



**ROTTNEST
ISLAND
AUTHORITY**

Annual Report

2022–23

Rottnest Island Authority

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Acknowledgement

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

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


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

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

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

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

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




Wanju wadjemup.

Nidja wadjemup whadjuk boodja unna.
Welcome to wadjemup,
a place of great significance for whadjuk
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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 West End

Statement of Compliance

For year ended 30 June 2023

Hon Rita Saffioti MLA

Deputy Premier, Treasurer, Minister for Tourism, Minister for Transport.

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 reporting period ended 30 June 2023.

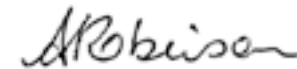
The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.



Hamish R Beck

Chair
Rottnest Island Authority

15 September 2023



Ann Robinson

Deputy Chair
Rottnest Island Authority

15 September 2023

Overview of Rottnest Island Authority



📍 Jeannies Lookout

Snapshot 2022–23



729,588

Visitors to the island by ferry



87.5% Annual occupancy of available StayRottnest accommodation (self contained)

189,738

RIA bikes **hired**
(includes pedal and e-bikes)



24,155 Check-ins to StayRottnest accommodation (self contained)

40,000+

volunteer **hours** annually



10,390

Plantings for Woodland and Coastal Management



\$27.5 m Investment in **Capital works**



354 Wildlife management and educational **responses**

Chair's Overview



It is a privilege to be Chair of the Rottnest Island Authority (RIA) board.

Wadjemup / Rottnest is widely regarded as the jewel in the Western Australian tourism crown, and especially important to all West Australians.

Since taking on Chair in November 2021, the board has worked closely with our senior executive team to encourage a sense of island custodianship, as well as normalising how business takes place on the island. There is significantly more to do, but we hope that you see the improvements on the island and any engagement you might have with the authority and our on-island businesses.

The financial year 2022–23 has seen our strongest ever visitation to the island, due to the legacy effects of the COVID pandemic, and allowed more West Australians to reconnect with the island and rekindle fond family memories.

We are not anticipating the visitor numbers to significantly increase in the immediate future as travel behaviour returns to normal.

We have seen substantial investment from the state government for essential works that will contribute to a sustainable island well into the future.

Funding was allocated for critical electrical and water infrastructure upgrades, utilities and the development of visitor amenities. We will begin to see the benefits of this investment over the next few years, such as the reduction in reliance on diesel generation as we move toward powering the island from 75 per cent renewable resources.

Funded as part of the National Tourism Icons Program, the West End is currently being redeveloped with improved facilities for visitors, including shelters, seating, access pathways, viewing platforms, public artwork, and an ablution building.

As part of the state government's COVID-19 recovery strategy, the RIA was asked to develop the Rottnest Island Management Plan (RIMP) for the period 2023–28 to replace the current plan, which was due to expire in December 2024.

Early engagement on the new RIMP occurred in August 2022 and the draft RIMP 2023–28 was open for community and stakeholder consultation from 11 March to 9 May 2023. The finalised plan will be shortly released. It will assist RIA to recast and deliver on its strategic focus areas, key initiatives and policy settings for the next five years to manage the island and its associated waters.

An important aspect of the RIMP is to encourage all visitors, staff and contractors to contribute to the care of Rottnest Island and the RIA will ensure this vision is shared across all of the island.

The RIMP has outlined the current board's focus to see expansion in the accommodation, limited to the settlement area (Geordie Bay through to Kingston Barracks) and we will be undertaking a further review of the mooring system to increase accessibility and to ensure more users have access to the mooring areas.

In the past few years the RIA board refined its own focus and purpose and realised ways to recognise and uplift the capability of our staff. I would like to recognise the vital role our staff had in the relocation of the RIA to the new offices in Mews Road, Fremantle in February 2023.

While the RIA is vested with the control and management of the island, there are many other crucial groups, people, and organisations that give so much to the island and its operations.

First, I acknowledge the Rottnest Island Chamber of Commerce and the important relationships with our island businesses. Undertaking island business on a seasonal island, 18 kilometres from the coast of Fremantle has its challenges and I commend the businesses for their perpetual strive for improvement and professionalism.

Time is a precious commodity and every year, individuals and organisations donate more than 40,000 volunteer hours to preserve the island's natural, cultural, and recreational values. The Rottnest Voluntary Guides Association deliver an invaluable and enriching service to all visitors. The Rottnest Foundation advocates and fundraises for initiatives that support conservation of the island's unique cultural, historical and environmental values.

I also thank the Wadjemup Aboriginal Reference Group (WARG) for their guidance on cultural matters. This year also saw us appoint the Chair of the WARG, Pamela Thornley, a welcome addition, as an ex-officio member of the board.

I also acknowledge Marina Hogan, our outgoing deputy chair, who is embarking on the next phase of her career. Thank you Marina for all your hard work and we wish you well. This of course means we have welcomed a new board member, Anneke Brown who joins the RIA board with a wealth of experience in the global tourism industry. I welcome the appointment of Ann Robinson as Deputy Chair.

Executive Director Jason Banks and the senior executive team have set a clear strategy for the organisation, underpinned by our RIMP 2023–28 vision that has been developed with our staff and West Australian community.

On behalf of the RIA board, thank you to Executive Director Jason Banks, RIA staff, volunteers, committees and partners for their dedication and hard work over the last financial year.



Hamish R Beck

Chair
Rottnest Island Authority

Executive Director's Report



The financial year 2022–23 concentrated on responding to increased visitation and economic growth, following the COVID-19 pandemic.

We have been focused on improving the visitor experience, renewing

critical infrastructure, and creating a sustainable environment on the island.

We are now moving into the phase where many of the projects we reported on last financial year are almost complete or have begun construction or implementation.

Responding to a growing and diverse visitor base remains a key focus. We continue to balance the pressures of increased visitation with conservation of the island's natural assets, heritage, and cultural connections to Aboriginal people.

We have seen significant demand for accommodation across the island.

The project to replace RIA's online booking software and further enhance booking functionality was completed and launched in December 2022.

In May 2023, we were allocated funding for stage 2 of The Wadjemup Project. The project aims to reconcile the history of Aboriginal people's imprisonment on Wadjemup. It is one of the first large-scale acts of recognition of the impact of colonisation on Aboriginal people.

This additional funding will allow the established cultural authorities which have guided state-wide Aboriginal consultation to determine how best to commemorate the Aboriginal men and boys buried on the island and the appropriate future use of the Quod.

I would like to thank all RIA staff and the board for their dedication and hard work over the past year.



Jason Banks

Executive Director
Rottnest Island Authority

About Rottnest Island

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

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

The island's natural attractions are mirrored by its rich and diverse cultural history. Known as Wadjemup or "place of spirits" to the Whadjuk Noongar people, the island is managed by Rottnest Island Authority (RIA), a statutory body created by the WA parliament in 1987. RIA is responsible for maintaining the delicate 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 2020–24. This focuses on making the island a place where those who visit, whether as day visitors or extended-stay holiday makers, can engage positively with the environment and recognise the island's heritage, including its Aboriginal cultural heritage.

About Rottnest Island Authority

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

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

Our Vision

RIA's vision for Rottnest Island is for it to be a visitor destination of national significance for its recreational, environmental, and cultural heritage values.

Our Values

Our organisational values drive the way we make decisions, interact with each other, and work together to achieve results.

Our five core values are integrity, collaboration, accountability, respect, and excellence. They represent our commitment to a professional and inclusive workplace culture we can all enjoy.

Responsible Minister

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

Administration

The Act provides for the appointment of a chief executive officer (CEO) and other staff. Following the incorporation of RIA into the Department of Biodiversity, Conservation and Attractions (DBCA) in 2017, the Director General of DBCA is the designated CEO for the purposes of the Act. The management of RIA and the island on a day-to-day basis is the responsibility of the executive director.

Enabling Legislation

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

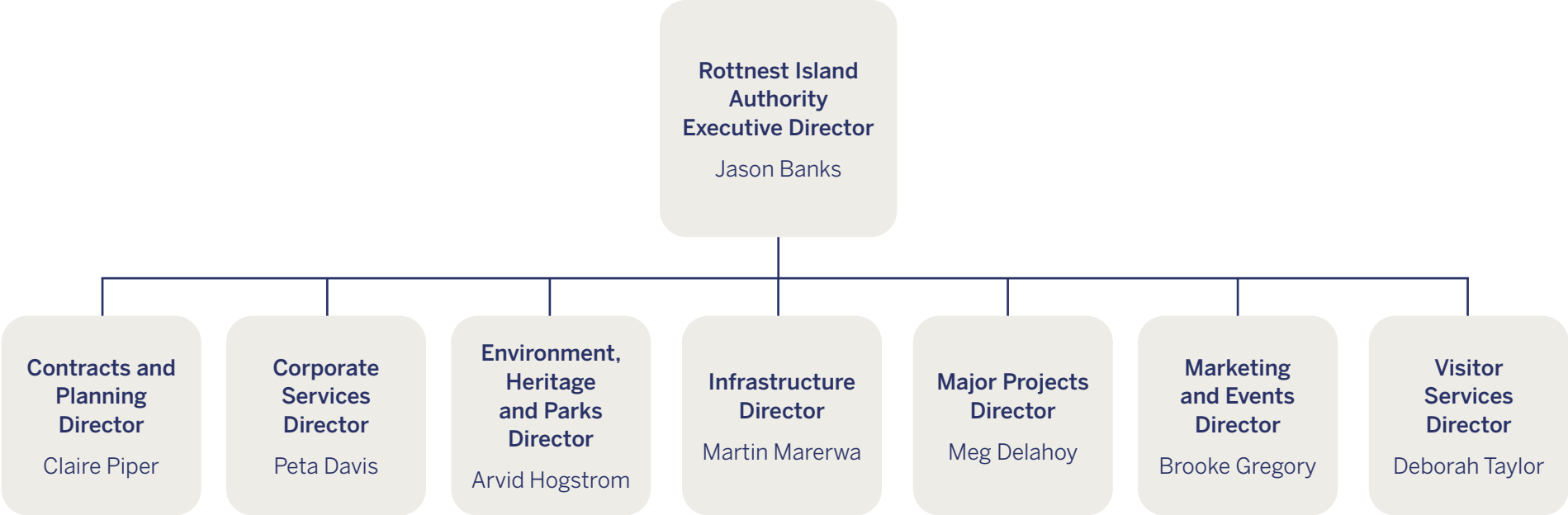
In administering the Act, RIA adheres to the following key legislation:

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

Organisational Structure and Responsibilities



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



The Board

RIA has a board consisting of a chair and five other members appointed by the Governor 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, the chair of the Wadjemup Aboriginal Reference Group sits as an ex-officio member of the Rottnest Island Authority board.



Chair — Hamish Beck

Hamish Beck was appointed board member in March 2016 and board chair in November 2021. He is the Managing Director of Beck Advisory, a Perth-based strategic advisory business, and has extensive experience in planning, development, tourism development, and environmental conservation. His current appointments include board member of the Western Australian Environmental Protection Authority and board chair of the Fremantle Maritime Museums Advisory. Hamish brings diverse knowledge in complex matters to the board through his appointment as the inaugural director of the Perth-based, ASX listed Primewest, which was subsequently acquired by Centuria. Former positions include chair of the Swan River Trust between 2014 and 2023, member of the Central Perth Planning committee and board member of the Cockburn Sound Management Council.



Deputy Chair — Dr Marina Hogan

Marina Hogan MAICD was appointed in January 2017 and her term on the board concluded on 30 June 2023. Through her long association with both Scoop Publishing and Scoop Digital, Marina has extensive experience in marketing services, both print and digital, particularly in the areas of travel and lifestyle, arts and events, and in digital transformation strategy. She teaches part-time in the School of Humanities at both University of Western Australia and University of New England. Marina was Deputy Chair of the Foundation for the Western Australian Museum and Chair of its Remuneration and Nominations Committee and she sat on the board of the Australian Multicultural Advisory Council for a number of years. She has served on the board of North Metropolitan TAFE and she was also Chair of the board of Subiaco Primary School. Marina is currently Chair of the Lester Prize for Portraiture and is a graduate and member of the Australian Institute of Company Directors.



Member — Peter Lee

Peter Lee OAM was appointed in July 2019. Peter is a Western Australian architect with extensive experience in large-scale developments in Australia and around the world. He is the recipient of many design awards. As an international director of design firm HASSELL, Peter has been involved in the design of major Perth developments, including the Optus Stadium, the Westin Hotel, Crown Towers, Brookfield Place, and the city and stadium railway stations. Peter is also on the boards of FORM, Foundation Housing, and Open House Perth. He is an adjunct professor at Curtin University and on the State and Metropolitan Redevelopment Authority's design review panels. Peter is also a specialist member of the WA Development Assessment Panels. In June 2022, Peter was awarded an Order of Australia for his services to community housing initiatives and to architecture.



Member — Ann Robinson

Ann Robinson was appointed in July 2019 and chairs RIA's Finance, Risk and Audit Committee. She is a commercially-focused non-executive director, with subject matter expertise in business performance, audit, and risk. Ann is currently deputy chair of the Lionel Samson Sadleir Group, a Director of D'Orsogna Limited, and a member of Curtin University's Audit, Risk, and Compliance Committee. Ann's executive experience includes senior commercial roles at Wesfarmers Limited and as a management consultant in Australia, South Africa, and the USA. Her experience spans a variety of industries in mergers and acquisitions, corporate strategy, financial management, and performance improvement.



📍 Hamish Beck, Casey Kickett and Walter Maguire — Wadjemup Museum



Member — Louise Watson

Louise Watson was appointed in July 2020. She brings 15 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 has a Bachelor of Science (Hon) in Eco Chemistry from the University of Adelaide, and both a Graduate Diploma in Occupational Health and Safety and a Graduate Certificate in Human Resource Management from Edith Cowan University. Louise is a graduate of the Australian Institute of Company Directors and also a board member of the Rottneest Foundation.



Member — Guy Houston

Guy Houston was appointed in November 2021. He is strategic projects advisor for Australian Capital Equity, and owner of Seven Group Holdings. Guy has more than 36 years' experience in communications, politics, and government affairs in the public and corporate sectors. This included 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 in 2017–21.



Ex-Officio member — Pamela Thorley

Pamela Thorley has been appointed as an ex-officio member of the Rottneest Island Authority board, commencing June 2023. The appointment reflects RIA's Reconciliation Action Plan commitment to move forward together with Aboriginal and Torres Strait Islander communities with mutual respect and partnership. Pamela is a Noongar Menang woman, chair of RIA's Wadjemup Aboriginal Reference Group (WARG), and co-chair of RIA's Reconciliation Working Group. As a former Registrar of Aboriginal Sites, one of Pamela's passions is the protection and culturally appropriate management of Aboriginal heritage and culture, including the cultural landscape and significant sites of Wadjemup.

Corporate Executive and Operational Areas

The Department of Biodiversity, Conservation and Attractions (DBCAs) is led by director general Stuart Smith. Stuart is also the chief executive officer of the Rottneest Island Authority, Botanic Gardens and Parks Authority, and 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, who work with the executive director to deliver services through the following operational areas:

- **Contracts and Planning** manages RIA's major contracts, the commercial and residential leases of buildings, and commercial agreements with recreational businesses on the island. The contracts and planning directorate also manages development applications and associated processes.
- **Corporate Services** provides services that ensure RIA has the necessary financial, information technology, and corporate support. This includes governance, strategic planning, policy and legislation, human resources, work health and safety, business intelligence, audit and risk, board administration, and ministerial liaison functions.
- **Environment, Heritage, and Parks** is responsible for developing and delivering strategies to protect, conserve, and enhance the island's natural and cultural values.
- **Infrastructure** is responsible for Rottneest Island's utilities and built assets, major and minor projects within the capital works program, asset management, and the state government funded program for maritime infrastructure.
- **Major Projects** is responsible for the delivery of major projects, including the \$54.8 million allocated to upgrade the island's renewable and electrical infrastructure. \$34.1 million of this will be used to upgrade the island's potable water supply, increase its water production capacity, reduce water loss through leaks, and improve its fire-fighting capability.
- **Marketing and Events** leads destination marketing to stimulate a diversified visitation demand for Rottneest Island and increase opportunities for visitors to understand the depth and diversity of the experiences available on Rottneest.
- **Visitor Services** leads RIA's commercial operations across Rottneest Island, including RIA accommodation services, Pedal & Flipper Hire, and retail within the island's visitor centre.



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

Jason Banks — Executive Director

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

Jason was heavily involved in key micro-economic 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 an improved environmental licensing regime.

He holds a Bachelor of Commerce and post-graduate qualifications in economics.

Claire Piper — Director, Contracts and Planning

Claire is a qualified lawyer and has over 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.

Claire holds a Bachelor of Law degree and a postgraduate diploma in legal practice and is admitted as a lawyer in both the United Kingdom and Australia.

Peta Davis — Director, Corporate Services

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

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

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

Arvid Hogstrom — Director, Environment, Heritage, and Parks

Arvid has spent more than three decades managing marine and terrestrial reserves. He has done extensive work overseeing the day-to-day management of the Ningaloo Coast World Heritage Area, with a focus on joint management with traditional owners and the development and management of new coastal reserves. He has significant experience in working with tourism enterprise and tourism-based infrastructure in conservation estate, as well as overseeing conservation and land management programs.

Arvid has also worked in species conservation with not-for-profit organisations and with Aboriginal corporations assisting with managing natural values and developing Aboriginal ranger programs. Arvid has a degree in Natural Resource Management.

Martin Marerwa — Director, Infrastructure

Martin has 25 years' experience in civil engineering and recently joined RIA from Water Corporation, where he led the asset condition assessment and engineering support team and had a significant role in the \$200M Pipes for Perth metro water renewals program. Martin has wide-ranging experience in the planning, design, delivery, and whole-of-life asset management of large, complex infrastructure. He has held various roles in asset-intensive organisations in the energy and utilities sectors in the UK and Australia, implementing and improving enterprise asset management systems. Martin is a chartered engineer and holds bachelor's and master's degrees in civil engineering and a Master of Business Administration.

Meg Delahoy — Director, Major Projects

Meg has supported the delivery of major infrastructure and event projects for over two decades. Professional highlights include supporting the delivery of two Summer Olympic Games — London 2012 and Rio 2016 — and being manager of engineering services for the Gold Coast 2018 Commonwealth Games, one of the largest sporting events ever held in Australia.

Meg is currently leading a program of annual capital, state-, and federal-funded major projects on Rottnest Island to improve the visitor experience and deliver sustainable infrastructure upgrades. Meg has recently completed a Graduate Diploma of Emergency and Disaster Management.

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.

With a background in destination marketing, product development, retail travel and operations management, Brooke has held global marketing roles at Tourism Western Australia and Curtin University. Brooke joined RIA in February 2019. She holds a Bachelor of Arts degree and postgraduate qualifications in marketing.

Deborah Taylor — Director, Visitor Services

Deborah has enjoyed a career in hospitality spanning three decades. Having started in hotels in Perth, she has managed a wide range of properties including corporate, leisure, casino, and remote resorts across Australia. Deborah has a Master of Business Administration and has worked in both broad and specialist hospitality roles. Prior to joining RIA, Deborah was a business coach and then the director of learning for Quest Apartment Hotels in Melbourne.

Committees of the RIA Board

Finance, Risk, and Audit Committee

The objective of the Finance, Risk, and Audit Committee is to oversee the effectiveness of the financial and risk management processes, the internal audit function, and RIA's control environment and corporate governance processes.

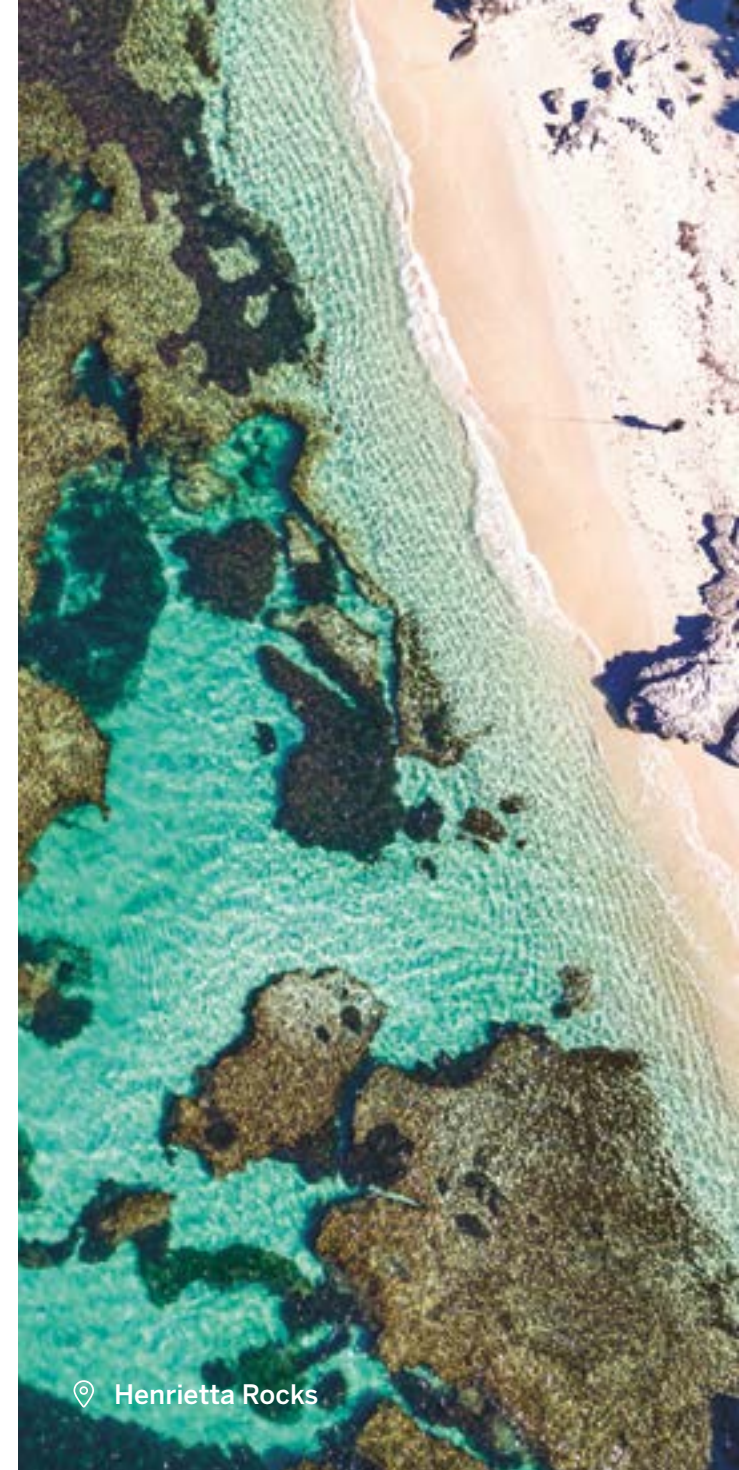
The committee consists of three board members. Committee meetings are attended by the chief executive officer; executive director; director, corporate services; chief financial officer; and manager, audit and risk.

Contracts and Infrastructure Committee

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

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

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



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

The key responsibilities of the ICT (Information, Communications, and Technology), brand and marketing committee are to:

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

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

Minister-Appointed Reference Groups

Wadjemup Aboriginal Reference Group

The Wadjemup Aboriginal Reference Group (WARG) consists of Aboriginal community members, including Whadjuk traditional custodians and RIA representatives. It provides RIA with cultural guidance on cultural heritage management and reconciliation matters.

The following were members of WARG for the reporting period:

Pamela Thorley

Chair

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

Walter McGuire

A Whadjuk man with a 30-year career across Indigenous health, housing, and education, Walter is a leading Indigenous tour guide in WA. 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 and chair at the South-West Aboriginal Land and Sea Council. He has a Master's in international studies and a Bachelor of Science in environmental management.

Lindsay Dean

A Minang, Koreng, Bardi, and Karrijarri man, Lindsay lives in Albany. He is the Community Liaison Officer for the Great Southern Region and chairperson of the Karrijarri Traditional Lands Association, and sits on the Aboriginal Cultural Material Committee. 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 WA.

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.

Strategic Direction

Rottnest Island Management Plan

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 2020–24.

The RIMP 2020–24 sets out RIA's priorities and the following four strategic focus areas for managing the island and its associated waters for that period:

1. Diversify visitor base and enhance visitor experience
2. Strengthen island infrastructure
3. Engage with the island's environment and cultural heritage, with a focus on Aboriginal cultural heritage
4. Establish a new way of doing business

Performance Management Framework

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

RIA contributes to two of the four DBCA Desired Outcomes and two of the ten DBCA Services (DBCA Services 2 and 6) within the approved OBM structure of the DBCA. The DBCA OBM did not change during 2022–23.

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

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

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

Rottnest Island Authority's Performance



 New Destination Holiday Planner

Report on Operations

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

These achievements for 2022–23 are reported against RIA's agency services as follows:

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

Service 2: Conserving habitats, species, and ecological communities.

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

Diversify the Visitor Base and Enhance Visitor Experience

New recreational offerings

RIA manages 22 recreational and leisure businesses on the island via concession agreements. Services offered include water-based activities, guided tours, food and beverage offerings, adventure experiences, and an Aboriginal Cultural walking tour.

In accordance with the Rottnest Island Management Plan (RIMP) 2020–24, RIA releases annual Expressions of Interest (EOI) calling for new activities and experiences to enhance visitor experience.

In 2022, the EOI resulted in four new businesses commencing operations on the island over summer 2022–23, including food and beverage pop-ups, a new retail offering in the Salt Store, and an arts and crafts activity for school groups. Several other proposals are being progressed as longer-term arrangements.

The 2023 EOI closed in May and submissions are under assessment. Several exciting new offerings are expected to commence in summer 2023–24 to provide additional amenities and new experiences for visitors. This includes a new commercial offering at the executive office building.

Destination Strategic Marketing Plan

The Destination Strategic Marketing Plan 2020–24 is the primary vehicle for delivering RIMP 2020–24 initiatives to diversify the island's visitor base and enhance the visitor experience.

Completed in 2019, the plan identifies actions and bodies of work to grow destination awareness, inspire consumers to travel to the island, increase the value perception of the island, and make it easy to book island offerings.

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

Actions completed as part of the plan in 2022–23:

- Implementation of tactical and brand destination advertising campaigns
- Development and implementation of a new destination website, rotnnestisland.com
- Development and implementation of a new destination holiday planner, distributed nationally
- Photography and videography content production
- Implementation of the events strategy 2022–24
- Delivery of an events calendar 2022–23
- Implementation of a trade and industry engagement plan

The West End Visitor Site

The West End of Rottnest Island is being enhanced in keeping with its significance as a place for reflection, appreciating the wonder of nature, and acknowledging the rich culture of Traditional Owners.

This project implements several West End initiatives outlined in the Rottnest Island Management Plan 2020–24.

West End looks out over the ocean to ‘Kooranup,’ a spiritual resting place on the horizon for the island’s traditional owners, the Whadjuk Noongar people. In response to growing visitor numbers, RIA opened the western side of the island through a West End transport hub to provide enhanced visitor experiences. This will further reveal the area’s outstanding natural, Aboriginal cultural heritage, and built heritage features.

West End site works and initial landscaping were completed in the financial year 2022–23 to prepare for the redevelopment. Final works for the West End Stage 2 upgrade will be completed in 2023 and include a transport hub and shelters, seating, access pathways, ablution buildings, and viewing platforms looking out over the ocean. A local Aboriginal artist will create sculptures and artworks to enhance the area.

Rottnest Island Lodge Redevelopment

One of the RIMP’s key initiatives was to facilitate new private developments, and specifically to re-create the Lodge in harmony with its natural setting, while respecting the Aboriginal history of the area. As part of this, RIA released an Expression of Interest in 2020 to identify an appropriate developer and operator for the Lodge site.

In May 2021, a WA consortium led by Place Development Australia was selected as the preferred proponent to redevelop the site.

The Lodge redevelopment project will bring a new tourism offering to the island. It further recognises the growing significance of Rottnest as a key tourist destination for the state.

The \$40 million development is expected to include 109 rooms; a conference facility, gelato bar, restaurant, bar, and new pool; and landscaping which recognises the unique natural and cultural environment.

The site was handed over to the developer in June 2022, with demolition and forward works being completed in 2022. Construction and refurbishment commenced in June 2023, with expected completion of stage one in 2024 and stage two in 2025.

The development is expected to generate significant numbers of construction and hospitality jobs and to provide an exciting new accommodation option for visitors, with a range of amenities and pricing.

South Thomson Accommodation Refurbishment

The enhancement of visitor accommodation on the island is a key priority of the RIMP. These works are renewing and refreshing RIA’s accommodation offerings for visitors and are in line with the strategic direction set by the RIMP. Upgrades to all 48 self-contained units in South Thomson are now complete.

The works for selected accommodation units included:

- Refurbishment of kitchens, bathrooms, and bedrooms
- New flooring installed throughout
- Replacement of aging windows and doors
- New internal paint
- Upgrade of courtyard amenities

The works commenced in May 2022 and were completed by October 2022.

Further refurbishments are planned for the Geordie Bay self-contained units in winter 2024.

Pedal & Flipper Hire Upgrade

Pedal & Flipper Hire is RIA’s bicycle and recreational equipment hire business on Rottnest Island. It is the largest bike hire facility in the southern hemisphere, with over 2000 products for hire, including bikes, trailers, and electric rideable and mobility assistance devices.

In 2022–23 additional pedal bikes and electric bikes were added to the hire inventory, expanding services to visitors.

Marine Administration

RIA is continuing with the development of a new online portal for managing registered mooring and boating permits and fees.

In 2022–23, RIA:

- Provided 842 private moorings and 143 marine facilities, plus nine local beach pens
- Maintained a vessel database in which 4,200 vessels were registered and authorised to enter and use the reserve during the 2022–23 boating season
- Sold 2,184 annual admission passes for the 2022–23 boating season — a slight increase in permits
- Had 571 people on the waitlist for a mooring site licence, and offered 42 moorings to people on this waitlist
- Collected fees for approximately 6,343 rental mooring bookings

Online Booking System Upgrade

The project to replace RIA's online booking software (WebHotel, provided by Oracle) and further enhance booking functionality was completed and the system launched in December 2022.

The new system provides significantly enhanced booking functionality, including a calendar view of availability and the ability to filter by location, size, accommodation type, and specific amenities. Information on various accommodation options has also been enhanced, with detailed descriptions, internal and external images, and indicative floor plans.

In the six months since the new Stay Rottnest booking system was launched, online bookings have represented 81.9% of all bookings made, compared to 63.5% for the same period in 2021–22.

Through integration with an online waiting room and queue management software, the online booking system has resulted in stability during the highest demand open days, ensuring equitable access to Stay Rottnest accommodation.

Island Gateway

The Island Gateway Stage 1 has revitalised the Settlement Mall. It has improved accessibility and provided family-friendly amenities, including new paving, irrigated turf, timber decking, shade shelters, seating and pathways, and refurbishment of the Visitor Centre public toilets. These works were completed in October 2022.



📍 Accommodation refurbishment
— South Thomson

Strengthen Island Infrastructure and Services

Main Jetty Upgrade

The Main Jetty on Rottneest Island is the primary entry and exit point for visitors, guests, staff, and contractors.

It comprises five sheet pile land-backed berths. Berths 1 and 2 were constructed in 1962 and berth 3 in 1968, while berths 4 and 5 were built circa 1977. The original structure is nearing the end of its design life. The initial phase of the main jetty renewal project to ameliorate the risk of failure commenced in July 2022. It involved replacing berths 4 and 5 with a new longer and wider deck designed to meet the island's needs over the next 50 years. This first phase was completed in December 2022 and included the installation of a full-depth wave screen along the northern edge of the deck area to protect berth 4 and improve jetty operability during strong northerly winds.

The current renewal phase includes the replacement of the anchor piles and tie rods on berths 1, 2, and 3, and the installation of a firewater main on the jetty. The design for this phase has commenced, with work due to be completed in November 2023.

The plan of the final phase of this renewal project will include sheet pile refurbishment at berths 1, 2, and 3 and the resurfacing of the whole deck.

Renewable and Electrical Infrastructure Upgrade

In 2021–22, \$54.8 million was committed to vital infrastructure upgrades to Rottneest Island's energy assets, to support expanded growth.

Commencing in 2022–23, this major investment will see renewables power 75 per cent of the island's energy needs and provide the network improvements necessary to move towards 100 per cent renewable generation in the future.

Strengthening the island's infrastructure is a strategic focus area of the RIMP. The project will help meet the needs of the increasing numbers of visitors and ensure the island's long-term sustainability.

Master planning is underway for renewable generation upgrades. Early works in the central settlement to upgrade the aging distribution network commenced in July 2022.

Drinking and Firefighting Water Infrastructure Upgrade

An investment of \$34.1 million has been allocated for vital infrastructure upgrades to overhaul Rottneest Island's aging water production and supply network. The island's water distribution network and production plant have faced increasing pressure in their efforts to provide adequate levels of service during peak tourist periods. RIA produces all the island's drinking water from an ageing desalination plant fed by saltwater bores. The system, which is at the end of its life, is struggling to meet the increasing demand from island visitors at peak periods. Thus, it needs to be renewed and upgraded. This project will help to meet the needs of increasing visitation and ensure the island's long-term sustainability.

Planning for this project has commenced and RIA has completed early works to install new water mains in various accommodation precincts: Kingstown in December 2021, and South Thomson, Longreach Bay, and Fays Bay in December 2022.

Enterprise Asset Management System

RIA has developed an Enterprise Asset Management System based on the Assetic platform and customised to its specifications. The system includes all of RIA's assets, including those managed and maintained under the Facilities, Utilities, and Support Services (FUSS) contract. Assetic has been updated with progressive asset location surveys and condition assessment outcomes, together with asset maintenance plans.

Assetic now captures GIS (Geographical Information Systems) information for all key assets, such as buildings, roads, railway, structures, utilities (RIA side), and marine assets. This information, together with condition information, will be used to drive preventive maintenance, work order management, and performance monitoring, among other tasks.

The system is expected to be fully functional and integrated with future FUSS contracts.

Engage With the Island's Environment and Cultural Heritage

Wadjemup Project

The Wadjemup Project was initiated by the former Ministers for Aboriginal Affairs and Tourism on 2 June 2020. The project aims to reconcile the history of Aboriginal people's imprisonment on Wadjemup. It is one of the first large-scale and genuine acts of recognition of the impact of colonisation on Aboriginal people.

Stage one of the project, led by the Department of the Premier and Cabinet (DPC), was completed in August 2022. It saw the establishment of a cultural authority process for the project and the establishment of the Cultural Authority.

This involved a three-part engagement process that has guided state-wide Aboriginal consultation to determine how best to commemorate the Aboriginal men and boys buried on the island, and the future use of the Quod.

On 11 May 2023, as part of the 2023–24 State Budget, the state government announced that it was committed to funding \$27.5 million over the next four years to commence stage two of the Wadjemup Project. This is to be Aboriginal-led and managed by RIA.

Funding will be focussed on:

- Development of an Aboriginal-led truth-telling and ceremony strategy to identify the ceremonial aspects of the project
- Delivery of the Aboriginal Burial Ground site memorial through design development in consultation with Aboriginal stakeholders

- Development of a robust strategy and business case to inform the future use of the Quod, as identified through Aboriginal-led consultation
- Immediate heritage conservation works to the Quod to preserve the deteriorating heritage building fabric

Reconciliation Action Plan

November 2021–November 2023

RIA is currently on its second Innovate Reconciliation Action Plan (RAP) and is responsible for its implementation. The RAP is endorsed by the Wadjemup Aboriginal Reference Group (WARG), the cabinet-appointed advisory group to RIA.

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

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

RIA has increased the percentage of Aboriginal and Torres Strait Islander staff employed in its workforce to 3 per cent. There are currently six Aboriginal staff members working across RIA, and we are committed to continuing to increase Aboriginal and Torres Strait Islander participation in the island's management.



📍 Walter Maguire — Wadjemup Museum

2022-23 RAP Achievements

The RIA achieved a number of outcomes from the current RAP:

- Welcomed a Wongutha (Wongi) and Torres Strait Island woman, to complete a Government Traineeship with Corporate Services, who was supported with the release of the revised the new starter induction, to include a history of Wadjemup and cover the Aboriginal Reference Guide.
- Welcome to Country and Acknowledgement to Country occurs at every event on the island.
- A daily Welcome to Country at North Thomson and Wadjemup Aboriginal Cultural tour began in the summer 2022 holidays and, following its success, offered again during the April and July 2023 school holidays.
- Kwop Wirin Artist in Residency took place in May. This was the first residency for an Aboriginal person with a disability. The artist in residence, Jade Lawrence, worked in the Wadjemup Museum producing several canvas artworks. Jade also helped facilitate a series of Tactile Workshops available to young people with autism, people with visual impairments and the public.
- Wadjemup Weaving Workshops, sponsored by Tourism WA Cultural Program, facilitated at the museum by Whadjuk Noongar artist Sharyn Egan which attracted 125 participants.

- In June 2023, the Dandjoo: Be a Voice for Generations exhibition opened at the Wadjemup museum. Meaning 'together' the exhibition presents stories and reflections from the Wadjemup Aboriginal Reference Group (WARG) about what reconciliation means to them and for the island. The exhibition features interviews, striking portraits of the six members of the WARG taken by Whadjuk Noongar photographer Cole Baxter, and individually selected artefacts reflecting stories from the island's prison era.
- Acclaimed Aboriginal film maker, Dr Glen Stasiuk presented his latest documentary Dandjoo: be a Voice for Generations, featuring the WARG members. The documentary is being screened throughout the day at the Wadjemup Museum.

Defence Heritage Interpretation Plan

Following completion of the remedial works and interpretation signage upgrade at Oliver Hill, the Rottnest Island Authority commenced the *Rottnest Island WWII Coastal Defence Heritage Interpretation Plan 2020–30* H1 Tunnels Experience, Oliver Hill Engine Room upgrade.

In August 2022, the Defence Heritage Interpretation Committee endorsed the new concept and interpretation plan for Oliver Hill H1 Engine Room. This involved reinstating a ghost engine replica of the old generator that once powered the 9.2-inch guns located at Oliver Hill. RIA commenced preparations for detailed design, construction, and delivery. Manufacture commenced in April 2023 and installation is scheduled for September this year. The upgrade will significantly enhance the guided tour and visitor experience at the H1 Tunnels.

Heritage Structures Management

Wadjemup Museum

Wadjemup Museum continues to attract visitors to explore the island's unique and diverse history through themes exploring Aboriginal history and incarceration, cultural connections, early colonial exploration, social history, maritime connections volunteering, and tourism.

The Survivors of Wadjemup — Wadjemup Warda-kadak exhibition, showcasing stories of survival and resilience, continued to draw much praise from visitors to the museum. The documentary film, commissioned by BlackRussian Productions, also continued to gather national and international awards, winning the Port Shorts Film Festival, Orion International Film Festival, and the Winner Award of Excellence from Impact Docs. The film has most recently been selected for the 2023 Ethnografilm Paris film festival.

Kwop Wirin — Emerging Aboriginal Artists Exhibition, 4 November 2022 to 2 June 2023, was the first collaborative exhibition with DADAA (Disability in the Arts, Disadvantage in the Arts, Australia). It exhibited art works by four Aboriginal artists living with a disability, upon the theme "Impressions of the Wadjemup Landscape." In conjunction with the exhibition, RIA conducted the first ever Artists in Residency program on the island for an Aboriginal artist with a disability.

A series of tactile workshops were run alongside the residency program. These workshops offered island visitors the opportunity to create their own artwork inspired by Wadjemup's landscape. Specially tailored tactile workshops were also facilitated for children with autism and their families, as well as for the blind and visually impaired, and these proved hugely successful.

In June 2023, the museum opened the “Dandjoo Be a Voice for Generations” exhibition, presenting stories and reflections from the Wadjemup Aboriginal Reference Group around the theme of reconciliation.

Museum Sculpture Garden

Yoowarl Koorl Djinang / Come Look See — Sculptures at Wadjemup

In June 2023, a new exhibition, Yoowarl Koorl Djinang, was installed at the Wadjemup Museum Sculpture Garden. The exhibition displays art installations by artists Alessandra Rossi and Andrea Carter, Stephen Brameld and Jay Staples, Beverley Iles, Tania Ferrier, Pavel Perina, Phil Gamblen, and Tom de Munk-Kerkmeer.

Each new piece explores personal stories and connections, inspired by the cultural landscapes of Wadjemup.

Wadjemup Museum for Children

Lomas Cottage was originally built in 1870 for ex-convict and later imperial pauper John Lomas. The cottage was last restored in 1997. The design brief for Lomas Cottage was to be a creative space that would engage families and children in the stories of the island, and to share the stories of Lomas Cottage through the ages in ways that surprise, delight, and challenge the visitor. The result is an interactive, educational, and enchanting space for both children and adults.

The museum opened to the public in November 2022.

Lomas Cottage / Wadjemup Children’s Museum was a finalist in the WA Heritage Awards 2022, Interpretation category, in November 2022.

Pilot Boat House

The refurbishment of the 1846 boat house, originally constructed for the pilot’s service which guided ships safely through the reefs around Wadjemup and across to Fremantle Harbour, was completed in October 2022.

Modern interpretive design approaches complement the rustic boathouse charm of the space and engage visitors in stories relating to the pilot service and the island’s broader maritime history. A replica of a pilot boat is a striking feature of this satellite space. The boat house was opened to the public in November 2022.

Old Lighthouse, Wadjemup Hill

Investigative work was undertaken in December 2022 to determine the condition of the substrate structure and timbers, to assist in ongoing preservation works planned for 2023–24.

Aboriginal Holding Cell

Timber structural and foundation works on the Aboriginal prisoner Holding Cell (registered Aboriginal site ID 3467) were undertaken in June 2023.


Wadjemup Aboriginal Burial Ground

Demolition of intrusive buildings which impacted the Aboriginal Burial Ground was undertaken by Aboriginal contractor Widi Ngaruwa in consultation with the Whadjuk Corporation, Cultural Authority, and WARG. The project was completed in May 2023 and has significantly added to the integrity and respect for the spirits that lie within.

Aboriginal Site Management

RIA conducted eleven Aboriginal heritage surveys, as required under the Noongar Standard Heritage Agreement. These were in relation to infrastructure upgrades, construction, and planned future staff housing developments.



 Pilot Boathouse — North Thomson

Service 2: Conserving Habitats, Species, and Ecological Communities

Engage with the Island Environment and Cultural Heritage

Terrestrial Conservation Action Plan

RIA's Terrestrial Conservation Action Plan (TCAP) is an important strategic focus area in the Rottnest Island Management Plan (RIMP) 2020–24. It provides an overview of the planning process and system that we apply for biodiversity conservation management on Rottnest Island. The plan establishes the natural values of the island terrestrial reserve, determines current and desired health, considers threats, and identifies the conservation actions necessary for the reserve's effective management.

The scope of the TCAP encompasses the terrestrial environment up to the high-water mark (i.e., the level reached by the ocean at high tide) and includes offshore islets and the settlement area.

Our environmental management work spans a range of elements that include conservation, compliance, and sustainability.

Key highlights of 2022–23 include:

- Planting of 10,390 plants and removal of 2,470 tree guards as part of the Woodland Management Plan and coastal restoration projects, with the help of 906 volunteer hours
- Completion of over seven hectares of revegetation, with plant protection, 4,265 tree guards and 1.4 km of fencing
- Development of a new quokka monitoring program by senior scientists from DBCA, with the initial program undertaken in October 2022 and seasonal follow up in April 2023
- Implementation of the trial new frog monitoring program

Marine Conservation Management Plan

The RIA Marine Conservation Action Plan (MCAP) for the island sets out our marine conservation priorities.

The MCAP was developed, with assistance from researchers and experts in the Department of Biodiversity Conservation and the Attractions, Marine Science program, to align with other marine biodiversity monitoring programs used in Western Australia. The document aims to detail specific marine conservation targets, along with their key environmental attributes and any threats to them, and to identify what indicators should be monitored to enable their condition to be tracked.

Importantly, it also identifies additional actions and activities to improve environmental attributes. These will build on existing management programs run by RIA and the many volunteer and university research projects that have helped inform much of the current understanding of the island's marine environment.

Key highlights for 2022–23 include:

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

Woodland Management Plan

The Woodland Management Plan aims to expand, enhance, and maintain the island's woodland community. It forms part of efforts to conserve this threatened ecological community, provide fauna habitat, and improve the natural recreation amenities of the island. The plan was established in 2019 and three years of works have been completed. Over 4,358 plants were planted in the 2022–23 reporting period.

Coastal Management Plan

Many coastal dune areas have been eroded and destabilised through a combination of human activity and natural forces. If not managed, these areas can erode quickly, leading to a loss of beaches and impacting both the surrounding vegetation and infrastructure such as roads, fences, and buildings. Many of these areas protect adjacent infrastructure and habitat, so it is essential that efforts be made to stabilise, revegetate and, where possible, fully restore fragile coastal areas.

RIA is implementing a conservation program for coastal management which focuses on Parakeet Bay, Longreach, Fays Bay, and South Thomson. In these areas, fragile dunes and eroded pathways have been fenced off and disturbed ground stabilised with jute matting and vegetation.

Works at Longreach and Fays Bay have been completed and planning for Parakeet Bay is commencing. A Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) was finalised by consultants in February 2023. This plan provides strategic guidance for coordinated, integrated and sustainable land use planning and management along the Rottnest Island coastline. It also informs RIA's future decision-making with respect to areas and assets identified as being at risk of coastal hazards. The CHRMAP outlines effective adaptation planning that involves the identification and evaluation of options for managing the risk of coastal hazards. It will inform planning for coastal erosion management.

Collaborations and Partnerships

RIA acknowledges that the management of island operations and services is a community effort. We thank our partners and collaborators, including:

- Better Bees WA
- BirdLife Australia
- Boating WA
- Clontarf Foundation
- Leeuwin Ocean Adventure Foundation
- Margaret River Chocolate Company
- Maritime Archaeological Association of WA
- Reef Life Survey
- Rottnest Channel Swim Association
- Rottnest ferry operators — Rottnest Express, Rottnest Fast Ferries and SeaLink Rottnest Island
- 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
- Southwest Aboriginal Land and Sea Council
- The Winnit Club
- Underwater Explorers Club of WA
- Wadjemup Aboriginal Reference Group
- Wadjemup Whadjuk Cultural Authority
- West Australian Divers for Diversity Inc.



Significant Issues Impacting Rottnest Island Authority



📍 Main Jetty — Thomson Bay

- The availability of affordable accommodation is an ongoing issue for RIA. The Rottnest Lodge site was handed over to the selected developer in June 2022 to commence the refurbishment and construction of new visitor accommodation. This will provide 109 rooms, ranging from boutique to budget, as well as a relocated pool, a conference facility, and new food and beverage facilities. The project will deliver an improved use and configuration of the site and incorporate acknowledgements of its proximity to important surrounding Aboriginal heritage buildings and places. Completion of stage one is expected in 2024.
- Maintenance and renewal of marine infrastructure, especially Rottnest Island's jetties, is a priority, to preserve visitor safety and enhance operational efficiency. During the winter of 2022, the existing concrete deck and piles of berths 4 and 5 of the main jetty were reinforced and widened. Berths 1–3 will be refurbished in 2023–24.
- RIA is progressing the delivery of vital water infrastructure upgrades to overhaul Rottnest Island's ageing drinking water supply network. This is funded under the State Recovery Program for water projects. It is a high priority for RIA to meet growing demands by increasing drinking water production, avoiding constraints on future development and supply.
- The island's renewable and electrical infrastructure is ageing and requires upgrading by the State. Work will continue in 2023–24 to upgrade the electrical infrastructure and increase renewable penetration so that 75 per cent of the island's power will be from renewable sources. This includes the expansion of the existing solar farm and the installation of new wind turbines and a utility-scale battery to improve energy storage. These investments will reduce the island's diesel fuel consumption by an estimated 40 per cent, abating an estimated 4,000 tonnes of carbon emissions each year. This is a high priority project to meet growing demand and avoid constraints on future development.
- The varied needs of the high-value terrestrial and marine environment, the island's unique heritage, and visitor infrastructure close to the shoreline must be balanced. Visitor pressures, natural variability in sea level, coastal processes, and climate change all threaten the coastal environment. The coastline and the adjacent foreshore reserves are an intrinsic component of the island and support a variety of conservation, recreation, and commercial land uses. RIA commissioned a Coastal Hazard Risk Management and Adaptation Plan to provide strategic guidance for coordinated, integrated, and sustainable land use planning and management along the island's coastline.

Disclosures and Legal Compliance



📍 Lake Vincent

Certification of Financial Statements for the Reporting Period Ended 30 June 2023

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 reporting period ended 30 June 2023 and the financial position as at 30 June 2023.

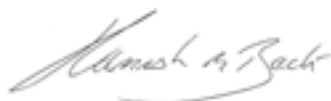
At the date of signing we are not aware of any circumstances which would render the particulars included within the financial statements misleading or inaccurate.



Lyn Cassettai

Chief Finance Officer
Rottnest Island Authority

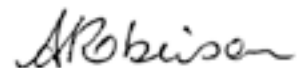
15 September 2023



Hamish R Beck

Chair
Rottnest Island Authority

15 September 2023



Ann Robinson

Deputy Chair
Rottnest Island Authority

15 September 2023



Auditor General

INDEPENDENT AUDITOR'S REPORT

2023

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 at 30 June 2023, and 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 significant accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Rottnest Island Authority for the year ended 30 June 2023 and the financial position 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.

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

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

Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatements, 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.auasb.gov.au/auditors_responsibilities/ar4.pdf.

Report on the audit of controls

Opinion

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

In my opinion, in all material respects, the controls exercised by the Rottnest Island Authority are sufficiently adequate to provide reasonable assurance that the 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 during the year ended 30 June 2023.

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

Page 2 of 5

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 Engagement 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 Rottnest Island Authority for the year ended 30 June 2023. 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 of the Rottnest Island Authority are relevant and appropriate to assist users to assess the Authority's performance and fairly represent indicated performance for the year ended 30 June 2023.

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 Instructions 904 *Key Performance Indicators*.

Auditor General's responsibilities

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

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

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

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

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

Other information

Those charged with governance are responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2023, but not the financial statements, key performance indicators and my auditor's report.

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

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

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

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

The auditor's report relates to the financial statements and key performance indicators of the Rottnest Island Authority for the year ended 30 June 2023 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.



Grant Robison
Assistant Auditor General
Delegate of the Auditor General for Western Australia
Perth, Western Australia
15 September 2023

Statement of Comprehensive Income for the Year Ended 30 June 2023

	Note	2023 \$000	2022 \$000
Cost of services			
Expenses			
Employee benefits expense	2.1(a)	16,263	13,313
Supplies and services	2.2	39,294	32,960
Depreciation and amortisation expense	4.1, 4.2, 4.3	8,167	6,758
Cost of sales	3.3	849	824
Finance costs	6.3	9	3
Accommodation expenses	2.3	535	241
Loss on disposal of non-current assets	3.7	-	30
Other expenses	2.3	1,711	2,329
Total cost of services		66,828	56,458
Income			
User charges and fees	3.2	56,860	46,771
Sale of goods	3.3	1,149	1,101
Commonwealth grants	3.4	7,630	4,899
Interest income	3.5	1,185	136
Other income	3.6	463	370
Gain on disposal of non-current assets	3.7	57	-
Total income		67,344	53,277
Net cost of services		(516)	3,181

	Note	2023 \$000	2022 \$000
Income from State Government			
Income from other public sector entities	3.1	5,596	6,257
Resources received	3.1	120	369
Total income from State Government		5,716	6,626
Surplus for the period		6,232	3,445
Other comprehensive income			
<i>Items not reclassified subsequently to profit or loss</i>			
Changes in asset revaluation surplus	4.1	22,018	35,515
Total other comprehensive income		22,018	35,515
Total comprehensive income for the period		28,250	38,960

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

Statement of Financial Position as at 30 June 2023

	Note	2023 \$000	2022 \$000
Assets			
Current assets			
Cash and cash equivalents	6.4	12,167	20,746
Restricted cash and cash equivalents	6.4	161	-
Inventories	3.3	308	407
Receivables	5.1	2,808	2,847
Other financial assets	6.5	17,000	12,000
Capital grant receivable	5.6(b)	3,130	-
Other assets	5.2	293	256
Total current assets		35,867	36,256
Non-current assets			
Restricted cash and cash equivalents	6.4	235	-
Infrastructure, property, plant and equipment	4.1	370,031	328,751
Intangible assets	4.2	1,328	989
Right-of-use assets	4.3	177	101
Receivables	5.1	101	118
Total non-current assets		371,872	329,959
Total assets		407,739	366,215

	Note	2023 \$000	2022 \$000
Liabilities			
Current liabilities			
Payables	5.3	8,509	11,247
Lease liabilities	6.1	58	31
Employee related provisions	2.1(b)	2,544	2,245
Contract liabilities	5.5	4,937	4,478
Capital grant liability	5.6(a)	-	-
Other liabilities	5.4	1,418	1,194
Total current liabilities		17,466	19,195
Non-current liabilities			
Lease liabilities	6.1	123	71
Employee related provisions	2.1(b)	835	698
Other liabilities	5.4	3,116	3,316
Total non-current liabilities		4,074	4,085
Total liabilities		21,540	23,280
Net assets		386,199	342,935
Equity			
Contributed equity		86,346	71,332
Reserves		263,406	241,388
Accumulated surplus		36,447	30,215
Total equity		386,199	342,935

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 2023

	Contributed equity \$000	Reserves \$000	Accumulated surplus \$000	Total Equity \$000
Balance at 1 July 2021	57,032	205,873	26,770	289,675
Surplus	-	-	3,445	3,445
Other comprehensive income	-	35,515	-	35,515
Total comprehensive income for the period	-	35,515	3,445	38,960
<i>Transactions with owners in their capacity as owners:</i>				
Capital appropriations	14,300	-	-	14,300
Total	14,300	-	-	14,300
Balance at 30 June 2022	71,332	241,388	30,215	342,935
Balance at 1 July 2022	71,332	241,388	30,215	342,935
Surplus	-	-	6,232	6,232
Other comprehensive income	-	22,018	-	22,018
Total comprehensive income for the period	-	22,018	6,232	28,250
<i>Transactions with owners in their capacity as owners:</i>				
Capital appropriations	18,300	-	-	18,300
Distribution to owners	(3,286)	-	-	(3,286)
Total	15,014	-	-	15,014
Balance at 30 June 2023	86,346	263,406	36,447	386,199

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 2023

	Note	2023 \$000	2022 \$000
Cash flows from/to the State Government			
Funds from other public sector entities		5,658	6,257
Capital appropriations		18,300	14,300
Return of excess capital appropriations — distribution to owners		(3,286)	-
Net cash provided by the State Government		20,672	20,557
<i>Utilised as follows:</i>			
Cash flows from operating activities			
Payments			
Employee benefits		(15,895)	(13,328)
Supplies and services		(40,130)	(30,707)
Finance costs		(9)	(3)
GST payments on purchases		(7,092)	(5,452)
GST payments to taxation authority		-	-
Other payments		(1,719)	(1,493)
Receipts			
Sale of goods		1,149	1,101
User charges and fees		54,282	45,463
Commonwealth grants		4,500	4,899
Interest received		1,011	104
GST receipts on sales		5,430	4,754
GST receipts from taxation authority		1,940	623
Other receipts		266	370
Net cash provided by/(used in) operating activities		3,733	6,331

	Note	2023 \$000	2022 \$000
Cash flows from investing activities			
Payments			
Purchase of non-current assets		(27,466)	(22,259)
Purchase of term deposits		(5,000)	-
Receipts			
Proceeds from sale of non-current assets		112	28
Proceeds from maturing term deposits		-	5,000
Net cash provided by/(used in) investing activities		(32,354)	(17,231)
Cash flows from financing activities			
Payments			
Principal elements of lease payments		(72)	(192)
ARENA loan repayment		(162)	(162)
Net cash provided by/(used in) financing activities		(234)	(354)
Net increase/(decrease) in cash and cash equivalents		(8,183)	9,303
Cash and cash equivalents at the beginning of the period		20,746	11,443
Cash and cash equivalents at the end of the period	6.4	12,563	20,746

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 2023

1. Basis of preparation

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

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

These annual financial statements were authorised for issue by the Accountable Authority of RIA on 15 September 2023.

Statement of compliance

These general-purpose financial statements have been prepared in accordance with:

- 1) The *Financial Management Act 2006* (**FMA**)
- 2) The Treasurer's Instructions (**TIs**)
- 3) Australian Accounting Standards — Simplified Disclosures
- 4) Where appropriate, those Australian Accounting Standards paragraphs applicable to for not-for-profit entities have been applied.

The FMA and TIs take precedence over Australian Accounting Standards. Several Australian Accounting Standards are modified by the TIs to vary application, disclosure format and wording. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

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

Fair Values

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

Accounting for Goods and Services Tax (GST)

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

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

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

Notes to the Financial Statements for the Year Ended 30 June 2023

Contributed equity

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

Comparative information

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

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

Judgements and estimates

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

2. Use of our funding

Expenses incurred in the delivery of services

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

	Notes
Employee benefits expense	2.1(a)
Employee related provisions	2.1(b)
Supplies and services	2.2
Other expenditure	2.3

Notes to the Financial Statements for the Year Ended 30 June 2023

2.1 (a) Employee benefits expense

	2023 \$000	2022 \$000
Employee benefits	14,621	11,990
Termination benefits	126	97
Superannuation — defined contribution plans	1,474	1,191
Superannuation — defined benefit plans	42	35
Employee benefits expense	16,263	13,313
Add: AASB 16 Non-monetary benefits	71	47
Less: Employee contributions	(10)	(1)
Total employee benefits provided	16,324	13,359

Employee benefits include wages, salaries and social contributions, accrued and paid leave entitlements, and paid sick leave, and non-monetary benefits (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 2023

2.1 (b) Employee related provisions

	2023 \$000	2022 \$000
Current		
<u>Employee benefits provision</u>		
Annual leave	1,357	1,207
Long service leave	994	866
Time in lieu	8	8
Defined benefit liability	41	37
	2,400	2,118
<u>Other provisions</u>		
Employment on-costs	144	127
Total current employee related provisions	2,544	2,245
Non-current		
<u>Employee benefits provision</u>		
Long service leave	635	498
Defined benefit liability	162	170
	797	668
<u>Other provisions</u>		
Employment on-costs	38	30
Total non-current employee related provisions	835	698
Total employee related provisions	3,379	2,943

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

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

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

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

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

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

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

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

Notes to the Financial Statements for the Year Ended 30 June 2023

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

	2023 \$000	2022 \$000
Employment on-costs provision		
Carrying amount at start of period	157	174
Additional provisions recognised	94	74
Payments/other sacrifices of economic benefits	(71)	(82)
Unwinding of the discount	2	(9)
Carrying amount at end of period	182	157

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 financial year.

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

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

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

2.2 Supplies and services

	2023 \$000	2022 \$000
Contractors – facilities operations and utilities	15,971	14,222
Contractors – housekeeping	3,786	3,532
Contractors – other	6,848	4,369
Administration expense	2,242	2,157
Other staff costs	854	659
Repairs and maintenance – building, infrastructure & equipment	5,689	5,166
Assets under \$5,000 expensed	1,745	915
Marketing expenses	1,381	1,241
Other supplies and services costs	778	699
Total supplies and services expenses	39,294	32,960

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

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

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

Notes to the Financial Statements for the Year Ended 30 June 2023

2.3 Other expenditure

	2023 \$000	2022 \$000
Accommodation expenses		
Office rental — short term	150	156
Office rental — long term	317	-
Cleaning and other accommodation expenses	68	85
Total accommodation expenses	535	241
Other expenses		
Expected credit losses expense	10	-
Employment on-costs	1,006	846
Bank and merchant fees	424	373
Software implementation costs	271	1,102
Bad debts written off	-	8
Total other expenses	1,711	2,329
Total other expenditure	2,246	2,570

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

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

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

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

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

Software implementation costs are recognised as expenses as incurred.

Notes to the Financial Statements for the Year Ended 30 June 2023

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

	2023 \$000	2022 \$000
Income from other public sector entities during the period:		
— Grants received from Department of Biodiversity, Conservation and Attractions (DBCA) ^(a)	5,533	4,782
— Grants received from other government entities ^(b)	63	1,475
Total income from other public sector entities	5,596	6,257
Resources received from other public sector entities during the period:		
— Assets received free of charge ^(c)	-	227
— Services received free of charge ^(d)	120	142
Total resources received	120	369
Total income from State Government	5,716	6,626

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

- (a) Relates to RIA's recurrent service appropriation received via DBCA.
- (b) The 2021–22 balance principally related to a grant received from the Department of Transport for Hotspot Coastal Adaptation and Protection, which was used for the construction of a seawall at South Thomson Bay.

Notes to the Financial Statements for the Year Ended 30 June 2023

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

(c) Assets received free of charge relates to road works performed on the island's roads by Main Roads WA at no cost to RIA in 2021–22.

(d) Services received free of charge relates to legal services received from State Solicitor's Office and services received from Landgate.

3.2 User charges and fees

	2023 \$000	2022 \$000
Accommodation revenue	24,732	23,749
Equipment hire and tours	8,283	5,300
Admission fees	14,113	9,034
Other fees and charges	2,773	2,211
Commercial lease and licence income	3,356	3,341
Utility charges	2,496	2,084
Residential lease income	1,107	1,052
Total user charges and fees	56,860	46,771

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

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

3.3 Sale of goods

	2023 \$000	2022 \$000
Sale of goods	1,149	1,101
Cost of sales:		
Opening inventory	(141)	(152)
Purchases	(814)	(813)
	(955)	(965)
Closing inventory	106	141
Cost of goods sold	(849)	(824)
Gross profit	300	277
Closing inventory comprises:		
Current inventories		
Inventories held for resale		
— Merchandise	106	141
Inventories not held for resale		
— Fuel	202	266
Total current inventories	308	407
Total inventories	308	407

Sale of Goods

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

Inventories

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

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

Notes to the Financial Statements for the Year Ended 30 June 2023

3.4 Commonwealth grants

	2023 \$000	2022 \$000
Commonwealth grants:		
— Capital grants – Enhancing National Tourism Icons	7,630	4,880
— Other	-	19
Total Commonwealth grants	7,630	4,899

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

3.5 Interest income

	2023 \$000	2022 \$000
Interest income	1,185	136
Total interest income	1,185	136

Interest income is recognised as the interest accrues.

3.6 Other income

	2023 \$000	2022 \$000
Insurance claims	9	47
Expected credit losses provision written back	-	6
Non-government grants/sponsorships	55	18
Public donations	30	24
Assets received free of charge	200	-
Other income ^(a)	169	275
Total other income	463	370

(a) Includes miscellaneous income and recoups.

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

	2023 \$000	2022 \$000
Net proceeds from disposal of non-current assets		
Plant, equipment and vehicles	112	28
Carrying amount of non-current assets disposed		
Plant, equipment and vehicles	(55)	(58)
Gain/(loss) on disposal of non-current assets	57	(30)

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



 Bathurst Lighthouse, Pinky Beach

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 2023

4.1 Infrastructure, property, plant and equipment

Year ended 30 June 2023	Land \$000	Buildings \$000	Computers and electronic equipment \$000	Furniture and fittings \$000	Plant and vehicles \$000	Infrastructure \$000	Works of art \$000	Work in progress \$000	Total \$000
1 July 2022									
Gross carrying amount	159,000	85,615	1,437	3,120	4,678	68,382	497	13,675	336,404
Accumulated depreciation	-	-	(1,417)	(2,743)	(3,489)	-	(4)	-	(7,653)
Carrying amount at start of period	159,000	85,615	20	377	1,189	68,382	493	13,675	328,751
Additions	-	-	-	-	-	200	-	27,463	27,663
Transfers	-	7,953	61	171	231	16,283	-	(24,699)	-
Disposals	-	-	-	(4)	(17)	(34)	-	-	(55)
Adjustments	-	-	-	-	-	-	-	(401)	(401)
Revaluation increments/(decrements)	2,000	4,039	-	-	-	15,979	-	-	22,018
Depreciation	-	(2,578)	(26)	(95)	(260)	(4,977)	(9)	-	(7,945)
Carrying amount at end of period	161,000	95,029	55	449	1,143	95,833	484	16,038	370,031
Gross carrying amount	161,000	95,029	1,163	3,236	4,593	95,833	497	16,038	377,389
Accumulated depreciation	-	-	(1,108)	(2,787)	(3,450)	-	(13)	-	(7,358)
	161,000	95,029	55	449	1,143	95,833	484	16,038	370,031

Notes to the Financial Statements for the Year Ended 30 June 2023

Initial recognition

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

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

Subsequent measurement

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

- Land;
- Buildings; and
- Infrastructure.

Land is carried at fair value.

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

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

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

Land and buildings were revalued as at 1 July 2022 by Landgate. The valuations were performed during the year ended 30 June 2023 and recognised at 30 June 2023. In undertaking revaluation, fair value of land was determined by reference to current use based on comparable utility basis. The fair value of buildings was determined by reference to current use based on current replacement cost.

Infrastructure is independently valued every three to five years. Infrastructure assets (excluding water, wastewater and power assets) were independently revalued by Landgate as at 1 July 2022. These valuations were performed during the year ended 30 June 2023 and recognised at 30 June 2023. The fair value for infrastructure assets was determined by reference to current use based on current replacement cost.

RIA is seeking approval for the transfer of its power, water generation and distribution assets and the provision of those services from RIA to Horizon Power and Water Corporation. The transfer is anticipated to occur by late 2023-24. Water, wastewater and power assets were valued by RIA management at 30 June 2023 with reference to independent assessments.

Significant assumptions and judgements

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

Useful lives

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

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

Notes to the Financial Statements for the Year Ended 30 June 2023

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

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

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

Impairment

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

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

Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income.

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

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

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

As at 30 June 2023, there were no indications of impairment to infrastructure, property, plant and equipment.

Notes to the Financial Statements for the Year Ended 30 June 2023

4.2 Intangible assets

Year ended 30 June 2023	Right to receive the Rottnest Dome Building \$000	Website costs and computer software \$000	Total \$000
1 July 2022			
Gross carrying amount	778	2,468	3,246
Accumulated amortisation	-	(2,257)	(2,257)
Carrying amount at start of period	778	211	989
Additions	-	494	494
Amortisation expense	-	(155)	(155)
Carrying amount at end of period	778	550	1,328

Initial recognition

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

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

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

Subsequent measurement

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

Useful lives

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

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

Software	3 to 5 years
Website costs	3 to 5 years

Computer Software

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

Website Costs

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

Impairment of intangible assets

Intangible assets with indefinite useful lives are tested for impairment annually or when an indication of impairment is identified. As at 30 June 2023, there were no indications of impairment to intangible assets.

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

Notes to the Financial Statements for the Year Ended 30 June 2023

4.3 Right-of-use assets

Year ended 30 June 2023	Vehicles \$000	Plant & equipment \$000	Total \$000
Carrying amount at beginning of period	80	21	101
Additions	159	-	159
Disposals	-	(16)	(16)
Depreciation	(62)	(5)	(67)
Net carrying amount at end of period	177	-	177

RIA has leases for vehicles. The lease contracts are typically made for fixed periods of 3 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. Right-of-use assets are measured at cost, comprising of:

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

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

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

Subsequent measurement

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

Depreciation and impairment of right-of-use assets

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

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

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

Notes to the Financial Statements for the Year Ended 30 June 2023

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 assets	5.2
Payables	5.3
Other liabilities	5.4
Contract liabilities	5.5
Capital grant receivable/liability	5.6

5.1 Receivables

	2023 \$000	2022 \$000
Current		
Trade receivables	1,332	1,597
Allowance for impairment of trade receivables	(16)	(6)
GST receivable	969	945
Interest receivable	212	39
Other receivables	311	272
Total current	2,808	2,847
Non-current		
Accrued revenue	101	118
Total non-current	101	118
Total receivables at end of the period	2,909	2,965

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

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

Notes to the Financial Statements for the Year Ended 30 June 2023

5.2 Other assets

	2023 \$000	2022 \$000
Current		
Prepayments	293	256
Total other assets at end of period	293	256

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

	2023 \$000	2022 \$000
Current		
Trade payables	2,960	2,452
Accrued expenses	4,806	8,072
Accrued salaries	457	268
Payroll related payables	216	443
Other payables	70	12
Total payables at end of period	8,509	11,247

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

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

5.4 Other liabilities

	2023 \$000	2022 \$000
Current		
Leases in advance	-	33
Deferred income	842	928
Unclaimed money	-	8
Funds held in trust (Note 6.4)	162	-
Tenancy bonds received (Note 6.4)	235	-
Sinking fund provision	-	40
General provisions	17	23
ARENA loan ^(a)	162	162
Total current	1,418	1,194
Non-current		
Deferred income	156	195
ARENA loan ^(a)	2,960	3,121
Total non-current	3,116	3,316
Balance at end of period	4,534	4,510

(a) RIA entered into a financial arrangement with the Australian Renewable Energy Agency (ARENA) to construct a power generation asset in 2018. The initial financial liability recognised was based on the value of the contract at the date of the initial recognition of the asset.

Notes to the Financial Statements for the Year Ended 30 June 2023

5.5 Contract liabilities

	2023 \$000	2022 \$000
Current		
Opening balance at the beginning of the period	4,478	4,768
Additions	25,191	23,459
Income recognised in the reporting period	(24,732)	(23,749)
Closing balance at the end of period	4,937	4,478

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

5.6 (a) Capital grant liability

	2023 \$000	2022 \$000
Opening balance at the beginning of the period	-	-
Additions - grants received	4,500	4,880
Income recognised in the reporting period	(4,500)	(4,880)
Closing balance at the end of period	-	-
Current	-	-
Non-current	-	-

The capital grant liability relates to a capital grant received from the Commonwealth for Enhancing National Tourism Icons projects. Income is recognised as the obligations of the grant agreement are satisfied.

5.6 (b) Capital grant receivable

	2023 \$000	2022 \$000
Current	3,130	-

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

Notes to the Financial Statements for the Year Ended 30 June 2023

6. Financing

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

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

6.1 Lease Liabilities

	2023 \$000	2022 \$000
No later than one year	58	31
Later than one year and not later than five years	120	71
Later than five years	3	-
	181	102
Current	58	31
Non-current	123	71
	181	102

Initial measurement

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

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

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

Notes to the Financial Statements for the Year Ended 30 June 2023

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.

	2023 \$000	2022 \$000
Lease expenses recognised in the Statement of Comprehensive Income		
Lease interest expense	9	3
Short-term accommodation leases	150	156
Low-value leases	22	-
Total lease expense	181	159

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

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

6.2 Assets pledged as security

	2023 \$000	2022 \$000
Assets pledged as security		
The carrying amounts of non-current assets pledged as security are:		
Right-of-use asset — vehicles	177	80
Total assets pledged as security	177	80

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

	2023 \$000	2022 \$000
Lease interest expense	9	3
Finance costs expensed	9	3

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

Notes to the Financial Statements for the Year Ended 30 June 2023

6.4 Cash and cash equivalents

	2023 \$000	2022 \$000
Cash and cash equivalents	12,167	10,746
Short-term deposits ^(a)	-	10,000
Total unrestricted cash and cash equivalents	12,167	20,746
Restricted cash and cash equivalents	396	-
Balance at end of period	12,563	20,746

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

Restricted cash and cash equivalents

	2023 \$000	2022 \$000
Current		
Funds held in trust ^(a)	161	-
Non-current		
Tenancy bonds received ^(b)	235	-
Balance at end of period	396	-

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

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

6.5 Other financial assets

	2023 \$000	2022 \$000
Term deposits (current) ^(a)	17,000	12,000
Balance at end of period	17,000	12,000

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

6.6 Capital commitments

	2023 \$000	2022 \$000
Capital commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:		
Within 1 year	6,317	17,744
	6,317	17,744

The totals presented for capital commitments are GST inclusive.

Notes to the Financial Statements for the Year Ended 30 June 2023

7. Financial instruments and contingencies

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

	Notes
Financial instruments	7.1
Contingent assets and liabilities	7.2

7.1 Financial instruments

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

	2023 \$000	2022 \$000
Financial assets		
Cash and cash equivalents	12,563	20,746
Receivables at amortised cost ^(a)	5,087	2,020
Term deposits	17,000	12,000
Total financial assets	34,650	34,766
Financial liabilities		
Financial liabilities measured at amortised cost ^(b)	9,160	11,349
Total financial liability	9,160	11,349

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

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

Notes to the Financial Statements for the Year Ended 30 June 2023

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.

7.2.1 Contingent assets

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

7.2.2 Contingent liabilities

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

Contaminated sites

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

Where sites are classified as contaminated and requiring remediation, or possibly contaminated, investigation is required, RIA may have a liability in respect to investigation or remediation expenses. RIA has one contaminated site that is under investigation. During the 2022–23 financial year, no additional sites were reported to DWER. RIA has commenced a program to investigate the listed potential contaminated site which has been classified by DWER as requiring further investigation. RIA continues to invest in monitoring activities to address financial and environmental management commitments.

Other

A number of claims have been lodged against RIA in respect to alleged personal injuries sustained on the island. Based on legal advice, the contingent liabilities could amount to \$1,108,000, all of which would be reimbursable under RIA's public liability insurance.

Notes to the Financial Statements for the Year Ended 30 June 2023

8. Other disclosures

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

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

8.1 Events occurring after the end of the reporting period

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

8.2 Correction of prior period errors/changes in accounting policy

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

8.3 Key management personnel

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

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

Notes to the Financial Statements for the Year Ended 30 June 2023

Compensation of members of the accountable authority Compensation bands (\$)	2023	2022
30,001–40,000	1	-
20,001–30,000	-	1
10,001–20,000	5	4
0–10,000	1	2
	2023	2022
	\$000	\$000
Total compensation of members of the accountable authority	109	106

Compensation of senior officers Compensation bands (\$)	2023	2022
250,001–300,000	1	-
200,001–250,000	-	1
150,001–200,000	6	7
50,001–100,000	1	1
0–50,000	2	1
	2023	2022
	\$000	\$000
Total compensation of senior officers	1,546	1,503

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

8.4 Related party transactions

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

Related parties of RIA include:

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

Material transactions with other related parties

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

8.5 Related bodies and affiliated bodies

RIA has no related bodies or affiliated bodies.

Notes to the Financial Statements for the Year Ended 30 June 2023

8.6 Remuneration of auditors

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

	2023 \$000	2022 \$000
Auditing the accounts, financial statements, controls and key performance indicators	155	147

8.7 Supplementary financial information

(a) Write-offs

During the financial year, \$408.59 (2022: \$8,336.34) of bad debts were written off RIA's books under the authority of:

	2023 \$000	2022 \$000
The accountable authority	-	8
The Minister	-	-
The Treasurer	-	-
	-	8

(b) Losses through theft, defaults and other causes

	2023 \$000	2022 \$000
Losses of public money, other money and public and other property through theft or default	-	-
Amounts recovered	-	-
	-	-

(c) Forgiveness of debts

	2023 \$000	2022 \$000
Forgiveness (or waiver) of debts by RIA	-	-
	-	-

(d) Gifts of public property

	2023 \$000	2022 \$000
Gift of public property by RIA	-	-
	-	-

Notes to the Financial Statements for the Year Ended 30 June 2023

9. Explanatory statement

This section explains variations in the financial performance of RIA.

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

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

All variances between annual estimates (original budget) and actual results for 2023, and between the actual results for 2023 and 2022, are shown below. Narratives are provided for key major variances which vary more than 10% from their comparative and where the variation is more than 1% of the following variance analyses for the:

1. Estimate and actual results for the current year:

- Total Cost of Services of the estimate for the Statement of comprehensive income and Statement of cash flows (i.e. 1% of \$57,027,000, being \$570,270); and
- Total Assets of the estimate for the Statement of financial position (i.e. 1% of \$356,685,000, being \$3,566,850).

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

- Total Cost of Services for the previous year for the Statement of comprehensive income and Statement of cash flows (i.e. 1% of \$56,458,000, being \$564,580); and
- Total Assets for the previous year for the Statement of financial position (i.e. 1% of \$366,215,000, being \$3,662,150).

Notes to the Financial Statements for the Year Ended 30 June 2023

9.1 Statement of comprehensive income variances

	Variance note	Estimate 2023 \$000	Actual 2023 \$000	Actual 2022 \$000	Variance between estimate and actual \$000	Variance between actual results for 2023 and 2022 \$000
Expenses						
Employee benefits expense	1, A	14,249	16,263	13,313	2,014	2,950
Supplies and services	2, B	32,036	39,294	32,960	7,258	6,334
Depreciation and amortisation expense	C	8,404	8,167	6,758	(237)	1,409
Cost of sales		584	849	824	265	25
Finance costs		25	9	3	(16)	6
Accommodation expenses		53	535	241	482	294
Loss on disposal of non-current assets		51	-	30	(51)	(30)
Other expenses	D	1,625	1,711	2,329	86	(618)
Total cost of services		57,027	66,828	56,458	9,801	10,370
Income						
User charges and fees	3, E	50,612	56,860	46,771	6,248	10,089
Sale of goods		673	1,149	1,101	476	48
Commonwealth grants	4, F	1,730	7,630	4,899	5,900	2,731
Interest income	5, G	187	1,185	136	998	1,049
Other income		379	463	370	84	93
Gain on disposal of non-current assets		-	57	-	57	57
Total income		53,581	67,344	53,277	13,763	14,067
Net cost of services		3,446	(516)	3,181	(3,962)	(3,697)
Income from State Government						
Income from other public sector entities	H	5,118	5,596	6,257	478	(661)
Resources received		100	120	369	20	(249)
Total income from State Government		5,218	5,716	6,626	498	(910)
Surplus for the period		1,772	6,232	3,445	4,460	2,787
Other comprehensive income						
<i>Items not reclassified subsequently to profit or loss</i>						
Changes in asset revaluation surplus		-	22,018	35,515	22,018	(13,497)
Total other comprehensive income		-	22,018	35,515	22,018	(13,497)
Total comprehensive income for the period		1,772	28,250	38,960	26,478	(10,710)

Notes to the Financial Statements for the Year Ended 30 June 2023

9.1 Statement of comprehensive income variances — continued

Major estimate and actual (2023) variance narratives

1. Employee benefits expense is higher than the Estimate by \$2.0m (14%) due to the higher public sector payrise and one-off cost of living payment paid than what was budgeted in the Estimate. There were also new additional positions paid in 2023 that were not included in the Estimate.
2. Supplies and services expense is higher than the Estimate by \$7.3m (23%) principally due to increased contractor costs and repairs & maintenance costs.
3. User charges and fees income is higher than the Estimate by \$6.2m (12%) due to higher than estimated visitor numbers to the Island in 2023 (2023 Actual: 729,588, 2023 Estimate: 470,000) which resulted in an increase in admission fees, accommodation and bike hire revenue.
4. Commonwealth grants income is higher than the Estimate by \$5.9m (341%) due to the Estimate not being adjusted for the late payment of \$4.5m for the Enhancing National Tourism Icons program that was expected in late 2022 but was paid in early 2023.
5. Interest income is higher than the Estimate by \$1.0m (534%) due to higher than estimated cash balance during the 2023 year as a result of an increase in own source revenue and delayed spending.

Major actual (2023) and comparative (2022) variance narratives

- A. The increase in employee benefits expense of \$2.9m (22%) is due to the higher public sector payrise, one-off cost of living payment paid and new additional positions in 2023.
- B. The increase in supplies and services expense of \$6.3m (19%) is principally due to increased contractor costs and repairs & maintenance costs. Assets under \$5,000 expensed was also higher due to furniture and fittings required for South Thomson accommodation unit refurbishment in 2023.
- C. The increase in depreciation expense of \$1.4m (21%) is due to the revaluation increment of building and infrastructure assets as at 30 June 2022.
- D. The decrease in other expenses of \$0.6m (27%) is principally due to the higher software implementation costs in 2022.
- E. The increase in user charges and fees income of \$10.1m (22%) is due to higher visitor numbers to the Island in 2023 (2023 Actual: 729,588, 2022 Actual: 424,441) which resulted in an increase in admission fees, accommodation and bike hire revenue.
- F. The increase in Commonwealth grants income of \$2.7m (56%) is due to higher revenue recognised for the Enhancing National Tourism Icons program in 2023 as the projects reached completion.
- G. The increase in interest income of \$1.0m (771%) is due to the higher cash balance throughout 2023, principally due to an increase in own source revenue and delayed spending. Interest rates were also higher in 2023 compared to the prior year.
- H. The decrease in income from other public sector entities of \$0.7m (11%) is due to the grant received from Department of Transport for the construction of a seawall at South Thomson Bay in 2022 which was partially offset by an increase in RIA's service appropriation received via DBCA in 2023.

Notes to the Financial Statements for the Year Ended 30 June 2023

9.2 Statement of financial position variances

	Variance note	Estimate 2023 \$000	Actual 2023 \$000	Actual 2022 \$000	Variance between estimate and actual \$000	Variance between actual results for 2023 and 2022 \$000
Assets						
Current assets						
Cash and cash equivalents		11,990	12,167	20,746	177	(8,579)
Restricted cash and cash equivalents		-	161	-	161	161
Inventories		315	308	407	(7)	(99)
Receivables		2,514	2,808	2,847	294	(39)
Other financial assets	I	17,000	17,000	12,000	-	5,000
Capital grant receivable		-	3,130	-	3,130	3,130
Other assets		326	293	256	(33)	37
Total current assets		32,145	35,867	36,256	3,722	(389)
Non-current assets						
Restricted cash and cash equivalents		-	235	-	235	235
Infrastructure, property, plant and equipment	6, J	321,978	370,031	328,751	48,053	41,280
Intangible assets		1,970	1,328	989	(642)	339
Right-of-use assets		467	177	101	(290)	76
Receivables		125	101	118	(24)	(17)
Total non-current assets		324,540	371,872	329,959	47,332	41,913
Total assets		356,685	407,739	366,215	51,054	41,524

Notes to the Financial Statements for the Year Ended 30 June 2023

9.2 Statement of financial position variances — continued

	Variance note	Estimate 2023 \$000	Actual 2023 \$000	Actual 2022 \$000	Variance between estimate and actual \$000	Variance between actual results for 2023 and 2022 \$000
Liabilities						
Current liabilities						
Payables		7,041	8,509	11,247	1,468	(2,738)
Lease liabilities		194	58	31	(136)	27
Employee related provisions		2,310	2,544	2,245	234	299
Contract liabilities		6,367	4,937	4,478	(1,430)	459
Capital grant liability		-	-	-	-	-
Other liabilities		148	1,418	1,194	1,270	224
Total current liabilities		16,060	17,466	19,195	1,406	(1,729)
Non-current liabilities						
Lease liabilities		287	123	71	(164)	52
Employee related provisions		779	835	698	56	137
Other liabilities		3,283	3,116	3,316	(167)	(200)
Total non-current liabilities		4,349	4,074	4,085	(275)	(11)
Total liabilities		20,409	21,540	23,280	1,131	(1,740)
Net assets		336,276	386,199	342,935	49,923	43,264
Equity						
Contributed equity		89,629	86,346	71,332	(3,283)	15,014
Reserves	7	205,876	263,406	241,388	57,530	22,018
Accumulated surplus		40,771	36,447	30,215	(4,324)	6,232
Total equity		336,276	386,199	342,935	49,923	43,264

Notes to the Financial Statements for the Year Ended 30 June 2023

9.2 Statement of financial position variances — continued

Major estimate and actual (2023) variance narratives

6. Infrastructure, property, plant and equipment is \$48.1m (15%) higher than the Estimate due to an increase in the valuation of land, buildings and infrastructure at 30 June 2023, which was not included in the 2023 Estimate.
7. Reserves are \$57.5m (28%) higher than the Estimate due to an increase in the asset revaluation reserve following the revaluation of land, buildings and infrastructure at 30 June 2023, which was not included in the 2023 Estimate.

Major actual (2023) and comparative (2022) variance narratives

- I. Other financial assets (being term deposits with original maturities of more than three months) are \$5.0m (42%) higher than the prior year due to more cash being held in term deposits (maturing in over 3 months) at 30 June 2023 than at 30 June 2022.
- J. Infrastructure, property, plant and equipment is \$41.3m (13%) higher than the prior year due to an increase in the valuation of land, buildings and infrastructure at 30 June 2023.

Notes to the Financial Statements for the Year Ended 30 June 2023

9.3 Statement of cash flow variances

	Variance note	Estimate 2023 \$000	Actual 2023 \$000	Actual 2022 \$000	Variance between estimate and actual \$000	Variance between actual results for 2023 and 2022 \$000
Cash flows from/to State Government						
Funds from other public sector entities		5,117	5,658	6,257	541	(599)
Capital appropriations	K	18,300	18,300	14,300	-	4,000
Return of excess capital appropriations — distribution to owners	8, L	-	(3,286)	-	(3,286)	(3,286)
Net cash provided by State Government		23,417	20,672	20,557	(2,745)	115
<i>Utilised as follows:</i>						
Cash flows from operating activities						
Payments						
Employee benefits	9, M	(14,330)	(15,895)	(13,328)	(1,565)	(2,567)
Supplies and services	10, N	(35,419)	(40,130)	(30,707)	(4,711)	(9,423)
Finance costs		(25)	(9)	(3)	16	(6)
GST payments on purchases	11, O	(4,504)	(7,092)	(5,452)	(2,588)	(1,640)
GST payments to taxation authority		-	-	-	-	-
Other payments		(1,718)	(1,719)	(1,493)	(1)	(226)
Receipts						
Sale of goods		673	1,149	1,101	476	48
User charges and fees	P	51,394	54,282	45,463	2,888	8,819
Commonwealth grants	12	1,730	4,500	4,899	2,770	(399)
Interest received	13, Q	223	1,011	104	788	907
GST receipts on sales	14, R	3,504	5,430	4,754	1,926	676
GST receipts from taxation authority	15, S	1,000	1,940	623	940	1,317
Other receipts		479	266	370	(213)	(104)
Net cash provided by/(used in) operating activities		3,007	3,733	6,331	726	(2,598)

Notes to the Financial Statements for the Year Ended 30 June 2023

9.3 Statement of cash flow variances — continued

	Variance note	Estimate 2023 \$000	Actual 2023 \$000	Actual 2022 \$000	Variance between estimate and actual \$000	Variance between actual results for 2023 and 2022 \$000
Cash flows from investing activities						
Payments						
Purchase of non-current assets	16, T	(34,558)	(27,466)	(22,259)	7,092	(5,207)
Purchase of term deposits	17, U	-	(5,000)	-	(5,000)	(5,000)
Receipts						
Proceeds from sale of non-current assets		-	112	28	112	84
Proceeds from maturing term deposits	V	-	-	5,000	-	(5,000)
Net cash provided by/(used in) investing activities		(34,558)	(32,354)	(17,231)	2,204	(15,123)
Cash flows from financing activities						
Payments						
Principal element of lease payments		(325)	(72)	(192)	253	120
ARENA loan repayment		(162)	(162)	(162)	-	-
Net cash provided by/(used in) financing activities		(487)	(234)	(354)	253	120
Net increase/(decrease) in cash and cash equivalents		(8,621)	(8,183)	9,303	438	(17,486)
Cash and cash equivalents at the beginning of the period		37,611	20,746	11,443	(16,865)	9,303
Cash and cash equivalents at the end of the period		28,990	12,563	20,746	(16,427)	(8,183)

Notes to the Financial Statements for the Year Ended 30 June 2023

9.3 Statement of cash flow variances – continued

Major estimate and actual (2023) variance narratives

8. The 2023 Actual of \$3.3m is due to the return of capital appropriation received in 2023 for the State funded Water Projects due to the delay of planned capital expenditure in 2023.
9. Employee benefits is higher than the Estimate by \$1.6m (11%) due to the agreed public sector payrise and one-off cost of living payment being higher than the amount included in the Estimate. There were also new additional positions that were not included in the 2023 Estimate.
10. Supplies and services is higher than the Estimate by \$4.7m (13%) principally due to increased contractor and repairs & maintenance costs.
11. GST payments on purchases is higher than the Estimate by \$2.6m (57%) principally due to increased spending on supplies and services in 2023, namely contractor and repairs & maintenance costs.
12. Commonwealth grant income is higher than the Estimate by \$2.8m (160%) mainly due to the late receipt of grant income of \$4.5m which was not included in the 2023 Estimate.
13. Interest received is higher than the Estimate by \$0.8m (354%) due to higher than estimated cash balance due to an increase in own source revenue and delayed capital spending in 2023.
14. GST receipts on sales is \$1.9m (55%) higher than the Estimate due to an increase in sale of goods, user charges and fees revenue in the current year.
15. GST receipts from taxation authority is \$0.9m (94%) higher than the Estimate due to the increased purchases of taxable supplies in 2023 which was not reflected in the Estimate.
16. Purchase of non-current assets is less than the Estimate by \$7.1m (21%) due to the delay of planned capital expenditure in 2023 on the Water and Electrical Projects.
17. The term deposits of \$5.0m (100%) were purchased in 2023 to invest a higher balance of cash in term deposits at year end.

Major actual (2023) and comparative (2022) variance narratives

- K. The increase of capital appropriations of \$4.0m (28%) is principally due to the capital appropriation received for the new State funded Electrical project in 2023.
- L. The 2023 Actual of \$3.3m is due to the return of capital appropriation received in 2023 for the State funded Water Projects due to the delay of planned capital expenditure in 2023.
- M. The increase in employee benefits of \$2.6m (19%) is due to the agreed public sector payrise and one-off cost of living payment paid as part of the public sector wages policy in 2023. There were also new additional positions that were not included in the prior year.
- N. The increase in supplies and services expense of \$9.4m (31%) is principally due to increased contractor, repairs & maintenance, fuel and waste barge costs in 2023.
- O. The increase in GST payments on purchases of \$1.6m (30%) is principally due to increased spending on supplies and services in 2023, namely contractor, repairs & maintenance, fuel and waste barge costs.
- P. The increase in user charges and fees of \$8.8m (19%) is principally due to higher accommodation occupancy, admission fees and hire revenue as a result of increased visitation to the Island compared to the prior year.
- Q. The increase in interest received of \$0.9m (873%) is principally due a higher cash balance through 2023 due to an increase in own source revenue and delayed capital spending. Interest rates were also higher in 2023 compared to the prior year.
- R. The increase in GST receipts on sales of \$0.7m (14%) is due to higher sales of goods, user charges and fee income than the prior year.
- S. The increase in GST receipts from taxation authority of \$1.3m (211%) is due to the increase in GST payments on purchases as a result of higher spending in 2023.
- T. The increase in purchase of non-current assets of \$5.2m (23%) is due to higher spending on capital projects including Commonwealth, Electrical and Water Projects than the prior year.
- U. Term deposits of \$5.0m (100%) were purchased in 2023 to invest a higher balance of cash in term deposits at year end.
- V. The decrease in proceeds from maturing term deposits of \$5.0m (100%) is due to the investment in higher balance of term deposits in 2023. Refer Note U.

Certification of Key Performance Indicators

For the reporting period ended 30 June 2023

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 2023.



Lyn Cassettai

Chief Finance Officer
Rottnest Island Authority

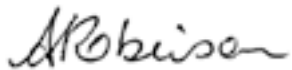
15 September 2023



Hamish R Beck

Chair
Rottnest Island Authority

15 September 2023



Ann Robinson

Deputy Chair
Rottnest Island Authority

15 September 2023

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

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

Desired Outcomes

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

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

Agency Services

To achieve these desired outcomes the RIA delivers the following services:

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

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

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

The RIA 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.

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

As well as comparing results to an annual target, comparisons to previous years' results are included 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 RIA under section 11 of the *Rottnest Island Authority Act 1987* (the Act) and the growth of visitor numbers a focus of strategic planning. Along with the RIA vision for the island to make it 'a visitor destination of national significance for its recreation, environmental and cultural heritage values' is the mission to 'increase 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'.

This KPI is designed to provide information on how well the RIA 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 Association Guide information hub.
- Digital Sign on TV Screen at the Rottnest Island Visitor Centre to promote self-completes.

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

In 2022–23 there were 472 survey questionnaires completed, providing a confidence level of 95% with an error rate of +/- 4.5%.

Title	2022–23 target	2022–23 result	2021–22 result	2020–21 result
Average level of visitor satisfaction at Rottnest Island	75%	85%	84%	84%

Desired Outcomes and Effectiveness Indicators

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

Covering a land area of 1859 hectares, and 3800 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 RIA under section 11 of the Act and preserving the unique environment is a Strategic Focus Area of the Rottnest Island Management Plan.

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

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

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

Five Focal Conservation Target areas have been identified with key indicators selected to measure their health over time. The ratings developed for each indicator define specific future goals, assess the current status of the system, and measure progress towards goals. This measure assists the 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 Target 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 (ha)

Wetlands

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

Quokkas

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

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

A review of the quokka monitoring undertaken between 2018-2020 informed an improved quokka monitoring program for 2022-23.

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

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

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

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

Focal Conservation Target	Percentage	Health rating
Woodland heath	62%	Fair
Limestone heath	92%	Good
Wetlands	71%	Fair
Coastal habitat	94%	Very good
Quokkas	87%	Good
Overall rating	81%	Good

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

2022–23 target	2022–23 result	2021–22 result	2020–21 result	2019–20 result	2018–19 result
Rating good (75%)	Rating good (81%)	Rating good (86%)	Rating good (84%)	Rating good (83%)	Rating good (86%)

Biodiversity Health rating has been maintained in good condition during 2022–23. With four of the five focal conservation targets decreasing this year, the overall rating has decreased to 81% but still exceeded the 75% target rating.

The reduced overall result is primarily due to the seedling survival for woodlands being more accurately measured through improved monitoring techniques.

Improved techniques for the relative abundance of quokka populations using motion camera array combined with improved trapping methodology has resulted in changes to the result.

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

Desired Outcomes and Effectiveness Indicators

Agency Desired Outcome 1
Visitor services and public programs provided on Rottnest Island
Effectiveness KPI 1
Average cost per visitor to Rottnest Island

In accordance with the Act, the RIA has a 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. For the purpose 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	2022–23 target	2022–23 result	2021–22 result	2020–21 result	2019–20 result
Average cost per visitor at Rottnest Island	\$115	\$85	\$130	\$125	\$99

The 2022–23 result of \$85 is below the target of \$115 mainly due to higher than forecasted visitor numbers to the island. Actual visitors to the island in 2022–23 was 729,588, which was 55% higher than the target of 470,000 visitors. These visitor numbers exceeded pre-pandemic levels.



Desired Outcomes and Effectiveness Indicators

Agency Desired Outcome 2
Conserving habitats, species, and ecological communities
Effectiveness KPI 2
Average cost per hectare of wildlife habitat

In accordance with the Act, the RIA has a 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, the 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 attributable to this service along with the allocated overheads and 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	2022–23 target	2022–23 result	2021–22 result	2020–21 result	2019–20 result
Average cost per hectare of wildlife habitat	\$568	\$664	\$263	\$312	\$357

The 2022–23 result of \$664 is above the target of \$568 due to actual expenditure for this service being higher than forecast.

The RIA reviewed its cost allocation method and implemented the Activity Based Costing (ABC) model. This resulted in a significant increase in the total costs allocated to this service which increased the 2022–23 average cost per hectare, when compared to prior years' results. The increase in costs is principally due to the allocation of Facilities, Utility and Support Services (FUSS) contract and utility costs to this service which were not allocated in previous years, as well as a higher allocation of overhead costs.

Other Financial Disclosures

Capital Works Expenditure

Rottnest Island Authority's expenditure on capital works for 2022–23 is outlined below:

Type	2022–23 \$'000
ANNUAL PROGRAM	10,303
Buildings	6,775
Visitor Accommodation	4,674
Ablutions	1,576
Heritage	78
Other	447
Utilities	2,800
Wastewater	2,175
Electricity	625
Digital & Telecommunications	362
IT Systems	362
Other	366
Plant & Equipment	267
Other	99
COMMONWEALTH GRANTS	1,881
Enhancing National Tourism Icons	1,881
STATE GRANTS	15,280
Maritime/Jetty	8,296
Water Production & Network Projects	4,711
Electrical Infrastructure	2,273
TOTAL CAPITAL WORKS EXPENDITURE	27,464

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 2023	30 June 2022
Permanent	90	77
Fixed-term contract	18	21
Casual	24	18
TOTAL	132	116

Note – the above FTE exclude 'Capital' funded employees, (2) permanent and (5) fixed term. All the above data is as at the final payment period in 2022–23, 22 June 2023.

Internal Workers' Compensation Claims

Three approved internal workers' compensation claims were made by RIA staff during the reporting period.

Staff Training and Workforce Development

Training courses conducted in 2022–23 included:

- Aboriginal Cultural Awareness — December 2022 and April 2023 (39 participants)
- Mental Health First Aider — July 2022 and June 2023 (11 participants)
- Exceptional Customer Service Training — November 2022 (28 participants)
- Microsoft Planner — August and September 2022 (27 participants)

- Working from Heights — August 2022 (7 participants)
- Snake Handling — November 2022 (13 participants)
- Selection Panel Training — February 2023 (6 participants)
- Excel Training — May and June 2023 (3 participants)
- Power BI — October 2022 and May 2023 (6 participants)
- Writing for the Board — May 2023 (14 participants)

All new staff were provided with online induction courses which included Accountable and Ethical Decision-making, Sexual Harassment Prevention, Disability Awareness, WHS Awareness and Mental Health Awareness. Content Manager (Records) training was provided to all new starters through face-to-face delivery. There has been a total of 1113 training hours recorded in 2022–2023.

Traineeships and Pathways

Rottnest Island Authority has been given the opportunity to host an Aboriginal trainee as part of the Public Sector Commission's Solid Futures Aboriginal traineeship program. The participant commenced May 2023 and during the program they will complete a Certificate III in Government.

The Indigenous Career Program was established to support RIA's Innovative Reconciliation Action Plan and its goal to increase Aboriginal and Torres Strait Islander employment. The appointment of a Project Officer 50D (Level 2) occurred in early 2022 and that officer has been provided with a career development opportunity within three divisions at the RIA.

As part of the Public Sector Solid Futures Aboriginal Traineeship Program, the RIA have been successful in hosting an Aboriginal Trainee who commenced in May 2023. The trainee will work in the agency for twelve months whilst completing a Certificate III in Government.

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.

	2023
Number of instances in which the Western Australian Government Purchasing Cards have been used for personal purposes	13
Aggregate amount of personal use expenditure for the reporting period	\$1,251
Aggregate amount of personal use expenditure settled by the due date (within five working days)	\$991
Aggregate amount of personal use expenditure settled after the period (after five working days)	\$260

	2023
Aggregate amount of personal use expenditure remaining unpaid at the end of the reporting period	-
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	-

Governance Disclosures

Board Appointment and Responsibilities

RIA board members are appointed by the minister in accordance with Part II, Section 6 of the Act. 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 board for the effective and robust administration of the Rottnest Island Authority Act 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
- Enter 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

Board Meeting Attendance and Remuneration

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

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

Position	Name	First appointed	No. of meetings eligible to attend	No. of meetings attended	Gross Remuneration
Chair	Hamish Beck	Mar 2016	7	6	\$32,763
Deputy Chair	Dr Marina Hogan	Jan 2017	7	7	\$15,470
Member	Peter Lee OAM	Jul 2019	7	5	\$15,470
Member	Ann Robinson	Jul 2019	7	7	\$15,470
Member	Louise Watson	Jul 2020	7	7	\$15,470
Member	Guy Houston	Nov 2021	7	7	\$15,470
Ex-Officio Member	Pamela Thorley	May 2023	1	-	\$0
TOTAL					\$110,113

Board Conflicts of Interest

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

Director's and Officer's Liability Insurance

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

Policy on Island Accommodation and Ferry Travel for Board Members

Visits to the island by board members are essential to:

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

During the year, members of the board made a total of 54 overnight stays on the island to undertake official duties. These included board meetings, business community meetings, events, launches, functions, guest and visitor experiences, and tasks that directly supported the functions of the board.

All stays were approved in accordance with the policy.

Board Committees

Audit and Risk Committee

The audit and risk committee (ARC) comprises three board members; chief executive officer; executive director; director, corporate services; chief financial officer; and manager, audit and risk. The ARC met seven times during the reporting period.

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

Contracts and Infrastructure Committee

The contracts and infrastructure committee comprises three board members; executive director; director, contracts and planning; and chief financial officer. It met seven times during the reporting period.

The key responsibilities of the contracts and infrastructure committee include reviewing all major proposed EOIs, lease options, and other contracts, and reviewing the performances of existing major contracts 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; chief executive officer; executive director; director, corporate services; director, marketing & events; and ICT manager. The ICTBM committee met seven times during the reporting period.

The key responsibilities of the ICTBM committee include:

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

Risk Management

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

The ARC 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 RIA board formally endorsed RIA's Corporate Risk Management Framework in November 2022. The Corporate Risk Management Framework enables RIA to identify, assess, and treat risk in a systemic and consistent manner, and in accordance with ANZ/NZS ISO 31000.

Wadjemup Aboriginal Reference Group

The Wadjemup Aboriginal Reference Group provides cultural guidance to the Executive Director and the board on cultural heritage management and reconciliation matters.

Four meetings of the Wadjemup Aboriginal Reference Group took place during the reporting period.

Name	First appointed	No. of meetings eligible to attend	No. of meetings attended	Gross remuneration
Walter McGuire	2017	5	3	\$930
Brendan Moore	2017	5	5	\$1,598
Pamela Thorley	2017	5	4	\$1,835
Lindsay Dean	2017	5	5	\$1,456
Casey Kickett	2022	5	2	\$526
Kathleen Musulin	2022	5	1	\$0
TOTAL				\$6,345

Ministerial Directives

No ministerial directives were received during 2022–23.

Other Legal Requirements

Expenditure on 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 2022–23 was \$744,790.

Type of expenditure	Organisation	Amount (\$)
Advertising	Gatecrasher	126,811
	Scamper Design	1,800
Market research	Gatecrasher	60,000
	Metrix Consulting	75,624
Polling organisations		Nil
Direct mail		Nil
Media advertising	Countrywide Publication	1,273
	Guru Productions	32,500
	Cygnets West	7,680
	City of Fremantle	2,273
	Buggy Buddys	295
	Destination Perth	9,000
	Facebook	15,115
	Hello Perth	5,630
	Marsh Agencies	350
	Initiative Media Australia Pty Ltd	405,939
	Poster Girls distribution	500
TOTAL		744,790

WA Multicultural Policy Framework

The RIA has adopted the DBCA's 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 the RIA's Reconciliation Action Plan, DBCA's Disability Access and Inclusion Plan and the Western Australian Multicultural Policy Framework.

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

During 2022–23, key achievements included:

- Development of an RIA specific workforce operational plan
- Promoting all of staff NAIDOC week events
- Ensuring all new employees complete the disability awareness and mental health awareness training courses

Disability Access and Inclusion Plan

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

The DAIP continues DBCA's commitment to ensuring people with disabilities have the same opportunities as others to access, use and enjoy

our state's natural areas and major attractions, facilities, services, and programs. It also strives to foster a diverse and inclusive workforce that is representative of the community we serve.

Substantive Equality

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

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

Compliance with Public Sector Standards and Ethical Codes

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

In 2022–23:

- Public Sector Code of Ethics — One allegation of breach of discipline was completed in 2022–23
- Public Sector Commissioner's Instruction Employment Standard — Nil breach claims were lodged
- Grievance Resolution Standard — Nil breach claims were lodged

Recordkeeping Plan

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

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

RIA's recordkeeping compliance is achieved by:

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

All facets were maintained during 2022–23.

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 two FOI requests in 2022–23 and responded to them in accordance with the legislation.

Government Policy Requirements

Work Health and Safety Management

In 2022–23, RIA maintained its commitment to provide a safe and healthy environment for its workers on the island and at its Fremantle offices.

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

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

The WHS Committee, required under provisions of the *Work Health and Safety Act 2020 (WA)*, met four times during the 2022–23 year.

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

RIA commenced operating under the new *Work Health and Safety Act 2020 (WA)* and has updated its procedures and policies to ensure they align with the new legislation.

Work Health and Safety Performance Statistics 2022–23

Indicator	
Number of fatalities	Nil
Lost time injury/disease incidence*	509 hours workers' compensation recorded for 2022–23 including hours relating to a prior year incident.
Lost time injury and disease (LTI/D) severity rate**	5
% injured workers returned to work within 13 weeks	100%
% injured workers returned to work within 26 weeks	0%
% managers trained in OSH and injury management responsibilities	80%

* 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 2022–23, 41 compliments, one comment, and 237 formal complaints were received and dealt with via our formal complaints handling process.

Importantly, the number of complaints represented 0.04 per cent of ferry visitation arrival numbers in 2022–23.



📍 Catherine Bay



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