



**ROTTNEST
ISLAND
AUTHORITY**

Annual Report

2024–25

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: Geordie Bay**

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.*

A wooden board with a handprint cutout and two dark sticks. The board is light-colored wood with a curved edge. A handprint is cut out of the wood, showing a series of parallel lines across the palm. Two dark, textured sticks are placed diagonally across the board. The stick on the left is shorter and has a small loop at one end. The stick on the right is longer and has a smooth, rounded end. The background is a clear blue sky.

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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Statement of Compliance

For year ended 30 June 2025

Hon. Reece Whitby MLA

Minister for Police; Road Safety; Tourism; Great Southern

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 2025.

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 OAM

Chair
Rottnest Island Authority

17 September 2025



Ann Robinson

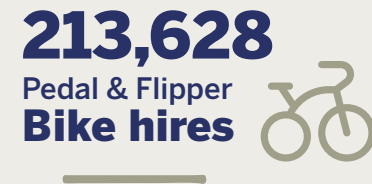
Deputy Chair
Rottnest Island Authority

17 September 2025

Overview of Rottnest Island Authority

 Pearse Lakes

Snapshot 2024–25



Chair's Overview



Wadjemup / Rottnest Island continues to stand as a beacon of Western Australia's tourism excellence, drawing visitors from across the globe. 2024-25 saw 878,287 visitors arrive by ferry to Rottnest Island. While the

island remains a favorite destination for Western Australians, out of state visitation is increasing, with interstate and international visitors making up more than 30 per cent of total ferry arrival numbers in 2024–25.

Now in its second year, the Rottnest Island Management Plan 2023-28 (RIMP) remains our strategic compass, guiding the Board and Executive team in delivering sustainable growth, enhanced visitor experiences, and meaningful engagement with our stakeholders. Our collective efforts culminated in the completion of key initiatives to deliver an improved visitor experience and respect the island's profound cultural heritage.

The completion of the Main Jetty upgrades finalises the State Government's \$26.8 million investment to provide a more welcoming arrival experience for visitors and improves overall functionality to support the island's evolving needs.

Alongside this project, the relocation of the island's barge operations, through the redevelopment of the Army Groyne, is in progress. This significant project will reduce vehicle and visitor interactions, improving the functionality and safety of the Main Jetty.

Rottnest Island is undergoing one of its most significant infrastructure transformations, with a major upgrade to its aging utilities. In June 2025, the State Government announced additional capital funding of \$69.6 million to complete upgrades to essential water (\$33.7 million) and electrical (\$35.9 million) infrastructure on Rottnest Island.

The Board's commitment to revitalising core infrastructure and enhancing the visitor experience on the island is exemplified by the refurbishment of Geordie Bay visitor accommodation. The transformation of 51 units through upgrades to utilities, kitchens, bathrooms, and outdoor amenities reflects our strategic focus on improving the quality and sustainability of Rottnest Island Authority-managed assets.

The opening of the final stage of The Lodge Wadjemup is a landmark milestone for Wadjemup / Rottnest Island, delivering more than 100 rooms, a guest pool, function centre and a culturally significant Gathering Ground, alongside vibrant hospitality venues, Sunsets Rottnest and Pelican. This development supports accessible tourism and responds to growing demand for overnight stays, representing major progress against a key initiative of the RIMP to facilitate new accommodation and hospitality developments.

The summer of 2024–25 saw the launch of five new businesses, expanding the island's offerings and reinforcing its position as the jewel in Western Australia's tourism crown. Crucial to the success of the island are RIA's many commercial and volunteer partners. Supporting island businesses, the Rottnest Island Chamber of Commerce is instrumental in a thriving island economy.

Equity in access remains a priority. The re-opening of the Rottnest Island Overnight School Camp Subsidy program ensures that students from low socio-economic backgrounds can experience the island through experiential learning.

In November 2024, a significant milestone in the Wadjemup Project occurred with a ceremonial week to commemorate the Aboriginal men and boys who were imprisoned on the island between 1838 and 1931. More than 200 Aboriginal men and women from across the State attended private ceremonies to carry out Sorry Business for the prisoners that died in custody. The week concluded with the Wadjemup Wirin Bidi (Spirit Trail) Public Commemoration Ceremony, with more than 2,000 people gathering to commemorate those who remain on Wadjemup, with truth-telling presentations from Elders, Traditional Owners and representatives from Aboriginal communities.

On behalf of the Board, I extend my gratitude to the Wadjemup Project Steering Group for their ongoing stewardship of the Wadjemup Project.

The Board is grateful for the cultural leadership of the Wadjemup Aboriginal Reference Group, for their guidance on cultural matters and our reconciliation journey.

Volunteers are the fabric of Rottnest Island. In 2024–25 a wide variety of organisations generously contributed more than 48,000 hours to support the ongoing conservation, maintenance and delivery of visitor experiences on the island. Their dedication and passion continue to play a vital role in preserving this iconic destination. To every volunteer and organisation involved, on behalf of the Board, thank you.

I acknowledge my fellow Board members — thank you for your continued leadership, insight and unwavering commitment to the stewardship of Wadjemup / Rottnest Island.

On behalf of the RIA Board, thank you to Executive Director Jason Banks and the RIA staff for the collective achievements and ongoing contributions to key initiatives of the RIMP.



Hamish R Beck OAM

Chair
Rottnest Island Authority



📍 Lake Baghdad

Executive Director's Report



Throughout 2024–25, Rottnest Island Authority has focused on advancing key initiatives to progress the implementation of the Rottnest Island Management Plan 2023–28, with a focus on delivering key infrastructure upgrades to support and enhance the visitor experience.

The RIA accommodation refurbishment program continued with the completion of the Geordie Bay units in September 2024 and works commencing at accommodation units in Longreach and Fay's Bay in May 2025, ensuring that RIA visitor accommodation continues to meet visitor expectations.

The \$98.5 million project to construct new worker accommodation on the island also commenced. This accommodation will be leased by RIA to island businesses, directly addressing the undersupply of worker accommodation and enabling island businesses to provide enhanced visitor experiences outside of ferry timetables.

RIA commenced a \$4.3 million project to resurface the runway and apron areas at the Rottnest Island aerodrome, to ensure the airport meets compliance, safety and performance obligations.

The construction of new ablution facilities at the Settlement Mall (Digby Drive) and Narrow Neck were completed in late 2024, as a part of the ongoing ablution improvement program.

Upgrades to the essential utilities were undertaken across the settlement and accommodation precincts, with water and electrical networks enhanced to ensure capacity to support future needs. The island's drinking water production and supply was improved via new supply mains and works starting on a new desalination plant.

As part of Stage 2 of the Wadjemup Project, conservation works were undertaken to stabilise the Quod building while its future use is determined through state-wide Aboriginal-led consultation.

I extend my thanks to the RIA Board and all staff for the exceptional dedication and hard work in supporting island operations and the Board's initiatives over the previous year.

A stylized, handwritten signature in black ink, consisting of a large, fluid 'J' followed by a horizontal line.

Jason Banks

Executive Director
Rottnest Island Authority



📍 Thomson Bay



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 more than 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 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 is 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 natural environment and the man-made resources of the island 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. Reece Whitby MLA, Minister for Police; Road Safety; Tourism; Great Southern.

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.

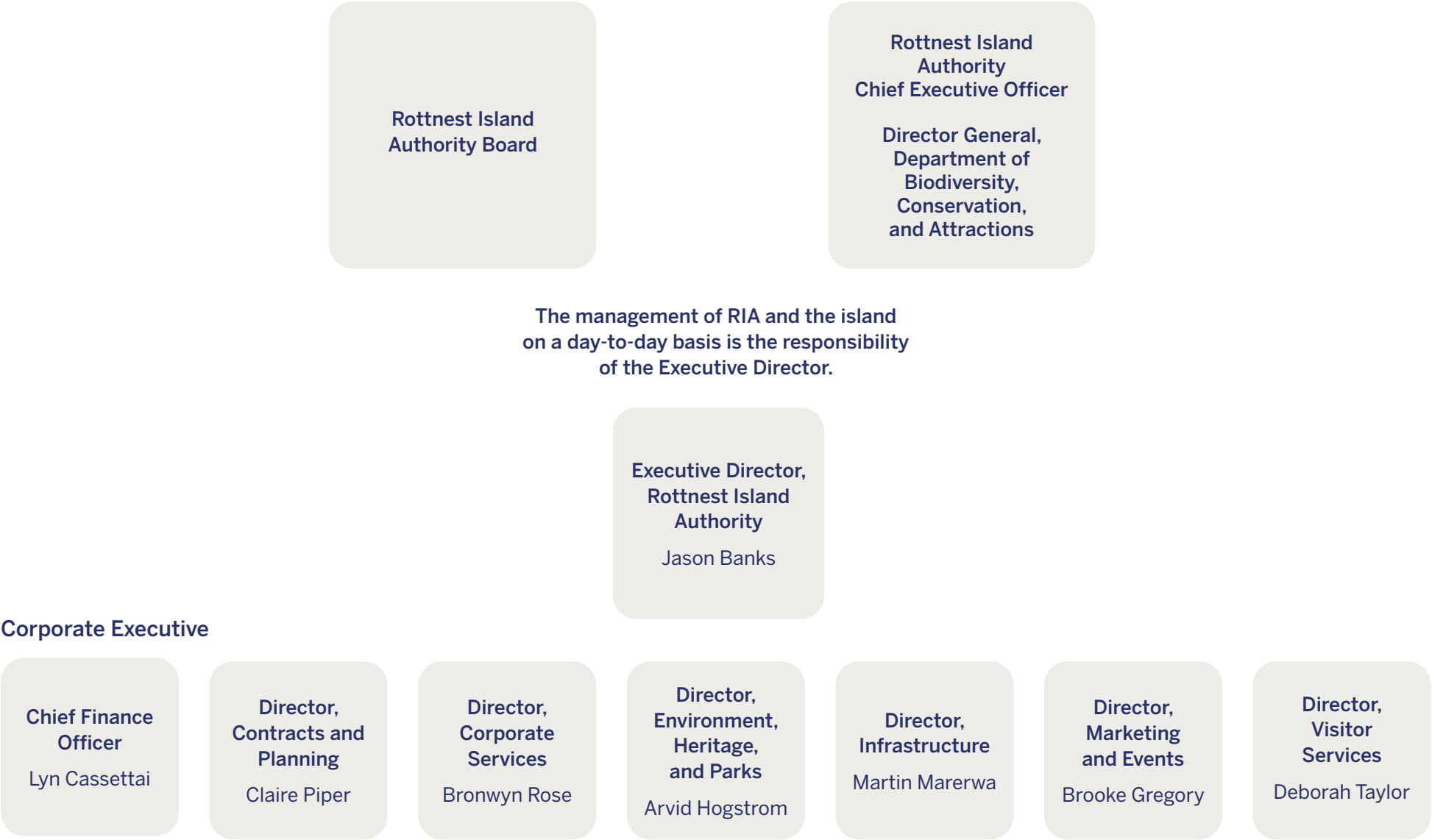
Enabling Legislation

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)
- *Land Administration (Southwest Native Title Settlement) Act 2016* (WA)

Organisational Structure and Responsibilities





📍 The Basin

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 OAM

Hamish Beck OAM was appointed as Chair in November 2021. Hamish is a distinguished company director with extensive experience in strategic advisory, governance, and environmental stewardship.

He is currently Chair of the Rottnest Island Authority and the Western Australian Maritime Museum Advisory Committee, and a Board Member of the Environmental Protection Authority. He is also the founder and Managing Director of Beck Advisory, a strategic advisory firm, supporting private, public, and not-for-profit organisations.

Hamish's executive career spans more than 30 years and includes senior roles in major Western Australian corporations. He has served on a wide range of boards, committees, and advisory groups, including the Swan River Trust, Central Perth Planning Committee, and Primewest, where he chaired the Board Sub-Committee overseeing its merger with Centuria.

His previous appointments include 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 The University of Western Australia Urban and Regional Planning Committee.

In June 2025, Hamish was awarded an Order of Australia for his services to conservation, environmental protection, and public administration.



Deputy Chair — Ann Robinson

Ann Robinson was appointed in July 2019 as a person who has sound commercial experience. She 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 of Psychology, Bachelor of Arts, 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 as a person who is a regular user of the island for recreational purposes. She is currently the Managing Director of Tourism WA and a former Commissioner on the Board of Tourism WA. Anneke has expertise in hotel project development with experience in hospitality management for more than 25 years. Anneke is a founding member and former 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 she 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.

Anneke holds a Bachelor of Commerce degree.



Member — Guy Houston

Guy Houston was appointed in November 2021 as a person of sound commercial experience. He is strategic projects advisor for Australian Capital Equity, a major shareholder of SGH Limited.

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 as a person who has practical knowledge of and experience in the conservation of the environment. She brings 18 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), 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 Rottnest Foundation.



Member — Peter Lee OAM

Peter Lee OAM was appointed in July 2019 as a person who has practical knowledge of and experience in the preservation of buildings of historic value. 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 and Foundation Housing. He is an adjunct professor at Curtin University and on the design review panels for the State Government, Perth City Council and Development WA. 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 (DBCA) is led by Director General Stuart Smith. Stuart is also the chief executive officer of Rottnest 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, work health and safety, business intelligence, audit, and risk.
- **Office of the Executive Director** supports the executive director and is responsible for whole of agency services such as human resources, board administration and ministerial liaison.
- **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 Rottnest Island's utilities, transportation and built assets, 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 Rottnest 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 including accommodation services as Stay Rottnest, 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 35 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 in 2017 to lead the delivery of projects under the National Tourism Icons Program before commencing as the Executive Director in July 2020.

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

Lyn Cassettai — 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.

Bronwyn Rose – Director, Corporate Services

Bronwyn is a qualified accountant and has more than 30 years' post-qualification experience in both private and public sectors.

She specialised as a consultant providing assurance and governance advice to create value, drive innovation, improve accountability, and enhance control systems. In the last decade, Bronwyn led the transformation of Corporate Services directorates in both state and local government.

Bronwyn holds a Bachelor of Commerce and is a member of the Chartered Accountants of Australia and New Zealand.

Bronwyn commenced as Director, Corporate Services in May 2025.

Arvid Hogstrom — Director, Environment, Heritage, and Parks

Arvid has spent more than 35 years managing marine and terrestrial reserves, with significant experience working with tourism enterprises and tourism-based infrastructure in conservation estates, overseeing conservation and land management, and cultural heritage programs.

He has 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.

Martin Marerwa — Director, Infrastructure

Martin has more than 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 United Kingdom 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, operations management and events. Brooke has held global marketing roles at Tourism Western Australia and Curtin University.

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

Deborah Taylor — Director, Visitor Services

Deborah brings more than 30 years of hospitality experience to her role. She has managed a diverse portfolio of properties across Australia, including corporate hotels, leisure resorts, casinos, and remote destinations.

She joined RIA from Quest Apartment Hotels, where she served as a business coach and later as Director of Learning.

Deborah holds a Master of Business Administration.



📍 Herschel Lake

Committees of the RIA Board

Finance, Risk, and Audit Committee

The key responsibilities of the Finance, Risk, and Audit (FRA) committee is to oversee the effectiveness of the financial and risk management processes, the internal audit function, and RIA's control environment and corporate governance processes.

The committee consists of three board members, and all board members are invited to attend. 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 (CI) 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 CI 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 Committee

The key responsibilities of the Information, Communications Technology, Brand and Marketing (ICTBM) committee are to:

- Oversee the implementation of RIA's ICT projects
- 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 Senior 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. Pamela has more than 25 years' experience in senior management roles with government and community-controlled Aboriginal organisations.

Walter McGuire

A Senior Whadjuk man with a 31-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.

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 Karijarri 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 Senior 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 is reflected in distinguished recognitions, including the prestigious NAIDOC Elder of the Year.

Neville Collard

Neville is a Whadjuk Noongar Elder with 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

Herbie is a Senior Whadjuk Noongar and Ballardong man. 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 Senior Whadjuk Noongar and Ballardong 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.

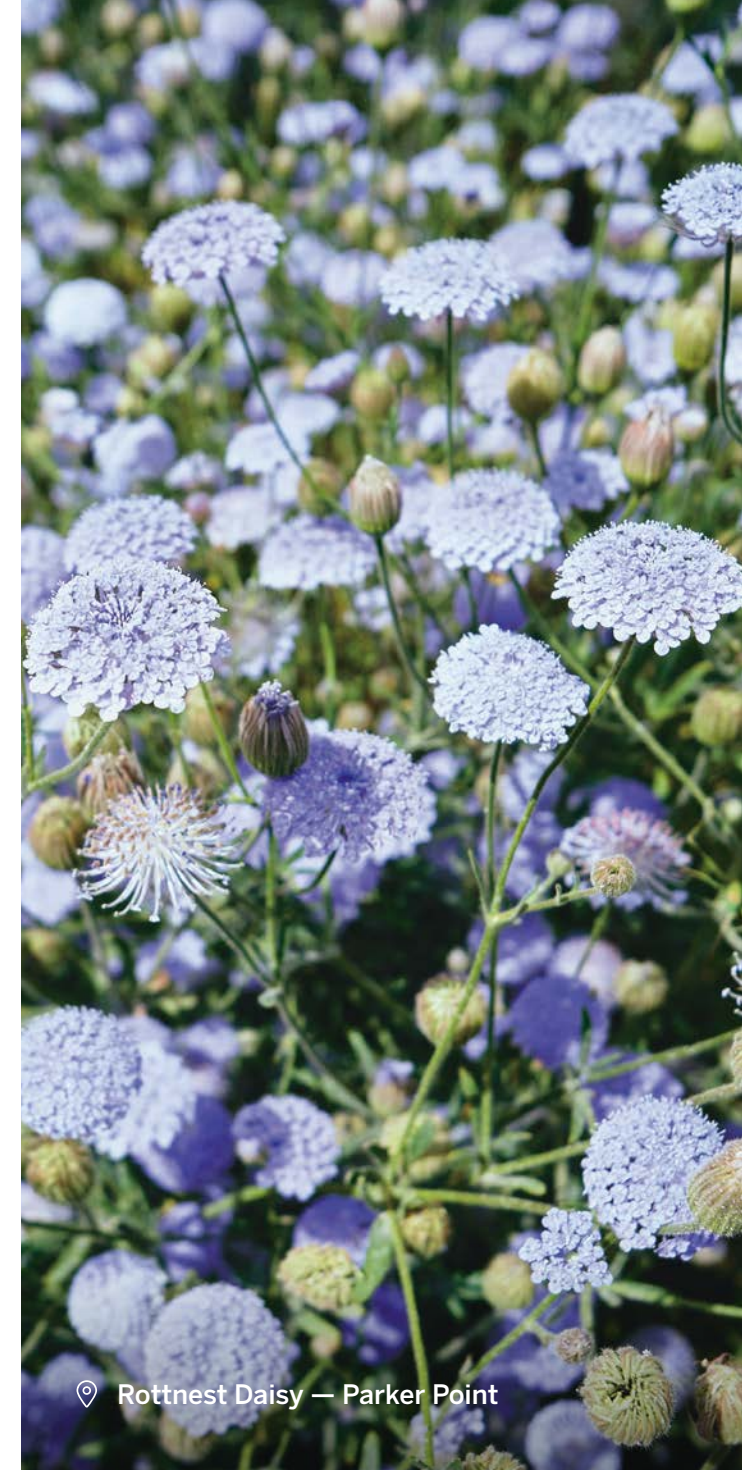
Her working life spans health, housing, education and training, and in business management and private consulting. Sandra is a joint recipient of a National Architecture Award for her significant contribution to Gathering Place which formed the major architectural component of the 2021 Fremantle Biennale.

Karen Jacobs

Karen is a Senior Whadjuk Noongar woman, a bloodline descendant and a Traditional Owner of Whadjuk Country. 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, and education. She 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 Whadjuk Noongar, Ballardong, and 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.



 Rottne Daisy — Parker Point

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). 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's operations contribute to two DBCA Desired Outcomes and two DBCA Services (DBCA Services 2 and 6) within the approved OBM structure of the DBCA.

The DBCA OBM did not change during 2024–25.

RIA did not share any responsibilities with other agencies in 2024–25.

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
Agency services	
1. Visitor services and public programs provided at Rottnest Island (DBCA Service 2)	2. Conserving habitats, species, and ecological communities (DBCA Service 6)
Effectiveness KPIs	
1. Average level of visitor satisfaction at Rottnest Island	2. Biodiversity health of Rottnest Island
Efficiency KPIs	
1. Average cost per visitor to Rottnest Island	2. Average cost per hectare of wildlife habitat



📍 Quokka — Thomson Bay

Rottnest Island Authority's Performance



📍 Jeannies Lookout

Report on Operations

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

These achievements for 2024–25 are reported against RIA's agency services as follows:

Service 1: Visitor services and public programs provided at Rottnest Island (DBCA Service 2)

Service 2: Conserving habitats, species, and ecological communities (DBCA Service 6)

Actual results versus budget targets

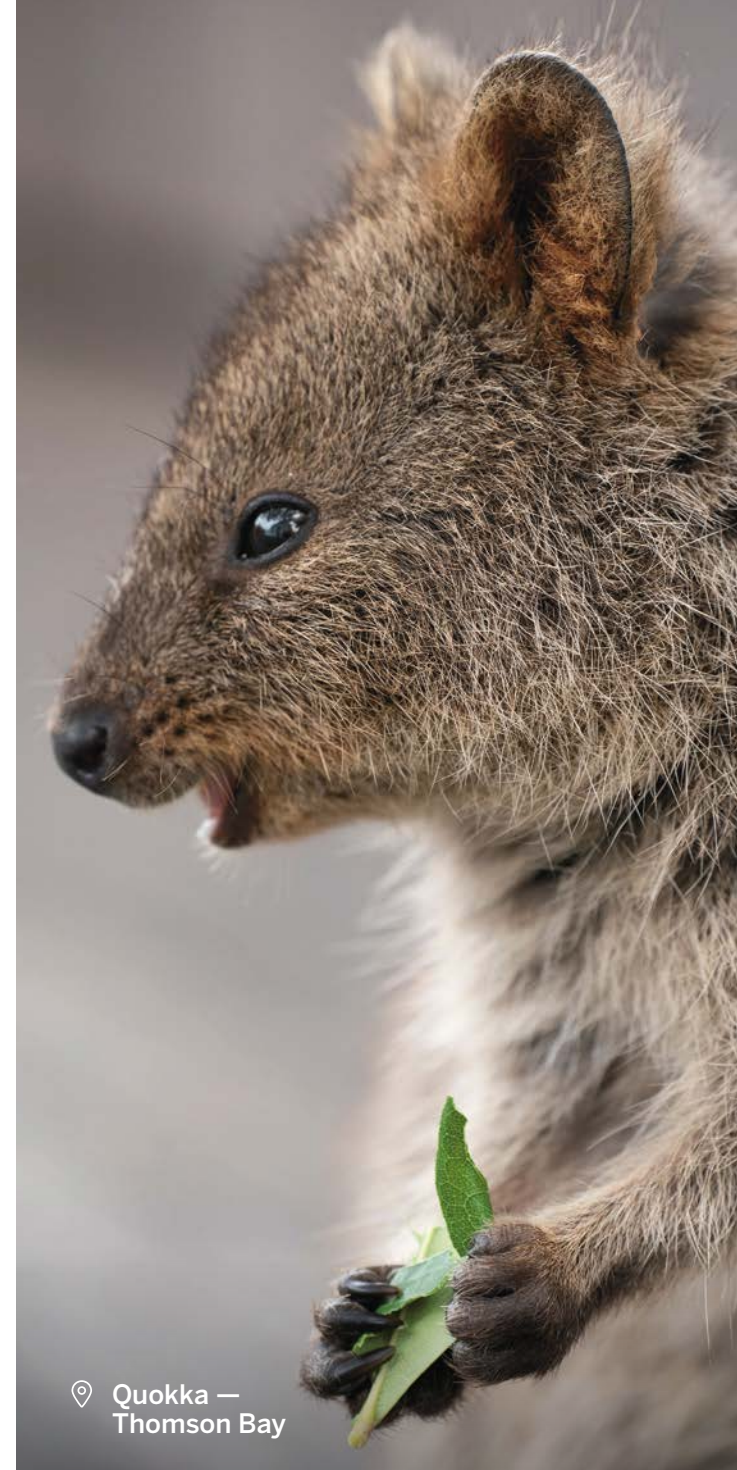
Financial Targets	2024–25 Target ⁽¹⁾ \$000s	2024–25 Actual \$000s	Variation ⁽²⁾ \$000s
Total cost of services (sourced from Statement of comprehensive income)	77,828	82,132	4,304 ^(a)
Net cost of services (sourced from Statement of comprehensive income)	12,672	9,161	(3,511) ^(b)
Total equity (sourced from Statement of financial position)	463,186	489,934	26,748 ^(c)

(1) The RIA component of the figures specified in the DBCA 2024–25 Budget Statements.

(2) Explanation of variances:

- (a) The higher than budgeted total cost of services is principally due to higher supplies and services costs of \$2.7 million reflecting higher than budgeted visitors. Depreciation expense is higher than budgeted by \$1.9 million due to the increase in asset values following a revaluation at 30 June 2024.
- (b) The net cost of services is lower than the target principally due to higher than budgeted user fees and charges reflecting higher than forecast visitor numbers. This is partly offset by the higher expenses explained above.
- (c) Total equity is higher than the target mainly due to a substantial increase in the value of assets of \$22.6 million following a revaluation at 30 June 2025.

Performance against targets for key performance indicators is included in the Key Performance Indicators section of the Annual Report.



Quokka —
Thomson Bay



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, aimed at diversifying the island's visitor base and supporting sustainable growth in visitation.

The strategy is designed to increase demand in the shoulder and low seasons, increase yield per visitor, and promote visitor dispersal. 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 2024–25 include:

- Implementation of tactical and brand destination advertising campaigns
- Delivery of the 2024–25 events calendar
- Implementation of the events strategy 2024–25
- Chinese and Japanese translation of key trade materials
- Implementation of the trade and industry engagement plans
- Implementation of consumer research

Enhance Visitor Experience

The West End Visitor Site

A major re-vegetation program was undertaken at the West End during the winter months of 2024. This included the planting of more than 8,000 tube stock plants native to the coastal environment of Rottnest Island. Extensive fencing and tree guards were also installed to protect the plants throughout their establishment period.

This re-vegetation effort marked the final element in the broader redevelopment of the West End project, completing a significant project aimed at enriching visitor experience.

Marine Logistics Hub

The RIMP identifies the need to redevelop the Army Groyne in South Thomson Bay, to create a new barge operations area to transition the island's barging operations away from the Main Jetty, to meet the growing demands of visitors and island businesses.

Since \$31.7 million in State Government funding for Stage One was announced in April 2024, public consultation has been undertaken, and the project progressed to the design, planning, and statutory approvals phase in the 2024–25 reporting period.

South Thomson Boardwalk Extension

The construction of a new timber deck in front of Hotel Rottnest commenced in May 2025 and is due to be completed in July 2025. The modified thoroughfare will enhance visitor amenities and increase safety for shared use between pedestrians and cyclists.

Facilitate New Accommodation and Hospitality Developments

The Lodge Wadjemup Redevelopment

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

Stage One of The Lodge Wadjemup was completed and opened in December 2024, which includes a restaurant and bar, a coffee and soft serve kiosk, courtyard rooms and lakeside villas refurbishment. Practical completion of Stage Two was achieved in June 2025 and includes newly constructed rooms, a pool, conference space, and a Gathering Ground.

The redevelopment of The Lodge Wadjemup generated significant construction and hospitality jobs.

Worker Accommodation

Worker attraction and retention is a key pillar of the State Tourism Strategy, and the provision of new staff housing on Wadjemup / Rottnest Island will address this barrier and meet the needs of growing tourism.

Worker accommodation plays a critical role in supporting the successful tourism industry on Rottnest Island. This will enable island businesses to enhance service quality to visitors by helping them attract staff and operate outside of ferry timetables. It will facilitate an increase in new experiences and better hospitality outcomes which are reliant on additional workers' accommodation.

During the 2024–25 reporting period, consultation for the proposed Worker Accommodation Development commenced. The Parker Point Road site is undergoing statutory approvals, with works outside the site underway to provide utility headworks.

Renew and Expand RIA Accommodation — Stay Rottnest

The enhancement of Stay Rottnest accommodation on the island 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. Upgrades to 51 units in Geordie Bay were completed in September 2024.

The next phase of the program commenced in late April 2025 with the refurbishment of 52 units in Longreach Bay and Fay's Bay.

The upgrades include the renovation of kitchens, bathrooms, and bedrooms, installation of new flooring, replacement of aging windows and doors, painting, and improvement to balconies and courtyard amenities including barbecues and seating. The electrical and water infrastructure servicing Longreach Bay and Fay's Bay accommodation is also being upgraded as part of the program of works.

The refurbished Longreach units will re-open in September 2025 and Fay's Bay units are scheduled to be completed by early November 2025.

Increase Affordable Accommodation — Stay Rottnest

Overnight School Camp Subsidy

In 2023, the Cook Government announced an initiative to make overnight school camps in Term 3, 2024 more affordable with a subsidy for Western Australian school children.

During the 2024–25 reporting period, more than 1,500 students from 45 primary and high schools in lower-socio economic areas across Western Australia received a subsidised overnight school camp on Wadjemup / Rottnest Island. The subsidy included accommodation in Kingstown, activity room hire, pedal bike hire from Pedal & Flipper Hire and a Rottnest Volunteer Guides Association educational tour for the group.

This initiative supports the RIMP 2023–28 strategic outcome to increase equitable access to the island. By reducing financial barriers, the program enables students who may not otherwise have the opportunity to visit the island to engage and connect with 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 transport options.

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

In 2024, the EOI resulted in five new businesses commencing on the island over summer 2024–25.

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.

During the 2024–25 reporting period, the fleet replacement program progressed, supporting the ongoing commitment to quality and reliability.

In the same period, Pedal & Flipper Hire introduced a new inventory management system along with an online booking platform to enhance operational efficiency and improve the overall customer experience.

Deliver Sustainable Island Infrastructure and Services

Support Renewable Energy and Electrical Infrastructure Upgrades

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

In June 2025, the State Government announced additional capital funding of \$35.9 million to complete electrical infrastructure upgrades at Rottnest Island.

In 2024–25, RIA continued a Hybrid Generation System project to reduce the island's carbon footprint through the construction of a new hybrid electricity generation system. The project is in the planning phase and is expected to be completed in 2027.

Support Drinking Water Production, Supply, and Retention

The State Government committed additional capital funding of \$33.7 million in June 2025 to complete upgrades of the island's drinking water and wastewater infrastructure. All the island's drinking water is produced by saltwater bores feeding into a desalination plant. A robust water system is essential to meet increasing demand and to ensure adequate levels of service during peak periods.

In the 2024–25 reporting period, progress to support drinking water production, supply and retention included:

- Construction of a new water supply main to provide an improved supply to Geordie Bay, Fay's Bay, and Longreach Bay
- Installation of high flow filters, upgrades to the pipework and undertaking of maintenance
- Commencement of construction of a new Sea Water Reverse Osmosis (SWRO) Desalination Plant to be operational by mid-2026

Support Ablutions and Wastewater Upgrades

As part of the ablutions facilities upgrade program, work at the key island destinations of Digby Drive, Main Settlement and Narrow Neck was completed in the 2024–25 reporting period. This upgrade program provides renewed and refreshed ablution facilities for visitors and improved access as a key outcome of the RIMP.

In 2024–25, the wastewater flow balance tank was replaced and the wastewater works commenced for the worker accommodation sewer headworks project.

Maintain Maritime Infrastructure

The final phase of the \$10.7 million upgrade to the Main Jetty on Wadjemup / Rottnest Island was completed in November 2024.

The project involved the refurbishment and upgrade of Berths 1, 2, and 3 and resurfacing of the Main Jetty as well as improvements to the barge landing area. This vital infrastructure project supports key initiatives of the RIMP to maintain maritime infrastructure and enhance the visitor experience.

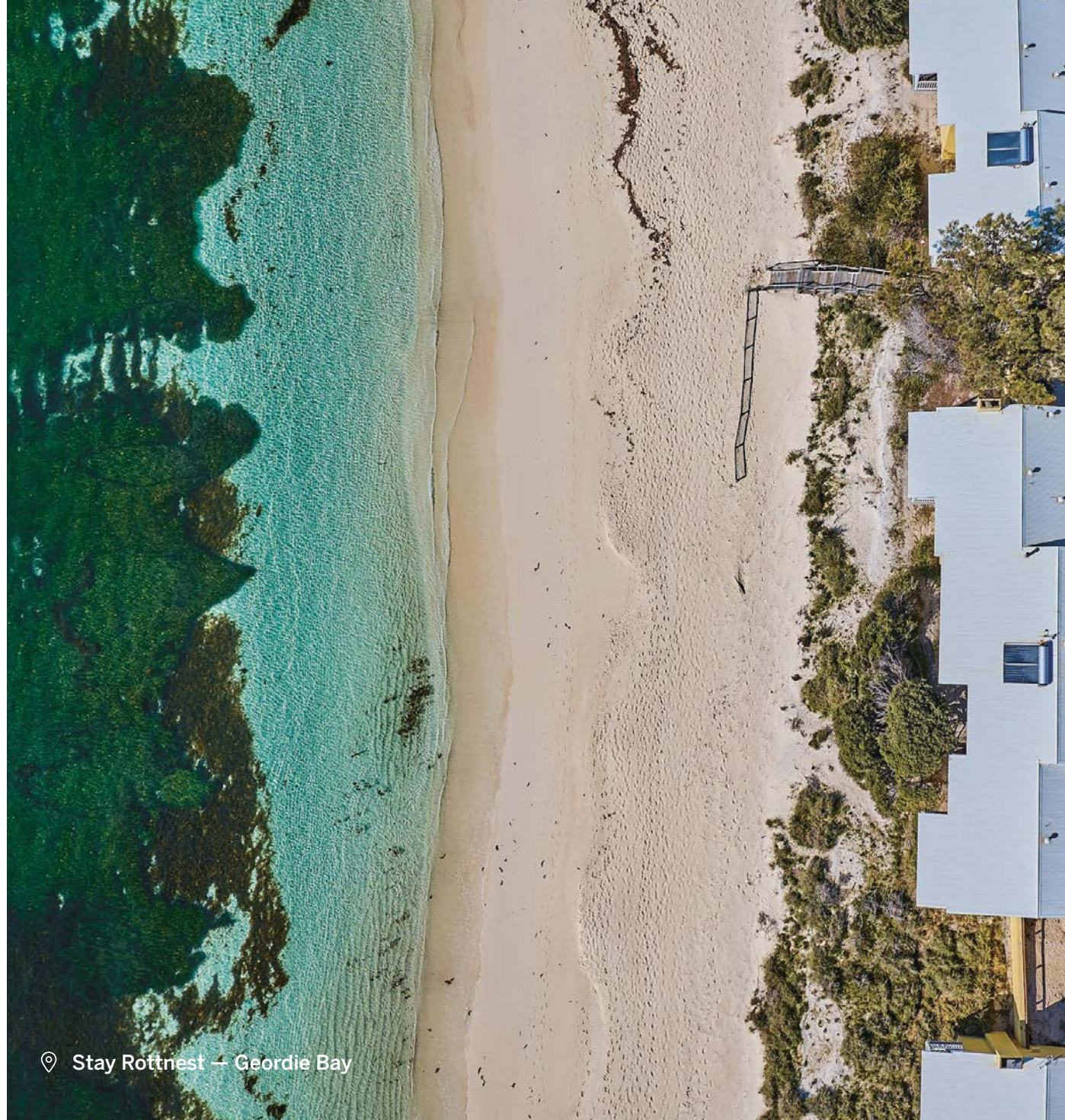
The Main Jetty upgrades complete the State Government's \$26.8 million investment to upgrade and improve essential maritime infrastructure on Rottnest Island.

Review Mooring Policies and Management

In the 2024–25 reporting period, RIA transitioned the management of mooring licensing and permits to an online portal ahead of the 2025–26 boating season. The online mooring licensing portal was launched in June 2025 and delivers on a key initiative of the RIMP to review moorings management. The online portal enables boat owners to manage personal information, submit and track applications and amendments, and use the personalised dashboard to store all licences and permits.

Improve Asset Management

In the 2024–25 reporting period, programs of regular asset inspections for condition benchmarking were undertaken and embedded into regular maintenance cycles through Asset Management Plans in areas such as visitor accommodation buildings and transportation.



📍 Stay Rottnest — Georgie Bay



📍 Wadjemup Project, Quod Conservation Works — Thomson 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.

RIA facilitated a consultation meeting in Fremantle in September 2024 with approximately 70 Whadjuk, Noongar and regional representatives from across the State. The meeting was an opportunity for representatives to plan for the November 2024 cultural ceremonies and to provide input into the Quod's future use and Burial Ground memorialisation design.

The Quod conservation works commenced in November 2024 to ensure stabilisation of the buildings ahead of decisions on future use. Additional surveys were conducted to confirm the extent of the Wadjemup Aboriginal Burial Ground. Works in the 2024–25 reporting period include the Stage 2 demolition of housing on the Wadjemup Aboriginal Burial Ground and detailed design for the memorialisation of the Burial Ground.

A significant milestone of the Wadjemup Project occurred in November 2024, with the delivery of week-long cultural ceremonial events, Wadjemup Wirin Bidi (Spirit Trail). Private ceremonies were held on Wadjemup / Rottnest Island and Walyalup / Fremantle with Aboriginal cultural delegates from across Western Australia to conduct Sorry Business and to facilitate healing in line with Aboriginal cultural protocols.

On 9 November, a Public Commemoration Ceremony was held on Wadjemup to commemorate all those affected by the past incarceration of Aboriginal men and boys on Wadjemup. The event was attended by over 2,000 Aboriginal and non-Aboriginal people.

Deliver the Rottnest Island Reconciliation Action Plan

In the 2024–25 reporting period, RIA continued achieving deliverables on 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 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; and 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 endeavours to involve the wider Wadjemup community.

In the 2024–25 reporting period, RIA achieved a number of outcomes from the current RAP including:

- Development of the 2024–25 Aboriginal and Torres Strait Islander Engagement Plan
- Hosting 'Cultural Yarns at Wadjemup', where emerging Aboriginal leaders shared stories and engaged in truth-telling
- Facilitating access to Wadjemup for Aboriginal groups including the Balangarra and Kija Kimberley women rangers
- Providing staff with cultural training and heritage inductions
- Increased Aboriginal and Torres Strait Islander employment at RIA with the hire of a Heritage Coordinator, two Wadjemup Project Officers and a Heritage Project Officer

- Completion of phase one of the Boodja Kaartdijin (meaning Knowledge of Country) project, designing cultural heritage sites in partnership with the Rottnest Foundation
- Opening of Wadjemup Wirin Bidi (meaning Wadjemup Spirit Trail) exhibition at the Wadjemup Museum in October 2024, curated by guest Aboriginal Curator, Yindjibarndi woman Michelle Broun
- Two National Reconciliation Week events featuring Aboriginal leaders as speakers, held on Wadjemup and in Walyalup / Fremantle
- Completion of the Wadjemup Cultural Space – Kwoba Wirin-up (meaning Good Spirit Place) in May 2025, in consultation with Traditional Owners, as a safe space for cultural reflection and practice
- The launch of a new exhibition at Wadjemup Museum Sculpture Garden, Yoowarl Koorl Djinang (Come Look See) in June 2025, featuring 10 new art installations inspired by Wadjemup's cultural landscapes

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.

The historic Kingstown precinct includes important heritage assets and plays a key role in making the island accessible to visiting groups, schools, and guests seeking entry-level accommodation. A key outcome of the RIMP is to restore and celebrate the heritage values of Kingstown Barracks and surrounding areas.

In the 2024–25 reporting period, heritage works were undertaken on the Kingstown Barracks exterior brick work for the safety and preservation of the building. In addition, two concrete pillars were removed to enhance safety.

Key outcomes achieved in 2024–25 to improve the visitor experience include:

- Targeted improvements, including new jarrah flooring, kitchen benchtops, painting, and landscaping, made to 10 Stay Rottnest heritage cottages located in the main settlement
- Completing minor refurbishments to several Stay Rottnest heritage cottages including external painting, verandah sanding and varnishing and front courtyard landscaping

- Upgrades to kitchen benchtops and pantry of Cottage 152 to improve the visitor experience
- External landscaping improvements to enhance the appearance of the front courtyards at cottages 152 and 153
- Replacement of window coverings and added heritage-style furniture to enhance comfort and preserve character

Implement the Defence Heritage Interpretation Plan

In consultation with key stakeholders, RIA 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 2024–25 reporting period, the completed DHIP work included:

- Remedial and conservation works undertaken around the H1 gun turret at Oliver Hill.
- A new handrail installed at Oliver Hill leading to the Gun Tunnels.
- Conservation works on individual buildings, including Battery Observation Post, along Bickley Trail.

Foster Strong Partnerships

Value and Support Our Volunteers

RIA thanks the many individuals who, in collaboration with independent volunteer organisations, contributed nearly 48,000 volunteer hours during the reporting period to preserving the natural, cultural, and recreational values of the island.

The Rottnest Voluntary Guides Association (RVGA) works 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 2024–25 reporting period, the RVGA has contributed to:

- 360 guided educational tours with 6,867 education students
- 179 school holiday activities with 3,599 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 2024–25:

- Aboriginal and non-Aboriginal volunteers engaged for Wadjemup Wirin Bidi.
- Birdlife Australia, Reef Life Survey Australia, and Maritime Archaeological Association of WA conducted critical monitoring and survey activities.
- Defence Heritage Interpretation Plan Group provided their skills, experience, and many hours to provide advice, support and expertise to the island.
- Rottnest Island Nursery conservation volunteers propagated 19,709 plants.
- Rottnest Foundation and Rottnest Society planted more than 6,000 trees.
- Rottnest Island Railway Advisory Committee and Arc Infrastructure provided essential railway technical advice and maintenance services for the island's railway network.
- Rottnest Volunteer Fire and Rescue Service volunteers engaged in weekly operational training nights for emergency response preparedness and responded to numerous callouts and emergencies.
- The Winnit Club provided essential maintenance across the settlement and the reserve.

Upgrade Information and Communication Technologies

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

Key ICT achievements and initiatives in the 2024–25 reporting period include:

- CCTV installation at the settlement and Kingstown Barracks improving CCTV coverage on the island
- Additional accommodation booking system security features including implementation of a new security platform and improved booking process
- Island infrastructure improvements such as mapping fire routes and new mobile signals at key island buildings

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.



📍 Volunteer at Rottnest Island Nursery

We thank our partners and collaborators, including:

- Arc Infrastructure
- BirdLife Australia
- Boating WA
- Clontarf Foundation
- Defence Heritage Interpretation Plan Group
- 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
- Whadjuk Aboriginal Corporation
- West Australian Divers for Diversity Inc.

Planning for the proposed Wadjemup Conservation Centre has commenced, and RIA is partnering with the Rottnest Foundation to source funding for the project. 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 2024–25 reporting period, a detailed concept design, incorporating public education and interpretation, staff and researcher working spaces and quokka management and rehabilitation facilities has been prepared.

Working with the voluntary Defence Heritage Interpretation Plan Group, detailed design for the new Coast Defence Museum within the Detail Issue Depot (DID) Shed has been developed to enhance the defence heritage experience available to visitors. The museum will offer a gateway to the multiple military sites around the island.

This project is on hold until external funding is sourced.

Improve the Island's Emergency Services

The Rottnest Island Local Emergency Management Arrangements (LEMA) details emergency management measures and provides specific information on planning for emergency prevention, preparedness, response, and recovery on Rottnest Island.

The arrangements help ensure clear understanding between RIA and emergency agencies such as the WA Police and Department of Fire and Emergency Services, as well as the island community, and other key stakeholders.

The cooperation between these parties was evident on 7 January 2025, when a seaplane departing Rottnest Island collided with the water in Thomson Bay. Emergency services, assisted by RIA staff and members of the public, provided a direct response and assistance. The response of all involved is to be commended.

The incident is under investigation by the WA Police and Australian Transport Safety Bureau.

In response to growing needs, a strong focus in 2024-25 was the recruitment and retention of new island-based volunteers for the Rottnest Volunteer Fire and Rescue Service. The brigade increased to approximately 40 total members, with more than 25 qualified as active firefighters, improving the brigade's response capabilities.

Key outcomes during the 2024–25 reporting period included:

- A full review, amendment and endorsement of the LEMA and Local Recovery Plan
- The purchase of new battery-powered hydraulic rescue equipment for responding to vehicle/ industrial accidents



📍 Refurbished Stay Rottnest — Georgie Bay

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 includes protected sanctuaries, 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 tourism, recreation and conservation, 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.

The removal of twelve fig trees and pruning of multiple other trees occurred on the island in the 2024–25 financial year due to the detection of Polyphagous Shot-Hole Borer (PSHB), a small beetle native to Southeast Asia and declared pest in Western Australia that kills vascular tissue in trees causing dieback and tree death.

The replacement of trees will occur within the existing mature tree replacement program.

Key outcomes in 2024–25 from environmental management initiatives include:

- Continuation of the quokka, shorebird, bushbird, and frog monitoring programs
- Continued seagrass and Reef Check monitoring for the island
- Completion of a survey for finfish, using lured remote underwater video (BRUV)
- Regular monitoring of long-nosed fur seal and endangered Australian sea lion populations on Rottnest Island
- Mapping of the microbialite communities in the salt lakes
- Work commenced to assess the extent of rat infestations on the island and explore control methods that are safer for quokkas, reptiles, and birds

- Investigating solutions to the island's growing raven and seagull issues
- Surficial ACM removal (asbestos) from an area adjacent to Government House Lake situated to the east of the Programmed Facilities Management (PFM) yard. Approximately 15 kilograms of bonded ACM was removed

Undertake Island Revegetation

Revegetation of the island is a key focus of the RIMP as woodland and coastal revegetation provides native animal habitat and food sources.

Key outcomes in the 2024–25 reporting period include:

- 17,809 plantings across the island
- 1,500 tree guards removed from the woodlands and coastal area, and others left to enable tree growth
- Significant weed control and planning efforts including the writing of a five-year management plan
- 200 plantings at Marjorie Bay
- 15 mature trees planted in the settlement

RIA is implementing a coastal management conservation program for coastal stabilisation and restoration. In 2025 efforts were concentrated on the Kingstown Barracks area where works were largely completed in June 2025, with some additional and final stabilisation efforts planned for early July 2025.

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.

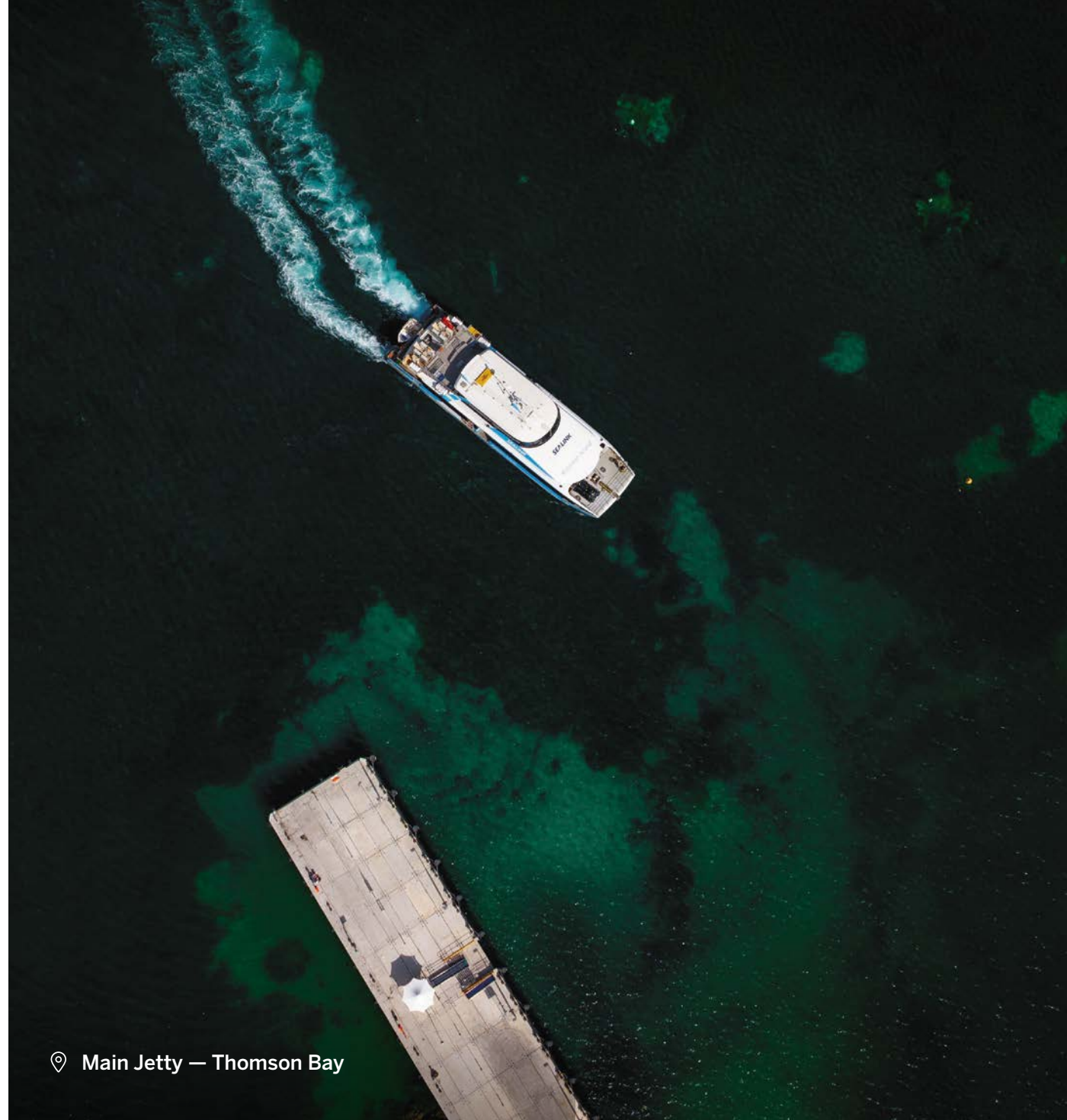
The significant State Government investment to upgrade the island's power and water services will provide 75 per cent of the island's future power needs from renewable sources.

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 2024–25 reporting period to ensure the island's long-term sustainability include:

- Effective water reuse including recycled water used for irrigation of the golf course
- Upgrades to desalination plant including construction of a new Sea Water Reverse Osmosis (SWRO)



📍 Main Jetty — Thomson Bay

Disclosures and Legal Compliance

📍 Sunrise — Pinky Beach

Certification of Financial Statements for the Financial Year Ended 30 June 2025

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 2025 and the financial position as at 30 June 2025.

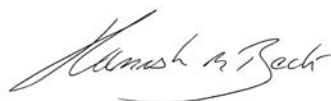
At the date of signing, we are not aware of any circumstances which would render the particulars included within the financial statements misleading or inaccurate.



Lyn Cassettai

Chief Finance Officer
Rottnest Island Authority

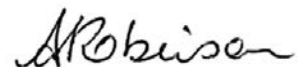
17 September 2025



Hamish R Beck OAM

Chair
Rottnest Island Authority

17 September 2025



Ann Robinson

Deputy Chair
Rottnest Island Authority

17 September 2025



Auditor General

INDEPENDENT AUDITOR'S REPORT

2025

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 2025, 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 Authority for the year ended 30 June 2025 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.

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.augasb.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 Authority. The controls exercised by the 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 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 2025, and the controls were implemented as designed as at 30 June 2025.

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.

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 Authority for the year ended 30 June 2025 reported in accordance with the *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 Authority for the year ended 30 June 2025 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 2025.

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 3 Financial Sustainability – Requirement 5: 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 3 - Requirement 5 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 2025, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators does 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 2025 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 2025

Statement of Comprehensive Income for the Year Ended 30 June 2025

	Note	2025 \$000	2024 \$000
Cost of services			
Expenses			
Employee benefits expenses	2.1(a)	19,193	17,336
Supplies and services	2.2	48,618	40,037
Depreciation and amortisation expense	4.1, 4.2, 4.3	10,339	8,721
Cost of sales	3.3	965	972
Finance costs	6.3	14	10
Accommodation expenses	2.3	750	716
Other expenses	2.3	2,228	1,967
Loss on disposal of non-current assets	3.7	25	-
Work in Progress expensed	2.4	-	3,397
Total cost of services		82,132	73,156
Income			
User charges and fees	3.2	69,085	63,243
Sale of goods	3.3	1,299	1,293
Commonwealth grants	3.4	128	-
Interest income	3.5	2,092	1,761
Other income	3.6	367	3,943
Gain on disposal of non-current assets	3.7	-	3
Total income		72,971	70,243
Net cost of services		9,161	2,913

	Note	2025 \$000	2024 \$000
Income from State Government			
Income from other public sector entities	3.1	21,609	9,321
Resources received	3.1	100	172
Total income from State Government		21,709	9,493
Surplus for the period		12,548	6,580
Other comprehensive income			
<i>Items not reclassified subsequently to profit or loss</i>			
Changes in asset revaluation surplus	4.1	22,629	14,407
Total other comprehensive income		22,629	14,407
Total comprehensive income for the period		35,177	20,987

The Statement of comprehensive income should be read in conjunction with the accompanying notes.

Statement of Financial Position as at 30 June 2025

	Note	2025 \$000	2024 \$000
Assets			
Current assets			
Cash and cash equivalents	6.4	29,166	12,662
Restricted cash and cash equivalents	6.4	429	318
Inventories	3.3	309	333
Receivables	5.1	4,262	3,439
Other financial assets	6.5	25,000	21,000
Other current assets	5.2	350	1,438
Total current assets		59,516	39,190
Non-current assets			
Restricted cash and cash equivalents	6.4	278	263
Infrastructure, property, plant and equipment	4.1	462,955	397,763
Intangible assets	4.2	1,085	1,243
Right-of-use assets	4.3	209	139
Receivables	5.1	75	88
Total non-current assets		464,602	399,496
Total assets		524,118	438,686

	Note	2025 \$000	2024 \$000
Liabilities			
Current liabilities			
Payables	5.3	22,214	10,401
Lease liabilities	6.1	77	53
Employee related provisions	2.1(b)	3,143	2,801
Contract liabilities	5.5	5,924	5,315
Other current liabilities	5.4	1,193	1,279
Total current liabilities		32,551	19,849
Non-current liabilities			
Lease liabilities	6.1	140	92
Employee related provisions	2.1(b)	1,137	1,077
Other non-current liabilities	5.4	356	380
Total non-current liabilities		1,633	1,549
Total liabilities		34,184	21,398
Net assets		489,934	417,288
Equity			
Contributed equity		133,917	96,448
Reserves		300,442	277,813
Accumulated surplus		55,575	43,027
Total equity		489,934	417,288

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 2025

	Contributed equity \$000	Reserves \$000	Accumulated surplus \$000	Total equity \$000
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
Balance at 1 July 2024	96,448	277,813	43,027	417,288
Surplus	-	-	12,548	12,548
Other comprehensive income	-	22,629	-	22,629
Total comprehensive income for the period	-	22,629	12,548	35,177
<i>Transactions with owners in their capacity as owners:</i>				
Capital appropriations	37,469	-	-	37,469
Distribution to owners	-	-	-	-
Total	37,469	-	-	37,469
Balance at 30 June 2025	133,917	300,442	55,575	489,934

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 2025

	Note	2025 \$000	2024 \$000
Cash flows from the State Government			
Funds from other public sector entities		9,264	9,321
Capital appropriations		37,469	10,102
Other appropriations		12,345	-
Net cash provided by the State Government		59,078	19,423
<i>Utilised as follows:</i>			
Cash flows from operating activities			
Payments			
Employee benefits		(18,832)	(16,575)
Supplies and services		(36,184)	(40,641)
Finance costs		(14)	(10)
GST payments on purchases		(9,780)	(6,779)
Other payments		(2,794)	(2,314)
Receipts			
Sale of goods		1,299	1,293
User charges and fees		69,650	63,824
Commonwealth grants		-	3,258
Interest received		2,034	1,510
GST receipts on sales		6,718	6,191
GST receipts from taxation authority		1,857	88
Other receipts		370	1,029
Net cash provided by/(used in) operating activities		14,324	10,874

	Note	2025 \$000	2024 \$000
Cash flows from investing activities			
Payments			
Purchase of non-current assets		(52,702)	(25,278)
Purchase of term deposits		(4,000)	(4,000)
Receipts			
Proceeds from sale of non-current assets		19	10
Net cash provided by/(used in) investing activities		(56,683)	(29,268)
Cash flows from financing activities			
Payments			
Principal elements of lease payments		(89)	(67)
ARENA loan repayment		-	(282)
Net cash provided by/(used in) financing activities		(89)	(349)
Net increase/(decrease) in cash and cash equivalents		16,630	680
Cash and cash equivalents at the beginning of the period		13,243	12,563
Cash and cash equivalents at the end of the period	6.4	29,873	13,243

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 2025

1. Basis of preparation

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

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 2025.

Statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards — Simplified Disclosures, the Conceptual Framework and other authoritative pronouncements issued by the Australian Accounting Standards Board (AASB) as modified by Treasurer's instructions. Some of these pronouncements are modified to vary their application and disclosure.

The *Financial Management Act 2006* and Treasurer's instructions, which are legislative provisions governing the preparation of financial statements for agencies, take precedence over AASB pronouncements. Where an AASB pronouncement is modified and has had a significant financial effect on the reported results, details of the 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).

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 2025

Contributed equity

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 8 – Requirement 8.1(i) 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 expenses	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 2025

2.1 (a) Employee benefits expenses

	2025 \$000	2024 \$000
Employee benefits	17,261	15,581
Termination benefits	-	87
Superannuation — defined contribution plans	1,895	1,631
Superannuation — defined benefit plans	37	37
Employee benefits expenses	19,193	17,336
Add: AASB 16 non-monetary benefits (not included in employee benefits expenses)	129	93
Less: Employee contributions	(14)	(11)
Total employee benefits provided	19,308	17,418

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 2025

2.1 (b) Employee related provisions

	2025 \$000	2024 \$000
Current		
<u>Employee benefits provisions</u>		
Annual leave	1,703	1,692
Long service leave	1,203	908
Time in lieu	16	10
Defined benefit liability	45	43
	2,967	2,653
<u>Other provisions</u>		
Employment on-costs	176	148
Total current employee related provisions	3,143	2,801
Non-current		
<u>Employee benefits provisions</u>		
Long service leave	945	870
Defined benefit liability	132	148
	1,077	1,018
<u>Other provisions</u>		
Employment on-costs	60	59
Total non-current employee related provisions	1,137	1,077
Total employee related provisions	4,280	3,878

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 right at the end of the reporting period to defer settlement for at least 12 months after 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 the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the reporting period.

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because RIA has the 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 2025

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 expenses', 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'.

	2025 \$000
Employment on-costs provision	
Carrying amount at start of period	207
Additional provisions recognised	128
Payments/other sacrifices of economic benefits	(105)
Unwinding of the discount	6
Carrying amount at end of period	236

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 on 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

	2025 \$000	2024 \$000
Contractors — facilities, operations and utilities	18,678	16,570
Contractors — housekeeping	5,344	3,996
Contractors — other	10,220	7,960
Administration expense	2,958	2,490
Other staff costs	1,334	1,090
Repairs and maintenance — building, infrastructure & equipment	5,759	4,979
Rental of IT equipment	64	21
Assets under \$5,000 expensed	2,127	1,396
Marketing expenses	1,415	1,035
Other supplies and services expenses	719	500
Total supplies and services expenses	48,618	40,037

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 expenses generally represent the day-to-day running costs incurred in normal operations.

Notes to the Financial Statements for the Year Ended 30 June 2025

2.3 Other expenditure

	2025 \$000	2024 \$000
Accommodation expenses		
Office rental	675	641
Other accommodation expenses	75	75
Total accommodation expenses	750	716
Other expenses		
Expected credit losses expense	3	1
Employment on-costs	1,291	1,012
Bank and merchant fees	546	461
Software implementation costs	373	493
Bad debts written off	15	-
Total other expenses	2,228	1,967
Total other expenditure	2,978	2,683

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 contains significant substitution rights.

Other accommodation expenses are recognised as expenses as incurred.

Expected credit losses expense is 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

	2025 \$000	2024 \$000
Work in Progress expensed	-	3,397

During the prior year, it was decided not to proceed with a number of planned infrastructure projects. Costs totalling \$3.4 million included in the 30 June 2023 Work in Progress account were therefore expensed during the prior year.

Notes to the Financial Statements for the Year Ended 30 June 2025

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/(loss) on disposal of non-current assets	3.7

3.1 Income from State Government

	2025 \$000	2024 \$000
Income from other public sector entities during the period:		
— Grants received from the Department of Biodiversity, Conservation and Attractions (DBCA)		
• Service appropriation ^(a)	9,264	8,621
• Asset Maintenance Fund ^(b)	12,345	700
Total income from other public sector entities	21,609	9,321
Resources received from other public sector entities during the period:		
— Services received free of charge ^(c)	100	172
Total resources received	100	172
Total income from State Government	21,709	9,493

Income from other public sector entities is recognised as income 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, for Main Jetty and Aerodrome upgrades.

Resources received from other public sector entities are recognised as income equivalent to the fair value of the assets, or the fair value of services received 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.

Notes to the Financial Statements for the Year Ended 30 June 2025

3.2 User charges and fees

	2025 \$000	2024 \$000
Visitor accommodation revenue	29,888	26,812
Admission fees	17,305	16,202
Equipment hire and tours	9,747	9,035
Commercial lease and licence income	5,315	4,942
Other fees and charges	2,742	2,704
Utility charges	2,602	2,323
Worker accommodation revenue	1,486	1,225
Total user charges and fees	69,085	63,243

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:

- Visitor 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 worker accommodation revenue and commercial lease income, is recognised as the goods/services are provided.

3.3 Sale of goods

	2025 \$000	2024 \$000
Sale of goods	1,299	1,293
Cost of sales:		
Opening inventory	(106)	(106)
Purchases	(946)	(972)
	(1,052)	(1,078)
Closing inventory	87	106
Cost of goods sold	(965)	(972)
Gross profit	334	321
Closing inventory comprises:		
Current inventories		
Inventories held for resale		
— Merchandise	87	106
Inventories not held for resale		
— Fuel	222	227
Total current inventories	309	333
Total inventories	309	333

Sale of goods

Revenue from the sale of goods 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 2025

3.4 Commonwealth grants

	2025 \$000	2024 \$000
Commonwealth grants	128	-
Total Commonwealth grants	128	-

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

3.5 Interest income

	2025 \$000	2024 \$000
Interest income	2,092	1,761
Total interest income	2,092	1,761

Interest income is recognised as the interest accrues.

3.6 Other income

	2025 \$000	2024 \$000
Insurance claims	89	234
Non-government grants/sponsorships	69	143
Public donations	18	16
Assets received free of charge	-	75
Release of liability by ARENA ^(a)	-	2,839
Contribution to assets ^(b)	-	500
Other income ^(c)	191	136
Total other income	367	3,943

(a) RIA recorded a gain of \$2.8 million in the prior period from the release of the liability owing to Australia Renewable Energy Agency (ARENA).

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

(c) Includes miscellaneous income and recoups.

3.7 Gain/(loss) on disposal of non-current assets

	2025 \$000	2024 \$000
<u>Net proceeds from disposal of non-current assets</u>		
Plant, equipment and vehicles	19	10
<u>Carrying amount of non-current assets disposed</u>		
Plant, equipment and vehicles	(44)	(7)
Net gain/(loss) on disposal of non-current assets	(25)	3

Notes to the Financial Statements for the Year Ended 30 June 2025

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 2025

4.1 Infrastructure, property, plant and equipment

Year ended 30 June 2025	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 2024										
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)
Carrying amount at start of period	161,000	106,317	52	564	1,829	107,814	54	476	19,657	397,763
Additions	-	-	-	-	-	-	-	-	52,702	52,702
Transfers	-	15,829	341	298	763	17,702	32	-	(34,965)	-
Disposals	-	-	-	-	(44)	-	-	-	-	(44)
Adjustments	-	-	-	-	-	-	-	-	(5)	(5)
Revaluation increments/(decrements) ^(a)	2,000	20,629	-	-	-	-	-	-	-	22,629
Depreciation	-	(4,066)	(55)	(133)	(398)	(5,414)	(15)	(9)	-	(10,090)
Carrying amount at end of period	163,000	138,709	338	729	2,150	120,102	71	467	37,389	462,955
Gross carrying amount	163,000	138,709	935	3,531	5,700	125,516	91	497	37,389	475,368
Accumulated depreciation	-	-	(597)	(2,802)	(3,550)	(5,414)	(20)	(30)	-	(12,413)
	163,000	138,709	338	729	2,150	120,102	71	467	37,389	462,955

(a) Of this amount, \$14,605,000 relates to professional and project management fees, which are now included in the value of current use building assets under the replacement cost basis as required by the prospective application of AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets for Not-For-Profit Public Sector Entities*.

Notes to the Financial Statements for the Year Ended 30 June 2025

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 cost or significantly less than fair value, 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 (other than where they form part of a group of similar items which are significant in total).

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). The effective date was at 1 July 2024, with valuations performed during the year ended 30 June 2025 and recognised at 30 June 2025.

In addition, for buildings under the current replacement cost basis, estimated professional and project management fees are included in the valuation of current use assets as required by AASB 2022-10 *Amendments to Australian Accounting Standards — Fair Value Measurement of Non-Financial Assets of Not-For-Profit Public Sector Entities*.

These valuations are undertaken annually to ensure that the carrying amount of the assets does not differ materially from their fair value at the end of the reporting period.

Valuation techniques and inputs

Level 3 assets

Land assets

Fair value for restricted use land is based on comparison with market evidence for land with low level utility (high restricted use land). The relevant comparators of land with low level utility are selected by Landgate and represents the application of a significant Level 3 input in this valuation technique. The fair value measurement is sensitive to values of comparator land, with higher values of comparator land correlating with higher estimated fair values of land.

Building assets

Fair value for current use buildings is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset. Current replacement cost is generally determined by reference to the market observable replacement cost of a substitute asset of comparable utility and the gross project size specifications, adjusted for obsolescence. Obsolescence encompasses physical deterioration, functional (technological) obsolescence and economic (external) obsolescence.

Valuation using current replacement cost utilises the significant Level 3 input of obsolescence estimated by Landgate. The fair value measurement is sensitive to the estimate of obsolescence, with higher values of the estimate correlating with lower estimated fair values of buildings.

In addition, professional and project management fees estimated and added to the current replacement costs provided by Landgate for current use buildings represent significant Level 3 inputs used in the valuation process. The fair value of these assets will increase with a higher level of professional and project management fees.

Notes to the Financial Statements for the Year Ended 30 June 2025

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.

Water, wastewater and power assets were valued by RIA management at 30 June 2023 with reference to independent assessments based on current replacement cost (current use). The valuation was recognised at 30 June 2023. The valuations were completed as part of an anticipated transfer to Horizon Power and Water Corporation of RIA's power, water and wastewater assets. The transfer did not proceed.

Basis of valuation

In the absence of market-based evidence, due to the specialised nature of some non-financial assets, these assets are valued at Level 3 of the fair value hierarchy on a current use basis (presumed to be the highest and best use), which recognises that restrictions or limitations have been placed on their use and disposal when they are not determined to be surplus to requirements. These restrictions are imposed by virtue of the assets being held to deliver a specific community service.

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 generally 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 table below:

Asset	Useful life
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 are made where appropriate.

Land, works of art, and certain 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.

Notes to the Financial Statements for the Year Ended 30 June 2025

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.

4.2 Intangible assets

	Right to receive the Rottnest Dome Building \$000	Website costs and computer software \$000	Total \$000
Year ended 30 June 2025			
1 July 2024			
Gross carrying amount	778	3,069	3,847
Accumulated amortisation	-	(2,604)	(2,604)
Carrying amount at start of period	778	465	1,243
Amortisation expense	-	(158)	(158)
Carrying amount at end of period	778	307	1,085

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* (as noted above) 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.

Notes to the Financial Statements for the Year Ended 30 June 2025

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:

Asset	Useful life
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 2025, there were no indications of impairment to intangible assets.

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

4.3 Right-of-use assets

Year ended 30 June 2025	Vehicles \$000
Carrying amount at beginning of period	139
Additions	161
Depreciation	(91)
Net carrying amount at end of period	209

RIA has leases for vehicles. The lease contracts are typically made for fixed periods of 2 to 6 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. The 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.

Notes to the Financial Statements for the Year Ended 30 June 2025

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.

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

Notes to the Financial Statements for the Year Ended 30 June 2025

5.1 Receivables

	2025 \$000	2024 \$000
Current		
Trade receivables	1,163	1,387
Allowance for impairment of trade receivables	(19)	(16)
GST receivable	2,257	1,423
Interest receivable	521	463
Other receivables	340	182
Total current	4,262	3,439
Non-current		
Accrued revenue	75	88
Total non-current	75	88
Total receivables at end of the period	4,337	3,527

Trade 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.

RIA recognises a loss 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 reporting period.

5.2 Other current assets

	2025 \$000	2024 \$000
Current		
Prepayments	350	1,438
Total other current assets at end of period	350	1,438

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

	2025 \$000	2024 \$000
Current		
Trade payables	5,450	1,595
Accrued expenses	16,088	8,162
Accrued salaries	622	472
Payroll related payables	24	126
Other payables	30	46
Total payables at end of period	22,214	10,401

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 for RIA is generally within 15 to 20 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 after the reporting period. RIA considers the carrying amount of accrued salaries to be equivalent to its fair value.

Notes to the Financial Statements for the Year Ended 30 June 2025

5.4 Other liabilities

	2025 \$000	2024 \$000
Current		
Deferred income	906	911
Grants received in advance	-	128
Funds held in trust (Note 6.4)	277	233
General provisions	10	7
Total current	1,193	1,279
Non-current		
Deferred income	78	117
Tenancy bonds received (Note 6.4)	278	263
Total non-current	356	380
Balance at end of period	1,549	1,659

Other financial liabilities are recognised initially at fair value, net of transaction costs incurred, and are subsequently measured at amortised cost.

5.5 Contract liabilities

	2025 \$000	2024 \$000
Current		
Opening balance at the beginning of the period	5,315	4,937
Additions	39,425	27,190
Income recognised in the reporting period	(38,816)	(26,812)
Closing balance at the end of period	5,924	5,315

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

6. Financing

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

	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

Notes to the Financial Statements for the Year Ended 30 June 2025

6.1 Lease liabilities

	2025 \$000	2024 \$000
Not later than one year	77	53
Later than one year and not later than five years	140	87
Later than five years	-	5
	217	145
Current	77	53
Non-current	140	92
	217	145

Initial measurement

At the commencement date of the lease, RIA recognises lease liabilities measured at the present value of 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).

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.

	2025 \$000	2024 \$000
Lease expenses recognised in the Statement of comprehensive income		
Lease interest expense	14	10
Low-value leases	91	46
Total lease expense	105	56

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

Notes to the Financial Statements for the Year Ended 30 June 2025

6.2 Assets pledged as security

	2025 \$000	2024 \$000
Assets pledged as security		
The carrying amounts of non-current assets pledged as security are:		
Right-of-use asset — vehicles	209	139
Total assets pledged as security	209	139

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

	2025 \$000	2024 \$000
Interest expense on lease liabilities	14	10
Total finance costs expensed	14	10

Finance costs include the interest component of lease liability repayments.

6.4 Cash and cash equivalents

	2025 \$000	2024 \$000
Cash and cash equivalents (current)	29,166	12,662
Restricted cash and cash equivalents	707	581
Balance at end of period	29,873	13,243

Restricted cash and cash equivalents

	2025 \$000	2024 \$000
Current		
Funds held in trust ^(a)	429	318
Non-current		
Tenancy bonds received ^(b)	278	263
Balance at end of period	707	581

(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.

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.

Notes to the Financial Statements for the Year Ended 30 June 2025

6.5 Other financial assets

	2025 \$000	2024 \$000
Term deposits (current) ^(a)	25,000	21,000
Balance at end of period	25,000	21,000

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

6.6 Capital commitments

	2025 \$000	2024 \$000
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:		
Within 1 year	46,750	18,052
Later than 5 years	820	820
	47,570	18,872

The totals presented for capital commitments are GST inclusive.

Notes to the Financial Statements for the Year Ended 30 June 2025

7. Financial instruments and contingencies

This note sets out the 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:

	2025 \$000	2024 \$000
Financial assets		
Cash and cash equivalents	29,873	13,243
Receivables at amortised cost ^(a)	2,080	2,104
Term deposits	25,000	21,000
Total financial assets	56,953	36,347
Financial liabilities		
Financial liabilities at amortised cost ^(b)	22,431	10,546
Total financial liabilities	22,431	10,546

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

(b) The amount of financial liabilities at amortised cost 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 2025

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 *Contaminated Sites Act 2003*, DWER classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as *contaminated and requiring remediation*, or *possibly contaminated — investigation required*, RIA may have a liability in respect to investigation or remediation expenses.

RIA has two contaminated sites that are currently under investigation. During the 2024–25 financial year, no additional sites were reported to DWER. RIA has progressed the investigation of these sites during 2024–25 and it is likely the sites will be suitable for commercial/industrial land uses, consistent with current use. Remediation costs, if any, for the sites are therefore currently unable to be determined.

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 \$1,200,000, all of which would be reimbursable under RIA's insurance policies.

Notes to the Financial Statements for the Year Ended 30 June 2025

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 policies	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 policies

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 key management personnel to include cabinet ministers, members of the accountable authority and senior officers of RIA. RIA does not incur expenditures to compensate Ministers and those disclosures may be found in the *Annual Report on State Finances*.

Notes to the Financial Statements for the Year Ended 30 June 2025

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:

Compensation of members of the accountable authority Compensation band (\$)	2025	2024
40,001–50,000	1	-
30,001–40,000	-	1
20,001–30,000	4	5
10,001–20,000	1	-
0–10,000	1	1
	2025 \$000	2024 \$000
Total compensation of members of the accountable authority	143	144

Compensation of senior officers Compensation band (\$)	2025	2024
250,001–300,000	1	1
200,001–250,000	4	1
150,001–200,000	2	6
0–50,000	1	1
	2025 \$000	2024 \$000
Total compensation of senior officers	1,531	1,612

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 (i.e. wholly-owned public sector entities);
- associates and joint ventures of a wholly-owned public sector entity; and
- the Government Employees Superannuation Board (GESB).

Material transactions with 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 2025

8.6 Remuneration of auditors

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

	2025 \$000	2024 \$000
Auditing the accounts, financial statements, controls, and key performance indicators	195	179

8.7 Supplementary financial information

(a) Write-offs

During the reporting period, \$15,272 (2024: \$NIL) was written off RIA's books under the authority of:

	2025 \$000	2024 \$000
The accountable authority	15	-
The Minister	-	-
The Treasurer	-	-
	15	-

(b) Losses through theft, defaults and other causes

	2025 \$000	2024 \$000
Losses of public money, other money and public and other property through theft or default	-	-
Total losses	-	-
Amounts recovered	-	-
Net losses	-	-

(c) Forgiveness of debts

	2025 \$000	2024 \$000
Forgiveness (or waiver) of debts by RIA	-	-
	-	-

(d) Gift of public property

	2025 \$000	2024 \$000
Gift of public property by RIA	-	-
	-	-



📍 West End

Certification of Key Performance Indicators

For the reporting period ended 30 June 2025

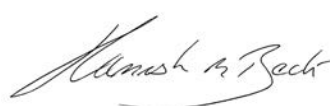
We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess Rottnest Island Authority's performance, and fairly represent the performance of Rottnest Island Authority for the financial year ended 30 June 2025.



Lyn Cassettai

Chief Finance Officer
Rottnest Island Authority

17 September 2025



Hamish R Beck OAM

Chair
Rottnest Island Authority

17 September 2025



Ann Robinson

Deputy Chair
Rottnest Island Authority

17 September 2025

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 link 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
Agency services	
1. Visitor services and public programs provided at Rottnest Island (DBCA Service 2)	2. Conserving habitats, species, and ecological communities (DBCA Service 6)
Effectiveness KPIs	
1. Average level of visitor satisfaction at Rottnest Island	2. Biodiversity health of Rottnest Island
Efficiency KPIs	
1. Average cost per visitor to Rottnest Island	2. Average cost per hectare of wildlife habitat

RIA delivers effective and efficient services that directly support the WA Government's goal of Investing in WA's Future, through measurable outcomes in community engagement and environmental conservation.

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, as required, 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 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 2024–25, there were 701 survey questionnaires completed providing confidence level of 95 per cent with an error rate of +/- 3.7 per cent.

Title	2024–25 target	2024–25 result	2023–24 result	2022–23 result	2021–22 result
Average level of visitor satisfaction at Rottnest Island	90%	87%	85%	85%	84%

RIA set a stretch target of 90% for visitor satisfaction. Alongside increasing visitation, overall satisfaction with the visitor experience continues to improve year on year.

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.

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 the three frog species known to inhabit the island
- 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
- Weaning rates
- Relative abundance

During 2024–25, the specific indicators used for quokkas were refined to better measure the general health of the quokka population. The comparative figures have not been updated for the change.

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.

The performance for each area is currently determined via a specific quantitative measure and compared to a pre-set upper limit to determine performance as a percentage. The methodology currently treats all indicators equally in terms of their weighting.

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 following table which are averaged to provide the overall rating of Biodiversity Health in 2024–25.

Focal Conservation Target	Percentage	Health rating
Woodland heath	68%	Fair
Limestone heath	83%	Good
Wetlands	68%	Fair
Coastal habitat	94%	Very good
Quokkas	86%	Good
Overall rating	80%	Good

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

2024–25 target	2024–25 result	2023–24 result	2022–23 result	2021–22 result
Rating good (80%)	Rating good (80%)	Rating good (79%)	Rating good (81%)	Rating good (86%)

In general, the health rating of the island’s natural systems has been maintained in good condition during 2024–25.

Agency Services and
Efficiency Indicators

Agency Service 1
Visitor services and public programs provided at Rottnest Island (DBCA Service 2)
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	2024–25 target	2024–25 result	2023–24 result	2022–23 result	2021–22 result
Average cost per visitor to Rottnest Island	\$92	\$89	\$85	\$85	\$130

The 2024–25 average cost per visitor to Rottnest Island is lower than the 2024–25 target primarily due to higher than forecast visitor numbers to the island. Actual visitors to the island in 2024–25 were 878,287, which is 9.8 per cent higher than the target of 800,000 visitors.



Agency Services and Efficiency Indicators

Agency Service 2
Conserving habitats, species, and ecological communities (DBCA Service 6)
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	2024–25 target	2024–25 result	2023–24 result	2022–23 result	2021–22 result
Average cost per hectare of wildlife habitat	\$753	\$696	\$593	\$664	\$263

The 2024–25 average cost per hectare of wildlife habitat is lower than budgeted, reflecting lower than budgeted expenditure in part due to amendments to the Activity Based Costing allocations to this activity which were made during the year.

Other Financial Disclosures

Capital Works Expenditure

Rottnest Island Authority's expenditure on capital works for 2024–25 is outlined below:

ANNUAL PROGRAM	2024–25 \$'000
Buildings	
Ablutions	1,921
Visitor Accommodation	17,667
Other	438
Infrastructure	
Paths/Boardwalk	782
Transport	136
Other	249
Other	
Plant & Equipment	544
Heritage	396
Other	247
TOTAL ANNUAL PROGRAM	22,380

STATE FUNDED	2024–25 \$'000
Main Jetty	8,890
Worker Accommodation	5,464
Water Infrastructure	5,243
Electrical Infrastructure	3,724
Wadjemup Project	3,534
Wastewater Infrastructure	2,489
Marine Logistics Hub	745
Aerodrome	233
TOTAL STATE FUNDED	30,322

TOTAL CAPITAL WORKS EXPENDITURE	52,702
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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 2025	30 June 2024
Permanent	99	94
Fixed-term contract	27	26
Casual	17	20
TOTAL	143	140

Note — the above FTE exclude 'Capital' funded employees, (1) permanent and (8) fixed term. All the above data is as at the final payment period in 2024–25, 19 June 2025.

Internal Workers' Compensation Claims

Three approved internal workers' compensation claims were made by RIA staff during 2024–25.

Staff Training and Workforce Development

RIA is committed to building workforce capability and developing employees. During 2024–25 a total of 1,098 training hours were delivered across a range of practical and theoretical courses:

- Aboriginal Cultural Awareness
- Breathing Apparatus DFES0503L3
- Construction White Card Training
- Contract Administration Training
- Environmental Approvals Training
- Fight the Imposter and Lead with Confidence
- Firefighting Skills DFES1023
- How to Develop Good Report Writing Skills
- Managing People and Performance
- Marine Search and Rescue Training
- Microsoft Excel Intermediate Training
- Power BI
- Risk Management Training (Online)
- Snake Handling
- Structural Firefighting DFES
- Western Australian Industry Participation Strategy Training
- WA First Nations Leadership Summit
- Working at Heights Training
- Writing with Robots

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 Work Health and Safety 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 and an online module.

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.

	2025
Number of instances in which the Western Australian Government Purchasing Cards have been used for personal purposes	4
Aggregate amount of personal use expenditure for the reporting period	\$42
Aggregate amount of personal use expenditure settled by the due date (within five working days)	\$33
Aggregate amount of personal use expenditure settled after the period (after five working days)	\$9

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.



West End

Board Meeting Attendance and Remuneration

Five 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 R Beck OAM	Mar 2016	5	5	\$41,649
Deputy Chair	Ann Robinson	Jul 2019	5	5	\$22,907
Member	Peter Lee OAM	Jul 2019	5	5	\$22,907
Member	Louise Watson	Jul 2020	5	5	\$22,907
Member	Guy Houston	Nov 2021	5	4	\$22,907
Member	Anneke Brown	Jul 2023	5	5	\$10,099
TOTAL					\$143,376

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 Rottnest 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, the seven RIA Board members collectively spent 54 nights on the island undertaking 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 (FRA) committee comprises three board members and standing invitations to the Corporate Executive and Manager Corporate Advisory. The FRA committee met four times during the reporting period.

The FRA committee 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 (CI) committee comprises three board members and standing invitations to the Corporate Executive. It met five times during the reporting period.

The key responsibilities of the CI committee 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 the Corporate Executive and ICT Manager. The ICTBM committee met four 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

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 FRA committee 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.



Osprey Stack — West End



📍 Salmon Point

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.

Five meetings of the WARG took place during the reporting period, in addition to out-of-session meetings for specific projects.

Name	First appointed	No. of meetings eligible to attend	No. of meetings attended	Gross remuneration
Pamela Thorley	2017	5	4	\$1,661
Walter McGuire	2017	5	5	\$1,446
Brendan Moore	2017	5	5	\$1,446
Lindsay Dean	2017	5	3	\$842
Casey Kickett	2022	5	3	\$842
Kathleen Musulin	2022	5	2	\$732
TOTAL				\$6,969

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.

Six progress meetings of the WPSG took place during the reporting period as well as a further 28 stakeholder engagements.

Name	First appointed	No. of meetings eligible to attend	No. of meetings attended	Gross remuneration
Farley Garlett	2024	34	12	\$5,405
Neville Collard	2024	34	2	\$732
Herbert Bropho	2024	34	24	\$11,250
Sandra Harben	2024	34	18	\$9,065
Karen Jacobs	2024	34	15	\$6,503
Glenys Yarran	2024	34	13	\$5,405
TOTAL				\$38,360

Ministerial Directives

No ministerial directives were received during 2024–25.



Longreach 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 2024–25 was \$657,042.

Class of expenditure	Organisation	Amount (\$)
Advertising	Gatecrasher	54,145
	Anti Ordinary	1,998
	Go Cultural Aboriginal Tours and Experiences	7,500
Media advertising	Initiative	446,997
	Hello Perth	4,000
	Guru Productions	6,500
	Destination Perth	2,500
Polling organisations		Nil
Direct mail		Nil
Market research	Metrix Consulting	91,902
	Verian Group Australia	41,500
TOTAL		657,042

WA Multicultural Policy Framework

RIA has adopted the Department of Biodiversity, Conservation and Attractions'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.

Disability Access and Inclusion Plan

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 disability 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.

Workforce Inclusiveness

RIA successfully employed varying strategies to attract people from diverse groups, including targeted selection and inclusive hiring practices.

As part of the most recent WA Public Sector Census, our staff were asked about their diversity, whether they had shared this with our agency and, if not, the reason for not sharing. The confidence of staff to give voice to their identities, workplace experiences and concerns is an indication of the level of workplace trust, psychological safety and inclusion. Our results showed that a majority of staff have already shared their diversity information with our agency, however some staff did not feel comfortable sharing their diversity information.

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.

RIA recognises that individuals may face different barriers, and we strive to ensure that our policies, practices, and culture support the diverse needs of our workforce. This includes offering flexible working arrangements that accommodate varying personal and professional needs, enabling all employees to thrive and contribute meaningfully.

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 2024–25:

- Public Sector Code of Ethics — Two allegations of breach of disciplinary matters were completed during the 2024–2025 reporting period.
- Public Sector Commissioner's Instruction Employment Standard — One breach claim was lodged.
- Grievance Resolution Standard — Nil claims were lodged.



📍 Parakeet Bay

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 2024–25.

RIA's Recordkeeping Plan was reviewed in August 2024, and the review report was noted by the State Records Commission on 21 November 2024. The RIA intends to submit an amended Recordkeeping Plan by 1 December 2025.

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 three FOI requests in 2024–25 and responded to them in accordance with the legislation.

Government Policy Requirements

Work Health and Safety Management

In 2024–25, 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 maintaining a Governance, Risk and Compliance System (GRC) throughout RIA. This allows workers to log health and safety incidents, near misses, and hazards online.

The WHS Committee, required under provisions of the *Work Health and Safety Act 2020* (WA), met once during the 2024–25 reporting period .

The Committee comprises six RIA members, and an invitation is extended to one or more representatives of the island's Facilities, Utilities and Support Services contractor.



 Pinky Beach

Occupational Safety, Health and Injury Management Performance Statistics 2024–25

Indicator	
Number of fatalities	Nil
Lost time injury/disease incidence*	12 days of work lost from 5 LTI which equals 90 hours for 2024–2025
Lost time injury and disease (LTI/D) severity rate**	2.4
% 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	19.6%

* 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 Rottnest 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 2024–25, 17 compliments, five comments / suggestions, and 230 formal complaints were received and dealt with via our formal complaints handling process.

Importantly, the number of complaints represented 0.03 per cent of ferry visitation arrival numbers in 2024–25.



📍 Coral — Wadjemup / Rottnest Island



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