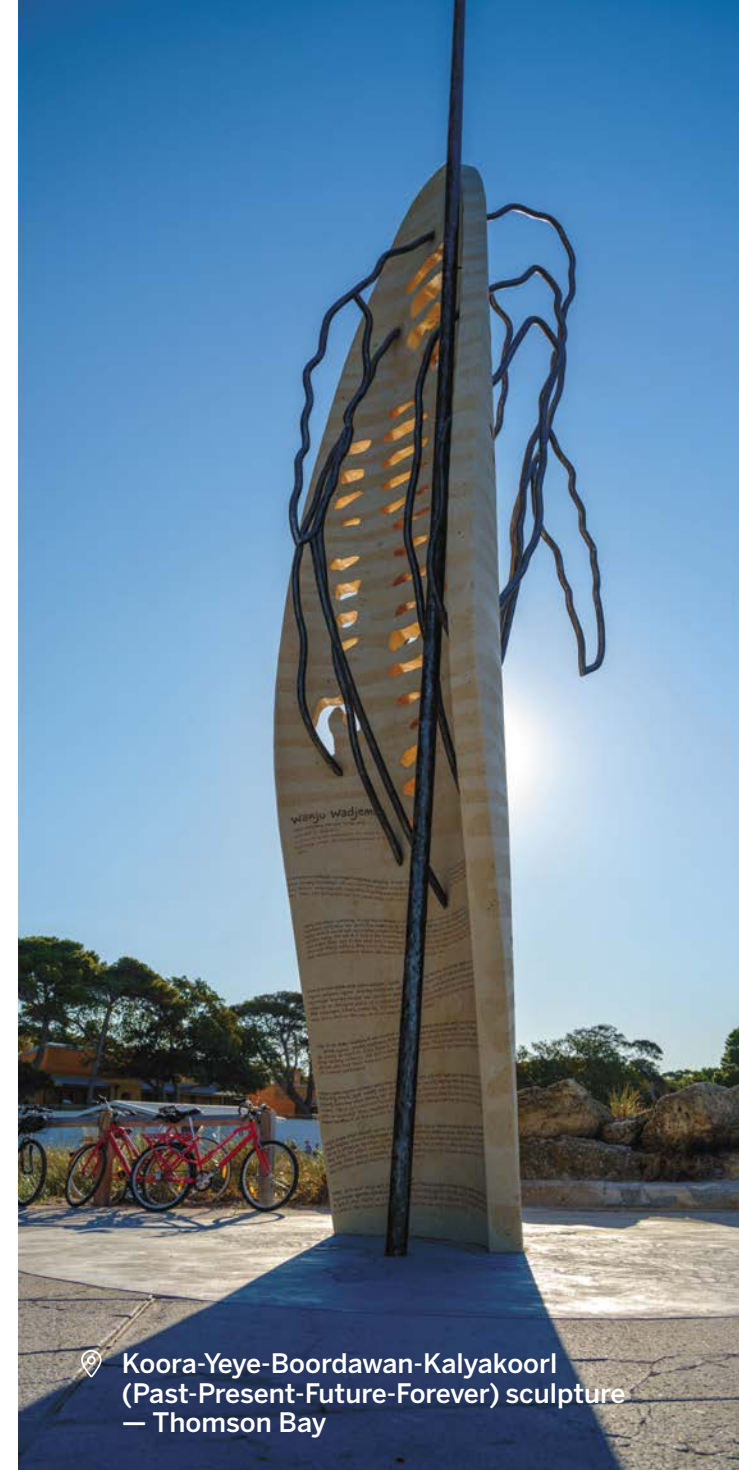
The Wadjemup Project Steering Group (WPSG) is an advisory committee to the board, appointed by the Minister for Tourism and endorsed by the Minister for Aboriginal Affairs for Stage Two of the Wadjemup Project.

Five progress meetings of the WPSG took place during the reporting period and a further 25 stakeholder engagements.

| Name | First appointed | No. of meetings eligible to attend | No. of meetings attended | Gross remuneration |
|-----------------|-----------------|------------------------------------|--------------------------|--------------------|
| Farley Garlett | 2024 | 30 | 15 | \$5,560 |
| Neville Collard | 2024 | 30 | 3 | \$1,042 |
| Herbert Bropho | 2024 | 30 | 20 | \$8,178 |
| Sandra Harben | 2024 | 30 | 13 | \$4,462 |
| Karen Jacobs | 2024 | 30 | 18 | \$7,440 |
| Glenys Yarran | 2024 | 30 | 6 | \$2,196 |
| TOTAL | | | | \$28,878 |

Ministerial Directives

No ministerial directives were received during 2023–24.



📍 Koora-Yeye-Boordawan-Kalyakoorl
(Past-Present-Future-Forever) sculpture
— Thomson Bay

Other Legal Requirements

Expenditure in Advertising, Market Research, Polling, and Direct Mail

In accordance with section 175ZE of the *Electoral Act 1907* (WA), the table below lists RIA's incurred expenditure on the relevant items.

Total expenditure for 2023–24 was \$442,784.

| Type of expenditure | Organisation | Amount (\$) |
|-----------------------|--|----------------|
| Advertising | AdSocial | 25,045 |
| | Big Head Digital | 7,350 |
| | Gatecrasher | 54,737 |
| | Go Cultural Aboriginal Tours and Experiences | 2,000 |
| Polling organisations | | Nil |
| Direct mail | | Nil |
| Market research | Gatecrasher | 5,900 |
| | Metrix Consulting | 64,243 |
| Media advertising | City of Fremantle | 2,500 |
| | Destination Perth | 6,500 |
| | Guru Productions | 12,000 |
| | Hello Perth | 7,630 |
| | Initiative | 254,879 |
| TOTAL | | 442,784 |

WA Multicultural Policy Framework

RIA has adopted the Department of Biodiversity, Conservation and Attraction's (DBCA) Workforce and Diversity Plan 2021–25 (the Plan) which was developed in accordance with the Equal Opportunity Act 1984 and the Public Sector Commission's Workforce Diversification and Inclusion Strategy for Public Sector Employment 2020–25. It is supported by RIA's Reconciliation Action Plan, DBCA's Disability Access and Inclusion Plan and the Western Australian Multicultural Policy Framework.

The Plan outlines strategies for achieving and fostering a diverse and inclusive workforce, including strategies to improve the representation of culturally and linguistically diverse people in the department's workforce, promote their inclusion and reduce discrimination against them.

During 2023–24, key achievements included:

- Progression of RIA specific workforce operational plan in key areas, such as recruitment of business improvement officer
- Commencement of a human resources officer to create a framework for providing Aboriginal and Torres Strait Islander traineeships within the RIA

Disability Access and Inclusion Plan

The Department of Biodiversity, Conservation and Attraction (DBCA) developed the Disability Access and Inclusion Plan 2021–25 (DAIP) by merging the plan of the former Department of Parks and Wildlife with those of RIA, Perth Zoo, and Botanic Gardens and Parks Authority, following the formation of DBCA in 2017.

The DAIP continues DBCA's commitment to ensuring people with disabilities have the same opportunities as others to access, use and enjoy our state's natural areas and major attractions, facilities, services, and programs. It also strives to foster a diverse and inclusive workforce that is representative of the community we serve.

Substantive Equality

RIA is committed to creating an inclusive and harmonious workplace, where all staff members are treated equitably and fairly and can reach their full potential with dignity and respect.

To deliver on this commitment, RIA conducts appropriate biennial training for all managers and supervisors to create a discrimination-free workplace.

Compliance with Public Sector Standards and Ethical Codes

As part of DBCA, RIA has policies, procedures, and processes in place to ensure we meet our obligations under Public Sector Standards, the WA Public Sector Code of Ethics, and the DBCA Code of Conduct. These policies and supporting materials are available to staff on DBCA's intranet.

In 2023–24:

- Public Sector Code of Ethics — Three allegations of breach of discipline were completed Public Sector Commissioner's Instruction Employment Standard — Nil breach claims were lodged
- Grievance Resolution Standard — Nil breach claims were lodged

Recordkeeping Plan

Under the *State Records Act 2000* (WA), every state government agency is required to have a Recordkeeping Plan (RKP).

Agencies must also review the plan every five years or when there is a significant change to the organisation's functions.

RIA's recordkeeping compliance is achieved by:

- Maintaining system infrastructure at the latest release level to ensure equivalence with the required standards
- Regularly auditing the use of the HPE Content Manager recordkeeping system to ensure its effectiveness and efficiency in meeting compliance and operational requirements
- Ensuring RIA's induction program provides new employees with information regarding their recordkeeping roles and responsibilities
- Ensuring all new staff successfully complete an online Recordkeeping Awareness Training course
- Providing ongoing assistance to HPE Content Manager users

All facets were maintained during 2023–24.

Freedom of Information

The *Freedom of Information Act 1992* (WA) provides a general right of access to documents held by state and local government agencies.

In accordance with the legislation and to assist in Freedom of Information (FOI) requests, RIA publishes our Information Statement on our website and intranet. This statement outlines our FOI procedures.

RIA received one FOI request in 2023–24 and responded to it in accordance with the legislation.

Government Policy Requirements

Work Health and Safety Management

In 2023–24, RIA maintained its commitment to provide a safe and healthy environment for its workers on the island and at its Fremantle offices.

RIA ensured the maintenance of a robust process for identifying and rectifying hazards by implementing a new Governance, Risk and Compliance System (GRC) throughout RIA. This allows workers to log health and safety incidents, near misses and hazards online.

RIA retained a focus on training Work Health and Safety (WHS) representatives, with three representatives completing renewal training.

The WHS Committee, required under provisions of the *Work Health and Safety Act 2020 (WA)*, met twice during the 2023–24 reporting period.

The committee comprises six RIA members and is also attended by one or more representatives of the island's Facilities, Utilities and Support Services contractor.

Occupational Safety, Health and Injury Management Performance Statistics 2023–24

| Indicator | |
|--|--|
| Number of fatalities | Nil |
| Lost time injury/disease incidence* | 8 days of work lost from 1 LTI which equals 60 hours for 2023-2024 |
| Lost time injury and disease (LTI/D) severity rate** | 2.6 |
| % injured workers returned to work within 13 weeks | 100% |
| % injured workers returned to work within 26 weeks | N/A |
| % managers trained in WHS and injury management responsibilities | 62% |

* The lost-time injury/disease is the number of lost-time injuries where one day/shift or more was lost in the financial year.

** The lost-time incident severity rate is the average number of days lost per incident.

Complaints Handling

RIA views customer complaints as an opportunity to improve its service to Rottneest Island visitors. All complaints are recorded and form part of our continuous improvement process.

RIA receives three forms of feedback:

- Compliment — An experience that exceeded expectations
- Comment — A comment or suggestion for improvement
- Complaint — An experience that did not match expectations

The formal complaints handling process includes registration, acknowledgement, investigation, resolution (if possible), and recording of the outcome in a customer feedback register.

This ensures it is captured in the continuous improvement process.

RIA responds within 30 days of receiving the initial feedback, or within 60 days if an investigation is required.

Outcomes

During 2023–24, 16 compliments, four comments, and 199 formal complaints were received and dealt with via our formal complaints handling process.

Importantly, the number of complaints represented 0.02 per cent of ferry visitation arrival numbers in 2023–24.



ROTTNEST ISLAND AUTHORITY

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