

Rottnest Island Management Plan 2023–28

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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 Wadjemap 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.

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Rottnest Island Management Plan 2023–28 Highlights

- \$54.8 million to upgrade and replace renewable energy and electrical infrastructure across Wadjemup / Rottnest Island.
- Renewable energy sources will supply 75% of the island's future power needs.
- Two contemporary wind turbines will provide increased power network capabilities and efficiencies.
- Rottnest Island's diesel fuel use is expected to be reduced by at least 40 per cent per annum and will save an estimated \$560,000 per year.
- An estimated 4000 tonnes of carbon emissions per year will be reduced from the island's current power station.
- A doubling of the island's solar generation capacity at the solar farm in the reserve.
- Over 40,000 trees planted by island staff and volunteers.
- \$34.1 million to improve Rottnest Island drinking water production and supply by 2025.
- Memorialise the Aboriginal Burial Ground and Quod subject to further consultation and obtaining appropriate funding.
- Ferry arrivals forecast to reach 770,000 visitors by July 2027, with day visitors accounting for 70 per cent of these arrivals.
- The Lodge Wadjemup site redevelopment will be complete, delivering over 100 rooms and a range of hospitality facilities.
- Planning for two new accommodation developments by 2027.
- Expand affordable RIA operated accommodation offerings for cabins and campgrounds.
- Staff housing increased through private investment.
- Staged upgrades of Rottnest Island Authority accommodation.
- Staged upgrades to island public spaces and facilities.
- Delivery of new island recreational offerings for visitors.

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Introduction

Rottnest Island Authority (RIA) is the body responsible for the management of Rottnest Island on behalf of the State. The *Rottnest Island Authority Act 1987* (the Act) requires that RIA manage the island in accordance with a management plan.

This is the ninth iteration of the Rottnest Island Management Plan (RIMP). The RIMP 2023–28 comes into operation on 1 July 2023 and will expire on 1 July 2028. The RIMP 2023–28 encapsulates RIA's approach to managing the island, including its associated waters, and sets out its priority initiatives for the next five years.

The RIMP 2023–28 has been produced at a time when the island is experiencing dynamic change and renewal. It follows the successful opening of Samphire Resort, the second significant new visitor accommodation development constructed on the island in approximately 30 years.

These successes are underpinned by the need to balance increasing visitation with conservation of the island's natural assets and heritage values. This is accompanied by the challenges of how to maintain, and manage, increasing demand on the island's assets and infrastructure such as utility services, roads, jetties, moorings, and visitor and staff accommodation.

An essential element of the RIMP 2023–28 is the Rottnest Island Land Use Plan that defines the potential land uses within the settlement, while importantly identifying the remainder of the island as a conservation and recreation reserve.

As the island is not subject to the planning regime prescribed by the *Planning and Development Act 2005*, including the requirement to prepare a local planning scheme, the Land Use Plan serves, in many respects, as the equivalent of a local planning scheme to govern potential future land use on Rottnest Island.

The RIA will preserve for future generations Rottnest Island's conservation and recreation reserve which makes up 85 percent of the island's land mass. The current RIA Board has no mandate to develop accommodation beyond the settlement area specified in the Act.

WADJEMUP / ROTTNEST ISLAND

The Whadjuk Noongar people are recognised as the traditional owners of the island. Wadjemup, the Noongar naming of the island, refers to 'the place across the water where the spirits are' and has recently gained wider acceptance and usage.

Wadjemup / Rottnest Island's pristine bays, sheltered beaches and world famous quokkas have made the island a favourite holiday destination for local, domestic and international visitors.

A short boat ride from Perth, Hillarys and Fremantle, the island offers the quintessential Australian tourism experience in a spectacular and remote location. Visitors can swim with over 420 fish species on stunning reef formations, explore deserted beaches and relax in a diverse mix of island accommodation offering spectacular views.

Visitors can explore the island on bicycles, boats and walk trails while enjoying diverse recreational activities and contemporary food and beverage venues in stunning beachscape settings.

With its charm and relaxed environment, Rottnest Island has firmly established itself as a national tourism icon and the jewel in the crown of Western Australia's tourism industry.

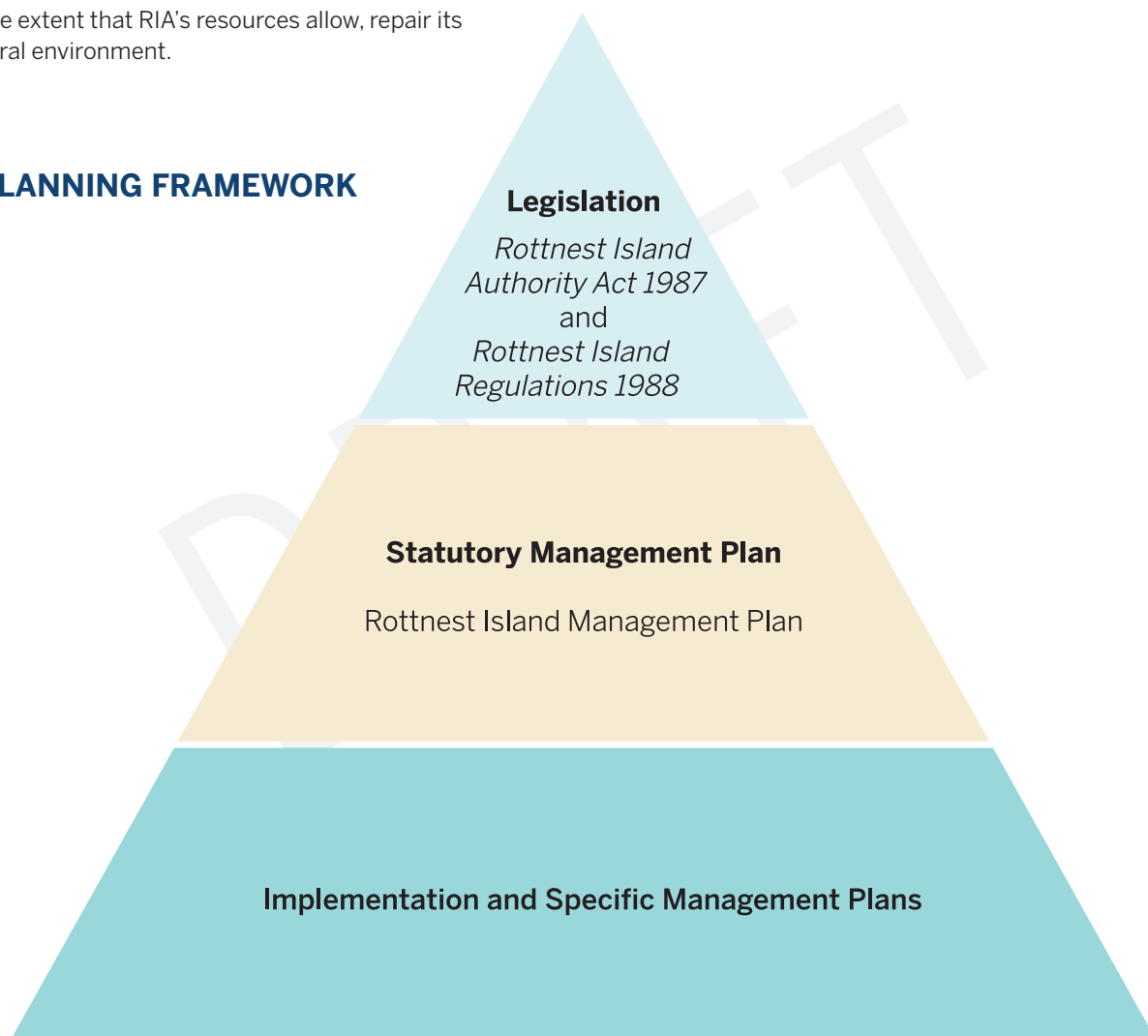
Legislation and Plans

The Act is administered by the Minister for Tourism on behalf of the Government of Western Australia. The Act is accompanied by *Rottnest Island Regulations 1988*.

Section 11 of the Act provides that the control and management of the island is vested in RIA to enable it to:

- a. provide and operate recreational and holiday facilities on the island;
- b. protect the flora and fauna of the Island; and
- c. maintain and protect the natural environment and the man-made resources of the island and, to the extent that RIA's resources allow, repair its natural environment.

RIA PLANNING FRAMEWORK



The RIA has developed the RIMP to help guide its management activities and its supporting implementation and operational plans.

There are three key levels to RIA's planning framework.

1. Legislation — *Rottnest Island Authority Act 1987* and *Rottnest Island Regulations 1988*.
2. Statutory Plan — Rottnest Island Management Plan
3. Implementation and Specific Management Plans

Rottnest Island Management Plan

The Act (s.17) requires that RIA 'control and manage the island in accordance with the management plan for the time being applicable to the island'. The Act further provides (s.20) that the management plan shall contain:

- a. statement of the policies or guidelines proposed to be followed; and
- b. summary of the operations proposed to be undertaken during the period of five years from the time of approval.

The RIMP is a statutory obligation to be presented no later than every five years to the Minister for Tourism. The current RIMP commenced on 3 March 2020 and was due to expire on 31 December 2024.

The Minister for Tourism has requested that a new RIMP be presented by July 2023. This will be the ninth iteration of the RIMP. The RIMP is the most significant planning document for RIA as it outlines its priorities for the next five years.

The RIMP refers to a number of implementation plans and associated initiatives. Implementation plans help guide the RIMP's key initiatives and associated RIA management actions and projects. In addition, RIA is subject to preparation of plans under legislation and other instruments such as government circulars and instructions.

The RIMP 2023–28 Strategic Focus Areas Are:

1. Diversify visitor base and enhance visitor experience

- Strategic Destination Marketing Plan

2. Deliver sustainable infrastructure and services

- Renewables and Electrical Infrastructure Master Plan
- Water Infrastructure Master Plan
- Wastewater Infrastructure Master Plan
- Transport Plan
- Strategic Asset Plan

3. Respect and engage with the island's cultural heritage

- Aboriginal Cultural Heritage Management Plan
- Reconciliation Action Plan
- Wadjemup Project Plan
- Defence Heritage Interpretation Plan

4. Explore and conserve the island's environment

- Environmental Management Plan
- Sustainability Action Plan
- Recreational Management Plan
- Mooring and Anchoring Plan

5. Foster strong partnerships

- Digital Information and Communication Technology Plan
- Business Continuity Plan
- Disability Access Inclusion Plan
- Workforce & Diversity Plan

Draft Rottnest Island Land Use Plan

Prudent land use planning is critical in meeting the RIA's overarching priorities of improved governance, sustainability, enhanced visitor experience and community engagement.

Land use on Rottnest Island is regulated by the Act which clearly sets out the boundary of the settlement for the purpose of accommodation development.

Importantly, the remainder of the island is designated reserve for the purpose of conservation and recreation. That said the RIA can also construct shade shelters, bus shelters and ablutions in the reserve in accordance with the initiatives in the RIMP.

The draft Land Use Plan, established as a core component of this RIMP, identifies potential land uses within the settlement. The Plan will enable RIA to apply a land use management approach that promotes balanced environmental, social and economic outcomes and activities to be enjoyed by current and future generations in accordance with its statutory objectives.

The draft Land Use Plan will also inform the infrastructure required to support the island into the future. It will enable the RIA to proactively engage and develop infrastructure planning now to ensure that the future of Rottnest Island is planned in a co-ordinated and sustainable manner.


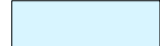






Given the environmental value and the significance of water-based recreation around the island, any over water development will need to be considered holistically with respect to infrastructure, sea conditions and environmental and recreational impacts. This is supported by the RIA's revised Development Planning Framework.

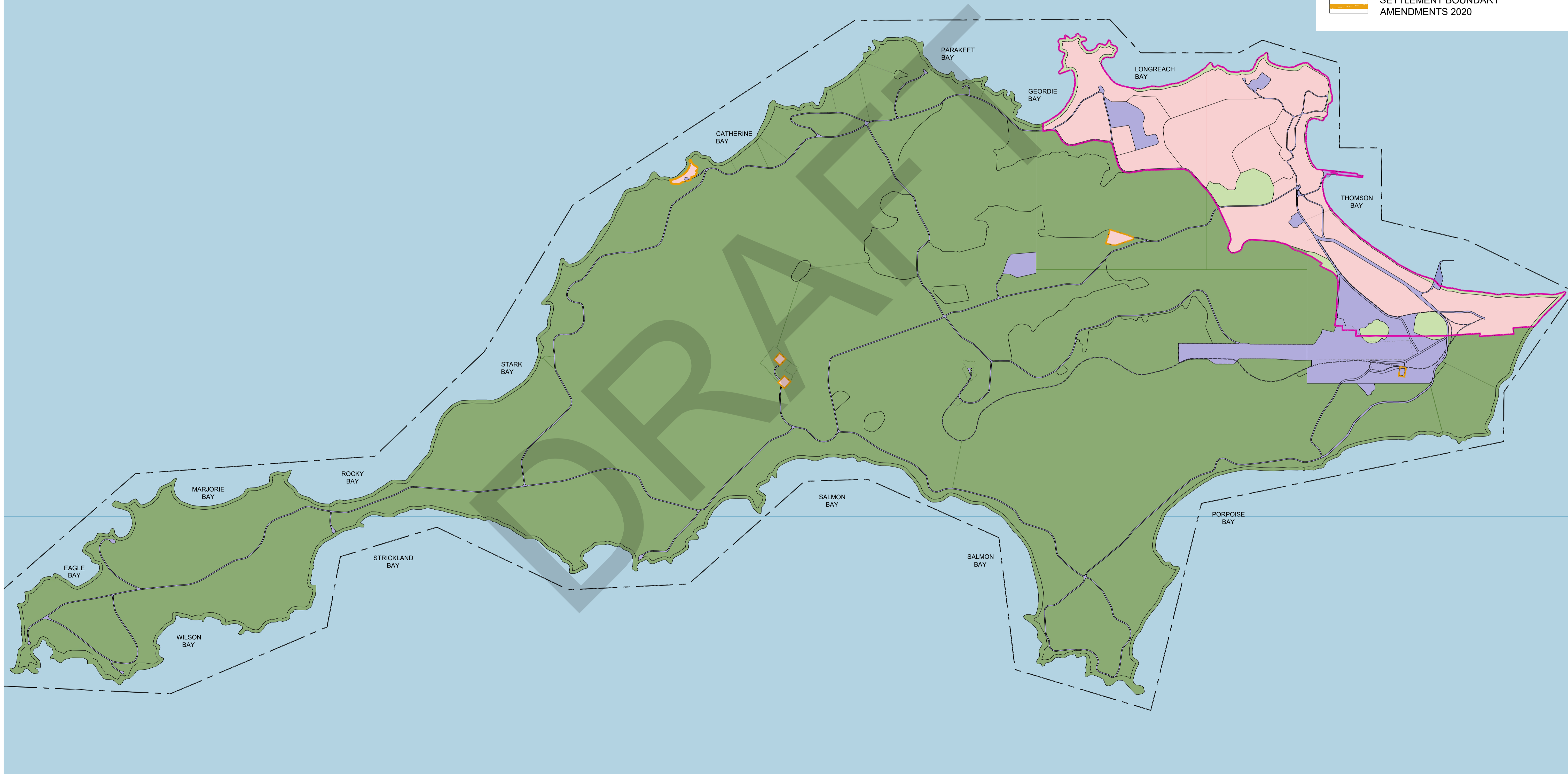
The Act specifically outlines the part of the island lying on the northern side of a line drawn generally from Geordie Bay to Kingstown Barracks. During this RIMP period the RIA will not look to expand the settlement area established by the Act and will ensure future developments remain sympathetic to the island's environment and that 85% of the island remains as a conservation and recreation reserve.

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DRAFT ROTTNEST ISLAND LAND USE PLAN

LEGEND

-  LAND USE PLAN BOUNDARY
-  WATER BODY
- ZONE**
-  INFRASTRUCTURE & SUPPORT SERVICES
-  MIXED USE
-  OPEN SPACE
-  RESERVE
- OTHER**
-  SETTLEMENT BOUNDARY / ROTTNEST ISLAND ACT 1987
-  SETTLEMENT BOUNDARY AMENDMENTS 2020



The draft Land Use Plan categorises land use under the following definitions. A detailed suite of Land Use zone plans is available in the RIMP 2023–28 appendices and on the RIA website at ria.wa.gov.au/rimp.

Table 1: Land Use Zoning and Definitions

Zone	Definition
Infrastructure and support services	<ul style="list-style-type: none"> • To provide for land for support services which support the island's primary function as a tourism destination and/or complements RIA's sustainability and conservation objectives. • To identify and provide for transport (jetties, airports, roads, railway) corridors which allow the use and development of land. • To identify and provide infrastructure (sewer, water, power, gas, telecommunications) corridors which allow the use and development of land.
Mixed use	<ul style="list-style-type: none"> • To provide for residential and or leisure and or commercial uses which complement the tourism function of the island. • To provide for appropriately designed and located accommodation for seasonal and short-term workers. • To facilitate the use, development and redevelopment of land in accordance with the existing or preferred character of the area.
Open space	<ul style="list-style-type: none"> • To recognise areas of public recreation and open space. • To protect and conserve the natural environment and natural processes for their historic, scientific, landscape, habitat or cultural values. • To provide facilities that support conservation, navigation, science, recreation and education while minimising impact on the natural environment. • To provide for infrastructure to support a range of recreation activities with a high-level of amenity, including a safe and connected walking and cycling network.
Reserve	<ul style="list-style-type: none"> • As defined within the Act Section 4. • Pursuant to section 14(1)(b) of the Act, development permitted within the reserve includes visitor amenities such as shade shelters, ablutions, utilities services, roads, pathways, trails, firebreaks, signage and things of a similar nature, but not living accommodation or retail buildings.

Rottnest Island Authority

RIA has a Board, consisting of a Chairman and five other members, appointed by the Governor of Western Australia on the advice of the Minister for Tourism. Appointment criteria for individual members are specified in the Act, with specific reference to:

- conservation of the environment;
- preservation of buildings of historic value;
- commerce; and
- use of the island for recreational purposes.

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 RIA Executive Director.

RESOURCING

RIA is a public non-financial corporation that is required to be self-funding in relation to its commercial operations. RIA is also required by s.34 of the Act to 'perform its functions in such manner as to ensure that, taking one year with another, its revenue is at least sufficient to meet its expenditure'.

RIA's principal sources of revenue are visitor accommodation charges, bicycle and other recreational equipment hire, island admission fees and vessel mooring fees, and the income derived from the leasing of premises and provision of services to island businesses.

A State Government appropriation is directed towards management of the island's environmental and cultural heritage values. Special purpose appropriations have also been provided for significant capital projects, addressing aging infrastructure.

RIA's commercial operations, especially visitor accommodation and the recreational equipment hire business Pedal and Flipper, generate net income. However, revenue streams and cost recovery opportunities across the island have not been sufficient to adequately fund the provision of island utilities.

RIA has continued to be reliant upon capital injections from the State as well Commonwealth grants to maintain and replace critical infrastructure such as roads and jetties.

Despite the commercial environment in which it operates, RIA is subject to the same controls regarding employment and capital expenditure limits as other State government agencies.

This impacts RIA's ability to operate in a fully commercial manner.

During the period of the RIMP 2023–28, RIA will manage a significant State Government investment of \$54.8 million to upgrade the island's renewable energy and electrical power networks, and \$34.1 million to upgrade the island's drinkable water and water production infrastructure. This will help address the historical under-investment in key assets.

Powering Rottnest Island with 75 per cent renewable energy will be a major achievement. The significant reduction in diesel emissions from the power station will be a huge boost to efficiently running the island, which in turn benefits local businesses, operators and visitors.

These infrastructure enhancements come at a critical time, during which we expect to see growth on the island as WA reconnects with the world. This funding will complement RIA's efforts to increase its self-funding capacity for the maintenance and renewal of critical assets so that an appropriate standard of visitor services and safety is maintained.

Rottnest Island Management Plan 2023–28

STRATEGIC FOCUS AREAS

1

Diversify the visitor base
and enhance visitor experience

2

Deliver sustainable island
infrastructure and services

3

Respect and engage with the island's
cultural heritage

4

Explore and conserve the
island's environment

5

Foster strong partnerships

KEY INITIATIVES

1. DIVERSIFY THE VISITOR BASE AND ENHANCE VISITOR EXPERIENCE

- Implement the Rottnest Island Destination Strategic Plan 2024–28
- Target new visitor segments
- Enhance overall visitor experience
- Facilitate new accommodation and hospitality developments
- Expand RIA's affordable accommodation offerings
- Upgrade RIA accommodation
- Encourage new recreational offerings
- Manage increased visitor-related demand
- Staged upgrade of public spaces and facilities
- Effectively manage existing visitors
- Improve accessible tourism throughout the island

2. DELIVER SUSTAINABLE ISLAND INFRASTRUCTURE AND SERVICES

- Upgrade island power networks, including wind and solar
- Upgrade island water supply and distribution infrastructure
- Develop and implement the Renewable and Electrical Infrastructure Plan
- Implement the updated Transport Plan
- Implement the Rottnest Island Land Use Plan
- Review the Facilities, Utilities and Support Services contract
- Upgrade and install new island ablutions and wastewater networks
- Upgrade island maritime infrastructure

3. RESPECT AND ENGAGE WITH THE ISLAND'S CULTURAL HERITAGE

- Promote Aboriginal cultural tourism offerings and employment
- Enhance and promote heritage interpretation and collections
- Develop and implement an Aboriginal Cultural Heritage Site Management Plan
- Memorialise the Aboriginal Burial Ground and Quod subject to further consultation and obtaining appropriate funding.
- Deliver the Rottnest Island Reconciliation Action Plan
- Implement the Defence Heritage Interpretation Plan
- Upgrade built heritage

4. EXPLORE AND CONSERVE THE ENVIRONMENT

- Apply the Sustainability Action Plan
- Implement the Environmental Management Plan
- Deliver island revegetation and coastal dune restoration projects
- Seek funding for the Wadjemup Conservation Centre
- Develop and apply a Mooring and Anchoring Plan for the Rottnest Island reserve

5. FOSTER STRONG PARTNERSHIPS

- Build workforce capability
- Foster strong stakeholder partnerships
- Valuing our volunteers
- Explore new staff accommodation alternatives
- Adopt a contemporary funding model
- Improve the island's emergency services and first aid
- Continue to implement a contemporary funding model
- Research leading national and international tourism island operations and use as a best practice benchmark
- Apply the Digital Information, Communications and Technology Plan

RIMP 2023–28 Overview

RIA activities, and the specific actions proposed in the RIMP 2023–28, are grounded in the following vision and guiding principles.

VISION

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

OUR VALUES

Integrity — Commitment to knowing and doing what is right.

Collaboration — Commitment to team, partnership, and the support of others.

Accountability — Commitment to being transparent, taking ownership and responsibility.

Respect — Commitment to the respect of people, culture, and place.

Excellence — Commitment to quality, innovation, and continuous improvement.

ORGANISATIONAL STRUCTURE

RIA is a Statutory Authority consisting of a Board, comprising of the Chair and five members with specific skill sets.

All Board members are appointed by the Governor upon nomination of the Minister for a term of three years. Members can be reappointed for a maximum of ten years in total.

The Board has the 'power to do all things that are necessary or convenient to be done in connection with the management and control of the island under this Act.' (s 13), although these powers are limited by various legislative provisions and the scope of the Rottnest Island Management Plan.

The Director General of DBCA is the Chief Executive Officer of RIA. Day-to-day management is overseen by the Executive Director combined with the Corporate Executive which includes:

- Director Contracts and Planning;
- Director Corporate Services;
- Director Environment, Heritage and Parks;
- Director Infrastructure;
- Director Major Projects;
- Director Marketing and Events and
- Director Visitor Services.

RIA employs approximately 120 Full Time Equivalents (FTE) based in Fremantle and on Rottnest Island to manage and operate the island. The Executive Director is responsible for reporting to the Board and CEO as well as reporting to the Government of the day.

GUIDING PRINCIPLES

While implementing the RIMP 2023–28, RIA will manage the island as a strategic State asset that has important community significance.

In delivering each of the elements of the RIMP 2023–28, RIA will invite, foster and promote partnerships that support the vision, plans and strategic priorities identified in the RIMP 2023–28.

The community will be consulted where significant changes or impacts may be felt on the island from implementation of any of the initiatives proposed.

Implementation of the RIMP 2023–28 will reflect Rottnest Island's significance to the State as a tourism destination and will be guided by an ongoing commitment to principles of sustainable development.

Rottnest Island's management is entrusted to a State government agency, directed by a Board, with RIA required to operate with commercial discipline and drive, and to be publicly accountable for stewardship of the island and its resources. Adopting progressive business strategies is essential to meeting these obligations.

RATIONALE FOR THE RIMP 2023–28 THEMES AND FOCUS AREAS

The RIMP 2023–28 identifies the priorities that will be pursued during the five-year planning period.

Although specific priorities are identified, a large body of work that may be considered ‘business-as-usual’ underpins the RIMP and RIA’s effective and efficient management of Rottnest Island.

In preparing the RIMP 2023–28, RIA recognises that Rottnest Island is defined by both its Aboriginal and European history and its ongoing use as a place of recreation and leisure for day visitors and overnight holiday makers.

The growing popularity of the island is driven by both its unique natural attributes and its proximity to the mainland. It is accessible from the State capital, Perth, the tourism gateway of Fremantle, and Hillarys. Rottnest’s spectacular marine and terrestrial assets make it both strongly appealing to visitors and vulnerable to visitation pressures. Encouraging and managing island visitation is a principal focus of the management plan.

Visitors, and staff who provide visitor services, require access to power, water, waste management facilities and transport. This extends to the various means by which visitors reach the island: ferry, private boat, charter vessel and small aircraft. Ensuring that these essential services can be provided in a sustainable and efficient way is a key priority of the RIMP 2023–28.

Rottnest Island has a complex natural environment and human history. The link between Aboriginal people and the island extends over thousands of years and includes the ongoing hardship and grief associated with the island’s Aboriginal Prison era.

The European history of the island is also significant. Traces of farming, forestry and salt mining activities remain as well as the rich social history associated with leisure and holiday activities and the island’s role in coastal defence before and during the Second World War.

For all these reasons, the island’s environmental and cultural heritage values — especially the Aboriginal heritage values — are an ongoing focus area via initiatives such as the Wadjemup Project.

Strategic Focus Area 1

Diversify the Visitor Base and Enhance Visitor Experience

Rottnest Island tourism demand is recovering quickly and strongly after the impact of COVID-19. With the return of open borders in March 2022, the island's visitation demand has increased above pre-COVID arrivals, specifically the second half of 2022, with growth on visitor arrivals each month from September – December 2022 reaching or exceeding previous visitation records seen in 2019.

Assuming Rottnest Island holds its market share of Tourism WA visitation, ferry arrivals are forecast to reach 770,000 by mid-2027, with day visitors accounting for 70 per cent of visitation.

All source markets are expected to contribute to this forecast at varying levels. The current island ferry visitation creates an estimated State economic impact of \$172 million per annum to the State's economy, which generates over 1500 jobs.

KEY INITIATIVE Target New Visitor Segments

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

To achieve this vision, the Rottnest Island Destination Strategic Plan 2024-28 will be implemented in synergy with the RIMP 2023-28 and outlines strategies to ensure island markets and visitor segments are prioritised against objectives relating to sustainable growth, a diversified visitor base and revenue targets.

The plan will consider the current global tourism industry trends such as sustainable tourism, adventure tourism and a focus on health and wellbeing and emerging global markets.

The plan's product and market strategy priorities are designed to increase visitation demand in the shoulder and low seasons, increase yield per visitor, promote visitor dispersal into the Rottnest Island reserve and ensure a balanced visitation portfolio from various source markets and target audiences.

The plan consolidates many of the recent changes to Rottnest Island's marketing foundations and will continue to build an integrated marketing and communications base to deliver efficient and effective marketing campaigns.

The plan is targeted, with a focus on developing new market segments and increasing consumer engagement with digital platforms. These nimble communication portals help increase connectivity and share the island's stories with prospective customers while also reaching new geographical markets and initiating new marketing channels.

The RIA will continue to grow awareness of Rottnest Island as a destination of national significance and will seek to inspire and motivate potential consumers with engaging reasons to travel such as pristine bays, wildlife encounters, dynamic tours, Aboriginal cultural experiences and special events.

During the period of RIMP 2023-28, there will be a renewed focus on RIA events during shoulder periods, especially those that align with diversifying the visitor base and build on the key destination themes: aquatic and coastal, nature and wildlife, and cultural heritage.

The Rottnest Island Authority's actions under the RIMP 2023-28 align with Tourism WA's plan to increase state visitor spend by making Western Australia the most desirable leisure and business events destination in Australia.

The RIA will engage widely with key tourism industry stakeholders including the Rottnest Island Business Community, Local Government Authorities, Tourism WA, Business Events Perth, Destination Perth, Australian Tourism Export Council, and Tourism Australia and embrace digital technologies and platforms to attract and retain visitors to Rottnest Island.

The Rottnest Island Destination Strategic Plan 2024-28 will focus on:

- Increasing Rottnest Island's market share of leisure visitation to the Destination Perth region and Western Australia
- Reaching and engaging with new state, national and international market segments
- Increasing repeat visitation and customer lifetime value
- Smoothing visitation to create year-round visitation in shoulder and low seasons from key market segments and audience profiles.

Key Outcomes

- Sustainable visitation growth
- Diversified and appropriate visitor base

KEY INITIATIVE

Enhance Overall Visitor Experience

Improving the visitor experience is a fundamental goal of all the RIMP 2023–28 strategic focus areas. There are key moments that define the visitor experience, from planning and booking to arriving on the island and interacting with RIA staff or island businesses.

The RIA-operated Stay Rottnest accommodation booking system was improved in 2022-23 by creating dedicated portal sites for accommodation.

The visitor experience and amenity is key and RIA makes continuous improvements to services such as transfer of guests to accommodation, luggage delivery and access to unique recreational and leisure offerings. RIA recognises the importance of delivering on customer service and will continue to invest in the training and development of visitor-facing staff.

RIA strives to make Rottnest Island an easy consumer travel experience, which includes positive accommodation, booking and hire experiences. RIA will continue to facilitate new tourism product offerings including specialist island tour operators, diverse accommodation alternatives and food and beverage offerings.

RIA reinforced and widened the main jetty in December 2022 and will continue to improve the presentation and amenity of the jetty and island entry point. RIA has aspirational plans to transition the island's barging operations away from the main jetty to the former Army Groyne and South Thomson Bay to help reduce visitor congestion and improve the arrival experience.

Future aspirations for visitor amenity investment across the island include undertaking stage two of the Island Gateway project, which could provide a covered walkway on the main jetty, shaded areas on arrival and departure, and the redevelopment of Rottnest Island's Visitor Centre.

Key Outcomes

- Improved visitor experience
- Improved value perception of island experiences and service
- Improved visitor amenity

KEY INITIATIVE

Facilitate New Accommodation and Hospitality Developments

RIA continues to work with, and support, the island business community. During 2020, the completion of Samphire Resort's 80 rooms and restaurant marked the second significant development on the island in 30 years.

The development offers a greater range of facilities to attract new tourism markets and conferences all year round.

To enhance the appeal of the island and cater for visitor demand, RIA will continue to diversify the island's accommodation offerings. This will require a mix of private and public investment. New developments are expected to be primarily privately funded, whilst RIA is engaging in refurbishment of its existing accommodation stock.

The growth of available accommodation on Rottnest Island has not kept pace with demand. Future growth will be sustainable and considered with respect to other key initiatives of the RIMP.

RIA will assess new visitor accommodation development opportunities in accordance with the Land Use Plan and bring to market those opportunities most likely to deliver on its strategic objectives. Opportunities include potential for development of associated staff housing to support operations, which may be on or off-site.

Lodge Wadjemup Redevelopment

RIA has been working to re-create the Lodge site in harmony with its natural setting, while respecting the Aboriginal history of the area. RIA released an Expression of Interest in 2020 to identify an appropriate developer and operator for the Lodge Wadjemup.

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

Golf Course Precinct

The golf course precinct is a key island recreation attraction. Significant work has been undertaken in recent years to upgrade the quality of the golf course, use recycled water and install perimeter fencing to prevent quokka habitation of the area.

The golf course amenities and infrastructure are, however, outdated and require a capital injection. The potential revitalisation of the Rottnest Island golf precinct by adding and activating both indoor and outdoor spaces is a priority project for this RIMP 2023–28 and will help expand the island's visitor base.

With the recent closing of the popular Governor's Bar and loss of this amenity there is an opportunity to develop a sports bar.

RIA will seek a proponent with demonstrated experience, capacity and vision to revitalise the golf course precinct with contemporary recreational offerings, food and beverage activations and potential accommodation options that complement and respect the natural surroundings and the important Aboriginal cultural heritage sites.

Key Outcomes

- Completion of the redevelopment of the Lodge Wadjemup.
- Private investment in accommodation and recreation facilities for the Golf Course precinct, in accordance with the Land Use Plan to improve land utilisation and preservation of the area's Aboriginal artefact scatter sites.
- RIA will also consider development projects in other locations within the settlement.
- Facilitation of new staff housing to support new visitor accommodation operations.

KEY INITIATIVE Renew and Expand RIA Accommodation Offerings

RIA operates most of the island's accommodation via Stay Rottnest, RIA's principal source of revenue.

Stay Rottnest accommodation options range from budget dormitories at Kingstown Barracks and low-cost campsites at the Bathurst camping ground to mid-range units and villas available for short term rent across Geordie Bay, Longreach Bay, Fays Bay, Bathurst, North Thomson, South Thomson and Kingstown (a total of 292 units).

To ensure that Stay Rottnest accommodation remains at an acceptable level of presentation and amenity, RIA has commenced a staged refurbishment of the island's units. The most recent upgrade has seen the highly desirable South Thomson units transformed by architectural planning into a more contemporary style.

RIA will continue to project manage its accommodation refurbishments and plans to adopt a phased capital funding approach to unit upgrades at Geordie Bay (expected to be completed by September 2024), Fays Bay (2025), Longreach Bay (2026) and Bathurst (2027).

The enhancement of RIA visitor accommodation, Stay Rottnest, is a key priority of the RIMP 2023–28. The works proposed will renew and refresh RIA's accommodation offerings for visitors in line with the strategic direction set by the RIMP 2023–28.

Key Outcomes

- Increased guest satisfaction
- Improved guest comfort and safety
- Improved accommodation aesthetic and function
- Maintain/improve RIA's key revenue source and its financial sustainability

Affordable Accommodation

RIA is conscious of the need to make the island accessible through providing affordable accommodation to overnight visitors in central settlement areas. Aspirational options for further accommodation development include infill at Bathurst and North Thomson Bay, which could include relocation of some Rottnest residential housing to a less central area of the island. Opportunities also exist to expand the offering of camping and cabins in and around existing precincts.

RIA will work to identify and recommend suitable sites for affordable rental accommodation in any designated mixed use land area within the settlement and will confirm the feasibility of relocating all staff resident housing out of North Thomson Bay.

Key Outcomes

- Increased budget accommodation for overnight visitors.

Kingstown Barracks

The historic Kingstown Barracks hostel and dormitories are important heritage assets and play a key role in making the island accessible to visiting groups and guests seeking entry level accommodation.

Currently the Barracks complex is divided between a 50-bed hostel on one side of the parade ground and dormitories accommodating 164 guests on the other side. The dormitories are popular with school camps with 140–160 group camps being booked annually.

During August 2022, RIA commissioned architects to develop a design vision for the Barracks based on a contemporary accommodation offering that embraces the unique military heritage of the island. The design vision included high quality landscaping designs to improve the Kingstown Barracks precinct's amenity and presentation.

RIA will continue to consult with key heritage stakeholders and a variety of school camp organisers regarding the Barracks' proposed improvements.

By proactively managing this planning and concept design process RIA hopes to create a high quality, value for money product that will also attract international and interstate visitors seeking affordable accommodation options.

RIA will seek external project funding from heritage organisations and philanthropic funds to support the upgrade of this important heritage and educational complex.

Key Outcomes

- Improved facilities for school groups
- Improved appeal for interstate and international visitors
- Barracks heritage values preserved.

KEY INITIATIVE

Encourage New Recreational Offerings

New and innovative commercial operators are important to provide a broad range of fun and engaging recreational and leisure activities for Rottneest Island visitors.

Commercial operators have a substantial influence on a tourism destination. They attract visitors by providing a contemporary experience while also generating employment opportunities.

These progressive businesses can also play a key role in educating visitors about the island's flora and fauna and preserving the island's rich history and cultural heritage.

RIA currently manages 19 island recreational and leisure businesses via concession agreements. Some of the attractions offered include aquatic activities, guided tours, food and beverage, adventure experiences and Aboriginal cultural tours.

Recreational Expressions of Interest (EOIs) are released annually to attract new recreational and Aboriginal cultural tourism businesses.

In 2021 the EOI resulted in seven new businesses commencing operation on the island, including a variety of food and beverage pop-ups, a snorkelling tour, a photography tour and a destination management company offering packaged conference and group experiences. Several other proposals are being progressed as longer-term arrangements.

Another recreational EOI was released in 2022 and some exciting new offerings commenced in summer 2022/23 including a new retail outlet at the iconic Salt Store building, peak season pop-up food and beverage and an arts and crafts activity for school groups.

RIA will continue to release EOIs for new recreational activities and other businesses each year, which will be assessed against a range of criteria, including contribution to improving the visitor experience, a sustainable business model, compatibility with RIA's management objectives, and site suitability.

Key Outcome

- Secure experienced commercial operators to provide fun and engaging new recreational activities and amenities to enhance the visitor experience.

KEY INITIATIVE

Pedal & Flipper Expansion

Pedal & Flipper is RIA's bicycle and recreational equipment hire business on Rottneest Island. Open year round, it is the largest bike hire facility in the southern hemisphere, with over 2000 items for hire including bikes, trailers, snorkelling and surf gear, and mobility assist devices.

The Pedal & Flipper operation has experienced significant financial growth in recent years, with the number of individual hires in 2022 likely to exceed the FY18/19 figure of almost 136,000 (this was the last year of operation not impacted by COVID-19).

RIA is progressing expansion of Pedal & Flipper and may seek to develop new products and services to better cater for growing visitor demands. Planning for the new facility has commenced and includes expanding Pedal & Flipper's offering with increasingly popular electric bikes and scooters and improving the interface with adjacent back-of-house operations and other amenities.

Pedal & Flipper will introduce a new inventory management system and enhanced online booking system to maximise efficiencies and improve the customer experience. The hire business also supplies bikes on behalf of third parties such as SeaLink.

The Pedal & Flipper expansion will be funded from RIA's annual capital budget and is estimated to be completed by September 2024.

Key Outcomes

- Increased capacity of bikes and other e-rideables to meet growing and changing demand.
- Future-proofing of battery charging facility to cater for expansion of e-rideables.
- Provision of new commercial/retail space to provide additional amenities complementary to Pedal & Flipper.

KEY INITIATIVE

Improve Accessible Tourism Throughout the Island

RIA has a Accessible Tourism and Inclusion Plan to help ensure people with a disability have equal access to Rottnest Island.

RIA's policy on access and inclusion is to ensure that everyone in the community is able to access, use and enjoy Rottnest Island and the associated facilities and services provided by RIA to the extent that the Authority's resources allow.

A number of accessible tourism toilet and shower facilities are available across Rottnest Island, including a fully accredited Changing Places facility.

The RIA and Samphire have a number of specially designed accommodation units and Discovery — Rottnest Island has accessible tourism tents available. The new Lodge Wadjemup redevelopment will also provide accessible tourism units.

Various mobility equipment is available to hire from Pedal & Flipper, including beach wheelchairs, gophers and a golf buggy, which allows visitors in wheelchairs to travel around the island at their leisure.

The RIA is continually exploring opportunities to improve access to a wide range of suitable wheelchairs particularly to provide access to the marine environment.

A specially designed ramp is located in North Thomson to allow visitors to safely enter the water and RIA is purchasing removeable beach wheelchair mats for use at North Thomson to facilitate better in-water access.

Scoping work on storage sheds for beach wheelchairs (adjacent to the access mats) is currently being undertaken. This will allow users to access the beach wheelchairs 24/7 via a security code issued at time of booking.

As Rottnest's future recreational sites are identified, accessible tourism will be a key consideration in the design and development of facilities.

Key Outcomes

- Improved access to Rottnest's services and facilities.

Strategic Focus Area 2

Deliver Sustainable Island Infrastructure and Services

RIA is responsible for the overall management of Rottnest Island's infrastructure and related services.

It is responsible for generating and distributing the island's power, producing and distributing drinking water, co-ordinating wastewater treatment and reuse, managing gas supplies, disposing of general waste and retailing utility services to the island's businesses.

RIA also manages the island's roads, marine infrastructure, buildings, aerodrome, significant heritage sites and a large percentage of the island's visitor accommodation. While RIA oversees infrastructure management it is supported by many contractors who manage the operational responsibilities under the island's Facilities, Utilities and Support Services (FUSS) contract.

In 2022-23, the State Government committed \$54.8 million to vital infrastructure upgrades to Rottnest Island's energy assets.

As part of the WA Recovery Plan, the State Government has also committed \$34.1 million for vital infrastructure upgrades to Rottnest Island's drinking water production and supply network.

Strengthening the island's power, water and marine infrastructure to address legacy issues is a strategic focus of the RIMP 2023–28. These initiatives will help Rottnest Island meet the increasing demands from island visitors and businesses and will ensure the island has sustainable utilities for the next 20 years.

KEY INITIATIVE Renewable Energy and Electrical Infrastructure Upgrade

Rottnest Island's ageing utilities infrastructure has suffered from an historical lack of investment and is now reaching the limits of its capacity. RIA manages one of the oldest power stations (commissioned in 1962) still operating in Western Australia and the island is currently powered by a mix of diesel fuel generators (62%) and solar and wind energy sources (38%).

Responding to this challenge, the State Government recently committed \$54.8 million to upgrade and replace renewable energy and electrical infrastructure across Rottnest Island. This funding will see renewables power a target of 75% of the island's future power needs by June 2026.

This transformative project includes a power network upgrade, replacement of the existing wind turbine generator at Mount Herschel with two smaller contemporary wind turbines, and installation of a utility-scale battery to improve energy storage. The island's solar generation capacity will also be doubled after the installation of 500kW of additional capacity at Rottnest's existing solar farm.

These investments will reduce the island's diesel fuel consumption by an estimated 40% and will result in an approximate reduction of 4000 tonnes of carbon emissions. The expected benefits include improved sustainability, power network reliability and a variety of public safety outcomes.

Eco-tourism is a growing sector with more travellers looking for holiday destinations that place a premium on being environmentally sustainable. The delivery of Rottnest Island's power network upgrade will give the island stronger eco-credentials supported by significantly increased renewable energy production.

The delivery of this initiative is aligned to the WA Government's Climate Policy and its target to achieve net zero greenhouse emissions by 2050 by transforming energy production around the State.

RIA will continue to work with WA's leading power providers to transfer the operational responsibility for Rottnest's electrical infrastructure. RIA will finalise a Renewables and Electrical Infrastructure Master Plan and commence planning works for the upgrade of the island's power distribution network that is expected to be delivered by June 2026.

Key Outcomes

- Completed Renewable and Electrical Infrastructure Master Plan and implementation.
- Renewable energy production capacity significantly increased.
- Improved power storage and network reliability.
- Transfer of responsibility for power supply to a State-owned utility provider.

KEY INITIATIVE

Drinking Water Production and Supply Upgrade

The State Government, as part of the WA Recovery Plan, has committed \$34.1 million for vital infrastructure upgrades to overhaul Rottnest Island's ageing drinking water production and supply network.

Rottnest Island's water infrastructure requires substantial investment to continue to provide water services for local, interstate and international tourists, as well as the Rottnest Island businesses that provide goods and services to island visitors.

The island's water distribution network and production plant has come under increasing pressure to provide adequate levels of service during peak tourist periods.

RIA produces all the island's drinking water from an ageing desalination plant. The system is at the end of its life and there is increasing demand from island visitors. As such, the system needs to be renewed and its capacity expanded.

Once delivered, this initiative will provide RIA with a water scheme that can meet forecasted water demands for the next 20 years. The same 20-year outlook is predicted as a result of renewing the island's desalination plant, together with high quality water from a robust and efficient water production system.

RIA has already completed the Water Infrastructure Upgrade Master Plan, substantially completed preliminary design development including a refined costing and works program, and completed early water mains works in Kingstown Barracks, South Thomson accommodation precinct, Longreach Bay and Fays Bay.

RIA will continue to work with WA's leading water providers to transfer the responsibility for the provision of all water services on the island.

Key Outcomes

- Island drinking water production upgrade by 2024.
- Island water supply network renewal completed by 2025.
- The island will meet forecasted visitor and resident water demands for the next 20 years.

KEY INITIATIVE

Ablutions and Wastewater

Rottnest Island currently has 17 ablation blocks throughout the settlement and reserve. RIA is planning to construct, replace, refurbish or rationalise ablation blocks across the island.

Having completed construction/refurbishment of ablutions at the Basin, West End, Oliver Hill and Wadjemup Hill in the last RIMP period, construction/refurbishment of visitor ablation blocks is being planned for Longreach Bay and Narrow Neck in 2024.

RIA has prepared a whole-of-island Wastewater System Plan and a wastewater strategy for North Thomson Bay, Mt Hershel, Longreach Bay, Geordie Bay and Salmon Bay.

Key Outcomes

- New and improved ablation facilities at a variety of key island destinations.
- Deliver a whole-of-island Wastewater System Plan.
- Transfer of responsibility for water supply and waste water treatment to a State-owned utility provider.

KEY INITIATIVE

Transport Plan

The island's movement infrastructure includes approximately 40 km of sealed roads, stormwater drains and soak wells, unsealed tracks and fire trails, and concrete, sealed and unsealed footpaths.

Despite its car free image, Rottnest Island still has vehicles and buses that service the island. In recent years RIA has focused on creating transport hubs to help effectively distribute island visitors and reduce traffic at key island destination nodes.

RIA will continue to examine and attract non fossil fuel vehicle solutions for the island's bus and service vehicle fleet during the RIMP.

Other planned RIA priority initiatives include developing a service route road around the main settlement to reduce vehicle traffic around the island's main retail/shopping precinct and relocating the light industrial zone to a proposed development area adjacent to the island's aerodrome.

Main Roads Western Australia (MRWA) recently undertook a condition assessment of all the island's outer road assets and RIA will work with MRWA to deliver the five-year, \$4 million periodic outer island road asset maintenance program commencing in 2023. The continued support of MRWA is critical for ongoing maintenance of the island's road network.

RIA's Strategic Asset Management Plan includes a variety of planned remediation, refurbishment and replacement activities identified for the island's roads, pathways and drainage.

During the RIMP 2023–28, RIA will work with MRWA to implement maintenance and safety improvement programs and review and update its Transport Plan RIA holds the license for the Rottnest Island aerodrome and is the aerodrome operator. RIA conducts annual aerodrome safety inspections using Aerodrome Management Services and implements an annual maintenance program.

Key Outcomes

- A functional bus station area which interfaces with goods delivery, service vehicles and provides a safe pedestrian and cyclist environment.
- A contemporary Rottnest Island Transport Plan.
- Improved road safety for island visitors.
- Continued operation of the aerodrome.

KEY INITIATIVE Maritime Infrastructure Upgrades

Rottnest Island is a favourite hotspot for Western Australia's boating and sailing community and caters for commercial and recreational marine vessels visiting the island for day trips or extended visits.

RIA is responsible for the construction, management, and operation of the island's maritime structures including a main operating commercial jetty, five recreational jetties (fuel, hotel, Geordie Bay, T, and Stark), a commercial barge landing ramp, a rock groyne and associated boat ramp and the newly constructed limestone seawall at South Thomson Bay to minimise ongoing erosion of the dune area.

Since 2020, three jetties have been reconstructed or replaced including the fuel jetty (2020), Stark and T-jetty (2021) and main jetty berths 4/5 were completed in December 2022.

RIA has developed a Maritime Infrastructure Asset Management Plan to implement the following projects:

1. Main jetty berth 1-3 refurbishment
2. Barge landing ramp refurbishment
3. Hotel jetty refurbishment
4. Geordie Bay jetty refurbishment
5. Main jetty fire-fighting facility
6. General maintenance

Key Outcomes

- The island's maritime infrastructure will be maintained to a high standard and acceptable technical service level.

Mooring System Review

Boat owners are important Rottnest visitors, with an estimated 300,000 people on private vessels voyaging to Rottnest Island each year.

Rottnest Island caters for 843 private licensed moorings and over 1600 users on the shared mooring system. Demand for the island's private moorings far exceeds supply with over 500 people currently on the waitlist.

RIA provides 47 offshore swing moorings, 25 beach pens and 23 jetty pens offered for daily hire.

Due to the high number of people visiting Rottnest by private boat, it is important that the island's Mooring Management System and programs effectively manage the finite space available for boat moorings, ensuring that the island's marine environment is not adversely impacted by increasing boat owner numbers.

RIA has provided a dedicated online portal for rental moorings, pens and admission fees. It has also improved processes associated with mooring licensees and authorised user permits.

During this RIMP RIA will:

- Finalise the online mooring management system.
- Consider rental mooring management in association with other mooring providers across the state.
- Develop a Mooring and Anchoring Plan for the Rottnest Island reserve.
- Ensure impacts on seagrass and other island marine habitats are appropriately managed.
- Increase accessibility for the Shared Mooring System and the broader boating public.
- Consider provision of moorings for commercial island businesses under concession agreements with RIA.

Key Outcomes

- Improved boat owner services and satisfaction.
- Effective management of marine ecosystem impacts.

KEY INITIATIVE New Facilities, Utilities and Support Services Contract

RIA will procure a new Facilities, Utilities and Support Services (FUSS) contract to commence upon expiry of the current FUSS contract in October 2024. Procurement for the new FUSS contract will involve a new approach to the commercial model with the priority being the delivery of an improved visitor experience.

RIA will also procure providers for the barge service and RIA staff/commuter ferry service for the island. Existing contracts for both services expire in 2025. RIA will focus on service quality, reliability, flexibility and value for money in procuring these services.

Key Outcomes

- New FUSS contract that delivers improved visitor experience and value for money.
- New barge and commuter ferry contracts.

Strategic Focus Area 3

Respect and Engage the Island's Cultural Heritage

RIA strives to create conditions in which Aboriginal people, particularly the Whadjuk Noongar traditional owners, can visit Rottnest Island knowing their people's history is being acknowledged respectfully and truthfully.

RIA collaborates with a variety of Aboriginal stakeholder groups to create opportunities to promote the island's Aboriginal cultural heritage.

KEY INITIATIVE

The Wadjemup Project

The Department of the Premier and Cabinet (DPC) and RIA continue to work together on the Wadjemup Project to reconcile the historical incarceration of Aboriginal peoples on Rottnest Island on behalf of the State of Western Australia.

Working in partnership with Whadjuk Traditional Owners and Aboriginal communities around the State, the Wadjemup Project is focussing on how best to commemorate and memorialise the Aboriginal men and boys who are buried on Rottnest Island. The project will also help determine the future use of the Quod.

The project is one of Australia's first large scale acts of recognition related to the impacts of colonisation on Aboriginal people.

RIA's Board, the Wadjemup Aboriginal Reference Group (WARG) and the Wadjemup Project Whadjuk Noongar Cultural Authority Reference Group (Cultural Authority Group) endorsed *The Wadjemup Project: An opportunity to reconcile the past, honour the truth and walk together in the future*. The progress report was published in 2022 and provides truth-telling of the island's Aboriginal history while detailing recent work and outcomes.

The Wadjemup Project scope includes three key stages:

- **Stage 1** Wadjemup consultation and truth-telling
- **Stage 2** Planning and memorialisation — Burial Ground and the Quod
- **Stage 3** Commissioning and operations

Key Outcomes

- Whadjuk-led consultation and truth-telling.
- Memorialise the Aboriginal Burial Ground and Quod subject to further consultation and obtaining appropriate funding.

KEY INITIATIVE

Reconciliation Action Plan

RIA honours and celebrates the cultures, languages, stories and long histories of Aboriginal and Torres Strait Islander peoples.

RIA has developed positive working relationships with the Whadjuk Noongar people and Aboriginal and Torres Strait Islander peoples across Western Australia. RIA acknowledges the island's tragic past while we move forward together on a shared journey towards understanding and healing.

RIA Innovate Reconciliation Action Plan November 2021-November 2023 is the island's fourth RAP and provides the organisation with a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust. It enables RIA to continue to build on the successes achieved and lessons learned from previous RAPs to guide RIA on its reconciliation journey.

The Innovate Reconciliation Action Plan 2021-23 contains a public apology to the Aboriginal people of Western Australia. On behalf of the State of Western Australia, the former Minister for Tourism in 2021 apologised for the many past practices of those entrusted with management of the island that were not respectful of Aboriginal peoples or the cultural significance of the island. The Minister recognised that this has caused great pain and anguish within Aboriginal communities.

One of the key commitments in the plan is to increase Aboriginal and Torres Strait Islander employment at RIA. We also seek to increase Aboriginal and Torres Strait Islander participation in the island's management by increasing, developing and expanding Aboriginal tourism opportunities and partnerships for the island.

This is RIA's second 'Innovate' RAP and provides a clear path for RIA to further advance reconciliation internally. It includes an increased focus on facilitating employment opportunities for Aboriginal and Torres Strait Islander peoples and in 2022 RIA employed four new Indigenous staff.

The RAP is focussed on:

- Helping develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.
- Developing and implementing an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.
- Promoting Aboriginal artists at key locations on the island and working with Aboriginal representative groups to organise and promote NAIDOC week.
- Continuing to work with the Aboriginal representative groups to identify opportunities to provide educational information to island visitors and staff highlighting Aboriginal heritage across Wadjemup.

RIA will develop a new Reconciliation Action Plan for the period November 2023 — November 2025.

Key Outcomes

- A new Reconciliation Action Plan launched during the RIMP period.
- Delivery of the actions identified in the Innovate Reconciliation Action Plan 2021- 2023.

KEY INITIATIVE Aboriginal Cultural Heritage Site Management Plan

Wadjemup has 13 registered and 11 lodged Aboriginal sites. The management of Aboriginal heritage is currently governed by the *Aboriginal Heritage Act (AHA) 1972* and the *Aboriginal Cultural Heritage Act 2021 (ACH Act)* that will effectively be in place until the full implementation of the *Aboriginal Cultural Heritage Act (ACH Act)*.

The new ACH Act provides a modern framework for the recognition, protection, conservation and preservation of Aboriginal cultural heritage while recognising the fundamental importance of Aboriginal cultural heritage to Aboriginal people.

The RIA will develop a Cultural Heritage Management Plan (CHMP) for Rottnest Island which will be an overarching document for the management of all the Aboriginal sites and cultural values on the island. It will include a program of principles and strategies that will guide the care and management of all sites within Rottnest Island's cultural landscape.

The CHMP will be planned in line with the intention and requirements of the new ACH Act 2021 and will reference the *Noongar State Heritage Act (NSHA)*; RIA Innovate Reconciliation Plan 2021-2023 and RIMP 2023–28. It will take into account forecasted RIA future development and potential risks and opportunities within each set of management protocols.

This will be a strategic document that identifies the significance of the island as a cultural landscape and puts in place provisions for the care and management of the island's Aboriginal sites and cultural landscape.

The CHMP will be a live document for four years in sync with the life of the current RIMP 2023–28, with new information added into the appendix each year.

Key Outcomes

- Overarching settlement area ACH Management Plan.
- Site Specific ACH Management Plans.

KEY INITIATIVE Upgrading Built Heritage

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

The heritage accommodation includes 12 cottages in North Thomson, most dating from the 1840s. These form part of one of the longest continually inhabited streets in Australia.

This street includes 14 open-fronted bungalows built in the 1920s (North Thomson Bay), one house divided into two cottages beside the Bathurst lighthouse, eight cottages at Governor's Circle, and the sergeants mess and three commanders cottages located at Kingstown and constructed during the Second World War.

Stay Rottnest's heritage accommodation is unique for visitors to experience first-hand. However, much of this accommodation offers basic facilities and the cost of upgrading the dwellings is extremely high due to heritage related constraints.

The Commanders Cottages were refurbished in 2011 and many of the heritage cottages' furnishings and fittings have been improved over the last decade.

RIA needs to maintain the unique charm and heritage features while offering the comfort and amenities expected at a world-class tourist destination. To ensure Stay Rottnest's heritage cottages can continue to be rented to overnight visitors, a specific investment program is required outside of RIA's main accommodation refurbishment budget schedule.

RIA will work with key stakeholders to provide a scope for refurbishment of the island's individual heritage accommodation cottages and select a suitably qualified architect to produce refurbishment plans.

RIA is investigating grant options to fund ongoing works to the island's heritage accommodation and will seek to refurbish one or more of the heritage cottages as a prototype to provide a design benchmark reference for ongoing work.

Key Outcomes

- Secure funding and deliver heritage unit refurbishment.

KEY INITIATIVE

Defence Heritage Interpretation Plan

Rottnest Island is recognised for its strategic importance as a key site for Australia's coastal defence during the Second World War.

The associated Second World War infrastructure (including the intact Oliver Hill Battery, Bickley Battery, Signal Station, Kingstown Barracks, railways and associated works) constitutes nationally significant heritage that demonstrates the role of the Australian Defence Force and Australian men and women in the national Second World War effort.

The infrastructure showcases high level achievements for the time and is distinguished nationally as the only place to have retained the 9.2 inch guns in its batteries.

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

These projects will ensure Rottnest Island remains a place of high heritage significance while offering visitors an international standard defence heritage experience.

December 2021 saw the first project of the DHIP completed through an upgrade of trail signage at Oliver Hill. The new interpretive signage has improved the self-guided experience by enhancing the existing walk trail that connects the key defence features.

2023 will see RIA deliver the refurbishment of the Engine Room as a new museum space which will raise the profile and improve the defence heritage experience of the Oliver Hill Battery Precinct.

The new interpretive space will incorporate reconstruction of one engine as an interpretive element with similar form and massing. Displays will be reformatted to include interpretive objects, personal histories, graphics, sound space and audio visuals while maximising accessibility of the new exhibits to support the flow of visits by tour groups.

RIA will seek to develop a student archaeology project around the Oliver Hill gun battery precinct during the RIMP period.

RIA will continue to support volunteer guides that provide a personal interface and knowledge of the defence heritage experience. RIA will pursue a public-private partnership for broader heritage projects.

Key Outcomes

- Secure external funding and implement the DHIP.

Strategic Focus Area 4

Explore and Conserve the Island's Environment

The RIMP 2023–28 is focused on delivering major renewable energy initiatives that will provide significant environmental and sustainability benefits to Rottneest Island.

This RIMP is about sustainable tourism and finding a balance with increased visitation. It is also designed to engage day visitors and overnight holiday makers to enjoy, learn about and respect the island's spectacular terrestrial and marine assets.

KEY INITIATIVE Environmental Management Plan

Rottneest Island has myriad natural values that are important for biodiversity conservation at a local, state, and national level, and are an integral part of the island amenity and visitor attraction.

Protecting the Rottneest Island reserve to maintain a healthy environment is critical to ensure ecosystem function today and in the future.

There are many worldwide environmental challenges that Rottneest Island and its surrounding marine habitat share including climate change, pollution, fishing pressures, habitat loss and damage, flora and fauna disease, erosion, and salinity.

The impact that humans have on Rottneest Island is extremely important to RIA and the way the island's natural environment is managed.

The Rottneest Island Environment Management Plan (EMP) has been developed to consolidate the RIA's conservation planning for the marine and terrestrial environments. The EMP is a key initiative under the Rottneest Island Management Plan and forms one of the management tools used to care for our unique and diverse habitats.

The purpose of the document is to provide direction for the conservation targets for Rottneest Island, and the key environmental attributes of these targets. This document is supported by the island's Terrestrial Conservation Action Plan (TCAP) and the Marine Conservation Action Plan (MCAP).

The EMP outlines the significant ecological values, objectives, conservation targets and threats to the Rottneest Island environment. These are expanded on within the TCAP and MCAP in greater detail.

The EMP, along with the TCAP and MCAP will guide the management of the reserve's environment to 2030, with evaluation of the plan's implementation annually, and a review of monitoring data every three years to ensure programs are providing useful information to inform management decisions, and that useful trends are being reported.

The EMP will focus on the active management of species and communities to maintain the health of the island's biodiversity.

The TCAP and MCAP have established key focal conservation targets to represent and encompass the biodiversity across the island's terrestrial and marine environments. These include:

- Quokkas Limestone Heath
- Woodlands and associated heath community;
- Coastal habitat;
- Wetlands;
- Intertidal reefs community;
- Seagrass community;
- Water column;
- Sandy areas
- Subtidal reef community
- Iconic marine Rottneest species;
- Human use.

Rottneest Island's recently completed Coastal Hazard Risk Management and Adaptation Plan (CHRMP) will assist in managing many environmental challenges on and around the island associated with climate change and changing sea levels.

Educating island visitors is also a key focus for RIA's environment team. Human impacts on land and in the ocean are evident with rising levels of pollution seen across Rottneest Island's reserve. This is a shared responsibility between RIA and all island visitors.

Effectively managing the diverse natural environment on, and surrounding, Rottneest Island is essential to ensuring that future generations can enjoy the island's unique nature-based tourism attributes.

RIA will continue to:

- Educate island visitors on key environmental management strategies.
- Rehabilitate the Rottnest Island reserve woodlands and coastal environment with new plantings
- Apply the CHRMP to identify areas of future erosion as a result of sea-level changes and weather events and implement environmental mitigation strategies.
- Monitor and report on Rottnest Island's marine and terrestrial biodiversity.
- Implement approved environmental management actions through the MCAP and TCAP.
- Assess effectiveness of current zoning scheme within the marine reserve.

Key Outcomes

- An adaptive Environmental Management Plan.
- Conservation and restoration of island marine and terrestrial reserves.
- Manage human impacts on the island's flora and fauna.
- Provide sustainable opportunities for engagement with the natural environment.

KEY INITIATIVE Undertake Island Revegetation

Visitor experience is enhanced by the woodland through active recreation (walk trails and bike riding), passive recreation (bird-watching), visual amenity and the provision of shade and shelter. It also holds considerable interest to the scientific community, providing unique research and education opportunities.

The protection and enhancement of the island's woodland is critical for conservation and recreation. Woodland revegetation provides native animal habitat and food sources to protect local and regional conservation values and enhance the island's natural recreation amenity. These aspects are complementary, as woodland revegetation for conservation will contribute to the provision of recreational amenities, and vice versa.

A five-year plan is being developed to enhance and undertake island revegetation. Over 29,000 plants were planted during 2021 as part of the Woodland Management Plan and coastal restoration projects using the help of 1608 volunteer hours.

Key Outcomes

- Woodland restoration.
- Increased fauna habitat.
- Improved condition of island vegetation.

KEY INITIATIVE Investing In Renewable Energy

State Government funding of renewable energy on Rottnest Island will significantly reduce the island's reliance on fossil fuels by:

- Doubling the island's current solar generation capacity at the solar farm in the island's reserve;
- Replacing the existing wind turbine generator on Mt Herschel with two smaller contemporary units in the island's reserve, increasing practical capacity and power network efficiency;
- Installing a utility-scale battery storage solution; and
- Upgrading the power distribution network.

The island will see an estimated reduction of 4000 tonnes of carbon emissions each year through its increased commitment to green energy. Power network upgrades will help phase out the island's liquid petroleum gas appliances over time and RIA will investigate renewable power sources for the island's vehicle fleet.

Rottnest Island is already fully dependent on desalinated water and investment in power generation will mean future water production will rely almost entirely on renewable sources of energy. The State Government's investment in water infrastructure will increase the island's water production capacity, reduce water loss through leaks and improve the island's firefighting capability.

Key Outcomes

- Rottnest Island will see an estimated reduction of 4000 tonnes of carbon emissions each year through increased renewable energy investments.
- Increased water production and reduced water loss.

KEY INITIATIVE Sustainability Action Plan

The Sustainability Action Plan 2023–28 establishes a foundation to realise the long-term vision of Rottnest Island as a visitor destination of national significance, recognised for its recreational, environmental and cultural heritage values.

The Plan provides a set of goals to collectively work towards longer-term sustainability while achieving an established set of sustainability targets.

The Plan will focus on four sustainability pillars:

- Reducing greenhouse gas emissions
- Increasing power production from renewable energy sources
- Sustainable water production from desalination plants, becoming water wise, and effective water reuse.
- Increasing waste resource recovery rates.

Committed strategies to address energy and water production provide the principal pathways for reduction of greenhouse gas emissions.

Rottnest Island faces similar challenges to other remote locations in relation to waste management and landfill diversion. RIA's procurement of waste services beyond 2024 presents the opportunity to achieve higher rates of Municipal Solid Waste resource recovery, including testing the feasibility of source separation of Food Organics Garden Organics.

RIA is also partnering with Containers for Change to consolidate the scheme on Rottnest Island.

RIA will continue to investigate and attract non-fossil fuel vehicle solutions to the island and will progress toward Rottnest Island being carbon neutral by 2050, consistent with the State Government's Climate Policy.

Key Outcomes

- Implementation of Sustainability Action Plan 2023–28.
- Reduced greenhouse gas emissions.
- Improved island waste management and waste resource recovery rates.
- Improved water management initiatives.

KEY INITIATIVE Coastal Management

Many of Rottnest's coastal dune areas can be eroded and destabilised through a combination of human activity and natural forces. If not managed, these areas can erode quickly, leading to loss of beaches and impacts on surrounding vegetation as well as direct impacts on infrastructure such as roads, fences and buildings.

Many of these areas protect adjacent infrastructure and native animal habitat, so it is essential that efforts are made to stabilise, revegetate and, where possible, fully restore the island's fragile coastal dune areas.

Rottnest Island Coastal Management will focus on ecosystem outcomes such as community structure and composition, nutrient cycling (e.g. bioavailability of nitrate and phosphate for plant growth), successive plant reintroduction and dune structure disturbance resilience (e.g. climate change and storm impacts).

The aim is to restore the dune ecosystem to a position where it will be resilient to future negative impacts, rather than return it to a historic condition. The Rottnest Island Coastal Hazard Risk Management and Adaption Plan (CHRMAP) will also provide insight into future Coastal Management Planning.

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

Key Outcomes

- Dune and pathway stabilisation.
- Coastal restoration.
- Increased animal habitat.
- Improved visitor amenity.

KEY INITIATIVE Wadjemup Conservation Centre

Planning and design concepts have been developed for the proposed Wadjemup Conservation Centre. It is envisaged the centre will be a progressive, public facing conservation facility and will focus on visitor engagement, research and showcasing the island's complex natural environments.

It will be a focal point for terrestrial and marine research on the island's flora and fauna. The centre's design concepts will be used for further internal and external consultation to assist with developing more detailed designs and further site planning.

RIA is currently seeking funding through grants, philanthropic funds and corporate partnering for the Wadjemup Conservation Centre.

Key Outcomes

- Secure external funding for the development of the Wadjemup Conservation Centre.
- Increase research and monitoring of the island's ecosystems.

KEY INITIATIVE

Recreation Management Plan

An adaptive management approach is considered critical to the preservation of Rottneest Island's natural assets whilst enabling sustainable visitation. The principles of adaptive management will underpin the development of a recreation management plan for the island.

The intent of the management plan is to provide a coordinated and strategic approach to the management of recreational activities across the island's reserve. The plan will inform future decisions about recreation opportunities and activities that will be provided or encouraged across the island. It will allow the integration of recreational use with environmental and cultural values and other land uses and values.

The plan is designed to ensure a range of opportunities and experiences can be enjoyed by all visitors while minimising conflict between user groups and providing a safe, sustainable, engaging and positive experience.

The dispersal and management of visitors in a site-specific context will enable RIA to preserve the environmental values of the island while enabling visitors to engage with the environment.

The elements of this approach include setting the objectives, assessing the risks and developing management responses, then planning and implementing and measuring feedback.

Key Outcomes

- An island Recreation Management Plan that applies adaptive management principles.
- Improve management of specific island sites and their unique environmental values.
- Increase sustainable recreational opportunities, while minimising user conflicts.

Strategic Focus Area 5

Foster Strong Partnerships

KEY INITIATIVE

Building Workforce Capability

Workforce Diversity and Development Plan

RIA Workforce Diversity and Development Plan will improve staff retention and ensure improved succession planning. RIA is continually reviewing the requirements to ensure appropriate staff resourcing numbers and distribution.

During 2022, RIA initiated a series of staff workshops and an all-staff survey to help determine areas of concern and seek suggestions for better ways of doing business. A consultant then analysed the results and provided insights and draft strategies to better meet the needs of the island workforce. During this RIMP RIA will:

- Increase staff job satisfaction;
- Encourage staff rotation on the island;
- Upskill managers to better support them in supervisory roles;
- Support managers to establish effective succession planning initiatives; and
- Improve mentoring and coaching across RIA.

As part of this initiative, RIA staff relocated from the previous E-Shed offices to a more contemporary office space in Fremantle in February 2023.

Key Outcomes

- A strong hospitality culture will be developed and maintained amongst RIA staff and contractors.
- Increased RIA staff job satisfaction.

KEY INITIATIVE

Digital Information and Communication Technology Plan

Information, Communications and Technology (ICT), and digital products are an integral part of our everyday personal and professional lives. We depend on technology to interact, transact and communicate with individuals, businesses or government and to search for information.

The rapid evolution of ICT and digital environments presents real and continually changing challenges to RIA which are sometimes enabling and sometimes disruptive.

RIA tries to ensure its ICT and digital products are easy to navigate and access and are efficient and end-user focused for our clients. RIA also needs to ensure our employees are well connected, informed, and have the skills necessary to utilise ICT and the ever-growing digital environment.

ICT and digital products are also utilised to gather and analyse data, some of which supports RIA's ability to provide reporting and supporting information to inform key management decisions across the business.

RIA has responded to its clients' preferred approach to managing their Rottneest experience through the digital network and has developed an ICT and Digital Plan 2023–27.

A key focus of this Plan is to provide our customers and partners with digital self-serve solutions and new business models. RIA will continue to identify products that can deliver world-class customer experiences, tourism products and services.

RIA will also:

- Utilise data analytics to enhance decision making and drive insights across business units.
- Redesign key external-facing and internal IT processes with a focus on accommodation booking, asset management, island communications and mooring management.
- Continue to address immediate IT risks and issues and in line with public sector guidelines, protect visitor data security.

RIA wants to improve visitors' experiences from when they first consider a Rottneest holiday through to their return to the mainland, while providing the communications services demanded by key island businesses and stakeholders.

RIA is not responsible for telecommunications services on the island as the provision of the National Broadband Network is a Federal Government responsibility. RIA will continue to work with governments and telecommunications providers to offer visitors comparable connectivity levels to the mainland.

Key Outcomes

- Data analytics and asset management platforms deployed and integrated with RIA's relevant business systems and data.
- A future-state IT operating model embedded into RIA business.

KEY INITIATIVE

Forge Strong Partnerships

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

These businesses help define the island's tourism culture of service, hospitality and entertainment and, in many ways, determine the visitor experience. Consequently, RIA meets regularly with these business partners to determine opportunities to share resources, service standards and improve the visitor experience. The RICC prepared a comprehensive feedback submission for this RIMP and RIA thanks all island businesses for their valuable input.

These relationships enable RIA to identify opportunities for island efficiencies and synergies and test the effectiveness of RIA policies, procedures, marketing activities and other initiatives. Through the Rottnest Island Marketing and Events Advisory Committee, RIA undertakes joint marketing initiatives with the island business community.

Key Outcomes

- Increased number of cooperatively managed and jointly funded island initiatives for mutual benefit.

KEY INITIATIVE

Research Australian and International Tourism Island Best Practice and Use as a Benchmark.

Whilst Rottnest Island is unique in many ways, it also faces similar operational challenges to many other island tourism destinations. Gathering research and learning from other islands gives RIA insights not only in to what to do, but what not to do.

Efficiencies and improved outcomes can be achieved from leveraging of practices used by other island operators from both the private and public sectors.

Key Outcomes

- Ensure island best practice
- Guide island investment based on leading resort island demonstration sites and project outcomes.

KEY INITIATIVE

Valuing Our Volunteers

RIA thanks the many individuals who, in collaboration with many independent volunteer organisations, contribute over 35,000 volunteer hours annually to preserving the natural, cultural and recreational values of the island.

RIA appreciates the interest of groups including schools, clubs and corporate groups who wish to contribute their time to volunteering on Rottnest Island.

There are many organisations and individuals who collectively dedicate skilled labour to help RIA achieve its objectives. These volunteers are often motivated by a deep respect and affinity for the island, its environment and built and cultural heritage.

These groups and individuals are numerous but five organisations in particular deliver significant services.

The Rottnest Voluntary Guides Association provides guided tours and school holiday programs to support the Rottnest Island visitor experience. These volunteer guides provide an invaluable service and have an intimate knowledge of the island's heritage, environment and folklore.

The RIA is deep grateful for the guides' contribution and to the Rottnest Foundation who has advocated and fundraised to help the guides rebuild. The Foundation has also driven initiatives to support Rottnest's terrestrial and marine environments.

The Rottnest Volunteer Fire Brigade also provides an invaluable essential services volunteer group to help mitigate and respond to fire events on the island.

The Rottnest Foundation advocates and fundraises for initiatives that support conservation of the island's unique cultural and environmental values while the Rottnest Society advocates for preservation of the environment and character of the island and provides 'hands-on' support for island conservation initiatives. The Winnit Club provides skilled trades and technical support for the island's small to medium scale building and maintenance projects.

A host of smaller volunteer organisations support environmental protection, education and research activities. The efforts and contribution made by all is greatly appreciated.

During the period of the RIMP 2023–28, RIA will identify a range of activities and projects that could be pursued for mutual benefit with these valuable stakeholders and external corporate partners. RIA is also reviewing how it can best provide reciprocal support to volunteer organisations.

Key Outcomes

- RIA/volunteer projects to improve island amenity and ecosystem health.

KEY INITIATIVE

Maintain a Contemporary Funding Model

RIA has refined and developed its financial management tools and systems to better monitor the island's costs and revenue drivers.

This activity-based costing approach has enabled a better understanding of the performance of various elements of RIA's business. It also helps inform better commercial decisions and proactive organisational responses to ensure that adequate revenue is available to fund priority island operations.

RIA will seek to maximise revenue from its principal business areas including Stay Rottnest accommodation, the Pedal & Flipper hire operation, business leasing and provision of services to island businesses.

RIA appreciates the State Government's recent financial support to address the island's ageing infrastructure, including power and water networks. The completion of these projects will be a focus during this RIMP. RIA directs operational appropriations from the State to enhance the protection of the island's environment and cultural heritage.

RIA has also developed a project prospectus to help attract funds and foster partnerships with corporate bodies, government, private enterprise and philanthropic organisations so as to secure additional funding for initiatives.

The island admission fee is sometimes cited as an island visitation barrier and is levied by RIA under Regulations. Like many Australian resort islands and national park entry fees, the admission fee provides a significant source of revenue for RIA and is used to maintain Rottnest Island's public open space and public visitor services such as seating, shade covers, showers and water refill stations.

Key Outcomes

- Improved understanding of RIA business performance.
- Assets adequately maintained.
- Financial sustainability.

KEY INITIATIVE

Emergency Services and First Aid

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

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

The purpose of these arrangements is to establish:

- RIA policies for emergency management;
- Key roles and responsibilities of public authorities and other persons involved in emergency management on Rottnest Island;
- Provisions about the coordination of emergency operations and activities relating to emergency management;
- A description of emergencies that are likely to occur on Rottnest Island;
- Strategies and priorities for emergency management on Rottnest Island;
- Other matters about emergency management on Rottnest Island prescribed by the *Emergency Management Regulations 2006*; and
- Other matters about emergency management on Rottnest Island that RIA considers appropriate in line with the Prevention, Preparation, Response and Recovery (PPRR) model of emergency management.

RIA will continue to work with WA Health Services and the Western Australian Police Force to support their service delivery on the island.

Key Outcomes

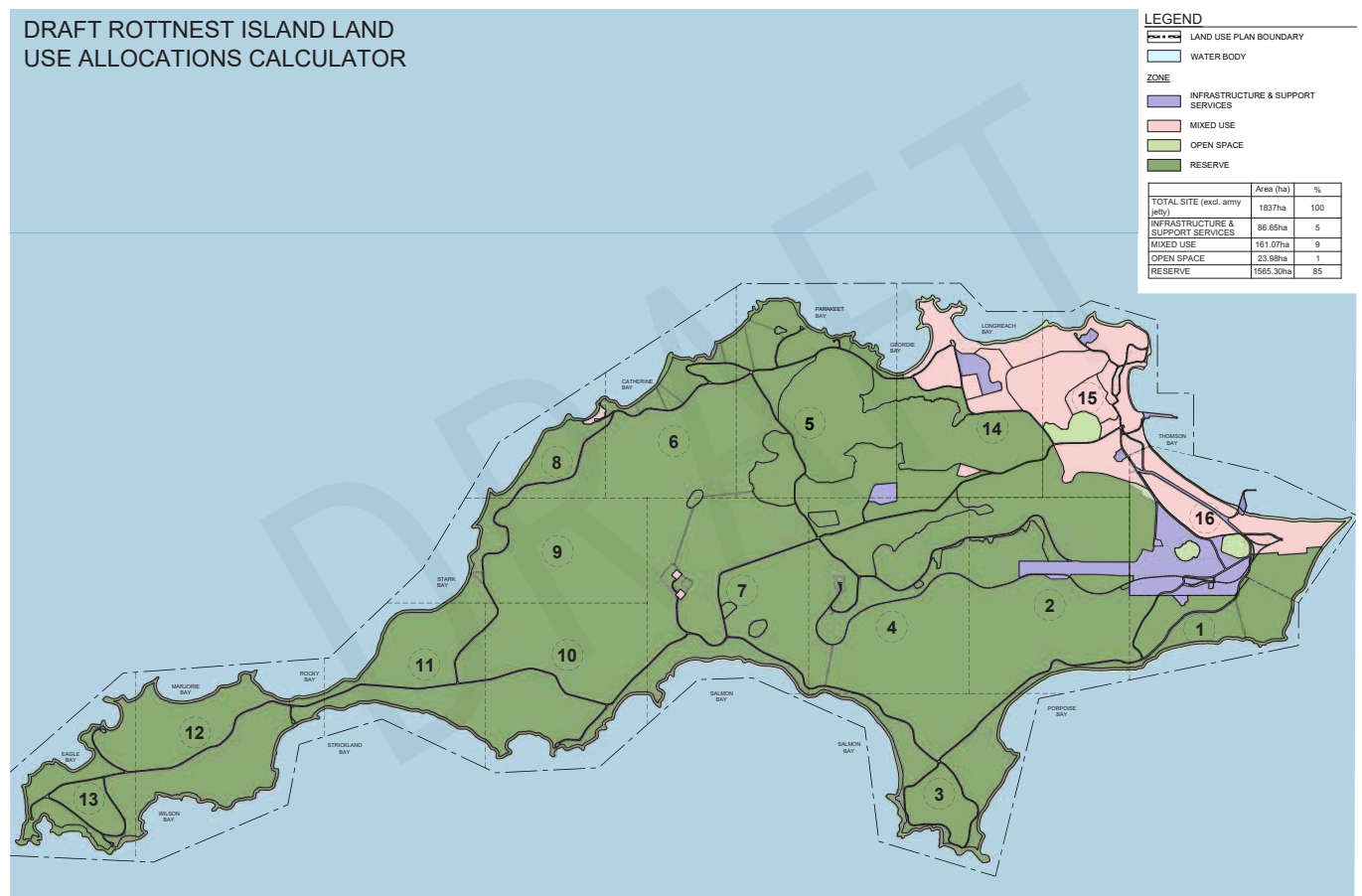
- RIA and key stakeholders are well prepared for any island emergencies or incidents.

Appendix

The following Rottnest Island Land Use Plan map suite is a concise summary of the island's land use zones.









The full suite of Rottnest Island Land Use zone maps can be viewed by visiting RIA's website at ria.wa.gov.au/rimp.

The percentage of land allocated to different land use categories is clearly outlined in the Rottnest Island Land Use Allocations calculator diagram below and shows that 85% of Rottnest Island is defined as conservation and recreation reserve, 9% mixed use in the settlement area, 5% infrastructure and support services and 1% open space.

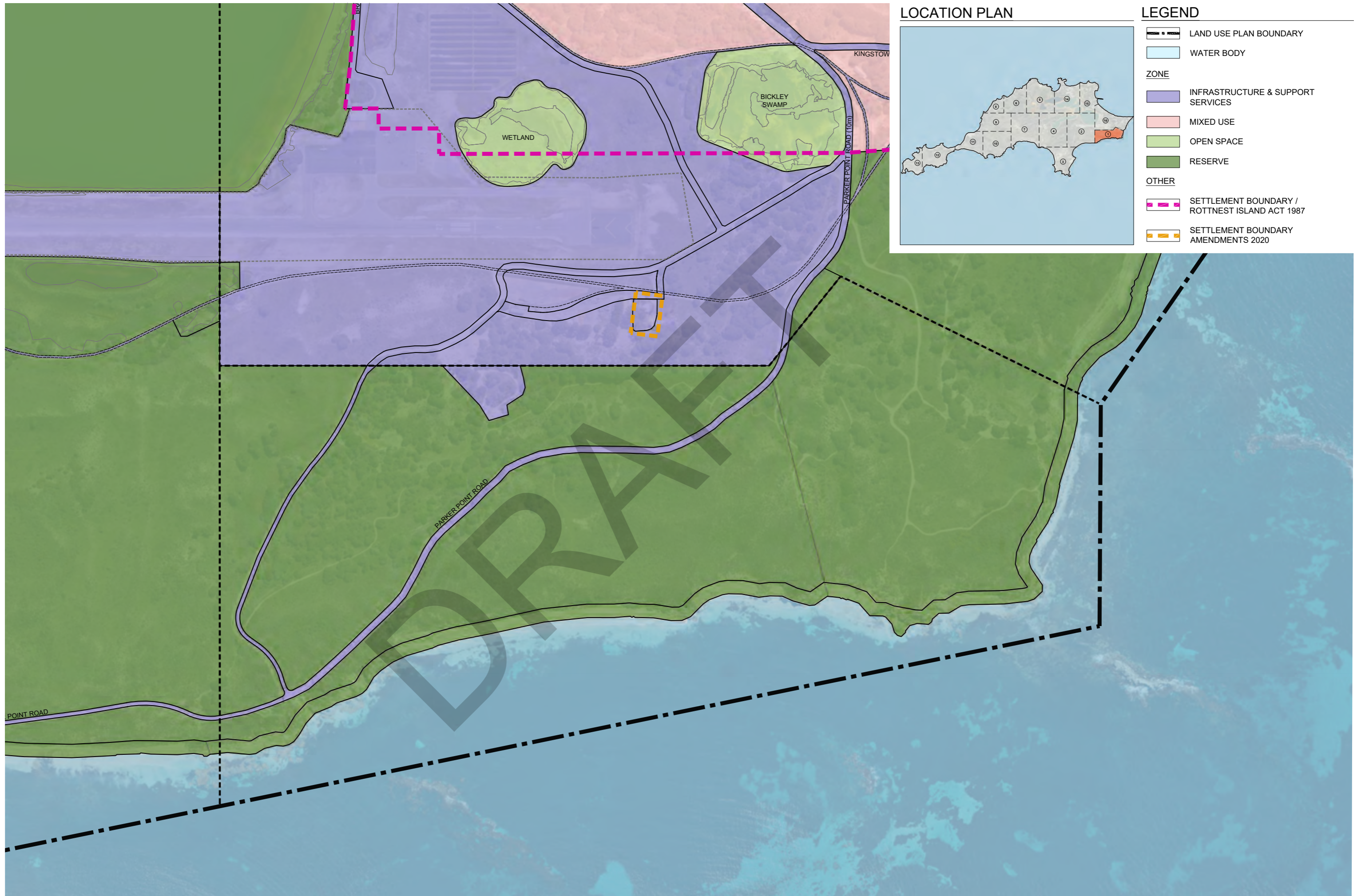


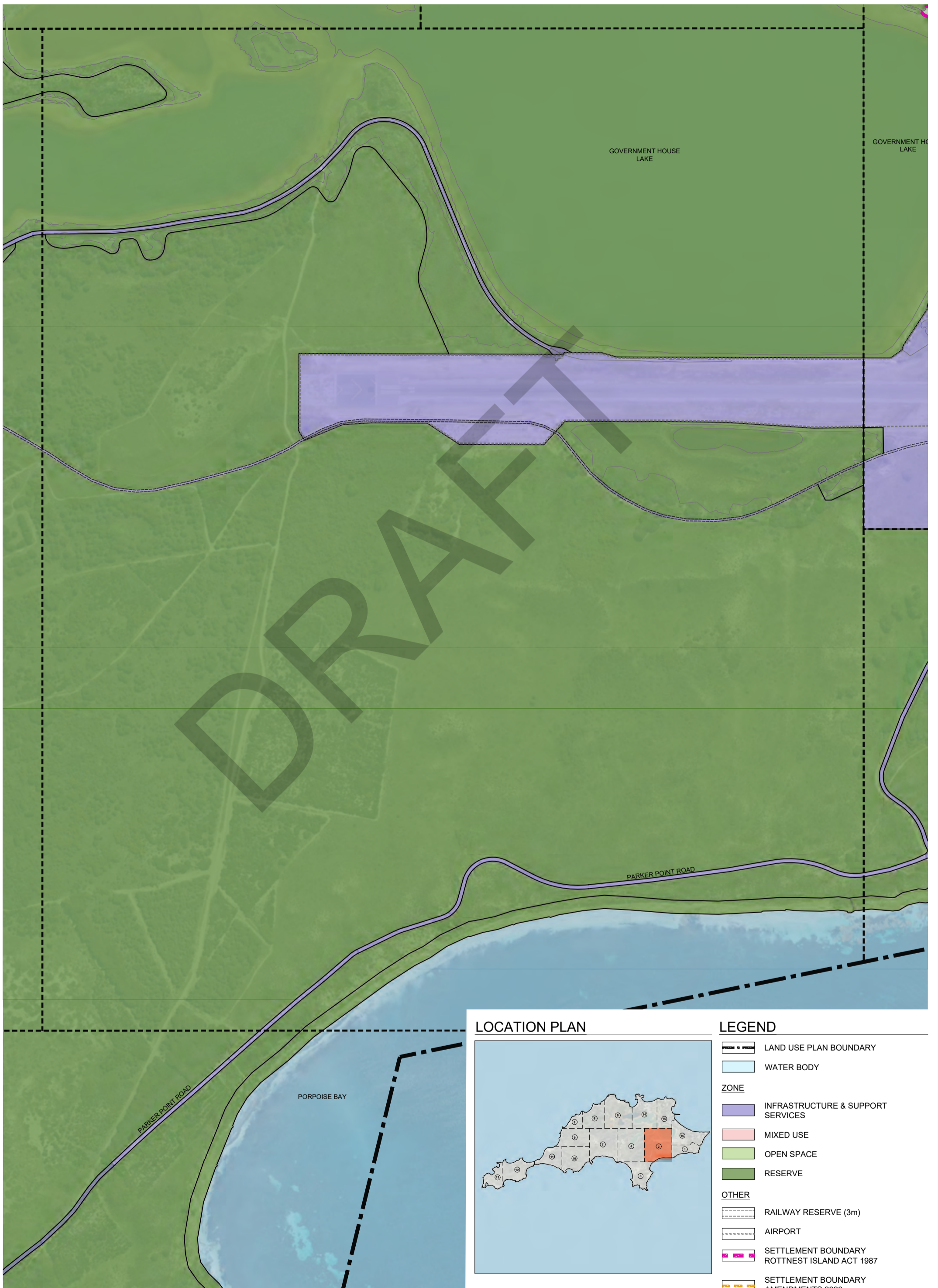
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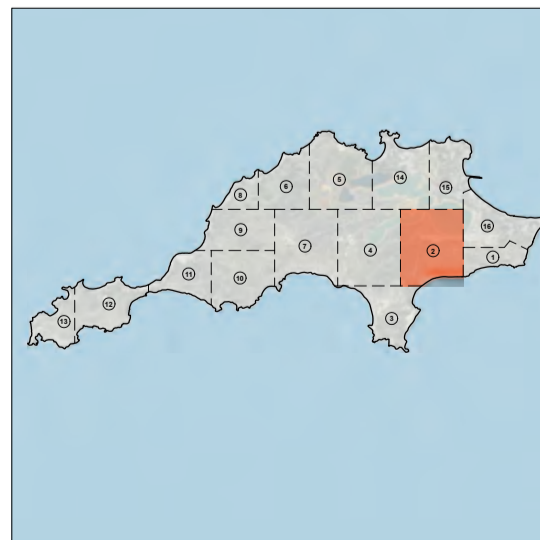
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-  WATER BODY
- ZONE**
-  INFRASTRUCTURE & SUPPORT SERVICES
-  MIXED USE
-  OPEN SPACE
-  RESERVE
- OTHER**
-  SETTLEMENT BOUNDARY / ROTTNEST ISLAND ACT 1987
-  SETTLEMENT BOUNDARY AMENDMENTS 2020















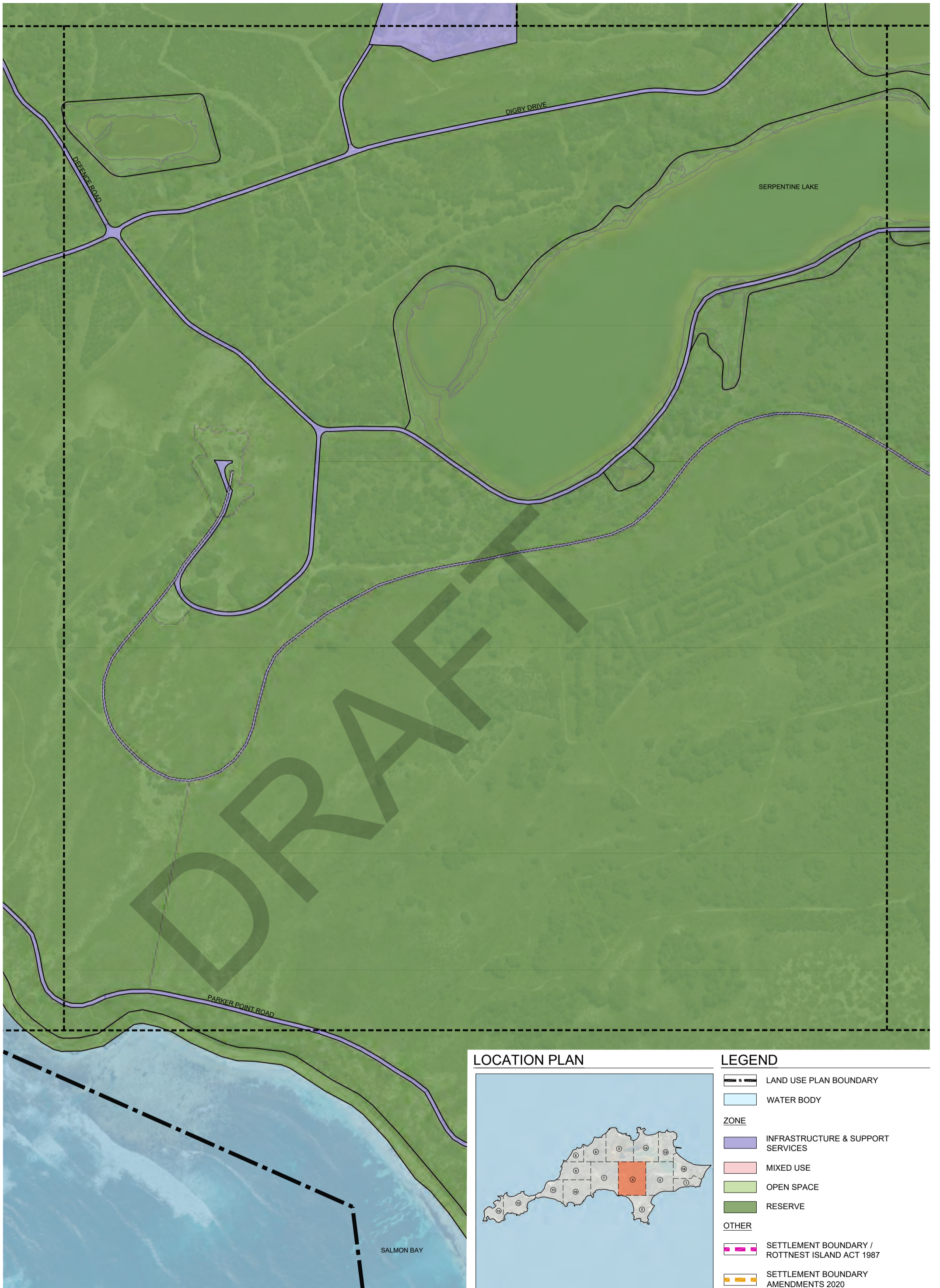


LOCATION PLAN

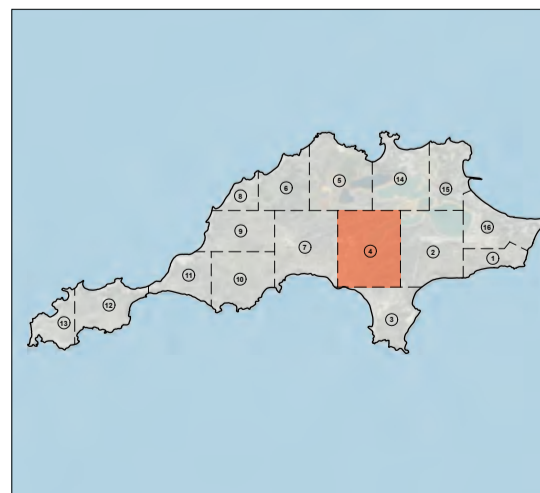


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- ZONE**
-  INFRASTRUCTURE & SUPPORT SERVICES
-  MIXED USE
-  OPEN SPACE
-  RESERVE
- OTHER**
-  RAILWAY RESERVE (3m)
-  AIRPORT
-  SETTLEMENT BOUNDARY ROTTNEST ISLAND ACT 1987
-  SETTLEMENT BOUNDARY AMENDMENTS 2022



LOCATION PLAN

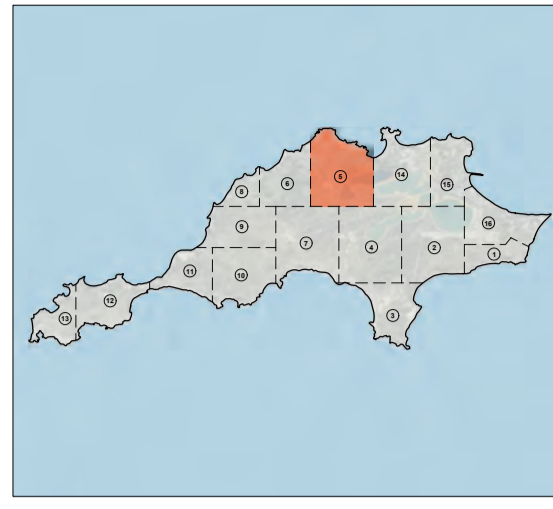


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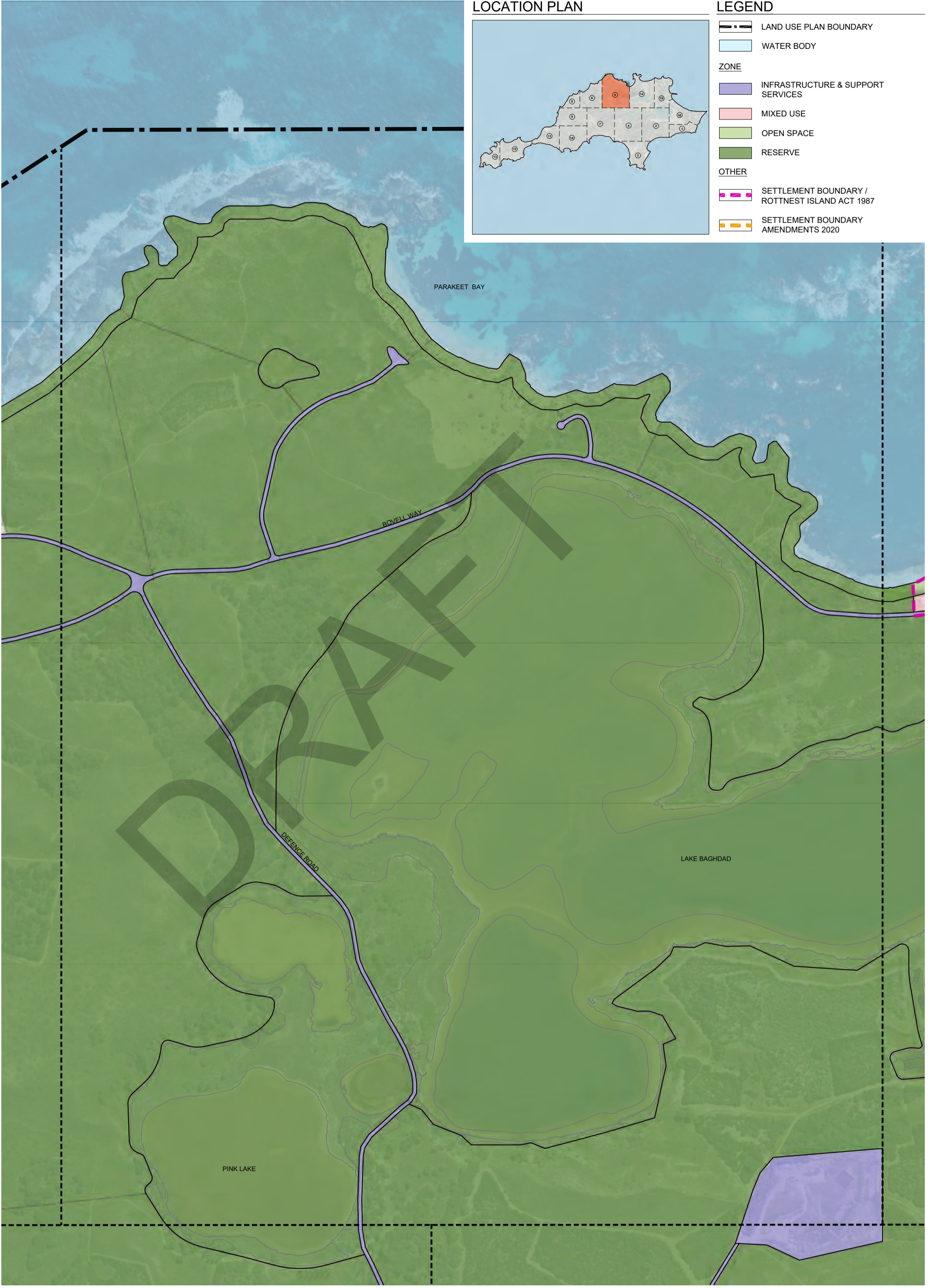
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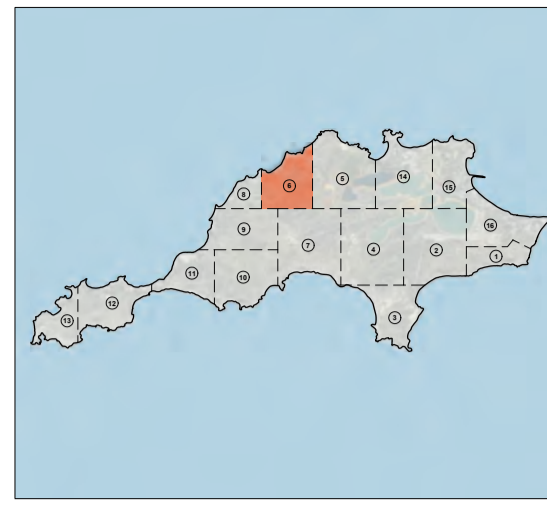


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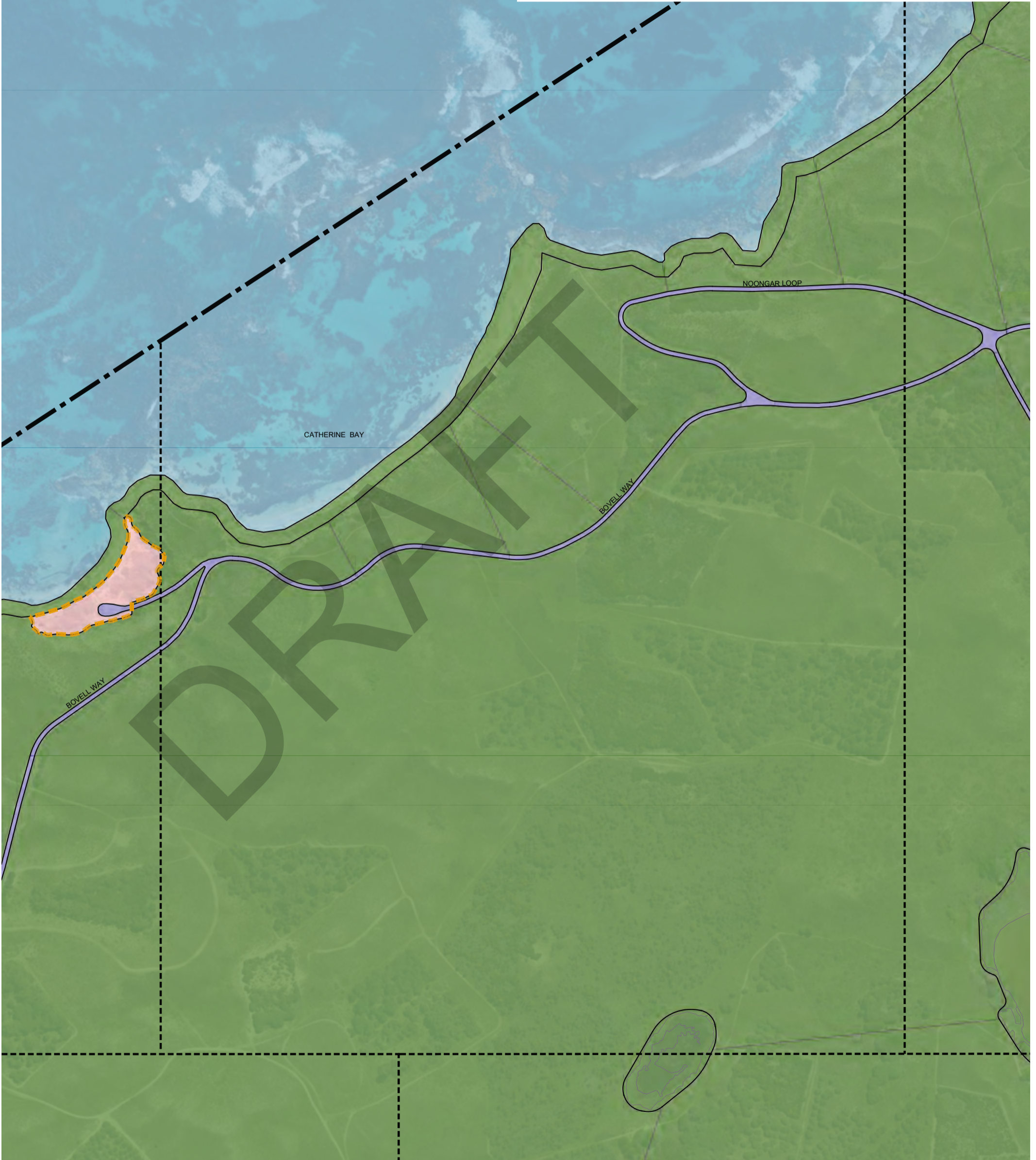


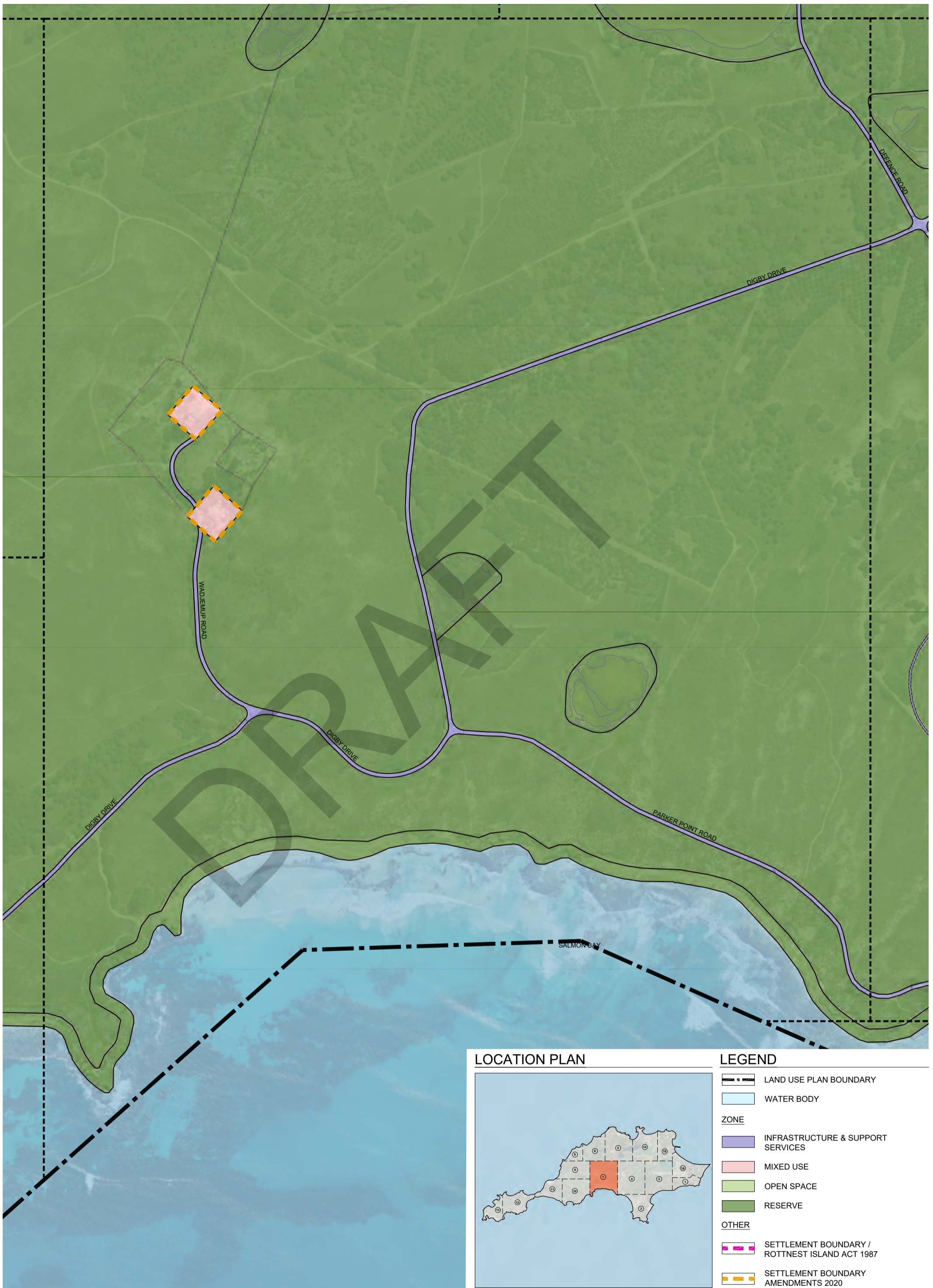
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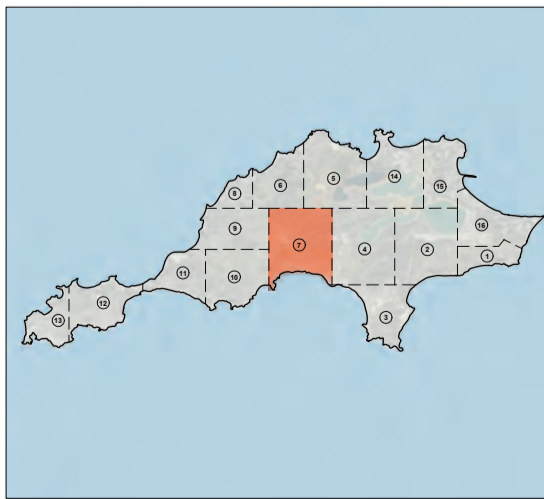


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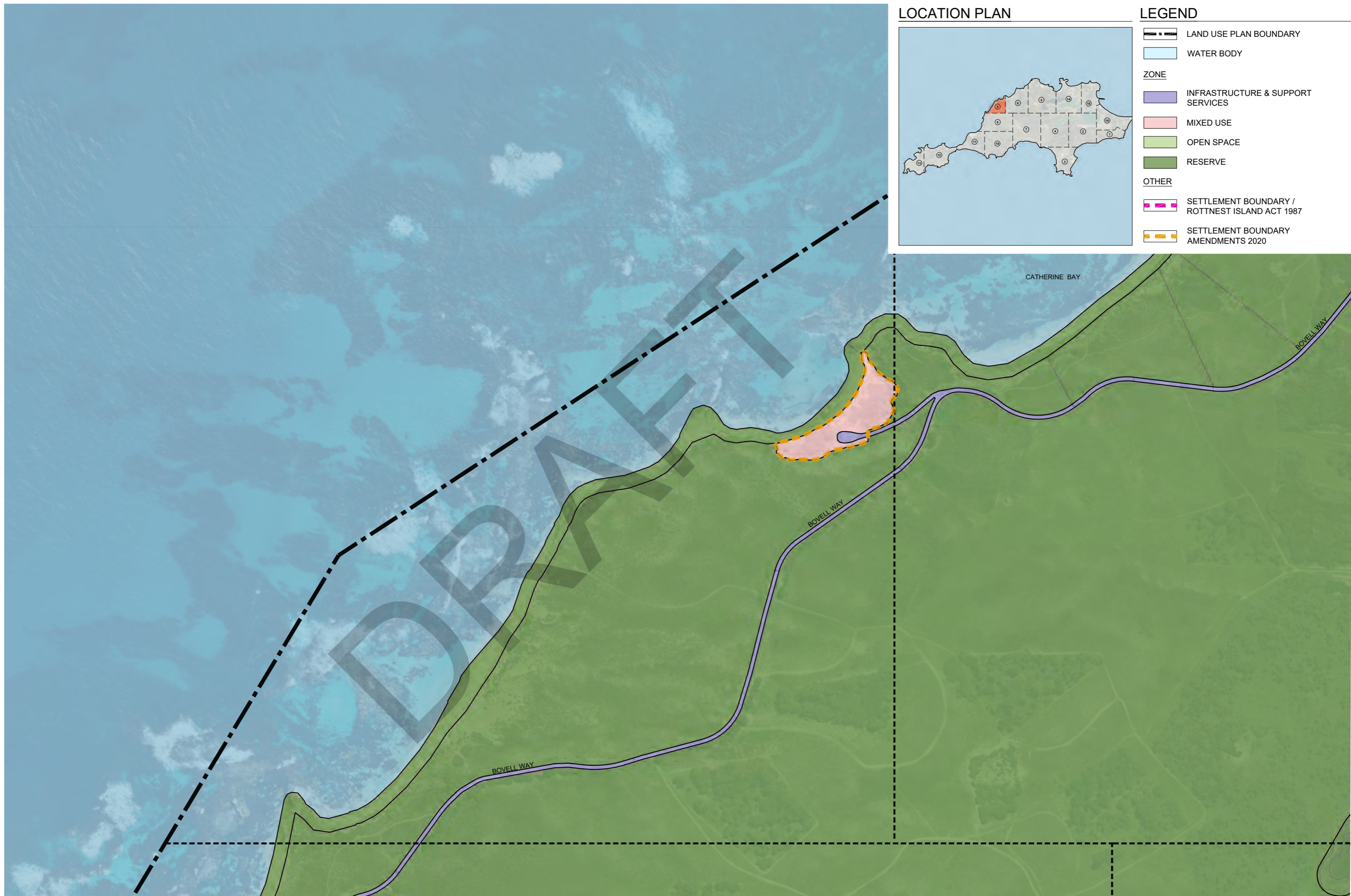


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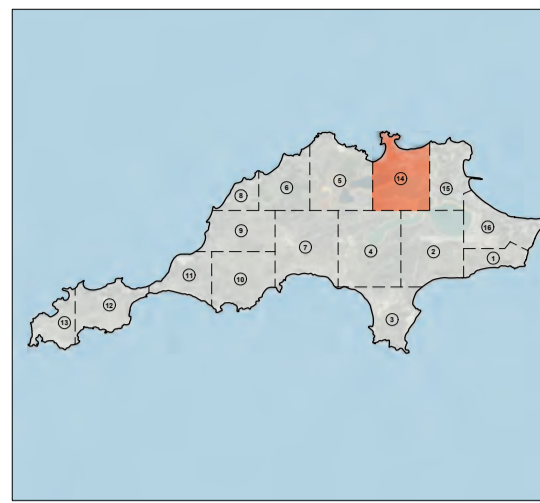


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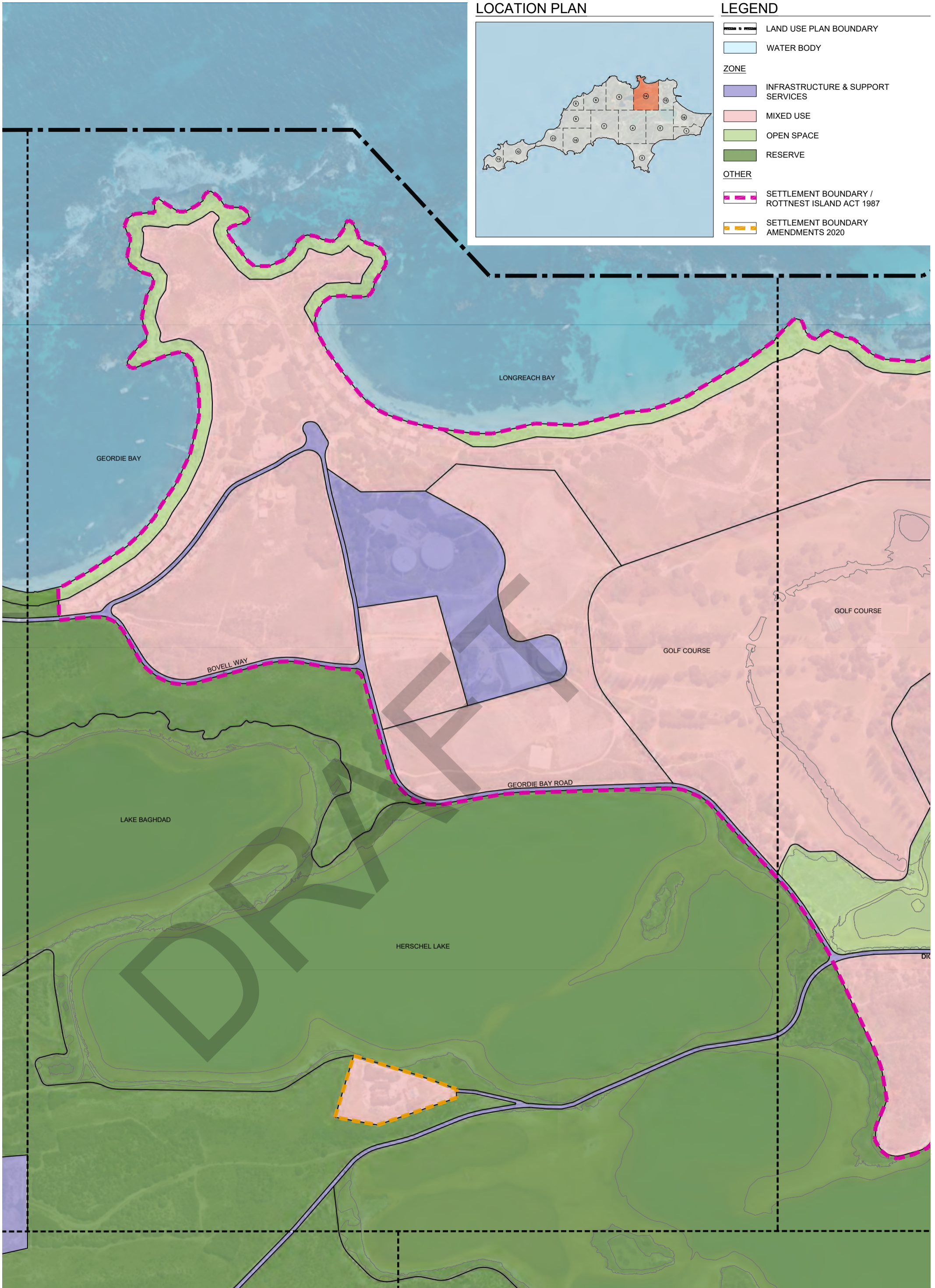


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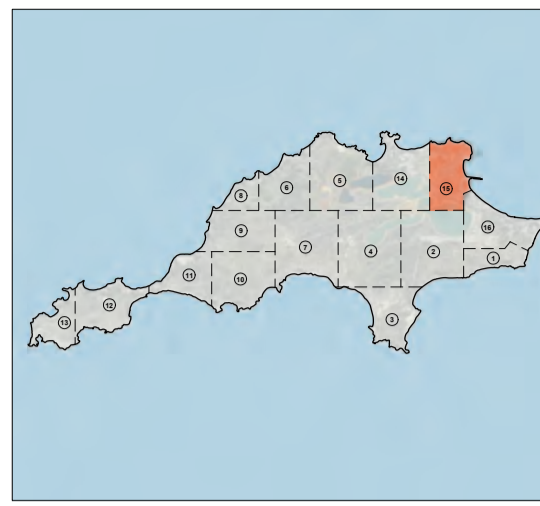


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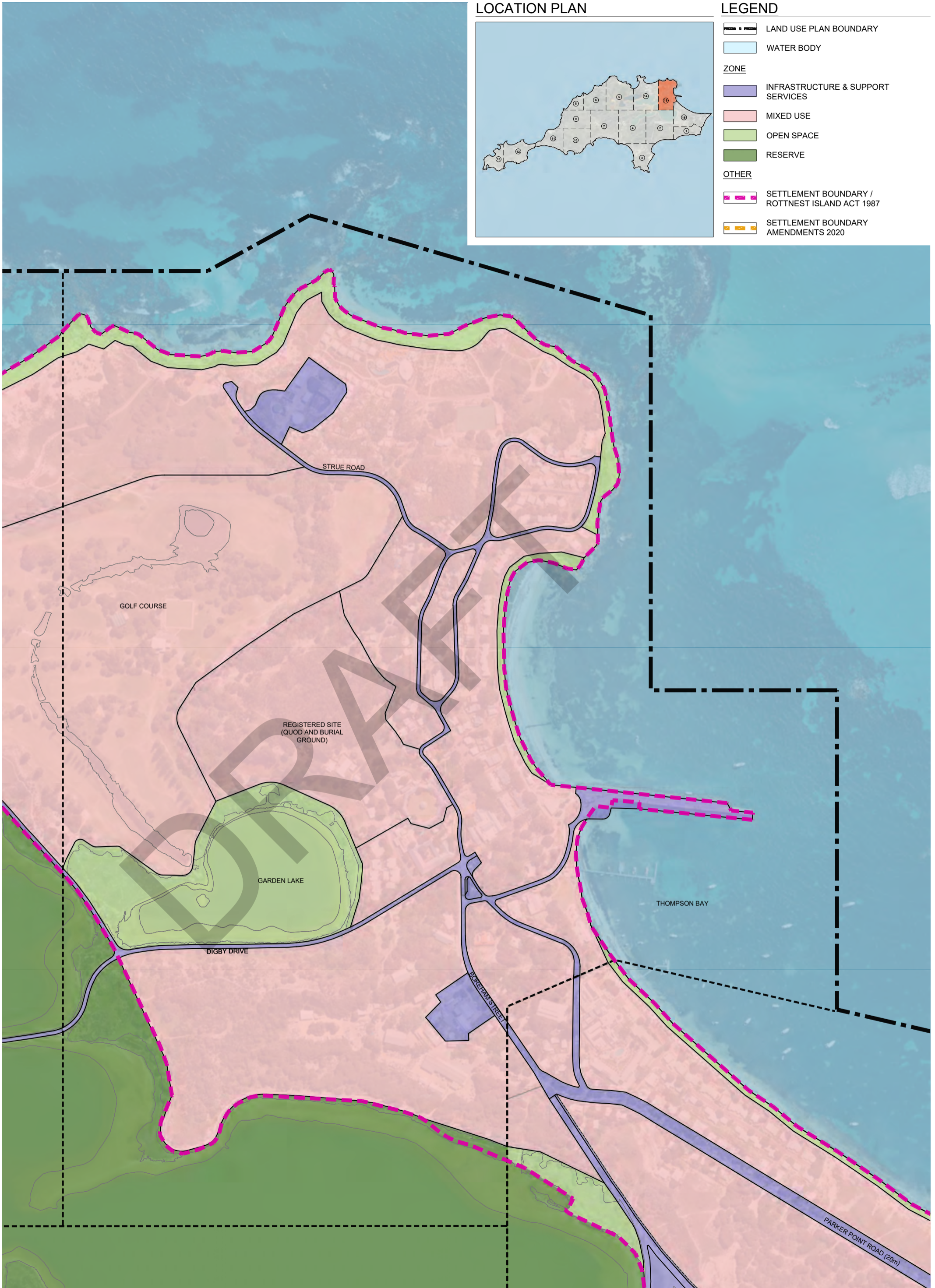


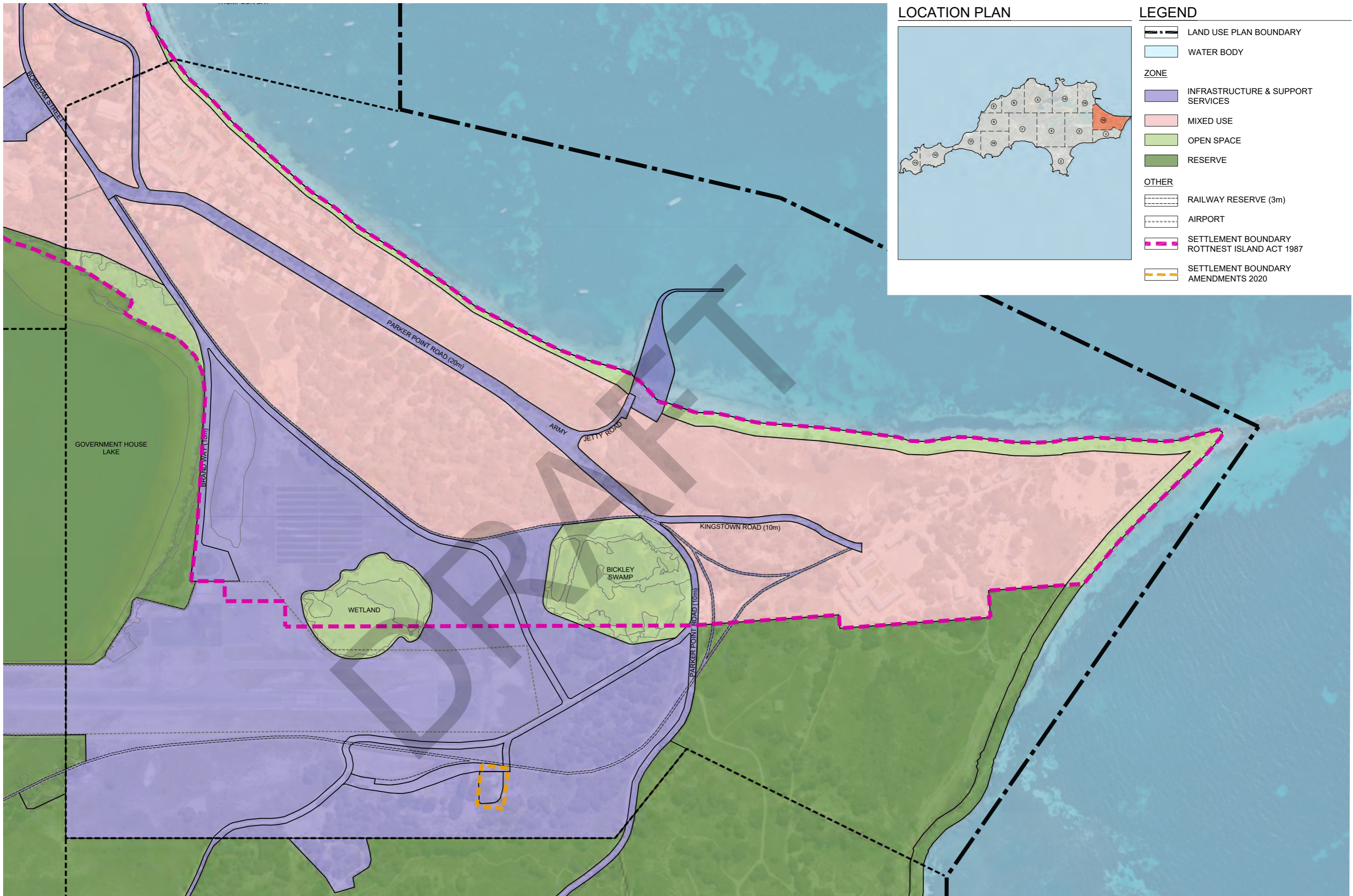
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