



**BUSSELTON JETTY**

Western Australia

**Annual Report  
2022/2023**

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Amy Gornall, Panel Member at Tourism Council's Accessibility Forum



Throughout the Annual Report you will see the use of the UN's Sustainable Development Goals (SDG) to help communicate our alignment to these global goals.

# A LITTLE ABOUT THE ORGANISATION

## WHO WE ARE

Busselton Jetty Incorporated (BJI) is a not-for-profit multi-award-winning association, tasked with managing the Busselton Jetty, an iconic Australian tourist attraction.

The BJI is run by a volunteer Board of eight business professionals, employing a Chief Executive Officer responsible for approximately 60 staff and almost 100 volunteers. Our volunteers, affectionately known as Jetty Hosts, help people on and off the Train, acting as WA Tourism Ambassadors, checking tickets, answering questions, taking photos, and assisting with customer safety. BJI has a membership of almost 1,000 members.

25% of gross revenue is redirected to Jetty maintenance, which relieves burden on ratepayers and the State as no funding for the Jetty is drawn from consolidated revenue. The City of Busselton established a Jetty Maintenance Reserve (JMR) where BJI and other Busselton Foreshore lease revenues are contributed towards Jetty maintenance. BJI will contribute close to \$1.33m to the JMR from 2022/23.

BJI carries out an environmental leadership role protecting the 300 unique marine species that live below the Jetty, through pile rehabilitation, marine research, beach and underwater clean-up days and other stewardship programs. 3% of BJI's annual profit is directed to the Busselton Jetty Environment Foundation, which is responsible for marine conservation and education programs.

Busselton Jetty's patron is Professor Lyn Beazley AO, former Chief Scientist of Western Australia.

## OUR VISION

Busselton Jetty is a must-see coastal attraction, connecting community and the environment.

## OUR MISSION

Sustaining the Jetty and its environment for all generations.

### 2022/23 Awards

Community Achievement Award (Tourism & Hospitality);  
Finalist, National Banksia Sustainability Award;  
Finalist, WA Coastal Awards for Excellence

## ABOUT THE ATTRACTION

With 323,241 paid visitors in 2022/23 (and 248,993 unpaid), the heritage-listed Busselton Jetty, longest in the southern hemisphere and home to the world's largest natural Underwater Observatory (one of only six in the world), is a bucket list Australian tourist attraction. Its marine life is recognised by the United Nations. BJI operates the only solar-powered over-ocean tourist Train in Australia, and features the iconic blue boatshed buildings, highlighting the Jetty's 158-year history alongside retail and visitor information. The waters surrounding the Jetty are now home to the South West's first Underwater Sculpture Park, showcasing art pieces from the Western Australian arts community.

## VISION:






"Busselton Jetty is a must see coastal attraction, connecting community and the environment."

## MISSION:

"Sustaining the Jetty and its environment for all generations"

**Mandatory Values:** Respect, Honesty, Integrity

**Unique Values:** Innovative, Professional, Passionate, Positive, Environmental Focus

 <b>KEY PILLARS</b>				
<p><b>BRAND &amp; ATTRACTION DEVELOPMENT</b></p> <p>Visitor Growth:</p> <ul style="list-style-type: none"> <li>Develop new experiences.</li> <li>Diversify existing product.</li> </ul> <p>Marketing &amp; Promotion:</p> <ul style="list-style-type: none"> <li>Leverage social &amp; digital media.</li> <li>Develop targeted marketing campaigns.</li> <li>Establish/maintain strategic marketing relationships.</li> </ul>	<p><b>ENVIRONMENTAL MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>Conserve natural assets and environment.</li> <li>Minimise environmental impacts.</li> <li>Marine environment education.</li> <li>Foster environmental stewards.</li> <li>Maintain biodiversity values.</li> </ul>	<p><b>ORGANISATION SUSTAINABILITY</b></p> <ul style="list-style-type: none"> <li>Continuous improvement.</li> <li>Financially sustainable management of operations and business development.</li> <li>Sustainable asset management.</li> <li>Attract &amp; retain quality people.</li> </ul>	<p><b>TECHNOLOGY &amp; INNOVATION</b></p> <ul style="list-style-type: none"> <li>Better use of technology.</li> <li>New technology to support access and inclusion.</li> <li>Cybersecurity.</li> <li>Expand virtual profile.</li> <li>Improve/maintain a secure digital network.</li> </ul>	<p><b>COMMUNITY ENGAGEMENT</b></p> <ul style="list-style-type: none"> <li>Connect with community.</li> <li>Expand membership.</li> <li>Increase and continually support volunteer base.</li> <li>Build stakeholder relationships.</li> </ul>

<b>GOALS &amp; KPI's</b>				
<ul style="list-style-type: none"> <li>10% growth in visitation pa.</li> <li>8% growth in visitor expenditure pa.</li> <li>At least 2,000 consumer surveys pa.</li> <li>Introduce 3 'non-core' profitable events pa.</li> <li>At least 2 new commissionable packages pa.</li> <li>At least 10% growth in website visits pa.</li> <li>10% increase in social media engagement pa.</li> <li>10% increase in trade/affiliate bookings in off-peak periods pa.</li> <li>Maintain net promoter score above 50, GRI above 70.</li> </ul>	<ul style="list-style-type: none"> <li>Carbon neutral by 2025.</li> <li>30% of visitors participating in environmental programs.</li> <li>Develop &amp; deliver at least 1 environmental program pa.</li> <li>10% increase in school engagement pa.</li> </ul>	<ul style="list-style-type: none"> <li>Surplus funds reserved for compliance and asset management - target \$250k pa.</li> <li>80% staff satisfaction pa.</li> <li>Deliver annual training program.</li> <li>90% staff retention pa.</li> <li>Employee benefits program.</li> </ul>	<ul style="list-style-type: none"> <li>Implement new virtual &amp; marine technology through Marine Discovery Centre (MDC).</li> <li>Use technology to increase # of virtual excursions by 10% pa (baseline year plus 10% growth).</li> <li>Implement accessible technology (e.g., hearing loops in UWO by 2024).</li> </ul>	<ul style="list-style-type: none"> <li>At least 50 new members pa.</li> <li>Review City of Busselton licence by 2025.</li> <li>At least 1 annual relationship building event pa.</li> <li>At least 2 BJEF 'community / education' events or activities pa.</li> </ul>



## A MESSAGE FROM OUR CHAIR AND CHIEF EXECUTIVE OFFICER

2022/23 has been another busy, productive, and enjoyable year for Busselton Jetty Incorporated (BJI).

Our core business, which is tied to our Mission Statement “sustaining the Jetty and its environment for all generations”, was remarkably successful. The visitor numbers in every category were better than ever, even surpassing pre-COVID days. The Jetty exceeds visitation far over any other single tourist facility in the Region and is the focal point for tourists and locals on the foreshore.

The visitation increase has generated more income with BJI to pay a record \$1.33 million (licence fee for operating business on the Jetty) into the City of Busselton's Jetty Maintenance Reserve, further cementing the key role BJI plays in Busselton. BJI's contribution will account for over 80% of the annual funding required to maintain and preserve the Jetty, keeping its future in good stead.

Congratulations to our wonderful staff and volunteers who have seen the tourist business based on the Stocker Preston train, Underwater Observatory, and Interpretive Centre, bounce back from the uncertainty caused by COVID, into a brighter future.

Other activities conducted by BJI, through the Busselton Jetty Environment Foundation, have been prominent under the guidance of Dr Natasha Teakle, and Environmental Manager, Sophie Teede. The installation of the Underwater Sculpture Park has attracted enormous added interest from around the world in the unique environment and marine life under the Jetty. There is much more to come as the facilities to enhance this exposure and experience to many more local and visiting snorkellers, photographers, and marine scientists, are completed in the next year or so.

Alongside these “normal” activities we continue to seek and use grant funds from Federal and State Governments to enhance and improve the attractions the Jetty has become so well known for.

While we have had our fair share of frustrations putting together the projects to achieve this over the last couple of years we continue to persevere. After a series of funding, approval, engineering, and bureaucratic hurdles, we have re-designed and adjusted our plans and timetables, working with an array of stakeholders to, hopefully, see the light at the end of the tunnel. We are confident of eventually delivering upgrades involving facilities to maximise the appeal of the end-of-the-Jetty assets like the Underwater Sculpture Park, the UWO, and a food and beverage option, as well as completing the Interpretive Centre renovations and providing another income generating, and scientifically significant, Marine Discovery Centre.

While all of this will occupy the minds of our organisation for the foreseeable future, we are very conscious that in the longer term, we have an asset and business subject to risk from upheavals in world events and tourism, extreme ocean events, and the need to eventually replace the UWO for example, which is directly involved with generating 70% of BJI's income.

But – we are confident that we have a resilient organisation that has the expertise, energy, and vision to handle all these challenges.

Congratulations and thank you to everyone involved – the staff, Board members, our BJI members, superb Jetty Hosts and volunteers, stakeholders, sponsors, and the supportive community.

Above all thank you to the local, domestic, and international visitors who provide our income in exchange for the wonderful and memorable ocean-related experiences we provide.

# OUR BOARD OF MANAGEMENT

The Busselton Jetty Incorporated Board of Management consists of 8 members with experience across corporate governance, strategic planning, management, leadership, high-level decision making, risk management, accounting, and strategic marketing.



**Chair, The Hon.  
Barry House AM**



**Deputy Chair,  
Dr Natasha Teakle**



**Secretary,  
Sinan Kerimofski**



**Treasurer,  
Ken Preston**



**Board Member,  
Steve Disley**



**Board Member,  
Adam Guthridge**



**Board Member,  
Chris Lane**



**Board Member,  
Ray Mountney**



**City of Busselton Ex  
Officio Member,  
Mayor Grant Henley**

# OUR SENIOR MANAGEMENT



Busselton Jetty Incorporated Senior Management consists of 7 staff with experience across marine science, conservation, environmental sustainability, government, law, education, infrastructure and regional development, human resource management, WH&S, and finance.

In 2022/23, BJI employed approximately 60 staff and further expanded its employee benefits program to include a paid health check day and Birthday day-off. 98% of BJI's staff have reported 'above average' employment satisfaction.



**Lisa Shreeve**  
Chief Executive Officer



**Amy Gornall**  
Operations Manager



**Sarah Hijazi**  
Business Development Manager



**Deborah Symonds**  
WHS Manager



**Danielle Cann**  
Human Resources  
Manager



**Sophie Teede**  
Environmental  
Manager



**Carolyn Hess**  
Finance Manager

# 1. PERFORMANCE MANAGEMENT FRAMEWORK

## 25% OF GROSS REVENUE TO JETTY MAINTENANCE RESERVE

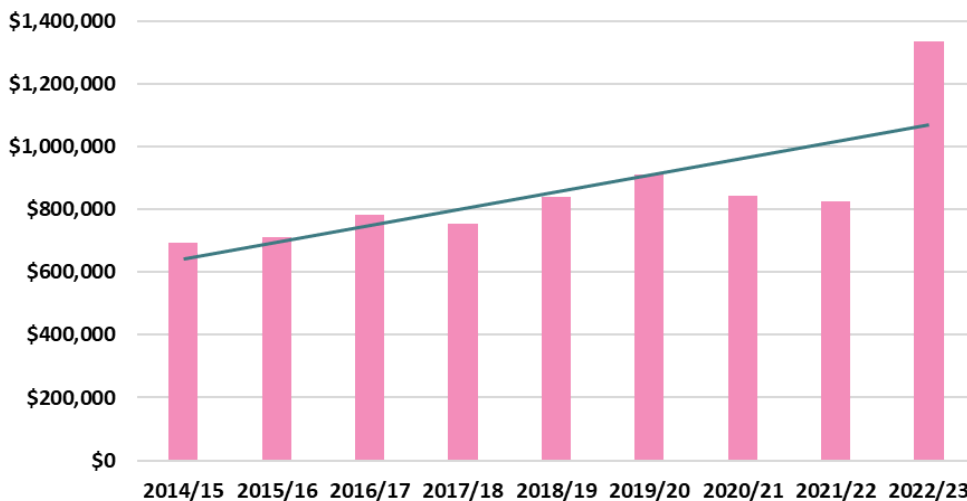


In 2011, the City of Busselton established the *Jetty Maintenance Reserve (JMR)*, where Busselton Jetty Inc. (BJI) and other Busselton Foreshore lease revenues are directed to meet maintenance requirements of the Jetty. This unique business model sees tourism dollars paying for the long-term sustainability of the Jetty.

BJI annually contributes 25% of gross revenue to the JMR, relieving the burden on Busselton ratepayers, and the State Government, as no funding for the Jetty is drawn from consolidated revenue.

BJI will contribute \$1.33m to the JMR from 2022/23; and close to \$200k to the UWO reserve, set-up in 2018, for eventual replacement of the asset.

**Jetty Maintenance Reserve (JMR) Contribution by BJI**



See Page 9 for expenditure of surplus funds throughout the years

YEAR	ANNUAL TURNOVER	JMR	UWO RESERVE	SURPLUS
2014/15	\$2,886,284	\$691,600	Set-up 2018	\$106,625
2015/16	\$3,066,167	\$712,348	Set-up 2018	\$276,427
2016/17	\$3,430,265	\$783,118	Set-up 2018	\$366,745
2017/18	\$3,819,023	\$755,380	\$92,202	\$388,965
2018/19	\$4,407,246	\$839,612	\$100,933	\$525,809
2019/20	\$4,411,666	\$911,824	\$120,179	-\$367,133 (COVID-19)
2020/21	\$4,323,790 (\$679,428 Job Keeper)	\$842,772	\$98,912	-\$525,822 (COVID-19)
2021/22	\$4,018,750 (includes various subsidies / allowances)	\$826,541.32	\$121,601	\$246,798
2022/23	\$6,231,557	\$1,333,010	\$188,792	\$1,550,135



# INVESTMENT IN GROWTH



Each year, BJI develops & achieves an Annual Business Plan focusing on income generation from Jetty operations to meet annual Jetty maintenance costs. The following timeline shows the expenditure of surplus funds since 2015/16, on 'big ticket items' for visitor attraction, ensuring BJI's operation continues to meet customer expectations in the competitive tourism industry, enticing interstate and international tourists who stay longer and spend more, benefiting other tourism and retail businesses in the region.



## INNOVATIVE CHANGES

- New 90 seat electric train launched
  - Railway House complete
  - Revitalisation of IC and museum interpretation - introduction of VR goggles
  - Introduction of water hire activities
- Purchase of electric mules for deluxe tours



## FUTURE AND RESPECTING PAST

- Stage 1 Australian Underwater Discovery Centre - Feasibility & Funding
  - Solar panels installed on train
- Underwater dining in UWO commenced
  - Engaged Historian Judith Murray to write the 'People Power' story of how the Jetty was saved



## COVID-19 MAJOR PIVOT



## REBRAND, RESET, RECOVER

- Introduction of online virtual tours during Covid 19, to all of Australia and online birthday greetings
  - Launched Eco-Store at UWO
- New Jetty website & brand launched
  - Introduced sea canoe tours
- Introduced summer marquee events
- AUDC design continuation & funding



## ART & TECHNOLOGY

- Commissioned and installed 13 sculptures creating Busselton Jetty Underwater Sculpture Park
- Introduced virtual schools program targeting regional schools and expanding worldwide
- Commenced renovation of IC to better accommodate the 'customer journey' and add a function space



## CONSTRUCTION & EXPANSION

- Commenced build of Railway House (train shed and admin office)
- Commenced design & build by local SW experts of Stocker Preston Express; solar-powered Jetty Train.
- UWO Underwater lighting installed



## VALUE ADDING SERVICES

- Introduction of end of Jetty 'Dinner Series'
- Introduction of UWO Winter Tours with VR & Projectors
- Introduction of curriculum-based school Incursions Program for Primary Schools in the South West



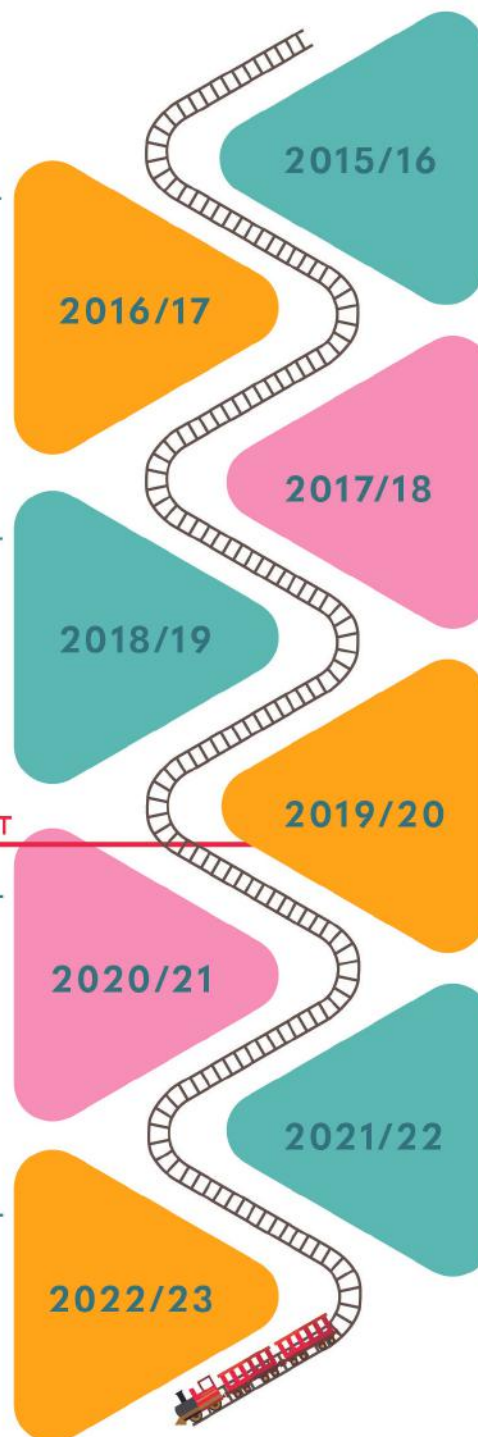
## RENOVATIONS & TECHNOLOGY

- Deep sea pool with shark shield technology launched
- UWO Interpretation upgrade, including new toilets and carpeting
- IC museum interpretation upgrade
- Upgrade and renovation to IC staff and volunteer room, and public toilets
- BJEF Tap and Go donation tablets installed
- Start of UWO night tours



## BJEF ACCELERATION

- Commenced PhD/Honours scholarship program through BJEF
- Increased BJEF fundraising activity - Nissan Leaf raffle, Jetty license plate auction
- Due to COVID - parked AUDC project and commenced exploration of Village project
- Purchased dolphin mule to transport visitors when train at capacity & bespoke tours

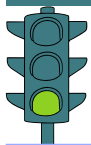


Tourism is a competitive industry.  
"If you stand still in tourism, you fall behind" - Lisa Shreeve

## 2. PERFORMANCE MANAGEMENT FRAMEWORK INCREASE GROSS REVENUE IN LINE WITH CPI

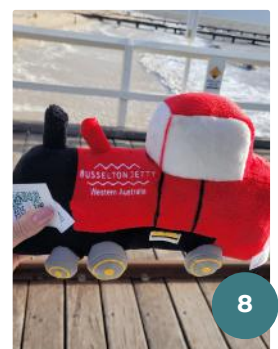
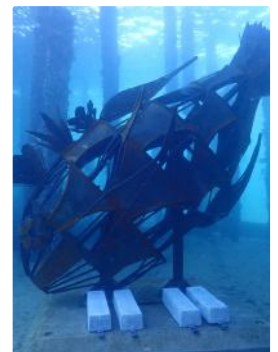


Each year, Busselton Jetty Inc has key performance indicators to meet. One of these is to develop and implement strategies to increase gross revenue in line with CPI. Following are highlights of strategies implemented in 2022/23.



Gross Revenue increase of 55%, exceeding CPI.

<b>PRODUCT DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>• Underwater Sculpture Park</li> <li>• Dive &amp; Snorkel Pass</li> <li>• Interpretive Centre renovation (including Accessibility considerations)</li> <li>• Accessible Tourism (Auslan, Autism Aware &amp; Disability Awareness Training)</li> </ul>
<b>GRANTS TO SUPPORT PROJECT DEVELOPMENT</b>	<p>Grant fund receipts of \$5,684,604</p> <ul style="list-style-type: none"> <li>• Underwater Sculpture Park</li> <li>• Marine Vessel Monitoring</li> <li>• Virtual schools program</li> <li>• School Incursion/excursion programs (in person)</li> <li>• Events</li> <li>• Marketing (EMDG)</li> <li>• Infrastructure projects (Village)</li> <li>• Alfresco Dining</li> </ul>
<b>FUTURE PROOFING (PLANNING)</b>	<ul style="list-style-type: none"> <li>• Village 'end of Jetty infrastructure'</li> <li>• Marine Discovery Centre</li> </ul>
<b>REDUCE OVERHEADS</b>	<ul style="list-style-type: none"> <li>• Wage subsidy (BAC traineeships) of \$249,523</li> <li>• Small Business Tenant Relief Scheme (COVID-19) \$10,125</li> </ul>
<b>NEW RETAIL STRATEGY</b>	<ul style="list-style-type: none"> <li>• Retail sale increase of 71% over previous year (total retail less COGS)</li> <li>• Increased eco/recycle products range &amp; reduce plastic packaging</li> <li>• Custom Busselton Jetty souvenir range</li> <li>• Increased local supplier range for sale</li> <li>• Improved layout for prams, wheelchair access</li> </ul>
<b>TOUR PRICE INCREASE</b>	<p>In June 2022, due to rising operating costs, BJI increased the price of UWO tickets by \$2 and Train tickets by \$1, resulting in additional income of \$244,171 (inc GST).</p>

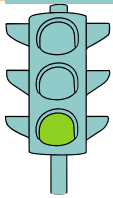




### 3. PERFORMANCE MANAGEMENT FRAMEWORK

# 3% INCREASE IN PAYING CUSTOMERS

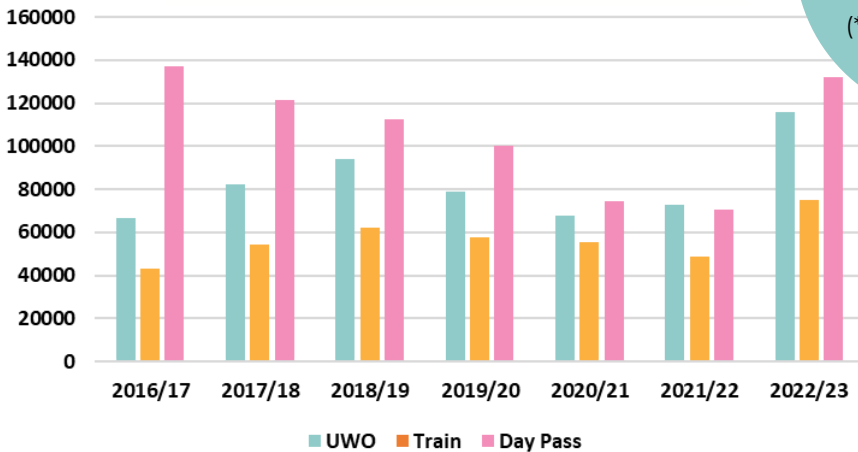
Each year, Busselton Jetty Inc. develops and implements strategies that aim for an annual 3% increase in paying customers to the Jetty.



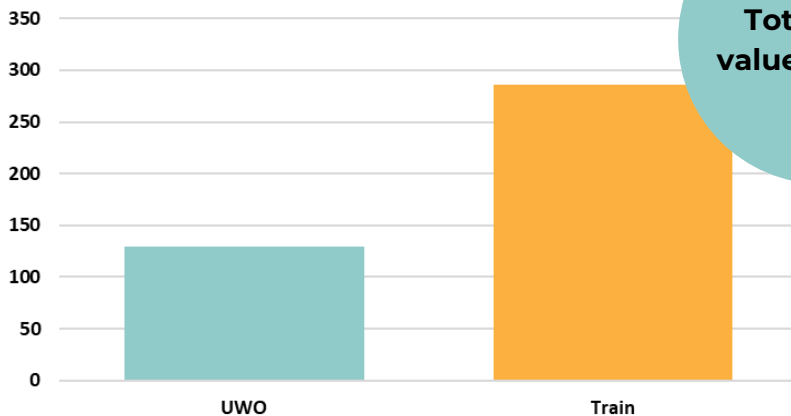
69% increase in **paid** visitation over previous year.

**Total Visitors (paid & unpaid\*):**  
572,234  
(increase of 16.4%)  
(\*visitors outside of opening hours)

**Paid Visitation by Product**



**Affiliate Group Bookings**



**Total (net) value: \$67,109**



Busselton Jetty Train reached a milestone in 2022/23 - 10,000 hours - travelling 10,387km total.

**WHAT IS AN AFFILIATE?** Affiliates comprise of tourism trade partners (e.g., domestic & international travel agents) booking train, UWO and bespoke tours, at commission, during shoulder and off-peak periods.

# 4. PERFORMANCE MANAGEMENT FRAMEWORK DEVELOP & ACHIEVE ANNUAL MARKETING PLAN



The following snapshot highlights the marketing efforts undertaken by BJI to promote its attractions & experiences to all major markets. The snapshot outlines key activities, outcomes, and areas for improvement. BJI experienced record media coverage across national and international markets through multiple mediums, in addition to over 130 media/trade famils. Coverage included GWN7, Sunrise, The Project, as well as international coverage on BBC and Korean TV, for example.

The information presented will inform future marketing strategies and ensure continuous improvement & visitor growth.

Image 7 Events, Marketing & Online Channels | 2022 WA Regional Conference  
W221009



Western Australia was live.  
31 October 2022  
Today we're beaming the dream live from Busselton / Undalup, Australia's South West's very own dreamlike blend of indulgent culinary adventures, fine wines and ... See more

## DOMESTIC

The local and domestic market continues to be a crucial segment for Busselton Jetty's success with NSW continuing as the number one market followed by VIC and then QLD as an emerging market. To further attract domestic tourists, the following unique eye catching strategies were implemented with minimal spend:

### LOCAL PARTNERSHIPS:

- Stocker Preston – new home buyer voucher
- Accommodation packages with Busselton Glamping and the upcoming Hilton
- Food and Beverage packages
- Experience packages with Southwest Luxury

### EVENTS AND FESTIVALS

- Cinefest partnership
- Underwater Dining
- Weddings
- Australia Day event
- Underwater Sleepover
- March Marathon
- Gala Dinner

### PROMOTIONAL CAMPAIGNS

- Nissan Leaf Raffle – wrap up
- Winter – Destination WA and Origins Market Cross-promotion
- Spring – Social Media campaign
- Summer Campaign – Tails and Trails
- Autumn Campaign – Australia's South West and Margaret River Busselton Tourism Association Drive Trail
- Discount campaigns in shoulder seasons
- Social Media competitions, e.g. name end of Jetty cafe



## 5. PERFORMANCE MANAGEMENT FRAMEWORK DEVELOP & ACHIEVE ANNUAL MARKETING PLAN Cont...



### INTERNATIONAL

The Busselton Jetty has great potential to attract international tourists with China, Hong Kong & Japan yet to return to 2019 visitation levels due to border restrictions and hesitance to travel. Singapore continues as the #1 International Market followed closely by UK, Malaysia and Germany. To expand on our international appeal, the following strategies were implemented:

### DIGITAL MARKETING:

Tailored marketing materials, website content, and social media posts to appeal to specific international markets with the inclusion of Tourism Australia and Busselton Jetty commissioned footage.

Busselton Jetty, for example, was featured on Korea's EBS TV, and the feature uploaded on YouTube to 6million viewers.

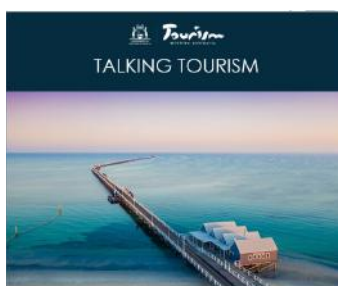
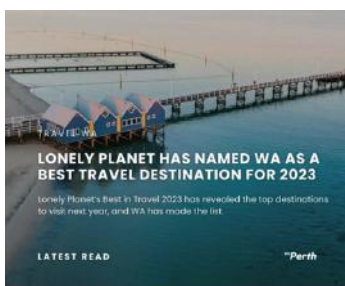
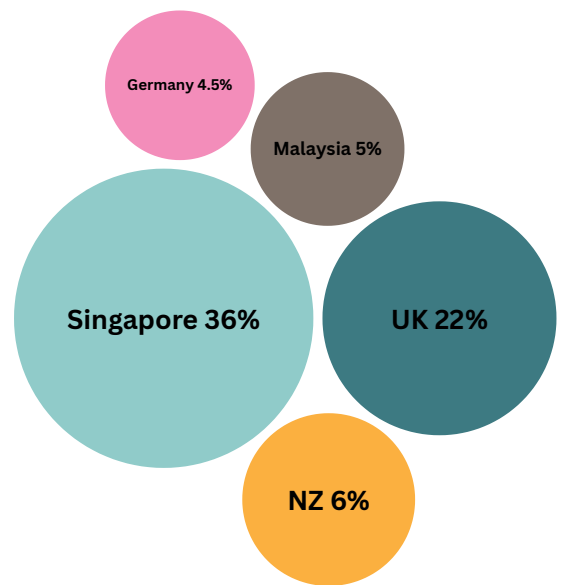
### TRAVEL TRADE SHOWS

Participated in prominent travel trade shows and exhibitions to network with international travel agents, tour operators, and media as well as forging partnerships to promote the Jetty as a must-visit destination in Australia. These included:

- Tourism WA Singapore and Malaysia Roadshow
- ATEC
- Tourism WA & NZ Roadshow

### WORKING WITH TOURISM AUSTRALIA & TOURISM WESTERN AUSTRALIA TO INCREASE BRAND AWARENESS THROUGH FAMILS

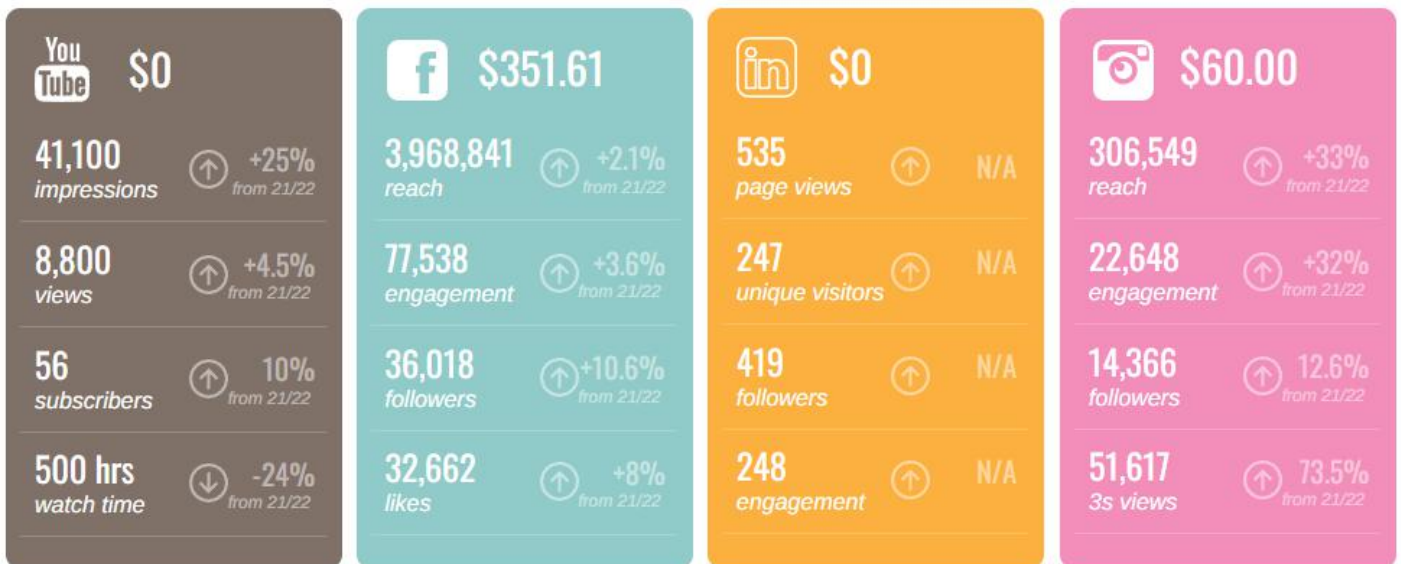
We supported approximately 130 national and international famils which allowed us to reach different target markets such as, Hong Kong, Korean, German, French, Singaporean, Malaysian, Japanese, UK and USA target markets. Attracting international visitors as the bucket list attraction in the South West benefits many businesses like hotels, Airbnb, service stations, cafes and retail stores.



## 6. PERFORMANCE MANAGEMENT FRAMEWORK DEVELOP & ACHIEVE ANNUAL MARKETING PLAN Cont...



### DIGITAL MARKETING 2022/2023:



### WEBSITE:



### TRADE PARTNERSHIPS

We focused on building partnerships within the travel industry to help increase awareness and growth. The following trade strategies were implemented:

- Online Booking Platforms: Listing the Jetty on popular international online booking platforms to reach a broader audience of global travellers seeking unique experiences, including KKDay and Klook.
- Created new Trade packages
- Developed Trade specific resources
- Distributed quarterly Trade Newsletter to update Affiliates



**G'day,**  
Welcome to the latest edition of the BusseLton Jetty Trade Newsletter!  
We are excited to share with you the latest updates and opportunities surrounding Western Australia's iconic BusseLton Jetty. Prepare to dive into a world of adventure and discovery as we showcase the wonders that await you, customers at this breathtaking destination.

**NEW TO BUSSELTON JETTY**

# DEVELOP & ACHIEVE ANNUAL EVENTS PROGRAM



The following calendar highlights the diversity of events delivered by BJI. With unbeatable ocean views, blue skies and the best sunsets in Australia, it is no wonder that the Jetty is abuzz with exclusive underwater dining, weddings, birthdays, fundraisers, and festivals.

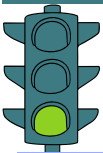
JULY 22	AUGUST 22	SEPT 22	OCTOBER 22
<ul style="list-style-type: none"> <li>Cabin Fever Festival</li> <li>Member meeting</li> </ul>	<ul style="list-style-type: none"> <li>Member meeting</li> <li>Marine Innovation Pulse Event</li> </ul>	<ul style="list-style-type: none"> <li>Father's Day fish &amp; chips</li> <li>Member meeting</li> <li>Good day Sunshine Festival (Nissan Leaf Raffle)</li> </ul>	<ul style="list-style-type: none"> <li>AGM &amp; Member meeting</li> <li>Busselton Show</li> <li>Cruise Ship - Coral Princess</li> </ul>
NOV 22	DEC 22	JANUARY 23	FEB 23
<ul style="list-style-type: none"> <li>Barefoot bowls social event</li> <li>Jazz Festival</li> <li>Cruise Ship - Coral Adventurer</li> <li>Member meeting</li> <li>Underwater sleepover - raffle prize winner</li> </ul>	<ul style="list-style-type: none"> <li>IronMan</li> <li>Member meeting shopping night</li> <li>Cate Brooks wedding ceremony</li> <li>Carols by the Jetty</li> <li>Staff Christmas party</li> <li>Katie Yoga</li> <li>Cruise Ship - Azamara Quest</li> </ul>	<ul style="list-style-type: none"> <li>Cruise Ship - Regatta</li> <li>Liston Family Underwater Dinner</li> <li>Sandcastle Competition</li> <li>Festival of Busselton</li> <li>Australia Day Another Shrimp on the Barbie</li> <li>Swimming Australia Event</li> </ul>	<ul style="list-style-type: none"> <li>Kelton - Raffle prize party</li> <li>Jetty Swim</li> <li>Member meeting</li> <li>Cruise Ship - Azamara Quest</li> </ul>
MARCH 23	APRIL 23	MAY 23	JUNE 23
<ul style="list-style-type: none"> <li>Busselton Fringe Festival</li> <li>Cruise Ship - Queen Elizabeth</li> <li>Jetty Crew Graduation Dinner</li> <li>March Marathon</li> <li>Member meeting</li> <li>Cruise Ship - QE2 &amp; Majestic Princess</li> </ul>	<ul style="list-style-type: none"> <li>Cruise Ship - Pacific Explorer &amp; Coral Princess</li> <li>Member meeting</li> <li>Lotterywest Cheque Presentation - Sculptures</li> <li>Festival of Triathlon</li> </ul>	<ul style="list-style-type: none"> <li>Career Taster Day</li> <li>Pulse Event</li> <li>Jetty Crew Welcome</li> <li>Volunteers Luncheon</li> <li>Member meeting</li> <li>Volunteers Expo</li> <li>Public Sculpture viewing</li> </ul>	<ul style="list-style-type: none"> <li>Member meeting</li> <li>Sculpture Artists Celebration Dinner</li> </ul>

## 8. PERFORMANCE MANAGEMENT FRAMEWORK

# CUSTOMER SATISFACTION ABOVE 85%

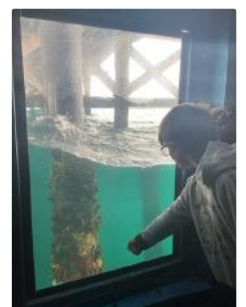


BJI measures customer satisfaction through several mediums including personal surveys (digital and traditional), Net Promoter Score, social media metrics, and third party sites such as TripAdvisor & Google Reviews. Customer feedback paves the way for continuous improvement, and informs business planning and development.



2,402 surveys distributed  
98% satisfaction rating

AREA	OUTCOME
First Visit	64%
Will you visit again	Yes 93%
Customer Service Satisfaction	84.49% excellent or good satisfaction rating
Product Satisfaction (UWO, Train & IC)	98%



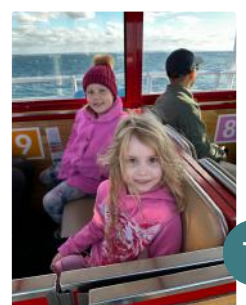
**4.5 stars** ★★★★★  
3,622 reviews  
#4 of 61 things to do in Busselton area

**4.6 stars** ★★★★★  
11,120 reviews

**59**  
2022/23  
47 global benchmark

**4.3 stars** ★★★★★  
5,850 reviews

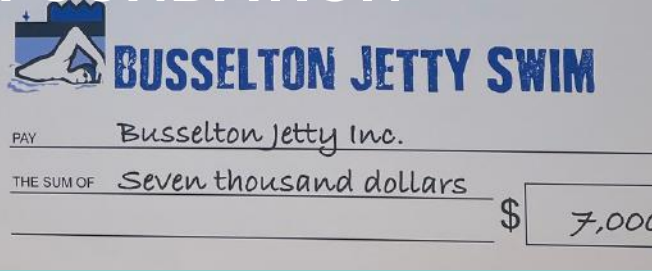
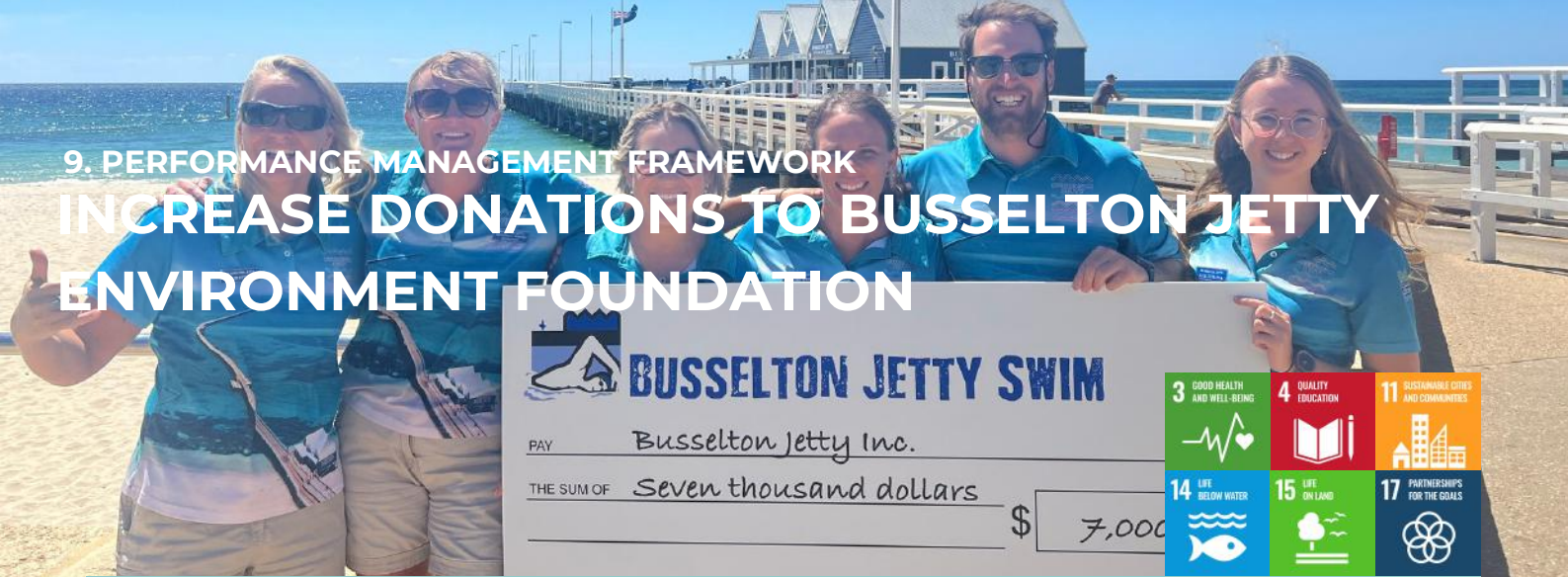
\* Net Promoter Score is a market research metric that is based on a single survey question asking respondents to rate the likelihood that they would recommend a company, product, or service to a friend or colleague. Busselton Jetty consistently scores above the global benchmark - which is excellent.





9. PERFORMANCE MANAGEMENT FRAMEWORK

# INCREASE DONATIONS TO BUSSELTON JETTY ENVIRONMENT FOUNDATION



BJI's environmental vision is achieved via Busselton Jetty Environment Foundation (BJEF), focused on education and conservation. Alongside fundraising efforts and private donations, BJI redirects 3% of annual profits to BJEF. Each year, BJEF develops and implements strategies to increase donations, enabling continued delivery of various environmental programs.

DONATIONS & FUNDRAISING ACTIVITY	OUTCOME
<b>Adopt a Marine Creature</b>	<ul style="list-style-type: none"> <li>• 567 Adoptions @ \$30 each, with \$14,612 directed to BJEF</li> <li>• 1,220 total subscribers to 'Adoptable' E-newsletter at end of financial year</li> </ul>
<b>Donation Mediums - digital &amp; traditional</b>	<ul style="list-style-type: none"> <li>• Tap &amp; Go donations, totalling \$2,113</li> <li>• Donations box located out the front of the IC (Penny the Pelican), totalling \$3,723</li> <li>• Give Now, totalling \$175.90</li> <li>• Containers for Change, totalling \$111</li> </ul>
<b>Grants</b>	<ul style="list-style-type: none"> <li>• Rio Tinto, Schools Program, \$20k pa</li> <li>• Innovate with NBN , Virtual Schools Program, \$15k</li> <li>• Coastwest, Impacts of Tourism Vessel, \$9k</li> </ul>
<b>Sponsorship</b>	<ul style="list-style-type: none"> <li>• Jetty Crew Youth Leadership Program Sponsorship from 6 sponsors, totalling \$10,909</li> <li>• Busselton Jetty Swim donation \$7k, directed to Jetty Crew.</li> <li>• Stocker Preston \$20k (Jetty Train naming rights)</li> </ul>
<b>Fundraising</b>	<ul style="list-style-type: none"> <li>• Busselton Jetty's Favourite Food Recipe Book, totalling \$2,975</li> <li>• Light on the Water book sales, totalling \$10,380</li> <li>• Saving the Jetty book sales, totalling \$2,052</li> <li>• March Marathon Event, totalling \$5,007</li> <li>• March Marathon limited edition shirts, totalling \$4,680</li> <li>• Jetty retail timber items, totalling \$1,783</li> </ul>

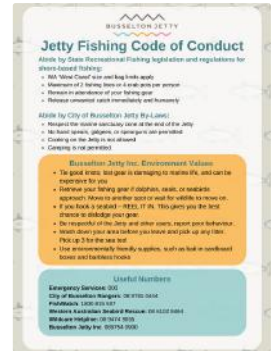


# EDUCATION & ENVIRONMENTAL MANAGEMENT



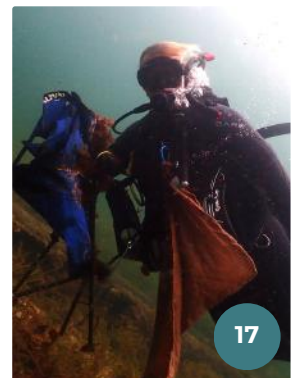
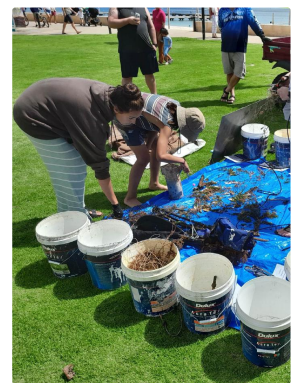
The initiatives of BJEF are immense, validating Busselton Jetty's commitment to be recognised as a leader of marine conservation in a world class environment. The following highlights key activities of BJEF in 2022/23.

ACTIVITY	OUTCOME
<p><b>School Incursion &amp; Excursion Programs</b></p>	<p>Sponsored by Rio Tinto - BJEF's education programs bring curriculum based STEM content and conservation messaging to students from Kindy through to Year 12.</p> <ul style="list-style-type: none"> <li>• 254 students educated through incursions</li> <li>• 1,759 students educated through excursions</li> </ul>
<p><b>Recognition</b></p>	<ul style="list-style-type: none"> <li>• Finalist, National Banksia Sustainability Award</li> <li>• Maintained EcoTourism Australia Certification                             <ul style="list-style-type: none"> <li>◦ EcoCertified Advanced Ecotourism</li> <li>◦ Climate Action Certified Business</li> <li>◦ Green Travel Leader</li> </ul> </li> </ul>
<p><b>Monitoring</b></p>	<p>Ongoing marine monitoring and data collection informing management decisions and use in reports/publications:</p> <ul style="list-style-type: none"> <li>• Daily marine life surveys</li> <li>• 20-years of daily water temperature data</li> <li>• Wave monitoring - Aqualink Smart Buoy</li> <li>• Underwater Sculpture Park monitoring program</li> <li>• Regular environment assessments undertaken to monitor tourism impacts.</li> </ul>
<p><b>Citizen Science</b></p>	<p>Ongoing participation in and promotion of Citizen Science programs:</p> <ul style="list-style-type: none"> <li>• RedMap - Fish species range extension database</li> <li>• Coast Snap - Coastal photo monitoring</li> <li>• AMDI - Australian Marine Debris Initiative</li> <li>• Launch of iNaturalist project, collating crowdsourced observations around the Jetty (225 species and 1140 observations at end of financial year, including recent and historical data).</li> </ul>
<p><b>Marine Science Community</b></p>	<ul style="list-style-type: none"> <li>• Support provided to Ngari Capes Marine Park Fun Day</li> <li>• Sophie Teede, BJEF's Environmental Manager, is a member of:                             <ul style="list-style-type: none"> <li>◦ Commonwealth Marine Parks Advisory Committee</li> <li>◦ Dolphin Discovery Centre Conservation Committee</li> </ul> </li> <li>• National Science Week, online session "Build it and help them come" - marine life on man made structures.</li> <li>• Hosted 2 x 'Marine Innovation' Pulse events in collaboration with Innovation Cluster and For Blue.</li> </ul>





ACTIVITY	OUTCOME
<b>'Clean Oceans Pledge' &amp; Sustainability ENews</b>	<ul style="list-style-type: none"> <li>• 479 subscribers to "Clean Oceans Pledge" ENews at end of financial year               <ul style="list-style-type: none"> <li>◦ 293 new subscribers in 2022/2023</li> </ul> </li> </ul>
<b>Carbon Neutral 2025</b>	<ul style="list-style-type: none"> <li>• BJI Board supported 3-year pathway to achieve Carbon Neutral status</li> <li>• Partnered with Everclime platform to facilitate visitor carbon offsetting and BJEF donations</li> <li>• Partnered with Busselton Dunsborough Environment Centre to plant 1408 native seedlings at Malbup Reserve</li> </ul>
<b>Clean-up Events</b>	<ul style="list-style-type: none"> <li>• Beach Cleanup, 25 volunteers, 12kg of rubbish collected in less than 1 hour.</li> <li>• Underwater Cleanup, 14 volunteers, 45kg of debris collected.</li> <li>• Data logged with the Australian Marine Debris Initiative.</li> </ul>
<b>Jetty Crew Youth Leadership Program</b>	<ul style="list-style-type: none"> <li>• Department of Education WA curriculum endorsed program</li> <li>• 6 participants, over 40 hours of workshops and activities, including Leeuwin Sail Weekend &amp; Open Water Dive Course.</li> </ul>
<b>Other Education</b>	<ul style="list-style-type: none"> <li>• Developed virtual schools program targeted at regional schools, interstate, and international audiences. Formal launch set for Term 4 2023.</li> <li>• Marine technology course partnership with local school GMAS, deploying 3D printed tiles to monitor marine invertebrate colonisation.</li> <li>• 1 PhD and 2 Honours Scholarships awarded to support marine research in Geographe Bay.</li> <li>• Supervision of tertiary workplace integrated learning students.</li> <li>• Summer internships for undergraduate students.</li> <li>• Guest speakers for BJI member meetings to highlight the latest news in marine science/conservation.</li> <li>• Career Taster Day - Year 9s from South Regional TAFE Shadowing Jetty Staff and learning about marine science and career opportunities at the Jetty.</li> <li>• Support provided to OzFish Junior Fishing Competition.</li> <li>• Learning destination for Children's University WA Program.</li> </ul>



A DEEP DIVE DOWN TO A WHOLE NEW WORLD

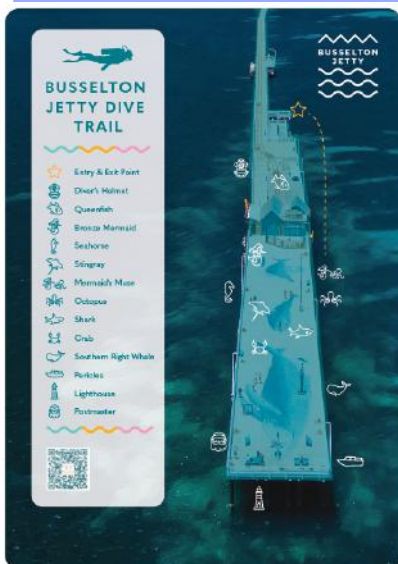
# BUSSELTON JETTY UNDERWATER SCULPTURE PARK



Installed in June 2023, the Busselton Jetty Underwater Sculpture Park is a fully immersive experience, where people can dive and snorkel amongst 13 underwater sculptures.

The Busselton Jetty Underwater Sculpture Park delivers triple bottom line benefits. From a tourism perspective, the Park will attract visitors and water enthusiasts in search of unique marine-based experiences, thereby creating economic benefits throughout the region. The Park acts as an artificial reef attracting hundreds of marine species including sea sponges, keeping the ocean clean and absorbing carbon, generating environmental benefits.

Environmental	<ul style="list-style-type: none"> <li>• Provides attractive habitat, colonised by invertebrate animals and fishes</li> <li>• Increase abundance of marine life within the Sanctuary Zone</li> <li>• Winter installation of objects kickstarted the predicted colonisation process</li> <li>• Provide opportunity for marine science research and education institutes to study reef formation/development.</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• 500-square-metre underwater art gallery</li> <li>• 13 objects in total, created by 12 Western Australian artists</li> <li>• Project cost: \$1.5m (value \$10-\$20 million when compared to other sculpture park costs)</li> <li>• Access via all day Dive &amp; Snorkel Pass (\$4)</li> <li>• Estimated tourism expenditure (based on 50k visitors pa): \$7.3m (REMPPLAN, 2023)</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Increase ocean literacy within the community</li> <li>• Enhance recreational experiences</li> <li>• Connect people with nature</li> <li>• Make new memories</li> </ul>
Digital Reach (as at June 2023)	<ul style="list-style-type: none"> <li>• 31 posts on Busselton Jetty digital platforms, reaching 1.2m, and engaging almost 140k people</li> <li>• Extensive third-party coverage across TV, radio, print and digital</li> </ul>



A DEEP DIVE DOWN TO A WHOLE NEW WORLD

# BUSSELTON JETTY UNDERWATER SCULPTURE PARK

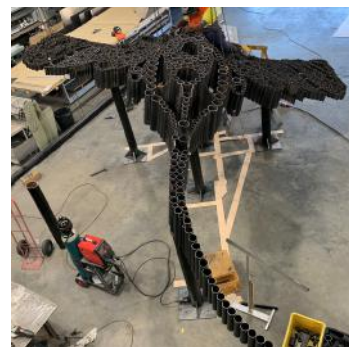
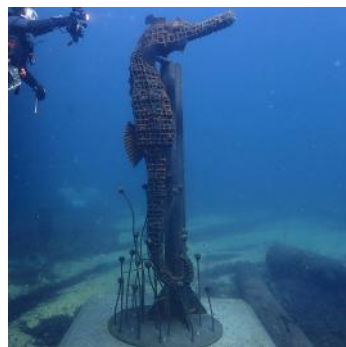
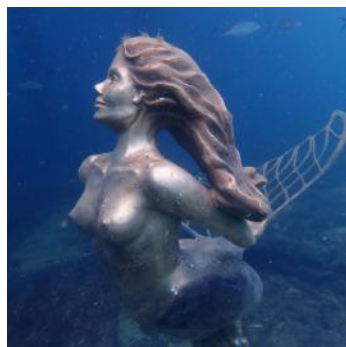
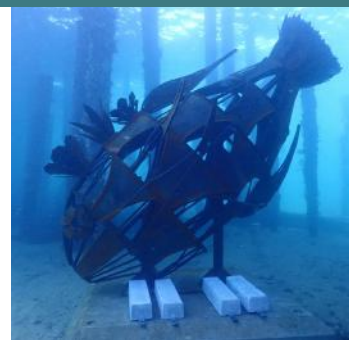
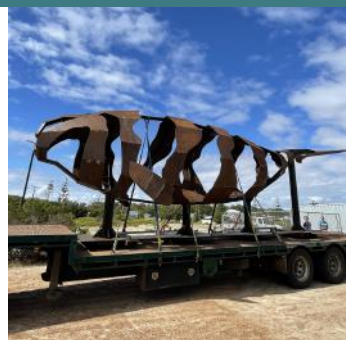


**The Mermaid's Muse**  
Daniel Fisher

**Southern Right Whale**  
Alan Meyburgh

**The Postmaster**  
Georgia Zoric

**Queen of the Bay**  
Scott Michell



**The Bronze Mermaid**  
Cerys Heyring

**The Seahorse**  
Jake Coghlan

**The Diver's Helmet**  
Gavin Cochrane

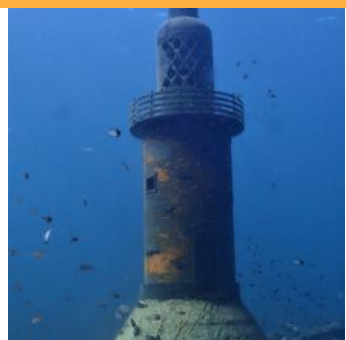
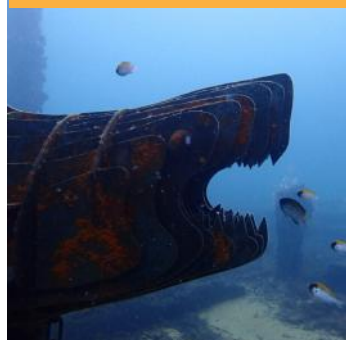
**Stella the Stingray**  
Melanie Maclou

**The Shark**  
Shorgaze

**The Lighthouse**  
David Barbour

**Ophelia the Octopus**  
Brendan Booth

## Major Project Sponsors



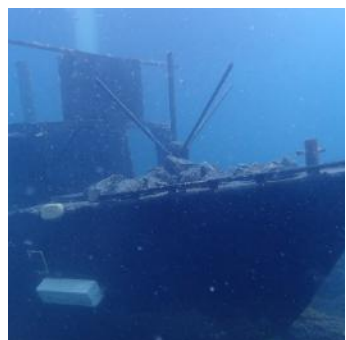
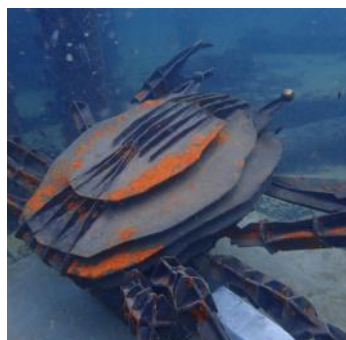
Australian Government



GOVERNMENT OF WESTERN AUSTRALIA



BUSSELTON JETTY ENVIRONMENT FOUNDATION



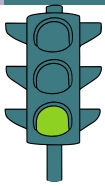
**The Crab**  
Shorgaze

**Replica SS Pericles**  
Shorewater, BJI

# 10. PERFORMANCE MANAGEMENT FRAMEWORK VOLUNTEER MANAGEMENT PROGRAM



The Busselton Jetty experience is brought to life by volunteer Jetty Hosts, who are the welcoming faces of the Jetty. Annually, BJI review and implement new strategies to strengthen its award winning volunteer management program.



Almost 100 volunteers, worked 10,504 hours, valued at \$287k

Jetty Hosts deliver exemplary customer service across visitor servicing including welcoming visitors, tour information, language and accessibility assistance, distribution of visitor surveys, assist visitors to board/exit the train, safety, and ticket checking. Volunteers also assist with administration, database entry, and citizen science.

The BJI Board of Management comprises 8 volunteers, meeting monthly, in addition to attendance at countless events and external meetings representing Busselton Jetty.

In 2022/23, BJI commenced a total refurbishment of the Interpretive Centre, including new volunteer facilities such as kitchenette and sign-in station.



Jetty Hosts, Maggie McCloud & Wendy Kelton signing up new volunteers



Jetty Hosts, Doreen Bailie & Karen Gelmi with BJI staff member Fiona Baldisseri @ Signal Park



Jetty Hosts assisting Cruise Ship Visitor



Thank a Volunteer Jetty Host Luncheon @ Black Brewing Co



'Say Cheese' - Jetty Host Group Shot

# 11. PERFORMANCE MANAGEMENT FRAMEWORK SOCIAL CONNECTION



Each year, Busselton Jetty Inc. develops and implements strategies to improve the social connection between community and the Jetty. Following are highlights from 2022/23.

ACTIVITY	OUTCOME
Jetty Host Program - provides a great sense of community, and active engagement.	<ul style="list-style-type: none"> <li>• Almost 100 Jetty Hosts</li> <li>• 10,504 volunteer hours, equating to \$287k</li> </ul>
Resident Annual Walk Pass	<ul style="list-style-type: none"> <li>• City of Busselton residents eligible for \$4 annual walk pass.</li> <li>• Almost 3,000 residents took up the offer in 2022/23</li> </ul>
Busselton Jetty Education Programs for schools	<ul style="list-style-type: none"> <li>• 254 students educated through Incursions</li> <li>• 1,759 students educated through Excursions</li> <li>• Launched Virtual Schools Program, targeting regional WA.</li> </ul>
'Buy Local' Policy	<ul style="list-style-type: none"> <li>• Approximately \$1.2m spent with local business</li> <li>• Over \$2m spent on staff wages/salaries</li> </ul>
Jetty Crew Youth Leadership Program	<ul style="list-style-type: none"> <li>• 5 students graduated</li> <li>• Students completed open water dive course and participated in the Leeuwin Leadership Weekend on the STS Leeuwin II</li> </ul>
Reciprocal Sponsorship Support	<ul style="list-style-type: none"> <li>• The Goose sponsor Jetty Host uniforms</li> <li>• Shelter sponsor Walk Ticket printing</li> </ul> <p>In turn, BJI promotes and partners with these businesses.</p>
Support Local Groups	BJI donated to various local groups for fundraising activity (e.g., raffles, door prizes) UWO and Train tour tickets worth over \$6k
Work Placement Students from local schools	<ul style="list-style-type: none"> <li>• 483 learning hours</li> </ul>
Cleanup Events	<ul style="list-style-type: none"> <li>• 2 events, 57kg litter/debris collected, 39 community volunteers</li> </ul>



Underwater Sculptures - Public Viewing Event

Yoga on the Jetty, partnering with Katie Yoga

Local Fishing Clinics for children  
Resident Annual Walk Pass

Free community sausage sizzle for Australia Day

Supporting Men's Mental & Physical Health

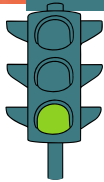
Trevor Fitzgerald, former BJECA President, awarded Order of Australia

Annual Sandcastle Competition

## 12. PERFORMANCE MANAGEMENT FRAMEWORK MEMBERSHIP



Part of BJI's Annual Performance Reporting to the City of Busselton, is to maintain annual financial membership of MRBTA. BJI remained an active member of MRBTA in 2022/23, and also grew its own membership and maintained membership of other key organisations.



Maintained membership of MRBTA  
Grew own membership by 3%

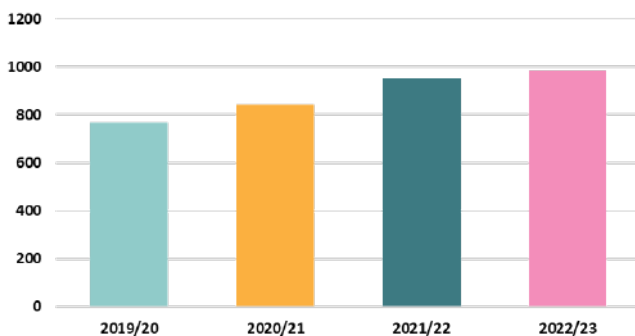
Busselton Jetty Incorporated operates by a community management model made up of 982 members in 2022/23.

In 2022/23, 11 membership meetings were held, including the AGM. Guest speakers included UWA Marine Scientist Rob Hoschke, Department of Biodiversity, Conservation and Attractions Research Scientist Sahira Bell, and Co-Founders of Everclime.

Summary of 2022/23 Membership Survey results:

- 91% *extremely satisfied* with membership
- 97% *extremely likely* to recommend BJI membership
- Top reasons for becoming a member: *giving back, offering support, meeting people, and being part of community*
- Members value: *communication, knowledge, involvement, sense of belonging, and community.*
- Members believe their role is: *keeping up to date with Jetty activities/business, helping the organisation, and visitors.*
- 66% have volunteered in some capacity at the Jetty
- 88% have attended a BJI delivered event

BJI Membership Growth



Busselton Jetty Inc, in 2022/23 was a paid member of:

MARGARET RIVER  
BUSSELTON  
TOURISM  
ASSOCIATION

bcci Busselton  
Chamber  
of Commerce and Industry

ECO  
TOURISM  
australia

AUSTRALIA'S  
South West

Australian  
Institute of  
Company  
Directors

Women in  
Tourism & Hospitality  
Western Australia

ZOO  
AQUARIUM  
ASSOCIATION  
AUSTRALASIA

Tourism  
Council  
Western Australia

ATEC  
Australian Tourism Export Council



13. PERFORMANCE MANAGEMENT FRAMEWORK

**MAINTAIN ACCREDITATION & GOOD GOVERNANCE**



**Busselton Jetty holds the following accreditations:**



BJI develops and maintains standard operating procedures that demonstrate good governance, including but not limited to organisational and meeting structures, position descriptions, and work health and safety procedures.

AREA	ACTIVITY
<b>Social &amp; Human Resources</b>	<ul style="list-style-type: none"> <li>Board workshops on strategy, WH&amp;S, and risk.</li> <li>Staff training in fire extinguisher use, First Aid, Barista, customer service, manual handling, and emergency management.</li> <li>Salary benchmark review, succession planning, staff satisfaction survey, performance reviews.</li> <li>Work towards achieving Sustainable Development Goals relevant to Social Connection (refer to page 24).</li> </ul>
<b>WHS</b>	<ul style="list-style-type: none"> <li>Review of WHS Act and its application to BJI operations</li> <li>Risk Management Planning for all operations/events</li> </ul>
<b>Organisation</b>	<ul style="list-style-type: none"> <li>Review of Strategic and Business Planning documents</li> <li>Annual insurance &amp; legal compliance review</li> <li>Review of all Policies and Procedures as part of Quality Management System.</li> <li>Work towards achieving Sustainable Development Goals relevant to governance (refer to page 24).</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>2 Environmental Impact Assessments undertaken, one for artificial reefs, and one for underwater noise impacts from Village construction.</li> <li>Work towards achieving Sustainable Development Goals relevant to environment (refer to page 24).</li> </ul>

# BUSSETON JETTY'S SUSTAINABILITY GOALS

As one of Western Australia's top tourist attractions, and with a reliance on a healthy environment for our operations, BJI recognises its responsibility to act as a leader in sustainable business practice. BJI hopes to empower visitors, partners, and stakeholders to consider their role in ensuring a sustainable future for all.

Recognising the social and environmental risks posed by climate change, BJI is dedicated to reducing its emissions at the source, and has a goal of achieving Carbon Neutrality by 2025.

	Material Topic	Goals for Year 2023/24	SDGs
<b>Environment</b> 	Climate Action	Complete a carbon use self-audit and implement a carbon reduction strategy. BJI is committed to reducing our operating footprint and become Carbon Neutral by 2025.	7,13
	Waste Reduction	Complete a waste-self audit and implement a waste reduction strategy. Establish a Procurement Policy that addresses materials and packaging requirements for suppliers.	12
	Contribution to marine research	Continue to provide 1 PhD and 2 Honours scholarships to further scientific knowledge of Geographe Bay. Support and promote marine citizen science projects. Provide consultation on local marine issues via Commonwealth Marine Park Advisory Committee, Dolphin Discovery Centre Conservation Committee, and WA Coastal and Marine Community Network	4,14,17
	Stewardship of place	Organise beach and underwater cleanups to remove marine debris and microplastics. Assist with wildlife rescue, especially of entangled seabirds Continue environmental monitoring of business and tourism impacts.	14
<b>Social</b> 	Employment practices	Provide stable and rewarding employment opportunities, including training, mentorship, and upskilling opportunities for staff.	3,5,8,10
	Community	Regular community meetings with guest speakers as per BJI's Constitution. Continue to deliver the Jetty Crew Youth Leadership program, and further develop work placement opportunities for youth.	4,8,11
	Education	Educate visitors and community on sustainability and environmental stewardship through operations practices, education programs, and social media channels.	4,11,14
<b>Governance</b> 	Policy	Establish a Sustainability and Climate Policy to guide the business through its sustainable transition . Improve Procurement Policies addressing local purchasing and supply chain processes.	11,12,13,16



Western Australia

# Audited Financial Statements 2022/2023

**Busselton Jetty Incorporated**  
**ABN 87 307 179 949**  
**Trading as Busselton Jetty**

**Annual Financial Report**  
**For the year ended 30 June 2023**

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**Busselton Jetty Incorporated**  
**ABN 87 307 179 949**  
**Trading as Busselton Jetty**

**Corporate Information**

**ABN:** 87 307 179 949

**Board Report**

Your Board members submit the financial account of the Busselton Jetty Inc. for the financial year ended 30 June 2023.

**Board Members**

The names of Board members at the date of this report are:

Barry House – Chairperson	Steven Disley – Board Member
Dr Natasha Teakle – Deputy Chairperson	Adam Guthridge – Board Member
Sinan Kerimofski – Secretary	Christopher Lane – Board Member
Ken Preston – Treasurer	Ray Mountney – Board Member

**Principle Activities**

The principle activities of the association during the financial year were – the conservation and maintenance of the Busselton Jetty and its marine environment.

**Significant Changes**

No significant change in the nature of these activities occurred during the year.

**Operating Result**

The surplus from ordinary activities for the year amounted to:

	<b>Year ended 30 June 2023</b>	<b>Year ended 30 June 2022</b>
	\$1,550,135	\$246,798

**Income Statement**  
**For the year ended 30 June 2023**

	Note	2023 \$	2022 \$
Gross profit from retail sales	<a href="#">3a</a>	651,018	381,081
Recurrent sales revenue	<a href="#">3b</a>	4,782,511	2,990,221
Interest	<a href="#">3b</a>	42,861	3,023
Other non-recurrent income	<a href="#">3b</a>	5,946,555	2,513,519
<b>Gross Profit</b>		<b>11,422,945</b>	<b>5,887,844</b>
Less operating expenses			
Auditing fees	<a href="#">4a</a>	(14,955)	(11,045)
City of Busselton licence fee	<a href="#">15</a>	(826,541)	(727,173)
Depreciation	<a href="#">9</a>	(110,249)	(109,174)
Employee benefits	<a href="#">4b</a>	(2,189,433)	(1,769,052)
Other operating costs		(710,195)	(470,253)
Projects	<a href="#">19</a>	(6,021,437)	(2,554,349)
<b>Total expenses</b>		<b>(9,872,810)</b>	<b>(5,641,046)</b>
<b>Surplus before income tax</b>		<b>1,550,135</b>	<b>246,798</b>
Income tax expense		-	-
<b>Surplus for the year</b>		<b>1,550,135</b>	<b>246,798</b>

The accompanying notes form part of these financial statements.

**Busselton Jetty Incorporated**  
**ABN 87 307 179 949**  
**Trading as Busselton Jetty**

**Statement of financial position**  
**As at 30 June 2023**

	Note	2023 \$	2022 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash assets	<a href="#">5</a>	4,637,287	2,809,087
Receivables	<a href="#">6</a>	373,171	127,773
Inventories	<a href="#">7</a>	126,418	93,399
Other	<a href="#">8</a>	155,122	79,900
<b>Total current assets</b>		<b>5,291,998</b>	<b>3,110,159</b>
<b>Non-current assets</b>			
Property, plant and equipment	<a href="#">9</a>	1,519,904	1,516,096
<b>Total non-current assets</b>		<b>1,519,904</b>	<b>1,516,096</b>
<b>Total assets</b>		<b>6,811,902</b>	<b>4,626,255</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Payables	<a href="#">10</a>	865,419	66,759
Financial liabilities	<a href="#">11</a>	16,910	8,576
Current tax liabilities		31,611	38,480
Employee provisions	<a href="#">12</a>	195,448	182,779
Vouchers to be redeemed		38,842	28,952
Unearned revenue		1,139	411,139
Other		229,035	93,795
<b>Total current liabilities</b>		<b>1,378,404</b>	<b>830,480</b>
<b>Non-current liabilities</b>			
Financial liabilities	<a href="#">11</a>	87,588	-
<b>Total non-current liabilities</b>		<b>87,588</b>	<b>-</b>
<b>Total liabilities</b>		<b>1,465,992</b>	<b>830,480</b>
<b>Net assets</b>		<b>5,345,910</b>	<b>3,795,775</b>
<b>Members funds</b>			
Opening retained profits		3,795,775	3,549,321
Current year earnings		1,550,135	246,454
<b>Total members funds</b>		<b>5,345,910</b>	<b>3,795,775</b>

The accompanying notes form part of these financial statements.



**Statement of Changes in Equity  
For the year ended 30 June 2023**

	<b>Accumulated funds \$</b>	<b>Total funds \$</b>
<b>Balance at 30 June 2021</b>	<u><b>3,549,321</b></u>	<u><b>3,549,321</b></u>
Net surplus/(deficit)	246,798	246,454
<b>Balance at 30 June 2022</b>	<u><b>3,795,775</b></u>	<u><b>3,795,775</b></u>
Net surplus/(deficit)	1,550,135	1,550,135
<b>Balance at 30 June 2023</b>	<u><b>5,345,910</b></u>	<u><b>5,345,910</b></u>

The accompanying notes form part of these financial statements.

**Busselton Jetty Incorporated**  
**ABN 87 307 179 949**  
**Trading as Busselton Jetty**

**Statement of Cash Flows**  
**For the year ended 30 June 2023**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
<b>Cash flow from operating activities</b>		
Receipts from customers/grants	12,026,865	6,250,521
Payment to suppliers and employees	(10,216,740)	(5,694,701)
Interest received	42,861	3,022
Interest and other costs of finance	(4,831)	(852)
<b>Net cash provided by (used in) operating activities (note b)</b>	<b>1,848,155</b>	<b>557,990</b>
<b>Cash flow from investing activities</b>		
<b>Receipts for:</b>		
Receipts for sale of property, plant and equipment	10,609	-
<b>Payment for:</b>		
Payments for property, plant and equipment	(126,485)	(48,715)
<b>Net cash provided by (used in) investing activities</b>	<b>(115,876)</b>	<b>(48,715)</b>
<b>Cash flow from financing activities</b>		
Proceeds/payments from borrowings/financing	95,921	(14,174)
<b>Net cash provided by (used in) financing activities</b>	<b>95,921</b>	<b>(14,174)</b>
Increase (decrease) in cash held	1,828,200	495,101
Cash at the beginning of the year	2,809,087	2,313,986
<b>Cash at the end of the year (note a)</b>	<b>4,637,287</b>	<b>2,809,087</b>

The accompanying notes form part of these financial statements.

**Statement of Cash Flows**  
**For the year ended 30 June 2023**

	<b>2023</b>	<b>2022</b>
	\$	\$
<b>Note a. Reconciliation of cash</b>		
For the purpose of the statement of cash flows, cash includes money on hand and in banks and investments in money market instruments, net of outstanding bank overdrafts.		
Cash at the end of the year as shown in the statement of cash flows is reconciled to the related items in the balance sheet as follows:		
Operational working account	1,351,561	106,347
Environment Account	332,221	242,111
Debit Card Account	7,866	6,323
Online Trade Sales	14,951	664,962
Marine Parks Grant AUDC	-	410,445
AUDC/Village	695,789	377,652
R&D Reserve	-	30,414
COGS AUDC	122,439	3
Asset Management	712,838	377,090
Railway House Term Deposit	63,395	62,769
Licence Fee Reserve TD	1,145,000	413,271
LSL Reserve TD	182,779	113,840
Weel Expenses Account	1,510	-
Petty Cash	500	8
Till Float	6,438	3,852
	<b>4,637,287</b>	<b>2,809,087</b>

The accompanying notes form part of these financial statements.

**Busselton Jetty Incorporated**  
**ABN 87 307 179 949**  
**Trading as Busselton Jetty**

**Statement of Cash Flows**  
**For the year ended 30 June 2023**

	<b>2023</b>	<b>2022</b>
	\$	\$
<b>Note b. Reconciliation of net cash provided by (used in) operating activities in net profit</b>		
Operating profit (loss) after tax	1,550,135	246,798
Depreciation	110,249	109,174
Loss (gain) on asset disposal	1,819	2,379
(Increase) decrease in trade and term debtors	(245,398)	(90,259)
(Increase) decrease in finished goods	(33,018)	(168)
(Increase) decrease in prepayments	(75,222)	(8,140)
Increase (decrease) in trade creditors and accruals	929,050	58,307
Increase (decrease) in other creditors	(402,130)	214,334
Increase (decrease) in sundry provisions	12,670	25,565
Net cash provided by operating activities	<b>1,848,155</b>	<b>557,990</b>

The accompanying notes form part of these financial statements.

**Notes to and forming part of the financial statements.  
For the year ended 30 June 2023**

**Note 1. Corporate Information**

The financial report of the not-for-profit incorporated body Busselton Jetty Inc for the year ended 30 June 2023 was authorised for issue in accordance with a resolution of the Board on 28 September 2023.

The Busselton Jetty Incorporated is an Incorporated body under the *Associations and Incorporations Act 2015*, incorporated and domiciled in Western Australia.

The objects and purposes of the Association are:

- a) a community organisation dedicated to raising Foundations to protect and preserve the Busselton Jetty and the environment around it;
- b) to be environmentally sustainable, protecting, preserving and increasing awareness and understanding of the marine environment around the Busselton Jetty;
- c) to be resourceful, financially viable and economically sustainable to ensure the Association meets its obligation to provide funds for the preservation and maintenance of the Busselton Jetty;
- d) to be socially sustainable, maintaining and enhancing the community's sense of connection and ownership of the heritage listed Busselton Jetty, ensuring it continues to be utilised and enjoyed in a variety of ways; and
- e) To establish and maintain a public fund to be called the ***Busselton Jetty Environment Foundation*** for the specific purpose of supporting the environmental objectives of the Association. The Busselton Jetty Environment Foundation must comply with the requirements of subdivision 30-E of the Income Tax Assessment Act 1997.

**Note 2. Statement of accounting policies**

This financial report is a Special Purpose Financial Report prepared in accordance with the disclosure requirements of *Australian Charities and Not-for-profits Commissions Regulations 2022* and the *Associations Incorporation Act 2015*.

The financial report has been prepared on an accruals basis and is based on historical costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

The following significant accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report.

**Presentation currency**

The financial statements are presented in Australian dollars ('\$').

**Busselton Jetty Incorporated**  
**ABN 87 307 179 949**  
**Trading as Busselton Jetty**

**Rounding of Amounts**

The amounts presented in the financial statements have been rounded to the nearest dollar.

**Revenue and other income**

Revenue is measured at the fair value of consideration received or receivable. Revenues are recognised net of the amounts of goods and services tax (GST) payable to the Australian Taxation Office.

*Donations*

Donations collected, including cash and goods for resale, are recognised as revenue when the entity gains control, economic benefits are probable, and the amount of the donation can be measured reliably. Donations that are DGR are deposited into the Busselton Jetty Environment Foundation bank account. BJI is unable to determine if donors use the donation receipt as a tax deduction but all Busselton Jetty Environment Foundation donations over \$2.00 are tax deductible.

*Sales of goods*

Revenue from sales of goods comprises revenue earned (net of returns, discounts, and allowances) from the sale of goods purchased for resale and gifts donated for resale. Sales revenue is recognised when the control of goods passes to the customer.

*Investment income*

Investment income comprises of interest earned on both everyday accounts as well as investment and term deposit accounts. Interest income is recognised as it accrues, using the effective interest method.

*Grant funding*

Busselton Jetty Inc. has been successful in receiving grant funding for capital and future growth projects. Grants received on the condition that specified services are delivered, or conditions are fulfilled, are considered reciprocal. Revenue is recognised as and when conditions of the grant have been fulfilled. Revenue from non-reciprocal grants is recognised as non-recurrent income when the entity obtains control of the funds.

The Village Project secured \$24.11M in grant funding, of which \$3.6M in payments were received in the 2022-23 financial year, bringing the total amount of grant funding received since inception, to \$5.66M. All grant funds received were expensed in the 2022-23 financial year.

Grant funding received in the 2022-23 year was as follows:

• Australian Trade and Investment Commission	\$24,600
• WA Dept of Primary Industries & Regional Development (DPIRD)	\$575,000
• Lotterywest	\$1,000,000
• Marine Parks Australia	\$410,000
• National Australia Day Council (NADC)	\$20,000
• Commonwealth Regional Growth Fund (RGF)	\$3,602,298
• Rio Tinto	\$30,000
• NBN Australia	\$15,000
• Tourism WA	\$5,000
• Western Australian Planning Commission (Coastwest)	\$2,706

#### *Asset sales*

The gain or loss on disposal of all non-current assets and available-for-sale financial investments is determined as the difference between the carrying amount of the asset at the time of the disposal and the net proceeds on disposal.

#### **Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to a particular category, they have been allocated to activities on a basis consistent with use of the resources.

#### **Cash and Cash equivalents**

Cash and cash equivalents in the statement of financial position comprise cash at bank and in hand and short-term deposits with an original maturity of three months or less where the investment is convertible to known amounts of cash and is subject to insignificant risk of changes in value. For the purposes of the statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of any outstanding bank overdrafts.

#### **Trade and other receivables**

Trade receivables, which comprise amounts due from sales of merchandise and from services provided, are recognised and carried at original invoice amount less an allowance for any uncollectible amounts. Normal terms of settlement vary from 7 to 90 days. The carrying amount of the receivable is deemed to reflect fair value. An allowance for doubtful debts is made when there is objective evidence that the entity will not be able to collect the debts. Bad debts are written off when identified.

#### **Inventories**

Inventories comprise goods for resale and goods for distribution at no or nominal consideration as part of the entity's charitable activities. Inventories may be measured at cost or net realisable value.

#### *Goods for resale*

Inventories of goods purchased for resale are valued at the lower of cost or net realisable value. No value is ascribed to goods for resale that have been donated to the entity where the fair value cannot be reliably determined. The cost of bringing each item to its present location and condition is determined on a first-in, first-out basis. Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs necessary to make the sale.

#### **Property, plant and equipment**

##### *Bases of measurement of carrying amount*

Land and buildings are measured at cost less accumulated depreciation on buildings. Plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

**Busselton Jetty Incorporated**  
**ABN 87 307 179 949**  
**Trading as Busselton Jetty**

*Depreciation*

Items of property, plant and equipment (other than land) are depreciated over their useful lives to the entity, commencing from the time the asset is held ready for use. Depreciation is calculated on a straight-line or reducing balance method over the basis over the expected useful economic lives of the assets as follows:

Buildings and property improvements	2.5%
Plant and equipment	20%
Computer equipment	33⅓%
Motor vehicles	25%
Equipment held under finance leases	Life of lease

*Derecognition and disposal*

An item of property, plant and equipment is derecognised upon disposal, when the item is no longer used in the operations of the entity or when it has no sale value. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognised. Any part of the asset revaluation reserve attributable to the asset disposed of or derecognised is transferred to general funds at the date of disposal.

**Trade creditors and other payables**

Trade creditors and other payables represent liabilities for goods and services provided to the entity prior to the end of the financial year that are unpaid. These amounts are usually settled in 30 days. The carrying amount of the creditors and payables is deemed to reflect fair value.

**Employee benefits**

Employee benefits comprise wages and salaries, annual leave and contributions to superannuation plans. Long service leave is accrued for employees with seven plus years of continued service.

Liabilities for short-term employee benefits expected to be wholly settled within 12 months of the reporting date are recognised in other payables in respect of employees' services up to the reporting date at the amounts expected to be paid when the liabilities are settled. Liabilities for non-accumulating sick leave are recognised when the leave is taken and are measured at the rates paid or payable.

**Finance Leases**

Finance leases, which transfer to the entity substantially all the risks and benefits incidental to ownership of the leased item, are capitalised at the inception of the lease at the fair value of the leased property or, if lower, at the present value of the minimum lease payments. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are recognised as an expense in the statement of profit or loss and other comprehensive income.

Capitalised leased assets are depreciated over the estimated useful life of the asset or lease term, if shorter.



## **Taxation**

### *Income tax*

The entity is a charitable institution for the purposes of Australian taxation legislation and is therefore exempt from income tax. It also has payroll tax exemption and is an FBT rebated employer.

Busselton Jetty also holds deductible gift recipient status under the Busselton Jetty Environment Foundation.

### *Goods and services tax (GST)*

Revenues, expenses and assets are recognised net of the amount of GST except where the amount of GST incurred is not recoverable from the Australian Taxation Office, in which case it is recognised as part of the cost of acquisition of an asset or as part of an item of expense.

### *Receivables and payables are recognised inclusive of GST.*

The net amount of GST recoverable from or payable to the Australian Taxation Office is included as part of receivables or payables.

Cash flows are included in the statement of cash flows on a gross basis. The GST component of cash flows arising from investing and financing activities that is recoverable from or payable to the Australian Taxation Office is classified as operating cash flows.

**Busselton Jetty Incorporated**  
**ABN 87 307 179 949**  
**Trading as Busselton Jetty**

**Note 3. Revenue and other income**

**a) Trading Account**

	<b>2023</b>	<b>2022</b>
Retail, Café & Events Sales	1,406,185	813,448
Less cost of goods sold	<u>(755,167)</u>	<u>(432,367)</u>
Retail gross profit	<b>651,018</b>	<b>381,081</b>

**Revenue**

***Recurrent sales revenue***

Tours	4,176,722	2,360,931
Jetty Walk Tickets	470,056	239,745
Dive/Snorkel Pass	7	-
BJEF Donations	55,543	61,322
Red Bollard (Maintenance) Donations	1,250	548
BJEF Fundraising	44,697	255,217
Events	-	29,872
Hire	-	100
Membership Fees	3,755	2,270
Sponsorship	20,000	20,750
Deep Sea Pool	-	10,854
Residents walk passes	<u>10,481</u>	<u>8,612</u>
Total other sales	<b>4,782,511</b>	<b>2,990,221</b>

<b><i>Interest</i></b>	<b>42,861</b>	<b>3023</b>
------------------------	---------------	-------------

***Other non-recurrent income***

Grant funding	5,684,604	2,286,461
BJEF DGR Funding	-	15,000
Government & employment allowances	249,524	203,877
Other income	-	8,181
ATO COVID allowances	-	-
Gain on disposal of fixed assets	<u>12,427</u>	<u>-</u>
Total non-recurrent	<b>5,946,555</b>	<b>2,513,519</b>

#### Note 4. Expenses

##### a) Auditing Fees

	<b>2023</b>	<b>2022</b>
Audit of financial statements	14,955	11,045
Total	<u>14,955</u>	<u>11,045</u>

##### b) Employee benefits

Wages and salaries	1,971,919	1,588,249
Defined contribution superannuation plan expenses	204,844	155,238
Movements in employee benefit provisions	12,670	25,565
Total	<u>2,189,433</u>	<u>1,769,052</u>

#### Note 5. Cash and cash equivalents

	<b>2023</b>	<b>2022</b>
Cash at bank and in hand	3,246,113	2,188,793
Total	<u>3,246,113</u>	<u>2,188,793</u>
Short-term deposits		
Reserves term deposits Note 5 (b).	1,327,779	557,525
Railway House term deposit	63,395	62,769
Total short-term deposits	<u>1,391,174</u>	<u>620,294</u>
Total cash and cash equivalents	<u>4,637,287</u>	<u>2,809,087</u>

##### a) Details of reserves term deposit

Changes in the allocation of reserves that are the breakdown of the term deposit funds held have been made to reflect capital expenditure throughout the year and to reflect to management committee's financial management plan.

##### b) Reserve allocation

	<b>2023</b>	<b>2022</b>
Leave (additional) reserve	182,779	113,840
CoB Licence fee reserve	1,145,000	413,271
Research and development reserve	-	30,414
Total	<u>1,327,779</u>	<u>557,525</u>

The Financial Reserve Funds Policy outlines how Busselton Jetty Inc will build and maintain reserve funds, plan for its future and mitigate any financial risks.

**Busselton Jetty Incorporated**  
**ABN 87 307 179 949**  
**Trading as Busselton Jetty**

**Note 6. Trade and other receivables**

	<b>2023</b>	<b>2022</b>
Trade debtors	10,642	115,916
Accrued income	250,000	-
Accrued interest income	9,528	589
Sundry debtors and deposits	49,633	-
GST Refund Due	53,368	11,268
<b>Total</b>	<b><u>373,171</u></b>	<b><u>127,773</u></b>

**Note 7. Inventories**

Inventory	<u>126,418</u>	<u>93,399</u>
<b>Total</b>	<b><u>126,418</u></b>	<b><u>93,399</u></b>

**Note 8. Other current assets**

Prepayments	<u>155,122</u>	<u>79,900</u>
	<b><u>155,122</u></b>	<b><u>79,900</u></b>

**Note 9. Property, plant and equipment**

	Buildings	Plant & equip.	Motor Vehicles	Train	Software	Total
<b>Cost</b>						
Balance 30 June 2022	1,117,156	527,265	134,269	538,369	56,500	2,373,559
Additions	-	15,483	99,557	17,526	-	132,566
Disposals	-	(17,663)	(44,251)	-	(56,500)	(118,414)
Balance 30 June 2023	1,117,156	525,085	189,575	555,895	-	2,387,711
<b>Accumulated depreciation</b>						
Balance 30 June 2022	168,513	413,960	68,437	150,053	56,500	857,463
Additions	29,963	27,538	23,488	29,260	-	110,249
Disposals	-	(15,567)	(27,555)	(283)	(56,500)	(99,905)
Balance 30 June 2023	198,476	425,931	64,370	179,030	-	867,807
<b>Net carrying amount</b>						
At 30 June 2022	948,643	113,305	65,832	388,316	-	1,516,096
At 30 June 2023	918,680	99,154	125,205	376,866	-	1,519,904

**Note 10. Trade creditors and other payables**

	<b>2023</b>	<b>2022</b>
Trade creditors	806,870	66,759
FBT Payable	3,057	-
Superannuation payable	55,492	-
<b>Total</b>	<b><u>865,419</u></b>	<b><u>66,759</u></b>

**Note 11. Interest bearing loans**

<b>Obligations under chattel mortgage facilities</b>	<b>2023</b>	<b>2022</b>
Current	16,910	8,576
Non-current	87,588	-
<b>Total</b>	<b>104,498</b>	<b>8,576</b>

**Note 12. Employee Provisions**

<b>Employment provisions</b>		
Annual leave	124,537	114,552
Long Service leave	70,911	68,227
<b>Total</b>	<b>195,448</b>	<b>182,779</b>

**Note 13. Total funds**

Details of the movement in funds are provided in the statement of changes in equity.

**Note 14. Commitments and contingencies**

Busselton Jetty Inc to make payments for Motor vehicles purchased under a chattel mortgage, refer note 11 for obligations outstanding.  
The total Village Project expense commitments were \$137,382 and will be paid in the first quarter of the next financial year.

**Note 15. Related parties and related-party transactions**

During the 2016/2017 year Busselton Jetty entered into License and Lease agreements to secure tenure of the Busselton Jetty and Railway House for 21 years, with three 7-year options on an annual basis, subsequent to the end of each financial year; commencing 1 July 2018. During the 2022-23 financial year the total Jetty licence fees were \$826,541, and the rent for the Railway House totalled \$2,063.

**Note 16. Key management personnel compensation**

The total amount of compensation paid or payable to key management personnel for the financial year was \$704,082.

**Note 17. In Kind Donations**

Volunteer labour (Jetty Host Hours) are not included within the Income Statement for the year ending 30 June 2023. Volunteer labour hours for the year ending 30 June 2023 totalled 11,259 hours, equating to a value of \$320,434 costed at an average casual Grade 2 award rate of \$28.46 per hour.

**Note 18. Economic dependency**

The ongoing operations of Busselton Jetty are reliant on the licencing agreement in place with the City of Busselton. For Busselton Jetty to continue to operate on a going concern basis the support from the City of Busselton to meet ongoing maintenance, operations and most importantly its financial support is vital and paramount.

To ensure the ability to meet the increasing licencing fees of the City of Busselton, the BJI Board of Management have continued to undertake strategic planning and financial modelling to ensure their ability to continue as a going concern and meet the ongoing maintenance requirements.

**Note 19. Projects**

Project expenses for the year totalled \$6,021,437. This includes grant expenses, BJEF projects, AUDC concept costs and Village costs.

The BJEF expensed \$221,742 in project expenses, which included research charge, jetty crew expenses, payroll for environment staff, fundraising and grant costs, merchant fees and cost of environment related retail items, for example the cost of stock for the Adopt a Marine Creature soft toy.

A total of \$5,799,695 was expensed for AUDC project costs which includes concept development, design specifications and project management. The Board of Management resolved that because of increased building costs and inability to raise the additional required capital, the project would not continue.

In 2022-23, the on top of Jetty portion of the Village Project (food and beverage and marine discovery centre) experienced an unforeseen setback and has been deferred but other components of the project such as installation of underwater sculptures and the upgrade to the Interpretive Centre were progressed and largely completed. The amount spent covers the costs of all components of the Village project that were progressed in 2022-23.

**Statement by Members of the Board  
For the year ended 30 June 2023**

The Board have determined that the association is not a reporting entity.

The Board have determined that this special purposed financial report should be prepared in accordance with the *Australian Charities and Not-for-profits Commissions Act 2012*, and the *Associations Incorporations Act (WA) 2015*; and the accruals basis of accounting, outlined in Note 2 of to the financial report.

In the option of the Board:

1. The financial statements and notes of Busselton Jetty Incorporated are in accordance with *Australia Charities and Not-for-profits Commissions Act 2012*, and the *Associations Incorporations Act (WA) 2015* including:
  - a) Presents fairly the financial position of Busselton Jetty Incorporated as at the 30 June 2023 and its performance for the year ended that date;
  - b) Complying with the accounting policies described in Note 2 to the financial statements and the *Australian Charities and Not-for-profits Commissions Regulations 2022*; and
2. At the date of this statement, there are reasonable grounds to believe that Busselton Jetty Incorporated will be able to pay its debts as and when they fall due.

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



28 September 2023

Barry House - Chairperson



28 September 2023

Ken Preston - Treasurer

**INDEPENDENT AUDITOR'S REPORT  
TO THE MEMBERS OF BUSSELTON JETTY INC.**

**Opinion**

We have audited the financial report of Busselton Jetty Inc. which comprises the statement of financial position as at 30 June 2023, the statement of profit or loss, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the declaration by those charged with governance.

In our opinion, the accompanying financial report has been prepared in accordance with the *Associations Incorporation Act (WA) 2015* and Division 60 of the *Australian Charities and Not-for-profits Commissions Act 2012*, including:

- i) giving a true and fair view, in all material respects, of the financial position of Busselton Jetty as at 30 June 2023, and of its financial performance and its cash flows for the year then ended; and
- ii) complying with Australian Accounting Standards to the extent described in Note 1, the *Associations Incorporation Act (WA) 2015* and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

**Basis for Opinion**

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of Busselton Jetty Inc. in accordance with the ethical requirements of the *Associations Incorporation Act (WA) 2015*, *Australian Charities and Not-for-profits Commission Act 2012* and the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

**Emphasis of Matter- Basis of Accounting**

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist Busselton Jetty Inc. to meet the requirements of the *Associations Incorporation Act (WA) 2015* and *Australian Charities and Not-for-profits Commissions Act 2012*. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.



### ***Responsibilities of Management and Those Charged with Governance for the Financial Report***

Management is responsible for the preparation and fair presentation of the financial report in accordance with the financial reporting requirements of the *Associations Incorporation Act (WA) 2015*, the *Australian Charities and Not-for-profits Commissions Act 2012* and for such internal control as management determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

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

Those charged with governance are responsible for overseeing Busselton Jetty Inc's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Report***

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

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

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. 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.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the registered entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the registered entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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

**AMD Chartered Accountants**

A handwritten signature in black ink, appearing to read 'TIM PARTRIDGE', written over a horizontal line.

**TIM PARTRIDGE**  
**Director**

Level 1, 53 Victoria Street, Bunbury, Western Australia

Dated this 02 day of October 2023

**AUDITOR'S INDEPENDENCE DECLARATION  
TO THE BOARD OF BUSSELTON JETTY INC.**

I declare that to the best of my knowledge and belief, during the year ended 30 June 2023, there have been no contraventions of:

- i) The auditor independence requirements as set out in Section 60.40 of the *Australian Charities and Not-for-profits Commission Act 2012* and section 80 of the *Associations Incorporation Act (WA) 2015* in relation to the audit; and
- ii) Any applicable code of professional conduct in relation to the audit.

**AMD Chartered Accountants**



**TIM PARTRIDGE**  
**Director**

Bunbury, WA

Dated this 29th day of September 2023